

## **AGENDA**

### **CITY OF CEDAR FALLS GOAL SETTING – CITY COUNCIL – 2023 – SESSION V**

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**Wednesday, December 20, 2023  
4:00 PM – 7:00 PM  
Community Center  
528 Main Street, Cedar Falls**

1. Call to Order
2. Introductory Remarks
3. Continued Review of Goal #4
4. Review of Goal #5
5. Miscellaneous Topics
6. Wrap Up/Next Steps
7. Closing Remarks
8. Adjournment

# ***Goal #4***

***Promote Economic Development***



# ***Catalyst Business Development***

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Goal 4.A.1

# ***Economic Development Initiatives***

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Goal 4.B.1 - Will discuss with Residential Incentives

# ***TIF Plan***

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Goal 4.B.2 - Discussed with financial policies.

# ***Current Economic Development Incentives***

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## **Industrial Projects Located in Industrial Parks**

- City provides 1+/- acre of developed industrial park land for each 10,000 square feet of building area.
- Minimum building valuation of \$40 per square foot.
- If building valuation is \$1.2M or above, City provides for a 5-year partial property tax abatement (75%, 60%, 45%, 30%, 15%).
- If building valuation is between \$1M and \$1.2M, City provides for a 3-year partial property tax abatement (45%, 45%, 45%).
- If building valuation is less than \$1M, no tax incentives provided.

# ***Current Economic Development Incentives***

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## **Professional Office Projects Located in Industrial/Technology Park**

- City provides 1+/- acre of developed land for each 7,500 square feet of building area.
- Minimum building valuation of \$75 per square foot.
- If building valuation is \$1.2M or above, City provides for a 5-year tax rebate (75%, 60%, 45%, 30%, 15%).
- If building valuation is between \$1M and \$1.2M, City provides for a 3-year tax rebate (45%, 45%, 45%).
- If building valuation is less than \$1M, no tax incentives provided.

# ***Proposed Economic Development Incentives***

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- Keep economic development incentives as is for College Hill, Downtown, and Industrial Parks.
- Develop TIF in other areas of the community, as needed, such as University Avenue, Northern Cedar Falls, etc.



# ***Residential Incentives***

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Does Council want staff to develop a policy?

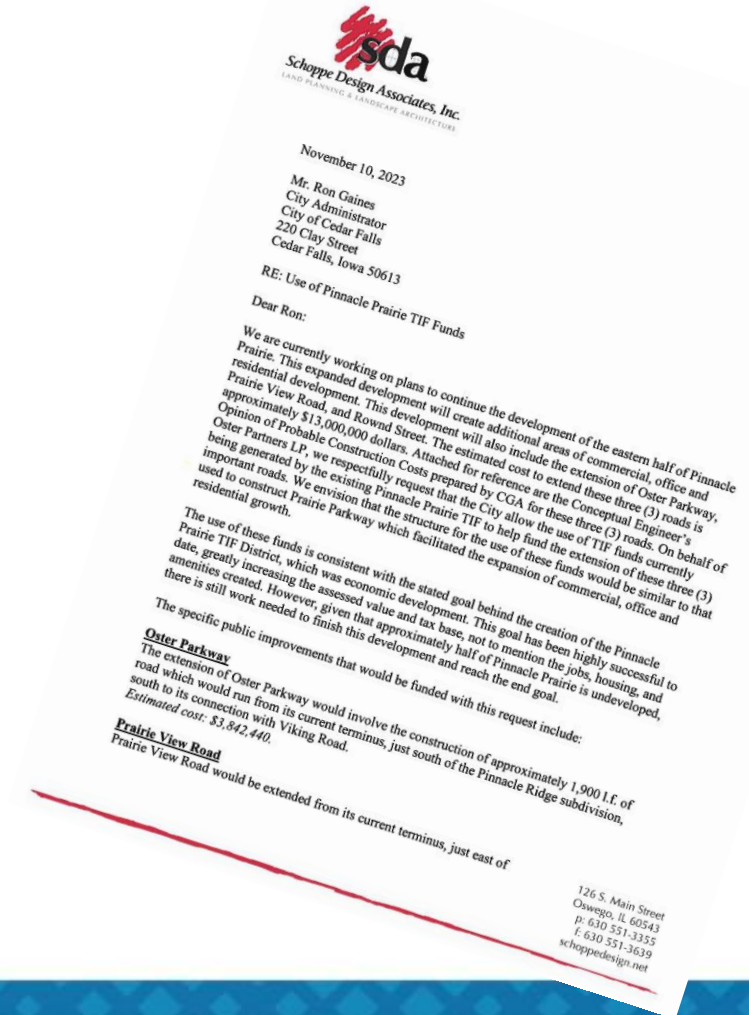
# Potential Residential Incentives

## Pinnacle Prairie Request

Does the City Council want staff to work with the developer on an incentive agreement?

### Challenges:

- TIF Expiration: 6/30/2031
- \$4M committed projects on CIP
- Might not have enough TIF revenue to reimburse by expiration date.



# ***Public & Private Economic Development***

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## Funding Requests

- Grow Cedar Valley - \$30,000 + \$32,000 incentive (FY24)
- Cedar Falls Economic Development Corporation - \$30,000 + \$32,000 incentive (FY24)
  - Funded them the same as Grow Cedar Valley
- Community Main Street - \$20,000 (FY24)
- College Hill Partnership - \$3,300 (FY24)

# *Regional Tourism Objectives*

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## **Add text reflecting V&T Board's Strategic Plan:**

- a. Continue to maintain a dedicated Cedar Falls Tourism & Visitors Bureau.
- b. Continue to coordinate marketing and programming efforts with UNI and with tourism-related organizations throughout the Cedar Valley.
- c. Showcase Cedar Falls as premier destination for meetings, conferences, sports and business travel in Iowa.
- d. Continuously evaluate and grow the budget for a sponsorship program (modeled after competing communities) for offering financial incentives to prospective event organizers.
- e. Maintain and enhance Cedar Falls as a preferred destination for leisure travelers.
- f. Encourage the development of new attractions and assets that would enhance Cedar Falls as a tourism destination.
- g. Advocate for the construction of a new multi-purpose indoor turf facility to meet the increasing demands youth and amateur athletic events and competitions.
- h. Facilitate consistent communications with members of the hospitality industry, providing local, statewide and national training opportunities, information and updates.

# *Plans & Purposes*

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Development of a plan includes gathering data, public input, and analyzing conditions. From all that information, potential strategies are created. This results in a plan providing guidance for the Council. The recommendations can be implemented (or not) as the Council determines.

- Due to the public input process, the plans are intended to cover a 15-20 year period.
- If conditions have changed, the plan can be modified based on additional information completed before proceeding with a recommendation.

# Plans & Purposes

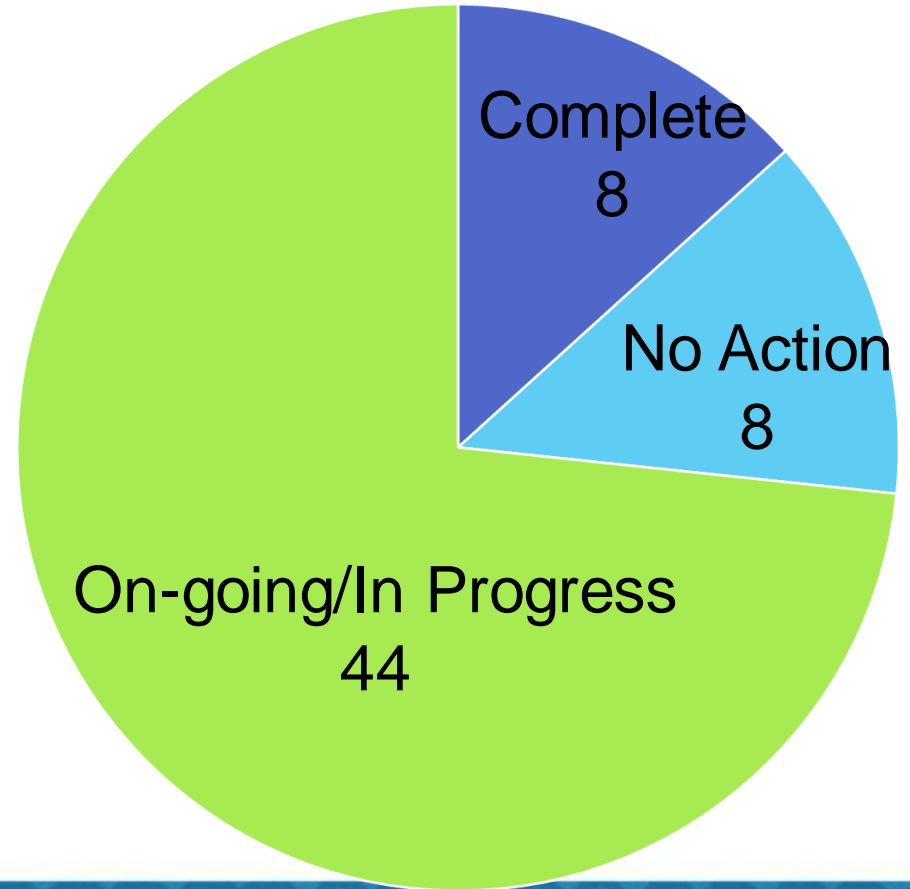
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- **Comprehensive Plan (adopted 2012)**  
A document designed to guide the future actions of a city. It presents a vision for the future with long-range goals and objectives for all activities that affect the local government. State requires this plan for zoning decisions.
- **Major Thoroughfare Plan (adopted 1983)**  
City Code: Chapter 19, Article VIII. Map of major roads (for continuation of road network). Works together with Subdivision Code (Chapter 20) on right-of-way & street widths, connectivity of roadways, and more.
- **Strategic Plan (endorsed 2017)**  
Incorporated elements of existing plans and worked to elevate focus on areas that provide Cedar Falls transformative opportunities.
- **Park Master Plan (adopted 1996)**  
Inventory & analysis of existing facilities, review of current standards in parks & recreation, recommendations on standards for open space (size, location, types of improvements) and trails with anticipated future growth.
- **Resilience Plan (received & filed 2022)**  
A guiding document and a blueprint of actions supporting a community collective goal to be resilient . It supports preparedness to resist and rebound from any possible future economic, social, and physical disruptions to the community.

# Comprehensive Plan

Areas of Implementation	Number of Recommendations
Transportation and Connectivity	14
Housing	2
Land Use	5
Environmental	8
Parks and Recreation	3
Commercial Development	4
Downtown	1
Infrastructure	17
Economic Development	1
Annexation	1
Community Facilities	4
<b>Total:</b>	<b>60</b>

## Status 8/21/23:



# ***Major Thoroughfare Plan Update***

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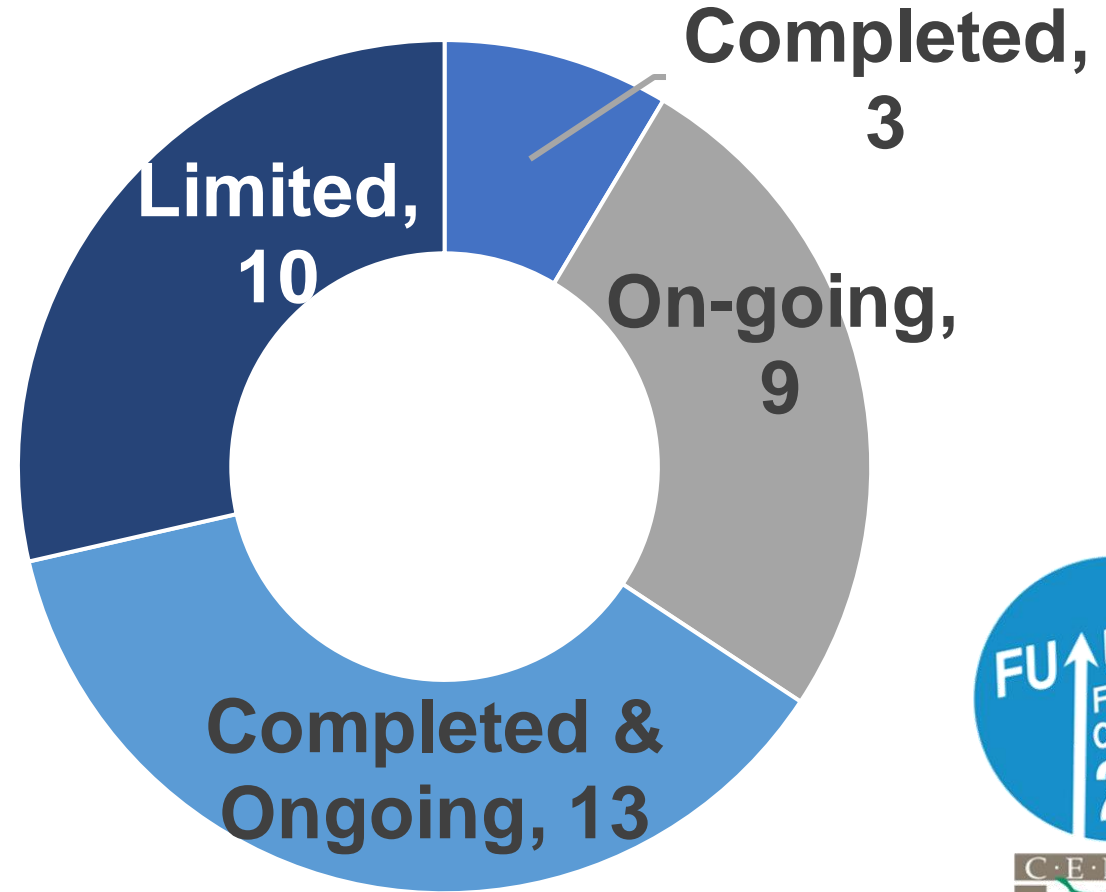
## Process/Schedule:

- Fall/Winter 2023/24
  - Draft map, street standards, connectivity standards
  - Internal Review
- Spring 2024
  - Release public review draft
  - Work sessions with Planning & Zoning Commission
  - Work session with Bicycle & Pedestrian Advisory Committee
- Summer 2024
  - Public review through P&Z
  - Public review through City Council
- Fall 2024 - Council adoption of Major Thoroughfares Map and associated code standards.



# Community-wide Strategic Plan

<b>Prosperity</b>	→ 5 outcomes, 11 objectives
<b>Place</b>	→ 6 outcomes, 17 objectives
<b>People</b>	→ 4 outcomes, 9 objectives





# ***Park Master Plan***

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## Parkland/Open Space Requirements Overview at Committee 6/5/23

### Challenges with Current Practice:

- No formula to determine how much space should be set aside to “meet the needs” of the residents of the subdivision
- Negotiated during the subdivision review process based on size and location of the subdivision.
- Comprehensive Plan is a guide.
- If land dedication is proposed, consultation with the Parks and Recreation Commission to determine if the land is suitable as public park space (size/location/topography)
- Examples:
  - West Fork Crossings (2021) – 2-acre park proposed
  - Hidden Pines (2023) – small area of private open space next to stormwater



# ***Resilience Plan Background***

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- Contract approved in June 2020
- Virtual public input opportunities September 2020 – March 2021
- Draft plan developed
- Townhall meeting (in person) in April 2022
- Council Committee presentation & discussion – May 2022
- Resilience Plan received and filed – June 20, 2022



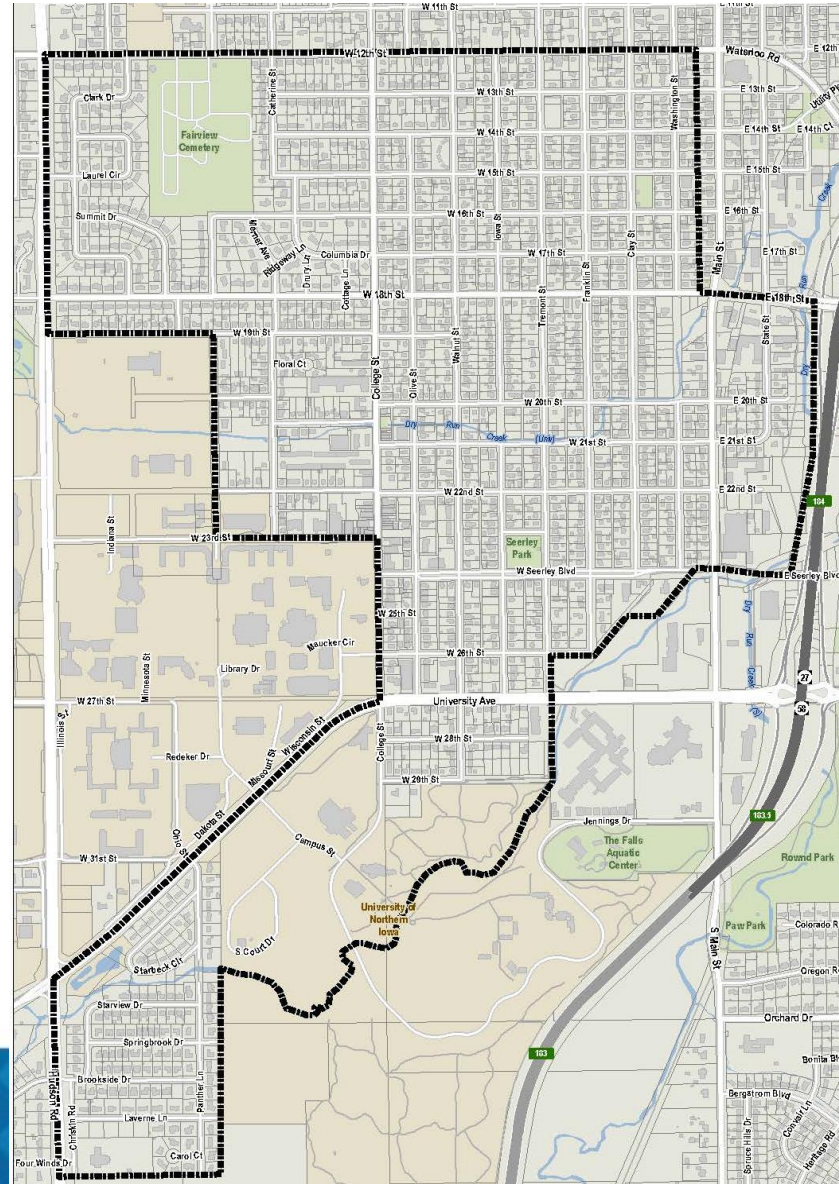
# ***College Hill – Council Priorities Jan. 2020***

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1. Create a thoughtful vision plan to manage change over time.
2. Vision will be based on broad community input, gathered through a robust community outreach process.
3. Take into account market realities and changing demographics for all types of development.
4. Recognize and enhance the unique character of the different parts of the study area.
5. Encourage economic development based on the adopted vision.
6. Foster healthy residential neighborhoods.
7. Establish clear and objective zoning standards to achieve the adopted community vision.



# College Hill Vision Plan Area



# College Hill – Vision Plan Overall Strategies

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- Improve pedestrian environment
- Increase development potential in core—more residents=more retail & dining possibilities
- Right-size parking requirements in the Heart of the Hill (immediately around UNI)
- City/UNI coordinate parking management
- Consider a parking management district, if needed





# Zoning Ordinance Economic Development Objectives

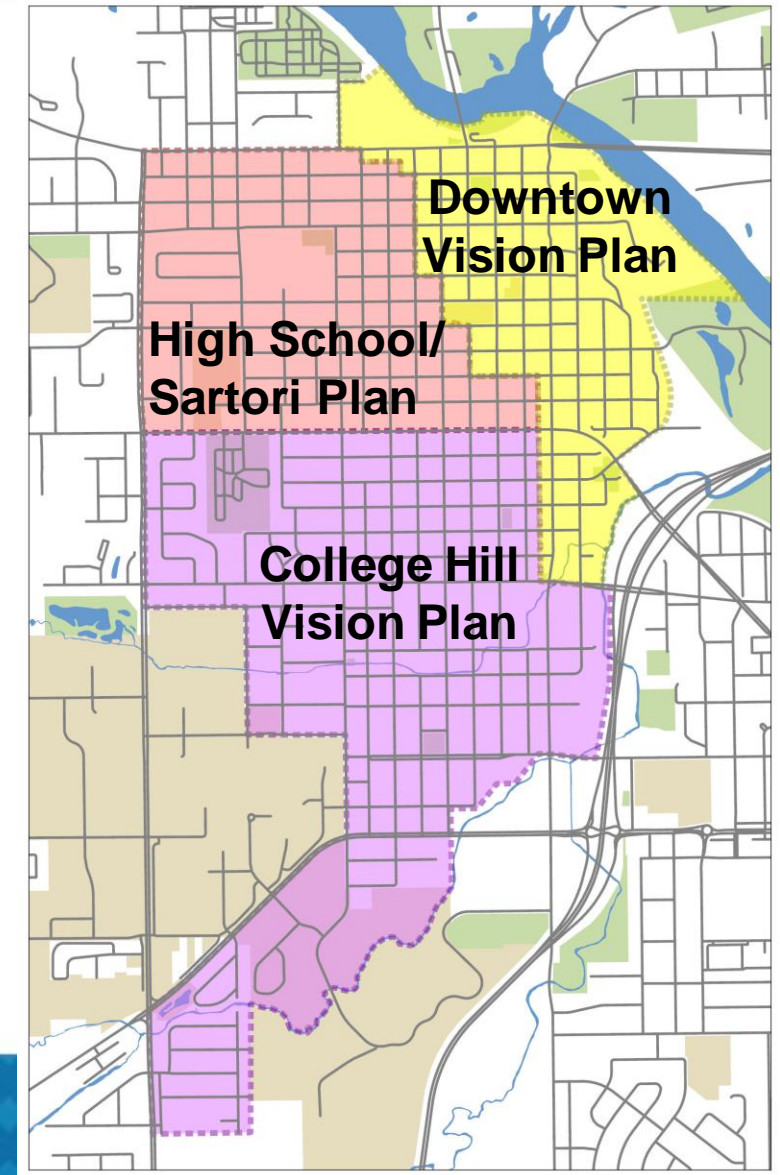
## Existing High School & Sartori Area Plan



# Zoning Ordinance Economic Development Objectives

## Next Steps:

Plan/Initiative	FY
Major Thoroughfare Plan	2024
College Hill Vision Plan & Zoning	2025-2026
Parks Master Plan	
High School/Sartori (and zoning?)	2026-2027
University Avenue & nearby neighborhoods (and zoning?)	2027-2028
Comprehensive Plan	2029-2031
Strategic Plan	2032



# ***Neighborhood Traffic Management***

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The traffic management program would be designed to serve as a guide for staff and residents to study, plan, and implement processes appropriate for particular traffic issues in neighborhoods.

Several requests come in each year for speed trailers, speed study/analysis, traffic calming, etc. Staff spends considerable time collecting and analyzing data, communicating with citizens, writing reports, and conducting follow up studies.

This program would establish policy guidelines, public participations, education and enforcement strategies, recommended traffic control devices and criteria for use.

# ***Neighborhood Traffic Management***

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The goal of this program would be to affect driver behavior in order to improve safety and the quality of life for residents, pedestrians, and motorists in problematic areas.

Other Cities that have implemented similar programs:

- Waukee, Des Moines, Clive, Iowa City

Staff to begin development of program/policy to bring forward to City Council in 2024 for consideration.



# ***Affordable Housing Options***

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- Consider results of the Housing Needs Assessment – promote housing options for all (adopted May 2023)
- Review City construction standards to identify possible changes which can promote the construction of affordable housing.
- Identify existing older homes which can provide a market to meet affordable housing demand.

# ***Housing Needs Assessment Recommendations***

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Housing Commission recommends prioritizing the following:

- Review zoning, subdivision, & buildings codes - provisions increasing costs but not achieving a public purpose
- Zoning reforms to promote a mix of housing types & sizes - for different income levels & stages of life
- Incentivize or require Universal Design
- Incentivize infill development & mixed-use buildings
- Explore a Local Housing Trust Fund – creates possible housing grants from Iowa Finance Authority
- Establish committee to discuss/review local development regulations
- Pursue local funding sources to support additional housing for low to moderate income households.

# ***College Hill Economic Development-Parking***

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- College Hill Parking Study was completed in September of 2019.
- Recommendation – Paid Parking in the Municipal Lots
  - Enforcement in the lots is from M-F 9:00 am-6:00 pm
  - Can park free overnight and on the weekends in the lots
- Recommendation – Improve the lot infrastructure
  - Parking lots in the College Hill Area were resurfaced.

# ***College Hill Economic Development***

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Goal 4.C.8)b



# ***Northern Cedar Falls Commercial Development***

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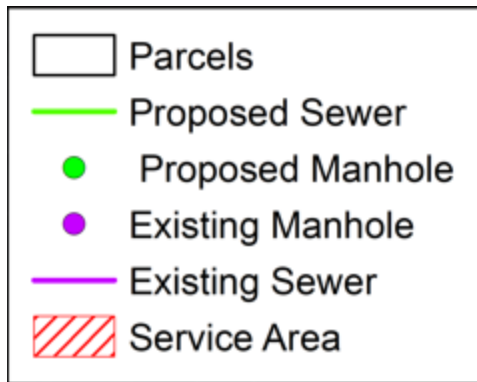
Goal 4.C.9)a

# ***Downtown Parking Structure***

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- Currently under contract for a parking study
  - Performing parking counts Dec. 7th-9th
  - Having stakeholder meetings now
  - Will have a public meeting in the process
  - Plan to present final report in March, 2024
- Goals of Study
  - Need for a parking structure
  - Location of a parking structure
  - Rate structure for entire downtown
- Use TIF dollars to fund a structure, but not operating costs

# South Main Sewer Extension



- Under design with AECOM
- Involves 18 properties on Main street not currently connected to Sanitary Sewer
- Construction Cost: \$750,000
- Easements: \$330,000

# ***HWY 58 & Greenhill Road Improvements***

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Project Letting: 2028

Construction: 3 year

DOT is currently in the process of updating the environmental assessment from 2017

Consideration of 4 alternatives

- Over/Under analysis
- Noise
- Land Impacts

# W 23<sup>rd</sup> Street Reconstruction

- Estimated project cost \$1.2M-1.4M
- Currently in Design with Shive-Hattery
- UNI Involvement – establishing a unique corridor that will symbolize campus
- UNI Assessment – Project costs associated with the reconstruction and character of the corridor

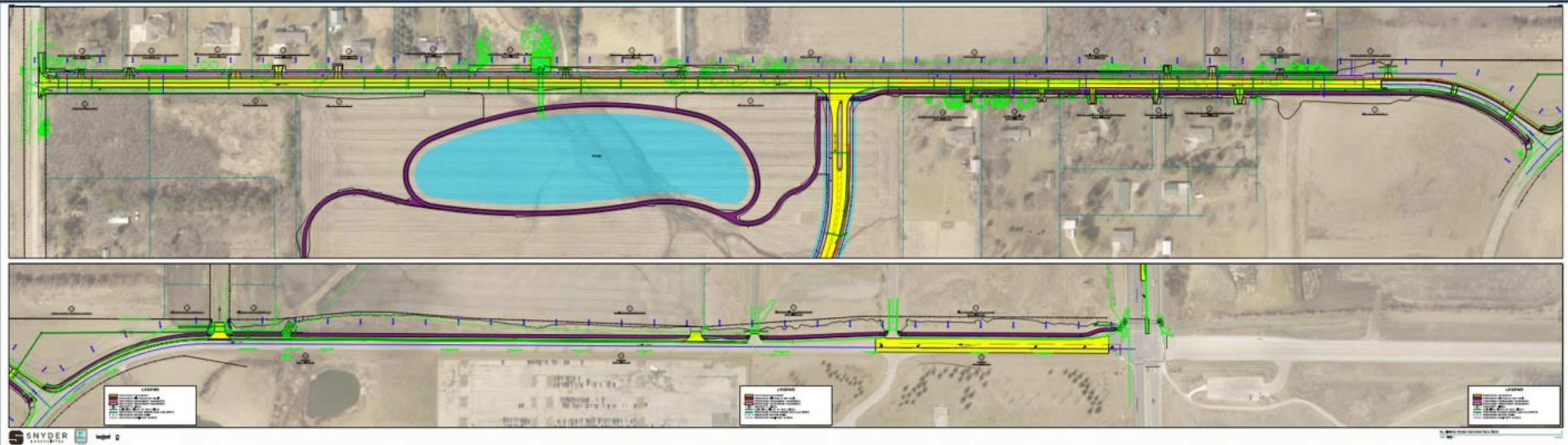


# W. Viking Road Reconstruction

- Viking Road Improvements from Union Road to Hudson Road and will be constructed in 4 Phases
- Project tentative start in spring of 2024 and is estimated to take 18 months
- Estimated cost \$7.8M, Unified TIF
- Improvements Include:
  - Full reconstruction from Union Road to Production Drive
  - Innovation Drive connection to Viking Road
  - Trail Connections to Arbors Drive Trail, Prairie Lakes Trail and new trail around the northerly industrial park pond
  - Utility improvements include watermain, storm sewer, sanitary sewer

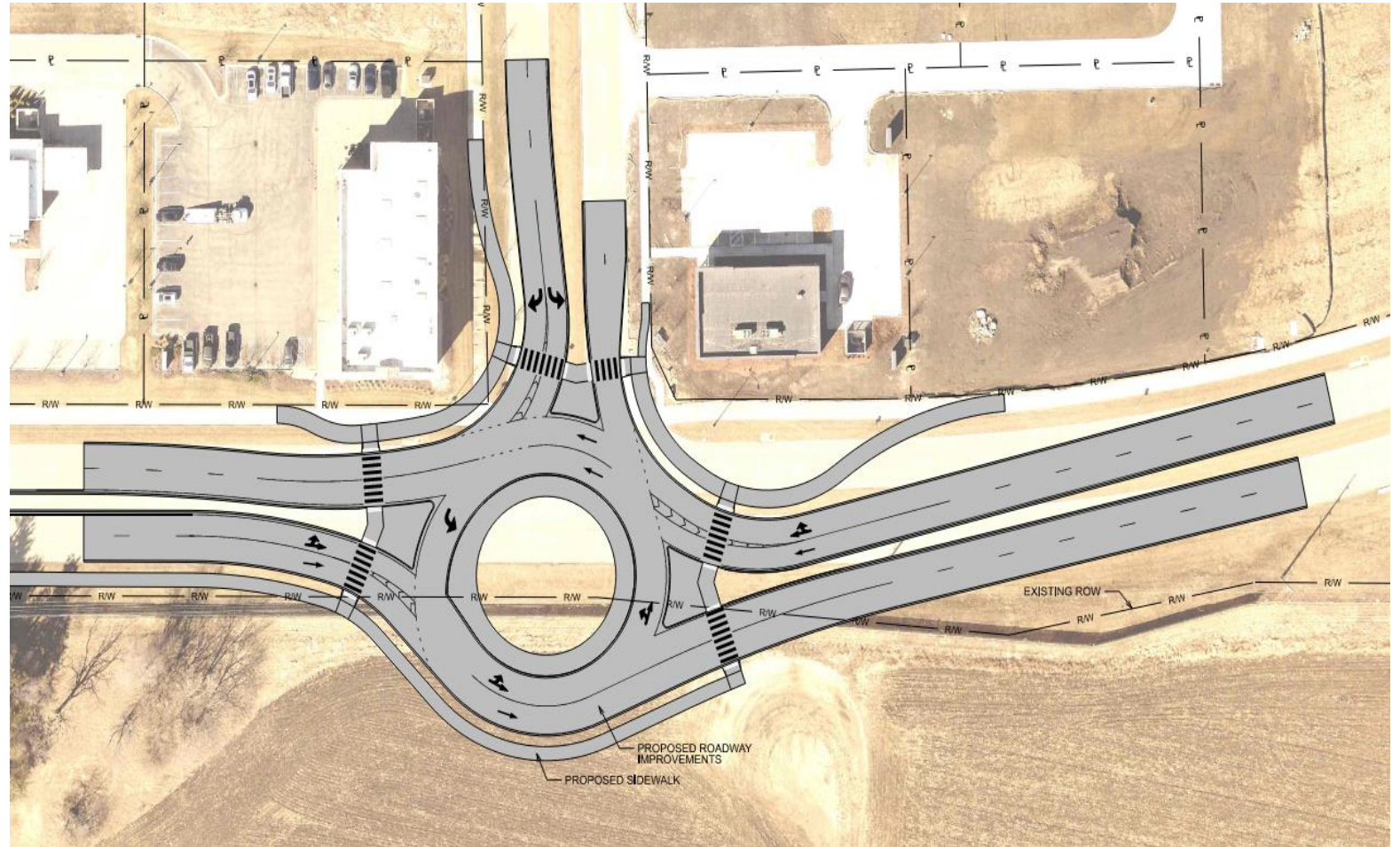


# W. Viking Road Reconstruction



# Viking Rd & Prairie Pkwy Intersection Improvements

- Project Overview
  - Reconstruct Intersection of Prairie/Viking as a 3-legged roundabout
  - Add Raised Medians from Andrea Drive to Prairie Parkway
  - Trail Extension on South side of Viking Road
  - Currently Under Design Contract with Snyder & Associates
  - Construction to begin late 2024

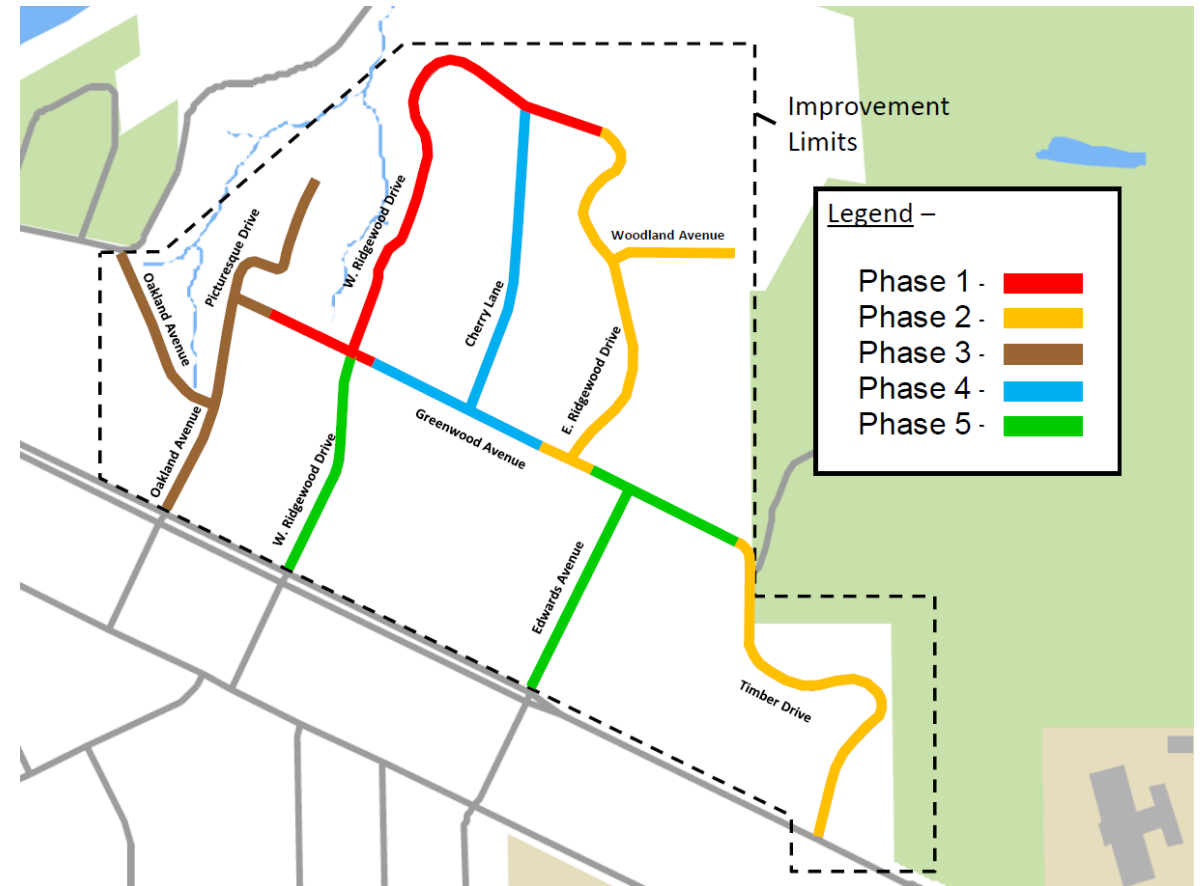




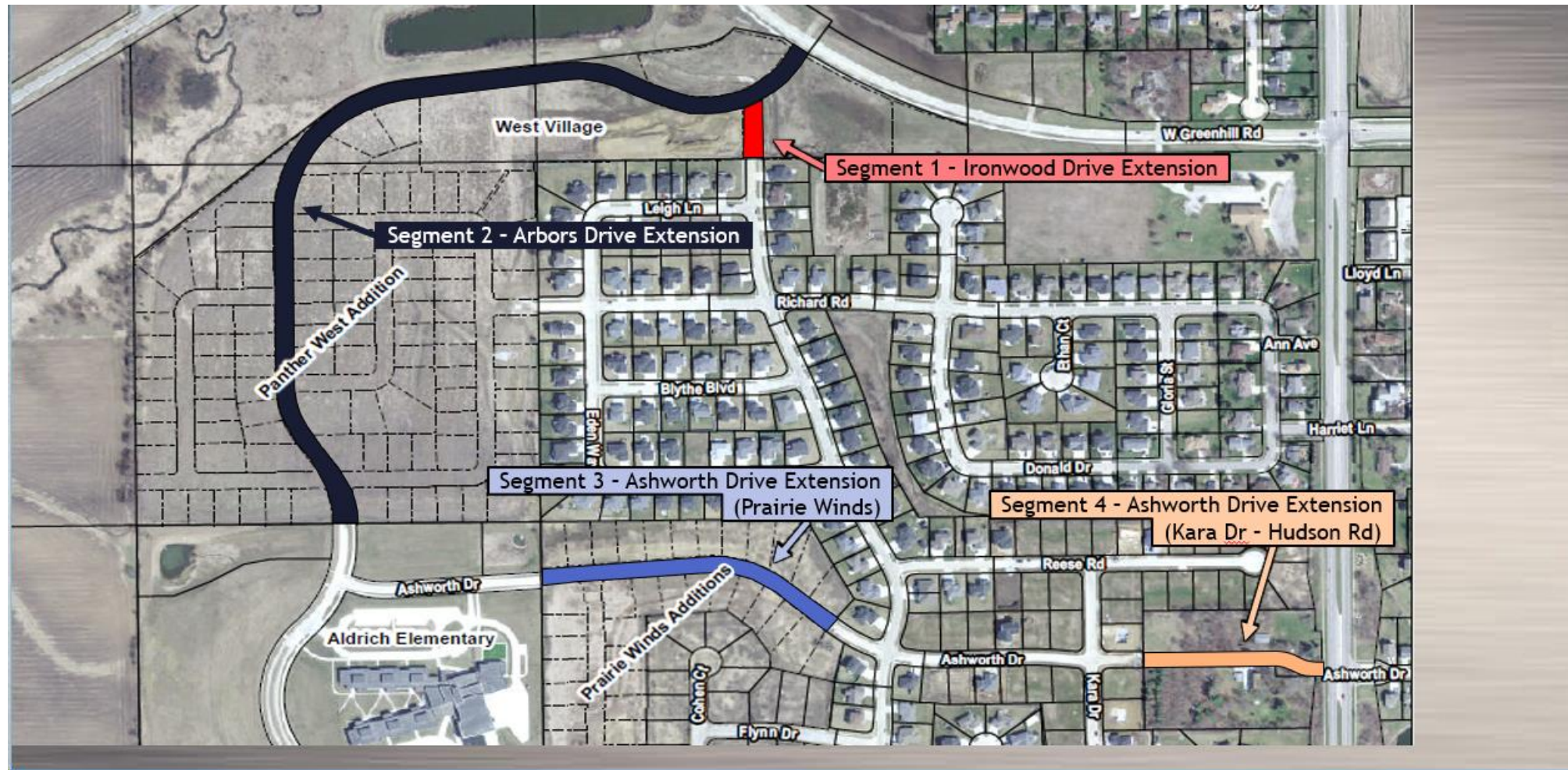
# North Cedar Heights Area Reconstruction

Updated Phasing based on bids from 2023:

- Phase 1 – 2023 construction, finishing in spring of 2024
- Phase 2 – Construction to begin in 2024
- Phase 3 – 2025
- Phase 4 – 2026
- Phase 5 - 2027



# Aldrich School Street Connections



# ***Aldrich School Street Connections***

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Agreement with Developer reached in June 2023

## Terms:

- Developer to provide design with City approval
- Public Bidding requirements, City staff to perform construction inspection
- Cost share for construction costs only: 50/50
- All segments to be constructed in 36 months
- Interest of 5.5% annually with any outstanding unpaid balance

Segment 1: Ironwood Drive extension to Arbors Drive

Segment 2: Arbors Drive from Aldrich Elem. North to Greenhill Road

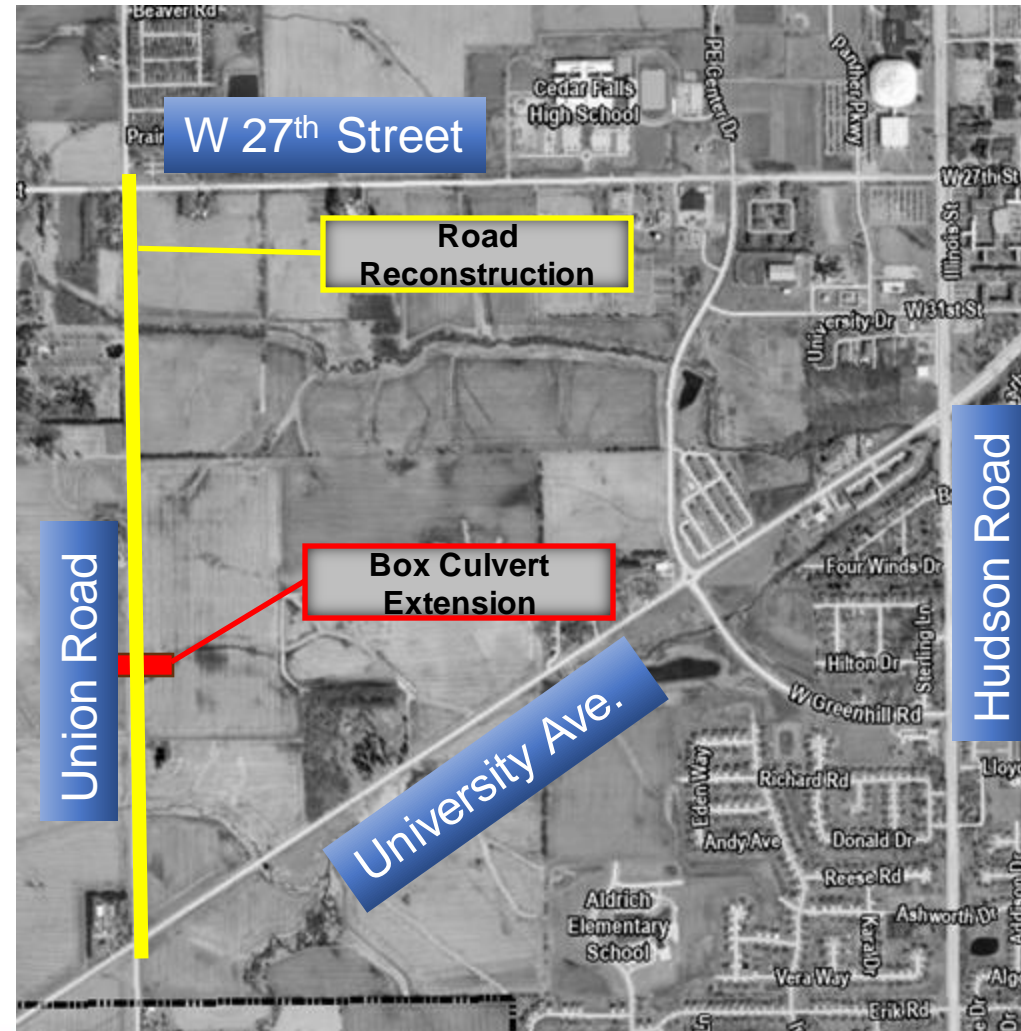
Segment 3: Ashworth Drive from Aldrich Elem. to Ironwood Drive

Segment 4: Ashworth Drive from Hudson Road to Kara Drive

- Completed in 2023 – City Project

# Union Road Reconstruction

- Union Road Improvements from 27<sup>th</sup> Street to University Avenue.
- Access to be provided to individual properties throughout construction.
- Improvements Include:
  - Full reconstruction of Union Road from W. 27<sup>th</sup> Street to University Avenue
  - Roadway from rural to an urban cross-section (Curb & Gutter, Storm Sewer, etc)
  - Intersection Improvements
  - Projected CIP: 2030



***Goal #5***  
***Enhance Community***  
***Quality of Life***



# ***Initial Policies in Goal 5***

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Goal 5.B.1)-2) - Discussed previously.

Goal 5.C.1) - Discussed previously.

Goal 5.C.12) - Discussed previously (pool).

# ***Cedar River Recreation & Riverbank Project***

- Currently in-river construction on Gateway Park side
- Project is estimated to be complete in October 2024
  - Weather & River Dependent
  - Downtown In-River Side late 2023 into 2024
  - Upland Terracing and improvements Summer 2024
- Improvements Include:
  - 7 in-river structures
  - Pedestrian access to each in-river structure
  - Turtleback Landing on downtown side
  - Landscaped riverbank improvements



# ***Big Woods Lake Campground Expansion***

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## Project Overview

- Proposed project timeline - FY25/26 possible completion in FY27
- Addition of approx. 30 - 40 sites, plus tent sites
- Construction of additional shower and restroom facility
- Installation of sanitary dump station (at front of park near holding tanks)

## Project Location Benefits

- Expansion in current location would not require additional County or City staff to manage
- Location will not impact pine forest or recreation trail
- Cleanup of invasive vegetation will provide healthier native plant growth and a better overall recreation experience.



# Big Woods Campground Expansion Project



# Big Woods Campground Expansion Project



# ***Big Woods Lake Campground Expansion***

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## Estimated Project Cost

\$300,000.00

## Proposed Funding

Private local family donation; minimum of \$50,000.00

Reap Grant request of \$130,000.00

City funds - \$60,000.00 (postpone BW cabin project CIP # 145)

Black Hawk County Conservation funds \$60,000.00

# ***Alternative Roadway Designs***

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# *Environmentally Sensitive Lands Survey*

- Develop Conservation-compatible Zoning and Subdivision Ordinance Language
- Develop Conceptual Greenways System
- General Management Strategies for Natural Areas
  - Maintain and Link Together Larger Tracts of Significant Natural Areas
  - Establish and Maintain Undisturbed Vegetative Natural Area Buffers
  - Promote the Use of Plant Species Native to the Area.
  - Promote Control of Invasive Exotic Species
  - Maintain and Place Habitat Structures Where Appropriate
- Management Recommendations, by Community Type



# Seerley Park Renovation



Project Letting: Spring 2024

Est. Cost: \$430,000

Private Funding: \$100,000

Construction: Summer/Fall 2024

Project Details:

- New Playground
- New Shelter Gazebo
- Inclusive surfacing/equipment
- Fencing

# ***Park Improvements – All Parks***

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# ***Park Improvements – All Parks***

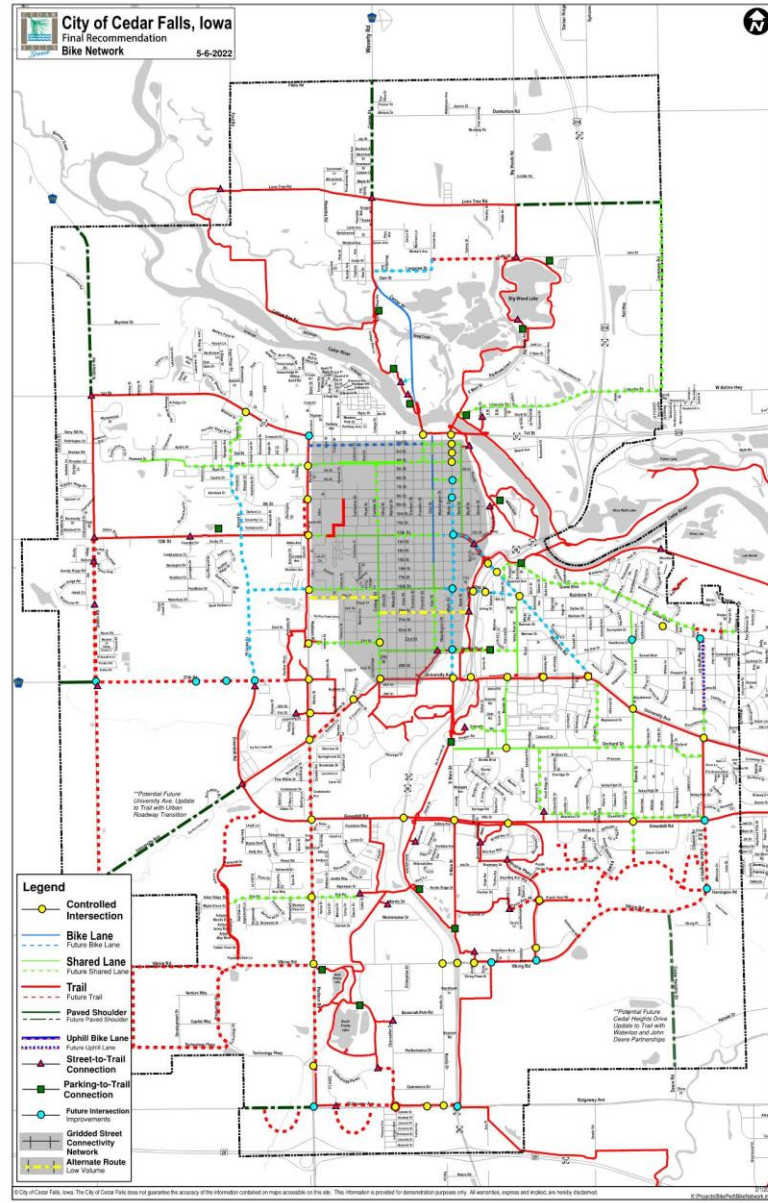
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- Add/replace playground equipment.
- We have taken down old or damaged equipment, without many replacements.
- Improve attractiveness, function, use of parks.
- Keep pace with other communities.
- Encourage outdoor play.
- Establish a rotation in our parks.





# Implement Bike Network Plan



# Historic Reconnaissance – Overman Park

Inventory of residences/buildings for historic significance



# UNI Dome Renovations

Request originally \$3,000,000-5,000,000 to support dome renovations.

## CIP FY24-29

Funding Source	Amount
UNI	\$47,500,000
Economic Dev. Fund (City)	\$2,500,000
<b>Total</b>	<b>\$50,000,000</b>



IT'S TIME TO RENEW THE UNI-DOME  
**tomorrow** needs.

# *Miscellaneous*



# ***Future Committee Meetings/Work Sessions***

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- Hiring practices and staffing, including wages and benefits
- DEI update
- Public transit
- Refuse rates
- HF718 impact on libraries and other entities

# ***Other/Remaining Discussion?***

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