

## Strategic Planning Community Forum (Edison) Notes

**Date:** April 2, 2014

**Time:** 7-8:30 PM

**Location:** Edison Middle School, Cafeteria

### **Meeting Objectives:**

- To introduce the strategic planning process to the residents of Janesville
- To conduct an exercise identifying community priorities
- To share the City of Janesville's draft community vision statement and solicit feedback

**Facilitator:** Maxwell Gagin

### **Identifying Community Priorities Exercise**

The facilitator distributed three Post-It Notes to participants and asked them to write down one community priority on each note. Below are the ideas generated by the group:

- Street repair
- Government funding
- Tax income
- Improve roads and streets
- Repair City streets
- Employment
- Relocate 4-H Fair grounds to allow more space and opportunities
- Location and size of the Fire Station #1
- Keep roads and public works in good order
- Strong tax base
- Keep taxes as low as possible
- Be realistic
- Fiscal responsibility
- Balance budget
- Safety
- Sustainable operations
- Good stewardship of resources and land (parks, etc.)
- Create a mix of active neighborhoods
- Healthy community
- Be a green city (put gardens on every corner, food locally grown, and energy less dependent on oil, etc.)
- Positive physical, fiscal and mental health
- Alternative and friendly mass transportation
- Offer more events focusing on Janesville's history to attract tourists
- More events to attract business relocation/building
- Embrace multiculturalism
- Effort to have our "new" vision reflective of our changing demographics
- Don't be secretive
- Cultural recreational activity
- Preserve historic and cultural identity of Janesville
- Increase downtown shopping activities
- Riverfront development
- Business development
- Parking deck being torn down
- Civic engagement
- Culture with activities to reach young adults
- Encourage the art activities
- Encourage recreational activities
- Encourage sport
- Study and give citizens feedback on City projects
- Be culturally responsive to our community as it changes
- Diversity celebrated
- City reflect population
- Economic diversity
- Affordable decent housing for all sectors of population

Participants posted their Post-It Notes on the table in the back of the room and then were instructed to organize like ideas together, as a group. Below are the priority topics identified by the group as well as ideas for how to achieve each priority:

1. Healthy and Vibrant Community

- Transportation infrastructure
- Housing
- Active lifestyle opportunities
- Responsive to aging
- Wellness
- Environmentally sound/health
- Sustainable / “Green”
- “Wasteful” equipment in the City of Janesville
- Parks/ green space
- Community gardens
- Younger generation needs

2. Public Safety

- Safe streets for “walking”
- Maintain! (assuming Janesville is a safe community; the current reality)
- Support/increase economic development and desirability
- Ability to reinforce quickly
- Messaging/communication
- Personal responsibility
- New residents information on clearing house/language

3. Economic Development

- Supporting transportation infrastructure (rail, air, road)
  - Light rail to Madison/Rockford/Chicago (time scheduling is vital)
- Tied to Rock 5.0
- “Shovel-ready”
- Diverse recruiting
- Diverse economic base
- “Skilled” workforce tied to education system
- Diverse services
- Quality of life to offer to new businesses
- Strategic communications/messaging to promote goodness/ with Janesville Area Convention & Visitors Bureau (JACVB)
- Creative incentives

4. Infrastructure

- “Look like we care”
- Aesthetics/inviting

- Sustain system
- Priorities/limited resources
- Leverage “Friends” groups, utilize volunteers
- Use Rock County Education and Criminal Addictions Program (RECAP) participants to complete projects
- Neighborhood ownership of neighborhood parks
- Technology-driven expectations
  - Wi-Fi throughout City of Janesville
  - Invest in technology infrastructure
- Street maintenance system

#### 5. Downtown/Historic Area

- Feature river! Unites! Asset!
- River recreation – white water rafting
- Downtown/river as hub for various opportunities, connect, signage, trails, bike, pedestrian amenities
- Appeal to younger demographics/
  - Live, work, and play
  - Cultural engine
- Housing/grocery stores
- Multiple events throughout year
- Swipe cards for JTS
- River events/attractions
- Advertise/promotion who owns? – City of Janesville (COJ), Forward Janesville, Inc. (FJI) , Janesville Area Convention & Visitors Bureau (JACVB)
- Feature Monterey Park/Stadium

#### 6. Fiscal Responsibility

- Stay within budget
- Don’t bankrupt City!
- Efficient/responsible
- Provide great value for taxes paid
- Build strong tax base
- Forward-thinking (buy ahead)
- What is the City of Janesville responsible for?
  - Strategic communications to make people aware of City’s financial position in relation to responsibilities, functions, etc.
  - Example = explain cuts in municipal shared revenue
- Infill redevelopment versus greenspace development

### **Draft Community Vision Feedback**

The facilitator asked the group to provide feedback on the draft community vision developed by City organizational leaders. The draft community vision is: *“Wisconsin’s Park Place: the community of choice for realizing life’s opportunities.”* Below is the feedback generated by the group regarding the draft community vision:

- Include *“Wisconsin Park Place”*? Do we really do it right?
- *“Community of life’s opportunities”*
- Short phrase—Intriguing
- Don’t go overboard on any one thing at the expense of the fundamental necessities
- Not here by choice
- Stopped here and chose to stay
- Was born here and chose to stay

Before residents left the community forum, the facilitator asked participants to identify and write down one key word or short phrase on a Post-It Note that describes Janesville in 25 years. Below are key words or short phrases submitted by participants:

- Truth in government
- Prosperity
- Diverse
- Cooperation for the City’s future
- Home
- Comradely
- Success story
- Thriving
- Multicultural and welcoming
- Progressive
- Work together
- Greener

# Strategic Planning Community Forum

Edison Middle School, Cafeteria  
April 2, 2014  
7PM



## Agenda

- Introduction to Strategic Planning
- Identifying Community Priorities
- Draft Community Vision Statement and Feedback
- Closeout and Next Steps



## Meeting Purpose

- To introduce the strategic planning process to residents of Janesville.
- To conduct an exercise identifying community priorities.
- To share the City of Janesville's draft community vision statement and solicit feedback.



## What is a Strategic Plan?

- A document to help organizations wishing to align their policy decisions and operations to achieve a common vision.
- A tool to assist the City Council in its efforts to allocate City resources to achieve a common vision.



## Strategic Planning Process Timeline

- March 2014: Draft community vision, mission statement, and SWOT analysis completed
- April 2014: Community Forums
  - Edison Middle School (today)
  - Parker High School, small auditorium (April 23)
  - Craig High School, small auditorium (April 30)



## Strategic Planning Process Timeline (cont.)

- April - May 2014: Develop strategic goals and objectives
- June 2014: Define organizational values
- December 2014 – March 2015: Develop performance indicators
- April 2015: Finalize strategic plan document



## Components of a Strategic Plan



- Vision statement
- Mission statement
- Organizational values
- Strategic goals
- Objectives

## Vision Statement



- What we hope to become or achieve as a community.
- “Road Map for the Future”
- Characteristics that most vision statements have in common:
  - Broad enough to include a diverse variety of local perspectives
  - Inspiring and uplifting to everyone involved

## Mission Statement



- The primary purpose we serve as an organization.
- Characteristics that most mission statements have in common:
  - Concise
  - Stated as outputs
  - Present-oriented
  - Able to drive the work

## Organizational Values



- What guides our organization's perspectives and actions.
- Fundamental beliefs for how the organization operates.
- Examples:
  - Accountability
  - Adaptable
  - Collaboration
  - Fairness

## Strategic Goals (Priorities)



- Broad based strategies needed to achieve the organization's vision and mission.
- Examples:
  - Financial Stewardship – To safeguard and enhance our resources through sound financial planning.
  - Downtown - To create a unique destination where commerce, culture, and recreation intersect.

## Objectives



- Specific, measurable, action-oriented, realistic and time bound strategies that achieve the organization's goals and vision.
- Reviewed and refined at least annually prior to commencement of the annual budget process to reflect actions taken over the previous fiscal year.
- Objectives can and likely will change as implementation proceeds.

## Exercises



- Identifying Community Priorities
- Feedback on Draft Community Vision Statement

## Group Guidelines



- Honor time limits
- Listen to each other with an open mind
- Seek common ground and action
- Electronics on meeting mode
- Everyone participates
- HAVE FUN!

## Brainstorming Guidelines



- Collect as many ideas as possible. Quantity over quality.
- All ideas are welcome no matter how far out they seem.
- No discussion. Talking about the ideas will take place after the brainstorming process is completed.
- Do not criticize or judge. All ideas are equally valid at this point.
- Do "piggyback" or build on others' ideas.

## Identifying Community Priorities



- Everyone will be given three Post-It Notes and asked to write down one community priority on each note.
- Participants will post their priorities on the table up front and then organize, as a group, like ideas together.
- Once ideas are grouped into general categories, we will document the most prevalent priorities identified by the group.

## Draft Community Vision



*Wisconsin's Park Place: the community of choice for realizing life's opportunities.*

## Draft Community Vision Feedback



- Feedback?
- What is your dream for our community?
- What would you like to see change?
- What do you see as the community's major strengths and assets?
- What do you see as the community's major issues or problems?

## Questions or Comments?



If you have any questions or comments regarding the City's strategic planning process, please visit

[www.ci.janesville.wi.us/strategicplan](http://www.ci.janesville.wi.us/strategicplan)  
or contact:

Max Gagin, Management Analyst  
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755-3037

## Closeout and Next Steps



On the Post-It Note provided, write down the one word that you hope describes Janesville in 25 years.

(Please place the Post-It Note on the table as you leave)