

# City of Cedar Falls | Goal Setting Work Sessions | Report

## Session 1 | November 27, 2023

### Overview

The City of Cedar Falls scheduled goal setting work sessions for Nov 27 & 30, Dec 7, 11 & 20, 2023, to identify and prioritize the City's goals and priorities for FY 2025.

### Visioning

During the work session, the mayor-elect and city council members were asked to respond to the question: In five years, as a result of your leadership, what will Cedar Falls be recognized for? Their responses are listed below.

In five years, as a result of your leadership, what will Cedar Falls be recognized for?

- Collaborative and Innovative
- Relational and Representative
- Best Places – to live, to retire, for recreation, etc.
- Quality of Life
- Hospitality, Honor All, Humor
- Vibrant College neighborhood
- Foster Community Spirit
- Best Cities to work with
- North Cedar and River project
- Downtown – historical and parking
- Positive relationship with University of Northern Iowa
- College town of choice for students
- Innovative zoning changes
- Support economic development and growth
- Revitalize University Avenue and College Hill
- Strong shares vision – genuine and resident driven
- Reputation as quaint town with neighborhoods with restaurants and retail (including North Cedar)
- Innovative, smart growth
- Mix of housing options
- Family oriented – safe neighborhoods

## 2023 Accomplishments

Participants reviewed the list of 2024 goal accomplishments compiled by city staff and were asked to identify what they considered to be their top three accomplishments. Their responses are noted with red stars below.

### Short Term Financial Plan:

- \*\*\* Maintained AAA bond rating
- A 5-year CIP was adopted by Council
- \* A FY24 Budget was adopted by Council
- Seek minimum private donations match of 25% for recreation & quality of life projects – Seerley Park, Orchard Hill Park Pickleball Expansion

### Goal #1: Foster Organizational Excellence

- \*\* City Administrator and Human Resources Manager worked with each department to determine their top goals as a result of the workforce climate assessment survey and reviewed the progress of those goals
- \* Reviewed and updated the Police Policy Manual, Fire Policy Manual, and City's Emergency Operations Plan
- Maximized the use of Police Reservists to staff large events/celebrations

### Goal #2: Deliver Responsible Local Government

- Implemented a standardized municipal index for all major city plans, policies, and documents
- Website was updated and designed to be more mobile friendly, and the new mobile app was also launched. QR codes are used on council agendas and various public communication
- \*\* Diversity, Equity, & Inclusion (DEI) Specialist was hired and has created relationships with several community organizations
- Implement the Nutrient Reduction Strategy as submitted to the Iowa DNR to update the existing Wastewater Treatment Facility – Contract with Strand
- Continue to implement the Island Park Revitalization Plan – Disc Golf, Petanque Courts, etc.
- Continued to work with the Emergency Management Commission with the goal of having emergency dispatch costs funded through a County EMA levy
- \* Committee presentation on Community-Wide Strategic Plan on progress in achieving goals

### Goal #3: Ensure Government Efficiency and Effectiveness

- A new City Clerk was appointed upon the retirement of previous City Clerk
- A new Water Reclamation Manager was appointed
- \*\*A new Police Chief was appointed
- \*\*A new Fire Chief was appointed
- A new Community Services Supervisor was hired, to support CDBG, HOME and the Housing Choice Voucher Program
- Initiated a police canine program in the police division
- \*Put a new EMA/Rescue SUV in service in the Fire Division to reduce mileage and wear/tear on large, expensive fire apparatuses while improving response times
- \*Increased the number of hours that fire personnel have supplemented police shifts and police personnel have supplemented fire shifts to reduce overtime and harness the benefits of a public safety model
- \*A vendor was selected for a new ERP (Financial & Payroll) system
- A legislative session was held with local legislators
- Proactive code enforcement occurred in zones/neighborhoods, including adherence to Landlord Accountability

### Goal #4: Promote Economic Development

- Evaluate one-way streets and traffic flow – Royal Drive & Seerley Blvd
- \*Street Improvement Objectives
  - Main Street Reconstruction – Under Construction
  - Ridgeway & Hwy 58 – Under Construction
  - North Cedar Heights Area – Under Construction
- \*\*Establish Agreements with Developers to complete street connections
  - Aldrich Connection Agreement – Ashworth, Ironwood, Arbors
- \*Slope Repairs – West Ridgeway Ave, repair of failing slope in North Cedar Heights Area
- \*\*\*City acquired 76 acres of farmland located adjacent to the West Viking Road Industrial Park to create future industrial lots
- Provided property tax abatement for projects meeting adopted job creation and tax growth criteria, including redevelopment projects on College Hill, Downtown, and Northern Cedar Falls
- Continued economic development partnerships
- \*\*Coordinated with UNI to increase recognition of the Iowa High School Football Playoffs to retain this event in Cedar Falls
- Zoning code amendments to provide new opportunities for repurposing obsolete institutional buildings, signs for civic uses, parking for institutional uses, use of vinyl siding
- Major Thoroughfare Plan under staff review and will come forward to Council in 2024
- Committee presentation on the progress in achieving goals of 2012 Comprehensive Plan
- Habitat project on Sands Ave completed, assisted with federal HOME funds. Exploring project on Clay St
- \*\*\*Worked with CFEDC on priorities from Housing Needs Assessment.

## Goal #5: Enhance Community Quality of Life

- Implement the Bike Network Plan – Updated Map in 2023
- Coordinated a comprehensive public education campaign to limit fireworks use to the day(s) allowed by ordinance
- Conducted bi-annual open houses at the Public Safety Center to connect with the community in fire and crime prevention efforts
- Hearst Master Plan initiated in March 2023, open house October 2023
- Great American Rail Trail: Tourism staff serves on stakeholder committee, hosted the project manager from Rails-to-Trails Conservancy for a visit to Cedar Falls in May, supported connections in George Wyth Park and Benton County, promoting trail use and into downtown with QR codes on trail signs, Visitor Guide, expos/events, & hosting editor of Minnesota Trails Magazine in May 2023
- 28E Agreement with the School District for shared Community Natatorium for facility sharing and minimizing duplication of services
- Improvements to Orchard Hill Park underway for new shelter, 8 additional pickleball courts, paved parking (and additional amount), & landscaping.
- \*\*\*Cedar River Recreational Project underway (construction oversight & grant administration occurring)
- \* Bike Network Plan implementation:
  - 27th Street Trail between Hudson and Union is underway and will be completed by the end of the year.
  - Lake Street Trail is paved and will be finalized by the end of the year.
  - Union Road Trail between 1st and 27th Streets is paved and will be finalized by the end of the year.
  - 18th Street Sharrows between Hudson and Campus Streets were added this year.
  - Main Street Bike Lanes:
    - Between 6th and 11th Streets will be done by the end of the year.
    - Between 18th and Seerley will be done by the end of the year.
    - Cedar Heights Trails south of Greenhill Road is paved but won't be finalized until sometime next year.

## Preparation for FY 2025 Goal Setting

Participants reviewed the FY 2024 goal document and were asked to 1) identify their top three priority items under each goal, and 2) identify up to three new items they would like to include in the FY 2025 goal document. Their responses were distributed to council members and used as a reference during the goal setting process.

## Session 2 | November 30, 2023

### Short Term Financial Plan

During the November 30 work session, the Mayor-Elect, City Council members and staff reviewed financial policies and the following items from the Short-Term Financial Plan section of the FY2024 goal document.

- 1) Council members agreed to continue to use the following financial policies to develop the CIP:
  - Issue only replacement debt
  - Maintain a debt strategy that protects at least 25-30%\$ of capacity
- 2) Council would like further discussion on the amount the city is designating to support UNI dome renovations.
- 3) Council members agreed to support the following items in FY 2025 with additions noted in underline and bold:

### CFD 1101: Council Goals, Work Program, and Financial Plan for FY2024

#### SHORT TERM FINANCIAL PLAN:

##### A. FY2025 Budget Policies.

- 1). Limit tax increases to no more than the rate of inflation on residential properties for controllable costs. NOTE: Council will revisit when new data is received from the county in early 2025.
- 2). City staff members are directed to certify the maximum amount of legally incurred TIF debt annually by December 1st for all completed City and CFU construction work within the TIF Districts to better position the City and CFU financially. Continue to transfer TIF release funds from expired TIFs to economic development fund to cash-flow economic development projects.
- 3). Use State aid (including backfill if provided) only to fund one-time capital expenditures or non-reoccurring expenses, rather than for operating expenses.
- 4).
- 5).

- 6).
- 7). Escrow Fund Policies.
  - a. The City will escrow funds annually to pay accrued liabilities.
  - b. The City will address annually these commitments by budgeting and depositing in a restricted account funds to pay these liabilities when they occur.
  - c. The City will continue to fully fund ~~not un-fund~~ liabilities in escrow accounts; these include severance, payroll, liability insurance, vehicle replacement, data processing, workmen's compensation, long-term disability, and all pensions.
- 8). Continue to assess user fees for specific City services at rates approved by Council.
- 9).
- 10). The Cedar Falls Health Trust Fund shall only budget expenditure of interest income generated by the fund minus an interest income contribution into the fund's principal equal to the rate of inflation in health care. Principal should only be used in negotiating a development agreement for a new hospital or a health care provider.
- 11). Interest income generated from the 411 Pension reserve fund shall be used to pay the required City contribution to annual 411 expenses. No portion of the principal shall be used for operating purposes.
- 12). Road Use taxes shall only be deposited in the Street Construction fund with their use limited to street operations and maintenance purposes.
- 13).
- 14). Maintain capital and maintenance reserve accounts generated from user fees set aside to pay for future capital repairs or facility replacement of benefit to the users contributing (examples include the Recreation Center, Aquatic Center, Hearst Center, Beach House, Big Woods Campground, and golf courses).
- 15). The CFU transfer made to the City in lieu of property taxes shall be deposited in the General Fund to off-set the cost of supplying City services. Transfer funds shall also be set aside in a capital account to finance various one-time capital projects.
- 16). Maintain liability, work compensation and health insurance reserves as required by law or policy to support the City's self-insurance programs. NOTE: Council will look in to this in future work sessions.

- 17).
- 18). TIF-qualified SSMID funds collected from Downtown and College Hill SSMID District will be allocated to Community Main Street and College Hill Partnership rather than for City TIF debt payments.
- 19). Coordinate and centralize all requests for grants, including the Black Hawk County Gaming Association.
- 20). Deposit funds in excess of annual operations expenses (including TIF funds) in a capital reserve account for projects, economic development, public land acquisition, redevelopment, health insurance fund support, or other one-time allocations approved by the City Council.

B. FY2025 Budget Contingency Policies.

C. FY2025 Cash Reserves Policy.

- 1). 1. The City will maintain an unreserved balance at year-end at a level determined by Council to meet cash flow requirements, emergency needs, and bond rating criteria.

Fund Type	Percent Minimum	Absolute Minimum
General Fund	15-25% <sup>1</sup>	Not specified
Refuse Fund	20-30%	\$500,000
Sewer Fund	65-75%	\$1,500,000
Street Fund	20-30%	\$1,000,000
Storm Water Fund	10-20%	\$200,000
Emergency Reserve Fund	N/A	\$1,500,000 - \$2,000,000

D. FY2025 Revenues Policy.

- 1).

2).

3). Revenue Source Policies.

a.

b.

c.

d.

e.

f.

g.

h.

i. Sales Tax. The City collects an additional 1% in local option sales tax. The revenues and expenditures under this program are recorded in a separate fund.

j. Hotel/Motel Tax. The City currently has a 7% hotel/motel tax with 50% of the income generated by the imposition of the tax being devoted to the Visitors and Tourism Division. The other 50% is devoted to programs related to parks, lakes, trails, and recreational/cultural facilities.

k.

l.

m.

n.

E. FY2025 Expenditures Policies.

1).

2).

3).

4). Local Option Sales Tax: 100% of LOST proceeds will be spent on street repair in accordance with the stipulations set by the voters and City Council resolution<sup>2</sup>.

F. FY2024 Long Term Debt Policies.

G. FY2024 Capital Improvements Program Policies.

1).

2).

- 3).
- 4).
- 5).
- 6).
- 7).
- 8).
- 9).
- 10).
- 11).
- 12).
- 13).
- 14).
- 15).
- 16).
- 17). The city will seek minimum private donation match of 25% of/for new recreation & quality of life projects. Funds shall be escrowed or an agreement with the City Council needs to be executed prior to the project bid letting.

## Session 3 | December 7, 2023

During the December 7 work session, the Mayor-Elect, City Council members and staff reviewed the following items from the Goals and Objectives section of the FY2024 goal document. Council members agreed to support the following items in FY 2025 with additions noted in underline and bold:

### GOALS AND OBJECTIVES:

1. **GOAL #1: Foster Organizational Excellence. Select, train, motivate and retain highly qualified employees who represent the city in a professional manner.**

#### A. Supporting Policies.

- 1). Ensure that employee wages and benefits are competitive with other municipalities in the state of Iowa and private enterprise in the metro area.
- 2). Maintain clear lines and methods of communication between elected officials and staff.
- 3). Treat employees with respect and expect that they, in turn, will treat citizens with respect.
- 4). Encourage and management and supervisory employees to be creative and innovative in the delivery of city services.
- 5). Promote continuous quality improvement in all city government operations.
- 6). Conduct employee survey annually beginning in 2025.

#### B. Long-Term and Ongoing Objectives.

- 1). Continue to monitor the ability to attract and retain quality staff.
- 2).
- 3).
- 4).

#### C. FY2025 Detailed Objectives.

- 1). Review results and consider policy changes from the workforce climate assessment / employee satisfaction survey to improve human resources management and employee relations.
- 2).

- 3). Explore restructuring, merging, or eliminating vacant positions.
- 4).
- 5).
- 6). Continue to fund the City's employee educational assistance program (CFD 2254).
- 7). Continue to fund the City's employee assistance program.
- 8).
- 9). Encourage employees to participate in the employee DEI committee.
- 10). ~~Update the staffing plan to address employment attrition, retirements and the use of PT, PSOs, POCs, Police Reservists, volunteers or other cross-training programs to respond to long-term staffing needs.~~
- 11). Continue to use a ~~Develop a review standard review tool to annually evaluate the performance of the City Administrator.~~

2. GOAL #2: Deliver Responsible Local Government. Provide a representative system which identifies and anticipates concerns, problems, and opportunities which are effectively addressed with thoughtful and decisive governmental actions for the benefit of citizens.

A. Supporting Council Policies.

- 1). Provide broad direction to the City Administrator, who in turn formulates management decisions to provide efficient service offerings and operations.
- 2). As a policy-making body, interpret community needs and values and convey them to City staff through consistent legislative and policy actions.
- 3). Continue to provide a forum for active public engagement related to City actions through open public meetings, hearings, committees, commissions, task forces and broadcast media.
- 4). Continually explore and evaluate improved methods of communication with citizens to inform them of City activities and accomplishments.

B. Long-Term and Ongoing Objectives.

- 1).
- 2).

- 3). Consider holding when timely, joint meetings with the Waterloo City Council, Black Hawk County Supervisors, Cedar Falls Community School District and the University of Northern Iowa on matters of mutual interest.
- 4).
- 5). Expand on existing collaborations with the City of Waterloo, CFU, UNI, Black Hawk County, and other governmental bodies to provide high-quality public services at lower cost; examples include art & culture services, airport operations, public safety services, transit systems, economic development coordination, emergency response, sewer infrastructure, and shared facilities / equipment.
- 6).
- 7). Continue to support the development of a five-year Community-Wide Strategic Plan (CFD 4005) to help coordinate the long-term efforts of the City's many stakeholders, including a new plan for 2025-2030.
- 8). Continue using the city's quarterly Currents newsletter, websites, cable television, social media and other technologies to provide relevant information about City services, activities, and schedules to residents.
- 9). Continue expanding the Communication Specialist role and centralize efforts with other departments to facilitate increased communications with the public about all aspects of city government.
- 10).
- 11).
- 12).

C. FY2025 Detailed Objectives.

- 1). City of Waterloo Objectives.
  - a.
  - b.
- 2). University of Northern Iowa Objectives.
  - a. Continue to collaborate with UNI to address public safety, parking, College Hill neighborhood, equitable payment for City services, sharing of facilities and elimination of duplicated governmental services.
  - b.

- c.
- d. Engage with Iowa Workforce Development, UNI, Cedar Falls Economic Development Corporation, Grow Cedar Valley, and other relevant entities to explore opportunities to retain recent UNI graduates in Cedar Falls.

e.

3). Cedar Falls Community School District (CFCSD) Objectives.

a.

- b. Support improvements to parking and pedestrian traffic near public schools in accordance with the Safe Routes to Schools Study (CFD 4106.11); examples of such design are Orchard Hill Elementary, Southdale Elementary, and Lincoln Elementary.

- c. Continue to coordinate with CFCSD ~~on the completion of the new Cedar Falls High School~~; identify local, county and state facilities, programs and property which can minimize duplication of services.

~~d.~~

- ~~e. Build collaboration between CFCSD and the City to highlight and celebrate the many cultures in the community and how they add value to our city.~~

f.

g.

4). Cedar Falls Utilities (CFU) Objectives.

a.

- b. Support CFU in the implementation of water service programs, as CFU is the sole governmental entity authorized by code to provide these services. Reimbursement would be subject to CFU maintaining a fair and updated annual transfer that equitably compensates the City for return on investment from City ownership, property taxes, franchise fees and use of city right-of-way (ROW).

- c. Implement public water special assessment programs (if requested by CFU) to install a public water system in un-serviced areas, if requested and financially supported by a majority of benefited property owners. Examples include parts of northern Cedar Falls, Viking Place, Horseshoe Drive and some rural properties.

- ~~d. Use federal Community Development Block Grant (CDBG) funding (if eligible) to pay for water service line connection for all residents who are income eligible~~

~~and~~ property taxes to pay for fire hydrant installation; CFU will pay for all water line over-sizing and property owners will pay all other expenses, less any other funding sources.

e.

5). Community Resiliency Objectives.

a.

b.

c.

d.

e. Continue to support the conversion of select gravel alleys to permeable alleys (when funds permit) to reduce gravel erosion and pollution from storm runoff.

6). Racial Equity and Human Rights Objectives.

a.

b. Continue to actively partner with the Black Hawk County Health Department, Cedar Falls Community School District, UNI, and Grow Cedar Valley to develop coordinated and supporting equity plans and initiatives.

c.

d.

e. Work with Human Rights Commission about forming a Diversity, Equity, & Inclusion (DEI) subcommittee or determine best approach to establishing a Cedar Falls Equity Committee.

f.

7). General Governance Objectives.

a. Continue support for ‘Mayor’s Updates’ to inform the City Council, Cedar Falls residents and stakeholders of the status of Council priorities, City projects, upcoming activities and key information.

b.

c.

- d.
  - e. Hold city council committee or work sessions on council meeting Mondays to discuss complex or potentially contentious matters.
3. GOAL #3: Ensure Government Efficiency and Effectiveness. Equitably deliver services in a cost effective, efficient, professional, and timely manner.

A. Supporting Council Policies.

- 1).
- 2). Ensure that community health, safety, and welfare are protected through provision of essential cost-effective, efficient, professional, and timely public services.
- 3).
- 4).
- 5).
- 6). Adopt a Capital Improvements Program annually which coordinates major capital expenditures and is responsive to property tax levies and the City's debt restrictions.
- 7).
- ~~8). Deposit funds in excess of annual operations expenses (including released TIF funds) in a capital reserve account for projects, economic development, public land acquisition, redevelopment, health insurance fund support, or other one-time allocations approved by the City Council.~~
- 9). Evaluate each newly proposed service to determine the cost, relative importance and value of each service, and to identify unnecessary duplication within City-sponsored programs.
- 10). Identify and implement cost-effective methods to save energy within City operations.

B. Long-Term and Ongoing Objectives.

- 1). Continue to monitor the City's capacity to provide adequate maintenance of its growing infrastructure. Maintain a long-term maintenance plan, including a contingency plan to respond to any long-term reductions in maintenance funds.
- 2).
- 3). Continue to dedicate TIF release dollars generated by expired TIF areas to future economic development projects.

- 4).
- 5). Continue the annual street repair program using RUT and LOST revenues.
- 6). Ensure that essential services (public safety, parks, sewers, roads, refuse collection) are offered, while constantly exploring ways to increase efficiency in delivery.
- 7). Encourage civic involvement and volunteerism by citizens to reduce costs, including recycling, picking up leaves, moving cars to assist with efficient snowplowing, cleaning sidewalks, Friends of the Library, Friends of the Hearst Center, and Police Reservists.
- 8). Maintain the appropriate number of alternative staff in police and fire while improving services and reducing overtime costs by annually recruiting, if necessary new Police Reservists, volunteers, PSOs and POC staff.
- 9). Periodically conduct an evaluation of the costs and benefits of participation in the County Consolidated Communications Center and CJIS. Determine the fair share of costs that should be assigned to Cedar Falls while exploring a "county funded" system.
- 10).
- 11).
- 12).

C. FY2024 Detailed Objectives.

- 1).
  - a.
  - b.
  - c.
  - d.
  - e.
- 2). Public Safety Objectives.
  - a.
  - b. Continue to evaluate the City's Public Safety model, ensuring cost effective and efficient law enforcement, firefighting, and rescue operations.
  - c.

- d.
- e.
- f.
- g. Pursue the establishment of a new public safety station along W. 1st Street / Highway 57.
- h.
- i.
- j.
- k. Investigate options for additional staffing or contracting out for crisis intervention services

3). Code Enforcement Objectives.

- a.
- b. Continue to identify and implement methods designed to better coordinate inspections while enforcing land use, property maintenance codes, rental housing, and zoning and nuisance ordinance violations citywide with cooperative and coordinated actions by the City's departments.
- c. Continue the full-time Code Enforcement Officer position to enforce property maintenance, snow removal, zoning, housing, building, and nuisances.
- d.
- e.
- f.
- g.
- h.
- i.
- j.
- k.
- l.

- m.
- 4).
  - a.
  - b.
  - c.
  - d.
  - e. Continue to review refuse fees, when timely, to ensure that sufficient revenues exist to cover all collection costs.
  - f. Continue to plan for future relocation of transfer station outside of the floodplain
- 5). Stormwater and Wastewater Objectives.
  - a.
  - b.
  - c.
- 6). General Legislative Objectives.
  - a.
    - (1)
    - (2)
  - b.
  - c. Continue to meet with legislators to increase rapport, gain insight into current legislative directions, and to apprise them of the City's revenue generation challenges, as well as the negative impact of legislation (including unfunded mandates, tax exempt and rollbacks).
  - d.

## Session 4 | December 11, 2023

During the December 11 work session, the Mayor-Elect, City Council members and staff reviewed the following items from the Goals and Objectives section of the FY2024 goal document. Council members agreed to support the following items in FY 2025 with additions noted in underline and bold:

GOAL #4: Promote Economic Development. Create an environment conducive to economic development for the long-term financial prosperity and growth of the community.

A. Supporting Council Policies.

- 1). Function as a catalyst to encourage business development/expansion in Cedar Falls.
  - a.

B. Long-Term and Ongoing Objectives

- 1). Develop initiatives, when financially feasible, to support the economic development goals contained in the city's Comprehensive Plan (CFD 4101.12).
- 2). Implement a long-term plan for the development of future TIF districts. This plan should include ways to acquire land and provide adequate infrastructure utilizing cooperative efforts with other groups and agencies.
- 3).
- 4). Prepare on a project-by-project basis an in-depth analysis of the long-term economic benefits vs. public investment/risk for each private/public cooperative economic development venture; the analysis must conclude that the long-term financial benefit derived by Cedar Falls taxpayers clearly out-weighs the risk of public financial assets.

C. FY2025 Detailed Objectives.

1). General Economic Development Objectives.

- a. Offer economic development incentives on par with other Iowa cities to remain competitive in the site selection process.
- b.
- c.
- d.
- e.
- f.
- g.
- h.
- i.
- j.
- k. Pursue expanded benefits and incentives to recently separated military members willing to relocate to Cedar Falls, as part of the state's Home Base Iowa initiative.

- l. Explore the establishment of an incentive policy for residential districts.

2). Regional Economic Development Organization Objectives.

- a.
- b.
- c. Continue to support the efforts of the Cedar Falls Economic Development Corporation in advancing Cedar Falls' economic interests.

3). Regional Tourism Objectives.

- a. Continue to maintain a dedicated Cedar Falls Visitors & Tourism Bureau.
- b. Continue to coordinate marketing and programming efforts between UNI, and with tourism-related organizations throughout the Cedar Valley. Cedar Falls and Waterloo Visitors and Tourism Bureaus for all Metro tourist events.
- 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.

## Session 5 | December 20, 2023

### 4.) Comprehensive Planning, Engineering and Building Objectives.

a.

b.

(1)

(2)

(3)

(4)

(5) Development of neighborhood traffic program guide

(i) Traffic calming devices and design approaches to address neighborhood traffic concerns, when practical.

(6)

(7)

### 5.) Zoning Ordinance Economic Development Objectives.

a. Support the development of a comprehensive new Zoning Ordinance to update the Zoning Ordinance first adopted in 1970. Consider new zoning and traffic control regulations to control density and parking problems by reducing the number of multiple family and duplex conversions.

1. Continue to work on College Hill zoning ordinance.

2. Initiate work to develop neighborhood plan exploring the redevelopment of the old High School and the Sartori Hospital sites (and subsequent zoning changes if identified.)

3. Develop a University Avenue neighborhood plan (and subsequent zoning changes if identified.)B.

c.

d.

- e.
- f.
- g.

6.) Affordable Housing Development Objectives.

- a. Continue to seek ways in to provide affordable housing options to residents by:
  - (1) Maximizing Section 8 funds available to provide as many vouchers as possible, given HUD guidance.
  - (2) Incentivizing improvements in Section 8 housing (with tools such as Community Development Block Grant rental rehabilitation program).
  - (3) Revising zoning codes to encourage a variety of housing types in every neighborhood, e.g., allow for Habitat for Humanity builds.
  - (4) Encouraging the Housing Commission to evaluate initiatives to balance investments in market rate and low-income housing (e.g., tax abatements, forgivable loans, gap payments on rent or mortgage, housing trust fund).
- b. Review City construction standards to identify possible changes which can promote the construction of affordable housing.
- c. Identify existing older homes which can provide a market to meet affordable housing demand.
- d.
- e.
- f. Consider the results of the Housing Needs Assessment, focusing on how to provide housing variety to promote housing options for all.
- g.
- h.
- i.
- j.
- k.

7.) Commercial and Office Economic Development Objectives.

- a.
- b.
- c.

8.) College Hill Economic Development Objectives.

~~Carry out the recommendations of the College Hill Parking Study (CFD 1602.19)~~

- a. Continue to enact the College Hill Urban Revitalization Plan (CFD 1852.12).

9.) Northern Cedar Falls Economic Development Objectives.

- a. Continue to support the development of commercial uses in the northeast corner of Lone Tree Road/Center Street and at the Lone Tree Road interchange.

~~Continue to promote the development of commercial growth along Center Street through streetscaping and beautification efforts in the ROW.~~

10.) Downtown Area Economic Development Objectives.

- 1.
- 2. Explore all options to building a downtown parking structure, in conjunction with a feasibility study and continual re-evaluation of paid parking options.

11.) Industrial Economic Development Objectives.

- a.
- b.
- c.

12.) Flood Control, Storm Water, Sanitary Sewer and Water Improvement Objectives.

- a.
- b. Extend sanitary sewer to areas that are unserved and remain on septic systems (i.e. South Main Street).

13) Street Improvement Objectives.

a.

- 1.
2. Greenhill Road/Highway 58 – Use TIF funding as City match to Iowa Department of Transportation’s project in FY2027.
3. West 23rd Street Improvements – Use LOST, Assessment, and GO bonds to complete this project in FY2024.
- 4.
5. West Viking Road Reconstruction – Use TIF and LOST to complete this project for construction in 2024-2025.
6. Prairie Parkway & Viking Road Intersection Improvements – Use TIF, LOST, and RUT for construction in FY2024-2025.
7. Northern Cedar Heights Area – Use LOST and SCF to complete this project

b. Complete the street connections per agreements with developers to complete the connection of the following streets:

8. Arbors Drive -- Aldrich Elementary to Greenhill Road
9. Ashworth Drive – Prairie Winds to Hudson Road
10. Ashworth Drive – Connection to Arbor Drive
11. Ironwood Drive – Connection to Greenhill Road

~~b. West 27<sup>th</sup> Street Improvements – Use LOST, RUT, and GO bonds to complete this project in FY2022-2024.~~

c. Continue to develop the plans for the reconstruction of Union Road from 27th Street to University Avenue - Use LOST and RUT funds to complete this project. Timing of project dependent on receipt of grant funding sources.

14. Miscellaneous Infrastructure Repairs.

a.

GOAL #5: Enhance Community Quality of Life. Preserve the community's physical, human, and aesthetic assets by assuring that Quality of Life services are available for leisure, educational, cultural and personal enrichment of residents.

A. Supporting Council Policies.

1. Actively support the development of cultural, educational, recreational, and natural features, which make Cedar Falls distinctive.
2. Endorse planned community growth, which protects the unique, natural, and historic features of Cedar Falls.
3. Continue evaluating and implementing pedestrian safety measures.

B. Long-Term and Ongoing Objectives.

1. Continue to review and evaluate the ways in which the City can enhance racial and cultural diversity and inclusion in Cedar Falls.
2. Update the Park Master Plan (CFD 8601.06) to account for city growth, changing needs and desires of the public, and updating of equipment and facilities.

C. FY2025 Detailed Objectives.

1. Continue planning for Hearst Center expansion/relocation.
- 2.
3. Implement, when financially feasible, an enhanced riverfront as a visitor attraction consistent with the Northern Cedar Falls Development Master Plan (CFD 4102).
4. Coordinate with the Cedar Falls Community School District to purchase land for future parks in developing areas, as appropriate.
5. Assist in the solicitation of grants and development of the Cedar River including dam safety improvements, riverbank improvements, and recreational features.
- 6.
7. Improve the Big Woods Campground (cabins, campground expansion, playground, and landscaping) as funding becomes available and as floodplain development ordinances allow.
8. Develop an annual street right-of-way beautification, wayfinding signage, bike network signage, and city entrance signage & monument program using hotel/motel taxes.
9. Consider recommendations from City staff when alternative roadway designs are

appropriate based on safety, roadway efficiency and financially feasible; typically, these opportunities arise when a street is scheduled for resurfacing or reconstruction allowing the City to address issues involving landscaping, pedestrian movements, transit, bike and vehicular traffic.

10. Protect areas identified in the Cedar Falls Environmentally Sensitive Lands Survey (CFD 4551.07) as city finances allow.
- 11.
- 12.
13. Continue collaboration with CFCSD on the development of plans for a new indoor community pool, co-located with the new Cedar Falls High School.
- 14.
- 15.
16. Implement facility improvements to Seerley Park.
- 17.
18. Implement the Bike Network Plan as funding and construction allows.
19. Consider potential for new quality of life projects
  - a. Eco Loop
  - b. Campground/RV Park in Northern Cedar Falls
  - c. Trail Connection (behind CFU, contingent upon railroad grant)
  - d. Pickleball Courts
  - e. Birdsall Park Renovations
  - f. Historic Reconnaissance Survey of Overman Park Neighborhood
20. Consider funding for quality-of-life projects with other entities
  - a. Historical Society
  - b. UNI Dome Renovations
  - c. Cedar Valley Placemaking Project (bridge lighting)

## Work Sessions

The following items were recommended for council work sessions in 2024:

- Hiring practices and staffing, including wages and benefits, volunteer tie off, drug screening,
- DEI Update
- Public Transit
- Refuse rates
- HF718 on libraries and other entities
- Residential Incentives (green space, infill development, home ownership for LMI or 1<sup>st</sup> time owners)
- Resiliency plan
- TIF Economic Development Plans for other areas of the city
- College Hill
- Housing Needs Assessment – Joint meeting with Housing Commission

## Mayor Commitment/Responsibilities

- Strategic Planning
- Improvements to City Council/Mayor/Staff communication
  - Quarterly Review of Goals
- Strengthening external partnerships
- Staffing
- Economic development partners
- Fireworks Display