

**“Cedar Falls 2015 – Progressing Together for a
Brighter Future”**

10-Year Strategic Plan

Prepared by the Cedar Falls 2015 Strategic Planning Team

July 2006

Forward

The Cedar Falls Community has long recognized the desirability of long-term strategic planning as a way to create the best possible future for its citizens. This collaboration of Cedar Falls citizens, in helping to shape the future of Cedar Falls, has strived to include all sectors of the community, and to get its direction from the desires of its residents. The planning team was chosen to reflect the make-up of the community, and the plan calls for participation for organizations throughout the area, as well as from governmental entities and from Cedar Falls' residents serving on task forces. A deliberate effort has been made to discover how the Cedar Falls community can work together within the region and state, recognizing that we can accomplish greater things by coordinating our efforts.

The first Cedar Falls long-term strategic plan was completed in 1990, the second plan in 1995 and the third in 2001. It is intended that this Cedar Falls 2015 plan, completed in 2006, will continue to build on the successes of the three previous plans. The overall structure of the prior plan has been carried over in the 2015 Plan for greater continuity, while adding exciting new initiatives. The overall goal of the plan and the three major sections of the plan, along with key areas for initiatives, as shown below.

Plan Structure

| Cedar Falls 2015 - Progressing Together for a Brighter Future | | |
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| <i>Overall Goal: To increase the long-term vitality of Cedar Falls</i> | | |
| <p>Section I: To increase the area's Economic Base</p> <p>Key areas for initiatives</p> <ul style="list-style-type: none"> ▶ Industrial base and employment opportunities ▶ Commercial base and employment opportunities ▶ Housing opportunities for all families ▶ Economic impact of Tourism ▶ Innovative economic development programs | <p>Section II: To advance the safety, health, education, environment and well-being of our citizens</p> <p>Key areas for initiatives</p> <ul style="list-style-type: none"> ▶ Safe community/low crime ▶ Education, training and technological access ▶ Health and human services ▶ Local government effectiveness and efficiency ▶ Citizen involvement and sense of belonging ▶ Protection and wise use of natural environment | <p>Section III: To further develop Cedar Falls as a center of excellence for history, the arts, entertainment and recreation</p> <p>Key areas for initiatives</p> <ul style="list-style-type: none"> ▶ Maintain and enhance the community's appearance ▶ Parks, trails and recreational resources ▶ Cultural resources and enrichment activities |

The foundation for the 2015 plan is a set of seven basic widely held values. These values serve as the underlying premise upon which community activities rest and should be built upon, as Cedar Falls moves forward into the next ten years. A vision of how the community should look in 2015 was created and is included as a part of the plan, giving a picture in words of how the community will look when the plan is accomplished.

Within the structure of the plan, are aims, focusing strategies, objectives, and lead responsibility designations. These are shown graphically to the right and defined below in order to better understand their content.

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| Aims |
| Focusing Strategy |
| Objectives |
| Lead Responsibility |

- ❖ Aims are broad statements that represent the overall intent of the vision ideas in each major theme area of the plan and represent the main purpose of the specific accomplishments in that area.
- ❖ Focusing strategies are general statements of direction that permit increased opportunity to achieve the aims by aligning the efforts and focusing the resources of multiple organizations that are working toward the same aim. Throughout the planning process, the planning team has recognized that mutual advantages can be gained from collaboration and coordination among area organizations and governmental entities, and with the state. The strategies help to focus these efforts.
- ❖ Objectives are specific accomplishments that should help achieve the aim within a major theme area; they are consistent with and help implement the strategy. Objectives are focused enough so that lead responsibility could be designated and eventually success indicators and secondary responsibility can be included.
- ❖ Lead responsibility designations are organizations and groups that have agreed to serve as key implementers and as primary coordinators toward the fulfillment of particular objectives in the plan. They are asked to maintain communication with the Review and Planning Committee, and along with them, to update the community on the progress they are making. The lead responsibility organizations will be incorporating their specific objectives into their ongoing plans and identifying how they think they can best carry them out and how they can determine success. Lead organizations may also recruit other organizations to assist them in implementing the community's plan. (Note: if multiple organizations are listed in the plan as "lead", the first one listed will serve as convener of the partnership.)

Since everyone involved with this plan is committed to achieving results, a Review and Planning Committee has been created by the 2015 Strategic Planning Team to monitor the implementation of the Cedar Falls 2015 Plan and to help keep the plan "alive" and on track. Members of this committee will maintain communication with lead organizations and, on an annual basis, with the public. During the next few years, they will also provide minor updates to the plan and guide implementation based on strategic considerations and vision. The members' terms will expire when the next community-wide planning process begins.

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Our Cornerstone Values

We value: Integrity, as characterized by the way we act in our every day lives, consistently showing honesty, trust, and respect for our fellow human beings. Integrity is important as our basis for interaction, encouraging and expecting positive participation throughout our community.

We value: Education & Wisdom, as characterized by our acknowledgement of education as a lifelong process that should be available to all, our acceptance of responsibility as a community to help each child reach his or her potential, and the realization of what informed, educated citizens can bring to their community. Education and wisdom is important in order to have a vibrant, progressive community.

We value: A safe and healthy environment, as characterized by our expectation of clean air and water, our determination to preserve open spaces and natural areas, our provision for public safety services to help ensure a low crime rate, safe schools, and sanitary living conditions, and our encouragement of individual wellness, including quality, accessible healthcare services. A safe and healthy environment assures a higher quality of life for all of our citizens.

We value: Leisure opportunities, as characterized by the availability and awareness of abundant and diverse recreational and cultural facilities and programming. Leisure opportunities, including the arts, are important in building positive family experiences, as amenities to help attract and keep people in the community, and as a way to promote the mental, physical, and spiritual well being of our citizens.

We value: A sense of community, as characterized by our collaborative efforts to carry out community projects, the pride we feel for our community, the diverse mix of multi-cultural and socioeconomic backgrounds of our citizens, and our unity of purpose. A sense of community is important to create a sense of belonging and acceptance for all of our citizens, enhancing each person's well being, and encouraging a willingness to work together to achieve more than we could accomplish alone.

We value: Economic health and opportunity, as characterized by the availability of jobs that provide an improving standard of living, a government that enables economic growth, a willingness to take the risks needed to encourage entrepreneurial activities, the use of advanced technologies, participation in the global economy, adequate infrastructure, and workforce development. Economic health and opportunity is key in providing the resources to live in the way that we desire.

We value: Progressive thinking, as characterized by creativity in problem solving, use of cutting edge ideas, leadership development programs, and receptiveness to change. Progressive thinking is important because it fosters innovations that stimulate economic growth, promoting a vital and thriving environment.

The Cedar Falls Vision

Building from a solid foundation, with a collective desire to embrace the opportunities and challenges before us, we as a community are looking ahead to 2015 already envisioning the following Cedar Falls of the future:

Cedar Falls continues to be a thriving, prosperous University town situated in the beautiful Cedar Valley region of Iowa. In the year 2015, its small town Iowa ambiance exists side-by-side with regional and global connectedness. Increasing ease of mobility and worldwide accessibility have enabled residents to compete with and relate to anyone worldwide. Those who have made the choice to live in Cedar Falls, live here partly because they can continue to count on a well-educated safe community that shares their basic values. Cedar Falls will continue their working relationships with their neighboring communities, school systems and the University of Northern Iowa in ways to develop that intergovernmental cooperation in order to develop the Cedar Valley with a standard of living comparable to any other metropolitan area across the nation. Cedar Falls residents can rightfully say that their city in 2015 is a welcoming place with the “right stuff” for its residents and visitors to flourish.

The growth and development in Cedar Falls did not just happen. It was the result of a community working together to achieve specific, well thought out plans – plans that were designed to create an environment conducive to thriving businesses, active learning, carefree leisure and individual success. Three broad perspectives were established from which to view the community: the area’s economic base, the advancement of the safety, health, education and well-being of our citizens, and increasing the value of our community’s amenities to our residents and visitors. From these areas, a wide cross section of community members collaborated to decide how to make Cedar Falls a better place.

This better Cedar Falls in 2015 includes a downtown district alive with culture and commerce, with the completion of the new library and ongoing development of its collection, a trendy mix of retail stores and eating establishments and sidewalk cafes on the Parkade, along with office space and loft-style apartments. On the riverfront, there is an expanded recreational trail system and additional green space development. A new focused effort to keep our environment clean and our river a vibrant recreational option is underway. The gateways coming into and going out of Cedar Falls and major transportation corridors have all been updated, using native plantings and public art where appropriate, creating a visual statement that tells that this is a city that cares about looking its best.

The University of Northern Iowa continues to be a cornerstone of Cedar Falls; first, for the high quality learning environment and genuine sense of a diverse and multi-cultural community that it fosters; and second, for the community’s ability to access its programming – both in lifelong learning experiences and in attendance at University events. The Cedar Falls community has seen a significant increase in the impact of tourism on the local economy in 2015, due in part to the growth in University events bringing more visitors to the area, and to a collaborative effort that ensured that there were sufficient convention and lodging facilities to meet visitor needs.

Neighborhoods, schools and parks in 2015 are well kept. There are still the beautiful old homes in well-established neighborhoods along with the more modern new housing developments with schools and green spaces nearby. One of the differences, though, is more involvement by the residents in collectively ensuring that children and homes will be safe, that each child’s education is

important to the whole community, that diversity in the community is embraced and celebrated, and that an environmentally sound and healthy lifestyle is encouraged for all. Housing, educational, and recreational needs have been carefully planned for at all levels and match the growth of the community.

Community services in 2015 are responsive to the needs of the ever-changing face of the people who live here. Citizens feel connected to their government, having been helped by technology and by a deliberate effort to create an awareness of and greater accessibility to what is available; and their government has in turn strived for efficiencies, partnerships, cooperation and relationships throughout the Cedar Valley to further develop operations and a regional perspective as it relates to all aspects of quality of life for our citizens. Health and human services, including wellness programs, up to date hospital facilities and programs to meet senior citizens' special needs, are affordable and available to all in 2015. Cedar Falls Utilities still offers superior service -- staying on the cutting edge of alternative energy development and technological advancements, and collaborating on efforts to encourage the best use of our energy resources.

Almost everyone agrees that we as a community need good jobs that provide for an increasing standard of living and time to enjoy the finer things in life. One of the accomplishments making those kinds of jobs readily available here in 2015 is continued development and growth with an emphasis on nourishing small business and focusing on Iowa's target business clusters (advanced manufacturing, life sciences and information solutions). In addition, ongoing interaction with the state's learning institutions has translated knowledge into new business ventures. Joint efforts between the state, regional and local development entities with emphasis on maintaining the synergy with the Greater Cedar Valley Alliance, state and other regional intergovernmental agencies to attract new business, keep a well-trained workforce, and retain quality jobs. These efforts and relationships are as strong as ever and need to be a continued focus. Finally, a committed effort to have up-to-date infrastructure in place (airport, highways, high-tech utilities and communications systems) to encourage business growth is paying off.

Cedar Falls in 2015 is a vital, livable community with a heightened spirit of cooperation and inclusion from all sectors working in tandem. The community is working to keep and strengthen our values, our small city attributes, our university as a cornerstone and all of the best of our history. When we began our planning, we reached toward the next level with a hope to build on the accomplishments of those who came before us. Since then, the successful implementation of the 2015 community-wide plan has helped ensure that our new growth and development took place in a desirable and orderly fashion. In the year 2015 we see a Cedar Falls that truly has progressed together for a brighter future.

Recent Success Stories

The following is a list of objectives that were included in the 2010 Plan. These accomplished objectives and acknowledgements are to be celebrated and should provide a measure for progress for the 2015 Plan.

1.0 Increased The Areas Economic Base

- Expanded the riverfront recreational trail system.
- Completed the construction of the new Public Library.
- Revitalized the Main Street Parkade with the completion of the streetscape project in 2004.
- Completed the recreational assets along the Cedar River including Gateway Park and the flood levee project that includes the Riverfront Promenade and Peter Melendy Park.
- Facilitated a discussion of community planners, developers, financing institutions, realtors, etc. to develop a planned approach to housing needs with innovative approaches, recognizing the need for affordable housing for first-time buyers.
- Updated and maintained a listing of local, state and federal resources that make financial resources available to assist in the creation or new housing developments, including program initiatives targeted at low cost affordable assistance to families.
- Recruited outside sources to enter this housing market in order to fill unmet projected needs.

2.0 Advanced the Safety, Health, Education, Environment, and Well-Being of Our Citizens

- Expansion of the Cedar Falls Recreation Center
- Passed a city wide ban on burning leaves
- Neighborhood associations have increased in numbers and are becoming more active.
- Cedar Falls Public Library facilitates and coordinates library usage across the Cedar Valley.
- Recognized by American's Promise as one of the 100 Best Communities for Young People (2005).
- Sartori Memorial Hospital made Solucient's list of a top 100 hospitals in the United States (2005).
- Cedar Falls Board of Education named Iowa Association of School Board's School Board of the Year (2004).
- Cedar Falls schools ranked in the 90th percentile nationally, earning a "gold medal" rating from Expansion Management (a magazine providing information to CEOs and others involved in site selection). (2005)
- New and remodeled school facilities (new Cedar Heights Elementary School, new Lincoln Elementary School, remodeling at Cedar Falls High School and Orchard Hill Elementary)
- Continued citizen support for Cedar Falls Public Schools with approval of the Local Option Sales Tax and renewal of the Instructional Support Levy.

3.0 Further Developed Cedar Falls as a Center of Excellence for History, The Arts, Entertainment and Recreation

- Completed the new Cedar Valley Visitors Center.
- Continued expansion of an extensive network of bike trails.
- Developed and implemented a metro wide trail signage informational plan.
- Created awareness for public art with examples found throughout the community.
- Targeted floodplain areas have developed into public recreational attractions.

Aims and Objectives

1.0 To Increase The Area's Economic Base

Aim 1.1: To expand the technology and industrial base and employment opportunities

- ◆ **Focusing Strategy:** Provide state-of-the-art infrastructure to successfully recruit and retain the best mix of industrial jobs possible
 - **Provide fully developed land and infrastructure improvements for Cedar Falls' industry to expand**
1. Regardless of initiation (private sector, public sector or a public/private partnership), always maintain at least 200 acres of new industrial property with a balanced inventory of assorted lot sizes utilizing sound land-use planning and in-fill development practices to avoid urban sprawl.
 - Lead Responsibility: City of Cedar Falls
 - Timeframe: Ongoing
 - Measurable Results: Every two years conduct an Industrial and Technology Park Company Listing and Informational Survey
 2. Develop a conceptual plan for the Cedar Falls Technology Park Phase II.
 - Lead Responsibility: City of Cedar Falls
 - Timeframe: 2006
 - Measurable Results: Approved plan on file
 3. Growth in the Cedar Falls Technology Park Phase II is vital to attract new jobs. Properties with lake features, parks and trails are campus amenities for new high tech and corporate office developments.
 - Lead Responsibility: City of Cedar Falls
 - Timeframe: 2007
 - Measurable Results: Develop at least 20 acres of new such properties
 4. Continue the review of the viability of a new industrial park along the Leverage Road corridor near the airport.
 - Lead Responsibility: City of Cedar Falls
 - Timeframe: 2007
 - Measurable Results: Develop a feasibility report and economic analysis along with a conceptual plan
 5. Promote entrepreneurialism and develop strategies to retain the businesses and employees from the University of Northern Iowa's business incubator program.
 - Lead Responsibility: City of Cedar Falls, University of Northern Iowa and the Greater Cedar Valley Chamber of Commerce - Cedar Falls
 - Timeframe: Ongoing
 - Measurable Results: Annual report. Target a growth of three new businesses per year

➤ **Increase efficient and economical use of our transportation resources**

6. Connect Cedar Falls to Des Moines with a four-lane highway to the southwest, using the Highway 330 corridor as well as a logical connection to Black Hawk County.
Lead Responsibility: Iowa Northland Regional Council of Governments
Timeframe: 2010
Measurable Results: Convert Iowa 14 or some other route to a four-lane facility from Highway 20 to Highway 330
7. Continue to support use of the Local Option Sales Tax for funding street improvements and review other usage of the tax dollars based on community needs.
Lead Responsibility: City of Cedar Falls
Timeframe: Ongoing
Measurable Results: Reconstruct at least 1.5 miles of streets and resurface at least 5 miles of streets annually
8. Provide airport operations that are attractive, dependable and demand-responsive. Promote a more regional airport administered by a regional authority/decision making body.
Lead Responsibility: City of Cedar Falls and the City of Waterloo
Timeframe: Ongoing
Measurable Results: Increased enplanements, expanded jet service

➤ **Develop a detailed plan and policy that encourages new and existing business and industry to thrive**

9. Develop benchmarks with other leading midwestern communities to ensure a proactive approach to planning, zoning, and developmental practices and initiatives.
Lead Responsibility: City of Cedar Falls and the Greater Cedar Valley Alliance
Timeframe: 2007/revisit every two years
Measurable Results: Present report to the City
10. Identify a strategy of target businesses that are especially important to Cedar Falls' future as identified by the Targeted Industry Study done by the Greater Cedar Valley Alliance.
Lead Responsibility: City of Cedar Falls and the Greater Cedar Valley Alliance
Timeframe: Ongoing/revisit every three years
Measurable Results: Results from the Targeted Industry Study
11. Encourage in-fill development, pursue federal and state monies (when available) and re-use obsolete sites in order to achieve infrastructure and energy efficiencies.
Lead Responsibility: City of Cedar Falls
Timeframe: 2010
Measurable Results: Develop at least 5 acres
12. Create awareness that this community fosters "virtual office careers" (individuals capable of working anywhere as long as they are linked to the world through the Internet).
Lead Responsibility: Cedar Falls Utilities
Timeframe: 2007
Measurable Results: Marketing efforts to inform the public of the state-of-the-art capabilities of Cedar Falls Utilities

➤ **Maintain a state-of-the-art communications utility enabling industries to stay abreast of technological advances**

13. Make continued investments in technology to provide the best E-opportunities possible.
Lead Responsibility: Cedar Falls Utilities and University of Northern Iowa
Timeframe: Ongoing
14. Maintain local control for decisions that will benefit the community and provide an awareness that Cedar Falls Utilities is now and will continue to be a dependable, cost-effective energy and communications supplier.
Lead Responsibility: Cedar Falls Utilities
Timeframe: Ongoing
Measurable Results: Residential/Industrial report card

Aim 1.2: To expand the commercial base and employment opportunities

- ◆ **Focusing Strategy:** Focus on regional interaction to foster diverse and targeted retail, service and office development

➤ **Continue to improve traffic flow and parking opportunities**

1. Improve downtown and College Hill parking conditions with added parking stalls and improved directional signage.
Lead Responsibility: City of Cedar Falls, Community Main Street, and College Hill Business Association
Timeframe: 2006-2008
Measurable Results: Install new directional signage and parking stalls

➤ **Implement projects from Downtown Cedar Falls 2020 Plan**

2. Promote and encourage the development of the upper floors for office and residential use in the downtown area.
Lead Responsibility: Community Main Street
Timeframe: Ongoing with quarterly reports
Measurable Results: Identify the existing occupied spaces and future areas for new development.
3. Improve building facades, including rear entrances, by promoting the facade grant program, along with alley enhancements with underground utility lines, better signage and improved alley surface treatments.
Lead Responsibility: City of Cedar Falls, Community Main Street
Timeframe: 2010
Measurable Results: Complete the alleyways along the east side of Main Street.
4. Review the feasibility to construct a parking ramp in downtown Cedar Falls.
Lead Responsibility: City of Cedar Falls
Timeframe: 2006
Measurable Results: Develop and submit an application for federal funding for the Cedar Valley Coalition's next trip to Washington D.C.

➤ **Implement projects from the College Hill Neighborhood Plan**

5. Develop and implement a streetscape project for portions of W. 23rd Street and College Street.
Lead Responsibility: City of Cedar Falls.
Timeframe: 2006-2008
Measurable Results: Begin construction in 2006 and complete by 2008
6. Promote the facade grant program for building facade improvements; including rear entrances, in the College Hill commercial district.
Lead Responsibility: City of Cedar Falls, College Hill Business Association
Timeframe: Ongoing
Measurable Results: Complete one facade application every year

➤ **Focus on specific geographical areas for development**

7. Continue to develop commercial corridors along Greenhill Road, Highway 58, W. 1st Street and Viking Road.
Lead Responsibility: City of Cedar Falls
Timeframe: 2010
Measurable Results: 10% annual increase in value of commercial building permits
8. Develop a strategy to promote and revitalize the commercial corridor along University Avenue.
Lead Responsibility: City of Cedar Falls
Timeframe: 2007
Measurable Results: Implement a strategy to decrease the vacancy rate by 20% per year
9. Develop a strategy to promote and revitalize the commercial corridor along State Street in downtown Cedar Falls.
Lead Responsibility: City of Cedar Falls, Community Main Street
Timeframe: 2006
Measurable Results: Approve a development plan to attract commercial, retail, office and residential development

➤ **Nurture development of unique commercial opportunities**

10. Hold informative seminars on a wide variety of business topics, including small business issues, business start-ups, franchising, E-business and virtual offices.
Lead Responsibility: University of Northern Iowa John Pappajohn Entrepreneurial Center, Greater Cedar Valley Alliance
Timeframe: Ongoing
Measurable Results: Facilitate two annual seminars

11. Improve access to business start-up and resource information for individuals in targeted groups that include women, racial, social and ethnic minorities, persons with disabilities, and immigrants who wish to go into business.
 - Lead Responsibility: University of Northern Iowa John Pappa John Entrepreneurial Center, Greater Cedar Valley Alliance
 - Timeframe: Ongoing
 - Measurable Results: Establish one start-up on an annual basis

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| Aim 1.3: To encourage housing opportunities for all family circumstances |
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- ◆ **Focusing Strategy:** Promote a planned approach for various types of housing development to meet the needs of current and future residents
- **Identify and address City and State regulations that may hinder the development and construction of new homes**
 1. Update the Uniform Family of Codes (Building, Electrical, Plumbing, Mechanical) at least once every five years to see that local regulations are as consistently tied to other communities as possible.
 - Lead Responsibility: City of Cedar Falls
 - Timeframe: 2007, follow-up every five years
 - Measurable Results: Conduct meetings with the building trade and public
- **Attract necessary builder/developer support to construct housing based on current and projected needs**
 2. Encourage development of a variety of housing priced in the \$100,000 - \$200,000 range (lot included) in order to satisfy the present unmet need.
 - Lead Responsibility: City of Cedar Falls
 - Timeframe: Ongoing
 - Measurable Results: Number of condominiums, townhome, patio homes etc.
- **Promote housing improvements/new growth in existing neighborhoods already containing basic infrastructure**
 3. Identify and educate developers and decision makers on the value of in-fill development (to avoid urban sprawl) as opportunities arise including consideration of economic incentives.
 - Lead Responsibility: City of Cedar Falls
 - Timeframe: Ongoing
 - Measurable Results: Maintain an inventory of existing vacant lots in the City
 4. Develop a plan to establish a neighborhood finance corporation lending area to improve the existing housing stock with financial incentives including low interest mortgage rates, minimal closing costs and forgivable loans for the improvement and /or rehabilitation of an existing single family residential structure.
 - Lead Responsibility: City of Cedar Falls
 - Timeframe: 2006
 - Measurable Results: Gather public input and support and adopt a plan

5. Ensure the availability of safe housing through enhanced rental inspection procedures and provide an opportunity to educate the rights of the tenant and landlord in rental situations.
 Lead Responsibility: City of Cedar Falls, Black Hawk County Landlord Association
 Timeframe: Ongoing
 Measurable Results: 1) Inspection every 3 years
 2) Smoke detectors in every unit
 3) Maintain an effective fine schedule

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| Aim 1.4: To increase the economic impact of tourism |
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- ◆ **Focusing Strategy:** Enhance the economic development of Cedar Falls by promoting Cedar Falls, Iowa as a leisure visitors destination and as a viable setting to hold meetings, conventions, sporting and entertainment events and by promoting area events, cultural opportunities and community attractions including the Downtown Cultural and Entertainment District.
 - **Increase the number of visitors to the Cedar Falls metropolitan area, increase the length of stay and provide consumers a convenient way to obtain more information about the area and specific tourism businesses**
1. Actively and aggressively promote Cedar Falls and the metropolitan area as a destination for group tour operators and leisure travelers visiting the Cedar Falls area.
 Lead Responsibility: Cedar Falls Tourism & Visitors Bureau
 Timeframe: Ongoing
 Measurable Results: Annual report to the Visitors and Tourism Board and City Council with a 5% increase every year
 2. Work cooperatively with other tourism-related businesses and groups to encourage cooperation in marketing the area's convention spaces, attractions, hotels/motels, the Cedar Falls and Waterloo tourism industry, and the University of Northern Iowa to increase the number of meetings, conventions and major events held in Cedar Falls.
 Lead Responsibility: Cedar Falls Tourism & Visitors Bureau
 Timeframe: Ongoing
 Measurable Results: Annual report to the Visitors and Tourism Board and City Council with a 5% increase every year
 3. Provide grants to projects or events that create tourism and economic activity for the community and to reinvest funds received by the hotel/motel tax into the community.
 Lead Responsibility: Cedar Falls Tourism & Visitors Bureau
 Timeframe: Ongoing
 Measurable Results: Award %3 of hotel/motel tax revenues on an annual basis
 4. Analyze the lodging and meeting space with a professional consultant in order to identify deficiencies and plan for new investment.
 Lead Responsibility: Cedar Falls Tourism & Visitors Bureau
 Timeframe: 2007
 Measurable Results: Report to the Visitors and Tourism Board and City Council

5. Continue recruitment of volunteers to provide hospitality services for visitors and newcomers to the community at the Cedar Falls Visitor Center and satellite welcome exhibits.
 Lead Responsibility: Cedar Falls Tourism & Visitors Bureau
 Timeframe: Ongoing
 Measurable Results: An increase of 5% in the number of volunteers available for special events

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| Aim 1.5: To foster innovative economic development programs |
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- ◆ **Focusing Strategy:** Continue fostering public and private support for economic development activities, including higher income jobs, throughout the greater Cedar Valley area
- **Expand local capacity in economic development**
 1. Facilitate the development of an up-to-date action plan shared by all interested economic development partners. The Cedar Valley wide target industry analysis is complete and cooperative marketing programs focused on the areas of information technologies, financial services, basic operations employing advanced manufacturing techniques, logistics, and bio-products development, production and distribution are underway.
 Lead Responsibility: GCVA – Commercial & Industrial Development Group
 Timeframe: Ongoing
 2. Sustain a cooperative economic development leadership base.
 Lead Responsibility: GCVA – Commercial & Industrial Development Group
 Timeframe: Ongoing
 3. Expand the network of individuals and organizations providing various resources to support new and developing companies.
 Lead Responsibility: University of Northern Iowa Small Business Development Center
 Timeframe: Ongoing
 4. Consider innovative approaches to capitalize on the community’s unique resources, including the University of Northern Iowa, in order to benefit the local economy.
 Lead Responsibility: GCVA – Commercial & Industrial Development Group
 Timeframe: Ongoing
- **Ensure that Cedar Falls and the whole Cedar Valley are well-positioned within larger economies**
 5. Support the formation of Iowa-based venture capital funds while continuing to encourage an active angel investor network locally.
 Lead Responsibility: GCVA – Commercial & Industrial Development Group
 Timeframe: Ongoing
 6. Focus traditional economic development activities on identifying a niche for the Cedar Valley in Iowa’s new target business clusters (advanced manufacturing, life sciences, and information technologies) in order to ensure the community’s participation in the new uses economy.
 Lead Responsibility: GCVA – Commercial & Industrial Development Group
 Timeframe: Ongoing

7. Identify opportunities locally to leverage Iowa’s strong agricultural assets to accelerate economic development related to production agriculture, value-added agriculture, advanced biotechnology and other life science disciplines.
 Lead Responsibility: GCVA – Commercial & Industrial Development Group, University of Northern Iowa ABIL (Ag-based Industrial Lubricants Program), Cedar Falls Utilities
 Timeframe: 2010
8. Pursue joint development of industrial property in the Airport area with Waterloo and Black Hawk County.
 Lead Responsibility: City of Cedar Falls, GCVA – Commercial & Industrial Development Group
 Timeframe: Ongoing

2.0 To Advance The Safety, Health, Education, Environment And Well-Being Of Our Citizens

Aim 2.1: To maintain a safe community, including the low incidence of crime

- ◆ **Focusing Strategy:** Continue developing effective interactions and shared responsibilities with citizens and the police department.
 - **Continue a community policing philosophy with more neighborhood involvement**
1. Emphasize and develop neighborhood watch concept through education and recruitment of neighborhood leaders. Continue to meet with neighborhood associations to deal with specific issues affecting them.
 Lead Responsibility: Cedar Falls Police Department
 Timeframe: Ongoing
 Measurable Results: 1) Increase volunteer based activities.
 2) Decrease crime rates
 3) Annual report to the FBI
 2. Educate the public on ways to accurately identify dangerous activity and report effectively.
 Lead Responsibility: Cedar Falls Police Department and Human Rights Commission
 Timeframe: Ongoing
 Measurable Results: Examples of communications to the public
 3. Continue a program to provide cultural sensitivity training for all Cedar Falls Police Department staff.
 Lead Responsibility: Cedar Falls Police Department and Human Rights Commission
 Timeframe: Annually
 Measurable Results: All Cedar Falls Police Officers have completed sensitivity training

➤ **Provide continuing education on personal and home security**

4. Develop educational material and ways to present it, including community meetings, cable programs, school programs and home and business inspections.
Lead Responsibility: Cedar Falls Police Department and Fire Department
Timeframe: 2002, then ongoing

➤ **Implement a comprehensive strategy for pedestrian/traffic safety issues**

5. Conduct a review and identification of hazardous traffic sites including schools, high volume intersections and special events.
Lead Responsibility: City of Cedar Falls
Timeframe: Annually
Measurable Results: Provide an annual report to the city on events held to support this goal
6. Improve the traffic patterns on University Avenue and Hudson Road to identify opportunities to improve coordination of traffic signals (to facilitate reduced energy consumption and to reduce travel time).
Lead Responsibility: City of Cedar Falls
Timeframe: Ongoing
Measurable Results: More synchronized flow of traffic
7. Establish multiple contact methods for citizens to relay their concerns regarding pedestrian and traffic issues and educate citizens on the availability of these sources.
Lead Responsibility: City of Cedar Falls
Timeframe: Ongoing
Measurable Results: Track number of citizen concerns received
8. Develop volunteer support to monitor and assist with special pedestrian/traffic issues such as the school crossing guard program and special event traffic control.
Lead Responsibility: Cedar Falls Police Department the Cedar Falls School Board, Public Safety and the University of Northern Iowa
Timeframe: Ongoing
Measurable Results: Report annually the number of volunteers involved in the program

➤ **Review and modify, as needed, various emergency management policies, procedures and facilities**

9. Effectively communicate to all residents the location of current community emergency facilities, emergency procedures and how to access emergency services.
Lead Responsibility: Cedar Falls Police Department and the Black Hawk County Emergency Management Agency
Timeframe: Ongoing
Measurable Results: Survey community to determine their level of knowledge of emergency policies, procedures and facilities

Aim 2.2: To provide high quality education, training and technological access with a goal of having Cedar Falls internationally recognized as a center of lifelong learning

◆ **Focusing Strategy:** Foster community support for lifelong learning that begins at birth and continues through adulthood, using financial, technological and human resources

➤ **Facilitate the growth and development of our youth**

1. Establish and coordinate collaborative relationships which will identify the issues and recommend solutions to the challenges facing children, parents, community and schools.

Lead Responsibility: Cedar Valley's Promise

Timeframe: Ongoing

Measurable Results: Annual report completed by Cedar Valley's Promise & disseminated to the community and found at cedarvalleypromise.org.

2. By 2015 all of Cedar Falls children will benefit from high quality preschool early Education and childcare that is affordable and accessible.

Lead Responsibility: Cedar Valley's Promise

Timeframe: 2015

Measurable Results: Annual report completed by Cedar Valley's Promise and accessible at cedarvalleypromise.org.

3. Identify and promote affordable, high quality, and convenient youth and parental educational/recreational/developmental opportunities incorporating the Search Institute's Forty Developmental Assets to ensure that each child has a chance to achieve their optimum potential success.

Lead Responsibility: Cedar Valley's Promise

Timeframe: Ongoing

Measurable Results: Annual report completed by Cedar Valley's Promise and sent to 2015 Review Committee. Report also available to public at cedarvalleypromise.org.

➤ **Identify and support the educational system's instructional needs**

4. Complete construction of necessary public school facilities and identify other current and future facility needs.

Lead Responsibility: Cedar Falls School Board

Timeframe: 2015

Measurable Results: Implementation of the district's facility plan; Annual school improvement plan; & Local Option Tax annual report.

5. Continue to enlist community involvement in supporting our schools through citizen and business participation and financial requests.

Lead Responsibility: Cedar Falls School Board

Timeframe: Ongoing

Measurable Results: Annual progress report to 2015 Review Committee.

6. Enhance community-school involvements and opportunities offering interaction between education staff, students, parents and mentors, including ties to non-formal experiences, internships and career opportunities.
 Lead Responsibility: Cedar Falls School Board
 Timeframe: Ongoing
 Measurable Results: Annual progress report

- **Expand the range of library and information services**

7. Coordinate library and information services of various entities including Cedar Falls and Waterloo Public Libraries, Cedar Falls Schools, University of Northern Iowa, and Hawkeye Community College, Allen School of Nursing.
 Lead Responsibility: Cedar Falls Public Library
 Timeframe: Ongoing
 Measurable Results: Annual report from the Cedar Falls Public Library to the city

8. Facilitate a community-wide learning environment by expanding outreach services and using new technologies in both linking the library to the community and making available cutting edge information services.
 Lead Responsibility: Cedar Falls Public Library
 Timeframe: 2006
 Measurable Results: Annual report from the Cedar Falls Public Library to the city

- **Increase number of youth in career incentive programs while encouraging business involvement with schools**

9. Support funding for career development programs similar to the Manufacturing Careers Program and the Exploring Health Careers Program.
 Lead Responsibility: Hawkeye Community College
 Timeframe: Ongoing
 Measurable Results: HCC reporting the number of students involved in the program

10. Identify business support for school career programs.
 Lead Responsibility: Greater Cedar Valley Chamber of Commerce - Cedar Falls and Waterloo
 Timeframe: Ongoing
 Measurable Results: Distribution of partners in business and education resource directory to be used by area educators

- **Expand opportunities for adult/community education and professional development**

11. Re-create the Adult Education Task Force to address identified adult education needs.
 Lead Responsibility: Hawkeye Community College
 Timeframe: Ongoing
 Measurable Results: Active Adult Education Task Force

Aim 2.3: To provide appropriate and affordable health and human services

- ◆ **Focusing Strategy:** Provide a comprehensive health and human services system that is responsive to need, affordable, and accessible to all without regard to race, gender, age, class, faith, ethnicity, or sexual orientation
- **Make information about human services widely available using all available means of communication**
 1. Periodically, conduct a survey via the Web, cable, Currents newsletter or agency newsletters to determine unmet human service needs.
 - Lead Responsibility: Cedar Valley United Way
 - Timeframe: Every 5 years
 - Measurable Results: Survey results reported/acted upon by the Cedar Valley United Way Board
- **Build commitment, support and collaboration for long-term Cedar Falls' access to human services and healthcare, including senior care and to a safe and healthy environment**
 2. Promote healthcare facilities that are up to date, affordable and accessible.
 - Lead Responsibility: Covenant Medical Center and Allen Hospital
 - Timeframe: Ongoing
 - Measurable Results: Annual report to the hospital board and to the city
 3. Promote local healthcare careers, especially in junior high and high school, helping to address the long-term need. One example is the EHC2 (Exploring Health Careers Consortium).
 - Lead Responsibility: Hawkeye Community College
 - Timeframe: Ongoing
 - Measurable Results: Annual report to the Cedar Falls School Board
 4. Provide a presentation/educational session(s) to consumers, State lawmakers and the general public to inform them about long-term care issues affecting local elders.
 - Lead Responsibility: Hawkeye Valley Area Agency on Aging
 - Timeframe: Annually
 - Measurable Results: List of presentations reported to the 2015 Review Committee
- **Enhance access to programs and services that address body, mind and spirit**
 5. Increase the visibility of and access to programs and services that assist individuals and families who are dealing with personal crisis, relationship concerns, emotional distress and difficult life transitions by 2-1-1 service offered by Cedar Valley United Way.
 - Lead Responsibility: Cedar Valley United Way - City to advertise
 - Time Frame: Ongoing
 - Measurable Results: Usage reports presented to CVUW board

Aim 2.4: To improve effectiveness and efficiency of local government and municipal services

- ◆ **Focusing Strategy:** Develop voluntary collaborations to resolve regional issues that affect our community
 - **Identify existing relationships and additional opportunities for interaction and support between University of Northern Iowa and the Cedar Falls community**
1. Create a task force to identify opportunities for expanding the University of Northern Iowa's and Cedar Falls' cooperation.
 - Lead Responsibility: University of Northern Iowa Administration/City of Cedar Falls
 - Timeframe: Annually
 - Measurable Results: Listing of accomplishments/actions provided to the City Council and the UNI Cabinet each year.
 2. Communicate existing cooperative efforts and promote potential cooperative areas.
 - Lead Responsibility: University of Northern Iowa/City of Cedar Falls
 - Timeframe: Annually
 - Measurable Results: Listing of cooperative and collaborative efforts.
- **Identify ways to promote multi-jurisdictional partnership(s) to address regional issues**
3. Communicate existing cooperative efforts and promote mutually beneficial collaboration with surrounding communities.
 - Lead Responsibility: City of Cedar Falls
 - Timeframe: Ongoing

Aim 2.5: To increase citizens' involvement and sense of belonging within the community

- ◆ **Focusing Strategy:** Encourage collaborative efforts of all citizens to become involved in community projects, convey pride for our community and participate in its diversity
 - **Develop a resource inventory of diverse leaders/volunteers available for various community boards, commissions, etc.**
1. Continue the development and maintenance of live interactive Web sites in order to provide a two-way communication of City service issues and access to services such as building permits, recreation department program sign-up, etc.
 - Lead Responsibility: City of Cedar Falls
 - Timeframe: Ongoing
 - Measurable Results: Established the Better Place website, eGov website (50613.com) and LeisureLink, an online registration for recreational, educational and cultural programs.
 2. Develop a method of recruitment of potential candidates for boards and commissions.
 - Lead Responsibility: Cedar Valley Leadership Institute
 - Timeframe: 2006 and ongoing
 - Measurable Results: Graduation of potential future leaders

3. Implement and promote service opportunities and identify recruitment methods, which ensure that diversity is encouraged and championed in the entire process of volunteer identification.
 Lead Responsibility: Volunteer Center of Cedar Valley
 Timeframe: Ongoing
- **Foster openness in welcoming new residents that conveys the vision and strategies of the community**
4. Welcome new residents while informing them of services, recreational, cultural and other amenities available to them throughout the community.
 Lead Responsibility: Cedar Falls Utilities, Cedar Falls Tourism and Visitors Bureau
 Timeframe: Ongoing
 Measurable Results: 1) These activities will be apparent to citizens who visit the Visitor's Center, read the newspaper, and watch Cedar Falls Cablevision
 2) Reports to the City Council
5. Add Cedar Falls 2015 Plan to the City's Web site to provide citizen input, and volunteer opportunities.
 Lead Responsibility: City of Cedar Falls
 Timeframe: 2006
 Measurable Results: Having the plan on the city's website
- **Value the contributions of all citizens to enhance the overall vitality of the community**
6. Identify creative and effective ways to disseminate information to all residents that is designed to educate and build acceptance of diversity and minorities within our City.
 Lead Responsibility: Human Rights Commission
 Timeframe: Ongoing
 Measurable Results: Annual report to city council

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| <p>Aim 2.6: To manage the protection and wise use of our community's natural Environment</p> |
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- ◆ **Focusing Strategy:** Support ongoing planning and policies that will sustain and enhance the natural resources of the community
- **Develop plans related to focused environmental improvements**
- 1. Maintain sustainable-development-indicators that will evaluate the impact of economic growth
 Lead Responsibility: City of Cedar Falls
 Timeframe: Ongoing
- 2. Develop a comprehensive, holistic watershed management plan for Dry Run Creek though Cedar Falls.
 Lead Responsibility: University of Northern Iowa and the City of Cedar Falls
 Timeframe: Ongoing
 Measurable Results: The completed plan

3. Pursue continued development of natural landscapes in public and private projects in appropriate environments; natural landscapes include native grasses, prairies, and wildflowers.
 Lead Responsibility: City of Cedar Falls and the Parks & Recreation Board
 Timeframe: Ongoing
4. Develop a plan focused specifically on renewable energy sources and alternative energy in Cedar Falls.
 Lead Responsibility: Cedar Falls Utilities
 Timeframe: Ongoing
 Measurable Results: Expansion of renewable energy and alternative energy sources

➤ **Promote and implement environmentally sound policies and actions**

5. Continue to promote energy conservation initiatives and sustainability educational programs among existing small and mid-sized businesses with a goal of maintaining energy consumption at year 2000 levels.
 Lead Responsibility: Cedar Falls Utilities & UNI
 Timeframe: Ongoing
 Measurable Results: Comparison of total consumption levels over several years
6. Continue to improve energy conservation in new residential construction.
 Lead Responsibility: Cedar Falls Utilities
 Timeframe: Ongoing
7. Promote energy conservation in existing residences with a goal of overall consumption remaining at year 2000 levels.
 Lead Responsibility: Cedar Falls Utilities
 Timeframe: Ongoing
 Measurable Results: Comparison of total consumption levels over several years
8. Review our efforts at recycling, looking towards improvement and using creative ideas to increase recycling.
 Lead Responsibility: Cedar Falls Public Works Department
 Timeframe: Ongoing
 Measurable Results: Report to the city

3.0 To Further Develop Cedar Falls as a Center of Excellence for History, The Arts, Entertainment and Recreation

Aim 3.1: To maintain and enhance the community's appearance

- ◆ **Focusing Strategy:** Support a cooperative effort between local agencies and the private sector to enhance the community's appearance and desirability
- **Preserve our community's heritage in ways that significantly contribute to Cedar Falls' appearance and desirability**

1. Continue to encourage the formation of and active communication with neighborhood representatives and associations to discuss and take action on issues of preservation, improvement and beautification particular to various sections of the City.
 Lead Responsibility: Mayor and City Council
 Timeframe: Ongoing
 Measurable Results: Improved communication
2. Utilize the existing Central Business District Overlay Zoning District and the Community Main Street Design Committee to establish a Certified Local Government.
 Lead Responsibility: The Mayor, Community Main Street, Cedar Falls Historical Society
 Timeframe: 2008

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| <p>Aim 3.2: To continue to expand and enhance the quality and diversity of Cedar Falls' parks, trails and other recreational resources</p> |
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- ◆ **Focusing Strategy:** To maintain and expand quality recreational facilities and activities for residents and visitors with access available to all users
 - **Expand recreational opportunities**
1. Continue acquiring property for future municipal parks in southern, western, and the northern portions of Cedar Falls.
 Lead Responsibility: Cedar Falls Parks and Recreation Board
 Timeframe: Ongoing with an annual report to the City Council
 Measurable Results: Acquire first property by Fall of 2006 (refer to the Parks 5 year plan)
 2. Develop a plan and implement improvements along the Cedar River to increase recreational opportunities for citizens and visitors to make Cedar Falls a “recreational river destination”.
 Lead Responsibility: Cedar Falls Parks and Recreation Board
 Timeframe: Ongoing
 Measurable Results: Plan to be reviewed annually
 3. Maintain and improve Washington Park Golf Course and facilities.
 Lead Responsibility: Cedar Falls Parks and Recreation Board
 Timeframe: Ongoing with an initial plan developed by the second quarter of 2006
 Measurable Results: Increased usage and revenues generated
 4. Develop winter outdoor recreational venues for citizens and visitors.
 Lead Responsibility: Cedar Falls Parks and Recreation Board
 Timeframe: Ongoing
 Measurable Results: Communication of opportunities to residents annually beginning in the winter of 2006/2007
 5. Research the opportunities and develop a plan to use city owned floodplain properties in the Cedar City area for park or recreational facilities.
 Lead Responsibility: Cedar Falls Parks and Recreation Board
 Timeframe: Ongoing
 Measurable Results: Annual reporting to City Council of properties converted

6. Cooperate with UNI for increased citizen usage of UNI recreational facilities and joint project development.
Lead Responsibility: Cedar Falls Parks and Recreation Board and UNI
Timeframe: Ongoing with tentative plan outlined during 2006
Measurable Results: Program usage communicated to residents annually

Aim 3.3: To maintain and expand quality cultural enrichment resources and activities for residents and visitors

- ◆ **Focusing Strategy:** Support and promote programs that establish and/or sustain cultural experiences for all citizens and visitors
 - **Enhance funding for cultural activities**
1. Develop a "Cedar Falls Cultural Alliance" with assistance from the Cedar Falls Civic Foundation to create a reimbursable fund to enable local organizations to develop large-scale exhibitions and projects which would draw residents and visitors from around the region and nationally.
Lead Responsibility: Cedar Falls Civic Foundation and the Cedar Falls Cultural Alliance
Timeframe: Initial meeting to be held during the first quarter of 2006 with a goal of funding the first project by 2010.
Measurable Results: Fund to be established during 2006
 2. To maintain, expand, and promote the availability and accessibility of Cedar Falls' historical, cultural, and artistic resources to residents and visitors.
Lead Responsibility: City of Cedar Falls, Cedar Falls Art & Culture Board, the Cedar Falls Cultural Alliance, and various CF Cultural agencies.
Timeframe: Ongoing with annual review
Measurable Results: Improved and updated website information by the end of 2006.
Expanded facilities and improved programming by 2010
 3. To actively support increased Public Art throughout the City of Cedar Falls.
Lead Responsibility: Cedar Falls Public Art Committee of the Cedar Falls Arts and Culture Board
Timeframe: Ongoing with annual review
Measurable Results: Ongoing acquisition of additional Public Art pieces as funds become available

Lead Organizations for Plan Implementation and What They Do

Allen Hospital

Allen Hospital's mission is to improve the health of the people and communities they serve through healing, caring and teaching.

Black Hawk County Conservation Board

Black Hawk County Conservation Board manages almost 6,000 acres of nature and recreation areas primarily in Black Hawk County.

Black Hawk County Emergency Management Agency

The Black Hawk Emergency Management Agency addresses the safety of the citizens and responders of Black Hawk County through an all hazard planning approach and information exchange.

Black Hawk County Health Department

The Black Hawk County Health Department will promote optimal public health policy through education, advocacy, and effective regulatory action for the benefit of all citizens within its service area. Through ongoing assessment of public health conditions, the Department will work to protect community residents from disease and disability; and through provider collaboration and service delivery, will strive to assure access to appropriate prevention and treatment.

Black Hawk County Landlord Association

Landlords of Black Hawk, Inc. are a professional non-profit organization dedicated to serving, educating and informing its members.

Black Hawk Soil & Water Conservation District

The commission helps set local priorities for natural resource protection and partners with others to improve awareness and education of natural resource protection.

Cedar Falls 2015 Strategic Planning Team

The Cedar Falls 2015 Strategic Planning Team developed this plan and is responsible for convening a Review and Planning Committee that will oversee plan implementation.

Cedar Falls Art and Culture Board

The Cedar Falls Art and Culture Board governs the City's Cultural Division and operation of the James & Meryl Hearst Center for the Arts to provide high quality, multifaceted art and culture programs for the citizens of Cedar Falls.

Cedar Falls Civic Foundation

The Cedar Falls Civic Foundation is a non-profit organization to promote, encourage, or aid recreational, benevolent, charitable, medical, scientific, literary, educational, and research organizations, projects or work which benefit the residents of the City of Cedar Falls.

Lead Organizations for Plan Implementation and What They Do

Cedar Falls Community Main Street

Cedar Falls Community Main Street will lead efforts to strengthen the role and reputation of downtown Cedar Falls as place "Where Good Friends Meet." A key to this effort will be enhancement of the downtown image as "an arts and entertainment destination." With an eye toward preserving and celebrating the community's history, CMS will strengthen downtown's place as the heart of the community.

Cedar Falls Cultural Alliance

The Cedar Falls Cultural Alliance is a working group of Cedar Falls' cultural agency chief executive officers that collaborate on developing cultural tourism in Cedar Falls and developing cooperative marketing and programming opportunities aimed at enhancing the Cedar Falls cultural climate.

Cedar Falls Historical Society

The Cedar Falls Historical Society welcomes visitors to step back into the early days of Cedar Falls through their five historic museums; the Victorian Home Museum, the Ice House Museum, the George Wyth House and Viking Pump Museum, the Behrens-Rapp Service Station Museum, and the Little Red Schoolhouse.

Cedar Falls Public Art Committee

A committee of the Cedar Falls Art and Culture Board

Cedar Falls Public Library

The Cedar Falls Public Library provides access to the world of ideas and information for community enrichment.

Cedar Falls School Board

The Cedar Falls School Board is responsible for educating each student to be a lifelong learner and a caring, responsible citizen.

Cedar Falls Tourism & Visitors Bureau

The mission of the Tourism Bureau is to enhance the economic development of Cedar Falls by promoting Cedar Falls, Iowa as a visitors' destination and as a viable setting to hold meetings and conventions and by promoting area events and community attractions.

Cedar Falls Utilities

The mission of CFU is to profitably provide our customers with cost-effective, timely and high-quality services and products.

Cedar Valley Leadership Institute

The mission of the Cedar Valley Leadership Institute is to develop informed, skilled, civic oriented leaders, representative of our area's diversity, who will help direct the future of our communities.

Lead Organizations for Plan Implementation and What They Do

Cedar Valley United Way

The purpose of Cedar Valley United Way is to raise and allocate funds to improve the community's quality of life, to meet critical human needs, and to organize the abilities of people and agencies to care for each other.

Cedar Valley's Promise – “Uniting for the Love of our Children”

Cedar Valley's Promise was formed in 1998 from several major area initiatives to express Black Hawk County's concern for the welfare and healthy development of all its children and to mobilize resources throughout the community for their benefit.

City of Cedar Falls

“Our citizens are our business” is the motto of the City of Cedar Falls, which is responsible for all facets of city government including Administrative Services, Developmental Services, Human & Leisure Services, Planning & Zoning, Public Works, Police, and Fire.

College Hill Business Association

The purpose of the College Hill Business Association is to stimulate College Hill economic development in Cedar Falls, Iowa, through organization (encouraging cooperation and building leadership in the business community), promotion (creating a positive image for College Hill by promoting the area as an exciting place to live, shop and invest), and economic restructuring (strengthening and expanding the economic base) of the College Hill community.

Covenant Medical Clinic (Wheaton Franciscan Healthcare)

Covenant Health System, Waterloo, Iowa, is an integrated network of hospitals and physicians who share in the common goal of providing community based, individually coordinated health care services to the people of northeast Iowa.

Family Service League

The purpose of the Family Service League is to strengthen families in stress by providing services, which contribute to personal development and harmonious family relationships. Services are offered through the following programs: Crisis Services, Family Resource Center, Transitional/Permanent Housing and Counseling and Therapy Services.

Greater Cedar Valley Alliance

The Greater Cedar Valley Alliance focuses on expanding and diversifying the economic base of the Waterloo/Cedar Falls, Iowa Metropolitan area. GCVA offers businesses interested in expanding in the Cedar Valley the most comprehensive and business-specific assistance available in the area.

Greater Cedar Valley Chamber of Commerce – Cedar Falls

The mission of the Greater Cedar Valley Chamber of Commerce – Cedar Falls is to serve its members as the leading force in the growth and development of business.

Hawkeye Community College

This college has a rich history of providing technically skilled and trained personnel including programs aligned with community, business, and industry needs.

Lead Organizations for Plan Implementation and What They Do

Hawkeye Valley Area Agency on Aging

Hawkeye Valley Area Agency on Aging coordinates services for persons who are aged 60 and over to allow them to remain in their home and to maintain the independence they desire, utilizing available funds to serve the most individuals possible.

Human Rights Commission

The Commission on Human Rights' mission is to protect and promote the personal dignity of all citizens and eliminate any discriminatory barriers that prevent them from reaching their full potential.

Iowa Northland Regional Council of Governments

INRCOG serves as the recognized provider of services within our respective regions and throughout the State of Iowa in assisting the community development activities that improve the quality of life for Iowa residents.

Metropolitan Transit Authority of Black Hawk County

This is the local authority that plans and provides bus transportation in metropolitan Waterloo and Cedar Falls.

Sartori Memorial Hospital

Sartori Memorial Hospital focuses on providing general hospital services. Sartori is a 101-bed hospital that offers acute and non-acute care, medical/surgical care, intensive care, skilled nursing, emergency, ambulance, pharmacy, home health, and occupational health services. In addition, a full range of outpatient services is available, including physical therapy, sports medicine, wellness, speech therapy and community health classes.

University of Northern Iowa

The University of Northern Iowa is a comprehensive institution committed to providing a diverse, dynamic learning environment, founded on a strong liberal arts curriculum and characterized by excellence in teaching, scholarship and service. The university focuses both on undergraduate education that emphasizes a personalized learning environment and on selected masters, doctoral and other graduate programs that provide students with specialized educational experiences. UNI programs incorporate scholarship and service to individuals, communities and organizations throughout the state, the nation and the world.

UNI ABIL-Ag-Based Industrial Lubricants Program

ABIL is focused on expanding the market for crops grown in the United States by providing research and technology transfer leading to commercialization of environmentally friendly industrial lubricants.

UNI Center for Energy and Environmental Education

The CEEE at the University of Northern Iowa seeks to fulfill the mandate to "think globally and act locally" by promoting actions at the local level that have global implications.

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| Lead Organizations for Plan Implementation and What They Do |
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UNI John Pappajohn Entrepreneurial Center

The primary mission of the UNI JPEC is to foster the development of entrepreneurship throughout Northeast Iowa and the surrounding region by providing or facilitating support for a variety of direct educational, consultative and other services.

UNI Small Business Development Center

The mission of the Iowa Small Business Development Center is to provide the highest possible quality management and technical assistance to pre-business and existing for-profit private sector businesses. The statewide program will have a beneficial impact on the economy as evidenced by employment, sales, profits and taxes.

Volunteer Center of Cedar Valley

The Volunteer Center mobilizes people and resources to solve community problems. The belief that volunteering gives individuals the opportunity to change people's lives, including your own, is central to the Volunteer Center's mission.

Waterloo Municipal Airport

The Waterloo Airport offers daily flights to hub cities leading to ports worldwide.