



## 2023 Strategic Plan

Facilitated by:



Institute for Decision Making | University of Northern Iowa

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## OVERVIEW

The Bettendorf 2023 Strategic Plan is a guide to Bettendorf, IA achieving transformative change relating to the increasing of its economic base and advancing its health, environment and well-being. The aims, goals, time frames and measurable results provided are the product of a process (December 2013-March 2014) facilitated by the University of Northern Iowa's Institute for Decision Making and the input and dedication of Bettendorf's 2023 Planning Team.

The plan is a synthesis of multiple plans and community input sessions previously conducted in an effort to chart the vision and direction of the community. The 2023 Planning Team used these plans and their vision as the cornerstone and outline for creating prioritized goals and the objectives needed for community and economic development.

Plans and initiatives incorporated include:

- National Citizen Survey (2012)
- Community Listening Sessions – 5 year priorities (2012)
- Downtown Riverfront Plan
- Development Action Plan
- Input from Bettendorf Development Corporation
- Input from City Council based on Mayor and City Council's plan and priorities

As with any plan, success will be dictated by long-term implementation, focus and response to changing events, situations and opportunities. The organizations assuming lead and supportive responsibilities for implementing the plan will be our change agents and motivators. Let us, as the community of Bettendorf, IA, rise to the opportunities and challenge before us, unite in our efforts and be a shining example of what a community can achieve in less than a decade.

## BETTENDORF 2023 PLANNING TEAM

Todd Raufeisen	Theron Schutte	Pat Eikenberry
Jason Schadt	Jim Spelhaug	Rob Fick
Bill Connors	Scott Rubins	Alan Frankel
Steve Grimes	Nichole Carkner	Mayor Bob Gallagher, Jr.
Bob Buker	Bruce Grell	Bob Gallagher, Sr.
John Gardner	Greg Adamson	Jeffrey Hill
Steve Geifman	Debe Lamar	Joe Judge
Dan Dolan	Dean Mayne	Kevin Koellner
Marie Johnson	Carmen Darland	Jim Richardson
Steve Semingson	Nancy Ballenger	John Sherrick
Jeff Goldstein	Betsy Brandsgard	Dave Tallman
Alexei Bibik	Paul Rumler	Steve Van Dyke
Lauran Haldeman	Decker Ploehn	Ken Vandersnick
Jeff Nelson	Tim Downing	Jim Tansey

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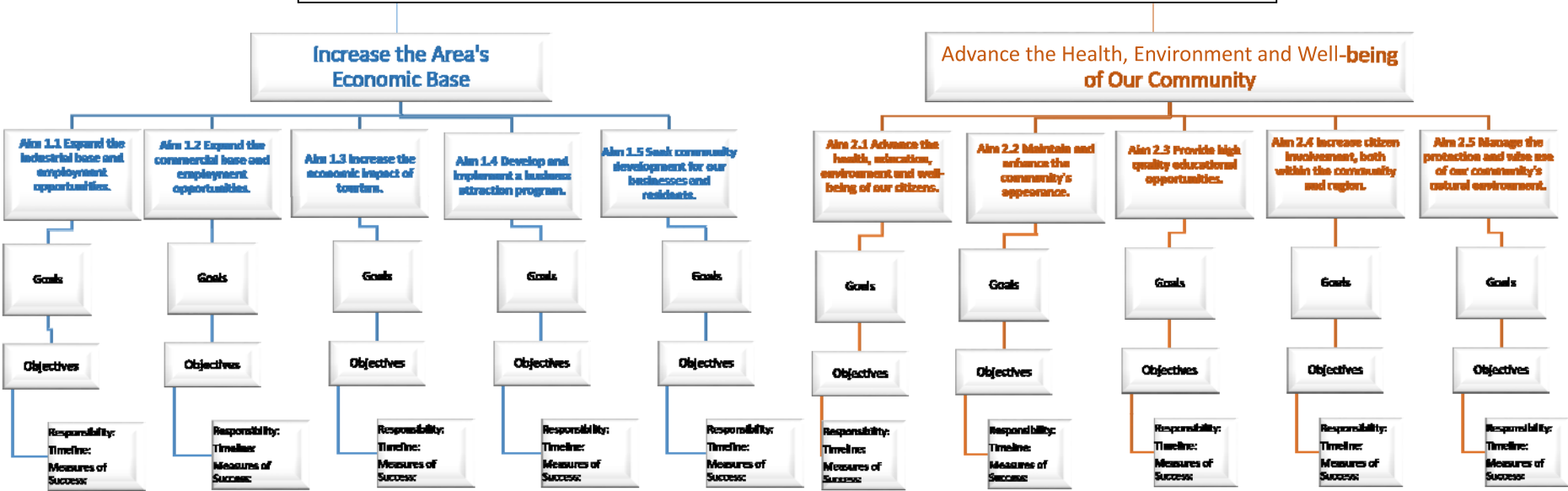
### Thoughts from the Planning Team

*I am passionate about this community because the future of my family depends on it. I am passionate about this community because I have seen other communities fail, because of their lack of forward thinking - I have also seen communities succeed because OF their future roadmap. We have two choices in Bettendorf: succeed or fail. I choose to succeed with a quality vision.*

*- Steve Geifman*

# STRUCTURE FOR THE 2023 PLAN

**Bettendorf 2023 Vision** – Bettendorf is the premier city in which to live! It is the most livable community with rich educational, culture and recreational opportunities. We enjoy a vibrant riverfront and a growing, competitive business environment. We take pride in the community.



## VISION FOR BETTENDORF 2023

Bettendorf is the Premier City in which to live! It is the most livable community with rich educational, culture and recreational opportunities. We enjoy a vibrant riverfront and a growing, competitive business environment. We take pride in the community.

### INCREASE THE AREA'S ECONOMIC BASE

#### Aim 1.1 Expand the industrial base and employment opportunities

**NOTE: Bold objectives** throughout the plan were considered priorities by the planning team work groups.

#### Goal A. Provide fully developed land with all infrastructure in place.

##### Objectives:

1. **Design/Construct an infrastructure plan for the Spencer Creek Technology Park.**  
**Measurable Results for Consideration and to Spark Action:** Completed development of the infrastructure plan. Hold groundbreaking ceremony to launch Park construction. Create marketing packets for prospective tenants for Park.
2. **Institute a decision making policy that determines where City capital dollars are spent based upon the amount of positive economic impact achieved.**  
**Measurable Results for Consideration and to Spark Action:** Research policies implemented by similar sized communities across the Midwest. Schedule work session to review options for how economic impact could drive development in Bettendorf. Policy determined.
3. **Grow the Spencer Creek Technology Park using pond features, trails and public sculptures to encourage new high tech and corporate office development.**  
**Measurable Results for Consideration and to Spark Action:** Prioritize list of amenities including cost estimates and a cost-benefit analysis of developing the park with and without added amenities and a phased-in approach.
4. **Identify all potential public and private business parks (within Bettendorf) and promote full utility build out.**  
**Measurable Results for Consideration and to Spark Action:** Inventory utility needs in existing parks as well as likely locations and utility needs of prospective parks.
5. **Plan, construct and market an industrial speculative building.**  
**Measurable Results for Consideration and to Spark Action:** Complete profile of characteristics and needs of prospective buyers/tenants of speculative building to define the type to be constructed.

**Goal B. Create a development plan and/or necessary policy to encourage existing and new industries to thrive.**

**Objectives:**

**1. Promote interest in, and support of, entrepreneurship throughout Bettendorf.**

**Measurable Results for Consideration and to Spark Action:** Launch marketing campaign featuring successful Bettendorf entrepreneurs which enhances a culture that encourages and supports entrepreneurs

**2. Pursue in-fill development (throughout Bettendorf) in order to achieve infrastructure efficiencies.**

**Measurable Results for Consideration and to Spark Action:** Establish gradually increasing annual infill goals. Convene In-Fill Task Force of private developers to consider unique strategies for incentivizing new in-fill development

**3. Compare Bettendorf's (existing and new industry) rate of growth to other leading Midwestern communities and set appropriate goals for growth.**

**Measurable Results for Consideration and to Spark Action:** Complete annual State of the Community presentation to the 2023 Planning Team. Set annual growth/ranking goals including the case for how the comparisons can be utilized.

**4. Promote and Develop Economic Gardening initiatives for existing (Bettendorf) businesses.**

**Measurable Results for Consideration and to Spark Action:** Complete first round of informative presentations on the process and opportunities associated with economic gardening. Recruit participants for technical assistance through Advance Iowa. Roundtables initiated for existing businesses interested in participating in economic gardening.

**5. Identify and address the issues and needs of existing employers through the Business Connection program in position to hire (new employees)**

**Measurable Results for Consideration and to Spark Action:** Conduct annual assessment of employers poised to add new positions. Update (regularly) workforce recruitment information and strategies to reflect Bettendorf's quality of life and business environment based upon accomplishments made toward the 2023 Plan and existing amenities. Provide workforce recruitment packets to existing businesses.

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**Thoughts from the Planning Team**

*I'm confident in Bettendorf's planning initiatives focused on infrastructure and services that support a high quality of life, residential growth, and expanding business and employment opportunities within the community.*

*- Jeff Nelson*

## Aim 1.2 Expand the commercial base and employment opportunities

### Goal A. Implement projects from the Downtown-Riverfront Plan.

#### Objectives:

1. **Attract a developer(s) to undertake the identified projects surrounding the Casino and the downtown, including a marina expansion, high-rise residential and upscale shopping.**

**Measurable Results for Consideration and to Spark Action:** Develop an overall communication plan. Publically announce first project to be undertaken. Revise marketing materials to reflect anchor project and its overall impact on riverfront development opportunities. Coordinate groundbreaking on first riverfront project.

2. **Assist in completing the projects associated with the businesses affected by the I-74 Bridge.**

**Measurable Results for Consideration and to Spark Action:** Update City of Bettendorf's Council and 2023 Planning Team on prioritized list of projects being undertaken. Coordinate response team of regional service providers to assist businesses in anticipating and preparing for changes related to customer access, traffic flow, employee commuting, etc.

3. **Promote/encourage the private developers of upper floors for office and residential space in Bettendorf.**

**Measurable Results for Consideration and to Spark Action:** Prepare marketing materials for developers. Coordination of an upper story showcase event in Bettendorf. Recognized regionally for increase in upper floor occupancy.

4. **Encourage and support the Isle of Capri's movement to a land based casino.**

**Measurable Results for Consideration and to Spark Action:** Completion of an economic impact analysis of having a land-based casino combined with the Waterfront Convention Center and related development. Formal discussions commenced between the City of Bettendorf and the Isle of Capri.

5. **Expand the Facade Program to include all buildings within downtown Bettendorf.**

**Measurable Results for Consideration and to Spark Action:** Incentive funding secured for the expansion of the program. Create and/or revise and distribute marketing materials to reflect the expanded program. Contact existing property owners to determine their interest in project participation. Host informational meetings with property owners to share new, large-scale projects prior to public announcement. Bettendorf awarded national honor.

6. **Assist Downtown Businesses with promotional efforts during bridge construction.**

**Measurable Results for Consideration and to Spark Action:** Recruit and convene taskforce of QCA marketing firms to provide pro bono technical assistance and consultation to the initiative. Retain services of part-time event planner or campaign coordinator. Develop strategic marketing plan with strong evaluation to monitor effectiveness of maintaining Downtown business sales. Create direction signage in the affected area.



## **Goal B. Implement projects from the I-80 & Middle Road Plan.**

### **Objectives:**

- 1. Work with the current developer to compile the necessary development information to assess the potential of the I-80 and Middle Road project.**  
**Measurable Results for Consideration and to Spark Action:** Completed feasibility study for the project which identified opportunities.
- 2. Target businesses identified by the community for recruitment to the I-80 & Middle Road area.**  
**Measurable Results for Consideration and to Spark Action:** Completed Targeted Industry Analysis based on the amenities and infrastructure of the area.
- 3. Develop and distribute the site-specific marketing materials to attract target businesses to the I-80 and Middle Road site.**  
**Measurable Results for Consideration and to Spark Action:** Identified funding and marketing budget for undertaking the roll out and year(s) of strategies. Selected marketing firm to work with the City of Bettendorf and the developer(s) to brand the project and create marketing strategies/tactics. Quad Cities First distributed materials prepared by Bettendorf.

## **Goal C. Continue to focus on the development and redevelopment of commercial in-fill areas minimizing sprawl demands.**

### **Objectives:**

- 1. Continue to develop/redevelop Cumberland Square/Center Pointe and AAA Office Park/Glen Roads Shopping Center including the use of the corridor's brochure or other marketing materials.**  
**Measurable Results for Consideration and to Spark Action:** Updated site-specific marketing materials.
- 2. Recruit developers for identified and ongoing development/redevelopment of Golden Triangle, Kimberly Road Corridor, Utica Ridge Corridor and the 53rd Avenue Corridor**  
**Measurable Results for Consideration and to Spark Action:** Identified multiple (prospective) developers for each corridor.

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### **Thoughts from the Planning Team**

*I am optimistic about the future of Bettendorf because of the quality of city leadership, the responsible manner in which they have managed the finances combined with the momentum they have achieved.*

*- Todd Raufeisen*

## **Aim 1.3 Increase the economic impact of tourism**

### **Goal A. Increase the number of visitors and length of stay with access to better information.**

#### **Objectives:**

- 1. Identify and recruit new and unique tourism-related businesses to Bettendorf by utilizing a strategic approach which may include policy to create location specific incentives.**  
**Measurable Results for Consideration and to Spark Action:** Identified Bettendorf's economic impact generating tourism amenities and developed a strategy for evaluating the potential of new projects to create true economic impact for Bettendorf. Identified local policies and/or incentives which may encourage (or discourage) development.
- 2. Identify, evaluate and market to new organizers of economic impact generating events and festivals to Bettendorf and the QC Region.**  
**Measurable Results for Consideration and to Spark Action:** Held annual meeting of organizers of current festivals and events to explore opportunities to attract new impact visitors to Bettendorf and to explore the expansion of existing events. Identified local connections to be pursued in recruiting new events and festivals. Shared opportunities and potential barriers (e.g. volunteer base) with the 2023 Planning Team.
- 3. Explore the potential for the development of a youth sport center along with Forest Grove Park which should increase the potential for commercial development.**  
**Measurable Results for Consideration and to Spark Action:** Feasibility study results shared with the 2023 Planning Team including next steps. Developed a plan in collaboration with the Quad Cities Convention and Visitors Bureau to take full advantage of any new projects to recruit new economic impact generating events and visitors.
- 4. Develop and incorporate marketing strategies tailored specifically to promote Bettendorf's tourism-related attractions, restaurants, hotels, businesses and convention space to new visitors from outside the region.**  
**Measurable Results for Consideration and to Spark Action:** Shared economic impact of tourism and events on Bettendorf economy. Developed a profile of visitors and events to be targeted for Bettendorf.
- 5. Reformat the Loop Transit System area-wide to transport visitors to important facilities and attractions.**  
**Measurable Results for Consideration and to Spark Action:** Develop a strategic review process for regularly identifying opportunities for the Loop Transit System to transport existing visitors, and modifying the system to accommodate the needs of future destinations and events in (or significantly) impacting Bettendorf.
- 6. In conjunction with the construction of the new I-74 Bridge, fund and construct a bike path over the Mississippi River, the letdown structure (twin elevators) and the bridges' aesthetic lighting improvements.**  
**Measurable Results for Consideration and to Spark Action:** Developed a narrative of how these amenities will help to generate an economic impact for Bettendorf, including new residents moving to the area based on enhanced quality of life factors. Identified specific events and festivals that will be enhanced by this new construction.

## **Aim 1.4 Develop and Implement a Business Attraction Program in Coordination with Quad Cities Region**

**Goal A. Position Bettendorf as the best choice for business due to its technology advantages, well-educated workforce and overall community assets.**

### **Objectives:**

- 1. Develop an up-to-date marketing plan for business attraction in Bettendorf that is shared by all interested Quad Cities area economic development partners.**

**Measurable Results for Consideration and to Spark Action:** Specified in the plan narrative as to how this plan will differ in scope, commitment and/or intensity from proceeding plans. Presentation to the 2023 Planning Team as to how targeted businesses and industries will generate economic impact specifically benefiting Bettendorf.

- 2. Develop and implement strategies to retain the graduating students from the local universities/colleges to work at existing industries, or to start new companies, in Bettendorf.**

**Measurable Results for Consideration and to Spark Action:** Developed a report on the current retention and return of Bettendorf Community School District and local universities and colleges within five years of graduation. Created specific retention/return goals for graduates and developed a system to track and analyze appropriate metrics. Determined a specific (Stay in Bettendorf) value proposition to be communicated to area students and families via well-branded marketing efforts. Created or expanded a taskforce of educators, realtors, human resource managers of existing businesses, parents, high school students, millennial-Gen Y to offer regular input and insight to recruitment efforts.

- 3. Enlist the support and train local community leaders to assist in prospect site visitations.**

**Measurable Results for Consideration and to Spark Action:** Conducted informal/formal training for community leaders on the updated marketing plan for business attraction and how they can aid and assist in Bettendorf's enhanced marketing efforts. Strong attendance of leadership at the presentation of the action plan to the 2023 Planning Team. Conducted annual mock site location visits for new local leaders and elected governmental officials.

- 4. In cooperation with the Quad Cities region, research, identify and market to knowledge and technology based industries to encourage their locating in Bettendorf.**

**Measurable Results for Consideration and to Spark Action:** Assessed what opportunities and barriers exist within the community for knowledge-based and technology heavy businesses. Completed a Targeted Industry Analysis for Bettendorf and the Quad Cities region. Tracked number of companies identified, contacts made and site visits conducted as a result of efforts. Developed an annual review of the competitiveness of Bettendorf's technology related infrastructure as it relates to attracting and retaining business/industry. Established a technology taskforce of technology related entrepreneurs, IT professionals, educators and other interested parties to regularly explore

strategies to move Bettendorf to the forefront of community technological infrastructure.

**5. Explore the potential of attracting international businesses that need more reliable and less expensive broadband access.**

**Measurable Results for Consideration and to Spark Action:** Formally evaluated the community’s competitive international advantage related to technology and connectivity, including the feasibility of (and capacity for) recruiting international businesses to Bettendorf based upon broadband access. Included how international companies located in the Quad Cities can be leveraged to attract new international business to Bettendorf in the overall marketing plan for Bettendorf.

## **Aim 1.5 Seek community development opportunities for our businesses and residents**

**Goal A. Maintain necessary builder/developer support to construct housing based on current and projected needs.**

**OBJECTIVES:**

**1- Determine the need for the types of housing not currently being constructed.**

**Measurable Results for Consideration and to Spark Action:** Completed housing needs assessment to identify the type of housing that need to be constructed in Bettendorf. Categorized development opportunities by short and long-term economic impact strategies for Bettendorf. Housing status presentation made to 2023 Planning Team.

**2- Plan/hold events with developers updating them on the particular housing needs of the community.**

**Measurable Results for Consideration and to Spark Action:** Scheduled and held an annual Housing Update Meeting with local developers to share current housing needs and the status of local projects. Developed a calendar of presentations to interested organizations, e.g., human resource associations, school officials and alumni organizations, millennial groups etc.

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### **Thoughts from the Planning Team**

*“There is so much to be proud of in Bettendorf. The good news is, we have only scratched the surface and the hard work ahead should be great fun.”*

*- Steve Van Dyke*

**Goal B. Promote housing development in areas already containing basic infrastructure.**

**OBJECTIVES:**

- 1- Inventory of the community to determine where basic infrastructure is in place but where housing is absent.**

**Measurable Results for Consideration and to Spark Action:** Determined the number of existing/available lots with infrastructure in place and residential tax base needed to be achieved per development to pay for the existing infrastructure. Conducted a comprehensive review of how developing, planned public or private projects (e.g. trails, shopping areas, technology parks etc.) will impact the desirability of existing lots. Held meeting with Residential Builder Consortium to determine marketing strategies for these areas.

**Goal C. Assess and address infrastructure needs and desires of Bettendorf residents (and business/industry).**

**OBJECTIVES:**

- 1- Continue to expand access to fiber optic infrastructure throughout Bettendorf to achieve fiber to every home.**

**Measurable Results for Consideration and to Spark Action:** Annually, determined the capacity of Bettendorf's technology infrastructure and assess the system's ability to accommodate the needs of new business/industry and residents.

- 2- Fund the necessary improvements to the regional sanitary sewer system assuring adequate capacity for future growth.**

**Measurable Results for Consideration and to Spark Action:** Reviewed Bettendorf's 2023 Plan and assess adequacy of the capacity of the sanitary infrastructure including its ability accommodate the needs of the expansion of existing business/industry, new residents and new industrial development.

- 3- Create a city-wide Wi-Fi system for Bettendorf.**

**Measurable Results for Consideration and to Spark Action:** Conducted an annual review of the capacity of Bettendorf's technology infrastructure and assess the system's ability to accommodate the needs of new business/industry and residents.

- 4- Explore and implement with the region, the State of Iowa and the states along the Upper Mississippi River, the necessary improvements to the lock and dam system to boost the region's economy.**

**Measurable Results for Consideration and to Spark Action:** Reported to the 2023 Planning or Implementation Monitoring Committee as to the short and long-term plans in this area. Development of a strategy to formally communicate definitive plans to City of Bettendorf officials and development leaders.

## ADVANCE THE HEALTH, ENVIRONMENT AND WELL-BEING OF OUR COMMUNITY

### Aim 2.1 Advance the health, education, environment and well-being of our citizens

Goal A. Increase the residents of Bettendorf's pursuit of an active and healthy lifestyle.

#### **OBJECTIVES:**

- 1- **Conduct a survey to better understand the needs/wants of citizens concerning a healthy community.**  
**Measurable Results for Consideration and to Spark Action:** Survey with a sample representation of the community (e.g. age, gender, ethnicity and new and long-term residents). Shared information with organizations interested in aligning a community-wide marketing/communication efforts to residents and businesses.
- 2- **Work with all public and/or private entities to increase (Bettendorf) citizen usage of recreational facilities including joint development of health, wellness and recreational programming.**  
**Measurable Results for Consideration and to Spark Action:** Determined specific metrics and short and long term wellness goals for Bettendorf. Developed presentation to business leaders/human resource professionals as to how this renewed emphasis can impact the bottom-line of Bettendorf employers.
- 3- **Promote healthy eating to Bettendorf citizenry through an expanded farmer's market and/or other privately owned facilities that encourage healthy consumption.**  
**Measurable Results for Consideration and to Spark Action:** Networked with UNI's Buy Fresh Grow Here program (if not already underway). Reported to 2013 Planning Team as to how these grass roots efforts should be incorporated into Bettendorf's formal marketing to prospective or returning residents and business/industry.
- 4- **Encourage the creation of a grass roots effort to promote the incorporation of specific healthy concepts (e.g. Bike Friendly) into everyday life in Bettendorf.**  
**Measurable Results for Consideration and to Spark Action:** Reported to 2013 Planning Team as to how these grass roots efforts can be incorporated into Bettendorf's formal marketing to prospective or returning residents and business/industry. Identified sister or model communities on which to model Bettendorf's efforts and with whom to share best practices.
- 5- **Promote healthy life-style activities in Bettendorf that are not reliant on organized and structured programs.**  
**Measurable Results for Consideration and to Spark Action:** Conducted inventory of life-style related assets that have been created or occur with little or no formal promotion but which have the potential to positively brand Bettendorf as it relates to this objective, e.g., book clubs, running clubs, volunteer opportunities.

**6- Continue to provide thought provoking activities that, in a positive way, challenge the intellectual capacity of all citizens (and promote life-long learning).**

**Measurable Results for Consideration and to Spark Action:** Inventoried life-long learning opportunities and created metrics to monitor progress toward this objective. Evaluated existing offerings' reach into retirees and senior residents. Incorporated unique learning and personal experience opportunities into retention and recruitment efforts for Bettendorf millennials and alumni into planned action steps.

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### **Thoughts from the Planning Team**

*I'm excited that the City of Bettendorf recognizes the connection between advancing the health of our community and increasing the area's economic base. I think we have many promising opportunities to enhance cross-sector, collaborative work and to create a culture of health where people live, work, learn and play.*

*- Nicole Carkner*

## Aim 2.2 Maintain and enhance the community's appearance

Goal A. Enhance the community's image through the continued and expanded use of public sculptures, landscapes and entrances.

### OBJECTIVES:

- 1- **Expand creation and display of public sculptures in Bettendorf.**  
**Measurable Results for Consideration and to Spark Action:** Scheduled, promoted and held promotional events to encourage participation in the expanded use of public sculptures, included strong representation of the 2023 Planning Team. Developed funding models for public and private consideration.
- 2- **Encourage developers and private businesses to incorporate public art and/or unique design into renovations and new developments in Bettendorf.**  
**Measurable Results for Consideration and to Spark Action:** Scheduled and held annual or semi-annual “Developing Art” summits between art community, home builders’ association, businesses, commercial developers, architects, engineers, City officials and others to explore opportunities to incorporate public art and design into projects and to capitalize on the marketing potential of such initiatives.
- 3- **Increased participation in the QC Arts Sculpture Rental Program.**  
**Measurable Results for Consideration and to Spark Action:** Determined metrics for monitoring participation levels and setting future goals. Bettendorf recognized nationally for emphasis on community art.
- 4- **Increase the number of sculptures owned by the City of Bettendorf/others and distribute throughout the community.**  
**Measurable Results for Consideration and to Spark Action:** Inventoried City owned art, set goals for expansion and identified funding opportunities. Researched collaborative opportunities with local and regional colleges and universities.

Goal B. Expand and enhance the diversity of Bettendorf’s parks, trails and other recreational amenities.

### OBJECTIVES:

- 1- **Solicit and assist private sector developers with creating a top level multi-use development at I-80 & Middle Road that would integrate an indoor sport complex, office, and retail, commercial and year round outdoor recreational venues.**  
**Measurable Results for Consideration and to Spark Action:** Feasibility study results shared with the 2023 Planning Team including next steps.



- 2- **Develop Forest Grove Park into a location that takes positive advantage of its proximity to I-80 to convey the image of the City of Bettendorf as a community that understands the future needs of its population and the need for an active lifestyle.**

**Measurable Results for Consideration and to Spark Action:** Incorporated or referenced aspects of Forest Grove Park into community organization's own strategic plans – signifying community pride and local recognition of the significance of this new development.

- 3- **Continue to expand the bike path - trail system within Bettendorf to ensure all citizens have access to green space, shopping, culture and work through alternative transportation.**

**Measurable Results for Consideration and to Spark Action:** Reported to 2023 Planning Team and presented an update at a new "Developing Art" summit between art community, home builders' association, commercial developers, architects, engineers, City officials and others to explore opportunities to incorporate these projects into overall plans and to capitalize on the marketing potential of such initiatives.

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### **Thoughts from the Planning Team**

*I'm optimistic about Bettendorf's future because the community takes planning for that future seriously.*  
*- John Gardner*

## **Aim 2.3 Provide high quality educational opportunities**

**Goal A. Maintain and enhance collaboration between educational, governmental, private sector and other community based organizations for the benefit of the region.**

**OBJECTIVES:**

- 1- At a minimum, share with community-based organizations the annual strategic plans created by the various boards and commissions.**

**Measurable Results for Consideration and to Spark Action:** Developed a new website, or extension of an existing site, to serve as the living repository of community strategic plans. List of point people at the respective organizations to be recruited in the effort. Progress and participation reported to the 2023 Planning Team.

**Goal B. Encourage community participation in lifelong learning opportunities by coordinating the many varied common resources.**

**OBJECTIVES:**

- 1- Continue Family Museum and the Bettendorf Library's offering of life-long learning activities.**

**Measurable Results for Consideration and to Spark Action:** Developed a shared Bettendorf Life-long Learning Plan for diverse segments of the community, e.g. millennials, young parents, entrepreneurs, retirees/near-retirees, creative class residents, new residents, ethnically diverse groups, Makers Community etc.

**Goal C. Educate and train public/private K-12 students in existing and desired targeted industry sectors, selected by the community, to prepare the local workforce for future employment needs.**

**OBJECTIVES:**

- 1- Educate the Bettendorf and Pleasant Valley Community School District Boards, administration and faculty on the targeted business and industry sectors and the specific needs within each of those sectors.**

**Measurable Results for Consideration and to Spark Action:** Convened Taskforce of Chamber staff, School District administrators, guidance counselors and key staff, Eastern Iowa Community College Business/Education Intermediary, Southeast Iowa Regional – U of Iowa STEM Hub Manager to develop specific action items and needed partnerships for the upcoming school year. Recruited teachers and hosting Business/Industry to participate in summer 2015 Teacher Real World Externships – Link: <http://www.iowastem.gov/imsep/http%3A/%252Fiowastem.gov/externships>

- 2- **Create partnerships (of local organizations) which increase the number of Bettendorf and Pleasant Valley Community School District and area students completing post-secondary training in areas desirable for targeted industries.**

**Measurable Results for Consideration and to Spark Action:** Convened Taskforce of Chamber staff, School District administrators, guidance counselors and key staff, Eastern Iowa Community College Business/Education Intermediary, Southeast Iowa Regional – U of Iowa STEM Hub Manager and community college/college/university Alumni and Career Services Departments to develop specific action items and needed or existing partnerships. Explored elevation of Eastern Iowa Community College as the key career preparation Center.

- 3- **Host Private Sector Round Tables for community industry to provide input to their workforce needs.**

**Measurable Results for Consideration and to Spark Action:** Developed specific purpose statement(s) for Round Table initiatives and agenda. Communicated a plan/process for evaluating, communicating and addressing input, comments, concerns and opportunities which emerge from this initiative and share with prospective participants as part of the recruitment efforts. Scheduled roundtables for 2014-15.

- 4- **Elevate and support the community college as the career preparation center in cooperation with the k-12 system.**

**Measurable Results for Consideration and to Spark Action:** Meeting held for educational administrators and 2013 Planning Team (sub-set) to explore the feasibility and potential long-term (community and economic) impact on Bettendorf – both positive and negative. Explore opportunities to incorporate Aim 2.3, Goal 2: Objective 1 into Bettendorf's k-12 career and technical offerings.

**Goal D. Maintain /expand quality cultural enrichment activities for Bettendorf residents and visitors.**

**OBJECTIVES:**

- 1- **Develop a web based platform that businesses and organizations can use to communicate cultural events.**

**Measurable Results for Consideration and to Spark Action:** Reviewed and cataloged current efforts and researched effectiveness of tools and strategies used by other communities in the region/U.S. Identified and differentiated between strategies and tools used to communicate with existing Bettendorf and Quad Cities residents and those used to attract visitors from outside of the area.

## **Aim 2.4 Increase citizen involvement, both within the community and the region**

**Goal A. Develop a resource network of diverse leaders and volunteers (in Bettendorf) available for various Boards and projects.**

### **OBJECTIVES:**

- 1- Develop and implement the recruitment and placement of potential candidates (from Bettendorf) including, and in addition to, The Citizen's Academy.**

**Measurable Results for Consideration and to Spark Action:** Recruitment initiatives completed. Assessed strengths, weaknesses and opportunity areas with or in need of local leadership. Developed a roster of targeted organizations and individuals.

- 2- Develop and maintain a live, interactive website providing two-way communication.**

**Measurable Results for Consideration and to Spark Action:** Website wireframe and/or outlining of how social media is or will be utilized in the communication effort. Developed a social media communications plan.

- 3- Develop and distribute the Bettendorf 2023 Plan outlining the desired needs/outcomes to all implementing entities and citizens.**

**Measurable Results for Consideration and to Spark Action:** Completed 2023 Plan. Implemented adoption and endorsement. Initiated Implementation Monitoring Committee.

**Goal B. Embrace a more diverse population by welcoming all and communicating that Bettendorf is an inclusive, friendly, open, inviting and dynamic community.**

### **OBJECTIVES:**

- 1- Encourage the development of diverse housing in Bettendorf which cater to a wide range of current and future residents.**

**Measurable Results for Consideration and to Spark Action:** Completed Bettendorf's housing assessment, ensuring inclusiveness to all subsets of residents including but not limited to millennials, young parents, entrepreneurs, retirees/near-retirees, creative class, new residents, ethnically diverse groups, Makers Community etc.

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### **Thoughts from the Planning Team**

*That Bettendorf continues to work toward being greener, more pedestrian friendly, and providing the best in amenities for its citizens leaves me very optimistic about its potential for being known as a great place to live.*

*- Bruce Grell*

**Goal C. Utilize progressive design to create new gathering places and event opportunities.**

**OBJECTIVES:**

- 1- Continue to acquire property (in Bettendorf) for future municipal parks with trail connections to work, housing, and shopping.**

**Measurable Results for Consideration and to Spark Action:** Developed a long-term acquisition plan including financing options and opportunities. Completed Bettendorf City Square. Increased involvement with private developers.

- 2- Encourage the private development of locations (in Bettendorf) open for public use and which stimulate thinking, inspire healthy activity and encourage social interaction.**

**Measurable Results for Consideration and to Spark Action:** Identified and prioritized needs and interests of residents and those working in Bettendorf and communicated those needs and desires to private developers. Identified private properties (vacant land/lots) for neighborhood festivals.

**Aim 2.5 Manage the protection and wise use of our community's natural environment**

**Goal A. Develop public spaces and encourage private property owners (in Bettendorf) to incorporate sustainable concepts.**

**OBJECTIVES:**

- 1- Adapt existing storm water management practices to further reduce the adverse effects on Bettendorf's waste water system.**

**Measurable Results for Consideration and to Spark Action:** Identified existing policy to assess the strengths, weaknesses, opportunities and threats related to the impact on the waste water system.

- 2- Explore the potential for improved recycling methods in Bettendorf.**

**Measurable Results for Consideration and to Spark Action:** Reported recommendations to the Bettendorf City Council and updating of 2013 Planning Team.

- 3- Encourage alternative forms of energy use (by Bettendorf residents, business/industry and government) which reduce the use of energy and which also reduce risks to the environment.**

**Measurable Results for Consideration and to Spark Action:** Researched best practices used in other Midwest communities, e.g. Fairfield, IA. Bettendorf recognized as a Midwest leader in utilization of alternative energy.

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**Thoughts from the Planning Team**

*Bettendorf is celebrating opportunities to serve, and to serve better and more efficiently, each of these segments of our community (i.e. seniors, families, young professionals, and corporations). As the leader of the YMCA movement in this community, I'm excited to see this happening and to be a part of this conversation.*

*- Frank Klipsch IV*

**4- Continue to encourage the use of alternative forms of transportation throughout Bettendorf.**

**Measurable Results for Consideration and to Spark Action:** Developed an alternative transportation plan and incorporated this plan into public and private organizations' strategic plans. Announced annual award to private businesses and public organizations for leadership in encouraging and supporting alternative energy.