



City of Centerville FY22-23 **STRATEGIC PLAN**

STRATEGIC GOAL I - ECONOMIC DEVELOPMENT

Develop strategies, programs, initiatives, and activities to improve the economic well-being of the City of Centerville, business relationships and the quality of life for Centerville residents.

Priority 1 – Review Fundamental Elements of the Comprehensive Land Use Plan which guide the long-term vision for development and redevelopment.

1. Work with consultants to put together a projection (visual and written) of future diverse housing development options at various city population levels based on density; include in analysis:
 - Pros and cons of population reaching 5,000 for businesses, city finances, and infrastructure (Public Works, Public Safety, Legal Services, Engineering, water tower, well and sewer etc.) and include city staffing needed for expanded services.
 - Develop a traffic assessment for new housing and business development.
 - Share research with City Council
 - Share research with citizens and ask for feedback.
2. Develop a matrix of Centerville property that is available for development and redevelopment for the purpose of gaining City Council direction on negotiation parameters for each property.
 - Complete the sale and development of the land owned by the City of Centerville at 1737 Main Street.
 - Complete redevelopment of vacant land owned by the City of Centerville (Block 7) by closing on the sale and completing townhome development project.
3. Identify and develop key economic data points for the city, analyze trends, and provide City Council with a bi-monthly update (expenses, fund balances, city performance measures, etc.).
4. Explore development of an EDA “Opportunity Fund” and define parameters for fund usage.
5. Recalibrate Infrastructure Management Plans, update maintenance projects, and provide annual update to City Council.

Priority 2 – Develop a toolkit of business initiatives to recruit, retain and strengthen community businesses.

1. Develop business recruitment plans.
 - Proactively identify businesses needed in town (pharmacy, grocery, library, clinic, hotel, etc.) and market available land to these businesses.
 - Promote nearby businesses (like Running Aces), to draw new businesses to Centerville.
2. Develop business retention plans.
 - Conduct person-to-person business retention visits using a structured process that includes a regular, rotating schedule to ensure all businesses are included. (Goal = 20 visits per year)
 - Develop a standard business feedback form for person-to-person business retention visits and to distribute to business owners who appear at City Council meetings.
 - Conduct exit interviews when businesses leave town to document why they are leaving.

- Invest locally in Centerville businesses by purchasing goods and services from them (meals, catering, gas, landscaping, flowers, etc.) and encourage Centerville citizens to do the same.
 - Conduct market research to determine standards that support business retention and share information with City Council.
 - Survey businesses after they have completed development projects to assess what their experience was through the development process and share feedback with City Council.
3. Develop business engagement initiatives and plans.
- Host an Annual Business Appreciation Event.
 - Publicly recognize businesses when they give donations to support city events and causes.

Priority 3 – Increase transparency and education in city communications through website redesign, leveraging social media, adding email addresses to city email list, and publication of newsletters to provide information and resources to community members.

1. Provide information to City of Centerville citizens on topics such as:
- Digital Main Street to highlight businesses in Centerville
 - City Council seats up for election
 - Community suggestion form (on website) to encourage community member feedback
 - Education on recycling, ponding maintenance, ordinances, zoning, etc.
 - Lights-out notifications (service outages)
 - Tips from the fire department to keep home and businesses safe
 - Public hearing notices
 - Pictures and arial videos about vacant land for development, etc.

Priority 4 – Develop grant strategies to utilize for future city expenses and projects.

STRATEGIC GOAL II - ORGANIZATIONAL RESILIENCE

Promote environmentally sustainable development, well-being and inclusive growth in the City of Centerville while preparing for future economic, environmental, and social change.

Priority 1 – Advance workforce planning and development in an effort to retain and recruit staff and promote the city.

1. Provide city staff members with education and development to include courses such as customer service (“Face of Centerville to the Community”); conflict resolution/de-escalation; Strength Finders; diversity, equity and inclusion; change management, etc.
2. Provide city staff members with cross-training to prepare for future retirements and develop standard operating procedures and Quick Reference Guides (QRGs) for city processes and procedures to be used when onboarding new staff members.
3. Evaluate city organizational structure, compensation/benefit package, employee health and well-being services (PTSD, mental health, etc.) and succession plans, and provide City Council with biennial update on workforce planning and development results.
4. Evaluate new Jr. Council Member position to determine if position should be continued in FY22-23.

Priority 2 – Develop city committee member recruitment and retention strategies and work with committee members to propose FY22-23 work plans for City Council review, feedback, and approval.

1. Develop a Centerville City committee recruitment and retention strategy to retain existing committee members and recruit new committee members, to include information about committee vacancies on city website, information about responsibilities of committee members, making personal connections with community members to encourage volunteer engagement, and hosting volunteer recruitment and appreciation events.
2. Feature articles in the local newspapers about City of Centerville committee volunteers.
3. Work with committees to develop proposed FY22-23 work plans that are in alignment with the FY22-23 City of Centerville Strategic Plan and present to City Council for review, feedback and approval.
 - Park and Recreation – Put together proposed recommendations for park plan update (maintenance versus new ideas), development of types of parks (community gardens, playgrounds, etc.), purchase of playground equipment, etc.
 - Planning and Zoning – Put together proposed recommendations for improved enforcement of codes, commercial property upkeep, sprucing-up public spaces, etc.
 - Economic Development Authority – Put together proposed recommendations for initiatives such as “business welcome packets” to handout to new businesses in town, swag bags that advertise goods and services for local businesses, planned retention visits by a member of City Council and EDA and feature articles for the local newspaper.

Priority 3 – Review and update the Continuity of Operations Plan.

1. Review and update the Continuity of Operations Plan and present an overview to City Council on a biennial basis to include tests, training/exercises, evaluations, corrective action plans and guidelines that detail three people ready to assume key responsibilities in the event of an emergency or disaster.
2. Develop “Elected Official’s Handbook” to define what City Council’s role is in the Continuity of Operations Plan.
3. Develop allyship with community churches, businesses, and organizations to help provide services and assistance during natural disasters and emergencies.



STRATEGIC GOAL III – COMMUNITY BUILDING

Build and support meaningful community connections, services, and support for community members in the City of Centerville.

Priority 1 – Further build and evolve the City’s brand in alignment with the current and future direction of the city’s citizens and visitors through a variety of communication tools in an effort to reach all perspectives.

1. Obtain feedback from City Council and community members on logo redesign options taking into consideration Centerville’s rich history.
2. Build brand guidelines (font style, colors palette, size dimensions, graphics, etc.).
3. Create templates using brand design (letterhead, policies, newsletters, forms, agendas, minutes,

reports, PowerPoint presentations, etc.).

4. Focus rebranding efforts on events such as Fete des Lacs, Music in the Park, Main Street Market, car show, and ski show.
5. Explore identifying and installing community artwork to represent city history and values.
6. Acknowledge Veterans through recognition initiatives such as the development of a Veteran's float for Fete des Lacs, Proclamation of Acknowledgement at Fete des Lacs, and memorial statute in front of City Hall.
7. Build library boxes at City Hall.
8. Explore instituting an Annual Town Hall meeting and "State of the City of Centerville" address by city leaders.

Priority 2 - Strengthen and build relationships amongst City staff and with partner agencies.

1. Invite city staff members and partner agencies to give informational updates to City Council on a quarterly basis.
 - Police
 - Fire
 - Public Works
 - City Clerk
 - Rice Creek Watershed, etc.

Priority 3 – Develop "Centerville Cares" initiative and publicize on website and local newspaper.

1. Outline program and benefits available to community members who may need them and communicate through social media and the new city website (rental assistance, Memory care, food shelves, violence prevention, etc.).