

Strategic Vision Goals Re-Imagined

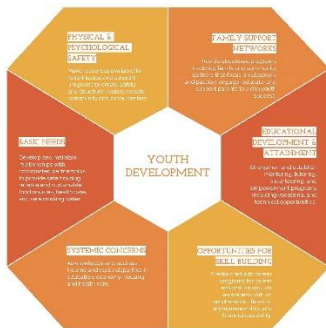


The Strategic Goals encompass all programs and activities that are vital to the growth and vitality of the City of Kalamazoo.

INSTRUCTIONS:

The City has 10 Strategic Goals from Imagine Kalamazoo 2025 (IK 2025).

In this exercise, we will ask you to review the 10 Strategic Goals for several changes to move them from IK 2025 to IK 2035. There will not be sufficient time in this meeting for your group to review all 10; please go through as many as time allows and in the order of the packet you have received. Each packet contains all 10 Strategic Vision Goals, but groups will start the conversation with a different goal.



You will be asking yourselves several questions about each Strategic Goal area.

We've thought of a few to get you started!



First, review the “Strategic” Goal – such as Youth Development.

- Will the Strategic Goal represent the outcomes for the next 10 years?
- How could it change, evolve, or better represent the Strategic Vision for the next 10 years?

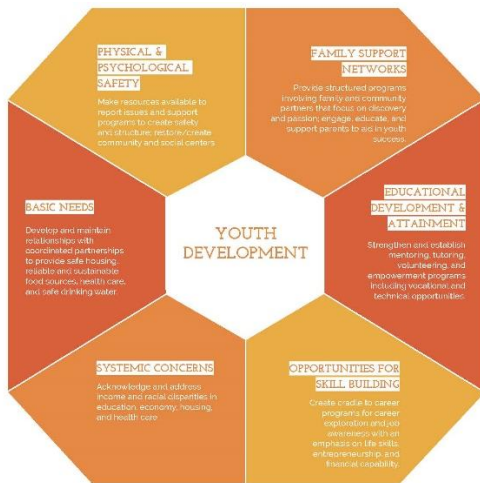
Second, look at the sub-goals that express the strategic goal.

- How could the sub-goals change, evolve, or better represent this strategy for the next 10 years?
- What else is missing?
- What other questions do you have?
- What outcomes should be represented?

Lastly, take a few minutes with your table to review the 10 Strategic Goals.

- Are there any goals that you feel are missing?
- Any last comments you might have now that you've been through a few of the other goals?

Use the space provided on each page and the back of each page to record your group's recommendations and comments.



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- How could the sub-goals change, evolve, or better represent this strategy for the next 10 years?
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YOUTH DEVELOPMENT

PHYSICAL & PSYCHOLOGICAL SAFETY - Make resources available to report issues and support programs to create safety and structure; restore/create community and social centers.

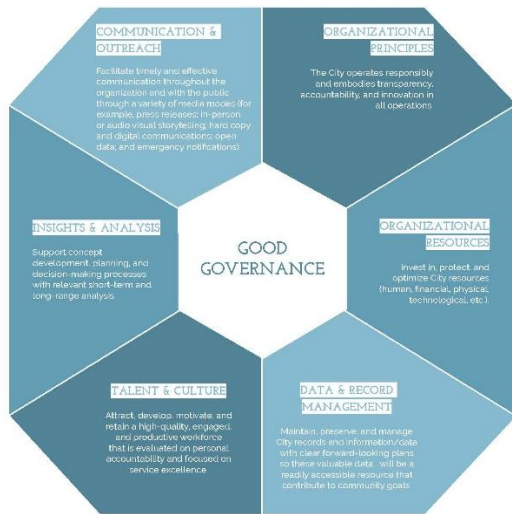
EDUCATIONAL DEVELOPMENT & ATTAINMENT - Strengthen and establish mentoring, tutoring, volunteering, and empowerment programs including vocational and technical opportunities.

SYSTEMIC CONCERNS - Acknowledge and address income and racial disparities in education, economy, housing, and health care.

OPPORTUNITIES FOR SKILL BUILDING - Create cradle to career programs for career exploration and job awareness with an emphasis on life skills, entrepreneurship, and financial capability.

FAMILY SUPPORT NETWORKS - Provide structured programs involving family and community partners that focus on discovery and passion; engage, educate, and support parents to aid in youth success.

BASIC NEEDS - Develop and maintain relationships with coordinated partnerships to provide safe housing, reliable and sustainable food sources, health care, and safe drinking water.



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GOOD GOVERNANCE

ORGANIZATIONAL PRINCIPLES – The City operates responsibly and embodies transparency, accountability, and innovation in all operations.

ORGANIZATIONAL RESOURCES - Invest, protect, and optimize City resources (human, financial, physical, technological, etc.).

DATA & RECORD MANAGEMENT - Maintain, preserve, and manage City records and information/data with clear forward-looking plans so these valuable data will be a readily accessible resource that contributes to community goals.

INSIGHTS & ANALYSIS - Support concept development, planning, and decision-making processes with relevant short-term and long-range analysis.

COMMUNICATION & OUTREACH - Facilitate timely and effective communication throughout the organization and with the public through a variety of media modes (for example, press releases; in-person or audio-visual storytelling; hard copy and digital communications; open data; and emergency notifications)

TALENT & CULTURE - Attract, develop, motivate, and retain a high-quality, engaged, and productive workforce that is evaluated on personal accountability and focused on service excellence.



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SAFE COMMUNITY

NEIGHBORHOOD ASSISTANCE - Proactively reinvest in neighborhoods through support of programs to help residents fix, rehabilitate, and stabilize homes through critical home repair assistance, educational programs, and weatherization.

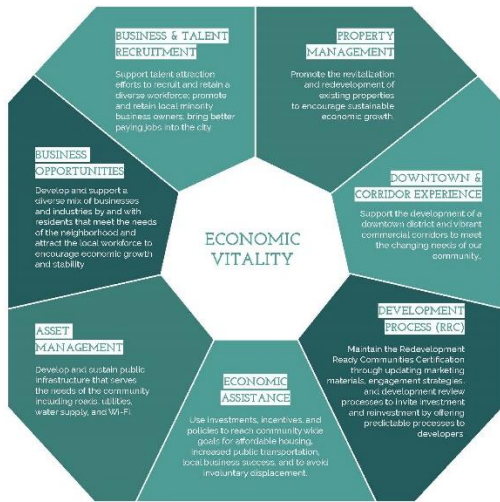
LAW ENFORCEMENT & EMERGENCY RESPONSE - Ensure prompt response to calls for service across the city through data analysis; Ensure that the Kalamazoo Public Safety Department is a "go-to" community asset that is well-trained, equipped, accountable, transparent, and respected.

COMMUNITY ENGAGEMENT - Encourage a sense of shared responsibility for personal safety by educating, involving, and engaging the community in identifying and addressing safety concerns.

SAFE TRANSPORTATION - Maintain the transportation network to ensure that community members can travel between spaces safely and efficiently in any mode of transportation.

SAFE BUILDING & HOUSING - Enforce regulations to ensure that homes and public spaces are structurally secure, clean, visually appealing, and promote community members' well-being.

WATER MANAGEMENT & DELIVERY - Maintain reliable utility infrastructure to deliver safe and clean water to all residents and facilitate wastewater treatment and stormwater management.



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ECONOMIC VITALITY

BUSINESS OPPORTUNITIES - Develop and support a diverse mix of businesses and industries by and with residents that meet the needs of the neighborhood and attract the local workforce to encourage economic growth and stability

BUSINESS & TALENT RECRUITMENT - Support talent attraction efforts to recruit and retain a diverse workforce; promote and retain local minority business owners; bring better-paying jobs into the city.

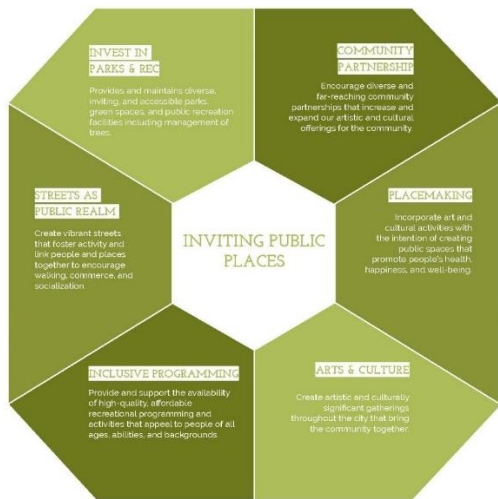
ECONOMIC ASSISTANCE - Use investments, incentives, and policies to reach community-wide goals for affordable housing, increased public transportation, local business success, and to avoid involuntary displacement.

ASSET MANAGEMENT - Develop and sustain public infrastructure that serves the needs of the community including roads, utilities, water supply, and Wi-Fi.

DOWNTOWN & CORRIDOR EXPERIENCE - Support the development of a downtown district and vibrant commercial corridors to meet the changing needs of our community.

PROPERTY MANAGEMENT - Promote the revitalization and redevelopment of existing properties to encourage sustainable economic growth.

DEVELOPMENT PROCESS - Maintain the Redevelopment Ready Communities Certification through updating marketing materials, engagement strategies, and development review processes to invite investment and reinvestment by offering predictable processes to developers.



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INVITING PUBLIC PLACES

STREETS AS PUBLIC REALM - Create vibrant streets that foster activity and link people and places together to encourage walking, commerce, and socialization.

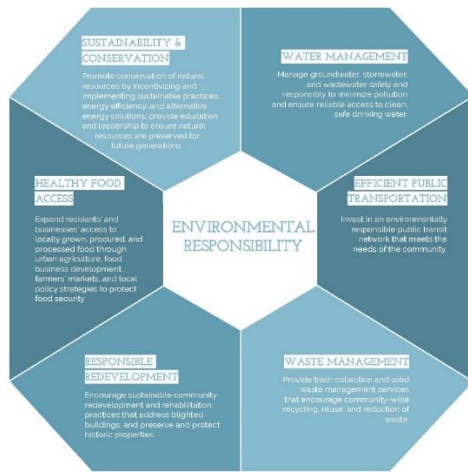
PLACEMAKING - Incorporate art and cultural activities with the intention of creating public spaces that promote people's health, happiness, and well-being.

ARTS & CULTURE - Create artistic and culturally significant gatherings throughout the city that bring the community together.

INVEST IN PARKS & RECREATION - Provide and maintain diverse, inviting, and accessible parks, green spaces, and public recreation facilities, including management of trees.

COMMUNITY PARTNERSHIP - Encourage diverse and far-reaching community partnerships that increase and expand our artistic and cultural offerings for the community.

INCLUSIVE PROGRAMMING - Provide and support the availability of high-quality, affordable recreational programming and activities that appeal to people of all ages, abilities, and backgrounds.



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ENVIRONMENTAL RESPONSIBILITY

WASTE MANAGEMENT - Provide trash collection and solid waste management services that encourage community-wide recycling, reuse, and reduction of waste.

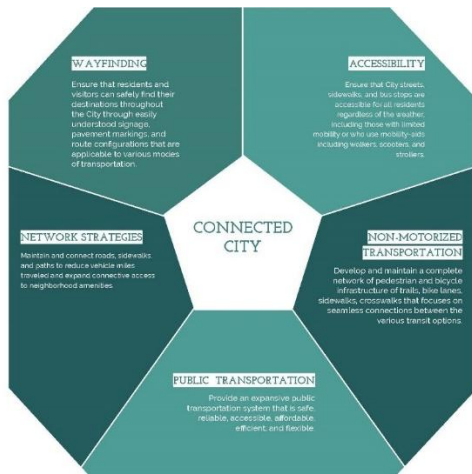
RESPONSIBLE REDEVELOPMENT - Encourage sustainable community redevelopment and rehabilitation practices that address blighted buildings, and preserve and protect historic properties.

EFFICIENT PUBLIC TRANSPORTATION - Invest in an environmentally responsible public transit network that meets the needs of the community.

WATER MANAGEMENT - Manage groundwater, stormwater, and wastewater safely and responsibly to minimize pollution and ensure reliable access to clean, safe drinking water.

HEALTHY FOOD ACCESS - Expand residents' and businesses' access to locally grown, procured, and processed food through urban agriculture, food business development, farmers' markets, and local policy strategies to protect food security.

SUSTAINABILITY & CONSERVATION - Promote conservation of natural resources by incentivizing and implementing sustainable practices, energy efficiency, and alternative energy solutions; provide education and leadership to ensure natural resources are preserved for future generations.



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CONNECTED CITY

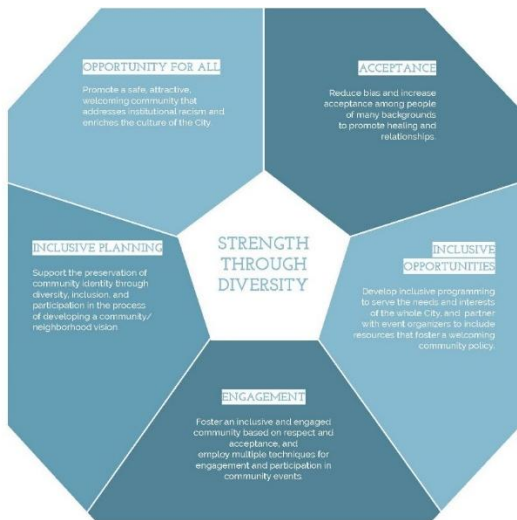
NON-MOTORIZED TRANSPORTATION - Develop and maintain a complete network of pedestrian and bicycle infrastructure of trails, bike lanes, sidewalks, crosswalks that focuses on seamless connections between the various transit options.

NETWORK STRATEGIES - Maintain and connect roads, sidewalks, and paths to reduce vehicle miles traveled and expand connective access to neighborhood amenities.

PUBLIC TRANSPORTATION - Provide an expansive public transportation system that is safe, reliable, accessible, affordable, efficient, and flexible.

ACCESSIBILITY - Ensure that City streets, sidewalks, and bus stops are accessible for all residents regardless of the weather, including those with limited mobility or who use mobility-aids including walkers, scooters, and strollers.

WAYFINDING - Ensure that residents and visitors can safely find their destinations throughout the City through easily understood signage, pavement markings, and route configurations that are applicable to various modes of transportation.



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STRENGTH THROUGH DIVERSITY

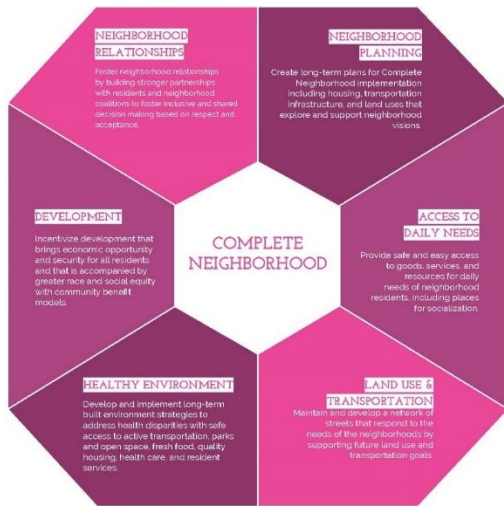
INCLUSIVE OPPORTUNITIES - Develop inclusive programming to serve the needs and interests of the whole City, and partner with event organizers to include resources that foster a welcoming community policy.

ACCEPTANCE - Reduce bias and increase acceptance among people of many backgrounds to promote healing and relationships.

ENGAGEMENT - Foster an inclusive and engaged community based on respect and acceptance, and employ multiple techniques for engagement and participation in community events.

INCLUSIVE PLANNING - Support the preservation of community identity through diversity, inclusion, and participation in the process of developing a community/ neighborhood vision.

OPPORTUNITY FOR ALL - Promote a safe, attractive, welcoming community that addresses institutional racism and enriches the culture of the City.



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COMPLETE NEIGHBORHOODS

NEIGHBORHOOD RELATIONSHIPS - Foster neighborhood relationships by building stronger partnerships with residents and neighborhood coalitions to foster inclusive and shared decision making based on respect and acceptance.

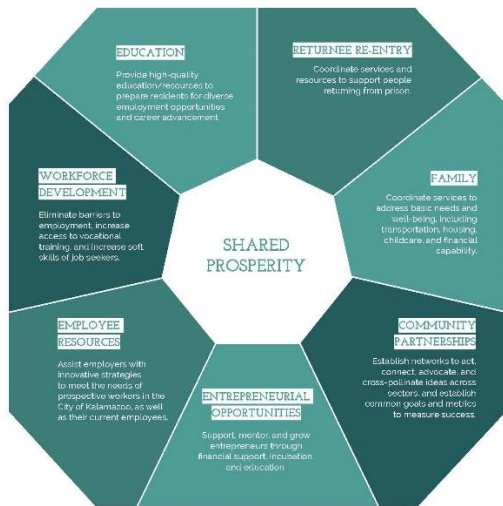
NEIGHBORHOOD PLANNING - Create long-term plans for Complete Neighborhood implementation including housing, transportation infrastructure, and land uses that explore and support neighborhood visions.

HEALTHY ENVIRONMENT - Develop and implement long-term built environment strategies to address health disparities with safe access to active transportation, parks and open space, fresh food, quality housing, health care, and resident services.

TRANSPORTATION AND LAND USE - Maintain and develop a network of streets that respond to the needs of the neighborhoods by supporting future land use and transportation goals.

ACCESS TO DAILY NEEDS - Provide safe and easy access to goods, services, and resources for daily needs of neighborhood residents, including places for socialization.

DEVELOPMENT - Incentivize development that brings economic opportunity and security for all residents and that is accompanied by greater race and social equity with community benefit models.



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SHARED PROSPERITY

RETURNEE RE-ENTRY - Coordinate services and resources to support people returning from prison.

FAMILY - Coordinate services to address basic needs and well-being, including transportation, housing, childcare, and financial capability.

COMMUNITY PARTNERSHIPS - Establish networks to act, connect, advocate, and cross-pollinate ideas across sectors, and establish common goals and metrics to measure success.

EDUCATION - Provide high-quality education/resources to prepare residents for diverse employment opportunities and career advancement.

WORKFORCE DEVELOPMENT - Eliminate barriers to employment, increase access to vocational training, and increase soft skills of job seekers.

ENTREPRENEURIAL OPPORTUNITIES - Support, mentor, and grow entrepreneurs through financial support, incubation, and education.

EMPLOYEE RESOURCES - Assist employers with innovative strategies to meet the needs of prospective workers in the City of Kalamazoo, as well as their current employees.