



CITY OF JANESVILLE

Wisconsin's Park Place

STRATEGIC PLAN 2025–2029



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Letter from the City Manager



Dear Janesville Community,

Over the past several months the residents and stakeholders of Janesville came together to have a spirited and interesting discussion on the City's future. The results of those discussion is the City's new 2025-2029 Strategic Plan. It serves as a framework to guide our priorities and actions over the next five years, ensuring we stay aligned with the goals and values expressed by you — our community members.

The plan encompasses our Mission, Vision, Guiding Principles, and Strategic Priorities. These were carefully chosen to address and enhance critical areas in our community. Our priorities will shape our operational strategies, budget allocations, and program implementations, ensuring that we meet the diverse needs of our city.

The Strategic Plan is only valuable if it is put to work. Now that the document is complete, it is time for our city leaders to work together to accomplish the aspirational goals and objectives it outlines. To this end, we will be incorporating this plan into the way we operate for years to come and reporting back regularly on our progress.

Your input has been invaluable in shaping this plan. Through online engagement, community forums, and direct conversations, we have gathered insights that are crucial to our collective vision for Janesville. This document is not merely a guideline for city operations; it is a testament to our commitment to work transparently and collaboratively with you all.

I encourage you to read through the Strategic Plan and consider how you might get involved in its implementation. Your engagement is essential as we move forward. Together, we will continue to be a great place for people to live and visit. Thank you for your continued support and collaboration.

Sincerely,

Kevin Lahner,
City Manager, City of Janesville

Why a Strategic Plan?



CITY OF JANESVILLE
Wisconsin's Park Place
STRATEGIC PLAN 2025–2029

What does it do?

We know our community has big dreams for City of Janesville and want to see them come true. Our strategic plan charts a course for the future that identifies the results we want to achieve. The strategic plan defines a shared vision for the future and focuses the City's resources on seven clearly defined priorities – community engagement, economic development, financial sustainability, housing for all, infrastructure, organizational excellence, and vibrant community – along with goals, objectives and clear measures for tracking progress and accountability.

At its core, the strategic plan maximizes our chances of realizing the City's vision by balancing the short-term, immediate reality with long-term goals that help us prepare for and navigate a changing environment. It provides a “north star” direction that keeps us on track and working together to keep our commitment to the City's mission and reach our desired destination. Track the progress of the City's strategic goals by visiting our Park Place Performs! dashboard at www.janesvillewi.gov/strategicplan.



Who we are



Mission Statement



An adaptive and welcoming community enriching lives.

Vision Statement



A vibrant and diverse community to discover life's opportunities.

Guiding Principles



Adaptability

We are creative and flexible in response to our community.

Respect and Diversity

We embrace diversity, empathy, and collaboration through a foundation of mutual respect.

Service

We serve with kindness, integrity, and professionalism. We are accountable for making ethical and innovative decisions that reflect community-driven goals.

Communication

We value honest and clear communication.

Equity, Inclusion, and Belonging

Through inclusive and equitable practices, we create spaces that reflect the diverse perspectives of our community and foster a culture of belonging.



Plan at a glance

The City of Janesville 2025-2029 Strategic Plan serves as the road map over the next five years to guide our community's vision. The City's strategic plan is a living document that creates a framework and the steps needed to meet and exceed our community's needs over the next several years. The mission tells us *"what"* we are to be doing. It keeps our elected and appointed officials and staff focused on the tasks to be done. The vision tells us *"where"* we are going. It keeps us focused on the destination and the future we are trying to create. The guiding principles tell us *"how"* to do what we are doing. They remind us of the way we intend to serve the people and community of Janesville.



Community Engagement



Our Goal



Strengthen our community by fostering an open and engaging environment, increasing participation in local initiatives, and collaborating with local partners to build a more connected, vibrant city.

Objectives

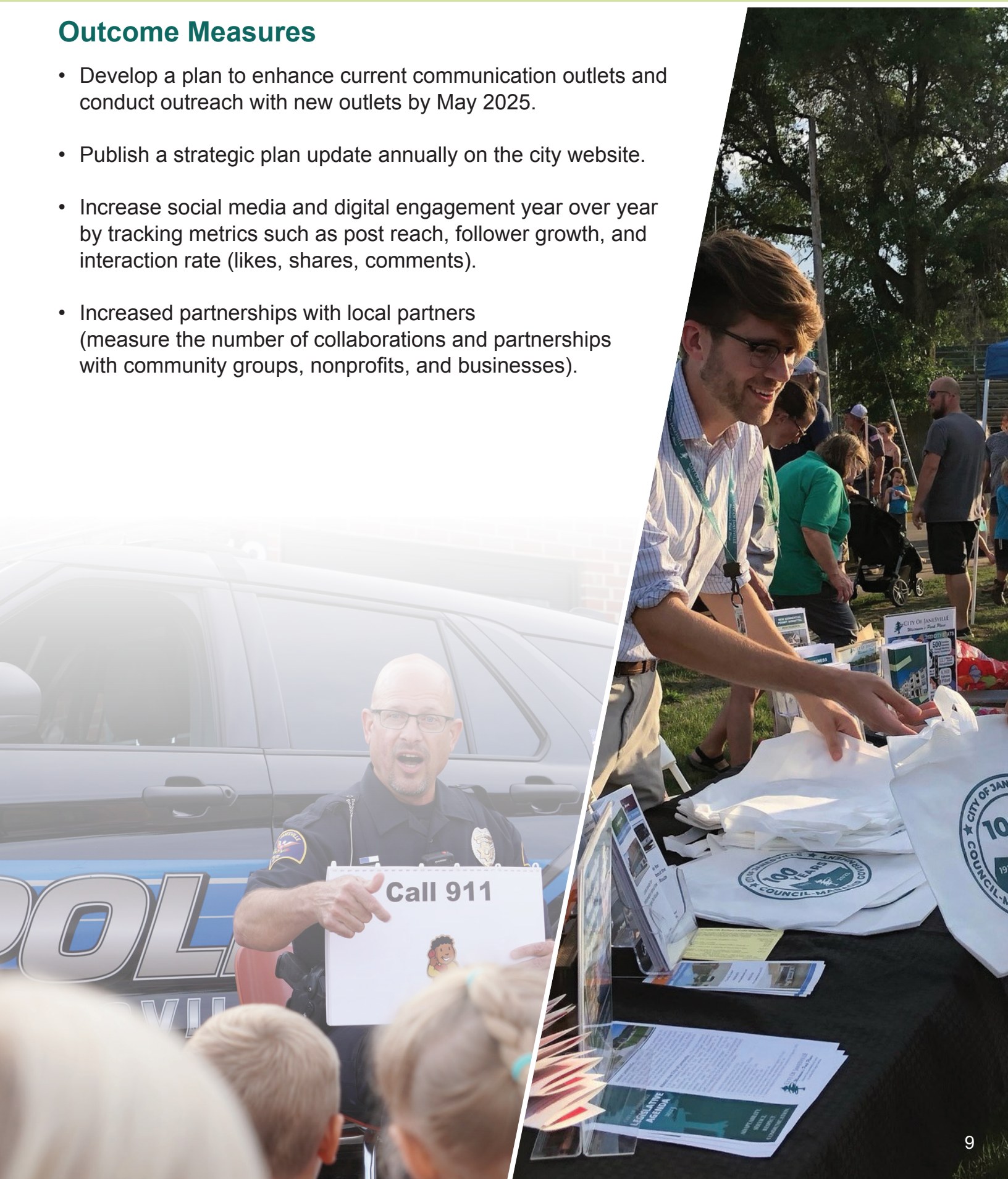
1. Promote a consistent, positive image of the city to attract and retain residents and businesses.
2. Utilize a variety of media outlets to encourage two-way dialogue with community members.
3. Foster stronger public confidence in the city through active communication and engagement.
4. Continue to promote city interests to county, state, and federal elected officials.
5. Continue to share the city's strategic goals to communicate progress and instill public trust.





Outcome Measures

- Develop a plan to enhance current communication outlets and conduct outreach with new outlets by May 2025.
- Publish a strategic plan update annually on the city website.
- Increase social media and digital engagement year over year by tracking metrics such as post reach, follower growth, and interaction rate (likes, shares, comments).
- Increased partnerships with local partners (measure the number of collaborations and partnerships with community groups, nonprofits, and businesses).



Economic Development



Our Goal



Promote businesses and growth throughout the city to maintain a positive business environment.

Objectives

1. Attract, retain, and expand businesses to diversify industries and jobs for better wages and community prosperity.
2. Support and develop entrepreneurs through existing community partnerships.
3. Sustain growth and development of downtown to boost the local economy.
4. Develop a new redevelopment plan for the former GM/JATCO Site.
5. Market and promote the business community to developers, brokers, and investors to foster relationships.
6. Advocate for development that positions the city as a desirable place to conduct business.
7. Continue to work with our partners to foster a regional business community that promotes the Rock County business environment.
8. Rewrite zoning code to maintain flexible zoning codes for evolving residential, commercial, and industrial developments.



Outcome Measures

- Increase in taxable value
(metrics: building permits, capital investment).
- New and existing employers adding new jobs.
- Complete a new zoning code update by December 31, 2025.
- Increase in median income.
- Number of new businesses created in the city.
- Continue implementation of the Arise plan.
 - Identified sites in Arise are developed and no longer vacant
 - Increase in residential units
- Increase in Tax Incremental District (TID) tax increment year over year.



Financial Sustainability



Our Goal



Maintain long-term financial responsibility through prudent management, varied revenue streams, and cost optimization.

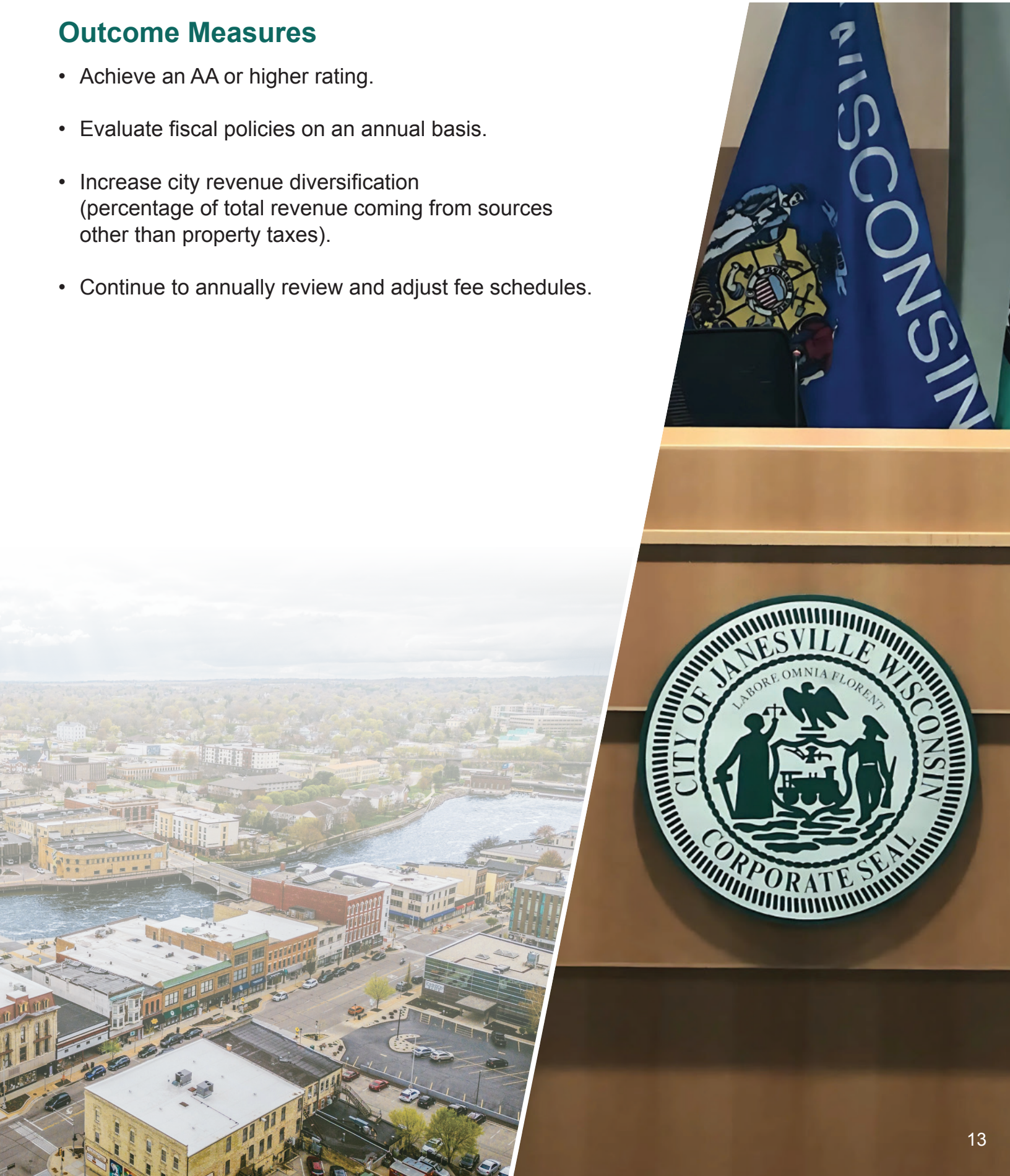
Objectives

1. Maintain fiscal policies that will result in an AA or higher bond rating.
2. Maintain procurement practices that result in the best product or service at the lowest cost.
3. Maximize equipment/product life cycles to minimize overall costs.
4. Collaborate with the community and leverage public-private partnerships (P3s) to be good stewards of limited city resources.
5. Explore and maximize revenue diversification opportunities to decrease the burden on property taxpayers.
6. Continue to advocate for a more equitable calculation and distribution of state-shared revenue rules.



Outcome Measures

- Achieve an AA or higher rating.
- Evaluate fiscal policies on an annual basis.
- Increase city revenue diversification (percentage of total revenue coming from sources other than property taxes).
- Continue to annually review and adjust fee schedules.



Housing for All



Our Goal



Promote and encourage the development and redevelopment of housing to increase accessibility and availability of housing across the economic spectrum.

Objectives

1. Leverage P3s to incentivize the creation of housing options that meet the needs of all residents throughout the city.
2. Revise zoning codes to better enable the production of diverse housing types and lot sizes at various price points.
3. Partner with county, state, and federal programs intended to boost housing repair and maintenance.
4. Continue to find and market residential development opportunities to investment partners.
5. Promote infill projects and revitalization efforts to encourage the utilization of vacant or underused land.



Outcome Measures

- Increase the total units added by occupancy type.
- Preservation of existing housing stock
(# of homeowner rehabilitation loans provided).
- Establish new partnerships and maintain current relationships
to increase the number of housing units.
- Development of infill lots (building permit issuance).



Infrastructure



Our Goal



Utilize best practices for routine maintenance, rehabilitation, and updates for city infrastructure, facilities, and assets.

Objectives

1. Maximize the life cycle of the City's assets (i.e., public infrastructure, streets, roadways, facilities, fleet, and equipment) through routine preventative maintenance and capital improvement programs (CIP).
2. Develop and maintain an efficient, safe, and varied transportation system based upon adopted long range plans, standards, and best practices.
3. Recognize the critical nature of information technology (IT) in public services and allocate resources accordingly to maintain and upgrade the City's IT hardware and software infrastructure.
4. Leverage technology in all work areas to improve efficiency and customer service.
5. Maintain resilient water, wastewater, and stormwater systems through active upkeep and Capital Improvement Plan that meet or exceed state and federal standards to maximize system redundancy and reliability.
6. Continue growing, sustaining, and ensuring the health of the landfill to achieve self-sufficiency.



Outcome Measures

- Decrease the number of water main breaks per year.
- Increase miles of water main replaced annually.
- Annual capital improvement investment in city building facilities based on Capital Improvement Plan (CIP).
- Increase the average street Pavement Surface Evaluation and Rating (PASER).
- Increase miles of street rehabilitated or reconstructed annually.
- Increase hardware and software replaced or upgraded annually.
- Track the number of help desk tickets resolved annually to establish a baseline of average time to resolve tickets.



Organizational Excellence



Our Goal



Continually strive for organizational excellence by valuing diversity, continuously improving and empowering our teams to deliver high-quality outcomes.

Objectives

1. Recruit, onboard, and retain a more diverse workforce that reflects the diversity of the community.
2. Enhance staff training opportunities to foster a more inclusive, equitable, and engaging work environment and promote a culture of continuous advancement.
3. Continue advancing the Diversity, Equity, Inclusion, and Belonging (DEIB) committee's work to promote the City's DEIB efforts and initiatives.
4. Implement and act on feedback from the City's cultural assessment.
5. Review and update City personnel policies to promote equity, inclusion, and workplace efficiency.
6. Continue to conduct after-action reviews (AARs) following significant city events to improve future planning, promote continuous improvement, and enhance emergency preparedness.
7. Empower employees to pursue innovative solutions and create an engaging workforce.





Outcome Measures

- City staff demographics.
- Decrease staff turnover rates.
- Increase staff training hours.
- Increase City investment on staff training and conference opportunities.
- Establish an annual review cycle of city policies.
- Conduct an After-Action Review (AAR) within 30 days following a significant city event.



Vibrant Community



Our Goal



Promote a safe and healthy community with amenities and activities to attract and retain a multi-generational community.

Objectives

1. Provide quality public safety services aligned with best practices and safety standards.
2. Train employees to help ensure emergency management preparedness.
3. Promote partnerships that enhance public safety, seek community involvement, foster a sense of ownership, and strengthen neighborhoods.
4. Provide various cultural and recreational opportunities that promote a sense of belonging and quality lifestyles.



Vibrant Community

Outcome Measures

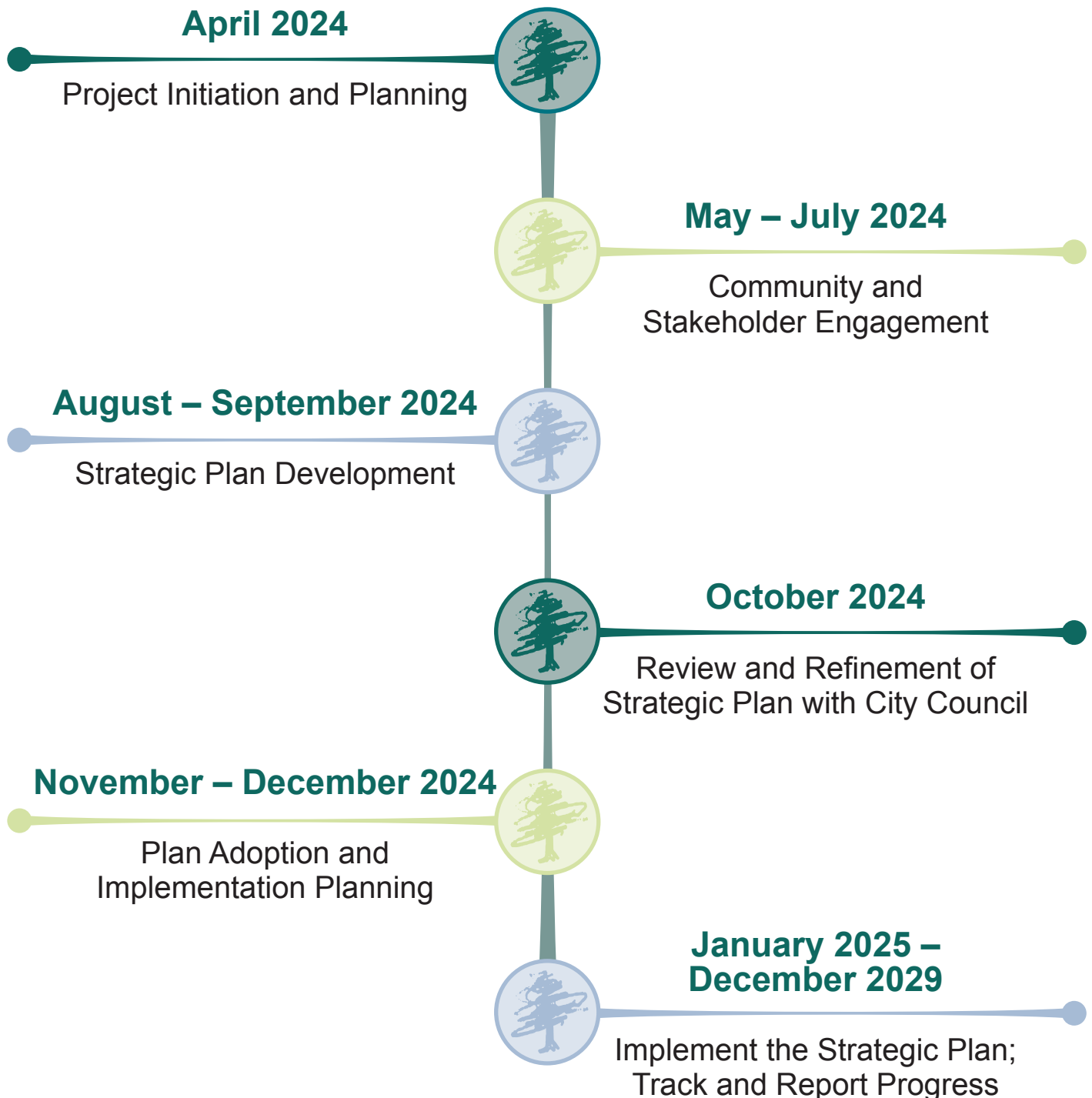
- Decrease response times.
- Tracking emergency preparedness training attendance via sign-in sheets.
- Increase positive survey responses related to public safety year over year.
- Increase community event participation.
- Increase public safety events/hours.



How Did We Create This Plan?



The strategic planning process is as important as the final document itself. Input was incorporated from across the community and the City organization, including the City Council, employees, and leadership, residents, businesses, educators, youth, seniors, community-based organizations, and other community stakeholders. This helps ensure that we are being responsive to community priorities and needs and that City resources are aligned with those needs as well as with the government's organizational needs.



How Did We Create This Plan?



1,908

Online Interactions with Social Pinpoint
Virtual Engagement Platform



108

Ideas Wall
Comments



154

Survey Responses



3

Community Forums



37

Attendance at 3
Community Forums



35

Interviews and
Focus Group Participation



Plan Development Workshops

2



Direct emails to

3,244



Social Media with Post Reach of

13,140

What's Next?



We know our community has high standards and aspirations for the City of Janesville. We enjoy a high quality of life here and want to remain an excellent place to be. The plan's five-year timeline allows for thoughtful sequencing of initiatives that will make our continued high quality of life possible.

With the strategic plan in place, the City is building an implementation plan to translate the priorities, goals, and objectives into action steps with assigned responsibilities and established timelines. This will allow City departments to work together to achieve our desired future. Regular monitoring and evaluation systems will be put in place to help ensure continuous improvement and ongoing alignment with the City's vision and strategic priorities.

We are committed to focusing resources on the priorities that best serve the needs of the community as captured in this plan,, so we will align the strategic plan with the City's annual budget process so we can ensure that resources are utilized efficiently and directed toward the most important priorities. As needs or opportunities shift during the life of the plan, the City expects to address any needed changes as part of the annual budget process. And, with the strategic plan as a guide, other City plans and initiatives can be built to align so that everything is flowing in a common direction. The values expressed in this plan will drive how the City makes decisions and delivers services, and employees will apply these principles in their day-to-day work.

Keeping Track of Progress

The City will monitor progress toward strategic plan goals and objectives and report on performance measures. Tracking keeps us transparent and holds us accountable. We will provide the community with an annual report and year-end presentation to the City Council. Community members can expect to understand what we are working on and the benefits that will result for our residents, businesses, and the community overall.

Monthly –

City staff will discuss and evaluate progress on strategic goals and objectives.

Quarterly –

City leadership will provide the City Council with progress updates for each strategic plan priority.

Twice a Year –

The City Manager will prepare an update to the City Council for each strategic priority, including progress updates, successes and wins, and challenges.

Annually –

The City Manager will prepare a year-end update detailing progress on each strategic priority, goal, and objective. The report will be presented to City Council and shared with the community on the City's website www.janesvillewi.gov.

Acknowledgements

This strategic plan results from the combined efforts of our City's elected officials, employees, and community members. The City of Janesville would like to extend sincere thanks to everyone who saw the importance of this plan and dedicated their knowledge, guidance, and time over the past several months to bring it to life. Your contributions are the bricks that build the foundation for our future.



City Council

City of Janesville Staff

Community Leaders

Forward Janesville, Inc

Residents of Janesville

We would also like to thank the BerryDunn Consulting team for their facilitation of the process.



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