



WATERLOO MILLENNIUM PLAN

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Overview of the Waterloo Millennium Plan Process

On October 22, 1999, Mayor John Rooff launched the planning process that has led to the development of the **Waterloo – The Right Time, The Right Place Millennium Plan**. Mayor Rooff proclaimed that “the community of Waterloo has had many positive developments in the past couple of years, and it is time to capitalize on our momentum and look ahead to what we can accomplish in the new century.” This planning process and this plan, the **Waterloo Millennium Plan**, has established the course for envisioning what our community’s future will be. It is the result of the tireless efforts of citizens of all ages and ethnicities, community leaders, education providers, government officials and business leaders who came together to discuss what Waterloo *is* and *must be* in the future.

The **Waterloo Millennium Plan** is built upon a cornerstone of shared community values, a detailed vision of what Waterloo will be in 2010 and the specific goals and outcomes necessary to make our vision and dreams for Waterloo a reality. Success will take a new level of coordination, communication, commitment and perseverance, but the rewards for Waterloo promise to be endless.

Since October 1999, the **Waterloo Millennium Plan** has been coordinated and created by a dedicated core of community volunteers serving as the Millennium Planning Team. The Planning Team developed the map for the future through a detailed strategic planning process based upon invaluable community input. Starting in January 2000, six public input sessions, involving nearly 250 actively participating citizens, were conducted to gain the insight of those who know Waterloo best, the citizens of Waterloo. A random household phone survey of over 400 residents and focus groups of high school students and ethnic groups augmented the public input sessions, laying the foundation for the plan’s development.

The **Waterloo Millennium Plan** not only offers the vision of what Waterloo *should* and *must be* in the future, but it clearly sets forth the goals, actions and specific implementers required to make the community’s vision a reality. Area organizations and agencies are being charged with coordinating the efforts required to achieve goals addressing the key areas of education and life-long learning, neighborhoods and diversity, leisure and cultural opportunities, health and human services, responsive public safety and local government, and community and economic development. In some cases, the Millennium Plan goals and outcomes are extensions of the implementing organizations’ own mission and areas of involvement; however, other goals and outcomes will require undertaking new responsibilities and collaboration among unfamiliar agencies and organizations. Ultimately, the success of the **Waterloo Millennium Plan** will be contingent upon broad support for thorough implementation and a sustained focus on achieving Waterloo’s desired vision.

Waterloo Millennium Plan Definitions

Lead Responsibility: are agencies that have agreed to serve as a primary coordinator toward the fulfillment of the **Waterloo Millennium Plan's** implementation strategies. It is important to note that lead agencies are not solely responsible for the implementation of the Plan, but serve as organizers and motivators for efforts in the plan area. In many cases the assigned implementation strategy may already be a significant element of the agency's own programming, and in some instances it may call for an expansion the organization's current operations. Lead organizations will:

- Construct clearly defined action steps with those assuming secondary responsibilities to clearly identify what actions should be taken, the timeline for action and the assignment of responsibility
- Assume responsibility for appropriate action steps
- Oversee and advise on progress made toward action steps
- Submit progress reports to the Implementation Monitoring Committee concerning status, accomplishments, challenges and key findings

Secondary Responsibility: are agencies that have agreed to serve important supporting roles in the implementation strategies of the **Waterloo Millennium Plan**. Secondary agencies will work closely with lead agencies to determine what action steps should be taken, the timeline for each action and the proper assignment of responsibility. Each secondary agency is asked to take an active role in the implementation of the plan strategies. In many cases, the assigned implementation strategy may already be significant element of the agency's own programming, while others may call for an expansion the agency's current operations. Secondary agencies will often partner with other agencies, possibly for the first time, to ensure the success of the Millennium plan. Secondary agencies will:

- Work with Lead agencies to design necessary action steps for the implementation strategy
- Assume responsibility for appropriate action steps
- Report progress, challenges and key findings to the Lead Agency

Implementation Monitoring Committee: is responsible for overseeing the implementation of the specific strategies of the Waterloo Millennium Plan. Committee team members will be assigned to monitor one of the six plan areas. The duties of the monitoring committee members will include:

- Obtain the initial Implementation Action Plans and annual updates from agencies with lead responsibility
- Obtain formal status reports from the lead agencies on a quarterly basis
- Provide the community and implementing organizations with periodic Millennium Plan progress reports
- Assist in the development of action plans for each implementation strategy

Guiding Values for the Year 2010

The basis for the development of this plan is a set of values that can guide Waterloo's future. They are the expectations that are held in common and reflected in the goals set forth in this plan. They provide guidance for future decision making regarding what should be accomplished in the future.

We value education, which is the foundation that allows us to grow and achieve. Education should be characterized by

- high quality standards and high expectations
- equality for all
- life-long learning
- quality educational facilities
- community involvement and support from parents

We value economic prosperity for all Waterloo citizens. Economic prosperity and opportunities should be characterized by

- regional cooperation and collaboration
- participation in the global economy
- well-educated citizenry with marketable skills
- expanded job opportunities
- competitive wages
- concern for the entire workforce
- labor-management cooperation
- technologically current infrastructure
- value-added and inventive agriculture
- government enabling development opportunities
- efficient use of existing infrastructure
- a workforce that reflects the city's diversity
- smart growth for long-term benefits
- balanced and equitable taxation
- varied social and cultural opportunities
- varied housing options
- a fully-utilized Cedar River
- revitalized and dynamic downtown core

We value individual well being, recognizing each person as valuable and unique within our increasingly culturally blended community. Individual well being is characterized by

- spiritual fulfillment
- personal security
- sense of belonging
- wellness
- choices and opportunities
- connectivity to community

We value caring community, which is at the heart of civic vitality and the desire to connect with each other. Caring community means

- societal and individual responsibility
- strong support for all individuals, families and children
- welcoming diversity
- promotion of opportunities for cultural and racial interaction
- intergenerational bonds – adult interaction with youth
- excellent community services
- safe living environment
- varied recreational, social, and cultural opportunities
- celebrations of cultural heritage and identity
- civic involvement
- vibrant neighborhoods
- concern for others

We value civic responsibility for ourselves and our public officials.

Civic responsibility means

- individual responsibility
- active citizenship
- volunteerism
- continuing our tradition of open government and integrity with special insistence on
 - honesty
 - accountability
 - respect for the system by citizens and public officials
 - citizen participation
 - consideration and respect for divergent views
 - democratic responsive government
 - citizen education and participation

We value our natural environment and community appearance, which sustains and enriches our lives. Our commitment to the environment and appearance means

- clean air, water and soil
- respecting the land
- energy conservation
- quality parks and recreational areas
- expanded recycling programs
- collaboration among urban-rural areas for smart growth
- community beautification and appropriate urban design
- stewardship of all resources
- appreciation for the value and beauty of the Cedar River

WATERLOO, IOWA'S VISION FOR THE YEAR 2010

Waterloo, Iowa is recognized as one of the country's most attractive, safe and diverse communities for individuals and families to live, work and play. Waterloo is continually cited as a model of progress, innovation and opportunity founded upon its rich heritage and robust diversity. Waterloo holds itself to the highest standards of excellence and continually strives to improve in all aspects of the community, including education, neighborhood development, leisure and cultural opportunities, health and human services, community and economic development and local government services.

Waterloo's pursuit of excellence has enabled the community and the region to grow and prosper while preserving its distinct identity. This local success is the result of the region's united commitment to maximizing the quality of life for all residents and creating a fertile economic environment for business and agriculture. The sense of partnership that exists between Waterloo and its neighbors has strengthened the vitality of each individual community and elevated the prominence of the region, securing the Cedar Valley's position in the global marketplace.

Waterloo values and supports its children, families and strong, active neighborhoods, and celebrates the community's rich racial, ethnic and generational diversity. Community pride is fostered through neighbors working together in formal and informal neighborhood associations. Strength of these unified efforts is evident in city beautification, housing rehabilitation projects, ethnic celebrations and cultural and recreational programs. Success within each area of Waterloo is a result of the cooperation championed by each neighborhood. The neighborhoods are not only interconnected geographically and through effective transportation systems, but also through collaboration of the City of Waterloo, schools, private business and industry, churches, service groups and citizens. A synergy, defined by encouragement and support, has been created through the sharing of ideas and forming of interlinked visions.

Waterloo acted upon the need for all residents to have quality housing and an inviting urban living environment. The city's neighborhoods offer an abundant mix of diverse housing options to persons and families of all ages and economic positions. Waterloo received recognition for its efforts to increase housing for low to moderate income residents, while also



increasing much needed housing for middle income families. All residents experience the freedom to live in the location of their choosing and benefit from a community-wide sense of acceptance and appreciation for our unique differences and common values. Additionally, neighborhood businesses provide valuable products and services to residents and represent the community's economic vitality.

Waterloo's world-class schools and educational opportunities strengthen its vibrant neighborhoods. Educational facilities and programs throughout the community have been progressively transformed into life-long learning hubs for residents of all ages. The success of the early childhood and K-12 educational systems to prepare students to be valuable, productive citizens is evident in the community's excellent high school graduation rate. The quality of the educational systems ensures the vast majority of students have the ability to obtain post-secondary education and training locally that prepares them for the global economy.

As a direct result of the community's efforts to improve the area's quality of life by increasing economic and personal opportunities, the majority of local students return to Waterloo after college or advanced training to begin successful and rewarding careers. Adults of all ages continue to take advantage of a variety of educational and training opportunities, ranging from recreational or leisure learning at one of the Waterloo's lighted-school facilities to advanced education and technology training provided in partnership by local employers and the region's valuable institutions of post-secondary education.

The community's strong and diverse economic base continues to build upon itself, resulting in numerous business expansions and business start-ups. Much of the area's business growth is a direct result of Waterloo's established national leadership in a variety of bio-based industries. A substantial number of successful business start-ups are minority-owned, often started by locally trained entrepreneurs. Many of the new business owners take advantage of downtown Waterloo's host of business and tech services and state of the art technology infrastructure. Waterloo's economic good fortune is dependent upon strategic regional community and economic development efforts created from the hard work and partnership of the entire region. This economic vitality attracts and enables young families, recent graduates and long-term residents to thrive and have a bright and prosperous outlook for the future.

Economic growth, strong neighborhoods and world-class schools are only part of the city's shining excellence. Dynamic leisure, entertainment and cultural opportunities provide



abundant year round attractions for Waterloo. The community continues to embrace and celebrate the importance of the arts and humanities and has prominently incorporated these values into the fabric of the community. An example of this appreciation is the full realization of the Cultural Corridor. The Corridor affords residents and visitors a fresh and unique taste of Waterloo's pride in its colorful arts and rich culture.

In addition to the Cultural Corridor, Waterloo's vibrant and revitalized downtown experienced a renaissance as a result of the implementation of the Downtown Riverfront Master Plan. Cedar River and riverfront improvements include the new ag-tech exposition center, an attractive and popular river mall and a recently opened community recreation complex. The facilities complement the new and refurbished housing and neighborhoods located along the river and above downtown businesses. A popular river walk and bike trails also link downtown Waterloo to the expansive regional trail system. Individuals, families and visitors are able to enjoy recreational and entertainment offerings throughout the community that include historical attractions, diverse shopping opportunities, theme parks and championship golf courses. Waterloo's budding nightlife and numerous dining and recreational opportunities have, in part, contributed to the area's attractiveness to a growing number of conventions and conferences.

Though renowned for the hospitality shown to visiting guests, Waterloo's most gratifying accolade is its reputation of caring for and appreciating its residents. Waterloo is recognized as a community that offers the highest quality of public and private services, including governmental, health care and human and social services. The acute awareness of residents' growing and changing needs is a catalyst for innovation and cooperation and has led to the expansion of community-based health, wellness and treatment programs and services in the public, private and non-profit sectors.

Responsive government serves all its citizens and fosters the active participation of its citizens. As a progressive and efficient local government, the City of Waterloo works hand-in-hand with its citizens, community organizations and the local business community to make the community an attractive place to live, work and visit by effectively providing quality public services and maintaining an equitable and progressive business climate. Waterloo's collaborative efforts with Black Hawk County, neighboring local governments, and state and federal agencies enhance the City's overall responsiveness.

Waterloo's concerted efforts to embrace new technology and to make it available to all residents, businesses and organizations resulted in measurable improvements in education, economy, services and relationships in Waterloo. Technology has been used as a means to define the area's place in the global economy and expand its profile in world markets, as well as improve the efficiency and effectiveness of communication between all sectors at the local level.

These accomplishments evolved from the shared values, vision, cooperation and dedication of the people who are the citizens of Waterloo. Their commitment and support of the efforts required to sustain the Cedar Valley and position Waterloo for the future is a model to be emulated. It should not be forgotten that the challenges and obstacles overcome throughout the journey of making Waterloo's vision a reality required new and unified efforts. Therefore in 2010, we, the citizens of Waterloo recognize that we embraced change, capitalized on our unique differences and talents and pushed ourselves to maximize the community's full potential. Waterloo in 2010 is eager to discover what the future can be.

Education and Lifelong learning

Waterloo will establish itself as a model producer and consumer of the most progressive and effective educational environment possible, creating a universal thirst and appreciation for knowledge among children, adults, business/industry and academics.

Success in education and lifelong learning will be dependent upon achieving the following outcomes:

- World Class Schools
- Student Empowerment
- Community-wide Learning Opportunities

E1. Educational Facilities and Buildings

Implementation Strategies:

- a. Establishing well-designed and well-equipped educational infrastructure
Lead Responsibility: Waterloo Community Schools
Secondary Responsibility: Waterloo Private and Parochial Schools
- b. Development and implementation of a Capital Improvements Plan
Lead Responsibility: Waterloo Community Schools
Secondary Responsibility: Waterloo Private and Parochial Schools

E2. Educational Technology

Implementation Strategies:

- a. Establishment of state-of-the-art infrastructure to support technology-based curriculum
Lead Responsibility: Waterloo Community Schools
Secondary Responsibility: Waterloo Private and Parochial Schools
- b. Integrate technology into all school curriculum for all grade levels
Lead Responsibility: Waterloo Community Schools
Secondary Responsibility: Waterloo Private and Parochial Schools

E3. World Class Educational Curriculum

Implementation Strategies:

- a. Establishing and adhering to a well-defined set of student and teacher performance benchmarks
Lead Responsibility: Waterloo Community Schools
Secondary Responsibility: Waterloo Private and Parochial Schools and the University of Northern Iowa

- b. Supply the necessary resources for the offering of highly effective course/subject curriculum in each subject area

Lead Responsibility: Waterloo Community Schools

Secondary Responsibility: Waterloo Private and Parochial Schools and the Grout Museum

- c. Development and promotion of a curriculum that encourages social and ethnic diversity

Lead Responsibility: Waterloo Community Schools, Waterloo Private, Parochial Schools, the University of Northern Iowa and the Grout Museum

E4. Early Childhood Development

Implementation Strategies:

- a. Development of long-term relationships with and among parents and children and school officials to better understand the issues and challenges facing each

Lead Responsibility: Cedar Valley's Promise – Early Childhood Task Team

Secondary Responsibility: Waterloo Public Library, Waterloo Community Schools, Waterloo Private and Parochial Schools and the University of Northern Iowa

- b. Establishing and maintaining effective communication among parents, children and school staff at an early age

Lead Responsibility: Waterloo Community Schools

Secondary Responsibility: Freeburg Early Childhood Center, Waterloo Private and Parochial Schools

- c. Creating and promoting high quality and convenient early childhood care and education, parental education, and summer programming

Lead Responsibility: Cedar Valley's Promise – Early Childhood Task Team

Secondary Responsibility: Waterloo Public Library, Waterloo Community Schools and Private and Parochial Schools, City of Waterloo - Leisure Services Commission, City of Waterloo - Cultural Arts Commission and Black Hawk County Health Department - Child Resource and Referral

E5. Educator Development and Performance

Implementation Strategies:

- a. Retention and attraction of the best and brightest educators available

Lead Responsibility: Waterloo Community Schools

Secondary Responsibility: Waterloo Private and Parochial Schools and University of Northern Iowa

- b. Careful selection and a commitment to competitive compensation and supporting long-term educational improvement opportunities for faculty

Lead Responsibility: Waterloo Community Schools

Secondary Responsibility: Waterloo Private and Parochial Schools and University of Northern Iowa

- c. Professional education development and improvement opportunities for all teachers

Lead Responsibility: Waterloo Community Schools

Secondary Responsibility: Waterloo Private and Parochial Schools and the University of Northern Iowa

- d. Improve educators' understanding of students' needs and diversity, tailoring approaches to meet diverse needs of students

Lead Responsibility: Waterloo Community Schools

Secondary Responsibility: Waterloo Private and Parochial Schools, The Grout Museum and City of Waterloo – Cultural Arts Commission

E6. Coordination Between Waterloo Schools

Implementation Strategies:

- a. Facilitate a working association between Waterloo Community Schools and Public and Private Schools to discuss shared responsibilities in implementing the Waterloo Millennium Plan

Lead Responsibility: Waterloo Chamber of Commerce- Education Taskforce

Secondary Responsibility: Waterloo Community Schools; Waterloo Private and Parochial Schools

E7. Student Empowerment

Implementation Strategies:

- a. Identify student interests and provide youth programming to complement school and non-school activities

Lead Responsibility: Waterloo Community Schools

Secondary Responsibility: Waterloo Public Library, Waterloo Private and Parochial Schools, Cedar Valley's Promise, City of Waterloo – Cultural Arts Commission and the Grout Museum

- b. Establishment of programs designed to assist all students in achieving their highest potential

Lead Responsibility: Waterloo Community Schools

Secondary Responsibility: Waterloo Private and Parochial Schools, Waterloo Public Library, Cedar Valley's Promise, City of Waterloo – Cultural Arts Commission and the Grout Museum

- c. Continuation and promotion of Cedar Valley's Promise, while continually seeking ways to assure all youth have the necessary resources to succeed

Lead Responsibility: Cedar Valley's Promise

E8. Community-wide Learning Opportunities

Implementation Strategies:

- a. Creation of a high profile community awareness campaign to promote the merits and opportunities associated with life long learning

Lead Responsibility: Waterloo Community Schools, Waterloo Private and Parochial Schools, Waterloo Public Library, Hawkeye Community College, University of Northern Iowa, Upper Iowa University and Wartburg College

Secondary Responsibility: The Grout Museum and the City of Waterloo – Cultural Arts Commission

- b. Survey Waterloo residents and employers to determine areas of interest relating to personal, career and community development

Lead Responsibility: Cedar Valley Economic Development Corporation

Secondary Responsibility: Waterloo Public Library, Waterloo Community Schools, Waterloo Private and Parochial Schools, Upper Iowa University, Hawkeye Community College and the University of Northern Iowa

- c. Coordinating the design and administration of educational programs for all age groups, including a regular evaluation of each program's performance and effectiveness

Lead Responsibility: Waterloo Chamber of Commerce - Education Taskforce

Secondary Responsibility: Waterloo Community Schools, Waterloo Private and Parochial Schools, Waterloo Public Library, Upper Iowa University, Hawkeye Community College, the University of Northern Iowa, City of Waterloo – Cultural Arts Commission, the Grout Museum and Cedar Valley's Promise

- d. Partnering with area community colleges, colleges, universities and cultural institutions to offer needed programming

Lead Responsibility: Waterloo Community Schools, Waterloo Private and Parochial Schools, Upper Iowa University, Hawkeye Community College, the University of Northern Iowa, City of Waterloo – Cultural Arts Commission and the Grout Museum

- e. Coordinating the development and implementation of "Lighted School House" programs within Waterloo

Lead Responsibility: Waterloo Chamber of Commerce – Education Taskforce

Secondary Responsibility: Waterloo Public Library, Waterloo Community School, Waterloo Private and Parochial Schools, Hawkeye Community College, Upper Iowa University, the University of Northern Iowa and Cedar Valley's Promise

- f. Development of a community-wide mentoring program that connects seniors adults and youth

Lead Responsibility: Cedar Valley's Promise

Secondary Responsibility: Waterloo Community Schools, Waterloo Private and Parochial Schools, Retired Senior Volunteer Program, City of Waterloo – Cultural Arts Commission and the Grout Museum

Neighborhoods and Diversity

Waterloo must build and strengthen its neighborhoods in order to develop a united sense of community among its residents. Waterloo is determined to thoroughly embrace and promote its rich racial, ethnic and generational diversity and heritage.

Success in neighborhoods and diversity will be dependent upon achieving the following outcomes:

- Diversity Appreciation and Education
- Sharing of Cultural Diversity
- Neighborhood Promotion
- Housing Availability and Quality
- Neighborhood/Community Appearance
- Community Heritage and Historic Preservation
- Collaboration for Neighborhood Strategic Planning

N1. Diversity Appreciation and Education

Implementation Strategies:

- a. Expand Study Circles to create a broader awareness and understanding of Waterloo's racial, ethnic and economic diversity

Lead Responsibility: Waterloo Human Rights Commission/Cedar Valley Diversity Appreciation Team

- b. Creation of an educational program to educate residents on all aspects of “community,” especially addressing racial, age, gender and ethnic understanding and appreciation

Lead Responsibility: Waterloo Human Rights Commission

Secondary Responsibility: Waterloo Community Schools, Waterloo Private and Parochial Schools and the YWCA

N2. Neighborhood Promotion

Implementation Strategies:

- a. Development of a concentrated public relations campaign communicating the valuable assets of local neighborhoods and to lay the foundation for current and future neighborhood development and collaborations in conjunction with the “National Night Out”

Lead Responsibility: City of Waterloo – Neighborhood Services

Secondary Responsibility: Cedar Valley’s Promise and Village Initiative

- b. Funding and mentoring of new and existing neighborhood associations, including planning assistance, evaluation and recognition of accomplishments

Lead Responsibility: City of Waterloo – Neighborhood Services

Secondary Responsibility: Cedar Valley’s Promise and Village Initiative

- c. Expand implementation of the Neighborhoods of Promise Program to maintain and strengthen neighborhoods

Lead Responsibility: Cedar Valley's Promise

Secondary Responsibility: City of Waterloo – Neighborhood Services and the Village Initiative

N3. Housing Availability and Quality

Implementation Strategies:

- a. Provide integrated single-family and multi-family housing options throughout the community for current and potential new residents at all income-levels and in all geographic areas of the city

Lead Responsibility: Waterloo Chamber of Commerce and Waterloo/Cedar Falls Board of Realtors

Secondary Responsibility: City of Waterloo - Community Planning and Development Office, Home Builders Association, INRCOG, Black Hawk Co. Landlord Association, Waterloo Industrial Development Association and Habitat for Humanity

- b. Expand the existing housing/renting educational programs in cooperation with area realtors property owners and lending institutions, to provide prospective renters/homeowners information and technical assistance on how to purchase or rent a home, understand financing, budgeting and debt, maintain the value of their property, etc.

Lead Responsibility: City of Waterloo - Community Planning and Development Office

Secondary Responsibility: Operation Threshold, Black Hawk Co. Financial Institutions, Waterloo/Cedar Falls Board of Realtors, INRCOG and Black Hawk County Landlord Association

- c. Review current financing incentives for construction and/or reinvestment for affordable housing

Lead Responsibility: Waterloo Chamber of Commerce

Secondary Responsibility: City of Waterloo - Community Planning and Development Office, Operation Threshold, Black Hawk County Financial Institutions and INRCOG

- d. Insure that housing is available to all persons throughout the community without discrimination on the basis of race, creed, color, gender, family status or disability

Lead Responsibility: Waterloo Human Rights Commission

Secondary Responsibility: City of Waterloo - Community Planning and Development Office, Waterloo/Cedar Falls Board of Realtors and the Black Hawk County Landlord Association

e. Actively promote the principles of fair housing through public and private educational activities and insure enforcement of fair housing laws

Lead Responsibility: Waterloo Human Rights Commission

Secondary Responsibility: City of Waterloo - Community Planning and Development Office, Waterloo/Cedar Falls Board of Realtors and the Black Hawk County Landlord Association

f. Coordinate the development of alternative housing opportunities utilizing the infill of vacant property and planning practices recognizing smart growth principles

Lead Responsibility: City of Waterloo – Planning and Zoning Commission

Secondary Responsibility: Cedar Valley Economic Development Corporation, Waterloo Chamber of Commerce, Waterloo Development Corporation, INRCOG and Habitat for Humanity

g. Establish a detailed plan to raze abandoned and dangerous structures to improve safety and improve neighborhood appearance

Lead Responsibility: City of Waterloo – Community Planning and Development Office

Secondary Responsibility: Operation Threshold and Neighborhood Associations

h. Develop approaches to promote development of infill housing compatible with existing neighborhood design

Lead Responsibility: Waterloo Development Corporation

Secondary Responsibility: City of Waterloo – Community Development Office and Operation Threshold

i. Outline and conduct a detailed assessment of Waterloo’s future senior housing needs based on changing demographic and income levels

Lead Responsibility: City of Waterloo - Community Planning and Development Office, Waterloo Housing Authority and INRCOG

Secondary Responsibility: Hawkeye Valley Area Agency on Aging

j. Develop and implement a plan to attract developers to build or rehabilitate housing in downtown Waterloo

Lead Responsibility: Waterloo Development Corporation

Secondary Responsibility: City of Waterloo – Community Planning and Development Office, INRCOG and Main Street Waterloo

k. Coordinate financial incentives for developers investing in the downtown area

Lead Responsibility: Waterloo Development Corporation

Secondary Responsibility: City of Waterloo – Community Planning and Development Office, Main Street Waterloo and Black Hawk Co. Financial Institutions

N4. Neighborhood/Community Appearance

Implementation Strategies:

- a. Conduct an informational campaign on the impact of general appearance on Waterloo's overall image, taking into consideration the variety of languages, customs and norms of long-term and new residents

Lead Responsibility: City of Waterloo – Neighborhood Services

Secondary Responsibility: Waterloo Chamber of Commerce, Waterloo Convention and Visitor's Bureau, Main Street Waterloo and the City of Waterloo - Historic Preservation Committee

- b. Develop a property maintenance code and corresponding resident educational curriculum for the City of Waterloo to ensure the health, safety and attractiveness of Waterloo's neighborhoods

Lead Responsibility: City of Waterloo – Building Inspections Office and Waterloo Fire and Rescue

Secondary Responsibility: Neighborhood Associations

- c. Develop and implement a clean-up/ fix-up campaign to beautify homes and neighborhoods, Programming coordinating resources and providing technical assistance/supplies

Lead Responsibility: City of Waterloo - Community Planning and Development Office in partnership with Neighborhood Associations and Waterloo - Fire and Rescue

Secondary Responsibility: City of Waterloo - Building Inspection Office

N5. Community Heritage and Historic Preservation

Implementation Strategies:

- a. Measure and increase community awareness and appreciation for Waterloo's heritage at the neighborhood and community level

Lead Responsibility: City of Waterloo - Historic Preservation Commission

Secondary Responsibility: Grout Museum, African American Museum and Neighborhood Associations

- b. Plan preservation of historically significant design, architecture, buildings etc. to enable preservation and a publicly acceptable plan to address future development issues impacting historic property

Lead Responsibility: City of Waterloo Historic Preservation Commission, the Grout Museum, African American Museum, City of Waterloo – Community Planning and Development Office and Main Street Waterloo

Secondary Responsibility: Silos and Smokestacks

c. Coordination and funding of a signage campaign to clearly identify historic landmarks and attractions to assist community visitors in locating these sites and to specifically designate and promote historic districts

Lead Responsibility: City of Waterloo - Historic Preservation Commission, INRCOG and the Grout Museum

Secondary Responsibility: Silos and Smokestacks

d. Organization and development of historically significant attractions that appeal to a broad group of internal and external visitors

Lead Responsibility: City of Waterloo - Historic Preservation Commission, INRCOG, the Grout Museum, and the African American Museum

Secondary Responsibility: Waterloo Convention and Visitors' Bureau and Silos and Smokestacks

N6. Collaboration for Neighborhood Strategic Planning

Implementation Strategies:

a. Compile and evaluate an index of community organizations committed to or interested in taking an active role in neighborhood development, assessing each organizations' interests, talents and capabilities

Lead Responsibility: City of Waterloo - Community Planning and Development Office and Neighborhood Association

Secondary Responsibility: Village Initiative and Cedar Valley's Promise

b. Increase the involvement of local churches and religious organizations in the planning and execution of neighborhood improvement campaigns

Lead Responsibility: City of Waterloo- Community Planning and Development Office, East Side Ministerial Association, Black Hawk Area Religious Coalition, and Black Hawk Association of Evangelical Churches

Secondary Responsibility: Village Initiative

c. Establishment of a "neighborhood partners" program similar to Waterloo's current "Partners in Education" to establish productive relationships between Waterloo's businesses and neighborhoods

Lead Responsibility: City of Waterloo - Community Planning and Development Office, neighborhood associations and current "Partners in Education" participants

Leisure and Cultural Opportunities for Waterloo

Waterloo will elevate the quality, variety and number of recreational, cultural and leisure programs and attractions to a level competitive on the state, regional and national scale, thereby improving local pride, improving resident's quality of life and increasing the attractiveness of Waterloo to guests and prospective residents and businesses.

Success in leisure and cultural opportunities will be dependent upon achieving the following outcomes:

- Private Investment in Culture and Recreation
- Public Investment in Culture and Recreation
- Developing and Supporting Visitor Attractions
- Developing Youth Attractions and Cultural/Recreational Programming
- Resident Attractions
- Utilizing Revitalized Buildings and Reusable Land
- Revitalized and Actively used Cedar River and Riverfront

L1. Public and Private Investment in Arts, Culture and Recreation

Implementation Strategies:

- a. Conduct an assessment of current public and private facilities, including site amenities, potential/needs and usage, and create a comprehensive plan outlining potential new facilities and opportunities for adaptive reuse

Lead Responsibility: City of Waterloo - Leisure Services Commission, City of Waterloo - Cultural Arts Commission and INRCOG

Secondary Responsibility: Waterloo Development Corporation, Waterloo Convention and Visitor's Bureau and Grout Museum

- b. Strategic planning to define the action steps required to maximize each facility's current potential and plan for improvements and potential changes in use/utilization

Lead Responsibility: City of Waterloo - Leisure Services Commission

Secondary Responsibility: City of Waterloo - Cultural Arts Commission, Grout Museum and Waterloo Convention and Visitor's Bureau

- c. Outlining and implementation of a strategic plan to attract and assist new investment private recreational/entertainment facilities, marketing to assist new investors in promoting attractions to internal and external publics

Lead Responsibility: Waterloo Development Corporation

Secondary Responsibility: Waterloo Convention and Visitor's Bureau, the Waterloo Chamber of Commerce, Main Street Waterloo and University of Northern Iowa

d. Conduct a market analysis of area residents, specifically youth, to determine specific areas of recreational, cultural and artistic needs to assist in the promotion of investment opportunities to potential investors

Lead Responsibility: City of Waterloo - Leisure Services Commission and City of Waterloo - Cultural Arts Commission

e. Organize public and private funding necessary to elevate recreational, cultural and artistic offerings to a recognized model of excellence at the state, regional and national level, including programs and facilities such as golf courses, the Cedar Valley Arboretum, the African American Museum, and the Center for the Arts Youth Pavilion

Lead Responsibility: City of Waterloo - Leisure Services Commission and City of Waterloo - Cultural Arts Commission

Secondary Responsibility: Grout Museum and the African American Museum

f. Creation of a new or continued relationship between public officials and private investors to secure the long-term, successful operation of professional sports in the Waterloo area and to increase the profile of such operations to be a prominent aspect of the community's local and regional image

Lead Responsibility: City of Waterloo - City Council, Waterloo Development Corporation and the Waterloo Convention and Visitors' Bureau

g. Capitalize on the quality and quantity of Waterloo's public golf courses to maximize recreational and economic potential

Lead Responsibility: City of Waterloo - Leisure Services Commission

h. Designing of a long-term image campaign to incorporate and elevate the importance of culture and recreation into the internal and external image of Waterloo

Lead Responsibility: City of Waterloo - Cultural Arts Commission

Secondary Responsibility: City of Waterloo - Leisure Services Commission, Waterloo Public Library, Grout Museum, the University of Northern Iowa and Waterloo Convention and Visitors Bureau

i. Coordination and large scale promotion of community-wide events featuring Waterloo's artistic heritage as well as its changing culture, recognizing the diverse interests of its citizens and visitors

Lead Responsibility: City of Waterloo - Cultural Arts Commission and Waterloo Convention and Visitor's Bureau

Secondary Responsibility: Waterloo Chamber of Commerce and the Grout Museum

j. Creation of a strategic plan for Waterloo's "Cultural Crossroads" including a well-defined set of goals and strategies to organize the establishment of the crossroads and to aggressively market the crossroads as a prominent asset to the community to Waterloo residents and to potential visitors

Lead Responsibility: City of Waterloo - Cultural Arts Commission and Grout Museum

Secondary Responsibility: Main Street Waterloo, Waterloo Convention and Visitor's Bureau, the Waterloo Development Corporation, African American Museum and the University of Northern Iowa

k. Aggressive collaboration to bring the construction and operation of sites/museums celebrating Waterloo's diverse ethnic heritage to fruition, focusing on long-term sustainability and the incorporation of these grass roots attractions into Waterloo's overall marketing campaign

Lead Responsibility: City of Waterloo - Cultural Arts Commission and Grout Museum

Secondary Responsibility: Main Street Waterloo, Waterloo Convention and Visitor's Bureau, and Waterloo Development Corporation

l. Expand the Cedar Valley Trail System and increase its profile among local and Midwest attractions

Lead Responsibility: City of Waterloo – Leisure Services Commission, City of Cedar Falls, and City of Evansdale

Secondary Responsibility: Cedar Falls and Waterloo Convention and Visitors' Bureaus, INRCOG and Iowa Department of Transportation

L2. Cedar River & Riverfront

Implementation Strategies:

a. Assessment of the feasibility of dredging and/or re-damming of the Cedar River to enhance recreational and entertainment opportunities

Lead Responsibility: City of Waterloo-Engineering Department

Secondary Responsibility: City of Waterloo - Leisure Services Commission, Main Street Waterloo and Concerned Boaters of Black Hawk County

b. Development and promotion of the Cedar River as a major Waterloo asset by increasing river access, recreational opportunities and business opportunities for boaters, bicyclists, pedestrians, shoppers and entertainment goers as outlined in the Downtown Riverfront Plan

Lead Responsibility: Waterloo Development Corporation

Secondary Responsibility: Main Street Waterloo, City of Waterloo – Community Planning and Development Office, INRCOG and Concerned Boaters of Black Hawk County

L3. Developing and Supporting Visitor Attractions

Implementation Strategies:

- a. Evaluation of and progressive programming for, existing and potential convention and visitor centers within Waterloo, including funding for necessary renovations and/or construction

Lead Responsibility: Waterloo Convention and Visitor's Bureau and Waterloo Development Corporation

Secondary Responsibility: City of Waterloo – City Council

- b. Development of, adherence to, and funding for a well-defined marketing plan designed to create a high profile convention niche complementing Waterloo's current and future business, education and technological assets and to position Waterloo to accommodate market changes resulting from changes in the global economy

Lead Responsibility: Waterloo Convention and Visitor's Bureau

L4. Developing Youth Attractions and Programming

Implementation Strategies:

- a. Establishment of a comprehensive plan to expand and promote recreational and cultural opportunities for a variety of youth, based on a detailed analysis of the interests and needs of youth from all age, ethnic, geographic and socio-economic groups

Lead Responsibility: City of Waterloo - Leisure Services Commission

Secondary Responsibility: Waterloo Community Schools, Waterloo Private and Parochial Schools, City of Waterloo - Cultural Arts Commission, Cedar Valley's Promise, YWCA, YMCA, HOLA, INRCOG, Grout Museum, Boys/Girls Club, Winnebago Council of Boy Scouts of America and the Conestoga Girl Scouts of America

- b. Coordinate funding assistance for new or improved facilities addressing the needs and interests of youth of all ages – with consideration for the need to update and modify programming to meet rapidly changing needs and interests

Lead Responsibility: City of Waterloo - Leisure Services Commission

Secondary Responsibility: City of Waterloo - Cultural Arts Commission, INRCOG, Cedar Valley's Promise, Grout Museum, Waterloo Community Schools, Waterloo Private and Parochial Schools, Boys/Girls Club, YWCA and YMCA

c. Assessment of issues relating to youth recreation and interests such as curfews, transportation, fees, language barrier etc.

Lead Responsibility: City of Waterloo - Leisure Services Commission

Secondary Responsibility: Waterloo - Police Department, Waterloo - Fire and Rescue, City of Waterloo - Cultural Arts Commission, Grout Museum, Cedar Valley's Promise, ethnic support organizations, Boys/Girls Club, YWCA and YMCA

d. Coordination of the development and maintenance of public and private recreational facilities such as a youth golf course, skate board parks, a BMX complex, baseball/softball, soccer facilities and others

Lead Responsibility: City of Waterloo - Leisure Services Commission

Secondary Responsibility: Waterloo Jaycees and Cedar Valley Youth Soccer Association

e. Provide and promote opportunities for youth and teen volunteerism instilling civic responsibility

Lead Responsibility: Volunteer Center of the Cedar Valley

Secondary Responsibility: Cedar Valley's Promise and Grout Museum

Health and Human Services

Waterloo will become a recognized leader in providing the highest quality of health and human services to its residents. The success and sustainability of the community will be maintained, in part, by the fact that all citizens will receive the best available healthcare, wellness programming and personal counseling.

Success in ensuring quality health and human services will be dependent upon achieving the following outcomes:

- Inclusion of all Waterloo Residents
- Preventive and Reactive Programming
- Improved Communication Between Care Providers and Recipients
- Education of Available Programs and Services

HH1. Developing and Insuring Quality Health and Human Services

Implementation Strategies:

a. Develop a Community Health Plan that assesses the current and future health and wellness requirements of all residents and creates a proactive environment that anticipates future requirements while satisfying short-term needs

Lead Responsibility: Metro Hospital Association, Black Hawk County Health Department, and Black Hawk County Medical Society

Secondary Responsibility: People's Community Health Clinic

b. Assess current services and gaps, defining targeted publics, administering critique of past operations, identifying areas of potential improvement and creating outlines for ongoing evaluation

Lead Responsibility: Metro Hospital Association, and Black Hawk County Health Department

Secondary Responsibility: Hawkeye Valley Area Agency on Aging and People's Community Health Clinic

c. Securing funding for proactive expansion of existing and creation of needed programs designed to best service all groups in need, including children, the aged, those with disabilities, the impoverished and recent immigrants to the community

Lead Responsibility: City of Waterloo - Community Planning and Development Office and United Way

Secondary Responsibility: Hawkeye Valley Area Agency on Aging and Cedar Valley's Promise

d. Review and analyze Waterloo's capacity for and effectiveness in serving, assisting and reducing at-risk populations and for developing proactive educational programs.

Lead Responsibility: Metro Hospital Association, and Black Hawk County Health Department

Secondary Responsibility: Cedar Valley's Promise and People's Community Health Clinic

e. Increase community/public and private school collaboration in addressing the needs of at-risk students, including but not limited to additional education programs, increased public safety interaction/enforcement, long-term counseling and positive alternatives for youths

Lead Responsibility: Cedar Valley's Promise

Secondary Responsibility: Waterloo Community Schools, Waterloo Private and Parochial Schools, Waterloo- Police Department, Waterloo - Fire and Rescue, Metro Hospital Association, Area Education Agency 7 and Black Hawk County Health Department

Responsive Public Safety and Local Government

Waterloo will provide its residents with a safe, well-maintained living environment in which citizen and government work together efficiently and effectively to care for and protect the community.

Success in establishing the most responsive and effective local government possible will be dependent upon achieving the following outcomes:

- Building, Strengthening and Expanding the Relationship between Government and Constituents
- Establishing a High Level of Diversity Among Public Servants
- Improving Communications Between Residents and Officials
- Responsible Allocation and Management of Resources

PS1. Enhancing Responsive Public Safety and Local Government

Implementation Strategies:

- a. Establish local public safety and government officials as integral partners in Waterloo neighborhood associations through coordination, contacts and use as a resource
Lead Responsibility: City of Waterloo – City Council, Waterloo - Police Department, Waterloo - Fire and Rescue, Black Hawk County Board of Supervisors and Black Hawk County Sheriff's Department and Neighborhood Associations
Secondary Responsibility: City of Waterloo - Neighborhood Services
- b. Increase public safety's long-term involvement with innovative educational programs for students, e.g. police liaison program, tobacco/alcohol awareness, first aid/accident prevention, mentoring, conflict resolution
Lead Responsibility: Waterloo Community Schools, Waterloo Private and Parochial Schools, Waterloo - Police Department, and Waterloo - Fire and Rescue
- c. Increase the profile and positive interaction of public safety officials with students on a day to day basis
Lead Responsibility: Waterloo Community Schools, Waterloo Private and Parochial Schools, Waterloo - Police Department, Waterloo - Fire and Rescue, Black Hawk County Sheriff's Department, YMCA, YWCA, Winnebago Council of Boy Scouts of America and Conestoga Girl Scouts of American and Hawkeye Community College Police Science Program
- d. Creation of adult education opportunities involving public safety officials
Lead Responsibility: Waterloo - Police Department, Waterloo - Fire and Rescue
Secondary Responsibility: Hawkeye Community College
- e. Survey residents concerning their experiences with local government and suggestions for improved services
Lead Responsibility: City of Waterloo - City Council and Black Hawk County Board of Supervisors
- f. Increase public communication with local government officials through wide spread promotion of an interactive web site
Lead Responsibility: City of Waterloo MIS, Black Hawk County Board of Supervisors and the Cedar Valley Coalition
- g. Expand the community's recycling program and services
Lead Responsibility: City of Waterloo – Sanitation Services
Secondary Responsibility: INRCOG
- h. Integration of state-of-the art technology into governmental operations and services
Lead Responsibility: Waterloo Public Library, City of Waterloo MIS and Black Hawk County MIS

Community and Economic Development

Waterloo strives to utilize and expand the resources necessary to take full advantage of its current and future developmental opportunities in order to assume its position as a leader and innovator in the growing and ever changing global economy.

Success in community and economic development will be dependent upon achieving the following outcomes:

- Innovative and Competitive Economic Development Strategies
- Adaptation and Preparation for the New Economy
- Excellence in Workforce Expansion and Development
- Responsible Land Use Planning and Stewardship
- Investment in Existing and New Development Resources
- Revitalizing and Reusing Land and Buildings
- Embracing State of the Art Technology
- Capitalizing upon Agricultural- and Heritage-Related Tourism Opportunities

C1. Competitive Economic Development Strategies

Competitive development strategies involve innovative strategies that serve existing industry and attract prospective development.

Implementation Strategies:

- a. Formulating, implementing and regularly evaluating a detailed economic development strategy designed to position Waterloo to assume a leadership role, and high profile niche, in the growing global economy, while sustaining current economic prosperity; areas of focus will include infrastructure, technology and bio-based manufacturing

Lead Responsibility: City of Waterloo - Community Planning and Development Office, Cedar Valley Economic Development Corporation, Waterloo Chamber of Commerce and Waterloo Industrial Development Association

Secondary Responsibility: Main Street Waterloo, Black Hawk Economic Development Corp, SBDC and INRCOG

- b. Identifying the niche market or brand for Waterloo and implementing a high profile image campaign touting Waterloo's competitive business climate and opportunities for success, specifically developing an aggressive campaign to position the area to take full advantage of opportunities in the emerging "new-uses" agricultural economy

Lead Responsibility: Cedar Valley Economic Development Corporation, Waterloo Chamber of Commerce and Waterloo Development Corporation

Secondary Responsibility: Waterloo Convention and Visitor's Bureau and Main Street Waterloo

c. Identifying, retaining and improving the traditional development infrastructure/assets while uncovering, financing and developing new, potentially untested, capacity to create a progressive business environment in which existing and prospective businesses, entrepreneurs and regional workers may prosper

Lead Responsibility: City of Waterloo - Community Planning and Development Office, Waterloo Chamber of Commerce, Main Street Waterloo and Cedar Valley Economic Development Corporation

Secondary Responsibility: Waterloo Convention and Visitor's Bureau

d. Marketing of the overall image of Waterloo as a safe, high quality place to live

Lead Responsibility: Waterloo Chamber of Commerce, City of Waterloo – Community Planning and Development Office, Cedar Valley Economic Development Corporation and Waterloo Industrial Development Association

e. Establishment of a formal program of cost/benefit analysis to improve developmental decision making and to evaluate the allocation of community resources while balancing the need for being proactive and responsible risk taking

Lead Responsibility: City of Waterloo - Community Planning and Development Office, Waterloo Chamber of Commerce, Cedar Valley Economic Development Corporation and Waterloo Industrial Development Association

Secondary Responsibility: Waterloo Convention and Visitor's Bureau, Main Street Waterloo, Black Hawk Economic Development Corp. and INRCOG

f. Secure increased funding for strategic development infrastructure and to provide assistance to businesses considering expansion or location, reflecting Waterloo's commitment to responsible development and expanded use of cost benefit analysis; focus will remain on Waterloo's Brownfield sites, Riverfront Master Plan, MidPort America, NE Industrial Park, Crossroads Area, Logan Plaza Area, South Waterloo Technical Park, Rath site and the former Waterloo Greyhound Park

Lead Responsibility: City of Waterloo – Community Planning and Development Office and Cedar Valley Economic Development Corporation

Secondary Responsibility: Waterloo Chamber of Commerce, Black Hawk Economic Development Corp., INRCOG and Waterloo Industrial Development Association

g. Aggressive expansion of planning assistance provided to small, start-up businesses within Waterloo; coordination of existing service providers and the identification and elimination of gaps and obstacles that have the potential to limit entrepreneurial success

Lead Responsibility: UNI Small Business Development Center, John Pappajohn Entrepreneurial Center, the City of Waterloo - Community Planning and Development Office, SCORE and minority support agencies

h. Coordination of services with UNI's Regional Business Center and business accelerator to foster technology-based business

Lead Responsibility: Main Street Waterloo, UNI Small Business Development Center and the City of Waterloo – Community Planning and Development Office

i. Expansion of opportunities for minority entrepreneurs to develop business plans, secure financing and to receive technical assistance to undertake and market new businesses

Lead Responsibility: UNI Small Business Development Center, John Pappajohn Entrepreneurial Center and the City of Waterloo- Community Planning and Development Office

j. Creation of a private, for profit, investment corporation focused on investing in Waterloo for public benefit

Lead Responsibility: Waterloo Industrial Development Association

Secondary Responsibility: Waterloo Development Corporation, Main Street Waterloo, Waterloo Chamber of Commerce and Cedar Valley Economic Development Corporation

C2. Economic Development Infrastructure and Services

Implementation Strategies:

a. Designation of short and long-term plans to prepare Waterloo's infrastructure for changes in business and residential use, and to continually improve existing systems

Lead Responsibility: City of Waterloo - Planning and Zoning Commission

Secondary: Cedar Valley Economic Development Corporation

b. Commitment of resources to continually evaluate and fund improvements in Waterloo's transportation systems including highways, rails, regional airports, etc.

Lead Responsibility: City of Waterloo - Planning and Zoning Commission

Secondary Responsibility: MET, INRCOG and City of Waterloo Airport Board

c. Establishment of an aggressive campaign to improve air service to the Waterloo Municipal Airport and supporting use by area travelers

Lead Responsibility: City of Waterloo Airport Board

Secondary Responsibility: Waterloo Travel Agent Council, Cedar Valley Economic Development Corporation and the Waterloo Chamber of Commerce

C3. Workforce Expansion and Development

Implementation Strategies:

a. Conduct a detailed analysis of Waterloo's current workforce regarding occupational background, skills, interests, wage preferences, job satisfaction, occupational intentions, commuting patterns etc. from which to compare and base employer demands and new workforce development policy

Lead Responsibility: Hawkeye Community College

Secondary Responsibility: Waterloo Chamber of Commerce – Workforce Taskforce and Cedar Valley Economic Development Corporation

b. Conduct a detailed analysis of current and prospective industries current and anticipated labor/skill demands from which to base worker training, recruitment and educational programming

Lead Responsibility: Cedar Valley Economic Development Corporation and Waterloo Chamber of Commerce – Workforce Taskforce

Secondary Responsibility: Hawkeye Community College and University of Northern Iowa

c. Establishment of a long-term campaign to retain and attract a high quality workforce including technically trained workers and new or recent college graduates to the Waterloo area. Clearly identifying challenges to and designing the necessary incentives and resources to build Waterloo's pool of well trained labor

Lead Responsibility: Cedar Valley Economic Development Corporation and the Waterloo Chamber of Commerce – Workforce Taskforce

d. Creation or expansion of worker training programs to strategically position Waterloo's and the regions labor force to meet and mold the needs and expectations of business and industry in the new economy

Lead Responsibility: Hawkeye Community College

Secondary Responsibility: Waterloo Community Schools, Waterloo Private and Parochial Schools, Cedar Falls Chamber of Commerce, Waterloo Chamber of Commerce – Workforce Taskforce, University of Northern Iowa and Upper Iowa University

e. Strategic collaboration between developers, business and educators to expose students of all ages to the career opportunities offered by Waterloo business and industry through the development of regular communication and interaction between students and businesses, and the creation of innovative campaigns to improve Waterloo's image to local students and statewide college graduates

Lead Responsibility: Cedar Valley Economic Development Corporation, the Cedar Valley Human Resource Consortium, Hawkeye Community College, the University of Northern Iowa and Upper Iowa University

Secondary Responsibility: Waterloo Community Schools and Waterloo Private and Parochial Schools

C4. Responsible Land Use Planning and Stewardship

Implementation Strategies:

- a. Coordination, implementation and adherence to a community-wide land use plan
Lead Responsibility: City of Waterloo - Planning and Zoning Commission and INRCOG
- b. Enacting of a progressive building and development codes throughout the community
Lead Responsibility: City of Waterloo – Building and Inspection Office
Secondary Responsibility: Waterloo Chamber of Commerce, INRCOG and the Waterloo/Cedar Falls Board of Realtors
- c. Adoption, financing and completion of a comprehensive downtown revitalization, as outlined in the Downtown Riverfront Master plan, which encompasses downtown economic development, riverfront development, commercial/service growth, recreation, parking and housing expansion
Lead Responsibility: City of Waterloo - Planning and Zoning Commission, Waterloo Development Corporation and Main Street Waterloo

C5. Cedar River Utilization

Implementation Strategies:

- a. Strategic planning and programming to maximize the recreational and economic potential of the Cedar River and supporting services
Lead Responsibility: Waterloo Development Corporation
Secondary Responsibility: City of Waterloo – Community Planning and Development Office, INRCOG, Waterloo Convention and Visitors' Bureau and Concerned Boaters of Black Hawk County
- b. Maximize development opportunities along the riverfront to expand the community's tax base
Lead Responsibility: City of Waterloo-Community Planning and Development Office and the Waterloo Development Corporation
Secondary Responsibility: Cedar Valley Economic Development Corporation and Waterloo Chamber of Commerce

C6. Agricultural, Cultural and Heritage Based Tourism

Implementation Strategies:

- a. Developing and marketing tourism attractions focused on the community's rich agricultural ties, culture and historic attractions
Lead Responsibility: Waterloo Convention and Visitors' Bureau, Grout Museum, City of Waterloo - Historic Preservation Commission and African American Museum
Secondary Responsibility: Silos and Smokestacks