

Resolution No. 15-0643

A RESOLUTION ADOPTING A STRATEGIC PLAN FOR THE CITY OF WINDSOR HEIGHTS, IOWA

WHEREAS, the City Council engaged the services of a consultant to facilitate strategic planning; and

WHEREAS, public input was solicited continuously throughout the process and via a comprehensive citizen survey; and

WHEREAS, adoption of the attached Strategic Plan is considered to be in the best interests of the City.

NOW THEREFORE, BE IT RESOLVED, by the City Council of the City of Windsor Heights State of Iowa, that the attached Exhibit #1 – City of Windsor Heights, Draft Strategic Plan is hereby approved.

Passed and Approved this 1st day of June, 2015

Diana Willits, Mayor

Attest: _____
Brett Klein, City Administrator

Windsor Heights, Iowa

DRAFT STRATEGIC PLAN



MISSION

The mission of Windsor Heights is to provide our residents, businesses and visitors a safe environment and exceptional city services through a team-oriented and fiscally responsible approach, in order to create a unique, sustainable and vibrant community.

STRATEGIES

The City of Windsor Heights 2015 Strategic Plan consists of four primary strategies:

- A Hallmark of Financial Stability*
- A City Defined By Excellence*
- A Vibrant and Attractive Community*
- A Focus on Strategic Redevelopment*

A HALLMARK OF FINANCIAL STABILITY

Characteristics include:

- Tax rate stability
- Provide exceptional services
- Supplement residential tax base
- Enhance assessed valuations through redevelopment and improvement
- Realistic Capital Improvement Plan
- Infrastructure Maintenance Plan
- Judicious use of TIF
- Focus on Sustainability Initiatives
- Economic development plan
- Local options sale tax possibilities
- Explore other revenue options

GOALS

Develop a strategy for legislative changes to the Local Options Sales Tax Law; pursue legislative strategy to achieve. If no advancement during this session, rally all contiguous cities with comprehensive marketing plan to pass by vote

Action Steps	Assigned	Deadline
Follow and advocate for passage of HSB221 (single city elections)	Willits, Peterson, Burgess, Klein	5/30/15
If passed - begin public relations campaign/plan for election	Klein, Willits, Danzer, Brick	9/30/15
If fails to pass - schedule meeting with cities - develop strategy	Mayor/Council / Klein	8/15/15

Prepare a capital and infrastructure improvement plan (CIP)

Action Steps	Assigned	Deadline
List of all City assets - equipment/vehicle/buildings > \$5,000 including age/replacement cycle / Cost, etc.	Butz, Klein, Woodke	4/30/16
Estimate repair/replacement costs/year	Butz, Klein, Woodke	5/30/16
Designate funds on hand/budget/borrow - Draft CIP	Butz, Klein, Woodke	8/30/16

Prepare an economic development plan (strategies, incentives, etc)

Action Steps	Assigned	Deadline
Identify & apply for grant to assist facilitation of plan	Klein	7/30/15
Facilitate Goal Session	Consultant	9/15/15
Draft/implement plan	Council / Klein	3/1/16

Prepare budget with a decreasing reliance on unpredictable revenues such as ATE and State backfill, reduce debt service payments and prepare TIF to incentivize redevelopment, while maintaining exceptional services and lowering the tax rate

Action Steps	Assigned	Deadline
Examine line item budget and identify fluctuating revenue streams	F&P, Klein	1/15/16
Gradually limit operational/structural reliance on TIF increment	F&P, Klein	1/30/16 - Ongoing
Draft budget for FY '17 and subsequent year	F&P, Klein, Woodke	Ongoing

A CITY DEFINED BY EXCELLENCE

Characteristics include:

- Update job descriptions, organizational structure and compensation plan
- Rental code inspections
- Council decision-making process (use of Committees)
- Communication with citizens
- Staff retention and development
- Access to grant writing skills
- Council-Administrator relations
- Integrate sustainability
- Determine city’s long term focus and direction
- Working with the Chamber and other business organizations
- Comprehensive and strategic planning

GOALS

Focus on staff retention, succession planning and professional training and development opportunities

Action Steps	Assigned	Deadline
Identify employee values and implement 2 new cost effective fringe benefits	Glover, McDaniel, Campbell	6/30/16
Draft succession plan	Timm/Glover/Klein	3/30/17
Setup training program for all staff based on Professional development goals and outcomes – annual checklist	Kendig	5/30/17

Develop a Fire Department staffing model that provides the most viable and cost effective Fire and EMS service

Action Steps	Assigned	Deadline
Research staffing options along with comprehensive budget creation	McDaniel, PS Committee, Klein	12/1/15
Propose options along with cost analysis and provide recommendations	McDaniel, PS Committee, Klein	1/15/16
Implement and budget for Council – approved model	McDaniel, Klein	3/1/16

Introduce ideas to enhance citizen education, engagement, outreach, and connection to the city

Action Steps	Assigned	Deadline
Research potential options	Willits, Glover, Danzer, Vogel	10/1/15
Develop Plan	Willits, Glover, Danzer, Vogel	2/15/16
Implement Programs and Plan	Vogel, Danzer	7/1/16

Research best practices to identify ideas and innovations for cities in comparable situation as Windsor Heights (best practice modeling) focusing on sustainability

Action Steps	Assigned	Deadline
Research potential options	Willits, Burgess, Danzer	7/1/16
Develop Plan	Danzer, Vogel, Klein	10/1/16
Implement	Danzer, Vogel, Klein	3/30/17

A VIBRANT AND ATTRACTIVE COMMUNITY

Characteristics include:

- Relationships with all citizens and major land owners
- Change business connection from regulation to recognition
- Prepare Economic Development Master Plan
- Trails, pedestrian mobility and sustainable transit
- Wireless city; satellite hub for DART
- Incent development: TIF, loans, grants
- Public land acquisition
- Green City
- Expand housing styles

GOALS

Enhance the rental code program and public outreach - focus on positives and residential improvement opportunities

Action Steps	Assigned	Deadline
Research options that mitigate adverse impact of conversion rentals	Butz, Willits, Timm	9/1/15
Identify improvement opportunities	Butz, Willits, Timm	12/1/15
Develop/implement policies and local legislation	Butz, Willits, Timm	3/1/16

Expand DART access; Hub for DART in the Burger King parking lot; pursue grants to support

Action Steps	Assigned	Deadline
Work with DART and property stakeholders in developing agreement	Peterson, Klein, Danzer	6/1/15
Identify funding options - private/public	Peterson, Klein, Danzer	8/1/15
Assist with construction planning/budget City share	Peterson, Klein, Danzer	2/1/16

Foster relations with commercial and residential developers and market a plan for enhancing development city wide

Action Steps	Assigned	Deadline
Hold a development forum/workshop for input on design guidelines and promotional efforts	Willits, Danzer, Klein, Burgess	2/15/15
Draft/approve design guidelines	Danzer, Klein, P and Z	5/30/15
Develop marketing materials promoting Windsor Heights	Campbell, Danzer, Vogel, Chamber, Marketing Committee	8/30/15

Develop plans for strengthening biking and walking in the city including safety improvements

Action Steps	Assigned	Deadline
Issue RFQ for bike hub feasibility study	Willits, Danzer, Klein	7/1/15
Draft plans for bike hub facility/budget	Klein, Consultant	10/1/15
Update Comp Plan with focus on bikable/walkable	Planning & Zoning,	4/30/16

improvements	Consultant	
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A FOCUS ON STRATEGIC REDEVELOPMENT

Characteristics include:

- Planned and smart growth
- Redevelopment
- Unified vision
- Forge/cultivate relationships with local property owners and developers
- Market land and opportunities
- Promotions and incentives
- Use of branding and identity

GOALS

Draft a Redevelopment Concept Vision

Identify and work with key stakeholders to create an overall redevelopment vision	Willits, Peterson, Glover, Danzer	1/31/16
Incorporate redevelopment vision into updated comprehensive plan	Willits, Peterson, Glover, Danzer	5/30/16
Budget, market, and collaborate to carryout vision	Willits, Peterson, Glover, Danzer	8/31/16

Update the Comprehensive Plan and Zoning Code

Action Steps	Assigned	Deadline
Issue RFQ	Danzer, Planning & Zoning	7/30/15
Select Consultant	Danzer, Planning & Zoning	10/15/15
Update Plan	Danzer, Planning & Zoning	5/30/16

Develop neighborhood preservation and enhancement programs

Action Steps	Assigned	Deadline
Research best practices; Identify neighborhood lines	Burgess, Timm, New Code Official, Danzer	11/1/16
Identify selected program(s), plan(s)	Burgess, Timm, New Code Official, Danzer	7/30/17
Draft / implement program(s) and plan(s)	Burgess, Timm, New Code Official, Danzer	11/1/17

Develop / Enhance the Windsor Heights brand; prepare a marketing campaign

Action Steps	Assigned	Deadline
Identify the City font and logo and uniform uses of such, including signage, electronic media, stationary, etc.	Willits, Vogel, Glover, Campbell, Marketing Committee	8/1/15
Convert all outlets of the City font and logo to ensure uniformity	Willits, Vogel, Glover, Campbell, Marketing Committee	2/1/16
Identify who, what, where, when and why we want to market our City for and to	Willits, Vogel, Glover, Campbell, Marketing Committee	5/1/16
Develop campaign / Budget for carrying out	Vogel, Klein	2/1/17

