

CEDAR FALLS 2020: PROGRESSING TOGETHER FOR A BRIGHTER FUTURE

Community-Wide Vision and Strategic Plan

2011 – DRAFT

The Cedar Falls 2020 Strategic Planning Team

Jim Krieg, Co-Chair
Deon Senchina, Co-Chair

Mayor Jon Crews
Joel Andersen
Wade Arnold
Kim Burger
Senator Jeff Danielson
Cary Darrah
Dave Deaver
Sue Dehl
Sara Gabriele
Ron Gaines
Kris Hansen
Jen Hartman
Mary Huber
Chris Hyers
Bob Justis
Rose Lorenz
Frank Magsamen
Sandy Jo Messingham
Enrique Ochoa
John Padget
David Rodger
Tom Schellhardt
Zach Shimp
MaraBeth Soneson
Nick Taiber

Facilitated by the Institute for Decision Making at the University of Northern Iowa

The Cedar Falls



Building from a solid foundation with a collective desire to embrace the opportunities and challenges before us, as a community we look ahead to 2020, envisioning the following Cedar Falls of the future:

Cedar Falls remains a dynamic, prosperous community situated among the fields and rivers of the Cedar Valley Iowa region in the USA. In the year 2020, Cedar Falls artfully combines small town character and heritage with global awareness and progressive adaptability. Citizens of Cedar Falls are fully engaged worldwide. This means leadership in business, education and personal growth, but also a shared sense of purpose toward sustainability and diversity.

Cedar Falls understands that the Cedar Valley and Midwestern regions, when united, are stronger than each community on its own. In 2020 Cedar Falls maintains partnerships with our neighboring communities that are mutually beneficial and mutually valued. Building upon past, collaborative successes, Cedar Falls now has well-developed partnerships in education, transportation, business and government. These partnerships are a result of a concentrated community effort to execute specific, well thought out plans— plans that were designed to create a conducive environment for vibrant businesses, lifelong education and personal growth and wellness.

To Increase the area's economic base...

As a community, we need good jobs to provide for an increasing standard of living and time to enjoy the amenities offered by our community. One of the accomplishments making jobs readily available in 2020 is continued development and growth in entrepreneurship and focus on Iowa's target business clusters (advanced manufacturing, life sciences and information solutions). Local development entities maintain synergy with state and regional agencies to attract new business, keep a well-trained workforce, and retain quality jobs. In 2020, Cedar Falls has continued success with developing technology / industrial park locations, including one in northern Cedar Falls. Here, companies take advantage of the park's unique transportation position with rail and Avenue of the Saints access and the Cedar Valley Regional Airport.

To advance the safety, health, environment and well-being of our citizens...

A shared respect for protecting and preserving our natural environment exists among citizens of Cedar Falls in 2020. Public and private entities consider sustainability a priority and work to

collaboratively address issues in this area. Sound comprehensive planning and zoning has increased community connectedness, livability, and economic vitality. In 2020, Cedar Falls residents value health and wellness and are supported in their quest to maintain personal vitality at every stage in life. This includes access to state-of-the-art healthcare services. Modified and newly-created streets were constructed to include considerations for users beyond automobiles; pedestrian and bicycle accommodations are abundant, offering safe, healthier routes to school and work. Building on existing recreational assets, opportunities such as enhanced parks, trails, disc golf, and a whitewater rapids kayaking course continue to make Cedar Falls a destination for active tourists.

Community services in 2020 are responsive to the needs of the ever-changing people who live here. Citizens feel connected to their government. Local government has built relationships, increased cooperation and promoted diversity throughout the Cedar Valley to further develop a regional perspective and higher quality of life for our citizens. Cedar Falls Utilities and the City of Cedar Falls continue to offer superior service -- staying on the cutting edge of sustainability and technological advancements, such as expanded recycling options.

To further develop Cedar Falls as a Center of Excellence for history, the arts, entertainment and recreation...

Neighborhoods, schools and parks in 2020 are maintained and valued by all citizens. Beautiful older homes in well-established neighborhoods exist, as well as more modern housing developments with schools, trails and green spaces nearby. In 2020, Cedar Falls boasts unique districts alive with culture and commerce. A nationally recognized district, downtown Cedar Falls maintains the character and charm of years gone by while incorporating amenities that meet needs of those at work and at play. Anchored by major retailers and a variety of restaurant and entertainment venues, the University Avenue Corridor is a major destination for citizens of Cedar Falls and neighboring communities. Following the successful model of downtown Cedar Falls, the College Hill neighborhood is now a thriving mixed use district. Here, students, visitors, staff, and neighborhood residents, collectively enjoy an attractive mix of shops, restaurants and entertainment venues along with residential dwellings and office space. Green Hill Village, Thunder Ridge, Center Street Corridor, Pinnacle Prairie and Viking Road developments artfully combine assessable retail and service destinations among vibrant neighborhoods. All of these districts are locally appreciated, add value to the region, and represent a model for well planned development.

To provide high-quality education...

Education continues to be a cornerstone of the community, influencing businesses and individuals to locate and remain in Cedar Falls. Education at the PK-12 level offers students a world class education so they have the tools and agility to succeed in the 21st century.

In 2020, opportunities for lifelong learning and innovation are abundant. The University of Northern Iowa, Hawkeye Community College, Allen School of Nursing and other public and private institutions serve the diverse educational needs of post-high school students.

Furthermore, UNI helps to foster a genuine sense of diversity and multiculturalism which exists in Cedar Falls and is not realized by similar-sized communities. Citizens can easily access a variety of services and amenities through UNI; from a small business counseling session, to a Broadway musical, to a lecture on American Literature, to an NCAA Division I sporting event. The Cedar Falls Public Library is an educational gathering place and technology access point, providing new, state-of-the-art resources.

To expand infrastructure...

An adaptive infrastructure that is conducive to 21st century business is a hallmark of Cedar Falls in 2020. The Cedar Valley championed the Waterloo Airport to re-instate it to its once regional status. Citizens of the Cedar Valley now enjoy timely and cost effective flights to several destinations without having to leave the region. Broadband fiber connects everyone to the global community. Cedar Falls, championed by CFU, has enabled the city to connect reliably and cost effectively to the internet with high-speed broadband peer communities. Superior broadband connectivity and electrical capacity attract cutting-edge technology firms to the area. Cedar Falls offers a variety of transportation and logistical options to meet the needs of area citizens and businesses including expanded air service, new rail connections, and highways increasing linkages to markets and leisure destinations. Our understanding of technology, infrastructure and sustainability form a new foundation for economic growth and development.

Cedar Falls in 2020 is and continues to be a vital, livable community with a heightened spirit of cooperation and respect for the diverse needs of its citizens. The community is committed to celebrating past successes, while continuously looking toward future opportunities and challenges. In the year 2020, we see a Cedar Falls that truly has progressed together for a brighter future.

Cedar Falls 2020 Cornerstone Values

We value: Excellence and accomplishment, as characterized by our great sense of pride in who we are, what we believe in, and the progressive thinking by members of our community. This is also demonstrated through our integrity, consistent respect for and attention to our fellow human beings, responding to the needs of our neighboring communities and the transparency of local government operations and ease of access to government services. Excellence and accomplishment is important because it sets the bar for optimism and faith in the future and an attitude that propels the community and individuals to take on ground-breaking initiatives.

We value: Education, as characterized by our understanding of education as a lifelong process that should be available to all and our responsibility to help each individual reach his or her potential. We fully acknowledge that having an educated population is key to being an adaptive, 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 of public safety services and the availability and accessibility of diverse recreational, cultural and wellness amenities. We encourage individual health, including quality, accessible healthcare services. A safe and healthy environment assures the mental, physical, and spiritual well-being and an overall higher quality of life for all of our citizens.

We value: Diversity and a sense of community, as characterized by our respect for and embracing of all citizens regardless of ethnicity, nationality, race, religion, gender, sexual orientation, economic class, age or disability. Our citizens feel connected to one another, celebrating accomplishments and addressing adversity together. Diversity and a strong sense of community are important to create a sense of belonging for all, enhance individual well-being and collectively achieve more than we can 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 and the energetic encouragement of entrepreneurial activities. Acknowledging the increasingly global nature of the economy, we continuously seek opportunities to collaborate with our regional partners. Economic health and opportunity provide the resources to live in the way that we desire.

1.0 To Increase the Area's Economic Base

Aim 1.1 To expand the industrial base and employment opportunities

- ◆ **Focusing Strategy:** Provide state-of-the-art infrastructure to successfully recruit and retain the best mix of jobs possible

Goal #1 - Provide fully developed land and infrastructure improvements for Cedar Falls' businesses to expand

OBJECTIVES

1. Regardless of initiation (private sector, public sector or a public/private partnership), 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 – Developmental Services
Timeframe: Ongoing
Measurable Results: Every two years conduct an Industrial and Technology Park Company Listing and Informational Survey.
2. Complete a plan for the Cedar Falls Technology Park Phase II with available lots.
Lead Responsibility: City of Cedar Falls– Developmental Services
Timeframe: 2011
Measurable Results: Approved plan on file.
3. Grow the Cedar Falls Technology Park Phase II 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– Developmental Services
Timeframe: 2013
Measurable Results: Develop at least 20 acres of new properties.
4. Complete North Cedar Falls industrial park/economic zone along the Leverage Road corridor near the airport.
Lead Responsibility: City of Cedar Falls– Developmental Services
Timeframe: Early 2011
Measurable Results: Multiple lots available for tenants.

5. Complete planning for Phase II of the North Cedar Falls industrial park/economic zone near the airport.
 - Lead Responsibility: City of Cedar Falls– Developmental Services
 - Timeframe: 2012
 - Measurable Results: Approved plan on file.

6. Promote entrepreneurship 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 (MyEntre.Net) and the Greater Cedar Valley Alliance
 - Timeframe: Ongoing
 - Measurable Results: Annual report; target a growth of two new businesses per year.

7. Establish a Master Plan for State Street Development (between 1st and 4th) that allows for organic development of the Downtown District according to demand. Provide, if necessary, means for individual, staged development of the area under a unifying Master Plan.
 - Lead Responsibility: City of Cedar Falls; Community Main Street
 - Timeframe: Ongoing
 - Measurable Results: Plan developed by Early 2012; Investment Offering by 2013; completed development by 2020.

Goal #2 - Develop a detailed plan and policy that encourages new and existing business and industry to thrive

OBJECTIVES

1. 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: 2011/revisit every two years
 - Measurable Results: Present reports to the City every two years.

2. Utilize the strategy of targeting businesses that are especially important to Cedar Falls’ future as identified by the Targeted Industry Study commissioned by the Greater Cedar Valley Alliance.
 - Lead Responsibility: City of Cedar Falls and Greater Cedar Valley Alliance
 - Timeframe: Ongoing/revisit every three years
 - Measurable Results: Recruitment of businesses identified in the Targeted Industry Study.

3. 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: On-going

Measurable Results: Develop at least five acres every five years.

4. Develop Economic Gardening initiative for existing businesses; continue awareness of and support for “virtual office” careers.
Lead Responsibility: Greater Cedar Valley Alliance and Chamber, City of Cedar Falls
Timeframe: 2012
Measurable Results: Plan adopted; number of businesses assisted or retained.
5. Identify employer firms in position to hire and communicate availability of workforce recruitment packets
Lead Responsibility: Cedar Falls Tourism & Visitors Bureau
Timeframe: 2011
Measurable Results: Number of companies assisted.

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

Goal #1 - Implement projects from Downtown Cedar Falls 2020 Plan

OBJECTIVES

1. 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.
2. Improve building facades, including second story restorations and improvement of rear entrances, by promoting the facade grant program. Establish additional funding sources for matching grants for these improvements.
Lead Responsibility: City of Cedar Falls, Community Main Street
Timeframe: Ongoing
Measurable Results: 50% of properties participate by 2020.

Goal #2 - Implement projects from the College Hill Partnership

OBJECTIVES

1. 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 Partnership
Timeframe: Ongoing
Measurable Results: Complete one facade application every year.

2. Establish additional funding sources
 - Lead Responsibility: City of Cedar Falls, College Hill Partnership
 - Timeframe: Ongoing
 - Measurable Results: TIF district established by 2012.

Goal #3 - Focus on specific geographical areas for development while managing and minimizing sprawl demands.

OBJECTIVES

1. Continue to develop commercial corridors along Greenhill Road, Highway 58, W. 1st Street, Center Street and Viking Road.
 - Lead Responsibility: City of Cedar Falls
 - Timeframe: 2015
 - Measurable Results: 10% annual increase in value of commercial building permits.

2. Implement a plan that encourages growth and development along the University Avenue Corridor.
 - Lead Responsibility: City of Cedar Falls
 - Timeframe: Addressed in phases from 2013 to 2020
 - Measurable Results: Decrease the vacancy and increase investment.

3. Implement a plan to redevelop the old Broom Factory site in downtown Cedar Falls.
 - Lead Responsibility: City of Cedar Falls, Community Main Street, private developers
 - Timeframe: Start development in 2011
 - Measurable Results: Permit issued in 2011.

Goal #4 - Nurture intrapreneurship and entrepreneurship

OBJECTIVES

1. Hold informative seminars on a wide variety of business topics, including small business issues, business start-ups, franchising, E-business, economic gardening and virtual offices.
 - Lead Responsibility: Greater Cedar Valley Alliance and Chamber and UNI Regional Business Center
 - Timeframe: Ongoing
 - Measurable Results: Facilitate annual seminars.

2. 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: Greater Cedar Valley Alliance and Chamber, UNI Regional Business Center
 - Timeframe: Ongoing

Measurable Results: Assist in establishing one start-up on an annual basis.

Aim 1.3 To encourage housing opportunities for all family circumstances

- ◆ **Focusing Strategy:** Promote a planned approach for various types of housing development to meet the needs of current and future residents

Goal #1 - Identify and address City and State regulations that optimize development and construction of new homes

OBJECTIVES

1. Update the Uniform Family of Codes (Building, Electrical, Plumbing, Mechanical, and Energy) at least once every five years.
Lead Responsibility: City of Cedar Falls
Timeframe: 2012, follow-up every five years
Measurable Results: New codes adopted after conducting meetings with the building trade and public.
2. Complete Comprehensive Plan, incorporating Smart Growth principles.
Lead Responsibility: City of Cedar Falls
Timeframe: 2013
Measurable Results: New codes adopted after conducting meetings with the building trade and public.

Goal #2 - Maintain necessary builder/developer support to construct housing based on current and projected needs

OBJECTIVES

1. Determine the need for housing in Cedar Falls and develop a 10-year plan to meet needs.
Lead Responsibility: Waterloo-Cedar Falls Board of Realtors, City of Cedar Falls
Timeframe: 2011, Ongoing review thereafter at least every two years
Measurable Results: Housing needs identified and plan developed.
2. Encourage development of a variety of housing as determined by the 10-year housing plan.
Lead Responsibility: City of Cedar Falls
Timeframe: Ongoing
Measurable Results: Number of condominiums, townhomes, patio homes etc. constructed based on identified needs.

Goal #3 - Promote housing improvements/new growth in existing neighborhoods already containing basic infrastructure

OBJECTIVES

1. 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.

2. Develop a plan to establish residential improvement districts throughout Cedar Falls, such as Northern Cedar Falls, the College Hill area and Overman Park.

Lead Responsibility: City of Cedar Falls

Timeframe: 2012

Measurable Results: Districts established.

Aim 1.4 To increase the economic impact of tourism

Focusing Strategy: Enhance the economic development of Cedar Falls by promoting Cedar Falls, Iowa as a leisure visitor's destination and as a viable setting to hold meetings, conventions, sporting and entertainment events and by promoting area events, cultural opportunities and community attractions.

Goal #1 - Increase the number of visitors to Cedar Falls and the metropolitan area, increase the length of stay and provide consumers a convenient way to obtain more information about the area and specific tourism businesses

OBJECTIVES

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 at least 3% of hotel/motel tax revenues on an annual basis.

4. 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 volunteer hours for special events.

5. Establish a “Way-Finding” signage system City-wide to direct visitors to important facilities and attractions.
 - Lead Responsibility: City of Cedar Falls Developmental Services, Cedar Falls Tourism & Visitors Bureau
 - Timeframe: 2013
 - Measurable Results: Initial signage in place.

Aim 1.5: To foster innovative economic development programs

Focusing Strategy: Continue fostering public and private support for economic development activities, including higher income jobs, throughout the greater Cedar Valley area

Goal #2 - Market the Cedar Valley as the best choice for business, support technology, skilled employees and adopt the most innovative, cost-effective business practices

OBJECTIVES

1. Facilitate the development of an up-to-date action plan shared by all interested economic development partners (focus cooperative marketing programs in the areas of information technologies, financial services, basic operations employing advanced manufacturing techniques, logistics, and bio-products development, production and distribution).
 - Lead Responsibility: Greater Cedar Valley Alliance
 - Timeframe: Ongoing
 - Measurable Results: Regular status reports to City Council.

2. Sustain a cooperative economic development leadership base.
 - Lead Responsibility: Greater Cedar Valley Alliance
 - Timeframe: Ongoing
 - Measurable Results: Cedar Valley Partnership and Alliance marketing results.

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 and Greater Cedar Valley Alliance
 - Timeframe: Ongoing
 - Measurable Results: 1) Implement elements of economic gardening program.
2) Implement Intellectual Properties Institute business plan.
3) Open industrial bio-products business incubator at TechWorks.

4. 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
 - Timeframe: Ongoing
 - Measurable Results: 1) Attempt tie-in to regional venture funds with Iowa Innovation Council.
2) Identify and organize angel network.

5. Attract knowledge-based communications and energy-intensive industries
 - Lead Responsibility: Greater Cedar Valley Alliance
 - Timeframe: Ongoing
 - Measurable Results: Regular status reports to city council.

6. 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: Greater Cedar Valley Alliance, University of Northern Iowa NABL (National Ag-based Lubricants Center), Cedar Falls Utilities
 - Timeframe: On-going
 - Measurable Results: 1) Identification and assessment of existing bio-technology, agriculture and life sciences businesses located in Cedar Falls.
2) Identify needs and facilitate delivery of services for these businesses, including networking opportunities.

3) Educate businesses and the community on the local economic development potential of renewable energy.

2.0 To Advance the Safety, Health, 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.

Goal #1 - Continue building the relationship between citizens and the police department

OBJECTIVES

1. Develop a community policing program designed to address problem neighborhoods. Use neighborhood leaders, business managers or other citizens to assist in reducing crimes and neighborhood problems.
 - Lead Responsibility: Cedar Falls Police Department
 - Timeframe: On-going – quarterly reports published publically
 - Measurable Results: Number of actively involved neighborhoods and businesses; reduction in crime and nuisance complaints.
2. Educate the public on police operations and how citizens can report and prevent crime
 - Lead Responsibility: Cedar Falls Police Department
 - Timeframe: Ongoing – Quarterly reports published publically
 - Measurable Results: Implement an action plan for the top three incident categories and the top three incident locations; engage neighborhood stakeholders in the action plan through public meetings, articles, cablevision communication, etc.
3. Continue a program to provide cultural sensitivity training for all Cedar Falls Police Department staff.
 - Lead Responsibility: Cedar Falls Police Department and the Human Rights Commission
 - Timeframe: Ongoing
 - Measurable Results: Bi-annual report reveals that each officer has a record of cultural sensitivity training and regular updating.
4. Develop educational materials and distribute through public presentations, school programs and classroom presentations
 - Lead Responsibility: Cedar Falls Police Department
 - Timeframe: Ongoing – Establish a quarterly community education plan documenting topics, communication means, audience/venue
 - Measurable Results: Quarterly reports to the Council’s Administrative Committee and/or in Departmental Monthly reports on the completion of identified educational activities and numbers of constituents reached.

Goal #2 - Review and modify, as needed, various emergency management policies, procedures and facilities

OBJECTIVES

1. Effectively communicate to all residents the location of current community emergency facilities, emergency procedures and how to access emergency services.
Lead Responsibility: City of Cedar Falls and Black Hawk EMA
Timeframe: 2011-2014
Measurable Results: Seek 75% participation in emergency notification services.

Aim 2.2 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 preference.

Goal #1 - Offer ample health and wellness opportunities

OBJECTIVES

1. Conduct health assessment/survey for Cedar Falls.
Lead Responsibility: Black Hawk County Health Department
Timeframe: 2011
Measurable Results: Survey completed.
2. Develop needs assessment plan based on reports; reassess effects of the plan every two years and adjust accordingly
Lead Responsibility: Black Hawk County Health Department
Timeframe: 2012
Measurable Results: Plan developed.
3. Increase community-wide awareness of health and healthy lifestyles.
Lead Responsibility: City of Cedar Falls and Black Hawk County Health Department
Timeframe: On-going after assessment
Measurable Results: Identification of top three needs; action plan to address those needs, quarterly follow-up and reassessment annually, or bi-annually.
4. 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: 2012 and then every 5 years
Measurable Results: Survey completed.

5. Retain and attract graduates from the nursing and allied health programs in the community.
 - Lead Responsibility: Hawkeye Community College, Allen College and healthcare employers
 - Timeframe: On-going
 - Measurable Results: One example is the EHC2 (Exploring Health Careers Consortium); Survey salary and working conditions to maintain regional and state competitiveness for workers.

6. 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
 - Timeframe: On-going
 - Measurable Results: Needs assessment conducted; % of 2-1-1 intervention increases as a function of scope of total needs.

Aim 2.3 To improve effectiveness and efficiency of local government and municipal services

- ◆ **Focusing Strategy:** Develop voluntary collaborations to resolve regional issues that affect our community.

Goal #1 - Maintain and enhance collaboration with educational, regional and governmental partners (City/UNI; CF/Waterloo/Black Hawk County; CF Schools/UNI; CF/Waverly; regional cooperation; intergovernmental collaboration)

OBJECTIVES

1. Continue a task force to identify opportunities for expanding the University of Northern Iowa's and Cedar Falls' cooperation.
 - Lead Responsibility: City of Cedar Falls and UNI Administration
 - Timeframe: Annually
 - Measurable Results: Listing of accomplishments / actions provided each year.

2. Communicate existing cooperative efforts and promote potential cooperative areas with Waterloo, Black Hawk County and surrounding communities.
 - Lead Responsibility: City of Cedar Falls, Waterloo, Black Hawk County
 - Timeframe: Annually
 - Measurable Results: Listing of accomplishments / actions provided each year.

3. Communicate existing cooperative efforts and promote mutually beneficial collaboration with surrounding communities, the State of Iowa and with organizations like CFU, UNI, Cedar Falls Schools, etc.
 - Lead Responsibility: City of Cedar Falls, State of Iowa

Timeframe: On-going
Measurable Results: Opportunities identified, accomplishments and actions noted.

Goal #2 - Continuous examination of municipal service to realize greatest efficiencies

OBJECTIVES

1. Action: Each city department undertakes a third-party assessment (citizen panel) of services with an eye toward increased efficiencies, improved service levels, and reduced costs. Benchmarking of services with similarly situated towns.
Lead Responsibility: Mayor and City Council
Timeframe: 2011 - 2014
Measurable Results: Changes as a result of assessment result in increased positive perception of services, reduction of costs by 5% through gained efficiencies.
2. Action: Examine all city services from a sustainability perspective every three years. Create and implement an action plan for increased sustainability in services.
Lead Responsibility: Mayor and City Council
Timeframe: Assessment in years 2011, 2014, 2017, and 2020
Measurable Results: Report of actions and impact annually.

Aim 2.4 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 the pride for our community, and participate in its diversity.

Goal #1 - Develop a resource inventory of diverse leaders / volunteers available for various community boards, commissions, etc.

OBJECTIVES

1. Continue the development and maintenance of live, interactive websites in order to provide a two-way communication of City services 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: Maintain a citizen input website, eGov website (CedarFalls.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: Greater Cedar Valley Alliance and Chamber, Cedar Valley Young Professionals, Cedar Falls Jaycees and faith-based organizations

Timeframe: Ongoing
Measurable Results: Recruitment plan developed and in place.

3. Continue connecting individuals willing to volunteer with organizations in need of volunteer assistance.

Lead Responsibility: Volunteer Center of the Cedar Valley
Timeframe: 2015
Measurable Results: 100% increase in volunteer referrals.

Goal #2 - Embrace a more diverse population by welcoming and providing services and programs and communicate that Cedar Falls is a friendly, open, inviting and dynamic community

OBJECTIVES

1. Develop a new community Welcoming Program 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, Greater Cedar Valley Chamber of Commerce
Timeframe: Fall 2011
Measurable Results: Program in place.

2. Identify effective ways to disseminate information that is designed to educate and build acceptance of diversity and of minority population to all residents within our community.

Lead Responsibility: Cedar Falls Human Rights Commission
Timeframe: On-going
Measurable Results: Unable to measure (intangible)

3. Continue to educate Cedar Falls citizens about the existence of racism and ways to undo it.

Lead Responsibility: Citizens for Undoing Racism
Timeframe: On-going
Measurable Results: 15-30 diverse Cedar Falls citizens participate in an Undoing Racism workshop each year.

Goal #3 - Utilize progressive city design to create new gathering places and opportunities for experience

OBJECTIVES

1. Continue acquiring property for future municipal parks with trail connections in southern and western portions of Cedar Falls, as residential growth dictates.

Lead Responsibility: Cedar Falls Parks and Recreation Commission
Timeframe: 2012
Measurable Results: Number of acres acquired.

2. Develop a plan to use City-owned land north of the Cedar River for parks and recreation facilities.

Lead Responsibility: Cedar Falls Parks and Recreation Commission

Timeframe: 2012

Measurable Results: Plan adopted by the City Council.

Aim 2.5 To manage the protection and wise use of our community's natural environment

- ◆ **Focusing Strategy:** Develop and support ongoing planning and policies that will sustain and enhance the natural resources of the community.

Goal #1 - Develop Cedar Falls public and private spaces to be on the cutting edge of sustainable energy use

OBJECTIVES

1. Plan and build public buildings with geothermal heating, white roof technologies etc., to change the mindset of planning and inspection in the community.

Lead Responsibility: City of Cedar Falls, Cedar Valley Green Initiatives

Timeframe: Ongoing

Measurable Results: Increase the number of LEED certified buildings.

Goal #2 - Institute an improved recycling program within the City such that an increasing percentage of all possible recycled materials are captured

OBJECTIVES

1. Develop recycling opportunities that have the greatest potential of diverting the largest amounts of material away from the landfill.

Lead Responsibility: City of Cedar Falls, Black Hawk County Solid Waste Management Commission

Timeframe: 2011-2013 = Stage 1; 2013-2015 = Stage 2

Measurable Results: Stage 1 = 60% recycling potential achieved; Stage 2 = 75% potential achieved.

2. Provide more opportunities to safely dispose of household hazardous waste.

Lead Responsibility: Black Hawk County Solid Waste Management Commission

Timeframe: 2011-2013

Measurable Results: Establishment of a permanent hazardous waste disposal location.

3. Implement storm water management practices that are related to sanitary sewer infiltration/inflow to effectively reduce their adverse effect on the waste water treatment plant.

Lead Responsibility: City of Cedar Falls

Timeframe: 2011-2013
Measurable Results: Establish ordinances, building codes, and retrofitting of water management systems; achieve consistent treatment in compliance with the facilities N.P.D.E.S. permit.

4. Develop a long-term plan to reduce the odor in the downtown sewage plant area.
Lead Responsibility: City of Cedar Falls
Timeframe: 2011-2013
Measurable Results: Plan developed; implementation of plan in 2013.

Goal #3 - Improve community-wide aesthetics, including the revitalization of targeted neighborhoods

OBJECTIVES

1. Develop a North Cedar hamlet plan that accentuates the assets of that neighborhood.
Lead Responsibility: City of Cedar Falls
Timeframe: 2011-2013
Measurable Results: Plan developed and adopted by the City Council.
2. Establish innovative storm water management solutions throughout the city; educate residents on the creation of water runoff management.
Lead Responsibility: City of Cedar Falls
Timeframe: 2011-2013
Measurable Results: Improved storm water management; alternative solutions (such as rain gardens) in place.

Goal #4 - Maintain clean rivers and streams for recreation

OBJECTIVES

1. Implement a comprehensive, holistic watershed management plan throughout Cedar Falls.
Lead Responsibility: City of Cedar Falls, Cedar River Initiative
Timeframe: Ongoing
Measurable Results: Waterways are cleaner; reduced treatment plant discharges.
2. Start and maintain an educational program around clean rivers and streams.
Lead Responsibility: City of Cedar Falls, Cedar River Initiative
Timeframe: 2012 - 2015
Measurable Results: Reduce the number of illegal discharges by citizens and organizations in Cedar Falls.

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 regulatory agencies and the private sector to enhance the community's appearance and desirability

Goal #1 - Preserve our community's heritage in ways that significantly contribute to Cedar Falls' appearance and desirability

OBJECTIVES

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: Mayor, Community Main Street, Cedar Falls Historical Society, Development Services Department of the City of Cedar Falls
Timeframe: 2011-2013
Measurable Results: Establishment of Certified Local Government Board.
3. Re-design University Avenue to become a pedestrian-friendly, tree and art-lined thoroughfare of round-abouts and bike trails and/or lanes.
Lead Responsibility: City Planning, Engineering and Parks, Cedar Falls Bicycle Advisory Committee, Public Art Committee of the Cedar Falls Art and Culture Board, merchants in the University Corridor
Timeframe: 2020
Measurable Results: Plan to be completed by the end of 2017; completed segments of reconstruction by 2020.

Aim 3.2: To continue to expand and enhance the quality and diversity of Cedar Falls' parks, trails and other recreational resources

- ◆ **Focusing Strategy:** To maintain and expand quality recreational facilities and activities for residents and visitors with access available to all users

Goal #1 - Expand recreational opportunities

OBJECTIVES

1. Work with developers creating new neighborhoods to designate green space and open gathering areas for socializing and recreation.
Lead Responsibility: Developmental Services
Timeframe: Ongoing with an annual report to the City Council
Measurable Results: Additional green spaces identified by the end of 2016 with implementation started by the end of 2018.
2. Develop, plan, and implement improvements along the Cedar River to increase recreational opportunities, historical interpretation, and enhanced aesthetic appeal for citizens and visitors to make Cedar Falls a “recreational river destination”.
Lead Responsibility: Cedar Falls Parks and Recreation Commission, Hearst Center for the Arts, Cedar Falls Historical Society, Cedar Valley Paddlers, Cedar River Initiative
Timeframe: Ongoing
Measurable Results: Plan to be designed by the end of 2016 with funding and implementation started by the end of 2017.
3. Further develop winter outdoor recreational venues for citizens and visitors.
Lead Responsibility: Cedar Falls Parks and Recreation Commission, Cedar Trails Partnership
Timeframe: Ongoing
Measurable Results: Plans to be developed by the end of 2015 with funding and implementation by 2016.
4. Work with all public entities for increased citizen usage of recreational facilities and joint project development of outdoor health, wellness and recreational programming, including historic and cultural markers.
Lead Responsibility: Cedar Falls Parks and Recreation Commission, UNI
Timeframe: Ongoing
Measurable Results: Program usage communicated to residents annually.
5. Continue to market Cedar Falls as a premier destination for trails usage, including additional enhanced fields, parks and recreation areas, and cultural attractions.
Lead Responsibility: Cedar Falls Tourism and Visitors Bureau and Cedar Falls Parks and Recreation Commission
Timeframe: Ongoing
Measurable Results: Increased tourism.
6. Attract more athletic events to Cedar Falls.
Lead Responsibility: Cedar Falls Tourism and Visitors Bureau, Cedar Valley Sports Commission
Timeframe: Ongoing

Measurable Results: New events.

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

- ◆ **Focusing Strategy:** Support and promote programs and establish and/or sustain cultural experiences for all citizens and visitors

Goal #1 - Enhance funding for cultural activities

OBJECTIVES

1. Create a reimbursable fund with help from individuals and 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, Cedar Falls Art and Culture Board, UNI
 - Timeframe: Initial meeting to be held during the first quarter of 2011 with a goal of funding the project by 2015.
 - Measurable Results: Fund to be established in 2011; and matured by 2021 to generate viable dividends to underwrite initial loans for major exhibitions and projects.
2. Expand the Hearst Center for the Arts.
 - Lead Responsibility: Cedar Falls Art and Culture Board, Friends of the Hearst Center, College Hill Partnership.
 - Timeframe: 2011-2015
 - Measurable Results: Addition Completed by 2015.
3. Promote the availability and accessibility of Cedar Falls' historical, cultural, and artist resources to residents and visitors.
 - Lead Responsibility: Cedar Falls Art and Culture Board, Cedar Falls Historical Society, UNI, Cedar Falls Tourism and Visitors' Bureau
 - Timeframe: Ongoing with annual review
 - Measurable Results: Increased audiences from out of town.
4. Increase Public Art throughout the City of Cedar Falls.
 - Lead Responsibility: Cedar Falls Public Art Committee of the Cedar Falls Art and Culture Board, Individual Donors, Iowa Arts Council and the National Endowment for the Arts
 - Timeframe: Ongoing with annual review
 - Measurable Results: Ongoing acquisitions of additional Public Art pieces as funds become available.

5. Embrace ethnic populations by developing and supporting diverse resources and activities.
 - Lead Responsibility: Hearst Center for the Arts, City of Cedar Falls, UNI Multicultural Center, Cedar Falls Historical Society, Cedar Falls Human Rights Commission, Ethnic organizations in Cedar Falls
 - Timeframe: 2011-2015
 - Measurable Results: Annual celebrations by the end of 2015; new businesses to serve the needs of ethnic populations.

6. Continue to enhance neighborhood gathering places for arts, music and social gatherings.
 - Lead Responsibility: Hearst Center for the Arts, Community Main Street, College Hill Partnership, North Cedar Association, Overman Park Association.
 - Timeframe: Ongoing
 - Measurable Results: Annual celebrations by the end of 2015.

4.0 To Provide High-Quality Education

Aim 4.1 Create a “distinctive” public educational program on a global level

◆ Focusing Strategy: Provide exemplary educational opportunities for students PK-16 to be successful in the 21st century.

Goal #1 - Provide the resources needed to build and sustain world class educational systems.

OBJECTIVES

1. Continue to provide financial resources through levy support, mutual grant applications, resource sharing, foundations, and public/private partnerships.
 - Lead Responsibility: Cedar Falls Public Schools and Cedar Falls Schools Foundation
 - Timeframe: Ongoing
 - Measurable Results: Resources available

2. Complete construction of necessary public school facilities and identify other current and future facility needs.
 - Lead Responsibility: Cedar Falls School Board
 - Timeframe: 2020
 - Measurable Results: Implementation of the district’s facility plan; Annual school improvement plan; and Local Option Tax annual report.

3. Implement National Common Core Curriculum with research-based educational experiences delivered by highly qualified teachers and a focus on rigor, relevance, and relationships at all grade levels.
 - Lead Responsibility: Cedar Falls Schools
 - Timeframe: 2014
 - Measurable Results: Reports to state and board of education.

4. Graduate students with skills needed to participate in a world economy; including critical thinking, reasoning, and problem solving; collaboration across networks and leading by influence; agility and adaptability; initiative and entrepreneurship; effective written and oral communication; assessing and analyzing information; and curiosity and imagination.
 - Lead Responsibility: Cedar Falls Schools and UNI
 - Timeframe: Ongoing
 - Measurable Results: Survey complete.

5. Advocate and make people aware of the social and emotional assets needed to prepare students with the necessary relationships, opportunities, and personal qualities necessary to avoid risks and thrive.
 - Lead Responsibility: Cedar Falls Schools, Health Trust, City of Cedar Falls; faith-based communities
 - Timeframe: Ongoing
 - Measurable Results: Improved student achievement.

6. Through public/private partnerships provide high quality early learning experiences (PK and daycare).
 - Lead Responsibility: UNI, Cedar Falls Schools, Childcare Resource and Referral, Private providers
 - Timeframe: Ongoing
 - Measurable Results: Number of students prepared for kindergarten based on established criteria.

Goal #2 - Become a recognized center for ethnic education and diversity

OBJECTIVES

1. Partner with organizations to develop and expand cultural exchange opportunities.
 - Lead Responsibility: UNI, Cedar Falls Schools, civic organizations
 - Timeframe: 2014
 - Measurable Results: Number of students participating in opportunities.

2. Provide world language opportunities in PK-12 to foster global awareness.
 - Lead Responsibility: Cedar Falls Schools
 - Timeframe: 2015
 - Measurable Results: Knowledge of world regions and international issues; skills in languages other than English; cultural perspectives for

comparison of world views, dispositions, and attitudes; virtual experiences to exchange information, collaborate, build relationships with peers from around the world.

Aim 4.2 Engage the entire community in an ethic of lifelong learning

◆ Focusing Strategy- Promote an active involvement in lifelong learning opportunities

Goal #1 - Encourage community participation in lifelong learning opportunities by sharing common resources.

OBJECTIVES

1. Encourage leadership groups to explore opportunities for sharing of resources and assets of mutual benefit.
Lead Responsibility: City of Cedar Falls, UNI, Cedar Falls Schools
Timeframe: Ongoing
Measurable Results: Identified joint ventures with shared resources.
2. Develop a one source communication conduit for joint marketing of events for residents of all ages.
Lead Responsibility: Cedar Falls Library
Timeframe: 2015
Measurable Results: Communication vehicle completed.
3. Expand occupational partnerships offering students additional opportunities to explore career options (intern or work part time, etc.) and identify workforce needs in 2020.
Lead Responsibility: Cedar Valley Alliance, Hawkeye Community College, UNI
Timeframe: 2014
Measurable Results: New partnerships developed with schools and yearly gap assessment of workforce needs.

5.0 To Expand Infrastructure

Aim 5.1 Expand logistics and transportation infrastructure

- ◆ **Focusing Strategy: Promote a sustainable, safe and modern infrastructure that is fully integrated to serve our citizens, businesses and visitors.**

Goal #1 - Develop the community in ways that support and encourage multi-modal, energy efficient transportation, including fast/safe/accommodating access to retail, commercial centers and entertainment venues.

OBJECTIVES

1. Develop a full access interchange at Viking Road / Highway 58.
Lead Responsibility: City of Cedar Falls / Iowa Department of Transportation
Timeframe: 2020
Measurable Results: Construction complete.

2. Complete the Greenhill Road/Highway 58 grade separation.
 Lead Responsibility: City of Cedar Falls, Iowa Department of Transportation
 Timeframe: 2020
 Measurable Results: Final design complete.

3. Complete the Ridgeway/Highway 58 grade separation.
 Lead Responsibility: City of Cedar Falls, Iowa Department of Transportation
 Timeframe: 2020
 Measurable Results: Conceptual design complete.

4. Continue to design for complete streets when planning.
 Lead Responsibility: City of Cedar Falls – Developmental Services, Cedar Falls Parks and Recreation Commission
 Timeframe: Ongoing
 Measurable Results: Bicycle task force plan implementation; platinum designation for bike-friendly community by 2020.

Goal #2 - Implement a comprehensive strategy for pedestrian/traffic safety issues

OBJECTIVES

1. Conduct a review and identification of hazardous traffic sites including schools, high volume intersections and special events.
 Lead Responsibility: City of Cedar Falls, Cedar Falls Public Schools and UNI
 Timeframe: Ongoing
 Measurable Results: Decreased bike/pedestrian injuries; Safe Routes to School Plan developed by 2011 to address needs; assess affects of Safe Routes implementation by 2013; adjust accordingly.

2. Improve the traffic patterns on University Avenue, First Street and Hudson Road to identify opportunities for reduced energy consumption, reduced travel time and improved safety for all users.
 Lead Responsibility: City of Cedar Falls
 Timeframe: 2012
 Measurable Results: Plan developed by 2012.

Goal #3 - Increase the efficient and economical use of our transportation resources

OBJECTIVES

1. Continue to support use of the Local Option Sales Tax for funding street improvements and review other usage of 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.

Goal #4 - Increase rail opportunities to take advantage of the Cedar Falls location and expand mass transit.

OBJECTIVES

1. Support passenger rail expansion to the Cedar Valley.
Lead Responsibility: INRCOG
Timeframe: 2020
Measurable Results: Feasibility study complete.
2. Consider the development of rail spurs for industrial growth, taking advantage of government incentives.
Lead Responsibility: City of Cedar Falls
Timeframe: Ongoing
Measurable Results: Feasibility study complete.

Goal #5 - Support improved air service at Waterloo Airport

OBJECTIVES

1. Maintain efforts to provide a modern airport facility.
Lead Responsibility: City of Waterloo, City of Cedar Falls, State of Iowa
Timeframe: Ongoing
Measurable Results: A modern Waterloo Airport facility is maintained.
2. Work to attract additional regional airlines.
Lead Responsibility: City of Waterloo, City of Cedar Falls
Timeframe: 2017
Measurable Results: Additional carrier secured.

Aim 5.2 Expand technology infrastructure

- ◆ **Focusing Strategy:** Support existing and future technological needs of the community to enable business to expand

Goal #1 - Ensure that there are adequate wireless environments to support the community without losing our sense of community and personal connectiveness.

OBJECTIVES

1. Ensure wireless hubs exist in places where people gather.
Lead Responsibility: Cedar Falls Utilities, Private carriers
Timeframe: 2012
Measurable Results: Access is available to business and commercial corridors.

Goal #2 - Maintain a state-of-the-art communications utility enabling industries to stay abreast of technological advances

OBJECTIVES

1. Make investments to provide the best online functionality possible.
Lead Responsibility: Cedar Falls Utilities

Timeframe: 2015
Measurable Results: Cedar Falls Utilities completion of fiber to the premise; expanded affordable bandwidth and communications capability.

2. 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.

3. Access the ICN to expand internet connectivity through a public/private partnership.

Lead Responsibility: Greater Cedar Valley Alliance and Chamber, educational institutions, local legislators

Timeframe: 2013-2015

Measurable Results: Legislative change to ICN policy.

Goal #3 - Develop and maintain a modern power grid and generation and aggressively pursue and manage sustainable energy resources that are efficient, renewable, affordable, and available for all citizens - residential and commercial

OBJECTIVES

1. Ensure capacity of electrical transmission lines will accommodate desired new businesses and residents.

Lead Responsibility: Cedar Falls Utilities

Timeframe: 2013

Measurable Results: Conceptual plan developed.

2. Revamp utility bills to show consumption in terms that are widely understandable, thereby leading to greater individual understanding of consumption, data-driven behavioral change.

Lead Responsibility: Cedar Falls Utilities

Timeframe: 2011-2012

Measurable Results: Energy usage decreases as a result of individuals' actions; energy usage numbers, adjusted for changes, decrease.

3. Set a goal of 75% energy audits in Cedar falls with incentives for participation; follow-up interviews with audited clients are conducted to assess impact of the audit. Continually devise means and methods for ever-improving results.

Lead Responsibility: Cedar Falls Utilities

Timeframe: 2011 - 2014

Measurable Results: Percentage of completed energy audits is reported to the City by CFU Trustees. Energy consumption is reduced (adjusted for change).

4. Set appropriate cost/renewability ratio for energy production.
Lead Responsibility: Cedar Falls Utilities and the City of Cedar Falls
Timeframe: 2011 - 2015
Measurable Results: A plan exists and is followed identifying and balancing renewability targets with the cost of energy.
5. Develop and implement a plan to decrease use of fossil fuels in the community in anticipation of increased cost and regulation of fossil fuels.
Lead Responsibility: Cedar Falls Utilities and the City of Cedar Falls
Timeframe: 2011 - 2015
Measurable Results: Identify current dependency on fossil fuels and report; develop a plan for decreasing fossil fuel consumption while maintaining optimum pricing.
6. Develop incentives to support alternative fuel resources
Lead Responsibility: Cedar Falls Utilities and the City of Cedar Falls
Timeframe: 2011 - 2015
Measurable Results: Analysis of incentives vs. energy reduction conducted every two years; incentive programs put in place reflecting benefits of energy savings.