



**Our Five-Year Community-Wide Strategic Plan
with a Unique Vision Story for 2016**

Keokuk, Iowa
Spring 2007

Developed by
The Citizens of the Keokuk Area

With Facilitation and Technical Assistance from
The Institute for Decision Making
College of Business Administration
University of Northern Iowa

Introduction

Over the past year, a group of dedicated volunteers dared to dream what our community and our area could become over the next 10 years. We began with a Strategic Planning Committee of more than 40 individuals who represented a wide range of community interests. We sought community input for our vision through surveys and community meetings. To develop the plan, we met monthly as a large group and more frequently as sub-committees.

After careful consideration and deliberation, the members of the Keokuk Area Vision project believe that an improved vision for our area lies in three major priorities:

- A) Improve Keokuk Area's Economy
- B) Improve Our Riverfront and Cultural, Recreational, and Tourism Assets
- C) Beautify the Community and Improve Our Ability to Care for Our Citizens

In the following pages, we have outlined a number of community goals that support these priorities and the strategic objectives that will make these goals a reality. We also present a Vision Story that illustrates what our community can become by the year 2016. And we list the Cornerstone Values that we considered as we developed our vision.

The plan presents a 10-year vision for Keokuk and the area. However, there are certain accomplishments that we have targeted as high priorities that should be tackled over the next 5 years. Those priorities are:

- ◆ Target expansion of Keokuk's manufacturing base
- ◆ Develop new riverfront and cultural, recreational, and tourism assets based on a to-be-developed Master Plan for the Riverfront
- ◆ Enhance the information technology opportunities for business, government and individuals
- ◆ Increase the attractiveness of our business and residential areas
- ◆ Improve the effectiveness of promoting Keokuk
- ◆ Spread our positive outlook, can-do spirit and community pride
- ◆ Establish a community service program, with employers, non-profit organizations, and volunteers of all ages, that will increase the number and effectiveness of volunteers

– Strategic Planning Committee,
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May 2007

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Who has agreed to implement parts of this plan?

“Lead Responsibility” Organizations and Entities

Center for Business and Industrial Services
 City of Keokuk
 Keokuk Area Chamber of Commerce
 Keokuk Area Community Foundation
 Keokuk Area Convention and Tourism Bureau
 Keokuk Area Hospital
 Keokuk Area Hospital Foundation
 Keokuk Community School District
 Keokuk Cultural and Entertainment District
 Keokuk Economic Development Corporation
 Keokuk Health Systems
 Keokuk Housing Authority
 Keokuk Human Rights Commission
 Keokuk Ministerial Association
 Keokuk Park and Recreation Board
 Keokuk Police Department
 Keokuk Public Library
 Konnections
 Lee County Conservation Board
 Lee County Economic Development Group
 Main Street Keokuk
 SE Iowa Regional Planning Commission
 Southeast Iowa Regional Port Authority
 Southeastern Community College
 Southeastern Community College Business
 Department
 United Way
 Keokuk YNet

“Secondary Responsibility” Organizations and Entities

(Not already listed as “Lead”)

Keokuk Airport Commission
 Business and Professional Women
 Central Lee Community School District
 Girl Scouts of Shining Trail Council
 Great River Region
 Hamilton School District (Illinois)
 Holy Trinity Catholic Schools
 Keokuk Catholic Schools
 Keokuk Christian Academy
 Keokuk Fine Arts Council
 Keokuk Fire Department
 Keokuk Historic Preservation Commission
 Keokuk Kiwanis Club
 Keokuk Lions Club
 Keokuk Rotary Club
 Keokuk Yacht Club
 Midwest Academy
 Odd Fellows
 Rollin’ on the River
 Small Business Development Center
 Tri-State Coalition Against Domestic and
 Sexual Abuse
 Tri-State Development Summit –
 Transportation Task Force
 Warsaw School District (Illinois)
 YMCA

What are the major parts of the plan?

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Keokuk's Past and Future History: Our Story for 2016

Iowa Territory, 1816: Wave upon wave of tall prairie grass and oak savannah run to the bluffs along the Mississippi. Ravines of rock and timber cut through the bluffs down to the river. A grove of sugar maples stretches narrowly east and north for miles between the river and the bluff foot. Sun and shadow under the maples, an Indian track.

Out on the river, white water rapids break over shelves of limestone and flow on, tranquil once again, past an opening between the bluffs, the land rising gently from the river's edge. The bluffs stand again and march south, vertical rock painted with Indian hieroglyphs. Between the maples and the painted bluffs, a campfire, fur traders.

Look out. Change is coming.

Keokuk, Iowa, 1916. Railroads and riverboats, hydroelectric power, a hive of commerce and industry, the bluffs inside the city limits are dismantled and reconstructed into stone foundations, buildings, streets and retaining walls. The original City of Keokuk, the square mile platted in 1837 by Isaac Galland, has grown a bit, but there are still commons, where people put their livestock out to graze each day and retrieve them each night. The railroad and the river, the trolley and the livery are still the primary means of transport. But look out. Here come the automobile and the truck.

The Downtown / Riverfront Story

Keokuk, Iowa, 2016. Our little river city has grown, and with it, so has the use of our downtown. With the designation of Main Street as a federal transportation route by the Department of Transportation, the downtown retail community has learned to share its roadway with highway traffic coming through our city.

Choosing to focus on the possibilities of downtown, area merchants and entrepreneurs continue to celebrate the designation of our downtown retail district denoted by its historically significant architecture and period lighting, distinctive commercial and informational signs, and the consistent use of vibrant color in awnings, banners and graphics, Downtown warmly welcomes the many visitors into its collection of offices, sidewalk cafes and specialty retail boutiques

We found consistency was the key, and with the assistance of increased support from rewritten city code and ordinances, the character of the Downtown River Front district is now protected by a group of citizens with diverse backgrounds in business, architecture, historic preservation and the arts.

Inside downtown, things slow down to a pedestrian pace smaller communities are known to embody. The cars are still here and welcome, but downtown is more comfortable and relaxed.

More people are living downtown too, in second and third floor apartments and lofts, and a number of these living spaces have entrances, even small yards and gardens on the alley sides of the buildings. Roof gardens, too.

Just up the hill on North 3rd Street is the Benjamin Bawden house, built in 1847, its restoration completed in 2009 with funds from generous benefactors. Beside it stands the Galland Hotel, replica of a much larger hostelry that once stood on Water Street.

Visitors to the City stop at the Bawden House to buy souvenirs and postcards, before going off to explore the City's historic districts, armed with Palm Pilot tour guides.

In 2007, the new legislature changed some law, and the county board of supervisors changed some process, and now commercial property taxes are based on income. The commitment of local government to line items in the annual budget for crews, equipment and training assure that new and restored infrastructure (parks, plantings, buildings, fountains) are maintained - critical steps that had to be made before the process of renewal and revitalization could occur. Without these steps, we would have no real legacy.

Back to the river... The greenway foot and bike path which runs east from Victory Park out to Rand Park was completed in 2008. The Sandusky extension was completed in 2011, and the final run to Montrose, connecting to the Fort Madison greenway was completed one year ago, in October of 2015.

Those who want to see the locks from a different and historical perspective take the rebuilt stairway from the foot of Fulton Street to the river. Dismantled after the Great Flood of 1993, the stairs were rebuilt in 2007 better than before, with landings and benches upon which to rest. Through the generosity of a local utility company, we once again have access by foot from the locks and the riverfront to the residential neighborhoods along the bluff. An additional river front attraction was created with the daily light show on the spillways at dusk.

In 2007, Keokuk began a ten year "Blondeau to Bank Riverfront Renewal Project", based in part on the riverfront plans made by Stanley Consultants for the 1986 Keokuk City Master Plan.

The Blondeau to Bank Project incorporates existing assets like the George M. Verity Museum, the Keokuk Union Depot, and utilizes the contour of the remaining bluffs to create an amphitheatre and shaded picnic areas.

Selective removal of invasive trees and plants was followed by extensive landscaping with native trees, grasses and flowers. Stairs and brick paths were restored, and new ones added, to provide access to the river.

Downriver is a marina, a riverboat docking facility and an R.V. campground. A re-established cottonwood grove is open year round and serves as a natural staging area for community events ranging from Pelican Days in May through Rollin' on the River in August to Eagle Days in January.

In 2009, a Vision Iowa grant and a multi-million dollar match from a local industry moved the riverfront restoration project to completion in 2014, three years ahead of schedule. Its centerpiece is the renovated Keokuk Union Depot, newly renamed as the Riverfront Center, its

tower rebuilt and pennant flying. A generous bequest has made the world-class restoration of the building and the surrounding brick courtyards and roadways possible.

The depot has always had two faces, and the long neglected *city face* has been restored and opened up to downtown with stairs and a cable car connecting to paths in Riverview Park.

The park's design details, such as the train station canopy and light fixtures, come from *Streetscape Concept for Keokuk* by the Hoisington Kogler Group (1998), and help to tie the park to its historic components, the renovated depot which has become the Riverfront Center and the railroad bridge.

The Economic Story

Keokuk 2016 has discovered economic revitalization by successfully shedding its exclusive dependence on a handful of industrial employers and embracing a diverse employment base which includes core employers in manufacturing, technology, environmentally based *green* industries, education and health care. Smaller businesses focus on opportunities in tourism, retail, entertainment, communication technologies and services. Historic preservation craftsman and construction companies provide additional economic income flow into the families of our city.

The economic renaissance started as we stopped looking for that one large employer or people group who would rescue our city of all economic ills. We identified it was the sum of the parts, each maintained and encouraged, that would produce the desired prosperity.

The foundation was laid with infrastructure, establishing local government systems that worked, utilizing the strengths of our citizens and our elected officials, recognizing deficiencies when they appeared and consistently monitoring and amending the structure as the plan developed. As a city, we became one of the voices advocating for statewide welfare reform that would replace antiquated measurements of need and assist those who really endeavored to assist themselves. Unemployment began to shrink. Regional victories, like the establishing of the port authority in Lee County positioned Keokuk to prosper, and prosper we did.

Area leadership continued to establish working partnerships among local industry, business, educational, financial and political leaders to create a consolidated presentation to potential employers on the value of settling in Keokuk...and it worked. In the spring of 2008, it was announced that a new energy production employer would build their facility in our community. Although it was not the large-scale industrial employer we had historically pursued, the announcement marked the beginning of Keokuk's economic turnaround. It also began to substantiate that our vision to move toward more technological and *green* industries was a real possibility in the Tri-states.

In the spring of 2009, Southeastern Community College, in cooperation with local secondary school systems and the Keokuk Area Chamber of Commerce established a School of Entrepreneurship with faculty and classrooms at the Keokuk Southeastern Community College campus and satellite campuses located within the business departments of our high schools in

Keokuk, Central Lee, and Fort Madison. Its focus was to pre-recruit business students while in high school, expose them to entrepreneurial and leadership training through specialized course work, assist them in college admission and scholarship processes, and finally, as a graduate of the school, offer an incentive package to return to Keokuk after college to launch an entrepreneurial effort in Keokuk.

For adults entering the school, similar course work was available online and in classroom settings, as well as actual mentoring partnerships with business leaders within the area of an adult student's interest. Additional resources included assistance with the development of a business plan, representation at meetings with financial institutions and government boards, and a six-month scholarship provided for office support in the business incubator located in the central business district.

In 2010, the central business district went wireless, establishing a wi-fi zone. Local business owners were provided training options on creating commercial Web sites, setting up online sales accounts and securing confidential information from online piracy threats. Local retailers who had struggled with a small consumer base within our city discovered a new customer base...the World Wide Web and today, their businesses flourish as products are shipped daily to regional, national and international destinations.

Product distribution and warehousing would become a mainstream business for Keokuk as the port authority attained its initial Phase One capacity in 2012. A state-of-the-art product storage and logistics center was opened to support the blossoming distribution industry. Clean, safe and technologically driven, its employee base of engineers and programmers attracted warehousing professionals from around the world to see first hand this marvel of modern product distribution.

Anticipating the needs of our aging population, Keokuk Area Hospital, in cooperation with local physicians, nursing homes and the YMCA, announced that a new physical wellness center, specializing in recuperative therapy and rehabilitation as well as geriatric fitness and wellness would open by the fall of 2013. Funded by a generous private endowment, contributions from Keokuk foundations, and an investment grant from a national insurance firm, the new facility was built adjacent to the current YMCA and includes a small heated pool for aqua therapy and exercise, as well as an assortment of therapy rooms and specialized equipment.

Finally, artists and musicians seeking refuge from the hassle of urban entertainment centers, as well as looking for inspiration drawn from the natural beauty of the river and its surroundings, have begun to create an additional segment in Keokuk's diverse economic boom. With the consistent outsourcing of recording mixing and the advancement in digital recording technologies, artists are writing, recording and transmitting song concepts, as well as finished vocal and instrumental tracks to their recording studios in Nashville and Los Angeles. Similar to Branson, stars seeking normalcy are learning to appreciate being greeted at the grocery store without being mobbed for pictures and autographs.

The overall effect...? The Keokuk unemployment legacy was broken as we began to experience increased productivity, diversification of employment, an increasingly educated and prepared labor base, and opportunities to locally pursue vocations that once demanded urban locations.

The Community Identity Story (Our Unique Community Character Story)

Home.... It's the subject of handcrafted folk art, famous movie quotations, and heart-rending song lyrics. It's a concept essential for the security of nearly every living species. It's that place from where we come and to which we return as we live out our lives each day. Most importantly, it is that deep-seated sense of belonging that we carry within us, allowing it to comfort and encourage us as we face life's challenges.

Home is broader than our family or the house in which we live. It is that overwhelming sense of place in the community where we work and rest and live and die. In Keokuk 2016, we experience that powerful identity that welcomes people home along the river, remembers the antics of our childhood, embraces those added to our community as if they've always been here and understands that it is our focus on our good that has sustained us and will continue to guarantee our future.

Renewing a clear sense of place became a priority for our city early in 2007 as we realized it was the intangible glue that would hold our community development together and motivate each citizen to participate at some level in the process. Three key areas were isolated that would frame our identity.....

1. **Community Leadership:** Under the leadership of our elected officials, business and industry leaders, and educational administrators, Keokuk learned to accentuate the power of our people. Volunteerism became more than just a good idea...it became an integrated part of our local quality of life.

Beginning in our local schools, student community service involvement is now rewarded and acknowledged at each high school commencement ceremony. The local *Spirit of Keokuk* awards were expanded to include organizations for their collective volunteer investment. The Chamber of Commerce, in conjunction with the City of Keokuk, established an official directory, which coordinated those who needed assistance with those who possessed the time, energy and special skills that would benefit area service projects. The effectiveness of matching volunteers with appropriate projects produced such community acclaim that a fulltime volunteer service coordinator position was established and filled to continue our success in public service.

Acknowledging leadership early also became a powerful strategy in building our local leadership resources for today, and for our future as well. Students became mentors, offering their technological understanding to adults desiring to master basic computer program functions. Seats for youth were re-established on the local school board which allowed students to offer their voice in the development of our educational process. Youthful energy and enthusiasm was invited into local community clubs and service organizations. An opening was created for young adults, and they boldly stepped into that place. Students were present at the annual Leadership Summit and other leadership training opportunities in the community, in church outreach programs and in service projects throughout the community.

2. **Natural Resources:** The obvious natural gift to the Tri-state area was our rivers. With the realization that literally billions of dollars invested could not produce a more powerful and

influential resource, Keokuk established life on the Mississippi River as a core theme of our identity.

Both sportsman and conservationist alike could agree on the natural beauty the river produced, within and adjacent to its waters. Fishing tourism became a cottage industry within the Tri-states, with tournaments hosted nearly each weekend from April to October. Guided nature tours and hunting expeditions seeking deer, turkey, fox and ducks now shuttle in from urban centers throughout the country, and historic rafting adventures are booked at the marina for those seeking the adventures of Tom Sawyer and Huck Finn.

Water is now a major theme graphically within our community as fountains and water features grace strategic focal points within the city. Each city park boasts a reflecting pool, koi pond or synchronized fountain reinforcing the importance we place on our river borders. Downtown décor pieces and signs utilize naturally themed graphics so well, that a national sporting goods retailer selected Keokuk as a site for one of its outlets. The *Keokuk, Naturally* marketing theme produced by the Keokuk Area Chamber of Commerce and the Keokuk Area Convention and Tourism Bureau not only was award winning, but successful in attracting visitors and new families to our community.

3. Community Attractiveness: Nothing says *Welcome Home* more effectively than the investment of a homeowner into their personal residence, whether large or small, urban or rural, houses have become our own personal contribution to Keokuk's commitment to enhancing a *sense of place*.

Maintaining a relevant connection to our history has become a community obsession in Keokuk 2016 as grand Victorian era homes are masterfully restored by proud homeowners. Old fraternal buildings are tastefully converted to mixed-use buildings containing offices, restaurants as well as loft apartments and condominiums. National Historic Registry designation has proven to be an effective selling point as homeowners are recognizing the power of our national trend to restore American architecture. Savvy local real estate agents exploit the values and virtues of our historic housing opportunities.

Active appreciation of our Native American heritage has also increased Keokuk's attraction factor. At the mere mention of our city's name, Keokuk's rich Native American heritage is remembered. Replicated cave paintings now grace the walls of the limestone amphitheater at the river front. Signs on the walking bridge overlooking the dam tell the story of Puck-e-she-tuck, *where the rapids flow swiftly*, the original Sac name for our area.

Proudly embracing our heritage has proven powerful in creating our community attractiveness, but nothing has produced more value than what we acknowledge as our community's welcoming *can do* spirit. It is our ability to work together, to play together and to believe together that has altered our destiny. In a world that seems to grow colder and more cynical each day, Keokuk 2016 refuses to tolerate a pessimistic outlook. Keokuk's welcoming spirit has become the intangible reason visitors stay, residents thrive, students return and families flourish.

Welcome home. We're so glad you're here.

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Keokuk's Cornerstone Values

We see Keokuk's future as a Regional Center/Hub

Common Ground Evidence

Current

- ◆ Rehab Centers; Keokuk Hospital – cardiac care, sports injury
- ◆ Cultural district: reenactment, Powwow, theatre
- ◆ YMCA development
- ◆ Music Outlet: youth/school band, rolling on River, Rive Fest, Blue Festival
- ◆ School music programs
- ◆ Port Authority/strong industrial bases
- ◆ Community college

Desired in future

- ◆ Hospital work with the YMCA (see Decatur, Illinois example)
- ◆ Increased food/restaurants options – work with YMCA or Arts Council
- ◆ Greater cooperation between cultural entities
- ◆ Musical committee for town – more musical festivals, summer outdoor concert series
- ◆ Enhance/expand music programs
- ◆ Vital transportation and manufacturing hub
- ◆ Specialty medical clinics: i.e., substance abuse, mental health, cardiac care, stroke rehab

We see Keokuk's future as an Energetic, Vital Community for our citizens, visitors, and region

Common Ground Evidence

Current

- ◆ Visual vitalization: Habitat for Humanity, Main Street lighting project, curb appeal, improved housing, clean neighborhoods
- ◆ Volunteerism: adopt a park, youth involvement, improving community asset, Christmas in May
- ◆ Cultural district activities: Big Brothers Big Sisters, scouting, YMCA, vacation Bible schools, youth center

Desired in the Future

- ◆ More youth involvement and investment
- ◆ Unite north/south side mindset to “us”
- ◆ Community mindset of improving infrastructure
- ◆ Community as a place of opportunities
- ◆ Volunteerism: teacher/student involvement, internship opportunities, internships – business/school/community

We see Keokuk's future with a Strong Economy and Thriving Businesses and Job Opportunities

Common Ground Evidence

Current

- ◆ Keeping small businesses – getting customers
- ◆ Lack of job opportunities – Southeastern Community College continue job training and skills development
- ◆ Small proportion dominate – continuation of local stores (Johnson Schmidt)

- ◆ Growth in retail and tourism departments
- ◆ North area growth
- ◆ Establishment of revolving loan fund and Port Authority
- ◆ Main Street road construction
- ◆ Ratification of labor contract (Roquette)
- ◆ Local investment (hotel Iowa, Keokuk foundation, biodiesel industry, Roquette expansion, River City Mall)

Desired in the Future

- ◆ Get businesses to be included
- ◆ Commitment from city and citizens to progressive economic development
- ◆ Beautify: help get customers, make town overall look better
- ◆ Bring in more businesses
- ◆ Good quality of life for young executives
- ◆ Recruitment of the creative class (bike trials/river)
- ◆ Make every business feel equal and appreciated in community
- ◆ Dense downtown business district
- ◆ Shift from wage to salary to job to career
- ◆ Expand entrepreneurship
- ◆ Recruiting and expansion of existing businesses
- ◆ Schools/parents encouraging continuing education (college degree)
- ◆ Job training and job schools (technical training)
- ◆ Shift from few large employers to a multiplicity of employers

We see Keokuk's future as Open, Available, and Inviting to Everyone

Common Ground Evidence

Current

- ◆ Change attitudes – thinking up to city, but in reality up to everyone(?)
- ◆ Small-town friendly – don't want to leave
- ◆ Encouragement of small business start-ups – chamber, ICEDC, college
- ◆ Tolerance and acceptance of newcomers – Nauvoo for example
- ◆ Quality of life – housing prices, schools, safe, everyone invited: churches, clubs, don't turn people away, limited welcome center
- ◆ Standard of life
- ◆ Cross-pollination of socio-economic groups

Desired in the future

- ◆ Changing workforce
- ◆ Bringing new people to the community
- ◆ Encourage entrepreneurship
- ◆ Simplify message
- ◆ Make advertisement so welcoming all
- ◆ Tourism branding
- ◆ Neighborhood groups – park clean-up/street parties, community festival
- ◆ Jobs available

We see Keokuk's future as Great Life on the Mississippi

Common Ground Evidence

Current

- ◆ Small river town feel with historic downtown
- ◆ Current boat ramps, commercial boat dock
- ◆ Wildlife - Eagle Days, fishing
- ◆ G. M. Verity Museum, Miller House Museum, Katy John House – unique history

Desired in the future

- ◆ Improve access to river, particularly upper Mississippi
- ◆ Build on wildlife opportunities – year-round exhibits, Riverfront Museum
- ◆ Expand on historical museums, restoration of old depot
- ◆ Blondeau to Bank (Streets) – a comprehensive riverfront restoration and development plan

We see Keokuk's future strengthened by Educational Opportunity and Achievement

Common Ground Evidence

Current

- ◆ Existing educational opportunities include Keokuk Community School District, Keokuk Christian Academy, Catholic Schools, Southeastern Community College, four pre-schools, daycare, YMCA, school clubs, scouts, art center, head start – Midwest Academy
- ◆ Some newer facilities – all air conditioned excepts parts of the high school
- ◆ Strong before and after school programs
- ◆ Strong extra-curricular programs

Desired in the future

- ◆ Better collaboration of schools – pre-schools
- ◆ Focus on upgrades to buildings and improved outdoor facilities
- ◆ Improved career guidance
- ◆ Improved graduation rates and increase in number going on to college
- ◆ Improved community support of education
- ◆ Focus on the importance of education with students and parents
- ◆ Better cooperation between businesses and schools
- ◆ Improve the before and after school programs, secure future funding
- ◆ Improve facilities, e.g., track resurfacing

We see Keokuk's future blossoming through Respect for and Enjoyment of Our Natural Resources

Common Ground Evidence

Current

- ◆ Yacht club
- ◆ Southside Boat Club
- ◆ Parks – Keokuk has many
- ◆ Adopt Park Program
- ◆ Keokuk Area Convention and Tourism Bureau
- ◆ Observation deck on bridge
- ◆ Miller House Museum
- ◆ Verity Boat Museum

- ◆ Tennis courts (relighting) outdoor
- ◆ New basketball courts (Kilbourne – Tumelty Parks)
- ◆ Hoerner YMCA
- ◆ Baseball (Joyce/McCredie Parks)
- ◆ Golf-elks-Keokuk Country Club (both private)
- ◆ Existing city pool (old)

Desired in the future

- ◆ Marina – boat slips
- ◆ Delta Queen docking facilities
- ◆ Trails biking/walking
- ◆ Victory Park Pavilion (convention center)
- ◆ Aquatics water park
- ◆ Rand Park Pavilion
- ◆ Howard Hughes Museum
- ◆ Soccer fields
- ◆ Indoor tennis
- ◆ Depot utilization (train)
- ◆ Hunting/fishing
- ◆ Public golf course
- ◆ Utilization of Upper Mississippi Pool (fishing/boating)

We see Keokuk's future through Working Together, Cooperating, and Collaborating

Common Ground Evidence

Current

- ◆ Vision Project
- ◆ Affiliates (chamber, tourism Main Street, Inc.)
- ◆ Open-door policy City Hall
- ◆ Economic development
- ◆ Cultural district
- ◆ Mormon influence
- ◆ Community investment in tourism
- ◆ Leadership/Keokuk Area Foundation
- ◆ Combined Art and Library Center

Desired in the future

- ◆ Aquatics facility
- ◆ Rand Park pavilion
- ◆ Victory Park marina
- ◆ More positive community input (perhaps by wards)
- ◆ Revitalization of existing buildings – commercial/residential
- ◆ Growth of tourism (economic impact)
- ◆ Enhanced cultural events
- ◆ Entrepreneurial opportunities
- ◆ Convention center
- ◆ Recreation Commission
- ◆ Public golf course
- ◆ City museum

Our Action-Focus for the Next Five Years

There are three major action-sections in the plan, Sections A, B, and C. Within each of these sections, there are six to ten shared “Community Goals.” These goals set the direction and *chart the course* for making the kinds of improvements that will help us achieve our vision and build on our cornerstone values. Many of the Keokuk area’s organizations and other entities will share in achieving these community goals by implementing specific “Strategic Objectives,” which entity leaders will have agreed either to lead or to take an active secondary role in their achievement.

Section A. Improve Keokuk Area’s Economy

Community Goal A1. Target expansion of Keokuk’s commercial and manufacturing base

Strat. Obj. A1a) Develop a new industrial park and infrastructure

Lead Responsibility: Keokuk Economic Development Corporation

Completion: Summer 2012

Measure(s): Plan in place by 2009; secure funding by 2011

Strat. Obj. A1b) Increase economic development funding levels toward business expansion and growth

Lead Responsibility: Keokuk Economic Development Corporation

Secondary Responsibility: Lee County Economic Development Group, Main Street

Keokuk, Keokuk Area Convention and Tourism Bureau, Keokuk Area Chamber of Commerce

Completion: On-going

Measure(s): Funding to continue development projects/services

Strat. Obj. A1c) Further develop the Port Authority for manufacturing and product distribution warehousing by recruiting outside investors, more warehousing and establishing a foreign trade zone

Lead Responsibility: Southeast Iowa Port Authority

Completion: On-going

Measure(s): Transportation network utilized to its fullest measure, increased investment in the area

Strat. Obj. A1d) Recruit additional green industry to capitalize on Keokuk’s natural resources

Lead Responsibility: Keokuk Economic Development Corporation

Secondary Responsibility: Southeastern Community College, SE Iowa Regional Planning

Commission, Lee County Economic Development Group, Iowa Department of Economic Development

Completion: Summer 2012

Measure(s): Market Keokuk as “knowledge center” for these energy sources; three businesses in five years

Strat. Obj. A1e) Recruit support businesses for core existing industries

Lead Responsibility: Keokuk Economic Development Corporation

Secondary Responsibility: Keokuk Area Chamber of Commerce, Lee County Economic Development Group

Completion: Ongoing

Measure(s): Targeted recruitment plan summer 2008; number of businesses - two businesses by summer 2012

Community Goal A2. Revitalize the Main Street district and develop area retail and commercial businesses

Strat. Obj. A2a) Strengthen historic downtown retail district

Lead Responsibility: Main Street Keokuk

Secondary Responsibility: Keokuk Area Chamber of Commerce, Keokuk Historic Preservation Commission, Keokuk Cultural and Entertainment District

Completion: Continual efforts of the existing Main Street program

Measure(s): City adopting downtown design guidelines for new and existing buildings

Strat. Obj. A2b) Develop and implement a marketing plan communicating to potential prospects and creating greater awareness of types of businesses desired in the community

Lead Responsibility: Main Street Keokuk, Keokuk Area Chamber of Commerce

Secondary Responsibility: City of Keokuk, Keokuk Economic Development Corporation

Completion: Spring 2008

Measure(s): Number of new businesses

Strat. Obj. A2c) Rehabilitate one block of Main Street as a demonstration project aimed at stimulating interest and commitment for additional rehabilitation projects

Lead Responsibility: Main Street Keokuk

Secondary Responsibility: Keokuk Area Chamber of Commerce, Keokuk Historic Preservation Commission, Keokuk Cultural and Entertainment District

Completion: Summer 2012

Measure(s): One rehabilitated block completed

Strat. Obj. A2d) Increase upper floor development

Lead Responsibility: Main Street Keokuk

Secondary Responsibility: Keokuk Area Chamber of Commerce, Keokuk Economic Development Corporation

Completion: Fall/winter 2009

Measure(s): First development completed

Strat. Obj. A2e) Market, publicize and utilize the state and federal programs that are available for retail and service businesses

Lead Responsibility: Main Street Keokuk, Keokuk Area Chamber of Commerce

Secondary Responsibility: Keokuk Economic Development Corporation, Keokuk Area Convention and Tourism Bureau, City of Keokuk, SE Iowa Regional Planning Commission

Completion: Ongoing

Measure(s): See use of programs through business development

Community Goal A3. Develop Keokuk's skilled and professional workforce

Strat. Obj. A3a) Pilot a workforce training center program that would target vocational education, creating a skilled workforce (including home improvement trades and potential new industry trades)

Lead Responsibility: Center for Business and Industrial Services

Secondary Responsibility: Southeastern Community College

Completion: Fall 2008

Measure(s): Southeastern Community College-Center for Business and Industrial Services interviews for current and future training needs/skills needed, number of specific trade programs, number of participants, use of 260 E, F, G funding for training, maximizing and coordinating resources of the area high schools and Southeastern Community College

Strat. Obj. A3b) Expand business mentoring programs at the high school level

Lead Responsibility: Keokuk Community School District

Secondary Responsibility: Central Lee Community School District, Hamilton School District (Illinois)

Completion: Fall 2007

Measure(s): Number of businesses participating

Strat. Obj. A3c) Create more opportunities in the fields of vocational and industrial technology by developing a stronger partnership between Southeastern Community College and area schools

Lead Responsibility: Southeastern Community College

Secondary Responsibility: Keokuk Community School District, Midwest Academy, Central Lee Community School District, Hamilton School District (Illinois), Warsaw School District (Illinois), Keokuk Catholic Schools, Holy Trinity Catholic Schools, Keokuk Christian Academy

Completion: Fall 2008

Measure(s): Number of schools involved and opportunities increased

Community Goal A4. Enlarge the Keokuk Area economic role and leadership position in Southeast Iowa and the Tri-State region

Strat. Obj. A4a) Collaborate with other organizations in the Keokuk area for four-lane development of Highway 61 and other regional highways

Lead Responsibility: Keokuk Area Chamber of Commerce

Secondary Responsibility: Great River Region, Tri-State Development Summit – Transportation Task Force

Completion: Ongoing

Measure(s): SE Iowa Legislative Day with active participation and annual Washington, DC congressional visits completed

Strat. Obj. A4b) Implement the Great River Region's marketing initiative

Lead Responsibility: Keokuk Economic Development Corporation

Secondary Responsibility: Lee County Economic Development Group, Southeastern Community College, Keokuk Area Chamber of Commerce, Main Street Keokuk, Keokuk Area Convention and Tourism Bureau

Completion: Ongoing

Measure(s): Marketing efforts that include promotion of Keokuk as part of the region, number of new connections to state groups

Community Goal A5. Enhance the information technology opportunities of businesses, government, and individuals

Strat. Obj. A5a) Coordinate with Lee County to develop a county-wide GIS system and make data sets free and Web accessible to everyone

Lead Responsibility: Lee County Economic Development Group

Secondary Responsibility: Keokuk Economic Development Corporation, City of Keokuk

Completion: Spring 2009

Measure(s): GIS data available on City of Keokuk Web site

Strat. Obj. A5b) Develop a master plan for improvements of services to meet future needs (for example, cable, Internet, telephone, transportation, utilities)

Lead Responsibility: Keokuk Area Chamber of Commerce

Secondary Responsibility: City of Keokuk, Keokuk Economic Development Corporation

Completion: Fall 2008

Measure(s): Available services meeting needs of citizens and businesses

Strat. Obj. A5c) Promote and establish dependable access to Internet services, including a Wi-Fi cloud (wireless Internet connections) for the downtown and other community areas for businesses and residents

Lead Responsibility: Keokuk Area Chamber of Commerce

Secondary Responsibility: City of Keokuk

Completion: Promotion by Fall 2007; establishment by Fall 2008

Measure(s): Operating Wi-Fi cloud

Community Goal A6. Expand entrepreneurship

Strat. Obj. A6a) Create an entrepreneur program involving the community and the Southeastern Community College to provide start-up business assistance

Lead Responsibility: Southeastern Community College

Secondary Responsibility: Keokuk Economic Development Corporation, Lee County Economic Development Group, Small Business Development Center, Center for Business and Industrial Services

Completion: Spring 2008

Measure(s): Resources utilized (Transportation Enhancement Fund District), number of entrepreneurial start-ups, and promotion and utilization of the Great River Regional Business Information Center (BIC) at Southeastern Community College

Strat. Obj. A6b) Continue to recognize, support and spotlight entrepreneurial businesses in Keokuk

Lead Responsibility: Keokuk Area Chamber of Commerce

Secondary Responsibility: Main Street Keokuk, Keokuk Economic Development Corporation, media

Completion: On-going

Measure(s): Entrepreneurial business retention, businesses recruiting entrepreneurial businesses

Community Goal A7. Expand availability of healthcare services to attract and retain patients from the community and region

Strat. Obj. A7a) Educate the community as to the value and importance of a local hospital and affiliated medical services

Lead Responsibility: Keokuk Health Systems, Keokuk Area Hospital

Secondary Responsibility: Keokuk Area Chamber of Commerce, Keokuk Economic Development Corporation, City of Keokuk, media

Completion: Ongoing with a major push every other year beginning in 2008

Measure(s): Sustaining at least current levels of existing services and showing increases in key service areas as indicated by utilization statistics

Strat. Obj. A7b) Lobby for equitable reimbursement from the Medicare and Medicaid programs for Keokuk Area Hospital and Iowa's six other "tweener" hospitals that have been left out of the reimbursement improvement programs that have been implemented for Critical Access Hospitals and larger urban organizations

Lead Responsibility: Keokuk Health Systems, Keokuk Area Hospital, Keokuk Area Chamber of Commerce

Secondary Responsibility: Keokuk Economic Development Corporation

Completion: Ongoing with achievement of equitable reimbursement by Summer 2012

Measure(s): Level of community participation, significant revenue increase

Strat. Obj. A7c) Increase Keokuk's regional draw for health care

Lead Responsibility: Keokuk Area Hospital, Keokuk Health Systems

Secondary Responsibility: Keokuk Area Chamber of Commerce, Keokuk Economic Development Corporation

Completion: Ongoing with annual progress reports

Measure(s): Tracking ZIP codes/home towns of hospital patients; tracking changes in Keokuk Area Hospital Organized Delivery System (ODS) participation level and premiums, as useful

Strat. Obj. A7d) Increase the endowment for health care in Keokuk

Lead Responsibility: Keokuk Health Systems, Keokuk Area Hospital Foundation

Secondary Responsibility: Keokuk Area Community Foundation

Completion: Ongoing with annual progress reports

Measure(s): Increasing investment into sustaining health care

Community Goal A8. Improve Keokuk's streets, parking, utilities, airport, and other similar infrastructure

Strat. Obj. A8a) Develop 7th Street entrance to Main Street with welcome sign, park and green space

Lead Responsibility: City of Keokuk, in consultation with the State of Iowa Department of Transportation

Secondary Responsibility: Main Street Keokuk

Completion: Summer 2009

Measure(s): See entry from 7th onto Main Street as a newly widened green area, a "Welcome to Keokuk" entry

Strat. Obj. A8b) Continue street improvement project plan on an annual basis

Lead Responsibility: City of Keokuk

Completion: 2009

Measure(s): Complete first phase of 12-year plan; residents continue to see new streets and street improvements throughout the entire community with publicity linking to the plan

Strat. Obj. A8c) Continue to upgrade airport facilities, developing Keokuk's airport into an inviting "doorway" to the community, utilizing and developing this asset for economic development.

Lead Responsibility: City of Keokuk

Secondary Responsibility: Keokuk Airport Commission

Completion: 2012

Measure(s): Terminal, additional hangar facilities and gateway entrance completed

Strat. Obj. A8d) Create a master plan for additional parking in the downtown with front landscaping, art, gardens, etc.

Lead Responsibility: Main Street Keokuk

Secondary Responsibility: City of Keokuk, Keokuk Area Chamber of Commerce

Completion: Fall/winter 2007

Measure(s): A beautiful and inviting Main Street

Strat. Obj. A8e) Develop and adopt a plan for various city codes and for expansion of future retail/commercial development

Lead Responsibility: Main Street Keokuk, City of Keokuk

Secondary Responsibility: , Keokuk Area Chamber of Commerce, Keokuk Area Convention and Tourism Bureau

Completion: Fall/winter 2007

Measure(s): Support the adoption of the Main Street plan that is currently being considered by City Council

Community Goal A9. Increase the percentage of students completing high school and encourage more students to complete higher education programs

Strat. Obj. A9a) Create a community based advisor/advisee program based on career aspirations

Lead Responsibility: Keokuk Community School District, involving Keokuk High School

Secondary Responsibility: Keokuk Area Chamber of Commerce, Southeastern Community College

Completion: Summer 2009

Measure(s): Successful career advisor program within the community

Strat. Obj. A9b) Track the graduates of area schools, using exit interview results and other information, to find out ultimate career success

Lead Responsibility: Keokuk Community School District

Secondary Responsibility: Central Lee Community School District, Hamilton School District (Illinois), Warsaw School District (Illinois), Keokuk Catholic Schools, Holy Trinity Catholic Schools, Keokuk Christian Academy and involving the high school administrations in the various area school districts

Completion: Summer 2007

Measure(s): Database created and maintained through school system(s)

Community Goal A10. Strengthen Keokuk's architectural character

Strat. Obj. A10a) Attract and encourage local and out-of-town entrepreneurs to invest in downtown businesses and buildings through architectural, historical and financial assistance

Lead Responsibility: Keokuk Area Chamber of Commerce, Main Street Keokuk

Completion: March 2008

Measure(s): Contacts made with prospective business owners

Strat. Obj. A10b) Identify and market the Main Street and downtown buildings that are structurally sound enough to be rehabilitated

Lead Responsibility: Main Street Keokuk

Secondary Responsibility: SE Iowa Regional Planning Commission, Keokuk Cultural and Entertainment District

Completion: Fall/winter 2008

Measure(s): Completed list by Fall 2007

Section B. Improve our riverfront and cultural, recreational,
and tourism assets

Community Goal B1. Develop new riverfront and other tourism-destination assets

Strat. Obj. B1a) Review, modify and/or develop a master plan for riverfront development south of U.S. Lock and Dam #19

Lead Responsibility: City of Keokuk

Secondary Responsibility: Keokuk Area Convention and Tourism Bureau, Lee County Conservation Board

Completion: Summer 2008

Measure(s): Completed Master Plan

Strat. Obj. B1b) Acquire, restore and develop the depot into a community facility

Lead Responsibility: City of Keokuk

Secondary Responsibility: Keokuk Area Convention and Tourism Bureau, Keokuk Historic Preservation Commission

Completion: Summer 2009

Measure(s): Completed Master Plan

Strat. Obj. B1c) Develop a convention / meeting hall

Lead Responsibility: Keokuk Area Convention and Tourism Bureau

Completion: 2010

Measure(s): Completed feasibility study

Strat. Obj. B1d) Build a facility for outdoor concerts or events on the riverfront

Lead Responsibility: City of Keokuk

Secondary Responsibility: Keokuk Cultural and Entertainment District, Rollin' on the River, Keokuk Fine Arts Council, Keokuk Park and Recreation Board, Keokuk Area Convention and Tourism Bureau, Keokuk Ynet

Completion: Summer 2009

Measure(s): Completed Master Plan

Community Goal B2. Offer a variety of options for entertainment, dining, the arts, and culture

Strat. Obj. B2a) Develop a commercial entertainment district building on Keokuk theme

Lead Responsibility: Keokuk Cultural and Entertainment District, Main Street Keokuk

Secondary Responsibility: Keokuk Ynet

Completion: Fall 2010

Measure(s): A plan to encourage entertainment, dining, and cultural options completed fall 2007, established entertainment businesses (nice restaurant with dance floor and live music), number of gathering places attracting young adults

Community Goal B3. Provide abundant recreational opportunities

Strat. Obj. B3a) Improve and develop hiking and biking trails, including signage and amenities (picnic, rest areas) in the Keokuk area, along the riverfront and along river road

Lead Responsibility: City of Keokuk

Secondary Responsibility: Keokuk Area Convention and Tourism Bureau, Keokuk Park and Recreation Board

Completion: Fall 2008

Measure(s): Trails added, signage improved

Strat. Obj. B3b) Construct a new, modern city pool that the Keokuk area can be proud of and that meets the many and varied needs of the whole community, helping people to come together in one location

Lead Responsibility: City of Keokuk

Secondary Responsibility: Keokuk Park and Recreation Board, YMCA, Keokuk Area Hospital

Completion: Spring 2009

Measure(s): Plan that can be developed or bond issue that can be taken to voters

Community Goal B4. Improve the effectiveness of promoting the Keokuk area

Strat. Obj. B4a) Develop and implement an image campaign and marketing plan to promote the assets of the area, including a community-wide theme, brochures, posters, banners, and media advertising to reach area residents and potential visitors

Lead Responsibility: Keokuk Area Chamber of Commerce

Secondary Responsibility: Keokuk Cultural and Entertainment District, Keokuk Area Convention and Tourism Bureau, City of Keokuk, Main Street Keokuk

Completion: Fall 2008

Measure(s): Link to city Web site, tracking inquiries and number of participants; a city theme created/adopted

Strat. Obj. B4b) Establish a Keokuk Web site that promotes the area and its opportunities with links to and from business, government, visitor, and technology sites

Lead Responsibility: Keokuk Area Chamber of Commerce

Secondary Responsibility: Keokuk Economic Development Corporation, City of Keokuk, Keokuk Area Convention and Tourism Bureau

Completion: Winter/spring 2008

Measure(s): Completed Web site that is frequently reviewed/updated, Keokuk's presence on national search engines

Strat. Obj. B4c) Coordinated with the marketing plan, produce an enhanced community/visitor's guide that incorporates a community-wide theme

Lead Responsibility: Keokuk Area Convention and Tourism Bureau

Secondary Responsibility: Keokuk Historic Preservation Commission

Completion: Fall/winter 2007
Measure(s): Completed guide

Strat. Obj. B4d) Create a Think Keokuk Area First campaign

Lead Responsibility: Keokuk Area Chamber of Commerce
Secondary Responsibility: City of Keokuk, Main Street Keokuk, Keokuk Economic Development Corporation, Keokuk Area Hospital, Keokuk Area Convention and Tourism Bureau
Completion: Winter/spring 2008
Measure(s): Kick-off event held

Community Goal B5. Improve connections between the river and downtown

Strat. Obj. B5a) Create an information/welcome center

Lead Responsibility: Keokuk Area Convention and Tourism Bureau
Secondary Responsibility: Keokuk Area Chamber of Commerce, Main Street Keokuk, Keokuk Economic Development Corporation, Keokuk Historic Preservation Commission, Keokuk Cultural and Entertainment District
Completion: Summer 2010
Measure(s): Secure funding for a State of Iowa “Welcome Center” by 2010; completed facility

Strat. Obj. B5b) Develop an activities/events plan that draws visitors to the riverfront

Lead Responsibility: Keokuk Area Convention and Tourism Bureau
Secondary Responsibility: Keokuk Cultural and Entertainment District
Completion: 2009
Measure(s): Completed plan

Community Goal B6. Increase Keokuk area’s tourism-related business opportunities

Strat. Obj. B6a) Utilize Pool 19 of the Mississippi River by developing master plans for the river north of the lock and dam

Lead Responsibility: Keokuk Area Convention and Tourism Bureau
Secondary Responsibility: City of Keokuk, Keokuk Yacht Club, and in consultation with the Iowa Department of Natural Resources
Completion: Fall 2009
Measure(s): New boat ramp and access to upper lake area, continued use and improvements on lower lake area

Strat. Obj. B6b) Coordinate efforts to actively bid for tournaments and/or various sporting activities and events

Lead Responsibility: Keokuk Area Convention and Tourism Bureau
Secondary Responsibility: City of Keokuk, Keokuk Park and Recreation Board, Keokuk Area Hospital, Southeastern Community College, YMCA, Keokuk Ministerial Association, Keokuk Community School District
Completion: Ongoing

Measure(s): Develop a plan to increase usable fields/facilities to further possibilities of tournaments; increased activity; increased involvement from various organizations and clubs

Community Goal B7. Enhance visitor friendly qualities, such as hospitality, signage, and a welcoming spirit

Strat. Obj. B7a) Establish and present a hospitality training program for retailers, police officers, taxi drivers and city workers that provides front-line personnel general information on business and historic and tourist attractions

Lead Responsibility: Keokuk Area Convention and Tourism Bureau

Secondary Responsibility: Main Street Keokuk, Keokuk Area Chamber of Commerce

Completion: Fall 2008

Measure(s): First of several seminars held with 20 participants

Strat. Obj. B7b) Expand a “Tour Keokuk Area” program that attracts group tours to the community

Lead Responsibility: Keokuk Area Convention and Tourism Bureau

Completion: Summer 2008

Measure(s): Increase number of tour groups by 15 percent

Strat. Obj. B7c) Evaluate, consolidate and coordinate community signage and entrances with community theme

Lead Responsibility: City of Keokuk

Secondary Responsibility: Keokuk Area Convention and Tourism Bureau, Main Street Keokuk, Keokuk Park and Recreation Board

Completion: Spring 2008

Measure(s): Brochures of community highlighting trails, parks, etc.; secured grants to implement projects, larger directional signage for residents and visitors

Section C. Beautify the community and improve our ability to care for our citizens

Community Goal C1. Spread our positive outlook, can-do spirit and community pride

Strat. Obj. C1a) Tied to the community image campaign, educate the community by creating a weekly, monthly, or annual “spotlights” for the Keokuk Vision – Keokuk’s Positive Points – utilizing PSA’s on radio, TV, and newspaper – highlighting initiatives and people

Lead Responsibility: Keokuk Area Chamber of Commerce

Secondary Responsibility: Keokuk Area Convention and Tourism Bureau, Keokuk Economic Development Corporation, Main Street Keokuk

Completion: Spring 2007

Measure(s): Implemented program highlighting initiatives and people, lighted event signage at visitor center

Strat. Obj. C1b) Update the tour of historic homes and tourist sites and publicize the availability of the program that attracts motor coach tours to the area

Lead Responsibility: Keokuk Area Convention and Tourism Bureau
Secondary Responsibility: Keokuk Historic Preservation Commission
Completion: September 2007
Measure(s): Completed tour brochure

Strat. Obj. C1c) Continue to host annual meeting of area churches and service institutions with school at-risk personnel to build collaborative relationships

Lead Responsibility: Keokuk Community School District
Secondary Responsibility: Keokuk Ministerial Association
Completion: Annually
Measure(s): Increased number of personnel and organizations involved in the collaborative efforts

Strat. Obj. C1d) Develop a student television program created to air on local access channel featuring student perspectives on community issues

Lead Responsibility: Keokuk Community School District working through the Keokuk High School
Completion: October 2007
Measure(s): Broadcast of student produced television news program

Strat. Obj. C1e) Engage north, south, east, and west residents to provide input as to their everyday issues and needs by holding "listening posts" by community wards

Lead Responsibility: Keokuk Ministerial Association, City of Keokuk
Secondary Responsibility: Keokuk Human Rights Commission, Odd Fellows
Completion: 2009
Measure(s): Listening posts are held and suggestions taken

Community Goal C2. Increase the beauty and attractiveness of our business and residential areas

Strat. Obj. C2a) Re-establish Christmas in May project

Lead Responsibility: Keokuk Ynet
Secondary Responsibility: Business and Professional Women, Keokuk Kiwanis Club, Keokuk Lions Club, Keokuk Rotary Club, Konnections, Keokuk Ministerial Association
Completion: Spring 2008
Measure(s): Better looking properties, pride in neighborhoods

Strat. Obj. C2b) Expand the city clean up and park adoptions to a Make a Difference Day campaign

Lead Responsibility: Keokuk Area Chamber of Commerce PRIDE Award Committee
Secondary Responsibility: Konnections, City of Keokuk, Main Street Keokuk, Keokuk Community School District, Girl Scouts of Shining Trail Council
Completion: Fall 2007

Measure(s): Increase in trees and flowers, property improvements

Strat. Obj. C2c) Continue to address key efforts to improve the environment – air, water, and sound quality

Lead Responsibility: Lee County Conservation Board

Secondary Responsibility: City of Keokuk

Completion: Ongoing

Measure(s): City beautification projects, recycling, construction guidelines, and distribution of information on the proper trimming and removal of trees

Strat. Obj. C2d) Establish a tax incentive program for restoration and property improvements (for example, a sidewalk program)

Lead Responsibility: City of Keokuk

Secondary Responsibility: Keokuk Cultural and Entertainment District

Completion: Winter 2008

Measure(s): City Council taking active steps to insure program

Strat. Obj. C2e) Ensure the development of sidewalks in new housing areas through the city codes

Lead Responsibility: City of Keokuk

Secondary Responsibility: Keokuk Cultural and Entertainment District

Completion: Fall 2007

Measure(s): Seeing code enforced as new development occurs

Community Goal C3. Increase access to a variety of resources that will enhance the Keokuk area quality of life

Strat. Obj. C3a) Establish a community grant writing service coordinator

Lead Responsibility: City of Keokuk

Secondary Responsibility: Southeastern Community College, SE Iowa Regional Planning Commission, Lee County Economic Development Group, Keokuk Economic Development Corporation, area schools, area nonprofit organizations

Completion: Fall 2007

Measure(s): Secured grant dollars to promote Keokuk based projects

Strat. Obj. C3b) Expand access to technology resources at the library, schools, and other facilities

Lead Responsibility: Keokuk Public Library

Secondary Responsibility: Southeastern Community College, City of Keokuk, Keokuk Community School District

Completion: Summer 2008

Measure(s): Completion of survey of preferred operations and compilation of results

Strat. Obj. C3c) Create workforce development opportunities for area workers to utilize the high schools' industrial technology labs, media centers, and computer technologies

Lead Responsibility: Keokuk Community School District in collaboration with Keokuk High School

Completion: Fall 2008

Measure(s): Successful completion of educational programs by local employees, adult education classes conducted in media center, utilization/involvement of students as trainers.

Strat. Obj. C3d) Integrate all local/area educational institutions, as well as, local commercial businesses to create accessibility to up-to-date equipment and technology training for the labor base

Lead Responsibility: Southeastern Community College

Secondary Responsibility: Iowa Workforce Development, Keokuk Community School District, Central Lee Community School District

Completion: Spring 2009

Measure(s): Steady supply of highly trained workforce for current and future employers

Community Goal C4. Increase the safety of our residents and visitors

Strat. Obj. C4a) Continue adequate staffing and equipment for police and fire protection

Lead Responsibility: City of Keokuk

Secondary Responsibility: Keokuk Police Department, Keokuk Fire Department

Completion: Ongoing

Measure(s): Staffing meets the recognized needs of city officials

Strat. Obj. C4b) Rejuvenate neighborhood watch groups

Lead Responsibility: Keokuk Police Department

Secondary Responsibility: City of Keokuk

Completion: Spring 2008

Measure(s): Neighborhood watch groups are operational and active

Community Goal C5. Provide a wide range of housing options

Strat. Obj. C5a) Utilize the results of the community housing study to develop an incentive program for new housing development and market to potential contractors and developers

Lead Responsibility: City of Keokuk/Community Development Office

Secondary Responsibility: Keokuk Housing Authority, Tri-State Coalition Against Domestic and Sexual Abuse, Keokuk Historic Preservation Commission

Completion: Spring 2009

Measure(s): Community housing task force formed; incentive program in place; upper floor housing in downtown; number of new homes constructed utilizing Iowa Finance Authority programs

Strat. Obj. C5b) Identify decrepit homes in the community, acquire and remove

Lead Responsibility: City of Keokuk

Secondary Responsibility: SE Iowa Regional Planning Commission, Keokuk Housing Authority, Keokuk Historic Preservation Commission

Completion: Fall 2007 and ongoing

Measure(s): Completed list, number of acquired and removed decrepit homes

Community Goal C6. Improve the effectiveness of recruiting, training, and using volunteers and volunteer leaders, including youth

Strat. Obj. C6a) Encourage and recognize student community service hours

Lead Responsibility: Konnections

Secondary Responsibility: Keokuk Community School District, Central Lee Community School District

Completion: Summer 2008

Measure(s): Student volunteer hours tracked and measured annually, awards presented at graduation

Strat. Obj. C6b) Affirm and support the development of leadership in the Keokuk area, utilizing educational projects such as the Keokuk Area Community Foundation's leadership summit

Lead Responsibility: Keokuk Area Community Foundation

Secondary Responsibility: Keokuk Area Chamber of Commerce, Center for Business and Industrial Services

Completion: Ongoing

Measure(s): Increase in annual attendance at the Leadership Summit

Strat. Obj. C6c) Promote, recognize and support effective volunteerism by serving as the resource and coordination center for volunteers and a builder of coalitions and community partnerships

Lead Responsibility: United Way, Keokuk Community School District, Konnections

Secondary Responsibility: City of Keokuk, Keokuk Area Chamber of Commerce, Keokuk Area Convention and Tourism Bureau, Keokuk Economic Development Corporation, Main Street Keokuk

Completion: Spring 2010

Measure(s): Program created and in place for quick computer use and access to information; track number of calls; increased labor/industry volunteerism with employee incentives, expanded volunteer base from employers; Award Program in place and awards given: the first employer "Spirit of Keokuk" Award and first Youth "Spirit of Keokuk" Award

Strat. Obj. C6d) Recruit additional civic volunteers to city boards and commissions by hosting and inviting all citizens to attend an informal gathering to highlight the boards and commissions, recognize and thank current board members and commissioners, discuss the roles and responsibilities of the different boards and commissions, and recruit volunteers for vacancies

Lead Responsibility: Keokuk Human Rights Commission

Secondary Responsibility: all city boards and commission chairs

Completion: on-going

Measure(s): An increase in awareness of city commission's roles. Increase in volunteers to city commissions. Broader representation and diversity of volunteers on boards and commissions

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