



Community Mission Statement

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

Goal #1 – Focus City services, resources and cooperative partnerships on creating and maintaining a **safe community** for all residents, businesses and visitors.

Objective A: Recruit and train quality staff.

Objective B: Implement policies and practices leading to clean air and protection of water resources – i.e. expanding anti-smoking initiatives and membership in Central Iowa Water Trails efforts.

Objective C: Replace aging vehicles and equipment.

Objective E: The City should work to become the employer of choice for our employees, and perspective employees, by ensuring alignment of wages, benefits and employee support to create a positive and engaging work environment

Goal #2 – Develop and implement processes to ensure delivery of **exceptional City services**.

Objective A: Pursue shared and contracted services with neighboring community partners in service delivery.

on recreational programming, sewer system operation and maintenance, and traffic signal operation and maintenance.

Objective B: Revise the City's code of ordinances to address outdated regulations.

Objective C: Improve the City's enforcement of nuisance violations in an effort to cleanup of properties throughout the community.

Goal #3 – Protect the **financial future** of the City through reasonable and well-thought-out fiscal policies and adherence to generally accepted government finance practices.

Objective A: Update the Equipment Revolving Program (ERP) annually.

Objective B: Update the Capital Improvement Program (CIP) annually.

Objective C: Balance the continuation of basic municipal services with the addition of new program initiatives considering the availability of financial resources long-term.

Objective D: Establish a standard budgeting process that will institute continuity that will allow multi-year analysis and decision-making.

Objective E: Receive a clean fiscal year audit report.

Objective F: Investigate and pursue new revenue streams.

Goal #4 – Create and maintain a **high-functioning City team** of elected officials, professional staff and volunteer board members via regular and pertinent training and continuing education opportunities.

Objective A: Review and revise the Council and employee handbooks.

Objective B: Implement an all-electronic job application process.

Objective C: Identify and allocate resources to support ongoing employee training focused upon improving customer service.

Objective D: Develop a retention and succession plan to prepare for future employee turnover.

Goal #5 – Build a **unique and sustainably vibrant community** that contributes to the overall character of the Greater Des Moines region.

Objective A: Invest in art and culture opportunities unique to the region in cooperation with Bravo.

Objective B: Launch a revised community concert series in partnership with the Foundation and Chamber of Commerce.

Objective C: Invest in community artwork.

Objective D: Begin implementation of the Parks Plan by creating a vision for Colby Park to include new and improved recreational opportunities; decide what to do with Lions Park; pursue new trails and bike hub facility; and initiate discussion for establishing a new northeast park amenity.

Goal #6 – Pursue a **comprehensive economic development strategy** that supports a healthy business sector and contributes to a better overall quality of life.

Objective A: Expand the City's economic development committee to include business and citizen representation.

Objective B: Conduct a community survey of what business sector additions would best serve Windsor Heights residents.

Objective C: Invest in a comprehensive marketing plan for business attraction.

Objective D: Build on the existing partnership with local development partners.

Objective E: Establish a source of funding in support of property redevelopment and rehabilitation. Specifically focus resources in support of minority-owned business grants.

Goal #7 – Plan and **invest in City infrastructure** to ensure the long-term viability of the community’s roadways, utilities, parks and public facilities.

Objective A: Establish a long-term funding plan for streets, sewers, parks, storm sewers, city facility improvements, sidewalks/trailways, flood mitigation and other large scale investments.

Objective B: Expand existing community recreation options and pursue partnerships with the schools and other community organizations.

Objective C: Complete a long-term public facilities plan.

Objective D: Implement a plan to address Walnut Creek bank stabilization.

Objective E: Focus capital resources on improving safety and availability of pedestrian facilities including, specifically, lighting enhancements along the walking trailway.

Objective F: Research and identify green technologies that could be made available to residents and businesses as a way of addressing environmental concerns.

Goal #8 – Pursue initiatives aimed at growing Windsor Heights as a **diverse and inclusive community**.

Objective A: Identify new and emerging housing sector needs and develop strategies to pursue.

Objective B: Plan and hold new multi-cultural special events with community partners.

Objective C: Maintain City’s commitment to unbiased policing and equal treatment of all residents regardless of age, race, sexual orientation or physical disability.

Objective D: Pursue grant opportunities to encourage the growth of minority-owned businesses.

Goal #9 – Continually strive to better **communicate with Windsor Heights residents** to achieve the most transparent government and understand citizen viewpoints.

Objective A: Deliver at least six newsletters to residents during the year.

Objective B: Maximize the use of social media to offer multiple methods of disseminating information to the public.

Objective C: Conduct a survey of residents to update survey results from 2017.

Objective D: Develop a marketing plan to establish Windsor Heights as a destination for residents in the region.

Objective E: Continuously improve the City’s website to ensure accessibility by all.