



**AGENDA
CITY OF CEDAR FALLS, IOWA
COMMITTEE OF THE WHOLE MEETING
MONDAY, AUGUST 16, 2021
6:00 PM AT CITY HALL**

The City is providing in-person and electronic options for this meeting in accordance with the Governor's Proclamation of Disaster Emergency regarding meetings and hearings. The City encourages in-person attendees to follow the latest CDC guidelines to reduce the risk of COVID-19 transmission.

The meeting will be accessible via video conference and the public may access/participate in the meeting in the following ways:

- a) By dialing the phone number +13126266799 or +19292056099 or +12532158782 or +13017158592 or +13462487799 or +16699006833 and when prompted, enter the meeting ID (access code) 962 7287 1738.
- b) iPhone one-tap: +13126266799,,96272871738# or +19292056099,,96272871738#
- c) Join via smartphone or computer using this link: <https://zoom.us/j/96272871738>.
- d) View the live stream on Channel 15 YouTube using this link: <https://www.youtube.com/channel/UCCzeig5nIS-dIEYisqah1uQ> (view only).
- e) Watch on Cedar Falls Cable Channel 15 (view only).

To request to speak when allowed on the agenda, participants must click "Raise Hand" if connected by smartphone or computer, or press *9 if connected by telephone. All participants will be muted by the presiding officer when not actually speaking.

Call to Order by the Mayor

1. Utilities Board of Trustees Interview – Leslie Prideaux.
(10 Minutes)
2. Cedar River Recreation Safety Project.
(20 Minutes, Community Development Director Stephanie Houk Sheetz)
3. Future Forward 2025 Update.
(20 Minutes, Community Development Director Stephanie Houk Sheetz)



GENERAL APPLICATION FOR APPOINTMENT TO CITY BOARDS & COMMISSIONS

Item 1.

Thank you for your interest in volunteer civic service. Complete all sections of this application; please contact City Hall at (319) 273-8600 with questions. The City of Cedar Falls is committed to providing equal opportunity for citizen involvement.

Name: **Leslie** **J** **Prideaux** Gender: **F** Date: **3/31/2021**
First MI Last

Home Address: **3110 Pendleton Drive** Home Phone: **319-404-2381**

Work Address: **205 Commons** Work Phone: **319-273-3093**

E-mail Address: **leslieprideaux@gmail.com** Cell Phone: **319-404-2381**

Employer: **University of Northern Iowa** Position/Occupation: **AVP Alumni Relations**

If Cedar Falls resident, length of residency: **7 years** City Ward: **3** I have a LinkedIn Profile

DESIRED NOMINATIONS: Check or fill in boxes for all that apply; view detailed descriptions at <https://bit.ly/cf-boards>

- Art and Culture Board
- Board of Adjustment
- Board of Appeals
- Board of Electric Examiners & Appeals
- Board of Mechanical Examiners & Appeals
- Board of Plumbing Examiners & Appeals
- Board of Rental Housing Appeals
- Civil Service Commission
- Community Center & Senior Services Board
- Health Trust Fund Board
- Historic Preservation Commission
- Housing Commission
- Human Rights Commission
- Library Board of Trustees
- Parks & Recreation Commission
- Planning & Zoning Commission
- Utilities Board of Trustees
- Visitors & Tourism Board

COMMUNITY INVOLVEMENT: Please describe past and present involvement in the community, including voluntary, social, city, religious, school, business and professional (include dates and offices held, if applicable).

I currently serve as the Chair of the Visitors and Tourism Board (member since 7/2016), a member of the Planning and Zoning Commission (member since 4/2019), and Treasurer of Grow Cedar Valley (member since 7/2018). Professionally, I work for the University of Northern Iowa and by virtue of my position have close working relationships with the administration and all departments.

QUALIFICATIONS: Please list any special qualifications for board service, including skills, training and certifications.

I am uniquely qualified to serve on the CFU Board of Trustees due to my wide-breadth of service to Cedar Falls, the Cedar Valley and my strong tie to the university. UNI is central to the city of Cedar Falls and represents a large constituent body I feel is not currently represented on the CFU Board of Trustees. I am also skilled in strategic planning (ideation, visioning, and overall process) and consensus building.

MOTIVATION: Why do you desire to serve on city boards and commissions, and what contributions do you believe you can make?

I would like to serve the city of Cedar Falls. I am very skilled at navigating challenging issues where there are opposing viewpoints. I believe I can serve as a person who seeks first to understand, listen, and learn before making decisions and judgements on projects. I believe CFU is a huge asset to Cedar Falls and greatly increases the quality of life for the community. I'd like to be a part of shaping its growth and future.

POTENTIAL CONFLICTS OF INTEREST: Please list organizations and relationships which could pose a potential conflict of interest during your service on a city board or commission. Civic leaders are expected to have many ties to community organizations and people; this listing does not preclude appointment but is intended to provide transparency and accountability for board service.

I currently serve on the Planning and Zoning Commission and the Visitors and Tourism Board. My term for both end this summer. I am willing to drop the necessary board(s) in order to join the CFU Board of Trustees.



UTILITIES BOARD OF TRUSTEES CANDIDATE QUESTIONNAIRE

Item 1.

Name: Leslie Prideaux

Date: July 2, 2021

Can you attend Board of Trustee meetings on the 2nd Wednesday of the month at 2:00pm at the CFU Office? Yes No

1. Why are you interested in serving on the Utilities Board of Trustees?

I am interested in serving on the Utilities Board of Trustees for three primary reasons: The first is to provide a strong connection between CFU and the university. I have strong relationships on campus and can provide connections, perspectives, and the potential to develop/sustain strong relationships with one of the city's largest employers. The second is that I am a strong proponent of partnering with community members to decrease our overall need for energy. I am excited to be a part of an organization that has already decreased our overall CO₂ emissions by 20 percent this past decade and I look forward to working to decrease this amount even further. The final reason is that I want to provide a service to my community. I am a leader capable of bridging chasms, building consensus, and pushing our community to be the leader we know it can be in utility services.

2. How should energy conservation influence the decisions of Cedar Falls Utilities?

Energy conservation is one key part of an overall equation of utility services. It is balanced with understanding the energy needs of the community, decreasing energy consumption, and identifying alternative energy methods that decrease our carbon footprint. We are citizens of the world in an environmental crisis and it is our responsibility to wisely consume precious resources. Our duty to our constituents is to meet their energy needs—yes, but to also educate and inform citizens of our collective responsibility to reduce our footprint. We can do this together with responsible, gradual movements to a more sustainable model of energy production.

3. As a City-owned entity, should CFU annually transfer funds to the City equal to the fees charged to private utilities for property taxes, franchise fees, right-of-way usage, and stockholder dividends?

I feel that I need more information to appropriately answer this question. Before taking a stand on any issue, I would want to understand the situation from all angles. Here are the questions I would like answered prior to forming an opinion: How have funds been handled in the past? Have there been issues with previous agreements? What issues would this potentially cause for CFU or the City? What are the overall goals and desired outcomes of this arrangement?

4. The Trustees provide operational and fiduciary oversight for CFU; what is your experience in personnel management, financial operations, litigation, business operation, and risk management?

I have expansive experience in personnel management, financial operations and oversight, business operation, and risk management. My position at the University of Northern Iowa requires that I manage staff, volunteers, and board members. I am also responsible for more than a \$1 million in investments and an operating budget of nearly \$500,000. In addition to my professional role, I serve as the treasurer for Grow Cedar Valley overseeing the finances of Grow Cedar Valley, Tech Works, and LeaderValley. In both my professional and volunteer capacities I regularly oversee business operations and risk management. My experience in litigation is limited, however, I have worked with both university and private attorneys navigating a few issues including dissolving former organizations, creating an LLC, and drafting service agreements.

5. Cedar Falls Utilities competes directly with private sector utilities and communications companies. When is it appropriate for governmental entities to compete against private corporations?

I believe it is appropriate for governmental entities to compete against private corporations to create market competition leveling prices for needed services. CFU provides services and products that enhance the overall quality of life for the residents of Cedar Falls. Citizens may opt to select competing private services, but CFU provides options that are affordable and accessible. It is critical for utilities provided by CFU to be affordable and accessible for all residents.

6. Please list your organizational and relational connections which might pose potential conflicts of interest for items under consideration by the Utilities Board of Trustees.

- Planning and Zoning Commission
- Cedar Falls Tourism Board
- Grow Cedar Valley
- University of Northern Iowa



DEPARTMENT OF COMMUNITY DEVELOPMENT

City of Cedar Falls
 220 Clay Street
 Cedar Falls, Iowa 50613
 Phone: 319-273-8600
 Fax: 319-268-5126
 www.cedarfalls.com

MEMORANDUM
Administration Division

TO: Mayor Green & City Council
FROM: Stephanie Houk Sheetz, AICP, Director of Community Development
DATE: August 9, 2021
SUBJECT: Cedar River Recreation & Safety Improvements Project – Timeline and Funding

The Cedar River Recreation & Safety Improvements Project has been in the City's Capital Improvements Plan for many years. Following Council review of a full Master Plan for the River and discussion at a March 2017 Committee of the Whole meeting, the project was focused on the area between the Main Street and W 1st Street bridges. The CIP has had this first phase budgeted at \$4,100,000 and programmed for FY22-23 since FY17. The adopted CIP outlines funding as follows:

Emergency Reserve	\$1,000,000
Private	\$500,000
Black Hawk County Gaming	\$1,500,000
Tourism Reserve	\$200,000
General Obligation Bonds	\$500,000
Federal/State Grants	\$400,000

Council has supported this project, due to the community support expressed for it and the fundraising commitment that was indicated. A contract for 30% preliminary design and permitting was approved in September 2017. The City approved a completion of preliminary design and the final design contract in July 2018. In November 2020 we obtained the Iowa DNR permit. Then in January 2021, we secured the Army Corps permit for the project. City staff has also been working to secure grants for the project. The CIP outlined \$400,000 in federal/state grants for the project. An Iowa Great Places grant of \$75,000 was awarded in early 2021. Application for the annual round of REAP funding will be submitted by the deadline of August 30, 2021. The City can request \$150,000 based on its population. We anticipate notice of funding by late September. An Otto Schoitz grant of \$50,000 is being requested too. Notice of funding would be in November. This would bring the smaller, various grants total to \$275,000. The City

secured the Black Hawk County Gaming request of \$1,500,000 in May 2021. The Gaming grant was a significant accomplishment.

Private fundraising is another key component. In November 2018, the Council lowered the fundraising component from \$800,000 to \$500,000 at the request of the fundraisers. In April 2021, the City formally reached out to the fundraisers as the project planning, permitting and funding was entering the final stages, noting the goal to bid the project in September 2021. We indicated that all funding needed to be secured prior to bidding and asked to continue communication on the fundraising progress. In June, a fundraising representative wished to meet to talk through naming opportunities for fundraising efforts and also inquired about pledges. In late July, fundraising representatives reported that \$500,000 in verbal requests had been made. The City was asked to allow pledges as secured funding. Staff expressed concern about pledges and inquired about other ways to assure funding would be provided such as a loan (similar to the Beach House in 2015) or backing by the Community Foundation.

Consistent with past community projects, Council has expected all funding to be secured prior to bidding the project. Otherwise, the project should be evaluated as to its timeline or scope. At this time, Staff recommends continuing toward finalizing the construction plans and bid documents by early September.

Council discussion on the type of fundraising security needed to bid the project is requested. Options may include:

- a. All funding secured, in amounts indicated in the CIP, prior to bidding the project. (This would likely delay the project by a year, given the ideal time for in-river construction is late fall. Small grants would all be known. Private fundraising may be completed. An extension to the Gaming grant would be necessary, which could be met with some concern.)
- b. Bid project once private fundraising pledges of \$600,000 are made in writing. (This is based on their indication that 90% of total pledges are made in full. This also covers the cost of recognizing donors in signage, which cost has not been fully estimated at this time and would be an additional cost to the project.)



DEPARTMENT OF COMMUNITY DEVELOPMENT

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MEMORANDUM
Administration Division

TO: Mayor Green & City Council
FROM: Stephanie Houk Sheetz, AICP, Director of Community Development
DATE: August 9, 2021
SUBJECT: Future Forward 2025, Community-Wide Strategic Plan

The *Future Forward 2025* Plan was developed in 2015, through the work of a committee representing the Cedar Falls community. The Plan was endorsed in February 2017.

At the Committee of the Whole meeting on August 16, 2021, staff will provide a brief overview of the development of *Future Forward* and then focus on providing updates for the objectives where the City of Cedar Falls is identified as the lead entity.

Objectives where City is the lead entity:

- 3a.** Create a regionally recognized Cedar River Whitewater District
- 4b.** Expand mixed-use development within Cedar Falls
- 6a.** Revitalize existing public parks
- 6b.** Develop inclusive parks and public venues
- 6c.** Strengthen neighborhood communication
- 8a.** Address transportation accessibility & affordability
- 9a.** Implement state of the art recycling programs & education
- 9b.** Implement progressive water quality, conservation & energy planning strategies
- 10c.** Develop and/or enhance public gathering places/venues
- 11a.** Increase annual development in North Cedar
- 11b.** Complete Center Street project
- 15b.** Pursue official international "sister community"

The attached presentation reports activities working to implement each of the objectives above. Also attached is a copy of the *Future Forward 2025* Plan.

Cedar Falls Community-Wide Strategic Plan Update

Committee of the Whole
August 16, 2021



Timeline

- Started June 2015
- Updates to Council during development :
January 2016 & June 2016
- Endorsed February, 2017 (Res. 22,382)



Planning Team

Andy Pattee
Audry Kittrell
Bob Manning
Brad Braley
Cary Darrah
Cynthia Kenyon
Darian Everding
Jeff Danielson
Jim Newcomb
Jim Stichter
John Padget

Katie Evans
Kim Manning
Kris Hansen
Mayor Jim Brown
Mayor Jon Crews
Michael Flansha
Michael Hager
Nick Evens
Pam Delegardelle
Pam Taylor
Ron Gaines

Russ Curtis
Sarah Bey
Sonya Thrall
Stan Poe
Stephanie Sheetz
Steve Bernard
Sue Beach
Susan Whitson
Sydney Coloff
Taylor Morris
Therese Stevens



2025 Cornerstone Values



- Progress
- Best Practices & Collaboration
- Education
- Safe & Healthy Environment
- Inclusiveness & Sense of Community
- Economic Health & Opportunity
- Connectivity



Shared Vision: Outcomes & Objectives



Prosperity

Place

People



Lead Entity: City

3a. Create a regionally recognized Cedar River Whitewater District

4b. Expand mixed-use development within Cedar Falls

6a. Revitalize existing public parks

6b. Develop inclusive parks and public venues

6c. Strengthen neighborhood communication

8a. Address transportation accessibility & affordability



Lead Entity: City

- 9a.** Implement state of the art recycling programs & education
- 9b.** Implement progressive water quality, conservation & energy planning strategies
- 10c.** Develop and/or enhance public gathering places/venues
- 11a.** Increase annual development in North Cedar
- 11b.** Complete Center Street project
- 15b.** Pursue official international “sister community”



Lead Entity: City

3a. Create a regionally recognized Cedar River Whitewater District

- *CIP included target years for the project*
- *Preliminary design & Army Corps permit obtained (2020)*
- *Final design nearly complete (2021)*
- *Grants secured & more identified*
- *Private fundraising needed*
- *Bid project in Fall 2021*

4b. Expand mixed-use development within Cedar Falls

- *Developments with MU zoning have updated plans*
- *New projects in Downtown & College Hill*
- *Visions adopted for Downtown & College Hill (2019 & 2021)*
- *New Downtown Zoning Code proposed (2021)*



Lead Entity: City

6a. Revitalize existing public parks

- *Proposed CDBG funding for two parks (later denied by HUD)*
- *New equipment at North Cedar Elementary (2020)*
- *Bess Streeter Park playground improvements (2022)*
- *New Park Signage*
- *Additional Parking at Place-to-Play Park*
- *Continue adding park improvements to CIP each upcoming year*

6b. Develop inclusive parks and public venues

- *Place to Play Park completed (2019)*
- *Parking additions to Place to Play (2021)*
- *City Hall remodel to include better ADA accessibility in Council Chambers*
- *River Place Plaza completed by developer & City incentives extended for it (ADA accessibility)*



Lead Entity: City

6c. Strengthen neighborhood communication

- *Cedar Falls Neighborhood Map created to encourage sense of place*
- *Nextdoor.com adopted in 40 Cedar Falls neighborhoods for neighbor communications*
- *Communications Specialist hired by City for increased City communications*
- *National Night Out continues, in 2021 held in neighborhoods*
- *Block Party permit simplified*

8a. Address transportation accessibility & affordability

- *University Ave. included bus shelters, sidewalk & trail*
- *Continue implementation of bike network plan when feasible*
- *MET route restructuring under consideration*
- *CDBG 5-Year Consolidated Plan identifies need for transportation accessibility*



Lead Entity: City

9a. Implement state of the art recycling programs & education

- *Maintain recycling program*
- *Continue to review feasibility of expanding (Styrofoam, shingles, etc)*
- *Addition of drop-off recycling locations (Orchard Hill Park)*

9b. Implement progressive water quality, conservation & energy planning strategies

- *Clay Street Park REAP grant for bioswales & permeable alley (2020)*
- *Permeable alley program continues (2015-present)*
- *All City building projects evaluate life cycle costs & sustainability*
- *Resilience Plan under development (2020)*



Lead Entity: City

10c. Develop and/or enhance public gathering places/venues

- *Place to Play Park completed (2019)*
- *Peter Melendy Park enhanced to match Downtown Streetscape Project (2019)*
- *River Place Plaza completed by developer (2020)*
- *River Recreation Project nearing public bidding (2021)*
- *Island Park Master Plan developed (2021)*

11a. Increase annual development in North Cedar

- *City met with developers to explore more residential development (2019)*



Lead Entity: City

11b. Complete Center Street project

- *Trail completed (2017-2018)*
- *Final plans for streetscaping under development (2018-2020)*
- *COVID-19 delayed*
- *Construction anticipated 2022*
- *Private fundraising occurring for enhancements (2021)*

15b. Pursue official international “sister community”

- *Ferizaj, Kosovo established as sister city (August 2020)*
- *Delegation visit to Ferizaj (September 2021)*
- *Cultural programming incorporates sister community elements, as possible*



Motions

1. Endorse continued use of *Future Forward 2025* through 2030.
2. Continue implementation of the *Future Forward 2025* Plan.





Community-Wide Strategic Plan

2016

Facilitated by:



Institute for Decision Making | University of Northern Iowa



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Purpose of the Planning Process:

To launch Cedar Falls' Future Forward 2025 community-wide strategic plan incorporating elements of existing plans and elevating focus on areas providing Cedar Falls transformative opportunities

The Cedar Falls' Future Forward 2025 Planning Team convened during the Spring of 2015 to undertake a process of envisioning what the community of Cedar Falls can and should be in the Year 2025. The Team met throughout 2015 and early 2016 to identify initiatives that could propel the community forward to become a community renowned for its people, sense of place and overall prosperity.

Cedar Falls has a strong history of developing and implementing community-wide strategic plans and continues to be a model to communities throughout Iowa. Therefore, the 2025 Planning Team identified an opportunity to build upon the foundation of Cedar Falls' 2020 Strategic Plan. The 2025 team expressed a deep recognition for the need to continue the pursuit of the goals and initiatives outlined in the 2020 Plan including:

- Increasing the Area's Economic Base
- Advancing the Safety, Health, Environment and Well-being of Citizens
- Further Developing Cedar Falls as a Center of Excellence for History, the Arts and Entertainment
- Providing High Quality Education
- Expanding Infrastructure

The 2025 Planning Team focused its attention on identify transformative outcomes that have the potential to result in broad and influential progress in Cedar Falls' quality of life, business climate and quality of place. The result is fifteen outcomes addressing prosperity, place and people, each with a series of objectives, lead organizations, timelines and supporting experts.

The Planning Team recognizes the Cedar Falls 2025 Community-wide Strategic Plan is one of several helping to enhance the community and the Cedar Valley. Appendix A contains a comparison of common areas of emphasis in the 2025 Plan and the Comprehensive Plan for the City of Cedar Falls 2012. These plans are complimentary and both will no doubt influence the next rounds of comprehensive and community-wide planning.



Community-Wide Strategic Plan 2016

Cedar Falls 2025 Planning Team Co-Chairs:

Therese Stevens – Mudd Advertising, Director of Operations

Kris Hansen – Western Home Communities, CEO

Cedar Falls 2025 Planning Team:

Andy Pattee	Michael Hager
Audrey Kittrell	Nick Evens
Bob Manning	Pam Delegardelle
Brad Braley	Pam Taylor
Cary Darrah	Ron Gaines
Cynthia Kenyon	Russ Curtis
Darian Everding	Sarah Bey
Jeff Danielson	Sonya Thrall
Jim Newcomb	Stan Poe
Jim Stichter	Stephanie Sheetz
John Padget	Steve Bernard
Katie Evans	Sue Beach
Kim Manning	Susan Whitson
Kris Hansen	Sydney Coloff
Mayor Jim Brown	Taylor Morris
Mayor Jon Crews	Therese Stevens
Michael Flanscha	

Planning Facilitators:

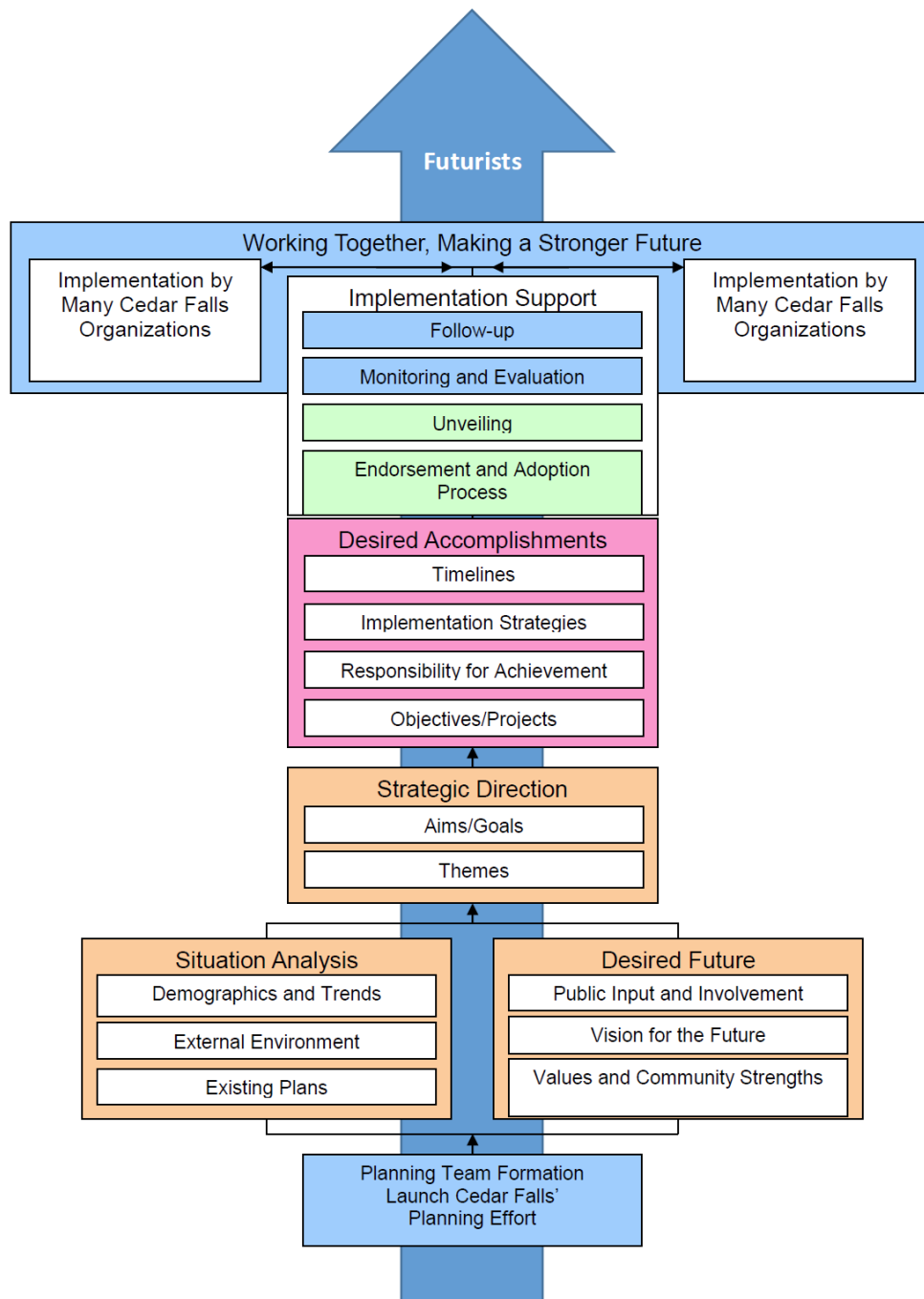
Institute for Decision Making-University of Northern Iowa

LaDene Bowen, CEcD, FM

James Hoelscher

Community-Wide Strategic Plan 2016

Cedar Falls 2025 Planning Model:

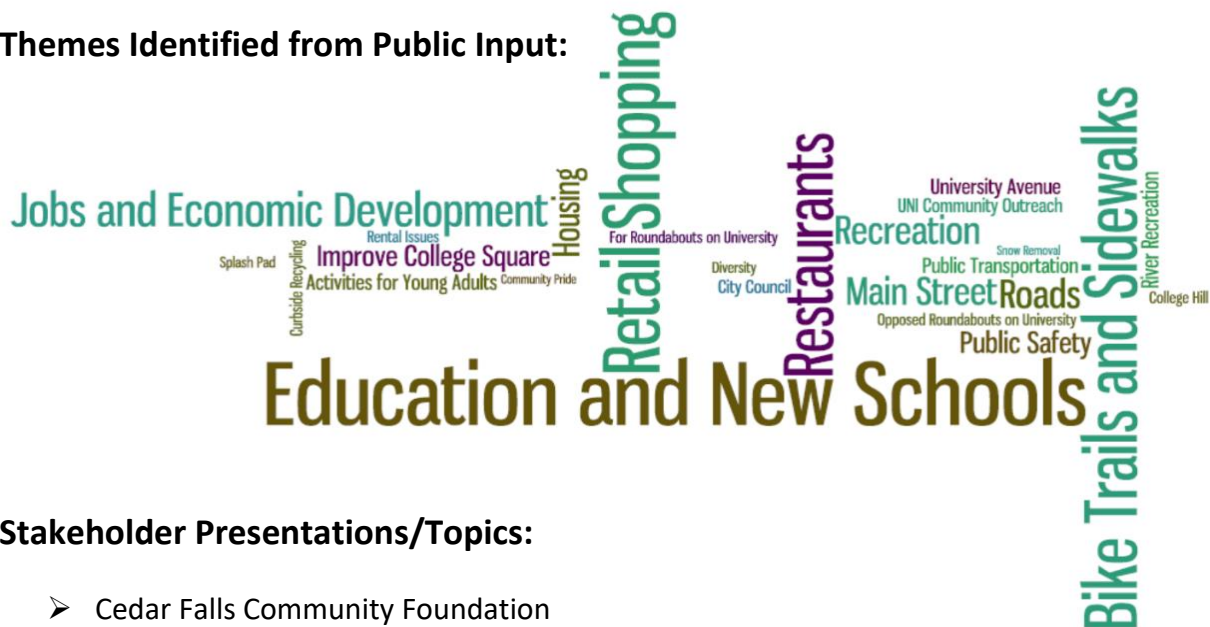


Community-Wide Strategic Plan 2016

Public Input:

- Online Survey promoted to all Cedar Falls residents
- Public Idea Boards on which individuals posted dreams, needs and ideas for Cedar Falls. Boards made available throughout the community in June-July 2015

Themes Identified from Public Input:



Stakeholder Presentations/Topics:

- Cedar Falls Community Foundation
- Cedar Falls Community School District
- Cedar Falls Comprehensive Plan – City of Cedar Falls
- Hawkeye Community College
- Housing Development – Lockard Construction
- Industrial Park – City of Cedar Falls
- Iowa Northland Regional Council of Government - Transportation
- Unity Point Health
- University of Northern Iowa
- Western Home Communities
- Wheaton Franciscan



2025 Cornerstone Values

We value: **Progress**, as characterized by our proactive efforts to position the community for the future.

We value: Utilizing **best practices and collaboration** in and outside of the community to maximize the potential of our assets.

We value: **Education**, as characterized by lifelong learning processes available to all. It is our responsibility to help each individual reach his or her potential. We embrace that having an educated population is a key to being an adaptive and progressive community.

We value: **A safe and healthy environment**, as characterized by our expectation of clean air and water, our determination to preserve open spaces and natural areas, our provision for public safety services and the availability and accessibility of diverse recreational, cultural and wellness amenities. We encourage individual health, including quality, accessible healthcare services. A safe and healthy environment assures the mental, physical, and spiritual well-being and an overall higher quality of life for all of our citizens.

We value: **Inclusiveness and a sense of community**, as characterized by our respect for all citizens regardless of ethnicity, nationality, race, religion, gender, sexual orientation, economic class, age or disability. Our citizens feel connected to one another. Together they celebrate accomplishment and address adversity.

We value: **Economic health and opportunity**, as characterized by the availability of jobs which provide an improving standard of living. Key contributors include a local government that enables economic growth and the energetic encouragement of entrepreneurial activities. Acknowledging the increasingly global nature of the economy, we seek opportunities to collaborate with our regional partners.

We value: **Connectivity**, as characterized by our continual pursuit of transportation and technical enhancements to empower all residents, organizations, visitors and businesses to communicate, commute, learn, access services and conduct business.

In 2025, Cedar Falls is renowned for being a...

Destination where:

The beautiful Cedar River teems with excitement and activity | attractive job opportunities transform into rewarding careers | endless paths lead through active neighborhoods and bustling parks | abundant dining and shopping opportunities satisfy unique tastes | every resident and visitor feels respected and valued | appreciation for history thrives alongside application of technology

Hub connecting:

Driven entrepreneurs | inspired artists | passionate educators | philanthropy and opportunity | knowledge-hungry students and life-long learners to ideas, events and opportunities throughout the community and around the world

Partner with:

Our neighborhoods and neighboring communities | local colleges and universities | residents striving to improve their quality of life | groups growing our pre k-12 schools | developers revitalizing commercial areas | leaders meeting the challenges of the future

Magnet drawing:

New businesses, new talent and new families | recent graduates, recent retirees and those in between | creative expression of art and culture | innovation, inclusive thinking and diverse lifestyles

Provider of:

Advanced technology | diligent stewardship of natural resources | distinct educational experiences and dynamic schools | life-enhancing care and wellness | comprehensive transportation accessibility | best practices in energy conservation and sustainability | fun, excitement and entertainment

Shared Vision for Future Forward Cedar Falls 2025

Prosperity

- 1. A dynamic and nationally recognized business climate of innovation, job growth, investment and diversified tax base fuel Cedar Falls' economy
- 2. Retail, commercial and service offerings in Cedar Falls mirror or surpass similar amenities found in metro areas throughout Iowa
- 3. Cedar River-related attractions, activities and beautification generate escalating economic impact through visitor revenues and residential/commercial development
- 4. Highly attractive and unique housing options to attract/retain talent and wealth with emphasis on millennials and retirees
- 5. Sustainable local foods co-op in Downtown Cedar Falls

Place

- 6. Cedar Falls is ranked in the top ten nationally for quality of place driven by lifestyle amenities in neighborhoods
- 7. Cedar Falls is recognized throughout NE Iowa as having a variety of convenient, high quality and advanced healthcare services
- 8. Cedar Falls is a national model for state of the art connectivity for technology and transportation serving all residents, organizations and businesses
- 9. Proven and emerging approaches to sustainability and environmental conservation are in practice throughout all sectors of Cedar Falls
- 10. A wealth of art, culture, recreation and entertainment offerings accentuate all aspects of life in Cedar Falls
- 11. Development of North Cedar as a featured location for residential, commercial and recreational growth

People

- 12. Cedar Falls is identified as a national leader in community engagement with colleges and universities
- 13. Welcoming inclusiveness is a key community asset for Cedar Falls
- 14. Cedar Falls collaborates closely with Waterloo and other neighboring Cedar Valley communities
- 15. Cedar Falls leads Iowa in learning and education for all ages

Draft 2025 Outcomes and Objectives

Prosperity

1. Outcome: A dynamic and nationally recognized business climate of innovation, job growth, talent development and investment and a diversified tax base fuel Cedar Falls' economy

1a. Maximize innovation and entrepreneurship within Cedar Falls' existing businesses and industries through award winning networking, education, mentorship and technology to strengthen retention and expansion opportunities

- Who is responsible: Greater Cedar Valley Alliance and Chamber
- Timeline: 2018
- Experts Needed: Community Main Street, College Hill Partnership, UNI Business and Community Services, Hawkeye Community College Business and Community Services, Technology Association of Iowa Tech Brew participants, Cedar Falls Utilities

1b. Amplify Cedar Falls' business/innovation support services and incubation programs for small businesses and new startups through expanded business (private sector) partnerships and collaboration

- Who is responsible: University of Northern Iowa Center for Business Growth and Innovation
- Timeline: 2018
- Experts Needed: City of Cedar Falls Planning & Community Services Division, Greater Cedar Valley Alliance and Chamber, Community Main Street, College Hill Partnership, Small Business Administration (Iowa)

1c. Coordinate and manage a venture fund of local investors targeting expanding and new Cedar Falls businesses

- Who is responsible: Cedar Valley Growth Fund I – Black Hawk Economic Development
- Timeline: 2017
- Experts Needed: University of Northern Iowa's Center for Business Growth and Innovation and City of Cedar Falls

Community-Wide Strategic Plan 2016

1d. Develop a national caliber public relations campaign to establish and maintain Cedar Falls as the preferred career destination for local university, college and high school graduates

- Who is responsible: Greater Cedar Valley Alliance and Chamber
- Timeline: 2017
- Experts Needed: Cedar Falls Tourism and Visitors Bureau, Community Main Street, College Hill Partnership, Marketing steering committee of local advertising/marketing firms, UNI Office of University Relations, University of Northern Iowa Business and Community Services, Hawkeye Community College Business and Community Services

1e. Implement innovative strategies to identify, attract and retain new talent to the Cedar Valley to ensure Cedar Falls employers can meet employment needs for operations and expansion

- Who is responsible: Greater Cedar Valley Alliance and Chamber
- Timeline: 2016
- Experts Needed: UNI Career Services, Hawkeye Community College, Cedar Valley Young Professionals, Cedar Valley Society of Human Resource Managers, Technology Association of Iowa

2. Outcome: Retail, commercial and service offerings in Cedar Falls mirror or exceed similar amenities found in metro areas throughout Iowa

2a. Develop attraction destinations within Cedar Falls' existing, local businesses and/or new commercial businesses which create high level-shopping, dining and entertainment experiences capable of retaining and draw-in spending

- Who is responsible: Community Main Street, Waterloo/Cedar Falls Board of Realtors and College Hill Partnership
- Timeline: 2020
- Experts Needed: Cedar Falls Tourism and Visitors Bureau, Greater Cedar Valley Alliance and Chamber, UNI Business and Community Services, Hawkeye Community College Business and Community Services, City of Cedar Falls Community Development

Community-Wide Strategic Plan 2016

2b. Complete a mixed used area in the Downtown District which includes micro-retail incubator space

- Who is responsible: River Place Development
- Timeline: 2019
- Experts Needed: Community Main Street – Business Improvement Committee, Greater Cedar Valley Alliance and Chamber, University of Northern Iowa Center for Business Growth and Innovation

3. Outcome: Cedar River-related attractions, activities and beautification generate escalating economic impact through visitor revenues and residential/commercial development

3a. Create a regionally recognized Cedar River Whitewater District complete with river assets, shops, restaurants, trails, events and activities capable of enhancing community and economic development, expanding recreational offerings and mitigating flood related concerns

- Who is responsible: City of Cedar Falls Community Development and Parks Division, Cedar Falls Tourism and Visitors Bureau, Community Main Street
- Timeline: 2020
- Experts Needed: Greater Cedar Valley Alliance and Chamber, Iowa DNR, U.S. Army Corps of Engineers and White Water Association, other Cedar River Communities, Black Hawk County Conservation Commission, Cedar Trails Partnership and INRCOG

4. Outcome: Highly attractive and unique housing options to attract/retain talent and wealth with emphasis on millennials and retirees

4a. Develop downtown housing by creating multi-aged complexes that are closely positioned and connected to the Cedar River Whitewater district

- Who is responsible: Western Home Communities, Community Main Street
- Timeline: 2020
- Experts Needed: River Place Development, Home Builders Association of NE Iowa, local housing and commercial developers, Cedar Valley Young Professional groups

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4b. Expand mixed-use development within Cedar Falls including business and technology parks to increase businesses and housing units attractive to millennial and knowledge workers

- Who is responsible: City of Cedar Falls Planning & Community Services Division
- Timeline: 2020
- Experts Needed: business and technology park human resource staff, local housing developers, Cedar Valley Young professional groups, Community Main Street, College Hill Partnership, Home Builders Association of NE Iowa and local housing and commercial developers

5. Outcome: A sustainable local foods co-op within Cedar Falls

5a. Open a permanent city market for residents and visitors featuring the community's food co-op, farmers' market, artists, related small businesses and entertainment

- Who is responsible: Cedar Falls Co-op
- Timeline: 2018
- Experts Needed: Cedar Falls’ Farmers Markets Leadership, local artists, Art and Culture Board, Developers of like co-op market, Community Main Street, College Hill Partnership, Cedar Falls Public Art Committee

Place

6. Outcome: Cedar Falls is ranked in the top ten nationally for quality of place driven by lifestyle amenities in all Cedar Falls’ neighborhoods

6a. Revitalize existing public parks as needed including interactive play features and public art

- Who is responsible: City of Cedar Falls Public Works & Parks Division
- Timeline: 2025

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- Experts Needed: Cedar Falls Parks and Recreation Commission, UNI Facilities Planning-grounds keeping and sustainable landscaping, UNI Department of Art, Hawkeye Community College-Landscape and Turf Management, UNI School of HPELS-National Program for Playground Safety, Art and Culture Board, Cedar Falls Public Art Committee

6b. Develop inclusive parks and public venues featuring innovative design and features for individuals with special needs

- Who is responsible: City of Cedar Falls Public Works and Parks Division and City of Cedar Falls Recreation and Community Programs Division
- Timeline: 2020
- Experts Needed: Cedar Falls Parks and Recreation Commission, UNI Facilities Planning-grounds keeping and sustainable landscaping, UNI Department of Art, HCC-Landscape and Turf Management, UNI School of HPELS-National Program for Playground Safety, Bo's Beautiful Blessings, Cedar Falls Public Art Committee

6c. Develop an on-line social network of residents to strengthen neighborhood communication

- Who is responsible: City of Cedar Falls, Cedar Falls' Neighborhood Associations
- Timeline: 2016
- Experts Needed: Technical advisors to select, maintain and update the on-line forum

6d. Create an advisory committee of neighborhood association members to oversee collaboration between associations and the formalization of new neighborhoods within Cedar Falls

- Who is responsible: College Hill Partnership, Community Main Street, North Cedar Neighborhood Association, Overman Park Neighborhood Association
- Timeline: 2025
- Experts Needed: City of Cedar Falls Planning and Community Services Division

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7. Outcome: Cedar Falls is recognized as having a variety of convenient, quality and advanced wellness and healthcare services

7a. Remain a national model of community Blue Zones sustainability, via long-term financial support and resident/business commitment and engagement

- Who is responsible: Cedar Falls Blue Zones
- Timeline: 2025
- Experts Needed: UNI School of HPELS, Black Hawk County Health Department, Pathways Behavioral Services, INRCOG, UNI-Center for Energy and Environmental Education, ISU Extension, Cedar Valley Grows, Cedar Valley Healthy Coalition

7b. Establish Cedar Falls as a national destination for healthcare professionals at all levels seeking employment, education, continuing education/training, research and community outreach opportunities

- Who is responsible: Iowa Works-Health Sector Board
- Timeline: 2025
- Experts Needed: Cedar Falls Blue Zones, UNI School of HPELS, Allen College, Hawkeye Community College, Iowa Workforce Development, Unity Point Hospital, Mercy Health Network-Sartori Hospital, Greater Cedar Valley Alliance and Chamber, Western Home Communities, Care Initiatives, New Aldaya Lifescapes, Cedar Falls Health Center, Bickford of Cedar Falls

8. Outcome: Cedar Falls is a national model for state of the art connectivity for technology and transportation serving all residents, organizations and businesses

8a. Address transportation accessibility, affordability and parking-related issues for residents, students and workers at all mobility and income levels and in all areas of the community

- Who is responsible: City of Cedar Falls Community Development
- Timeline: 2020
- Experts Needed: Cedar Falls Utilities, INRCOG, Met Transit

8b. Remain a leader in advancing Internet and connectivity-related technology serving Cedar Falls

- Who is responsible: Cedar Falls Utilities
- Timeline: 2025

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- Experts Needed: Local tech related businesses, Technology Association of Iowa, Greater Cedar Valley Alliance and Chamber, University of Northern Iowa, Hawkeye Community College

9. Outcome: Proven and emerging approaches to sustainability and environmental conservation are in practice throughout all sectors of Cedar Falls

9a. Implement state of the art recycling programs and recycling related education throughout Cedar Falls including the recycling of hazardous waste (e.g. batteries, paints, solvents)

- Who is responsible: City of Cedar Falls Public Works and Parks Division
- Timeline: 2020
- Experts Needed: UNI's Iowa Waste Reduction Center, Rite Environmental, Waste Trac, Cedar Valley Recycle, Iowa Waste Exchange, Black Hawk Solid Waste Management Commission, UNI Center for Energy and Environmental Education, Iowa Northland Regional Council of Governments

9b. Implement progressive water quality, conservation and energy planning strategies

- Who is responsible: City of Cedar Falls Community Development, Cedar Falls Utilities
- Timeline: 2020
- Experts Needed: UNI Center for Energy and Environmental Education, Black Hawk Soil and Water Commission, Iowa Department of Natural Resources, Iowa Northland Regional Council of Governments

9c. Plant and maintain 300 trees annually in Cedar Falls neighborhoods and public spaces

- Who is responsible: Cedar Falls Utilities Trees Committees
- Timeline: 2016
- Experts Needed: City of Cedar Falls Public Works and Parks Division, UNI Center for Energy and Environmental Education-Americorp, Black Hawk County Conversation, Iowa DNR, Iowa Urban Tree Council, Green Scene, Trees Forever

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10. Outcome: A wealth of art, culture, recreation and entertainment offerings accentuate all aspects of life in Cedar Falls

10a. Expand and create events, festivals, activities and high quality entertainment targeting young professionals and families

- Who is responsible: Cedar Falls Tourism and Visitor Bureau
- Timeline: 2020
- Experts Needed: Community Main Street, City of Cedar Falls Public Works and Parks, Oster Regent Theatre, Cedar Valley Young Professional groups, UNI Gallagher Bluedorn Performing Arts Center and the Cedar Falls Historical Society Cedar Valley Jaycees, Junior League of Waterloo-Cedar Falls, UNI Student Groups, Greater Cedar Valley Alliance, Cedar Valley Cyclists, Cedar Valley Bicycle Collective, Waterloo-Cedar Falls Symphony, Cedar Trails Partnership, Cedar Valley Acoustic Guitar Association, UNI Outdoor Recreation Services, UNI School of Music, Cedar Falls Municipal Band, Live to Nine Organizers, Sturgis Falls Organizers, Cedar Valley Association for Soft Trails, Cedar Valley Sports Commission, Hearst Center for the Arts and Art and Culture Board

10b. Create a public splash pad and recreation area in coordination with the Cedar River White Water District and Downtown District

- Who is responsible: Community Main Street, River Place Development
- Timeline: 2018
- Experts Needed: Cedar Falls Public Works and Parks, City of Waterloo, Whitewater Committee

10c. Develop and/or enhance public gathering places/venues including but not limited to amenities such as zip lines, live music and park equipment for making music (harmonic park).

- Who is responsible: City of Cedar Falls Public Works and Parks Division
- Timeline: 2020
- Experts Needed: Cedar Falls' bicycle/pedestrian task force, Cedar Falls Park and Recreation Commission, Community Business District, Cedar Falls Public Art Committee

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10d. Develop public mixed-use spaces for artists to create, exhibit and sell their works, while raising the community’s overall appreciation for art

- Who is responsible: Art and Culture Board, UNI Department of Art
- Timeline: 2019
- Experts Needed: River Place Development, Hawkeye Community College Department of Art, UNI School of Music, Waterloo Center for the Arts, Community Main Street, College Hill Partnership, Iowa Arts Council, UNI Center for Business Growth and Innovation/Small Business Development Center, Cedar Falls Public Art Committee

11. Outcome: Development of North Cedar as a featured location for residential, commercial and recreational growth

11a. Increase annual development in North Cedar based upon a plan outlining connectivity, housing, bikability and funding opportunities

- Who is responsible: City of Cedar Falls Community Development and North Cedar Neighborhood Association
- Timeline: 2025
- Experts Needed: Housing developers, Cedar Falls Community Foundation, North Cedar business owners, Cedar Falls Utilities, Cedar Falls Public Art Committee, City of Cedar Falls Public Works and Parks Division, North Cedar School and Iowa Northland Regional Council of Governments

11b. North Cedar neighborhood development addressing the Center Street project, connectivity and funding strategies

- Who is responsible: City of Cedar Falls Engineering Services Division and North Cedar Neighborhood Association
- Timeline: 2019
- Experts Needed: City of Cedar Falls Public Works and Parks Division, North Cedar School and Iowa Northland Regional Council of Governments

People

12. Outcome: Cedar Falls is identified as a national leader in community engagement with colleges and universities

12a. Establish a co-learning center which provides an alternative to in-seat models of education to encompass all learning styles. The Center will introduce a variety of career paths which are diverse to meet the adaptive needs of employers

- Who is responsible: Cedar Falls Public Library
- Timeline: 2020
- Experts Needed: Greater Cedar Valley Alliance and Chamber, those currently implementing similar pilot programs, Cedar Falls Community School District, UNI College of Education, Hawkeye Community College, Iowa Workforce Development, Iowa Advanced Manufacturing Center/TechWorks

12b. Increase enrollment at UNI by elevating intentional community, business and university engagement through promoting learning, service and internship opportunities throughout Cedar Falls

- Who is responsible: Cedar Valley Alliance and Chamber, UNI,
- Timeline: 2018
- Experts Needed: Cedar Valley Non-profit Alliance, UNI Non-Profit Leadership Center, Volunteer Center of the Cedar Valley, Iowa Workforce Development, UNI Center for Energy and Environmental Education-Americorp

13. Outcome: Welcoming inclusiveness is a key community asset for Cedar Falls so that all residents are empowered to maximize their quality of life

13a. Implement an expanded, community-wide model for engagement and inclusivity (i.e., training and education)

- Who is responsible: Cedar Falls Human Rights Commission
- Timeline: 2016
- Experts Needed: Representatives from the Cedar Falls/Cedar Valley LGBT community, UNI International Students and Scholars



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Office, UNI Office of International Programs, Cedar Falls
Ministerial Association, Cedar Valley Society of Human Resource

Managers, Greater Cedar Valley Diversity and Inclusion
Committee, UNI LGBT Advisory and Advocacy Committee, Iowa
Center for Immigrant Leadership and Integration

13b. Expand projects/organizations to provide life and job skills for Cedar Falls residents with disabilities, as well as to prepare employers to provide jobs to these individuals

- Who is responsible: Goodwill Industries of Northeast Iowa, Exceptional Persons Incorporated
- Timeline: 2017
- Experts Needed: Iowa Workforce Development, AEA 267-River Hills, Greater Cedar Valley Alliance and Chamber Diversity and Inclusion Partnership, Iowa Vocational Rehabilitation, Inclusion Partnership, Manpower, Inc.

14. Outcome: Cedar Falls collaborates closely with Waterloo and other neighboring Cedar Valley communities

14a. Initiate a Cedar Valley regional vision and shared strategic plan addressing people, place and prosperity

- Who is responsible: INRCOG
- Timeline: 2017
- Experts Needed: Cedar Valley Regional Partnership, City of Cedar Falls Planning & Community Services Division, City and County officials from Black Hawk, Grundy, Bremer, Buchanan and Butler Counties

15. Outcome: Cedar Falls leads Iowa in learning and education for all ages

15a. Recruit Cedar Falls business/industry and residents to volunteer time, talent and financial support to the Cedar Valley MakersSpace and all local makerspaces, to promote collaborative learning, creative design, and manufacturing for people of all ages and skill levels.

- Who is responsible: Cedar Valley Makers
- Timeline: 2016
- Experts Needed: Cedar Falls Library, University of Northern Iowa, Hawkeye Community College, Greater Cedar Valley Alliance and Chamber, John Deere, Doerfer Engineering and other



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manufacturing firms, Cedar Falls Community Foundation, Community Foundation of Northeast Iowa, Art and Culture Board

15b. Pursue official international “sister community” relationships to expand high school and college student exchanges and learning opportunities

- Who is responsible: City of Cedar Falls – Mayor’s Office
- Timeline: 2018
- Experts Needed: University of Northern Iowa International Students and Scholars Office, Cedar Falls Rotary, Cedar Falls Community School District, Grundy Center and other model communities

15c. Recruit six Cedar Falls community leaders to receive Cedar Falls Futurist training to bring awareness of national and international trends, concepts and best practices to Cedar Falls’ organizations, business and government

- Who is responsible: UNI Institute for Decision Making
- Timeline: Annually
- Experts Needed: UNI Creative Life Research Center, City of Cedar Falls Community Planning Department, Greater Cedar Valley Alliance and Chamber and Iowa Northland Regional Council of Governments

15d. Continue implementation of the 10-year facility plan and curriculum innovation to provide exemplary pre-k- 12 education

- Who is responsible: Cedar Falls Community School District
- Timeline: Annually
- Experts Needed: UNI College of Education, AEA 267, Iowa Department of Education



Community-Wide Strategic Plan 2016

Common Areas of Cedar Falls' Comprehensive and Community-wide Plans

Key Area	Comprehensive Plan 2012	2025 Community-wide Strategic Plan
Infrastructure	Consider developing a recycling expansion plan	9a. Implement state of the art recycling programs and recycling related education throughout Cedar Falls including the recycling of hazardous waste (e.g. batteries, paints, solvents)
	<p>Address storm water volume, rate and water quality</p> <p>Provide incentives for naturalized storm water management and stream restoration</p> <p>Update City Code to require retaining of storm water runoff</p> <p>Identify and plan improvements to develop areas which degrade downstream water quality</p> <p>Define regional storm water treatment systems for all streams</p>	9b. Implement progressive water quality, conservation and energy planning strategies
Commercial Development	<p>Support neighborhood-oriented commercial development in residential areas</p> <p>Provide attractive, contemporary sites for commercial and industrial development that take advantage of the city's transportation, location and environmental assets</p>	4b. Expand mixed-use development within Cedar Falls including business and technology parks to increase businesses and housing units attractive to millennial and knowledge workers
	Focus commercial development in the downtown, at major intersections, in key neighborhood nodes and in mixed-use settings	<p>11a. Increase annual development in North Cedar based upon a plan outlining connectivity, housing, bikability and funding opportunities</p> <p>2b. Complete a mixed used area in the Downtown District which includes micro-retail incubator space</p>



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Key Area	Comprehensive Plan 2012	2025 Community-wide Strategic Plan
Commercial Development	Promote varying scales of commercial development ranging from neighborhood shops to regional commercial centers	2a. Develop attraction destinations within Cedar Falls’ existing, local businesses and/or new commercial businesses which create high level-shopping, dining and entertainment experiences capable of retaining and draw-in spending
Parks and Recreations	<p>Plan new parks and open space in target growth areas and maintain a high level of park and recreational services across the city</p> <p>Assess park needs on existing public lands</p> <p>Acquire and expand parks and open space through park dedication, floodplain buyout, conservation easement, fee purchase and transfer of development rights</p>	<p>6a. Revitalize existing public parks as needed including interactive play features and public art</p> <p>6b. Develop inclusive parks and public venues featuring innovative design and features for individuals with special needs</p>
Environmental Priorities	<p>Consider a Natural Resource Overlay District to guide development in riparian zones, greenways and environmentally sensitive areas</p> <p>Develop incentives to guide developments toward using conservation and low impact design principles</p> <p>Develop incentives to restore and manage environmentally sensitive lands in private ownership</p> <p>Consider a tree ordinance that protects trees and mitigates loss from construction</p>	<p>9b. Implement progressive water quality, conservation and energy planning strategies</p> <p>9c. Plant and maintain 300 trees annually in Cedar Falls neighborhoods and public spaces</p>



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Key Area	Comprehensive Plan 2012	2025 Community-wide Strategic Plan
Land Use	<p>Preserve an interconnected system of greenways and natural areas that will provide natural storm water management and enhance the park system</p>	<p>6a. Revitalize existing public parks as needed including interactive play features and public art</p>
	<p>Ensure that new residential developments connect well to existing neighborhoods and are not isolated</p>	<p>4b. Expand mixed-use development within Cedar Falls including business and technology parks to increase businesses and housing units attractive to millennial and knowledge workers</p>
		<p>11b. North Cedar neighborhood development addressing the Center Street project, connectivity and funding strategies</p>
Housing	<p>Support a variety of housing options for a range of incomes and ages</p> <p>Review and revise existing guidelines applicable to the College Hill Neighborhood</p>	<p>4a. Develop downtown housing by creating multi-aged complexes that are closely positioned and connected to the Cedar River Whitewater district</p>
		<p>4b. Expand mixed-use development within Cedar Falls including business and technology parks to increase businesses and housing units attractive to millennial and knowledge workers</p>
Transportation and Connectivity	<p>Practice multi-modal street design to accommodate sidewalks, trails, bike lanes as appropriate</p> <p>Provide multiple links between new and existing development</p> <p>Provide trail connections that link residential areas with existing neighborhoods</p>	<p>8a. Address transportation accessibility, affordability and parking-related issues for residents, students and workers at all mobility and income levels and in all areas of the community</p>



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Key Area	Comprehensive Plan 2012	2025 Community-wide Strategic Plan
Community Facilities	Support planned expansion for Hearst Center	10c. Develop and/or enhance public gathering places/venues
Economic Development	Implement the recommendations of the Cedar Falls 2020 plan	Build upon the recommendations of the Cedar Falls 202 plan