

**City of  
Wauwatosa,  
Wisconsin**

**Strategic Plan  
2023 – 2027**

September 27, 2022



*Prepared for the City of Wauwatosa by Management Partners*



# Table of Contents

Message from Mayor McBride ..... 4

Methodology..... 5

City of Wauwatosa Priorities..... 6

Vision, Mission and Organizational Values ..... 7

Priority 1: Economic Development and Financial Resilience ..... 8

Priority 2: Public Safety..... 9

Priority 3: Infrastructure ..... 10

Priority 4: Housing..... 11

Priority 5: Quality of Life..... 12

Conclusion ..... 13



*This page is purposely left blank.*



# Message from Mayor McBride

Every five years, the Mayor and the Common Council create a strategic plan to establish priorities and goals for the city's budgets and for its work.

Recently, with strong input from residents, business owners, and city staff members, we adopted a new strategic plan. The Common Council spent 10 hours in workshops reviewing community comments, selecting priorities, and setting goals. The strategic plan identifies five priorities for the city for 2023 through 2027: economic development and financial resilience; public safety; infrastructure; housing; and quality of life. Resident feedback tells us that these are top priorities for the city. I am pleased to see them reflected in the strategic plan.

Like the Common Council and me, many residents are eager to begin working on a new comprehensive plan to guide future development in Wauwatosa. This project is identified in the strategic plan and is funded in the 2023 executive budget. Residents are equally concerned about diversity, equity, and inclusion in our community. Over the past two years, the city has focused on advancing those goals in all that we do. Our strategic plan, which the Common Council unanimously adopted, emphasizes equity and inclusion in its vision, mission, and values and demonstrates our commitment to these goals.

Other highlights of the strategic plan include promoting local businesses; enhancing pedestrian, bicycle, and vehicle safety; increasing energy efficiency in city operations; and improving community spaces through ecological enhancements. I encourage you to read the entire strategic plan to learn more about these and other goals.

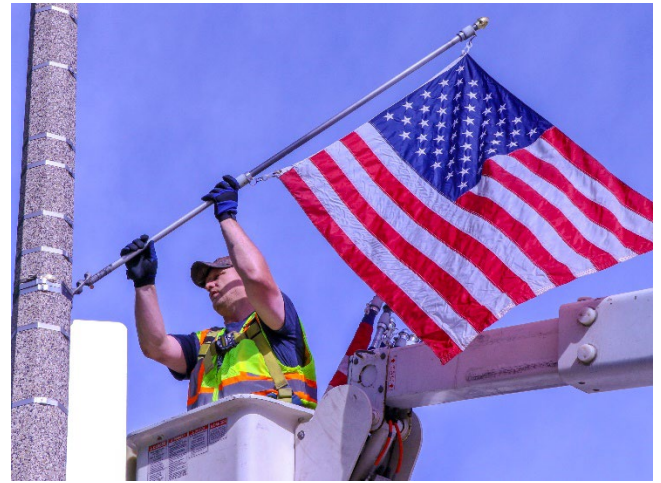
The Common Council and I are grateful for the community input we have received, which reaffirms our shared affection for our remarkable hometown. I look forward to working with Council members, city employees, and our residents to implement this strategic plan.



Dennis McBride  
Mayor  
City of Wauwatosa



# Methodology



## Introduction

Wauwatosa's strategic planning efforts allow City leaders to determine what is important for future success by identifying priorities for the next five years. The identified priorities will help achieve a collective vision for Wauwatosa and are supported by the City's mission, organizational values, and goals. These foundational elements will be used to focus the collective efforts of the Common Council and staff with budget, resource allocation, and work planning.

This document is the result of an extensive process that engaged City leaders, staff, and the community to develop this policy and decision-making framework for the future. The process and framework for the strategic plan document was facilitated by Management Partners, a national firm that specializes in helping local governments leaders improve operations and service delivery.

## Methodology

The strategic planning process was informed by individual interviews with the Mayor, each Alder, the city administrator, deputy city administrator, and department directors. In addition, employees and community members were surveyed about their priorities and two community focus groups were held. Local and regional data were reviewed as well as financial trends. The information learned from interviews and other data gathering methods provided context and understanding about the current and anticipated operating environment in Wauwatosa, as well as in the county, and region.

The Wauwatosa Common Council held a strategic planning workshop on Friday, June 24, 2022, from 12:30 p.m. to 5:00 p.m. and Saturday, June 25 from 8:30 a.m. to 12:30 p.m. at City Hall. The first day of the workshop focused on a review of the information resulting from the data gathering efforts, discussion, and consensus building to develop a vision, mission, and organizational values, and identify citywide priorities for the future. The second day of the workshop focused on crafting goals for each identified priority area. The process resulted in this plan, which emphasizes five priorities for the future with accompanying goals.



# City of Wauwatosa Priorities



This Strategic Plan has five overarching priorities, as listed below. Each priority is accompanied by goals, which were identified by the Mayor and Common Council.

**Economic Development and Financial Resilience**

**Public Safety**

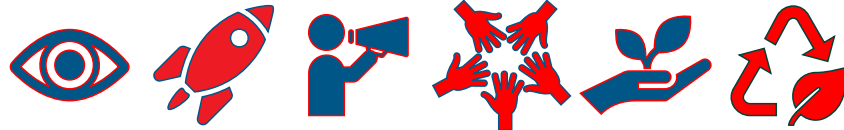
**Infrastructure**

**Housing**

**Quality of Life**



# Vision, Mission and Organizational Values



## Vision

*Wauwatosa is a safe, welcoming, and inclusive community, that provides excellent city services while maintaining a high quality of life for residents, visitors, and businesses.*

## Mission

*The mission of the City of Wauwatosa is to provide accessible services that are essential and enhance the quality of life across the community and the region, in ways that are inclusive, efficient, effective, and affordable.*

## Organizational Values

*Adaptability*

*Resilience*

*Equity*

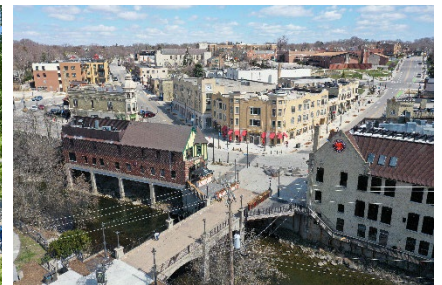
*Respect*

*Inclusion*

*Service excellence*

*Innovation*

*Transparency*





# Priority 1: Economic Development and Financial Resilience

## Goals

1. Ensure Wauwatosa is a hub for economic diversity and innovation
2. Increase opportunities for Wauwatosa residents to work in the City
3. Promote and support local businesses and anchor institutions
4. Develop tools to balance economic development with neighborhood preservation



# Priority 2: Public Safety

## Goals

1. Improve communication and trust internally and with the public
2. Proactively address pedestrian, bicycle, and vehicular safety
3. Increase the City's capacity to provide mental health resources for the public and employees



# Priority 3: Infrastructure Goals

1. Optimize infrastructure to handle 100-year weather events (e.g., storms, temperature, etc.)
2. Ensure the City's infrastructure supports public health through multi-modal transportation and recreation opportunities
3. Identify opportunities to invest in and increase energy efficiency in City operations
4. Identify improvement options for the Schoonmaker watershed
5. Increase alternative (non-property tax based) funding to support capital projects



# Priority 4: Housing

## Goals

1. Expand the availability of inclusionary housing for all
2. Foster a balanced approach to housing throughout the City
3. Update the Comprehensive Plan and the Zoning Code



# Priority 5: Quality of Life

## Goals

1. Develop and implement an environmental adaptation plan
2. Align public health resources in the City with those across the region and state
3. Improve community spaces through ecological enhancements



# Conclusion



## Executive Leadership Team

**Dennis McBride, Mayor**

**Andrew Meindl, Alderperson – District 1**

**James Moldenhauer, Alderperson – District 1**

**Margaret Arney, Alderperson – District 2**

**John Dubinski, Alderperson – District 2**

**Robin Brannin, Alderperson – District 3**

**Joseph Makhoul II, Alderperson – District 3**

**Ernie Franzen, Alderperson – District 4**

**David R. Lewis, Alderperson – District 4**

**Sean Lowe, Alderperson – District 5**

**Joel Tilleson, Alderperson – District 5**

**Meagan O'Reilly, Alderperson – District 6**

**Joe Phillips, Alderperson – District 6**

**Amanda Fuerst, Alderperson – District 7**

**Mike Morgan, Alderperson – District 7**

**Jason Wilke, Alderperson – District 8**

**Melissa Dolan, Alderperson – District 8**

**Jim Archambo, City Administrator**

**Melissa Cantarero Weiss, Deputy City Administrator**

Wauwatosa's Strategic Plan provides a clear path forward for leaders and residents of this thriving city. The Common Council (Mayor and Alderpersons) and management team are committed to achieving the vision through the planned allocation of resources over the next five years.

Successful implementation of the goals will require a collective effort by administrative leaders, directors, and employees in all City departments. Wauwatosa leaders are committed to working collaboratively with members of the community, region and state. They are also committed to communicating with residents and businesses about how the City is doing, how work toward the goals is progressing, and obtaining feedback about how well services are being delivered.

City leaders will monitor and provide periodic reports about the progress of goal implementation and encourages ongoing community input.

