

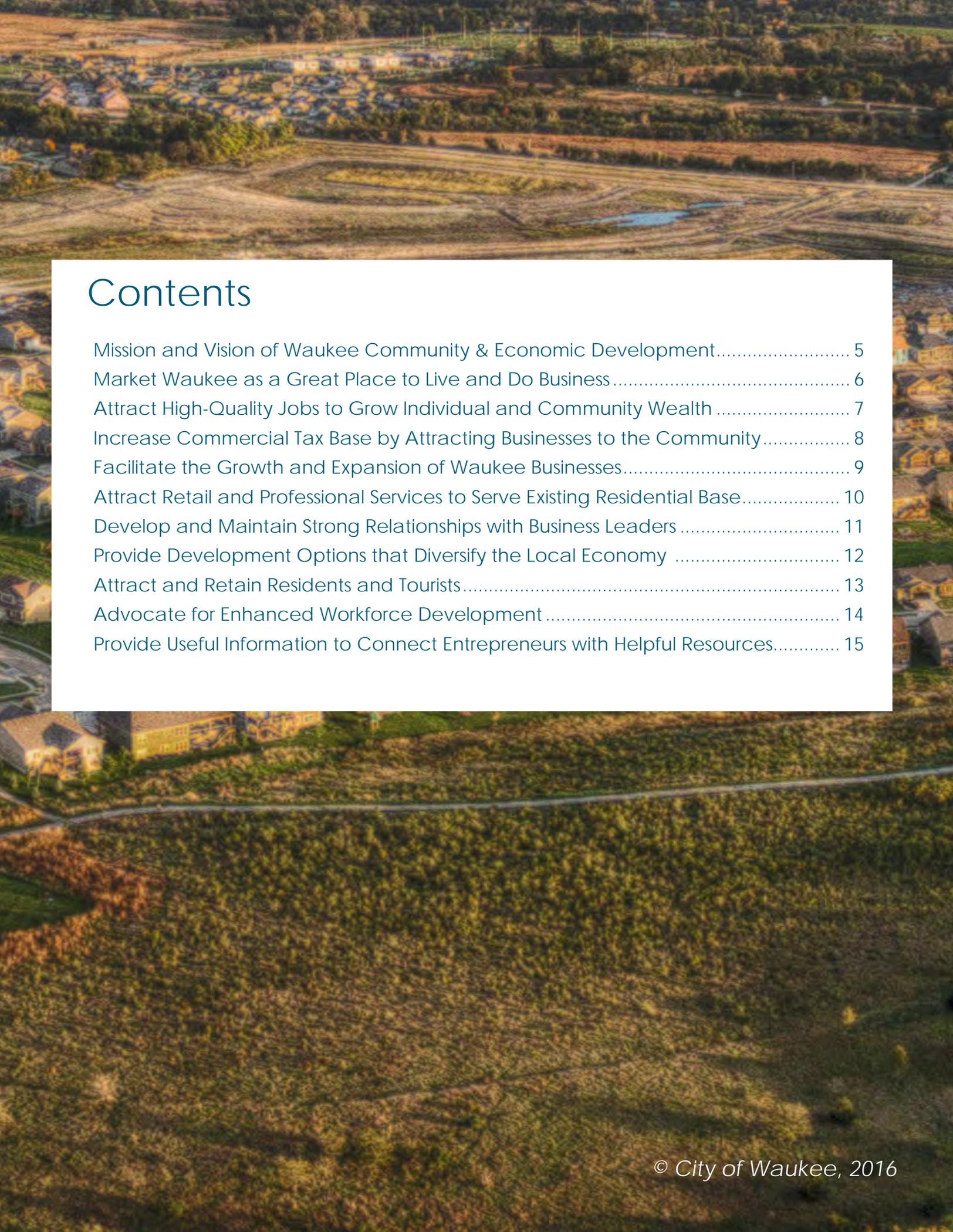


Waukeee

THE KEY TO GOOD LIVING

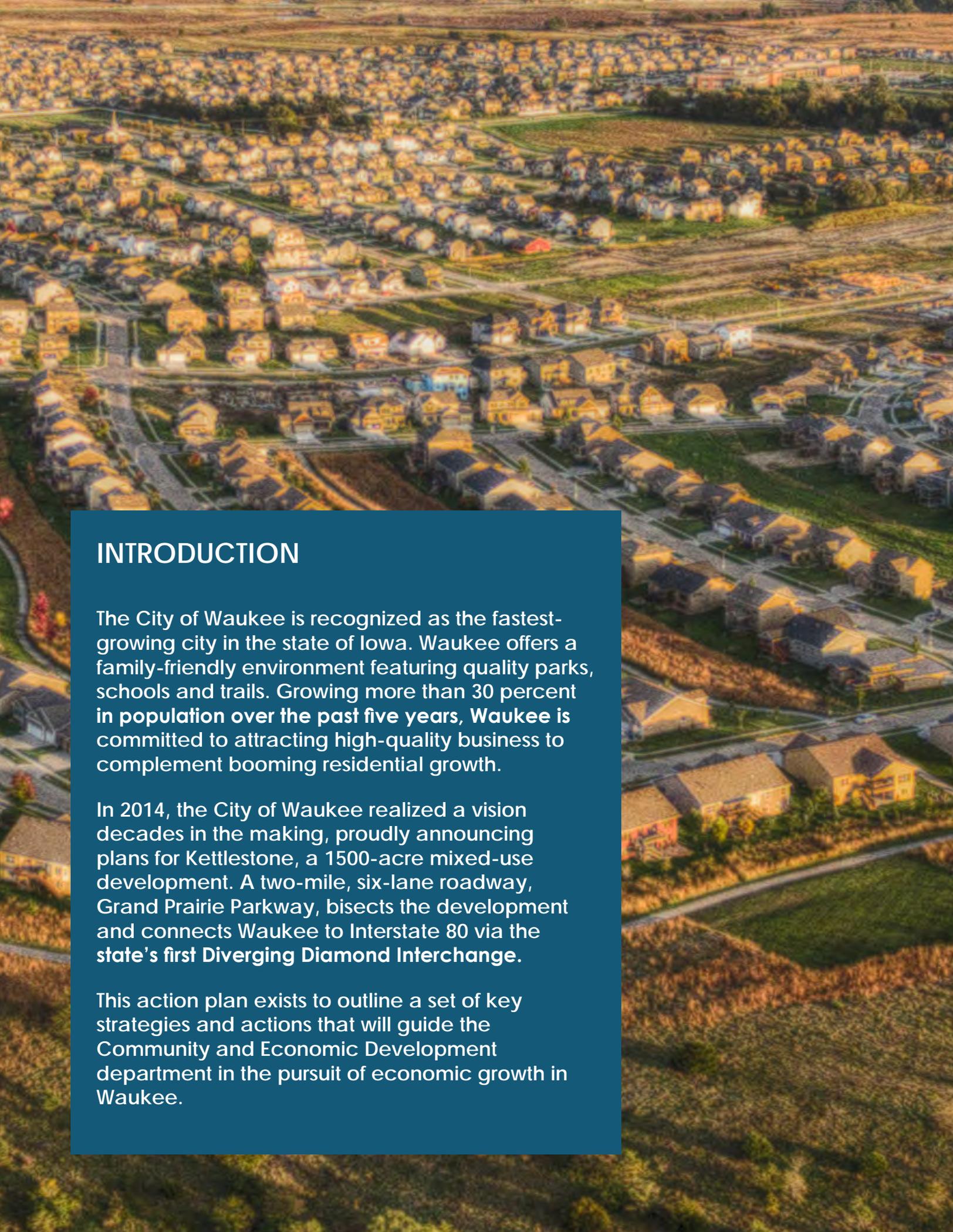
Community & Economic Development
Action Plan 2016-2017





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INTRODUCTION

The City of Waukee is recognized as the fastest-growing city in the state of Iowa. Waukee offers a family-friendly environment featuring quality parks, schools and trails. Growing more than 30 percent in population over the past five years, Waukee is committed to attracting high-quality business to complement booming residential growth.

In 2014, the City of Waukee realized a vision decades in the making, proudly announcing plans for Kettlestone, a 1500-acre mixed-use development. A two-mile, six-lane roadway, Grand Prairie Parkway, bisects the development and connects Waukee to Interstate 80 via the state's first Diverging Diamond Interchange.

This action plan exists to outline a set of key strategies and actions that will guide the Community and Economic Development department in the pursuit of economic growth in Waukee.

Mission and Vision of Waukee Community & Economic Development

The mission of the Community & Economic Development department is to strengthen the city's competitive position by attracting, developing, retaining, and expanding diverse investment that grows high quality jobs, increases the standard of living for all residents and cultivates dynamic, livable neighborhoods.

The Community & Economic Development department and the City of Waukee are committed to the pursuit of economic growth and development. A set of organizational goals provides the framework for the department's comprehensive economic development strategy. They are

1. Market Waukee as a great place to live and do business.
2. Attract high quality jobs to grow individual and community wealth.
3. Increase commercial tax base by attracting and retaining a stable business community.
4. Facilitate the growth and expansion of Waukee businesses.
5. Attract retail and professional services to serve the existing residential base.
6. Develop and maintain strong relationships with business leaders.
7. Provide development options that diversify the local economy.
8. Attract and retain residents and visitors.
9. Advocate for enhanced workforce development.
10. Provide useful information to connect entrepreneurs with helpful resources.

The department annually reviews its economic development strategy in order to define and execute actions that further advance its mission. The Community & Economic Development Action Plan provides a comprehensive set of steps that enable staff to progress logically and thoughtfully toward a greater community.

Market Waukee as a Great Place to Live and Do Business

The City of Waukee has celebrated a number of accolades in the previous decade and has earned a reputation as a premier community to live and do business. The Community & Economic Development department aims to capitalize on important recognitions to elevate Waukee's brand. The department will employ the following actions (derived from the city's comprehensive marketing plan) to bolster its marketing efforts:

Goal 1: Elevate Waukee's brand to that of a progressive community with excellent quality of life and chances for success.

Action 1: Develop new, and improve existing, marketing materials that are high-quality, accurate, and consistent with city branding.

Action 2: Increase the number of positive City of Waukee news stories covered by news outlets.

Action 3: Share information with the public about the work of City staff members.

Action 4: Review information on Waukee.org, Waukee ZoomProspector and Location One to ensure it is consistently updated, accurate and user-friendly.

Goal 2: Encourage commercial developers and business owners to invest in Waukee.

Action 1: Launch advertising and media relations campaigns highlighting the reasons why Waukee is a perfect place for development and business growth.

Action 2: Highlight available development locations, parcels of land and buildings for lease through videos and other marketing tools.

Action 3: Increase face-to-face promotion of the City with existing and prospective real estate developers.

Action 4: Utilize Waukee-invested real estate developers and business leaders as ambassadors for the City.

Goal 3: Develop marketing partnerships with regional entities that share common marketing interests.

Action 1: Identify key organizations that share common economic development marketing goals with the City of Waukee.

Action 2: Attend and support marketing partners' events and activities.

Action 3: Exchange marketing materials that support each other's marketing goals.

Action 4: Meet annually to align marketing goals.

Attract High-Quality Jobs to Grow Individual and Community Wealth

A top priority of the Community & Economic Development department is to attract companies who bring high-quality jobs to Waukee. Waukee citizens benefit from high-quality jobs through increased employment opportunities and high wages. Wages ripple through the local economy, stimulating and contributing to the success of local businesses.

Goal 1: Develop customized marketing strategies for specific industry clusters.

Action 1: Optimize standard marketing materials by packaging information for each industry.

Action 2: Research and employ industry standards to effectively communicate Waukee's strengths for each industry.

Goal 2: Communicate quality and availability of area workforce.

Action 1: Utilize Iowa Workforce Development laborshed analysis to understand and communicate workforce availability in terms of underemployed individuals and individuals commuting outside of the community for work.

Action 2: Earn and promote designation as Home Base Iowa Community.

Goal 3: Work with APEX to develop mutually beneficial relationships between students and businesses.

Action 1: Exchange marketing materials and adapt APEX marketing to economic development clients.

Action 2: Develop or obtain testimonials from business who currently partner with APEX.



Increase Commercial Tax Base by Attracting Businesses to the Community

Waukee relies on property taxes to fund the infrastructure, programs, and facilities that members of the community enjoy. Attracting business and diversifying the tax base ensures that the city can continue to provide quality public services and make meaningful advancements in infrastructure and quality of life features.

Goal 1: Ensure development fees and procedures are competitive with surrounding communities.

Action 1: Survey other cities to compare development fees and processes.

Action 2: Clearly communicate the permitting and review processes and typical time schedule for each prospect.

Goal 2: Incorporate industry standards and emerging technologies into responses and inquiries.

Action 1: Fine-tune online proposal system to deliver comprehensive packages of information in a paperless, interactive format.



Goal 3: Provide appropriate incentives to influence businesses to invest in Waukee.

Action 1: Quantify and communicate the value of city-constructed infrastructure that uniquely benefits Waukee investors.

Action 2: Review financial incentives policies to communicate incentives in a way that is fair and consistent with other metro communities.

Facilitate the Growth and Expansion of Waukeee Businesses

Waukeee recognizes the important role that businesses play in the economic growth and stability of the entire community. Waukeee citizens benefit from the success of area businesses through greater employment opportunities, positive public perceptions of the community and enhanced quality of life features afforded by additional tax base. The Community & Economic Development department is dedicated to serving existing businesses in times of growth and expansion and assisting at-risk businesses in time of need.



Goal 1: Promote the accomplishments of Waukeee Businesses.

Action 1: Utilize city communications to promote business accomplishments, development announcements, and real estate broker features.

Action 2: Recruit business leaders to serve as ambassadors and provide testimonials to promote locating and expanding in Waukeee.

Goal 2: Build relationships with local businesses by engaging them in an annual visit program.

Action 1: Develop an annual visit program to survey existing business needs and communicate business accomplishments to the public.

Goal 3: Provide appropriate incentives to encourage local businesses to thrive and expand in Waukeee.

Action 1: Communicate often about the city's financial incentives and assistance.

Action 2: Assist businesses in recruiting and integrating new employees into the area.

Attract Retail and Professional Services to Serve Existing Residential Base

Waukee has maintained a stable housing market, and shopping, dining, and professional services are in high demand for the community's residents. Waukee's high median household income and annual population growth will support those retail and professional services that locate in the community. Kettlestone and the Hickman Road corridor are primed for development, and the department anticipates a high level of interest from retail and hospitality developers. The department will maintain involvement in the commercial real estate community to inform developers of the wealth of opportunity in Waukee.

Goal 1: Showcase development opportunities at regional and national conferences.

Action 1: Showcase development opportunities annually at the Iowa Commercial Real Estate Expo.

Action 2: Package sites and information for each targeted industry.

Goal 2: Meet with Developers.

Action 1: Develop customized agendas and presentation to aid in hosting private tours and site visits.

Action 2: Work closely with the Greater Des Moines Partnership to solicit site visits for office and light industrial prospects.

Action 3: Schedule meetings with retail and hospitality developers at the International Council of Shopping Centers annual conference.

Goal 3: Support the development and growth of small businesses in Waukee.

Action 1: Partner with University of Iowa Venture School to offer scholarships and support for Waukee entrepreneurs to grow their ideas.

Action 2: Use city communications to promote small business accomplishments.

Action 3: Review the city's economic development website to provide resources and referrals relevant to small business.

Develop and Maintain Strong Relationships with Business Leaders

Waukeez prioritizes relationships with business leaders and views itself as a partner in business development. The city values input from the Community & Economic Development Advisory Council, a 12-member citizen board comprised of area business leaders. Waukeez works closely with commercial real estate brokers and developers to streamline development and ensure that companies receive excellent service throughout the development process.

Goal 1: Communicate development opportunities to commercial real estate brokers.



Action 1: Communicate development opportunities and accomplishments in Kettlestone newsletter and other city communications.

Action 2: Develop a presentation schedule and visit brokerage houses periodically to communicate development opportunities in Waukeez.

Goal 2: Maintain involvement in metro and statewide economic development groups.

Action 1: Attend bimonthly Metro Practitioners' meetings hosted by the Greater Des Moines Partnership.

Action 2: Maintain involvement in regional boards and commissions that further Waukeez's economic development efforts.

Action 3: Participate in annual spring conference hosted by Professional Developers of Iowa.

Action 4: Attend annual SMART Conference hosted by the Iowa Economic Development Authority.

Provide Development Options that Diversify the Local Economy

The City of Waukee has long benefited from years of substantial residential growth. To complement residential growth and form a complete community, Waukee has focused its efforts on attracting commercial projects that serve residents in terms of jobs and in terms of retail and professional services. Waukee will work in tandem with regional economic development partners to attract certain industry clusters that play to the strengths of the area's labor force. The birth of the Kettlestone corridor will bring long-anticipated retail and hospitality opportunities, and Waukee will be an attractive location for professional offices. The development of two light industrial business parks will round out Waukee's economy with opportunities for advanced manufacturing, warehousing, and logistics operations.

Goal 1: Prepare business parks for light industrial and warehousing opportunities.

Action 1: Develop a written action plan for each business park.

Goal 2: Recruit light industrial users to the City's designated business parks

Action 1: Submit business parks as potential sites for regional and statewide projects and track submissions.

Action 2: Maintain in-depth database of turn-key criteria for each business park.



Attract and Retain Residents and Visitors

Waukee is a community in every sense of the word, and the Community & Economic Development department is committed to maintaining the city's reputation as a great place to live. Waukee celebrates magnificent parks and greenways, extraordinary schools and exceptional community involvement. Arts and cultural activities abound, and frequent citywide festivals have become signature events for residents within the city and within the school district. Visitors travel from around the state to visit Waukee's parks and trails and attend festivals. As the area develops, patronage of Waukee businesses will increase with the number of visitors to the community.

Goal 1: Increase and Promote Waukee's statewide and national rankings and recognitions.

Action 1: Develop and maintain a database of key statistics to deliver a consistent marketing message about the community and its demographics.

Action 2: Prominently display Waukee's rankings and recognitions on the department website and throughout marketing materials.

Goal 2: Attract hotel development to the Kettlestone development to accommodate tourism and business travelers.

Action 1: Support area brokers in marketing efforts specific to hotels.

Action 2: Provide relevant industry-specific information to draw hotel development.

Goal 3: Increase awareness of Science, Technology, Engineering and Math (STEM) Opportunities in the community.

Action 1: Promote STEM opportunities to residents of the Waukee Community.

Action 2: Promote STEM participation and results to regional entities to optimize marketing.

Action 3: Partner with other city departments and the school district to jointly promote STEM.

Advocate for Enhanced Workforce Development

Drawn by affordable housing, extraordinary schools, and exceptional community involvement, Waukee attracts an abundance of talented personnel. Recognizing the vital role of Waukee Community Schools in educating the next generation of innovators, the City of Waukee has forged a strong relationship with the Waukee Community School District. In addition to working closely with Waukee Community Schools, the City of Waukee will continue to advocate for enhanced workforce development by increasing awareness of job training programs and participating in statewide economic development efforts.

Goal 1: Inform Waukee Community Schools and Aspiring Professional Experience (APEX) of workforce trends in the local and national economy.

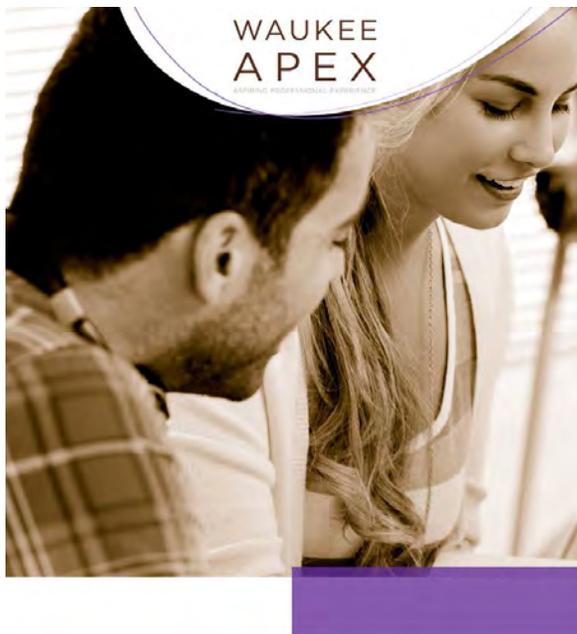
Action 1: Explore opportunities for Waukee Community and Economic Development to partner with APEX to facilitate mutual understanding and broaden perspectives between schools and businesses.

Action 2: Explore marketing opportunities to engage students in learning about the Waukee community and career opportunities in Waukee.

Goal 2: Increase awareness of job training programs.

Action 1: Earn Home Base Iowa Community designation to attract military personnel to Waukee.

Action 2: Increase awareness of apprenticeship and technical training opportunities through DMACC.



Provide Useful Information to Connect Entrepreneurs with Helpful Resources

The Community & Economic Development department has made significant strides over the past year in providing timely, useful information. 2014 saw the beginning of the Kettlestone website, the redevelopment of the Community & Economic Development department website, and implementation of a new site selection software, GIS ZoomProspector. In addition, the department conducted research and met with area leaders to learn more about resources for small businesses and start-up companies. The research will inform the department's strategies going forward so that Waukee is always improving the accessibility and content of the information provided.

Goal 1: Provide in depth information about each available development site in Waukee.

Action 1: Perform a semi-annual in-depth review of all properties listed on Location One and ZoomProspector.

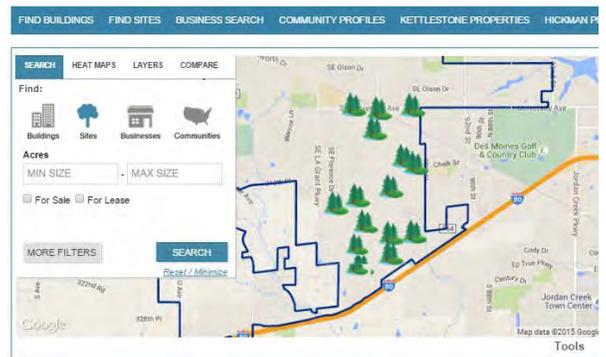
Action 2: Provide attractive flyers for each site to include with information packets.

Goal 2: Improve the Community & Economic Development website to provide timely, accurate and robust information.

Action 1: Annually review content on all economic development webpages to ensure information is accurate and relevant.

Action 2: Review Kettlestone website as a primary source of information for Kettlestone projects.

Action 3: Review the entire city website to ensure consistent messaging about development projects.



Results				Refine Search	Viewing 1-14		
				Print	Sort by	Export	Advanced
	3015 Waco Place	Type: Vacant Land	1 of 14				
	Address: 3015 Waco Place	Min Size:41.7 acres					
	City: Waukee	Max Size:41.7 acres					
	County: Dallas County						
	Zip Code:50263						
	3169 Waco Place	Type: Vacant Land	2 of 14				
	Address: 3169 Waco Place	Min Size:24.31 acres					
	City: Waukee	Max Size:24.31 acres					
	County: Dallas County						
	Zip Code:50263						
	3320 Ashworth Road	Type: Vacant Land	3 of 14				
	Address: 3320 Ashworth Road	Min Size:54.9 acres					
	City: Waukee	Max Size:54.9 acres					
	County: Dallas County						
	Zip Code:50263						

