



Strategic Plan

August 2018

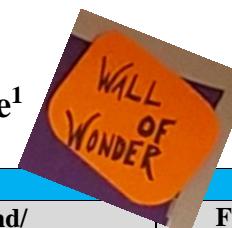
What needs to happen for Waverly to continue to be (become) a vibrant, progressive, engaged, forward thinking, inclusive community?



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HISTORICAL PERSPECTIVE: A shared picture of the City's history in relation to the future¹



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

¹ 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

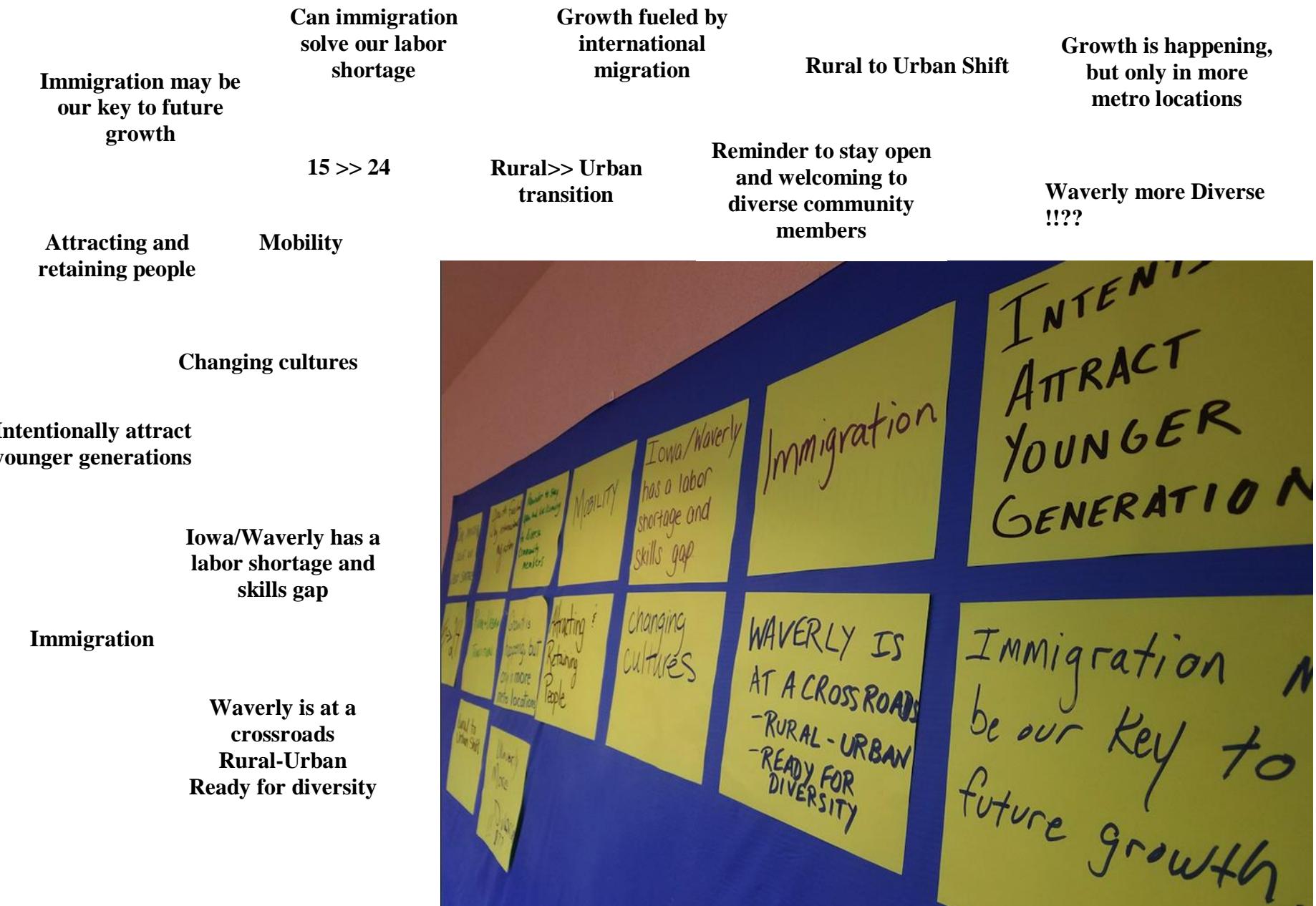


Strategic Directions

- **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:



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

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 and Abilities and Interests	Waverly has a Culture that Embraces & Celebrates Diversity	Waverly has Abundant, Quality Child Care & Early Childhood Services
As illustrated by:							
<ul style="list-style-type: none"> Purposeful landscapes; trees, trails, beautify with a plan, streeescape Focused pedestrian planning Investment in renewable technology; solar, electric vehicles, charging stations 4th St. SW reconstruction (Bremer to 8th) High quality infrastructure Advances in infrastructure 	<ul style="list-style-type: none"> Continuum; plan to plan New consolidated elementary school Meet growing population in schools Greener options 	<ul style="list-style-type: none"> Diverse downtown, a venue for selling, gathering and retail Bremer Ave; beautification trees, welcoming community Vibrant downtown: living, shopping, biking, driving, entertainment Downtown –diverse restaurants evening activities A good mix of affordable housing Housing variety; young-old, wealthy-starter Adequate diverse housing market 	<ul style="list-style-type: none"> Next-gen makers builder; do-ers here Thriving economy; employment opportunities, childcare Opportunity resources for business/ indust. Growth Culture: shop local first Partnership w/ Wartburg; public transportation Local program for skills training 	<ul style="list-style-type: none"> Becoming a destination: festivals, age appropriate attractions Movie theater Magnet areas (reason to gather) Homegrown diverse restaurants 	<ul style="list-style-type: none"> Aquatic center Recreation: water park, ball diamonds, memorial park, river & trails Trail connection to SR & CF Plenty of teen activities/ additional teen space at the lib. Central park Attractive use of public lands Trailways connectivity Fair relocation memorial park renovation Riverfront, parks, trails & access 	<ul style="list-style-type: none"> Young diverse voices in leadership roles Inclusive & accepting environment (all forms of diversity) Planning for the oldest to the youngest Partnership w/ Wartburg: mentoring, public transportation Businesses support ethnic specific interests Authentic face to face visiting about real issues Celebrate diversity: movie theater, holidays, education, restaurants, schools/library, int. fashion show 10% diversity in population 	<ul style="list-style-type: none"> Comprehensive services for ages 0-5 Affordable daycare options

Waverly has modern, sustainable infrastructure and amenities to support growth

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 for all ages, abilities and interests

Waverly has a culture that embraces & celebrates diversity

Abundant, quality child care & early childhood services

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

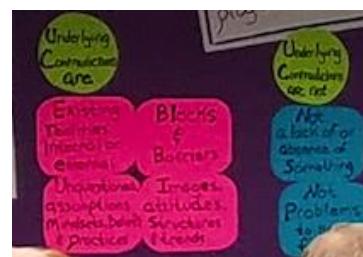
- Reluctance to embrace change
- Reluctance of change
- Reluctance to change

Communication

- Inadequate communication
- Disjointed communication

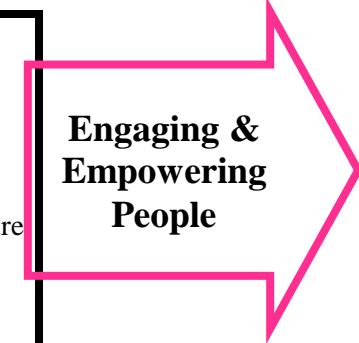
Key blocks

- **Disjointed communication**
- **Conflicting priorities**
- **Reluctant to embrace change**
- **Conflicting visions**
- **Leadership**
- **Inadequate communication**
- **Unclear vision re:child care**



- 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?

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

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

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

Engaging & Empowering People



Current Reality	1st Year Accomplishments	2020 Success!
Diverse college campus Amazing school district Some mentoring programs Volunteer fatigue Fractured time Community divide Undercurrent of racism Limited ethnicity Limited knowledge of backgrounds No ethic specific services Identify stakeholders Social engineering Changing demographics Opportunity to embrace diversity Use energy to reenergize	Plan annual event Volunteer initiative Volunteer training Identify current opportunities with numbers and categories Community inventory of volunteer desires 3 underrepresented individuals on committees Increase Jaycees program by 20 members person task force D/I (invite mayor) List of languages represented in Waverly with percentages List of service clubs (are and do...goals) # members Operation Edith Block party night community	New store fronts with new different businesses Reflection in census Celebration event (annual) New faces/volunteer roles Increase in block party permits Bi-lingual person on city staff Hosted party of Bremer Ave. Task force established

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

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

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

