



# Strategic Plan

August 2018

**What needs to happen for Waverly to  
continue to be (become) a vibrant,  
progressive, engaged, forward thinking,  
inclusive community?**



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# HISTORICAL PERSPECTIVE: A shared picture of the City's history in relation to the future<sup>1</sup>



INTENTIONAL COMMUNITY							
	Dairy Capital Up to 1040	Rural to Urban 1940 to 1975	Rural Anxiety 1975 to 1990	Re-Commitment 1990 to 2000	Anxiety Returns 2000 to 2008	Rebound/ Recovery 2008 to Current	Future 2019 & Beyond
NATIONAL		<ul style="list-style-type: none"> <li>▪ Civil rights movement</li> <li>▪ School consolidation</li> <li>▪ Vietnam war</li> <li>▪ Carter era – inflation</li> <li>▪ Watergate</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cold war</li> <li>▪ Berlin wall falls</li> <li>▪ Runaway inflation</li> <li>▪ Farm crisis</li> <li>▪ Farm consolidation</li> <li>▪ Space shuttle</li> <li>▪ End of cold war</li> <li>▪ Big box downtown</li> </ul>	<ul style="list-style-type: none"> <li>▪ Gulf war</li> <li>▪ Internet</li> <li>▪ Technology/ computers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Terrorism in US</li> <li>▪ Y2K</li> <li>▪ Technology revolution – internet &amp; email</li> <li>▪ Columbine</li> <li>▪ Stock market crash/ mortgage bubble</li> <li>▪ International conflicts</li> <li>▪ 9/11/2001</li> <li>▪ Technology/ smart phones/social media</li> <li>▪ Recession</li> <li>▪ Housing crisis</li> <li>▪ First black president</li> </ul>	<ul style="list-style-type: none"> <li>▪ Trump</li> <li>▪ Me too movement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Climate change</li> </ul>
STATE OF IOWA	<ul style="list-style-type: none"> <li>▪ Western European migration</li> <li>▪ Interstate system</li> </ul>	<ul style="list-style-type: none"> <li>▪ First Ragbrai</li> <li>▪ Refugees Iowa</li> <li>▪ Farm crisis family farms</li> <li>▪ Iowa tuition grant</li> <li>▪ UNI dome</li> <li>▪ Immigration policies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Property tax rollback</li> <li>▪ Rath Packing crash</li> <li>▪ Farm crisis</li> <li>▪ End of Vietnam war (immigration)</li> <li>▪ Conflict-driven refugees</li> </ul>	<ul style="list-style-type: none"> <li>▪ Corporate farming</li> <li>▪ Iowa economic development</li> <li>▪ Vision Iowa grants start</li> <li>▪ Floods</li> <li>▪ Transportation as a priority (highway, Ave of Saints)</li> <li>▪ Postville raid</li> <li>▪ Ethanol</li> <li>▪ Wind energy</li> <li>▪ Gambling</li> </ul>	<ul style="list-style-type: none"> <li>▪ Metropolitan growth Des Moines</li> <li>▪ Daily newspapers begin to shrink</li> <li>▪ Supreme court same sex marriage</li> <li>▪ Critical access hospitals</li> <li>▪ Postville raid</li> <li>▪ Parkersburg tornado, coach Ed Thomas</li> <li>▪ Crop boom</li> <li>▪ 2008 flood</li> <li>▪ Smoke free air act</li> </ul>	<ul style="list-style-type: none"> <li>▪ Floods/tornadoes</li> <li>▪ Parkersburg tornado</li> <li>▪ Ousting of Iowa supreme court judges</li> <li>▪ Branstad 4<sup>th</sup> term</li> <li>▪ Mental health facilities closed</li> <li>▪ Voter ID law change</li> <li>▪ Female governor</li> <li>▪ Hawkeye wave</li> <li>▪ medicaid</li> </ul>	
CITY OF WAVERLY	<ul style="list-style-type: none"> <li>▪ Local electric utility</li> <li>▪ Utility ownership</li> <li>▪ Housing boom</li> <li>▪ WWII German POW's in Waverly</li> <li>▪ Wartburg College</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public hospital</li> <li>▪ 1<sup>st</sup> city manager</li> <li>▪ Unsolved murders (2 young women)</li> <li>▪ Airbase closed</li> <li>▪ School consolidation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expanded city limits</li> <li>▪ 1<sup>st</sup> city industrial park</li> <li>▪ John Deere/Rath downsizing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Civic center</li> <li>▪ 4 lane to Cedar Falls</li> <li>▪ Chamber &amp; Main Street merger</li> <li>▪ 2-lane for CF</li> <li>▪ Waverly library built</li> <li>▪ Devlp of 4<sup>th</sup> St.</li> <li>▪ Local companies to international ownership</li> <li>▪ Urban renewal growth</li> </ul>	<ul style="list-style-type: none"> <li>▪ 218 corridor growth</li> <li>▪ Ave of Saints</li> <li>▪ Walmart move</li> <li>▪ Waverly Childcare &amp; Preschool</li> <li>▪ The W</li> <li>▪ Flood of 2008</li> </ul>	<ul style="list-style-type: none"> <li>▪ Aspen cottage &amp; Eisenach Village</li> <li>▪ Closing of Terex</li> <li>▪ Middle school</li> <li>▪ Completion of flood mitigation</li> <li>▪ Green bridge closure</li> <li>▪ Inflatable dam</li> <li>▪ Dog park</li> <li>▪ Hosting large-scale events (RAGBRAI, GOTR, Fireman x 2)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public infrastructure</li> </ul>

<sup>1</sup> All events were only listed one time

## HISTORICAL PERSPECTIVE: A shared picture of the City's history in relation to the future

### Trends

- Cycles Economic
- Resilience
- History repeats
- Growth for decades
- Responsive to rural environment
- Inflow of new people
- Continued investment

### Future Implications

- Interconnected to world
- Growth Continues
- Land use
- Write our own script
- Disaster → Rebound
- Child care
- Diversity / immigration
- Costs \$ to do stuff
- Interconnected to the world



# City of Waverly Strategic Plan Executive Summary

## Practical Vision (Year 2023)

- Waverly has Modern Sustainable Infrastructure and Amenities to Support Growth
- Waverly Plans & Makes Efficient Use of Resources with Long-Term Financial Stability
- Waverly has Revitalized / Growing Regions of the City that Attract Families and Businesses
- Waverly has a Strong Local Economy with Quality Jobs and a Growing Tax Base
- Waverly is Known as a Destination for Entertainment, Events and Learning
- Waverly has Quality Recreation Programming and Abundant, Attractive Recreation Facilities for all Ages, Abilities and Interests
- Waverly has a Culture that Embraces & Celebrates Diversity
- Waverly has Abundant, Quality Child Care & Early Childhood Services



## Strategic Directions

- **Engaging & Empowering People**
  - Develop & Mobilize Leaders
  - Embrace & Celebrate Diversity
- **Promoting Productive Dialog**
  - Create Effective Messaging
  - Build Productive Dialog
- **Advancing Human & Economic Growth**
  - Enhance Child Services
  - Enhance & Expand Leisure Activities
  - Improve Infrastructure
  - Boost Economic Development



**Take-aways from article on Iowa Demographics:**

	<b>Can immigration solve our labor shortage</b>	<b>Growth fueled by international migration</b>	<b>Rural to Urban Shift</b>	<b>Growth is happening, but only in more metro locations</b>
<b>Immigration may be our key to future growth</b>				
	<b>15 &gt;&gt; 24</b>	<b>Rural &gt;&gt; Urban transition</b>	<b>Reminder to stay open and welcoming to diverse community members</b>	<b>Waverly more Diverse !!???</b>
<b>Attracting and retaining people</b>	<b>Mobility</b>			

**Changing cultures**

**Intentionally attract younger generations**

**Iowa/Waverly has a labor shortage and skills gap**

**Immigration**

**Waverly is at a crossroads  
Rural-Urban  
Ready for diversity**



**PRACTICAL VISION: What do we want to see in place in 2023 as a result of our actions today?**

<p><b>Waverly has Modern Sustainable Infrastructure and Amenities to Support Growth</b></p>	<p><b>Waverly Plans &amp; Makes Efficient Use of Resources with Long-Term Financial Stability</b></p>	<p><b>Waverly has Revitalized / Growing Regions of the City that Attract Families and Businesses</b></p>	<p><b>Waverly has a Strong Local Economy with Quality Jobs and a Growing Tax Base</b></p>	<p><b>Waverly is Known as a Destination for Entertainment, Events and Learning</b></p>	<p><b>Waverly has Quality Recreation Programming and Abundant, Attractive Recreation Facilities for all Ages and Abilities and Interests</b></p>	<p><b>Waverly has a Culture that Embraces &amp; Celebrates Diversity</b></p>	<p><b>Waverly has Abundant, Quality Child Care &amp; Early Childhood Services</b></p>
<p><b>As illustrated by:</b></p>							
<ul style="list-style-type: none"> <li>• Purposeful landscapes; trees, trails, beautify with a plan, streetscape</li> <li>• Focused pedestrian planning</li> <li>• Investment in renewable technology; solar, electric vehicles, charging stations</li> <li>• 4<sup>th</sup> St. SW reconstruction (Bremer to 8<sup>th</sup>)</li> <li>• High quality infrastructure</li> <li>• Advances in infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Continuum; plan to plan</li> <li>• New consolidated elementary school</li> <li>• Meet growing population in schools</li> <li>• Greener options</li> </ul>	<ul style="list-style-type: none"> <li>• Diverse downtown, a venue for selling, gathering and retail</li> <li>• Bremer Ave; beautification trees, welcoming community</li> <li>• Vibrant downtown: living, shopping, biking, driving, entertainment</li> <li>• Downtown –diverse restaurants evening activities</li> <li>• A good mix of affordable housing</li> <li>• Housing variety; young-old, wealthy-starter</li> <li>• Adequate diverse housing market</li> </ul>	<ul style="list-style-type: none"> <li>• Next-gen makers builder; do-ers here</li> <li>• Thriving economy; employment opportunities, childcare</li> <li>• Opportunity resources for business/ indust. Growth</li> <li>• Culture: shop local first</li> <li>• Partnership w/ Wartburg; public transportation</li> <li>• Local program for skills training</li> </ul>	<ul style="list-style-type: none"> <li>• Becoming a destination: festivals, age appropriate attractions</li> <li>• Movie theater</li> <li>• Magnet areas (reason to gather)</li> <li>• Homegrown diverse restaurants</li> </ul>	<ul style="list-style-type: none"> <li>• Aquatic center</li> <li>• Recreation: water park, ball diamonds, memorial park, river &amp; trails</li> <li>• Trail connection to SR &amp; CF</li> <li>• Plenty of teen activities/ additional teen space at the lib.</li> <li>• Central park</li> <li>• Attractive use of public lands</li> <li>• Trailways connectivity</li> <li>• Fair relocation memorial park renovation</li> <li>• Riverfront, parks, trails &amp; access</li> </ul>	<ul style="list-style-type: none"> <li>• Young diverse voices in leadership roles</li> <li>• Inclusive &amp; accepting environment (all forms of diversity)</li> <li>• Planning for the oldest to the youngest</li> <li>• Partnership w/ Wartburg: mentoring, public transportation</li> <li>• Businesses support ethnic specific interests</li> <li>• Authentic face to face visiting about real issues</li> <li>• Celebrate diversity: movie theater, holidays, education, restaurants, schools/library, int.fashion show</li> <li>• 10% diversity in population</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive services for ages 0-5</li> <li>• Affordable daycare options</li> </ul>
<p>Waverly has modern, sustainable infrastructure and amenities to support growth</p>	<p>Plans &amp; makes Waverly has efficient use of resources with long-term financial stability</p>	<p>Waverly has revitalized / growing regions of the City that attract family and businesses</p>	<p>Waverly has a strong local economy with quality jobs and a growing tax base</p>	<p>Waverly is known as a destination for entertainment, events, and learning</p>	<p>Waverly has quality recreation programming for all ages, abilities and interests</p>	<p>Waverly has a culture that embraces &amp; celebrates diversity</p>	<p>Abundant, quality child care &amp; early childhood services</p>

## UNDERLYING CONTRADICTIONS: What is blocking us from moving toward our Vision?

### Childcare

- Quality childcare
- Absence of daycare providers
- Unclear vision re:child care
- Child care

### Leadership

- Reluctant leadership
- Out dated care models
- Culture embraces diversity
- Narrow
- No leadership to issue
- Absence of leadership committee
- Leadership

### Diversity

- Absent of diverse
- Neglected
- Biased
- Unmotivated to seek ethnic diversity
- Diversity efforts have been neglected and/or uncoordinated
- Diversity

### Priorities

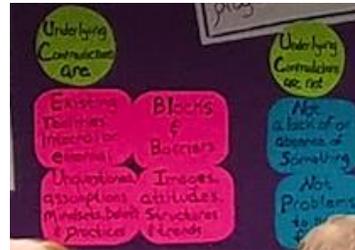
- Uncoordinated priorities
- Conflicting priorities – infrastructure
- Conflicting priorities of infrastructure needs
- Conflicting needs/desire
- Conflicting priorities

### Change

- Reluctance to embrace change
- Reluctance of change
- Reluctance to change

### Communication

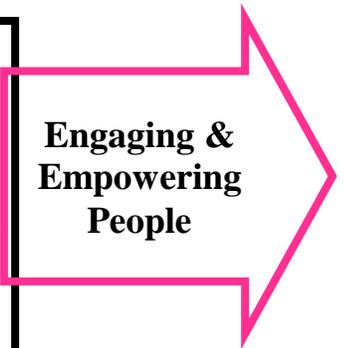
- Inadequate communication
- Disjointed communication



- Chicken or egg
- Disorganized efforts
- Unclear vision
- Inflexible federal regulations prevent us using buy-out lots
- Cedar Falls only 20 minutes away
- Everything else you can get on Amazon
- Cumbersome bureaucracy
- Inconsistent commitment to “buy local”
- Small business obstacles
  - Regulations
  - Education and support
- Housing opportunities
- \$
- Outdated restrictive views
- Limited # of stakeholders
- Unrealistic expectations
- Absence of healthy dialog
- Inadequate supply
- Biased mindset
- Confusing/unclear info
- Absence of ownership
- Absence of variety
- Sporadic practices
- Conflicting wants
- Narrow beliefs
- Unintended consequences
- Conflicting views
- Devalued workforce
- Unmotivated to change because comfy
- Inadequate education
- Confusing goals
- Shrinking resources

**STRATEGIC DIRECTIONS: What innovative practical actions will deal with the underlying contradictions and will move us toward our vision?**

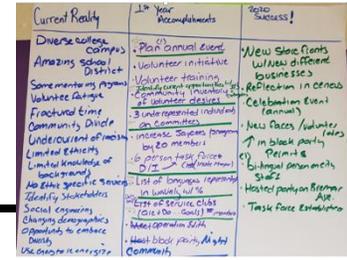
<p><b>Develop &amp; Mobilize Leaders</b></p> <ul style="list-style-type: none"> <li>• Launch initiative to increase volunteerism</li> <li>• Create a community wide leadership/ mentoring program; includes WSR/Wartburg</li> <li>• Create intentional connections; i.e. mentoring, service clubs</li> <li>• Expand participation (child care, health cares, task force, business)</li> <li>• Launch mentoring program w/ community &amp; college</li> </ul>		<p><b>Embrace &amp; Celebrate Diversity</b></p> <ul style="list-style-type: none"> <li>• Utilize international students to enhance diversity</li> <li>• Bi-lingual city staff / access to translator</li> <li>• Plan a calendar of events that celebrate diversity</li> <li>• Visit and host leaders of diverse community</li> <li>• Implement advertising campaign to attract diversity and change culture</li> <li>• Diversity (task force, look at Wartburg, businesses, churches, members, education)</li> <li>• Committee to promote diversity</li> <li>• Diversity/inclusion task force of community members</li> </ul>	
<p><b>Create Effective Messaging</b></p> <ul style="list-style-type: none"> <li>• Broader communication; multiple platforms, outreach – telecom, social media</li> <li>• Make &amp; publicize vision statement</li> <li>• Celebrate small wins on facebook; like, share, comment</li> <li>• Proactive communication plan</li> <li>• Standing communication across multiple mediums</li> <li>• Larger billboards welcoming visitors to Waverly and Wartburg</li> <li>• Designate a city communications director to expand communication methods</li> </ul>		<p><b>Build Productive Dialog</b></p> <ul style="list-style-type: none"> <li>• Listening; broader community outreach, solicit diverse opinions, utilize networks, identify stakeholders</li> <li>• Develop program or more face to face interaction</li> <li>• Intentionally engaging &amp; attracting conflicting community opinions</li> <li>• Town hall discussion program</li> </ul>	
<p><b>Enhance Child Services</b></p> <ul style="list-style-type: none"> <li>• Daycare expansion fundraising campaign</li> <li>• Early childhood needs/ interest assessment</li> <li>• Daycare providers hub &amp; website</li> <li>• Early childhood/daycare providers fair, training, support event</li> </ul>	<p><b>Enhance &amp; Expand Leisure Activities</b></p> <ul style="list-style-type: none"> <li>• Task force for vision &amp; closure of fairgrounds &amp; ball diamond</li> <li>• Develop river for recreation and entertainment</li> </ul>	<p><b>Improve Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Complete 4<sup>th</sup> street project</li> <li>• Task force to solve green bridge</li> <li>• Streetscape project (Bremer Ave)</li> <li>• Infrastructure; identify needs and priorities, inventory, asset management, communications-why</li> </ul>	<p><b>Boost Economic Development</b></p> <ul style="list-style-type: none"> <li>• Community open house events for new business</li> <li>• Develop cont. ed through Wartburg - special niche</li> <li>• Develop coupon cards to pull customers into local downtown stores</li> <li>• Branding/advertising campaign (vendors, YouTube, website)</li> <li>• Establish a clearing house for rental housing info</li> </ul>



# IMPLEMENTATION WORKSHOP: What will be our specific measurable accomplishments for the first year?

**Engaging & Empowering People**

Strategic Direction I.		
What will be our specific measurable accomplishments for the first year for the first year?		
Current Reality	First Year Accomplishments	Success Indicators
<ul style="list-style-type: none"> <li>• Diverse college campus</li> <li>• Amazing school district</li> <li>• Some mentoring programs</li> <li>• Volunteer fatigue</li> <li>• Fractured time</li> <li>• Community divide</li> <li>• Undercurrent of racism</li> <li>• Limited ethnicity</li> <li>• Limited knowledge of backgrounds</li> <li>• No ethnic specific services</li> <li>• Identify stakeholders</li> <li>• Social engineering</li> <li>• Changing demographics</li> <li>• Opportunity to embrace diversity</li> <li>• Use energy to reenergize</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Plan annual event</u></li> <li>• Volunteer initiative</li> <li>• Volunteer training</li> <li>• Identify current opportunities with numbers and categories</li> <li>• <u>Community inventory of volunteer desires</u></li> <li>• <u>3 underrepresented individuals on committees</u></li> <li>• Increase Jaycees program by 20 members <u>6 person task force D/I (invite mayor)</u></li> <li>• <u>List of languages represented in Waverly with percentages</u></li> <li>• <u>List of service clubs (are and do...goals)</u></li> <li>• <u># members</u></li> <li>• Operation Edith</li> <li>• Block party night community</li> </ul>	<ul style="list-style-type: none"> <li>• -New store fronts with new different businesses</li> <li>• -Reflection in census</li> <li>• -Celebration event (annual)</li> <li>• -New faces/volunteer roles</li> <li>• -Increase in block party permits</li> <li>• -Bi-lingual person on city staff</li> <li>• -Hosted party of Bremer Ave.</li> <li>• -Task force established</li> </ul>

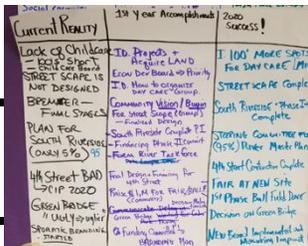


**Advancing Human & Economic Growth**

### Strategic Direction III.

What will be our specific measurable accomplishments for the first year for the first year?

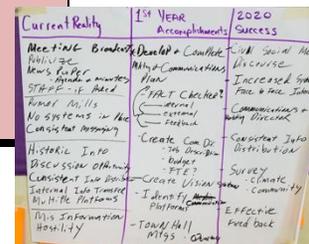
Current Reality	First Year Accomplishments	Success Indicators
<ul style="list-style-type: none"> <li>Lack of childcare               <ul style="list-style-type: none"> <li>100s short</li> <li>Childcare board</li> </ul> </li> <li>Streetscape is not designed</li> <li>Bremer final stages</li> <li>Plan for South Riverside (only 5%)</li> <li>4<sup>th</sup> Street BAD &gt;&gt;&gt; CIP 2020</li> <li>Green Bridge "Ugly &gt;&gt;&gt; Uglier"</li> <li>Sporadic branding started</li> </ul>	<ul style="list-style-type: none"> <li>ID projects and acquire land</li> <li>Econ Dev Board &gt;&gt;&gt; Priority</li> <li>ID how to organize daycare group</li> <li>Community vision/buy-in for Street Scape (group) finalized design</li> <li>South Riverside complete PI</li> <li>Financing phase II commit</li> <li>Form river task force</li> <li>Final design and financing for 4<sup>th</sup> Street</li> <li>Raise \$1M for fair/ball F (community)</li> <li>Decision making timeline Green Bridge</li> <li>Funding committed to branding plan</li> </ul>	<ul style="list-style-type: none"> <li>100+ more spots for daycare (min)</li> <li>Streetscape complete</li> <li>South Riverside-Phase I and II complete</li> <li>Steering committee for (95%) river master plan</li> <li>4<sup>th</sup> Street construction complete</li> <li>Fair at new site</li> <li>1<sup>st</sup> Phase ball fields done</li> <li>Decision on Green Bridge</li> <li>New brand implemented and measuring impact</li> </ul>



### Strategic Direction II.

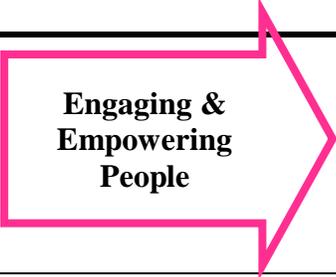
What will be our specific measurable accomplishments for the first year for the first year?

Current Reality	First Year Accomplishments	Success Indicators
<ul style="list-style-type: none"> <li>Meeting broadcast</li> <li>Publicize</li> <li>Newspaper –agenda and minutes</li> <li>Staff- if asked</li> <li>Rumor mills</li> <li>No system in the consistent marketing</li> <li>Historic info discussion opportunity</li> <li>Consistent info distributor</li> <li>Internal info transfer</li> <li>Multiple platforms</li> <li>Misinformation hostility</li> </ul>	<ul style="list-style-type: none"> <li>Develop and complete mktg and communications plan</li> <li>Fact checker</li> <li>internal</li> <li>external</li> <li>feedback</li> <li>Create com. Dir job description, budget, FTE?</li> <li>Create vision statement</li> <li>Identify communication platforms</li> <li>Town Hall meetings - quarterly</li> </ul>	<ul style="list-style-type: none"> <li>Civil social media discourse</li> <li>Increased systematic face to face interaction</li> <li>Communications and marketing director</li> <li>Consistent info distribution</li> <li>Survey climate and community</li> <li>Effective feedback</li> </ul>



**Promoting Productive Dialog**

## Year One Calendar of Activity: What is our timeline of our first-year accomplishments

Strategic Directions	Quarter 1 July – September 2018	Quarter 2 October – December 2018	Quarter 3 January – March 2019	Quarter 4 April – June 2019
 <p><b>Engaging &amp; Empowering People</b></p>	<ul style="list-style-type: none"> <li>List of Service Clubs - <b>Emily N</b></li> </ul>	<ul style="list-style-type: none"> <li>Identify current volunteer opportunities with numbers and categories – <b>Cara &amp; James</b></li> </ul>	<ul style="list-style-type: none"> <li>List of language represented in Waverly - <b>Emily M. &amp; Sarah</b></li> <li>6 person task force - <b>Dave</b></li> <li>3 Under-represented individuals on committees - <b>Brian</b></li> </ul>	<ul style="list-style-type: none"> <li>Plan annual event – <b>Jean &amp; Toshia</b></li> <li>Coordinate a community block party – <b>Phil</b></li> </ul>
 <p><b>Advancing Human &amp; Economic Growth</b></p>	<ul style="list-style-type: none"> <li>ID how to organize Day Care group - <b>Jodi</b></li> </ul>	<ul style="list-style-type: none"> <li>Community vision/buy-in group for street scape - <b>??, Bill &amp; Dennis</b></li> <li>Raise \$1M for Fair and ball diamond by community - <b>Travis &amp; Greg</b></li> <li>Decision making timeline for Green Bridge – <b>Council</b></li> <li>ID projects and acquire land</li> <li>-<b>Lead Child Care Board/E.D</b></li> </ul>	<ul style="list-style-type: none"> <li>Finalized design Streetscape - <b>Travis &amp; Bill</b></li> <li>Final design and financing for 4<sup>th</sup> St. -<b>City E/City Manager</b></li> <li>Funding committed to advertising plan from branding</li> <li>Financing phase II commit - <b>TAB/L.S/City A</b></li> <li>South Riverside complete PI</li> <li>-<b>TAB/Leisure S</b></li> </ul>	<ul style="list-style-type: none"> <li>Form River Task Force - <b>TAB/L.S.</b></li> </ul>
 <p><b>Promoting Productive Dialog</b></p>	<ul style="list-style-type: none"> <li>Create “Myth-Buster” Program -<b>Dick Crayne</b></li> </ul>	<ul style="list-style-type: none"> <li>Identify communication platforms - <b>?? &amp; Mike</b></li> <li>Quarterly Town Hall Meetings - <b>Ann Rathe</b></li> </ul>	<ul style="list-style-type: none"> <li>Create Communications and Marketing Director job description, budget, and FTE - <b>Tim K &amp; Carla G</b></li> <li>Create and publicize vision statement for Wavery - <b>Hank B</b></li> </ul>	

