



**AGENDA
CITY OF CEDAR FALLS, IOWA
COMMITTEE OF THE WHOLE MEETING
MONDAY, OCTOBER 18, 2021
5:00 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. Racial Equity Task Force Presentation.
(60 Minutes, Racial Equity Task Force)
- 2. Downtown Public Parking.
(40 Minutes, City Clerk Jacque Danielsen)
- 3. Planning & Zoning Commission Interviews.
(10 Minutes, Dr. Oksana Grybovych Hafermann, Dr. Kristin Moser and Ms. Hannah Peterson)



City of Cedar Falls Racial Equity Task Force Report and Recommendations October 2021



Cedar Falls Racial Equity Task Force

BACKGROUND

- In 2018, a 24/7 Wall Street article named Waterloo-Cedar-Falls the worst city for Black Americans
- An opportunity for community leaders to engage in important discussions about equity and racism

Task Force Charge

Provide guidance and
recommendations
to address
long-term challenges
of racial equity in the city

Task Force Members

Will Frost

LaTanya Graves

Melissa Heston

Dr. Wilfred M. Johnson

Paul Lee

Dr. Andy Pattee

Lisa Sesterhenn

Felicia D. Smith

Eashaan Vajpeyi

City Council Members

Frank Darrah, Ward 5 City Council Member

Kelly Dunn, At Large City Council Member

Timeline and Process

- Met April 28 – October 6, 2021
- 13 meetings
- Facilitation assistance from Iowa State University
- GOAL - Initial recommendations to Mayor and City Council for consideration during annual goal-setting process

Initial Discussions Identified:

This is the first step of many

Complex topic requires an investment in time and staff

Task Force will 1) Begin the discussions 2) Review preliminary data
3) Make initial recommendations

Broad public engagement is needed as part of next steps

Cedar Falls Demographics

Total Population			
	2000 ¹	2010 ¹	2020 ²
Cedar Falls	36,145	39,260	40,713
Male	16,969	18,903	NA
Female	19,176	20,357	NA
Black Hawk County	128,012	131,090	131,144
State of Iowa	2,926,324	3,046,355	3,190,369

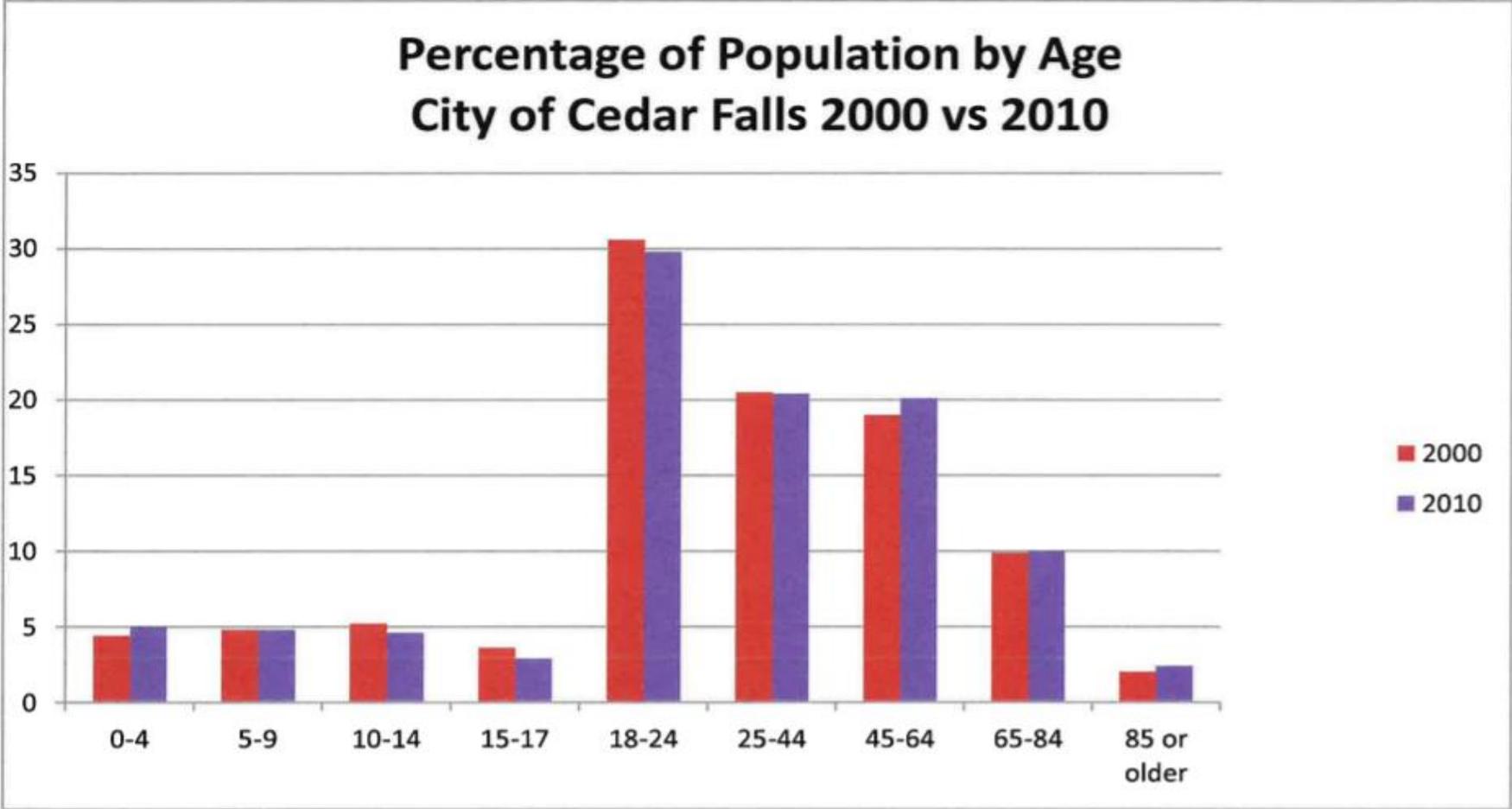
Cedar Falls Demographics

Percentage of Population by Race/Hispanic Origin²

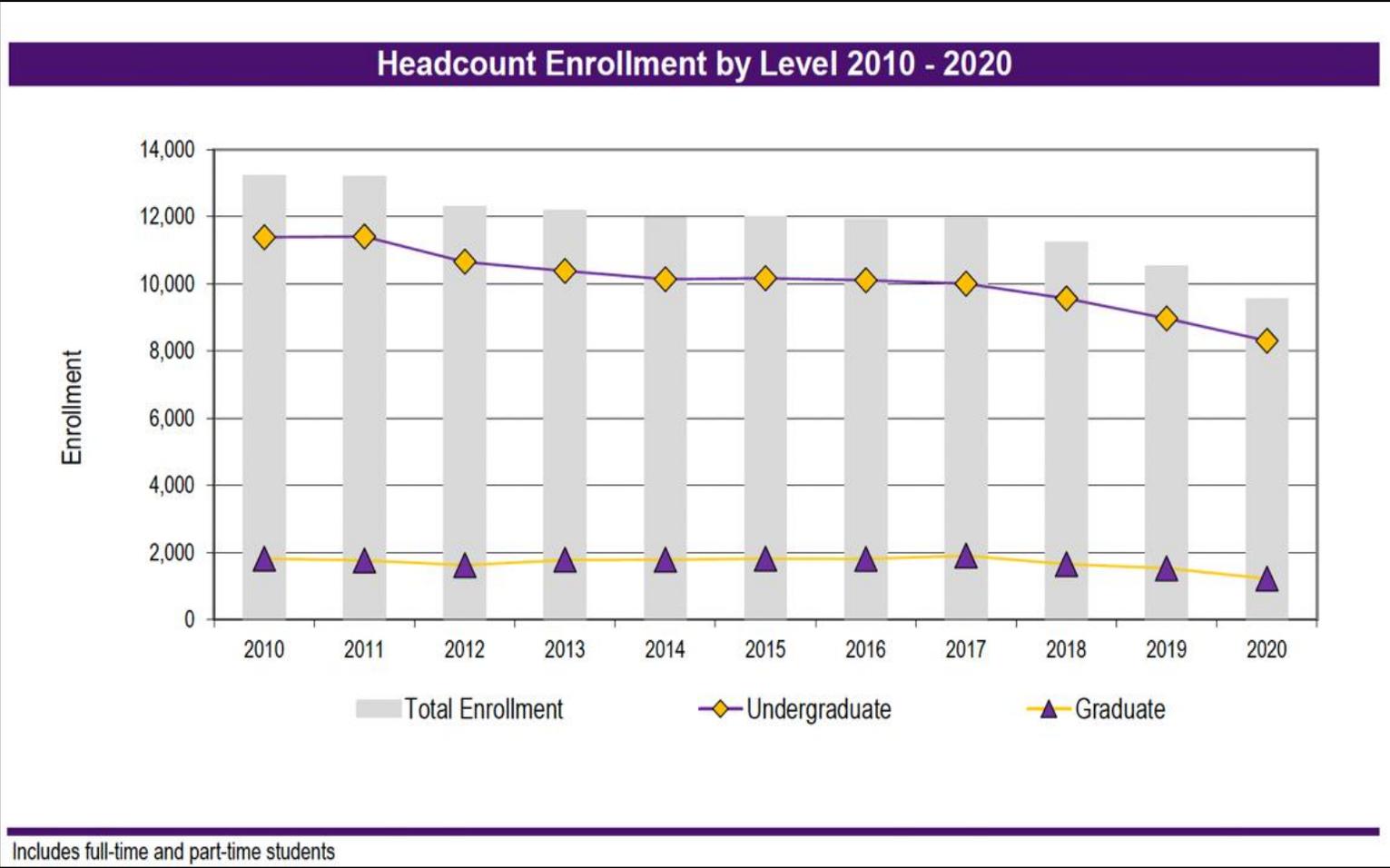
Race Groups	City		County	
	2010	2020	2010	2020
One Race Only	98.3%	95.3%	97.7%	94.6%
White	93.4%	87.5%	85.6%	78.4%
White Alone, Not Hispanic	92.2%	86.6%	83.9%	77.1%
Black or African American	2.1%	3.1%	8.9%	10.4%
Asian	2.3%	3.2%	1.3%	2.6%
American Indian or Alaska Native	0.2%	0.2%	0.2%	0.3%
Hawaiian or Pacific Islander	0%	0.3%	0.2%	0.7%
Other	0.5%	1.0%	1.6%	2.1%
Two or more races	1.7%	4.7%	2.3%	5.4%
Hispanic origin*	2%	2.9%	3.7%	4.9%

* *Hispanics can be of any race.*

Cedar Falls Demographics



University of Northern Iowa Demographics



The background features a collage of hands in various colors and styles. On the left, there are several faint, overlapping hands in shades of light blue, yellow, and pink. On the right, there are more prominent, stylized hands in vibrant colors like purple, teal, and green, some with a low-poly, geometric pattern. The overall theme is diversity and inclusion.

Inclusion is the act of creating environments in which any individual or group can feel welcomed, respected, supported and valued to fully participate.

An inclusive and welcoming community embraces human differences, sees differences as strengths and offers respect to all in both words and actions.

In order to:

- ✓ Foster an inclusive and welcoming community
- ✓ Value all residents and their diversity
- ✓ Ensure a sense of place in our community where all residents feel welcome, safe and connected

We recommend that the City of Cedar Falls:

1. Establish a Cedar Falls Equity Committee
2. Develop a Cedar Falls Equity Vision and Plan
3. Invest in Organizational Capacity and Infrastructure
4. Be a Partner for Transformative Change
5. Create Public Engagement Opportunities that are Welcoming and Inclusive
6. Host and Collaborate in Public Education about Equity

1. Establish a Cedar Falls Equity Committee

- Work with city officials, staff, boards and commissions
- Support diversity, equity and inclusion for all
- Promote economic prosperity for all
- Eliminate barriers
- Foster community engagement
- Encourage collaboration across Cedar Valley

2. Develop a Cedar Falls Equity Vision and Plan

- Build a sense of belonging for all
- Equity plan to include shared vision and actionable goals
- City operations and the community

3. Invest in Organizational Capacity and Infrastructure

- Staffing
- External expertise
- Resources

4. Be a Partner for Transformative Change

- Actively partner with organizations across Cedar Valley
- Understand resources and gaps to leverage systemic change

5. Create Public Engagement Opportunities that are Welcoming and Inclusive

- Input from all, especially from those most impacted
- Safe spaces
- Clarity in how outputs from engagement will be used

6. Invest in Organizational Capacity and Infrastructure

- Create opportunities to come together across Cedar Valley
- Learn and grow together

Opportunity Areas

- Education
- Housing
- Policing



Education

School District Recommendations

- To increase access to opportunities for all youth, we recommend assessing, evaluating and creating action steps using the SMARTIE format
 - Development of a pathway to increase access to upper-level courses for students involved in the free and/or reduced lunch program and minority students
 - Variance in student discipline by race and ethnicity
 - Variance in attendance by race and ethnicity
- Continue to build opportunities to increase diversity in hiring for all positions within the District

City Recommendations

- Build collaboration between Cedar Falls School District and the City to highlight and celebrate different cultures in the community and how they add value to our city
- Create pathways and collaborative equity discussions between businesses and UNI
- Participate in a community-wide equity committee

Housing

Recommendations

- Complete a Housing Needs Assessment, focusing on how to provide housing variety to promote affordable housing options for all
- Create educational messaging and outreach for landlords and citizens to emphasize the importance of healthy housing for all, along with destigmatizing affordable housing options such as Section 8 and Habitat for Humanity builds
- Increase the availability of affordable housing
 - Maximize Section 8 funds available to provide as many vouchers as possible, given HUD guidance
 - Incentivize improvements in Section 8 housing (with tools such as Community Development Block Grant rental rehabilitation program)
 - Revise zoning codes to encourage a variety of housing types in every neighborhood, e.g., allow for Habitat for Humanity builds
 - Work on 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)
- Create a resource database of all federal, state and local programs that can be used to foster more homeownership among low- and moderate- income families and individuals
- Create an ongoing educational program for low- and moderate-income families to access available homeownership assistance programs
- Implement diversity, inclusion and affordability considerations and scoring in all new housing development plans

Policing

Police Department Recommendations

- Continue to focus on training and practices for peacekeeping, de-escalation and humanizing of people suspected of committing crimes
- Create both an in-person and electronic process to submit complaints
- Increase community policing, begin immersion policing
- Consider allowing officers to park squad cars at personal residences
- Actively recruit and promote a diverse police workforce
- Invest in satisfaction and retention of officers who live and work in the Cedar Valley
- Conduct data reviews for traffic stops and arrests disaggregated by race and ethnicity

City Recommendations

- Continue the work of the Racial Equity Task Force and continue equity conversations
- Expand the reach of the City’s marketing and promotional campaigns beyond traditional media sources
- Implement employee satisfaction surveys for all city employees

Request to the Mayor and City Council

- 1. Receive and File** the Racial Equity Task Force Report and Recommendations
- 2. Review and include these recommendations** during the City's FY2023 Goal Setting
- 3. Meet with the Task Force** after completion of the City's FY2023 Goal Setting to review the recommendations that will be included in the City's FY2023 budget and work plan



City of Cedar Falls Racial Equity Task Force Report and Recommendations October 2021





MAYOR ROBERT M. GREEN

CITY OF CEDAR FALLS, IOWA

220 CLAY STREET
CEDAR FALLS, IOWA 50613
PHONE 319-273-8600
FAX 319-268-5126
www.cedarfalls.com

Item 1.

October 12, 2021

Dear Council Members and Neighbors,

After nearly six months of research and deliberation, the Cedar Falls Racial Equity Task Force has achieved its purpose – developing an initial roadmap to achieve racial equity in Cedar Falls. The task force chose, in this first round of recommendations, to concentrate on three major policy areas. Education, policing, and housing policies warrant close scrutiny by our community to address endemic disparities and to ensure equitable treatment for all Cedar Falls residents, workers, and visitors going forward.

One of the primary challenges to this effort is our community’s general lack of awareness that racial inequity even exists in Cedar Falls. Over the past year and a half, I’ve heard from more than a few residents that “Cedar Falls doesn’t have a race problem”. The truth is, Cedar Falls must greatly improve its affordable housing availability, social services provisions, and multicultural opportunities. We must actively overcome conscious and subconscious biases which have been passed from generation to generation. We must understand, acknowledge and repudiate Cedar Falls’ own past ‘sundown town’ practices. Only then can we realize our potential as an inclusive community for people of all skin colors.

We are very fortunate to have so many smart and passionate civic leaders and doers who’ve volunteered their time and talents to provide Cedar Falls with this proposal for addressing racial disparity. The Racial Equity Task Force has passed the baton to the City Council for action, and I look forward to working with the Council to enact these recommendations in the 2023 Fiscal Year.

Robert M. Green
Mayor, City of Cedar Falls



City of Cedar Falls Racial Equity Task Force Report and Recommendations



Submitted
October 11, 2021

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- Diversity and Racial Disparity in Cedar Falls

RECOMMENDATIONS

1. Establish a Cedar Falls Equity Committee
2. Develop a Cedar Falls Equity Vision and Plan
3. Invest in Organizational Capacity and Infrastructure
4. Be a Partner for Transformative Change
5. Create Public Engagement Opportunities that are Welcoming and Inclusive
6. Host and Collaborate in Public Education About Equity

RACIAL EQUITY OPPORTUNITY AREAS

- Education Subcommittee
- Housing Subcommittee
- Policing Subcommittee

REQUEST TO THE MAYOR AND CITY COUNCIL

In Appreciation

ATTACHMENTS

ATTACHMENT A: Education Subcommittee Worksheet
ATTACHMENT B: Housing Subcommittee Worksheet
ATTACHMENT C: Policing Subcommittee Worksheet

INTRODUCTION

Background

In 2018, an online article from the organization 24/7 Wall Street named Waterloo-Cedar Falls the worst city in the country for Black Americans, based on wide gaps in income, unemployment and homeownership along racial divides. The article based its rankings of the worst cities for Black Americans on eight measures, which included median household income, educational attainment, incarceration rates and other metrics.

While Waterloo-Cedar Falls moved off the top-ranking list in subsequent years, that article and ranking provided an opening and opportunity for community leaders across the Cedar Valley to engage in difficult and important conversations about equity and the impact of racism in our region.

Cedar Falls Racial Equity Task Force

In February 2021, Mayor Rob Green issued a memorandum creating a Racial Equity Task Force charged with providing guidance and recommendations to address long-term challenges of racial equity in the city.

The Mayor asked Task Force members to:

- Use the 24/7 Wall Street article and similar resources as a foundation to build a common understanding of the challenges of diversity and racial equity in Cedar Falls
- Identify problems, concerns, and reasons the community currently ranks as one of the worst places for Black Americans to live, to provide remedial guidance and change recommendations for laws and policies under the City's jurisdiction
- Provide a final report to the Mayor and City Council that identifies specific problems and shortfalls
- Make formal recommendations for follow-on action, including policy and procedure change recommendations, and identification of ongoing efforts and resourcing needed to promote an inclusive and diverse community and to eliminate both real and perceived racial inequity in Cedar Falls

Task Force Members

Mayor Green appointed the following members of the Cedar Valley community to serve on the Racial Equity Task Force. The Task Force members included Cedar Falls residents and Cedar Valley leaders actively engaged in racial equity work in their organizations and communities.

Frank Darrah, Ward 5 City Council Member

Kelly Dunn, At Large City Council Member

Will Frost, workforce and talent development specialist

LaTanya Graves, president, Black Hawk County NAACP

Melissa Heston, member, Cedar Falls Human Rights Commission and Cedar Falls Housing Commission; retired University of Northern Iowa teacher educator

Dr. Wilfred M. Johnson, retired educator

Paul Lee, director, St. Stephen the Witness Catholic Student Center; immediate Past CEO, Iowa Knights of Columbus; chair, Cedar Falls Civil Service Commission

Dr. Andy Pattee, superintendent, Cedar Falls School District

Lisa Sesterhenn, health planner, Black Hawk County Public Health Department

Felicia D. Smith, community engagement coordinator, City of Waterloo

Eashaan Vajpeyi, attorney and managing partner, Ball, Kirk and Holm; vice-chair, Cedar Falls Human Rights Commission

Timeline and Process

The Task Force met 13 times between April 28 and October 6, 2021. After the first few meetings of the Task Force, the City of Cedar Falls contracted with Iowa State University (ISU) Extension to facilitate the Task Force process and meetings. ISU community development specialists Aimee Viniard-Weideman and Omar Padilla led the Task Force in focusing the scope of their work, reviewing available data and making initial recommendations for the Mayor and City Council by the October deadline.

In discussing the Task Force charge and timeline, members identified the following conditions:

- This is just the first step of many that need to be taken to bring intentional and focused discussions about racial equity to Cedar Falls.
- Developing meaningful and sustainable action plans for a topic as complex as racial equity requires an investment in time and staff to conduct the appropriate research, assessments and community engagement opportunities.
- The Task Force will begin the discussions about racial equity, review preliminary data and make initial recommendations to the City to support an ongoing investment in equity in Cedar Falls and the Cedar Valley.
- Actively engaging community members in discussions about racial equity is vital to creating and sustaining a welcoming and inclusive community.

Engaging the Community

The Task Force encourages the City to invite public engagement about racial equity and the report and recommendations of this small group of Cedar Valley residents. For recommendations to work for the entire community, there needs to be welcoming and inclusive processes for inviting the broader community into the discussion.

RACIAL EQUITY IN CEDAR FALLS

Racial Equity

Before a discussion about racial equity, we need to define the terms:

Equity is fair treatment, access, opportunity and advancement for all people, in which one's social identity cannot predict the outcome.

Individual racism is pre-judgement, bias or discrimination based on race by an individual. Institutional racism includes the policies, practices and procedures that work better for white people than for people of color, often unintentionally.

Racial equity is realized when race can no longer be used to predict life outcomes, and outcomes for all groups are improved.

Across the country, cities are making commitments to assess and achieve racial equity. Building a more equitable future where every resident can thrive regardless of race, ethnicity or color is an important indicator of community success.

By acknowledging our history, recognizing where we are now and making changes to enhance our future, we can ensure that Cedar Falls is a supportive and united community, strengthened by the diversity of our residents and visitors.

Diversity and Racial Disparity in Cedar Falls

Cedar Falls is a community of 40,713 people (as of the 2020 census) located in Black Hawk County. Cedar Falls is the second largest city in the county after Waterloo, which has a population of 67,314. Between 2010 and 2020, Cedar Falls saw a population increase of 3.7%, compared to the 0% growth in the population of Black Hawk County as a whole.

Total Population			
	2000 ¹	2010 ¹	2020 ²
Cedar Falls	36,145	39,260	40,713
Male	16,969	18,903	NA
Female	19,176	20,357	NA
Black Hawk County	128,012	131,090	131,144
State of Iowa	2,926,324	3,046,355	3,190,369

Source: Iowa State University, Data for Decision Makers, Cedar Falls Report

The following chart shows the percentage of population by race in Cedar Falls, using 2020 Census data and definitions. The population is predominantly White (racially), with the “White Alone, Not Hispanic” racial classification accounting for 86.6% of Cedar Falls’ total population. Every non-White racial group category had an increase at the city and county levels over the last decade.

Percentage of Population by Race/Hispanic Origin²				
Race Groups	City		County	
	2010	2020	2010	2020
One Race Only	98.3%	95.3%	97.7%	94.6%
White	93.4%	87.5%	85.6%	78.4%
White Alone, Not Hispanic	92.2%	86.6%	83.9%	77.1%
Black or African American	2.1%	3.1%	8.9%	10.4%
Asian	2.3%	3.2%	1.3%	2.6%
American Indian or Alaska Native	0.2%	0.2%	0.2%	0.3%
Hawaiian or Pacific Islander	0%	0.3%	0.2%	0.7%
Other	0.5%	1.0%	1.6%	2.1%
Two or more races	1.7%	4.7%	2.3%	5.4%
Hispanic origin*	2%	2.9%	3.7%	4.9%

* Hispanics can be of any race.

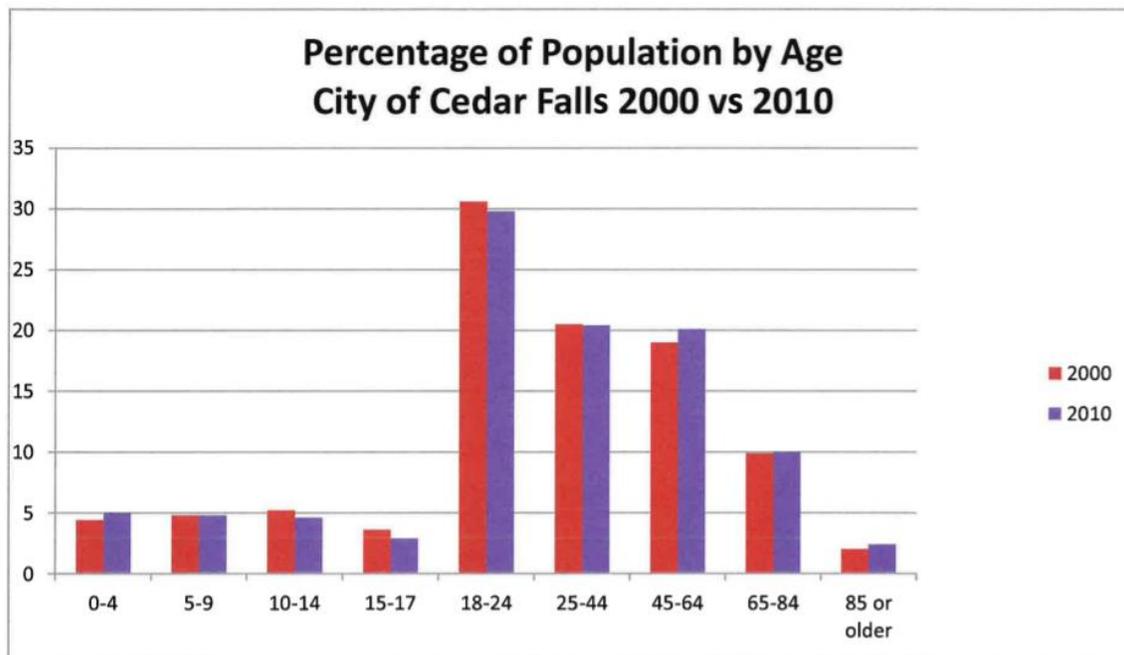
Source: Iowa State University, Data for Decision Makers, Cedar Falls Report

Cedar Falls’ population, based on the 2010 Census data, (which is the most recent information available as of the date of this report) is shown in the table and chart below. The segment of the City’s population 17 or younger is 17.3%; the portion of Cedar Falls’ population 65 or older is 12.4%; and the remainder Cedar Falls residents (a little over 70%) fall between the ages of 18 – 65.

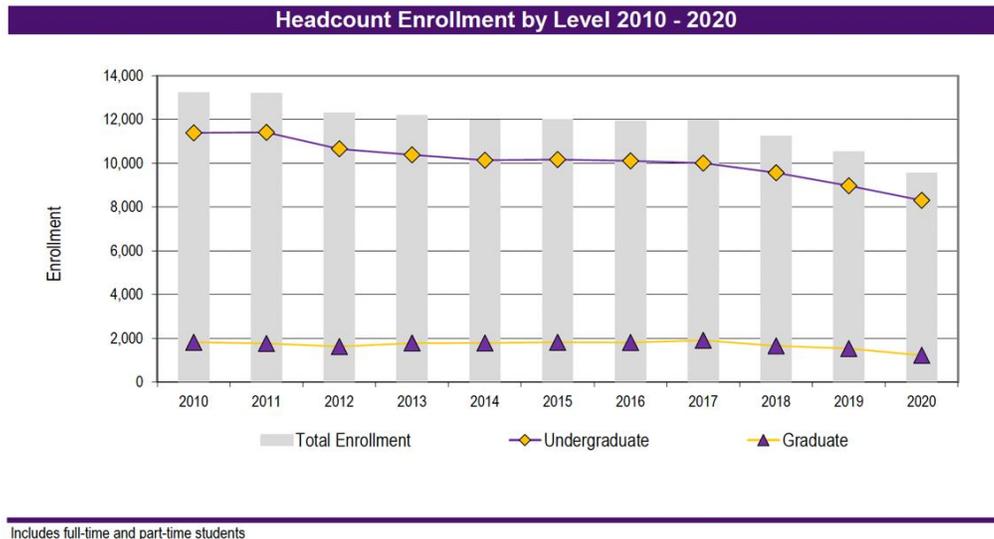
Age Groups	Percentage of Population by Age ¹			
	City		County	
	2000	2010	2000	2010
17 or younger	18.0%	17.3%	23.1%	21.7%
0 - 4	4.4%	5.0%	12.4%	12.5%
5 - 9	4.8%	4.8%	6.3%	6.0%
10 - 14	5.2%	4.6%	6.5%	5.8%
15 - 17	3.6%	2.9%	4.4%	3.2%
18 - 24	30.6%	29.8%	15.7%	15.6%
25 - 44	20.5%	20.4%	25.2%	24.0%
45 - 64	19.0%	20.1%	22.0%	24.8%
65 or older	11.9%	12.4%	14.0%	13.8%
65 - 84	9.9%	10%	12%	11.5%
85 or older	2.0%	2.4%	2.0%	2.3%
Median Age (years) ⁴	26.0	26.8	34.4	34.4
Age Dependency ⁵	42.7	42.2	59.0	55.1
Old-Age	17.0	17.6	22.3	21.4
Child	25.7	24.6	36.7	33.7

⁵Age Dependency Ratio

Source: Iowa State University, Data for Decision Makers, Cedar Falls Report



Cedar Falls is the home of the University of Northern Iowa (UNI). The population of UNI is a significant part of the overall population of Cedar Falls. The two tables below show that over the last decade, UNI’s student population has gradually and steadily decreased from close to 13,000 at the beginning of the decade to about 9,500 in 2020. Even though the total student body population has decreased, the non-white portion of the undergraduate student body has mostly increased.



Source: University of Northern Iowa Factbook, 2020 – 2021 Report

Enrollment by Student Race/Ethnicity 2010-2020

	UNDERGRADUATE							GRADUATE						
	American Indian/Alaskan Native	Asian/Pacific Islander	Black/African American	Hispanic/Latino	Native Hawaiian/Pacific Islander	Two or More	Total	American Indian/Alaskan Native	Asian/Pacific Islander	Black/African American	Hispanic/Latino	Native Hawaiian/Pacific Islander	Two or More	Total
2010	21	105	303	232	4	103	768	4	19	80	44	0	7	154
2011	17	118	300	257	2	121	815	7	26	66	41	1	11	152
2012	21	107	300	280	4	143	855	3	21	67	33	0	10	134
2013	19	87	279	289	5	168	847	5	20	62	33	2	11	133
2014	20	90	285	339	7	195	936	5	18	54	38	0	15	130
2015	16	115	287	350	7	213	988	6	18	65	29	0	17	135
2016	28	128	273	388	9	192	1,018	5	13	57	39	0	23	137
2017	34	136	271	391	7	203	1,042	2	10	46	40	0	18	116
2018	35	136	265	371	7	207	1,021	1	10	45	40	0	13	109
2019	11	126	214	396	9	239	995	2	12	40	41	1	18	114
2020	10	123	212	403	6	228	982	1	13	39	39	0	24	116

Includes all international students and excludes white domestic students; other categories include American citizens, immigrants, asylees, and refugees only.

Source: University of Northern Iowa Factbook, 2020 – 2021 Report

RECOMMENDATIONS

Inclusion is the act of creating environments in which any individual or group can feel welcomed, respected, supported and valued to fully participate. An inclusive and welcoming community embraces human differences, sees differences as strengths and offers respect to all in both words and actions.

To foster an inclusive and welcoming community, value all residents and their diversity, and ensure a sense of place in our community where all residents feel welcome, safe and connected, we recommend that the City of Cedar Falls:

1. Establish a Cedar Falls Equity Committee

Establish a Cedar Falls Equity Committee to continue the work of the Racial Equity Task Force. The committee would work with City officials, staff and other boards and commissions to help ensure:

- An infrastructure that supports and advances diversity, equity and inclusion for all
- Practices that promote economic prosperity for all
- The elimination of barriers and a commitment to unbiased programs and services
- Effective and inclusive community engagement
- Collaboration with other local and regional partners

2. Develop a Cedar Falls Equity Vision and Plan

Develop and operationalize a shared vision and actionable goals to advance equity and inclusion both internal to City operations and externally in the community, including equity-focused tools for decision-making, measurement and accountability. An effective Equity Plan will help Cedar Falls normalize, organize and operationalize a commitment to an equitable future where every resident can thrive.

3. Invest in Organizational Capacity and Infrastructure

Invest in an internal staff position and external expertise to lead the development and implementation of the City's Equity Plan. Provide the resources needed to support research, organizational assessments and audits, action plans, collaborations, education, evaluation and reporting, as well as the support that staff, elected officials and community members need to talk together about equitable programs, practices and policies in Cedar Falls.

4. Be a Partner for Transformative Change

Transformative change towards a more equitable Cedar Valley requires a broader effort where organizations and communities come together to understand the resources already present in our community, the gaps leading to inequities and how opportunities can be leveraged for systemic change across the Cedar Valley. We encourage elected officials and City staff to actively partner with other entities, such as Black Hawk County Health Department, Cedar Falls School District, University of Northern Iowa and Grow Cedar Valley to develop coordinated and supporting equity plans and initiatives.

5. Create Public Engagement Opportunities that are Welcoming and Inclusive

Create opportunities for public engagement and conversations that inform equity planning in Cedar Falls. Promoting and encouraging equity conversations is an important investment in our residents and the future of our community. Holding equity conversations in an open and respectful atmosphere requires creating safe spaces in which everyone is encouraged to participate and no one or two individuals dominate, where the focus is on actions and all options are considered fairly, and where listening is as important as speaking.

6. Host and Collaborate in Public Education about Equity

Collaborate with other Cedar Valley stakeholders to host facilitated conversations among staff, elected leaders and the community. Create opportunities to come together through book clubs, film and discussion events, and other structured activities. These educational efforts can assist in developing shared terminology and an understanding about concepts of race and race equity in our community and help to reduce fear and create a sense of belonging for all. We believe that these investments will help to ensure a vital, vibrant and inclusive Cedar Falls.

RACIAL EQUITY OPPORTUNITY AREAS

In addition to the recommendations outlined above, the Task Force identified several racial equity opportunity areas for initial research and review: healthcare, public safety, transportation, business/employment, housing and education. Given the timeframe of the Task Force charge, the Task Force members chose to narrow its scope of focus for the purposes of this initial report to the following areas:

- Education
- Housing
- Policing

After identifying the three areas of focus, the Task Force members volunteered to serve on one of the three subcommittees. Over the course of 3-4 meetings, each subcommittee:

1. Defined the focus of their subcommittee work
2. Reviewed initial data they were able to access within the timeframe
3. Identified what was known from the data they reviewed
4. Identified additional questions for further review
5. Made initial recommendations based on their preliminary review

Each subcommittee used a common worksheet to document their work, findings and initial recommendations. Their worksheets are included as Attachments A, B and C. Below is a summary from each of the subcommittees.

Education Subcommittee

Members

Frank Darrah, LaTanya Graves, Dr. Wilfred M. Johnson, Dr. Andy Pattee, Felicia D. Smith

Focus

The education subcommittee focused on the Cedar Falls School District which has an active Equity Task Force and Equity Action Plan. The subcommittee reviewed Cedar Falls School District data and identified recommendations for both the district's Equity Task Force and the City. (See Attachment A.)

School District Recommendations

- To increase access to opportunities for all youth, we recommend assessing, evaluating and creating action steps using the SMARTIE format (Specific, Measurable, Achievable, Realistic, Timebound, Inclusive and Equitable) for the following areas:
 - Development of a pathway to increase access to upper-level courses for students involved in the free and/or reduced lunch program and minority students
 - Variance in student discipline by race and ethnicity
 - Variance in attendance by race and ethnicity
- Continue to build opportunities to increase diversity in hiring for all positions within the District

City Recommendations

- Build collaboration between Cedar Falls School District and the City to highlight and celebrate different cultures in the community and how they add value to our city
- Create pathways and collaborative equity discussions between businesses and UNI
- Participate in a community-wide equity committee

Housing Subcommittee

Members

Melissa Heston, Lisa Sesterhenn, Eashaan Vajpeyi, Stephanie Sheetz, Cedar Falls community development director and staff liaison to subcommittee

Focus

The housing subcommittee looked at housing data including the types and affordability of housing in Cedar Falls, the age of the housing stock in Cedar Falls, and historical neighborhood covenants in Cedar Falls that restricted neighborhoods by race. They identified affordable access for both rental and owner-occupied properties as priorities for recommendations. (See Attachment B.)

Recommendations

- Complete a Housing Needs Assessment, focusing on how to provide housing variety to promote affordable housing options for all
- Create educational messaging and outreach for landlords and citizens to emphasize the importance of healthy housing for all, along with destigmatizing affordable housing options such as Section 8 and Habitat for Humanity builds
- Increase the availability of affordable housing
 - Maximize Section 8 funds available to provide as many vouchers as possible, given HUD guidance
 - Incentivize improvements in Section 8 housing (with tools such as Community Development Block Grant rental rehabilitation program)
 - Revise zoning codes to encourage a variety of housing types in every neighborhood, e.g., allow for Habitat for Humanity builds
 - Work on 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)
- Create a resource database of all federal, state and local programs that can be used to foster more homeownership among low- and moderate- income families and individuals
- Create an ongoing educational program for low- and moderate-income families to access available homeownership assistance programs
- Implement diversity, inclusion and affordability considerations and scoring in all new housing development plans

Policing Subcommittee

Members

Kelly Dunn, Will Frost, Paul Lee, Craig Berte, Cedar Falls police chief, liaison to subcommittee

Focus

The policing subcommittee focused on learning about police department operations. Their recommendations reflect their initial review of operations and include recommendations for both the police department and the City. (See Attachment C.)

Police Department Recommendations

- Continue to focus on training and practices for peacekeeping, de-escalation and humanizing of people suspected of committing crimes
- Create both an in-person and electronic process to submit complaints
- Increase community policing, begin immersion policing
- Consider allowing officers to park squad cars at personal residences
- Actively recruit and promote a diverse police workforce
- Invest in satisfaction and retention of officers who live and work in the Cedar Valley
- Conduct data reviews for traffic stops and arrests disaggregated by race and ethnicity

City Recommendations

- Continue the work of the Racial Equity Task Force and continue equity conversations
- Expand the reach of the City's marketing and promotional campaigns beyond traditional media sources
- Implement employee satisfaction surveys for all City employees

REQUEST TO THE MAYOR AND CITY COUNCIL

The Racial Equity Task Force respectfully submits this report and recommendations to the City of Cedar Falls Mayor and City Council. In completing the work of this Racial Equity Task Force, we ask that the City Council:

1. **Receive and File** the Racial Equity Task Force Report and Recommendations
2. **Review and include these recommendations** during the City's FY2023 Goal Setting
3. **Meet with the Task Force** after completion of the City's FY2023 Goal Setting to review the recommendations that will be included in the City's FY2023 budget and work plan

In Appreciation

The Task Force would like to thank the Cedar Falls staff for supporting the work of this Task Force through their attendance at meetings, timely responses to requests for information and willingness to engage in important discussions about race and equity in Cedar Falls.

In addition, the Task Force wishes to convey our profound thanks and appreciation to Aimee Viniard-Weideman and Omar Padilla for their diligence, dedication and commitment to facilitating a process that resulted in this report and our conversations.

ATTACHMENTS

ATTACHMENT A

**Cedar Falls Racial Equity Task Force
Education Subcommittee Worksheet**

FOCUS: Cedar Falls School District

TASK FORCE SUBCOMMITTEE MEMBERS:

Frank Darrah, LaTanya Graves, Dr. Wilfred M. Johnson, Dr. Andy Pattee, Felicia D. Smith

Facts	Areas for Additional Research
<p><i>Data Source: Cedar Falls School District</i></p> <ul style="list-style-type: none"> ▪ 5,808 District Enrollment <ul style="list-style-type: none"> ○ 23% Free and Reduced Lunch (FRL) ○ 17 % minority <ul style="list-style-type: none"> • 2.9% Hispanic • 4.7% Black • 3.85% Asian • .40% Pacific Islander • .16% American Indian • 5.05% 2 + Races ○ 39 Native Languages Spoken <ul style="list-style-type: none"> • 247 English Language Learners ▪ In upper-level courses 80.8% of the White students are enrolled while only 2.6% of the Black students are enrolled ▪ In most of the upper-level math and science courses there are no Black students enrolled, including: <ul style="list-style-type: none"> ○ Math courses - Adv. Calculus I, II, III; AP Calculus AB, Euclidean Geometry, ○ Science courses – General Chemistry, AP – Biology, AP Chemistry, General Chemistry I, Anatomy ▪ Only 8.2% of FRL program participants are enrolled in upper-level courses compared to 91.8% of the student body not enrolled in the FRL program ▪ Black students have the lowest attendance percentages ▪ Black students represent 23.32% of students receiving infractions and only 4.7% of the total student body 	<ul style="list-style-type: none"> ▪ Why isn't there greater racial and ethnic diversity in students taking upper-level classes? ▪ What tools prepare diverse students to excel? ▪ Tracking of post-secondary success for students broken down by race/ethnicity ▪ How impactful will the Black Student Union be as students move into Junior High? ▪ Why aren't more students who qualify for free and reduced lunch enrolling in upper-level courses? ▪ Why do Black students have the lowest attendance percentage? ▪ How is the district addressing specific discipline that targets Black students? Is there training about this?

<p>The district has:</p> <ul style="list-style-type: none">▪ an active Equity Committee▪ an Equity plan of action to address real and perceived racial inequality in educating diverse student populations▪ a Black Student Union▪ a 3–5-year plan to hire more diverse staff	
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Initial Subcommittee Recommendations

School District Recommendations

- To increase access to opportunities for all youth, we recommend assessing, evaluating and creating action steps using the SMARTIE format (Specific, Measurable, Achievable, Realistic, Timebound, Inclusive and Equitable) for the following areas:
 - Development of a pathway to increase access to upper-level courses for students involved in the free and reduced lunch program and minority students
 - Variance in student discipline by race and ethnicity
 - Variance in attendance by race and ethnicity
- Continue to build opportunities to increase diversity in hiring for all positions within the District

City Recommendations

- Build collaboration between Cedar Falls School District and the City to highlight and celebrate different cultures in the community and how they add value to our city
- Create pathways and collaborative equity discussions between businesses and UNI
- Participate in a community-wide equity committee

ATTACHMENT B

Cedar Falls Racial Equity Task Force Housing Subcommittee Worksheet

FOCUS: Section 8 and Low-Income Housing

TASK FORCE SUBCOMMITTEE MEMBERS:

Melissa Heston, Lisa Sesterhenn, Eashaan Vajpeyi,
Stephanie Sheetz, Cedar Falls community development and staff liaison to sub-committee

Facts	Areas for Additional Research
<p>Households & Median Incomes by Race/Ethnicity¹</p> <ul style="list-style-type: none"> ▪ 92% White \$61,546 ▪ 2.8% Asian \$135,063 ▪ 2.1% Black \$36,200 ▪ 1% Multiethnic \$72,250 ▪ 1.5% Hispanic or Latino \$42,941 <p>Housing Units¹</p> <ul style="list-style-type: none"> ▪ 16,375 total units ▪ 15,255 occupied units ▪ 9,611 owner occupied units (63%) ▪ 5,644 renter occupied units (37%) ▪ 1.2% homeowner vacancy rate ▪ 4.8% rental vacancy rate <p>Cedar Falls (CF) & Waterloo (W) Home Sales Data²</p> <ul style="list-style-type: none"> ▪ CF Average Sale Price = \$245,349 ▪ W Average Sale Price = \$129,005 ▪ CF Home Sales at/above 150K = 81% ▪ W Home Sales at/above 150K = 31% ▪ CF Home Sales below 100K = 4% ▪ W Home Sales below 100K = 38% <p>Residential Property Tax²</p> <ul style="list-style-type: none"> ▪ CF = \$33.14 per \$1000 of taxable value ▪ W = \$40.46 per \$1000 of taxable value <p>Age of Housing¹</p> <ul style="list-style-type: none"> ▪ 13% built before 1939 ▪ 4% built in the '40s ▪ 16% built in the '50s ▪ 13% built in the '60s ▪ 14% built in the '70s ▪ 7% built in the '80s ▪ 12% built in the '90s 	<ul style="list-style-type: none"> ▪ Are there existing lending practices that lead to inequities? ▪ Are there any zoning and planning policies that encourage or require the creation of homes affordable for low- and moderate-income individuals and families? ▪ Are there any zoning and planning policies that encourage or require the creation of rental units affordable for low- and moderate-income individuals and families (i.e., that would consume 30% or less of income) ▪ How many complaints of housing or lending discrimination have been made over the past 5 years? ▪ How much use is made of the Iowa Finance Authority by either the City or by CF residents? ▪ Aside from HUD payments, what funds does the City of Cedar Falls commit to affordable housing initiatives, Section 8 program support? ▪ How do we create understanding and buy-in on the importance of these initiatives? ▪ Is there outside funding to support the initiatives? ▪ Impact of students in terms of statistics, (rent as a portion of income, total housing units for rent, etc.) ▪ What explains the difference in Section 8 Resident demographics vs. Section 8 Applicant demographics?

<ul style="list-style-type: none"> ▪ 13% built in the '00s ▪ 9% built in the '10s <p>Demographic Changes, Evidence of Restrictive Covenants in Cedar Falls, and Other Historical Influences on Housing⁵</p> <ul style="list-style-type: none"> ▪ There were 29 Black Americans in Black Hawk County in 1910 ▪ The first case of racial restriction in county documents seems to have been Pfeiffer Place (1 lot), in Cedar Falls, in 1914. ▪ Between 1910 and 1920 the black population of Black Hawk County grew dramatically, to nearly 1,000 people ▪ By 1950 Black Americans were 2.6% (2,623) of the county's population ▪ By 1950, there were over 3,000 documented cases of racial restrictions in housing, most in subdivisions ▪ Housing restrictions in Cedar Falls include: <ul style="list-style-type: none"> ✓ Lincoln Park, 1 lot ✓ Bungalowland, 14 lots ✓ Cedar Heights, 26 lots ✓ Kuehn's Addition, 22 lots ✓ Bel Air Addition, 14 lots ✓ Longwood Park Addition, 29 lots ✓ Westview Addition, 8 lots ✓ White Oaks Addition, 11 lots ✓ Auditor's Plot 25, 11 lots ✓ Faris Acres, 38 lots ✓ Oakland Park Addition, 44 lots ✓ Sunset Knolls Addition, 39 lots ✓ Pleasant Oaks, 68 lots ▪ Number of explicit race-based housing restrictions occurring after 1950 is not known ▪ It was not until 1968 that race-based housing discrimination in the sale, rental and financing of housing became illegal by federal law ▪ White middle class generational wealth was built in the 1950s and 60s through homeownership (including access to VHA and FHA low interest loans), and greater access to higher education (including the GI Bill). Black Americans were systematically excluded from 	<ul style="list-style-type: none"> ▪ How do environmental factors like lead, radon and shade impact health and investments in affordable housing? ▪ What are the systemic factors/root causes (other than affordable housing) that may be preventing individuals/families from living in CF?
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these lending programs, from other bank lending programs, and educational opportunities

Section 8 Housing^{3,6}

- 4% of CF rental units
- 83% White
- 9% Black
- 6% “Other/Multiracial”
- 2% Asian

Applicant Demographics

- 55% White
- 43.5% Black
- 2 year wait
- CF has 212 vouchers; CF is “allowed” up to 326; budget doesn’t cover more than 216
- HUD Admin payment supports 1.5 FTE for Section 8 staff, which supports 200-250 vouchers

Habitat for Humanity Housing⁷

- Cedar Falls has a cooperation agreement with Waterloo for the HOME Investment Partnership Program, a federal block grant exclusively dedicated to the creation of affordable housing for low-income people
- 15% of CF HOME funding goes directly to Habitat for Humanity, 10% for administrative costs and 75% for direct project funding
- In October, HOME funding for CF rose from an average of \$45,000 per year to \$95,000 per year
- HOME Funds have historically been used to buy lots which are then donated to Habitat for Humanity
- 21 Lots have been purchased, and 22 homes have been built
- 10 rehabilitation projects have been completed
- Currently, funding is being used to purchase and renovate one home on Bluff Street, and additional funding will support rehabilitation projects
- Habitat for Humanity is currently working on a Lone Tree Road project

<p>Rent as a portion of Income¹</p> <ul style="list-style-type: none"> ▪ 27% of renters pay less than 20% of income ▪ 22% of renters pay 20-29% of income ▪ 51.5% of renters pay more than 30% of income (43% pay more than 35%) <p>College Student Housing²</p> <ul style="list-style-type: none"> ▪ 31% of UNI students live in residence halls ▪ 69% live elsewhere <p>The City offers a forgivable loan of up to \$10,000 for renovation of rental units into single family-owned homes (\$250,000 spent since 2017)⁴</p>	
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Initial Subcommittee Recommendations

<p>Recommendations</p> <ul style="list-style-type: none"> ▪ Complete a Housing Needs Assessment, focusing on how to provide housing variety to promote affordable housing options for all ▪ Create educational messaging and outreach for landlords and citizens to emphasize the importance of healthy housing for all, along with destigmatizing affordable housing options such as Section 8 and Habitat for Humanity builds ▪ Increase the availability of affordable housing <ul style="list-style-type: none"> ○ Maximize Section 8 funds available to provide as many vouchers as possible, given HUD guidance ○ Incentivize improvements in Section 8 housing (with tools such as Community Development Block Grants rental rehabilitation program) ○ Revise zoning codes to encourage a variety of housing types in every neighborhood, e.g., allow for Habitat for Humanity builds ○ Work on 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) ▪ Create a resource database of all federal, state and local programs that can be used to foster more homeownership among low- and moderate- income families and individuals ▪ Create an ongoing educational program for low- and moderate-income families to access available homeownership assistance programs ▪ Implement diversity, inclusion, and affordability considerations and scoring in all new housing development plans 	
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¹American Community Survey 2019. “Selected Housing Characteristics.” Table D: DP04, Product: 2019: ACS 5-Year Estimates Data Profiles, data.census.gov/cedsci/table?q=Cedar%20Falls%20city%20Housing&tid=ACSDP5Y2019.DP04

²Robert, D. “2020 Real Estate Sales Summary for Cedar Falls-Waterloo, Iowa.”

³“Section 8 Status Report: Review of the FFY19 CAPER.” Received by the Cedar Falls Housing Commission. December 2020.

⁴ Rodenbeck, J. "Conversion Program." Received by E. Vajpeyi, M. Heston, L. Sesterhenn, & S. Sheetz. 28 July 2021.

⁵ Gordon, C. *Researching Local History, Housing and Racial Inequality*. University of Iowa. August 2020. "Mapping Segregation in Iowa: Race Restrictive Covenants in Iowa Counties (2021)." dsps.lib.uiowa.edu/mappingsegregationia/johnson-county-restrictions/

⁶Houk Sheetz, S. Housing Information for the Racial Equity Task Force. June 14, 2021.

⁷Houk Sheetz, S. Habitat Description for the Racial Equity Task Force. August 23, 2021.

**This draft preliminary report is not inclusive of all work, considerations or recommendations for housing equity in Cedar Falls. The information is presented for the purposes of discussion by the Cedar Falls Racial Equity Task Force.*

ATTACHMENT C

Cedar Falls Racial Equity Task Force Public Safety Subcommittee Worksheet

FOCUS: Policing

TASK FORCE SUBCOMMITTEE MEMBERS:

Kelly Dunn, Will Frost, Paul Lee, Craig Berte, police chief and staff liaison to subcommittee

Facts	Areas for Additional Research
<ul style="list-style-type: none"> ▪ 74 public safety officers (15 female, 2 African American, 2 Hispanic, 1 Croatian/Bosnian) ▪ Officers are cross-trained ▪ Most stops occur where there are more people present e.g., Commercial Districts ▪ Because race is not identified on Driver’s license, officers must note racial identification ▪ New hires must have an associate degree (60 hours college credit minimum), a bachelor’s degree is preferred <p>The Police department has invested in:</p> <ul style="list-style-type: none"> ▪ Diversity training ▪ De-escalation training incorporated into all use of force training ▪ Shock training for times when officers use shock techniques to “stun” the individual ▪ “Ride-along” allowing citizens to shadow officers during shifts 	<ul style="list-style-type: none"> ▪ Data for citations, arrests ▪ Data for police call logs (details on a call) both to dispatch and non-emergency ▪ Data for officers drawing weapons ▪ How do public safety staff (specifically BIPOC/women) feel about current practices? ▪ Proximity of where most officers live vs. where most officers patrol ▪ Number of traffic stops that occur with Cedar Falls and Cedar Valley residents vs. transient traffic ▪ Traffic stops and arrest data from UNI Police Dept, Iowa State Patrol and Black Hawk County as it relates to Cedar Falls

Initial Subcommittee Recommendations

Cedar Falls Police Department Recommendations

- Continue to focus on training and practices for peacekeeping, de-escalation and humanizing of people suspected of committing crimes
- Create both an in-person and electronic process to submit complaints
- Increase community policing, begin immersion policing
- Consider allowing officers to park squad cars at personal residences
- Actively recruit and promote a diverse police workforce
- Invest in satisfaction and retention of officers who live and work in the Cedar Valley
- Conduct regular data reviews for traffic stops and arrests, disaggregated by race and ethnicity

City Recommendations

- Continue the work of the Racial Equity Task Force and continue equity conversations
- Expand the reach of the City’s marketing and promotional campaigns beyond traditional media sources
- Implement employee satisfaction surveys for all City employees

TIMELINE of Downtown Parking Study, recommendations, improvements, and summary of responses to parking concerns of downtown businesses:

After concerns expressed by downtown businesses, City Council identified a detailed objective during FY19 goal setting to develop a downtown parking plan to maximize on-street and public parking, and budgeted \$50,000 for a downtown parking study.	
September 2018 – City staff develops and distributes RFPs to conduct a parking study of the downtown area.	
October 2018 – City Council approves contract with WGI for a parking study.	\$48,475
November 2018 – WGI conducts small group discussions and on-on-one interviews with affected business/property owners. Online survey is distributed. A total of 2,678 survey responses were received by customers, employees, business/property owners and residents.	
December 2018 & January 2019 – Public Workshops conducted and were well attended.	
February 15, 2019 – Final report of the parking study presented to City Council. Parking study recommendations were approved by City Council and staff was directed to proceed with the implementation recommendations.	
April 2019 – Parking Technical Committee was formed between city staff and Community Main Street to discuss implementation of the recommendations, which were split into two phases of implementation. The Committee continued to meet twice monthly and involved countless hours of staff time.	
<u>Phase 1</u> : The objectives of this phase included new downtown parking choices, FREE 3-hour and overnight parking was added on 2 nd , 3 rd , and 4 th Streets, and 15-minute pick-up/drop-off spaces in every block of the downtown.	
May 2019 – Ordinances drafted and presented to City Council to establish parking regulations in conjunction with the implementation of recommendations of the parking study. Ordinances were adopted on June 17, 2019, establishing designated 2-hour, 3-hour, 24-hour and 15-minute spaces, extending enforcement to Monday-Saturday, 9 am to 8 pm, and allowing overnight parking on side streets.	
The City also added over 100 FREE unrestricted on-street parking spaces throughout the district, including 69 spaces created thru a partnership with Viking Pump, Inc. to allow public use of their lot after business hours.	
June 2019 – City contracts with MET transit to test a free shuttle service to assist those with parking concerns. Shuttle service ended in January 2020 due to lack of ridership.	\$11,955
July 2019 – New public parking signs installed with color-coded sign toppers to assist parkers in identifying the free on-street parking time limit choices, and coordinating maps were designed, distributed and posted on social media and web site. Public parking lots renamed and resigned to reflect their actual locations. New lot identification signs make the off-street public parking lots much more visible and easier to locate.	\$15,000

Throughout implementation of the recommendations, City staff worked with CMS to communicate all changes, and provided informational materials to businesses (brochures, table tents, maps, etc.), press releases, social media posts, Channel 15 segments and articles in every issue of the Currents newsletter. Phase I completed by August 2019.	
August 2019 – Additional enforcement staff hired to accommodate additional enforcement hours.	\$50,060
November 2019 – First parking occupancy counts completed following completion of Phase I implementation of parking study recommendations.	
<u>Phase 2:</u> Included paid off-street public parking lots and new technology.	
August 2019 – RFPs out for new parking technology to accommodate paid parking, virtual permits and mobile pay options.	
October 7, 2019 – City Council approves contract with IPS Group to purchase paid parking equipment and technology.	
Pay stations for each public parking lot.	\$48,000
Virtual parking permits for the parking lots available from the web site. Permits are connected to a license plate, eliminating the need for paper permits.	\$5,000
New enforcement equipment and software required for new technology.	\$15,000
January 2020 – New equipment installed.	
February 2020 – City staff conducts three separate training/educational sessions for new technology to downtown daytime retailers, CMS board members and downtown evening establishments. New technology is implemented.	
March 2020 – COVID 19 Pandemic occurs. Enforcement of timed parking suspended.	
June 15, 2020 – On-street parking enforcement resumes. Due to increase in curb-side pickup, and at the request of Community Main Street, city staff installs 15-minute pick-up/drop-off stalls in each of the downtown municipal lots.	
October 1, 2020 – Paid parking in the municipal lots and virtual permits implemented.	
December 9, 2020 – City Council suspends paid parking.	
August 2, 2021 – City Council adopts ordinance to re-establish FREE 4-hour parking in the Downtown municipal lots. Since that time, all of the pay stations have been removed from those lots and new signage has been installed.	
Once again, city staff assembles informational posters, cards, maps and brochures outlining the changes and provided these packets to Community Main Street for distribution to downtown businesses. Staff also provides press releases, Currents up Close segment, and social media posts.	
Total Cost of Parking Study and Implementation of Recommendations (does not include staff time involved)	\$202,490



Downtown Parking Study

City of Cedar Falls



Final Report
February 15, 2019



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APPENDIX B – Parking Inventory Maps

APPENDIX C – Shared Demand Models

EXECUTIVE SUMMARY

One of the restaurant owners we interviewed made the statement: *“some level of a parking problem is actually a good thing”*. While not intending to be too tongue in cheek, we agree with this statement. It is certainly better to have some level of a “parking problem” than the alternative of having oceans of non-tax producing, half vacant surface parking lots that drain energy from downtown. Cedar Falls has done a great job of protecting its historic Main Street over the years and in attracting high quality urban development more recently. The level of new residential development in particular is attracting a demographic that is breathing new 24/7 life into downtown.

As positive as these recent developments are for the tax base and the overall energy of downtown, these recent developments have also raised concerns by downtown businesses, employees and stakeholders about the impact on parking. The misperception that these projects were allowed to proceed “without any parking” is simply not true. The Hampton Inn, River Place and 200 West 1st Street projects were all required to provide parking for residential uses at ratios that are actually more stringent than recommended parking ratios published by the Institute of Transportation Engineers (ITE) and the Urban Land Institute (ULI).

It is true that the projects were not required to provide parking for commercial land uses in mixed-use projects located in the C-3 zoning district. Parking exempt policies in downtown urban districts are good policies because they encourage density that increases the City’s tax base. Parking exempt policies also help to protect historic buildings from demolition, prevent sprawl, and encourage walkability. Requiring each land use to create its own on-site parking is bad urban policy because it results in inefficient auto-dominated sprawl. Minimum parking requirements are also wasteful because they discourage shared parking opportunities.

While we can build a strong argument that parking exempt districts are good urban policy, it must be acknowledged that this policy in turn makes it incumbent on the City to ensure that sufficient public parking infrastructure is in place to support both existing businesses and new development. It also places responsibility on the City to develop additional public parking capacity, when needed, in a planned and logical manner that best serves all of downtown. With all the recent development activity downtown, the reality is that the City is relying on the same amount of public parking infrastructure that has been in place for decades.

The results of our field observations and parking utilization data collection indicate that public parking assets are sufficient during normal weekday activity, but that public parking facilities are operating at or above capacity during the busiest dining periods, particularly weekend evenings. However, we also observed large areas of private surface parking that is well located to serve Main Street, but which remains unused because signs threaten towing. Whether these private businesses actually tow or not is irrelevant – the signs clearly send the message that if you park here, you could get towed.

Considering the increased pressure and activity from recent developments, the proper management of existing public parking assets is vital to a healthy, well-functioning downtown. Proper management of street parking is especially important because it represents the largest amount of public parking available in the downtown district, and it is the most preferred parking for visitors and customers (and, unfortunately employees). One of the greatest challenges for a downtown like Cedar Falls is how to effectively manage employee parking while also ensuring that sufficient parking remains available for customers and bar/restaurant patrons.

If structured parking is needed (which we believe will be needed if the current pace of development continues), the City should not build a stand-alone public parking structure. Instead, we believe a better and more sustainable solution will be for the City to work with future developers in creating Public/Private Partnerships (P3) to create additional parking that is open to the public on a project-by-project basis. This approach will provide the long-term benefit of ensuring that adequate parking infrastructure and capacity will follow development as it occurs, but in a shared and efficient manner. In building or financing structured parking, the public needs to understand that parking fees and rates charged will never be sufficient to cover debt service, and that other forms of financing will be needed in the form of Tax Increment Financing (TIF), an increase in the SSMID or other sources of public financing.

As we discovered in our comparable city analysis, downtown Cedar Falls is unique in that we were not able to identify any other downtown quite like it in Iowa. Considering this, our recommendations are specific to the conditions we observed in Cedar Falls and we believe they will result in positive outcomes. Moving forward, we believe the recommendations contained in our final report document will improve conditions in the short and mid-term until additional parking capacity can be developed. However, our short-term solutions cannot happen without the cooperation of private sector businesses and property owners who own and control private parking facilities.

Cedar Falls is a high quality of life community with a beautiful and successful downtown. It is apparent that downtown has benefitted by having good leadership and a high level of cooperation over the years between the City and Community Main Street. We hope and trust that this high level of cooperation continues as the City and CMS work together to transform the downtown parking program into a model program that is balanced and which offers choices and options for downtown patrons, employees and residents.



SECTION I – INTRODUCTION & METHODOLOGY

Downtown Cedar Falls has experienced a level of revitalization activity in recent years that is quite remarkable for a city of its size. While most would agree that some level of a “parking problem” is actually a good thing for downtown, the amount and location of recent development projects have caused concerns from downtown stakeholders that there may be a lack of parking to support continued growth and development. In response to concerns raised by downtown businesses and property owners, the City of Cedar Falls conducted a Request for Proposals (RFP) in the fall of 2018 to solicit proposals from qualified consulting firms to conduct a comprehensive parking study for the downtown area. As a result of this RFP process, Wantman Group, Inc. (WGI) was selected to perform the requested consulting services.

Our work effort included significant stakeholder outreach in the form of an online survey, interviews with downtown business and property owners, and two public workshops. Our data collection efforts included electronic Geographic Information System (GIS) mapping to inventory all parking in the study area; to include on-street and off-street, and both public and private parking facilities. Once the parking inventory was mapped and documented, WGI technicians conducted field observations to document parking occupancies on multiple data collection days. Our data collection included typical weekday counts; lunchtime counts; weekend/evening counts, and specific field observations for the “Jingle and Mingle on Main” special event on December 6, 2018.

Other areas of focus for the parking study included a parking system revenue and expense financial analysis; a review of parking policies and regulations; a review of the parking enforcement program and technologies used; a comparable cities analysis; and parking impact analyses for the Hampton Inn project, the 200 West 1st development, and the River Place development at full buildout. The results of our analysis and public outreach efforts and a summary of our findings and recommendations are included in this final report document.

Downtown Parking Study Area



SECTION II – SUMMARY OF PUBLIC OUTREACH

Stakeholder Interviews/Public Workshops

As we stressed in our initial RFP submittal, **WGI** believes strongly in meaningful Stakeholder outreach and public involvement for a downtown parking study of this nature. This high level of public outreach helps to ensure that the recommended solutions that are developed as part of the analysis receive buy-in from the community in general; and from downtown businesses, property owners, employees and visitors more specifically.

We used a number of methods to engage downtown stakeholders and the public, which included small group round-table discussions, one-on-one interviews, an online survey, and two public workshops. Both of the public workshops were well attended. The first public workshop was held on December 5, 2018 and it focused primarily on the results of the online parking survey (the survey results are summarized below). The second public workshop was held on January 15, 2019 and it focused on the primary findings and recommendations of our analysis.

A recap of the primary issues that came up during our stakeholder interview sessions is summarized below:

Restaurants Interviewed

Pump Haus; Barmuda; Wilbo's; Montage.

- All restaurant owners said they tell employees not to park on-street close to the businesses where they work, but they also admit there is no way to ensure that employees are parking farther out.
- Restaurant owners on Main Street indicated that, when any one restaurant has a special event or promotional event or party, all other restaurants are negatively impacted due to the lack of parking.
- Concerns were raised about the Wells Fargo development project and the fact that it will take away free, unrestricted parking that is currently being used by employees.
- One established restaurant owner said that 2016 was their best year; but that 2017/2018 business is down; and he attributed the drop to new restaurants opening in the past two years.
- None of the owners interviewed were opposed to the concept of paid parking/street meters if paid parking would help to better manage downtown public parking.

- Dimly lit side streets and late-night security concerns were mentioned by bar and restaurant owners as a reason employees do not feel comfortable walking farther than one block.

Daytime/Retail Businesses Interviewed

Cup of Joe; Vintage Iron; CFCCU; Scratch Cupcakery; Bike Tech.

- One of the retailers made the statement that the City's parking codes "favor new development over existing buildings".
- Many owners said they miss the "gravel lot" that previously allowed free, unrestricted 24/7 parking east of the former Lot D that was displaced by the River Place development.
- One retailer mentioned the need for more "grab and go" short-term parking spaces for customers who are only trying to pick up or drop off items (this was also mentioned by a restaurant owner for take-out food orders).
- One long-time downtown retailer believes the entire downtown "renaissance" occurred as a result of parking meters being removed from downtown in 2001.
- CFCCU allows open parking after 5:00pm, but they discussed problems with non-CFCCU customers parking at the bank during banking hours, particularly at lunchtime.

Developers/Property Owners Interviewed

Dahlstrom; Eagle View Partners; Bill Bradford; Bob Smith.

- All developers made it clear that the City required each of the recent development projects to create on-site parking, but the downtown community doesn't seem to acknowledge this fact.
- There was a general consensus that there is not a real "parking problem", just a perception problem.
- Everyone interviewed felt that the real problem is restaurant and bar employees parking close in at prime on-street areas, requiring customers to walk farther.
- There was a consensus that office and other non-restaurant/retail daytime employment businesses are not considering downtown as a location because of the perceived parking shortage.
- Quoting one developer verbatim: "In downtown Cedar Falls you can park free all day, you just have to walk two blocks".

Summary of Online Survey Results

The results of the online parking survey were impressive in terms of participation rate, and very informative in terms of fleshing out perceptions and attitudes of the community regarding the current parking situation downtown. The survey was open for four weeks, from October 29, 2018 to November 18, 2019. A total of 2,678 completed surveys responses were received, which is a tremendous response rate for a city the size of Cedar Falls. Of the total responses, the following breakdown shows the number of completed responses by user group:

<u>Response Category</u>	<u>Raw Number</u>	<u>Percent of Total Responses</u>
Customer	2,162	81%
Employee	253	9.5%
Business/Property Owner	91	3%
Live Downtown	66	2.5%
Other	106	4%

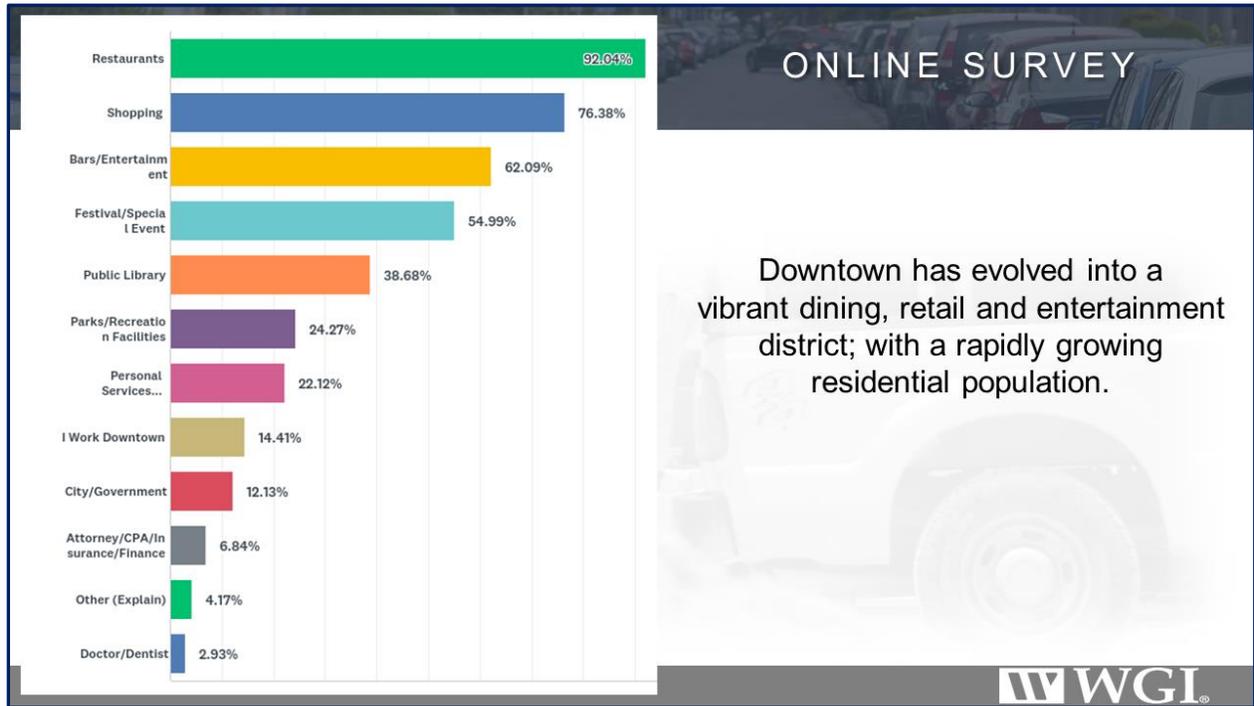
As demonstrated above, the overwhelming number of survey respondents identified themselves as "Customer/Visitor". The majority of "Other" responses identified themselves as both "Live and work downtown"; or indicated that they work downtown but are also customers.

Survey results show that people are passionate about downtown and want to see it prosper; but there is also concern about the level of new apartment developments and the impact on existing businesses. The majority of respondents indicated a willingness to walk "One to Two" blocks from their parking spot to their destination. Customers indicate a greater willingness to walk farther from their parking spot than employees or owners. Customers also indicate that two hours is not long enough for a typical visit to downtown.

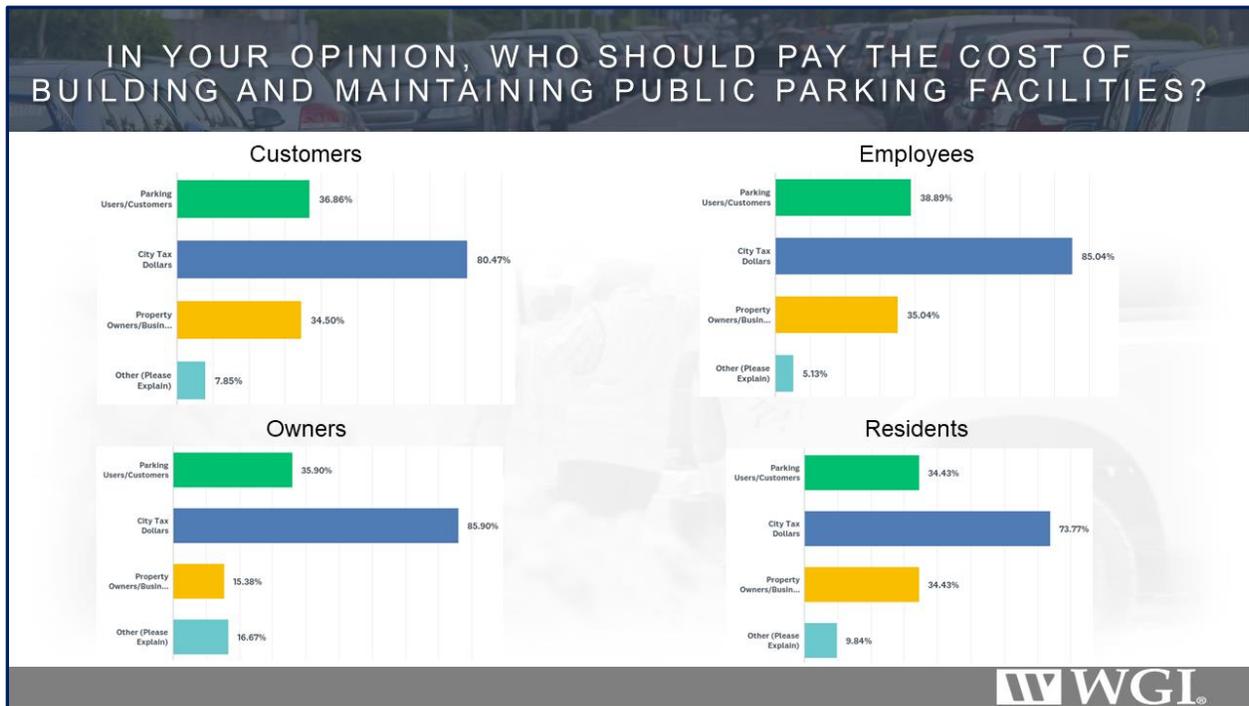
The survey results show that customers are not as aware of the free, unrestricted on-street parking west of Washington Street and east of State Street compared to employees and owners. When asked the question: "Who should pay the cost of building and maintaining public parking facilities?", the majority of all respondent groups indicated "City tax dollars". However, each group also expressed acceptance of paid parking, and indicated that customers, business owners and the City should all share in the cost of public parking facilities.

The final question of the survey was open-ended that simply asked for suggestions for improving the parking in downtown Cedar Falls. A total of 917 individual responses were received. Of these total responses, 51% stated that downtown needs more parking and/or that the "City needs to build a ramp". Other themes that emerged include concerns about the City ticketing for overnight parking for people who "do the right thing" by not driving home after drinking. The graphs on the following pages provide additional summary information on the survey results. **Appendix A** includes additional survey information from the first public workshop; with summary reports in electronic format included in the final report deliverables to the City.

Reason for Visiting Downtown



Who Should Pay for Public Parking?



Final Open-ended Question Responses

FINAL OPEN-ENDED QUESTION: "PLEASE PROVIDE ANY SUGGESTIONS YOU MAY HAVE TO IMPROVE PARKING IN DOWNTOWN CEDAR FALLS."

#1. Build a parking ramp:	34%	
#2. Too many apartments:	18%	
#3. Need more parking:	17%	
#4. Want free parking/don't charge:	7%	Prime Takeaway: 51% of total responses indicated a belief that the downtown needs for more parking!
#5. OK with paid parking:	4%	
#6. Existing parking not that bad:	4%	
#7. Do not like time limits:	3.4%	
#8. Overnight parking ban:	3%	
#9. Willing to walk:	2.8%	
#10. Too far to walk:	1.8%	



Sample Open-ended Question Responses

LEGITIMATE & REASONABLE CONCERNS EXPRESSED

"Something needs to be done soon or it's going to impact the businesses."

"Thank you for doing this survey – no easy answers, but it doesn't help to ignore a real problem."

"Additional analysis of parking trends could better inform the parking discussion. All interested/affected parties should be part of the conversation. Parking decisions from the City should be transparent."

"I believe employees who work downtown utilize much of the close-in parking, especially in the evenings, resulting in customers having to park farther out."

"It's exciting to see the area grow. I just hope it doesn't lose the small town, user friendly feeling."



SECTION III – EXISTING CONDITIONS ANALYSIS

Parking Inventory

The first element of our work plan was to inventory all parking in the downtown study area. WGI field technicians recorded parking inventory in electronic GIS format. Data collected included on-street parking and off-street parking, to include both public and private parking facilities. Based on our field data, we produced a number of different GIS maps to show the types of on-street parking (parallel, angled, 90 degree). We also recorded time limits and other regulations as they currently exist - such as time limits, ADA parking space, 15-minute spaces, etc.

The results of our data collection show the following breakdown of existing parking in the downtown study area:

<u>On-street Parking</u>	<u>Off-street Parking</u>	<u>Total Parking</u>	
652 Spaces	1,299 Spaces	1,951 Spaces	
<u>On-street Public</u>	<u>Off-street Public</u>	<u>Off-street Private</u>	<u>Total Parking</u>
652 (33.5%)	372 (19%)	927 (47.5%)	1,951

As shown above, off-street public parking represents only 19% of the total downtown parking supply. There is almost three times the amount of private off-street parking (927 spaces) than public off-street parking (372 spaces). Unfortunately, a significant portion of the private off-street parking does not allow public parking during the evenings/weekends. Even though we have heard anecdotally that most private lots do not actually tow, existing signage threatens evening customers with being towed in no uncertain terms. This results in significant amounts of parking that is conveniently located, but which is off limits to customers and visitors during the evening dining and entertainment period when the parking demand is the greatest.

The breakdown of on-street parking by type is as follows:

<u>Parallel</u>	<u>Angled</u>	<u>90 Degree</u>	<u>Total</u>
361	206	85	652

The breakdown of on-street by regulation is as follows:

<u>24-Hour</u>	<u>2-Hour</u>	<u>1-Hour</u>	<u>30 Minutes</u>	<u>15 Minutes</u>	<u>12 Minute</u>	<u>Total</u>
320	296	3	25	4	4	652

Detailed GIS mapping can be found in **Appendix B**. At the completion of the study effort, all GIS electronic files and maps will be provided as a final deliverable to the City.

Parking Occupancy and Utilization

Once the parking inventory was completed WGI field technicians performed parking occupancy counts on multiple data collection days during peak lunchtime and evening demand periods. We collected lunchtime car count data on four (4) data collection days that were performed on Thursday October 25th, 2018; Wednesday December 5th; Thursday December 6th; and on Friday December 7th, 2018. We performed evening counts at 7:00pm Thursday, October 25th and 26th and on Wednesday, December 5th, 2018. Finally, we were specifically in town to observe the “Mingle and Jingle on Main” special event that was held on December 6th, 2018.

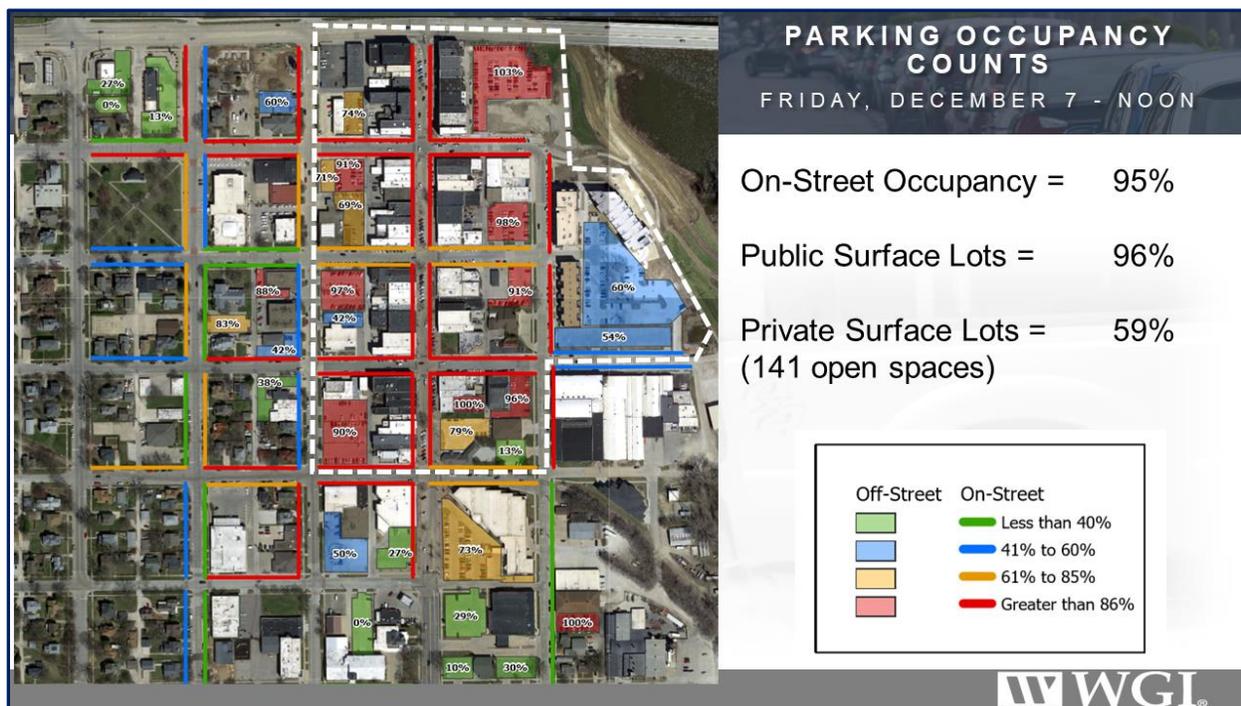
It is worth noting that the month of December is the busiest month of the year in terms of parking demand, according to the Urban Land Institute’s (ULI) Shared Parking publication. Considering this, we believe the conditions we observed and documented in December represent seasonal “peak” downtown parking demand. It is also worth noting that parking facilities are considered to be operating at maximum efficiency when parking utilization reaches 85% of supply. At 85% occupancy, patrons can typically find a parking space within the 15% “cushion” of available supply. However, once a parking facility reaches 90% utilization (or greater) it is considered to be effectively full. With utilization levels above 90%, parkers become frustrated trying to find a parking space within the limited number of available spaces that remain open.

The results of our parking utilization counts and field observations show that the area in the northeast quadrant of downtown, north of 5th Street and east of Washington Street, as the high demand area of downtown (area inside white dashed line). Other than the Cedar Falls Public Library and Community Center parking lot, which is busy during daytime periods, parking demand south of 5th Street and west of Washington Street drops off significantly. Other than the “Jingle and Mingle on Main” special event where we observed high demand everywhere within the study area, we documented ample parking supply within a two block walk west of Main and south of 5th Street. (*Special event parking observations are discussed in a following section of this report*).

Weekday lunchtime occupancy counts show average on-street occupancies of 84%; average off-street public parking utilization at 85%; and an average private off-street parking occupancy of 56% within the high demand northeast quadrant. The 56% available parking in off-street private lots equals an average of 155 open parking spaces during peak lunch demand periods. The busiest lunchtime we recorded was Friday, December 7th which was the day after the Jingle and Mingle event. Peak occupancies reached 95% on-street; 96% for off-street public lots; and 59% average utilization in private off-street lots. On this peak lunch day, we recorded a combined 141 open parking spaces that were unused on 4th Street and in the Viking Pump and River Place private parking lots.

When we add unused on-street parking west of Washington Street (67 spaces) and parking available to the public south of 5th Street (50 spaces), we recorded a total of 117 additional unused parking spaces within a two to three block walking distance from Main Street.

Peak Lunchtime Occupancy in Northeast Quad Showing Private Lot Occupancy



Peak Lunchtime Occupancy in Northeast Quad Showing Available Parking Within Two to Three Blocks of Main Street



Evening Parking Demand

The land use mix downtown is dominated by restaurants and bars, which creates higher evening parking demand than daytime demand. This evening parking demand is compounded by residential parking demand from upper-story apartments in existing, historic Main Street buildings who are also searching for parking in the evenings (not the new apartments who have their own parking on site). The general activity patterns we observed show that parking demand starts to decrease by mid-afternoon, but then picks up again between 4:00pm and 5:00pm. Peak evening demand typically occurs between 7:00pm and 8:00pm. After 9:00pm, overall activity starts to decrease and parking demand drops rather significantly.

The results of our evening car counts show an average on-street occupancy of 86% at the 7:00pm peak demand period; an average occupancy of 87% for public off-street lots; and private lot occupancies within the core area at 56% average occupancy. This represents an average of 159 unused parking spaces available in the private lots during typical peak evening demand periods. The highest parking demand evening was observed on Friday, October 26th, 2018 which showed an on-street occupancy of 90%; off-street public lots occupied at 89%; and private lots within the core area showing 52% occupancy. At 90% on-street and 89% off-street occupancies, public parking was effectively full.

While on-street and off-street public parking was effectively full at peak demand on Friday October 26 at 7:00pm, private lots and parking on 4th Street showed significant availability. A total of 167 open parking spaces were observed within the combined parking areas of 4th Street, the Viking Pump lot and the River Place back lot. Specifically, 4th Street east of State showed an occupancy of only 17%, representing 46 open parking spaces; the River Place back lot was at 48% total occupancy, representing 60 open parking spaces; and the Viking Pump lot was operating at 12% occupancy, representing 61 open parking spaces.

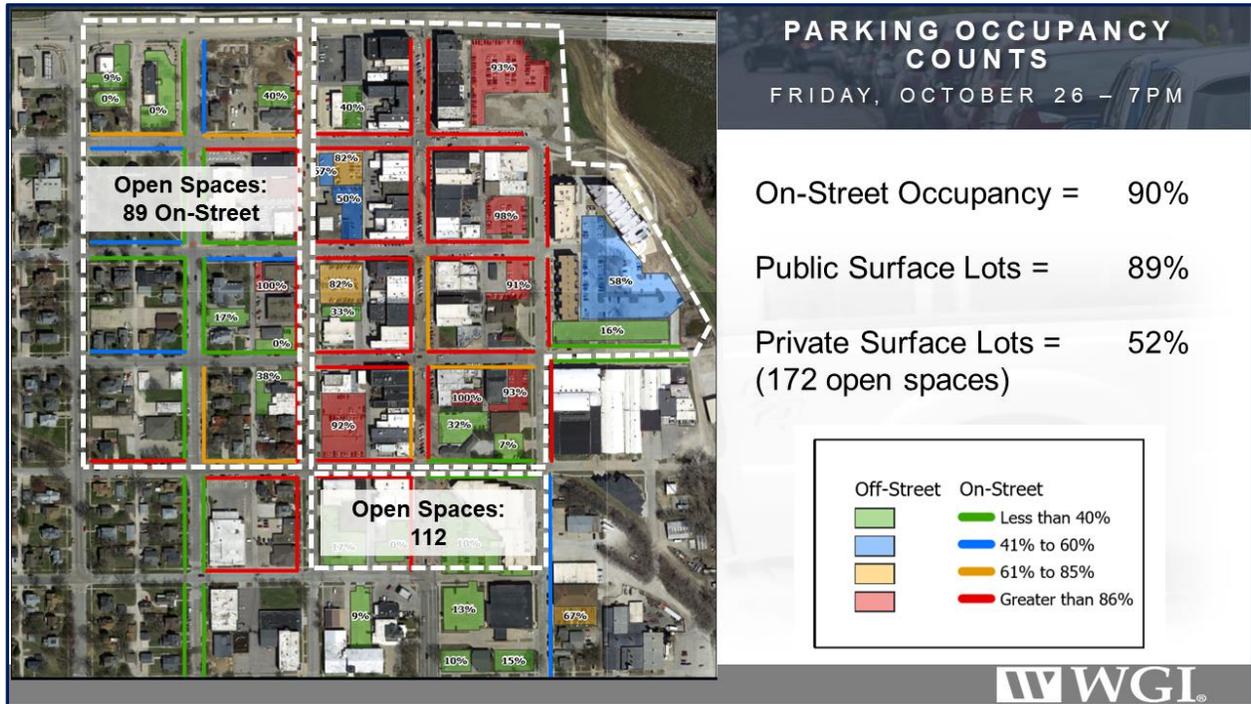
The underutilization of private off-street parking in the evenings after 5:00pm has been documented in every data collection count that was conducted. This condition underscores the fact that parking exempt districts are good public policy for downtown urban centers, and that requiring individual land uses to create their own on-site parking is bad public policy. When individual land uses are required to create their own on-site parking based on antiquated parking ratios, the typical result is an oversupply of private parking that is not shared with other land uses.

Our data collection and field observations verified that public parking supply within the core area of Main Street is operating at maximum efficiency during typical evenings, but it reached full capacity on a Friday evening in late October. This was Halloween weekend, so it is assumed that this particular Friday was busier than a "typical" Friday evening. As we discuss in our findings and recommendations, the ability to convince private parking lots to allow public parking in the evenings after normal business hours is of prime importance, and this alone can greatly alleviate any perceived or actual parking shortage in the core downtown area.

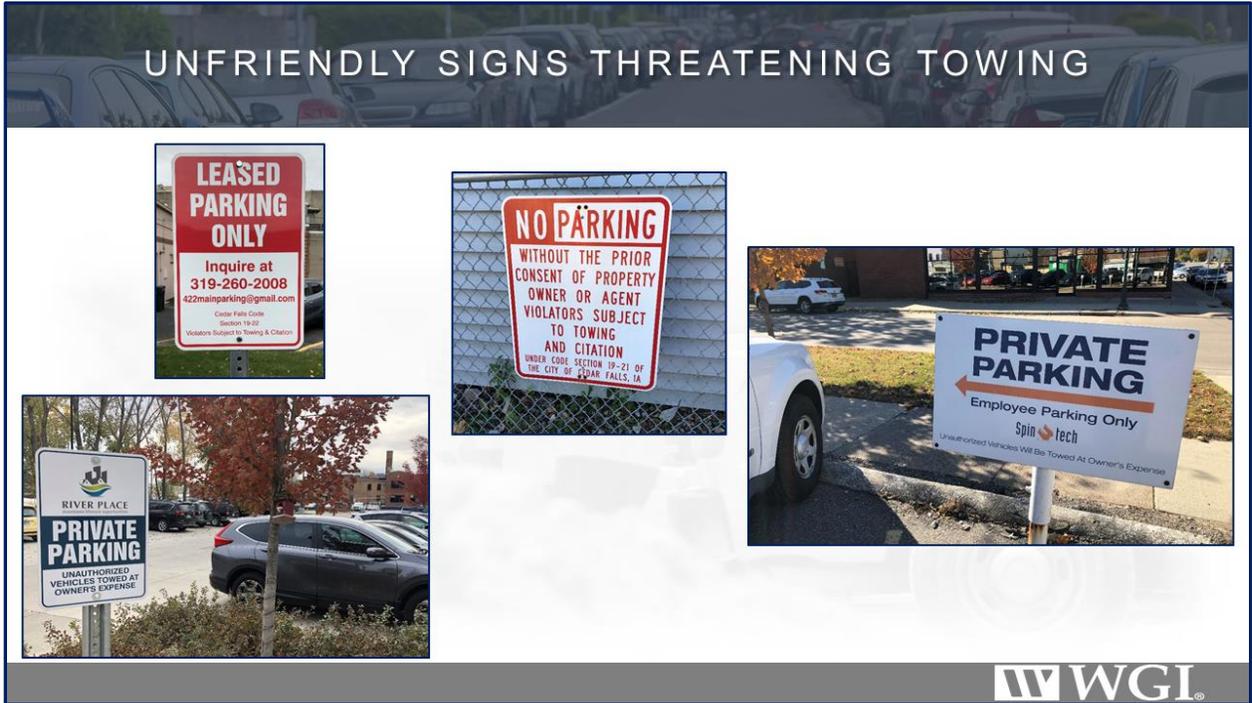
**Observed Parking Occupancies, Friday Evening 7:00pm
On-Street and Off-street Public Parking at Maximum Occupancy**



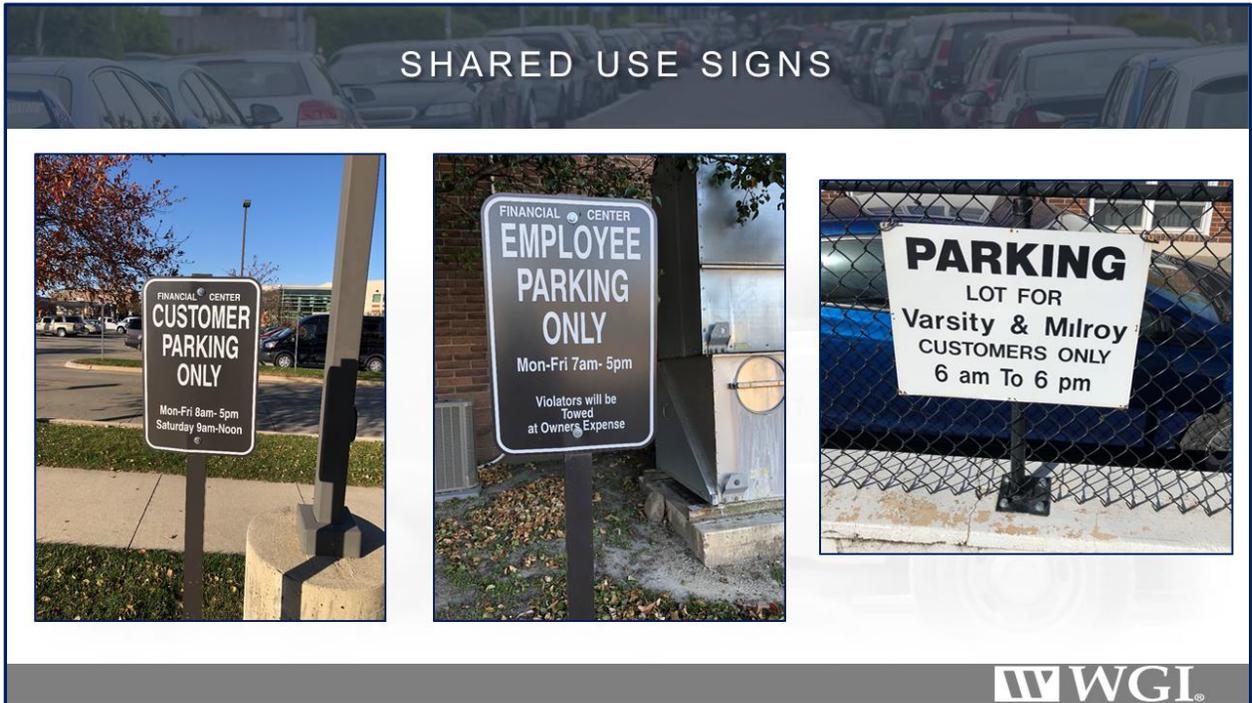
**Observed Parking Occupancies, Friday Evening 7:00pm
Showing Available Parking Within Two to Three Blocks of Main Street**



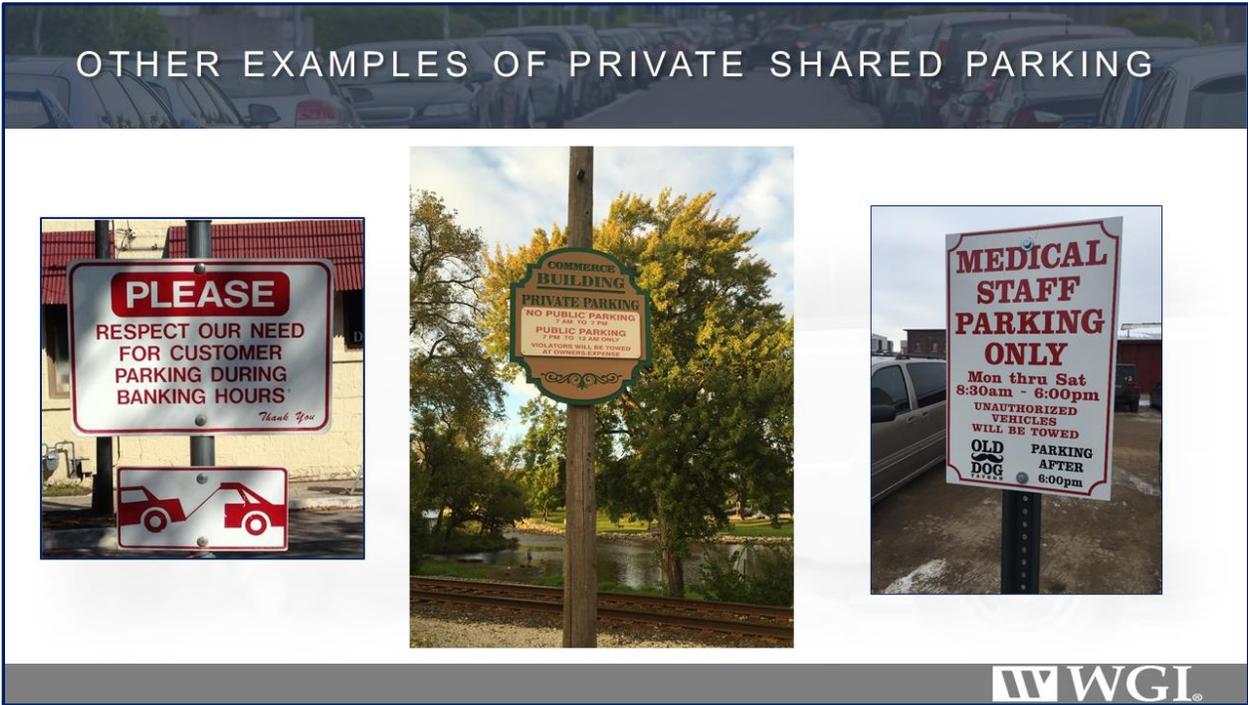
Cedar Falls Signs That Threaten Towing



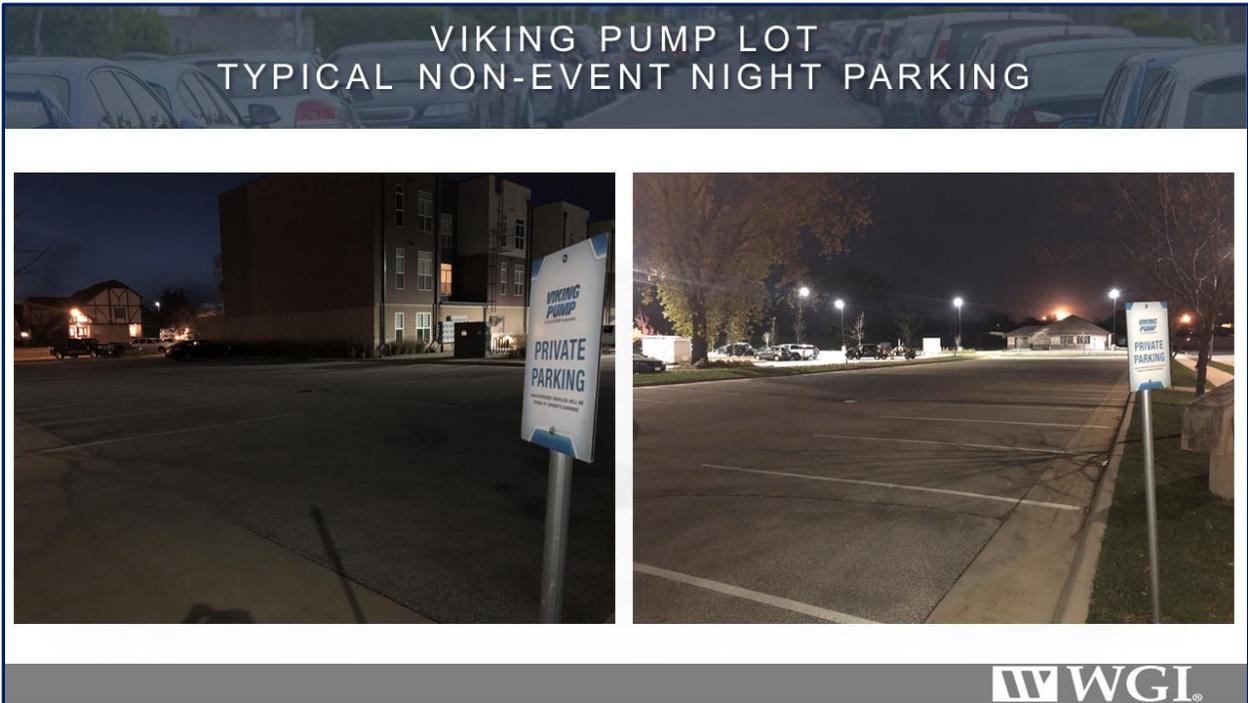
Cedar Falls Signs That Allow Public Parking



Example of Shared Parking Signs from Other Cities



Typical Viking Pump Lot Evening Condition



Special Event Observations

We were in Cedar Falls on December 6th to specifically observe the holiday special event “Jingle and Mingle on Main”. In speaking with the CMS Director, we understand this popular event is considered to be a typical, if not small-scale event for downtown; and that other events in the summer are larger in size and longer in duration.

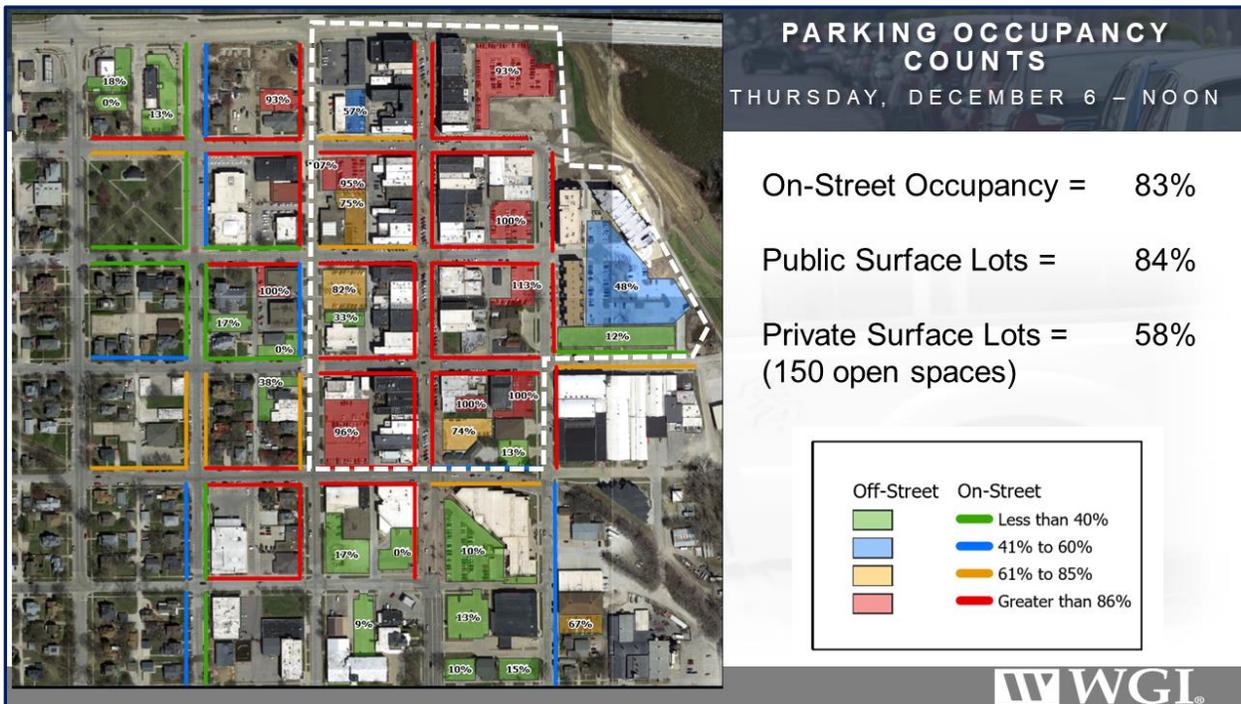
WGI staff performed car counts at Noon; 4:00pm; and 6:00pm on the day of the event. We did not perform any additional car counts after 6:00pm because virtually every parking spot in the entire study area was fully parked. In fact, we observed many instances where cars were parked illegally. In some instances, illegally parked cars were parked at intersections and blocking driveways and alleys. We also observed considerable traffic in the form of cars circling the streets looking for a parking space.

Based on our observations, we believe better special event parking and traffic management could help to reduce traffic congestion during special events. Listed below are some initial ideas that we believe could help to reduce traffic and better guide event attendees to available parking assets for future special events.

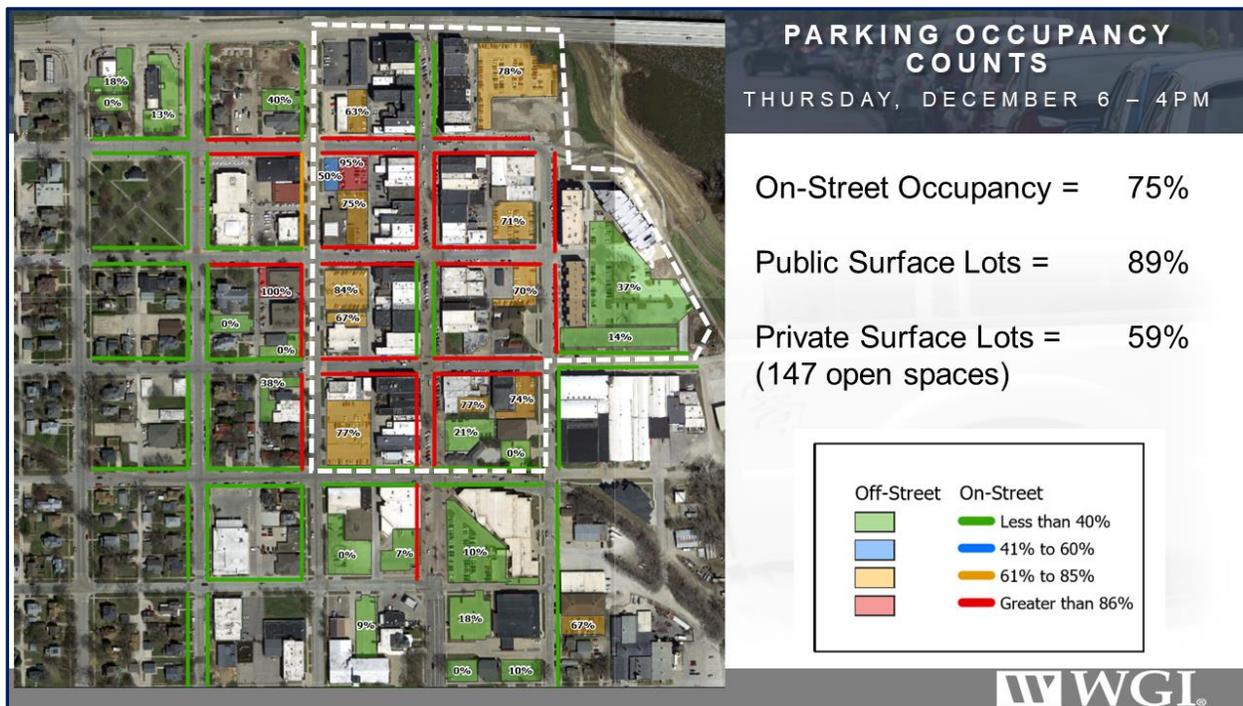
- Develop a more formalized agreement between private lot owners and CMS to use private lots during special events, the Library lot (after normal hours), the large private lots south of 5th Street, the Viking Pump lot, and the River Place back lot.
- Once agreements are in place, better manage parking and traffic by specifically advertising and directing parkers to these outlying lots through communications, maps, event webpage, etc. as part of the pre-event messaging.
- During larger events, have volunteer flaggers direct traffic to these designated special event parking areas.
- For larger events, consider offering shuttle service that connects outlying parking areas with the event venue.



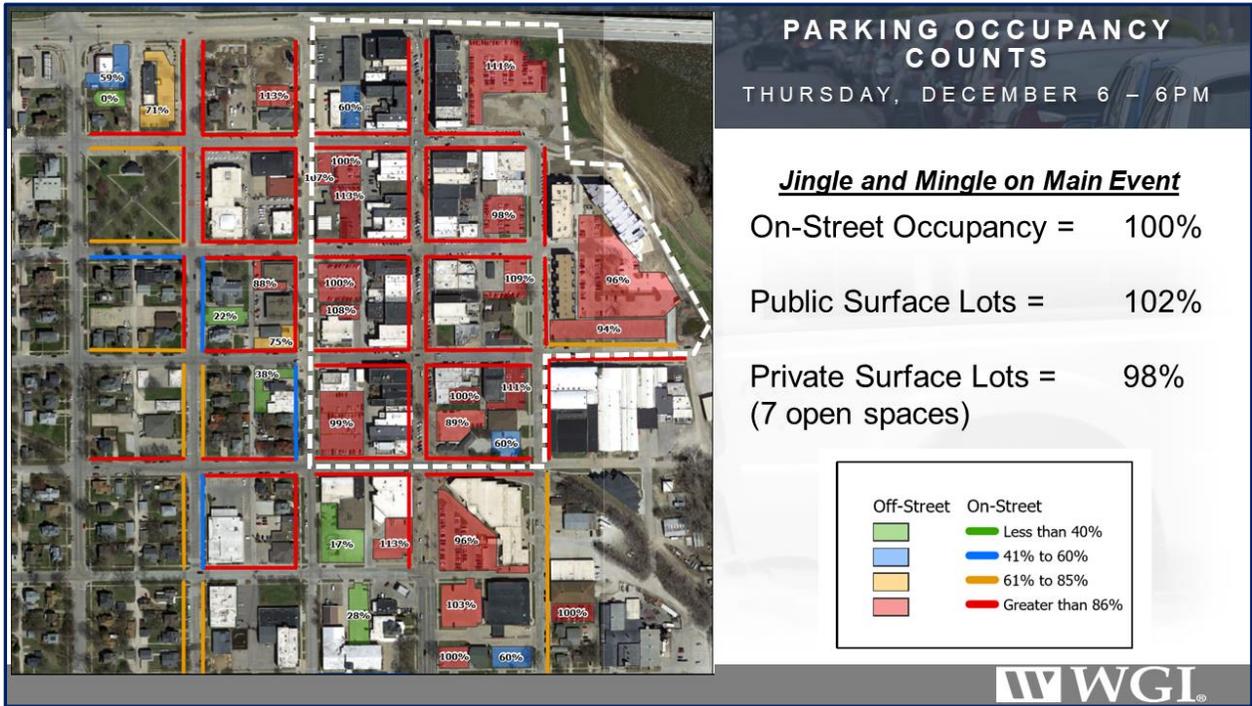
Heat Map of Jingle and Mingle on Main Special Event December 6 – Noon



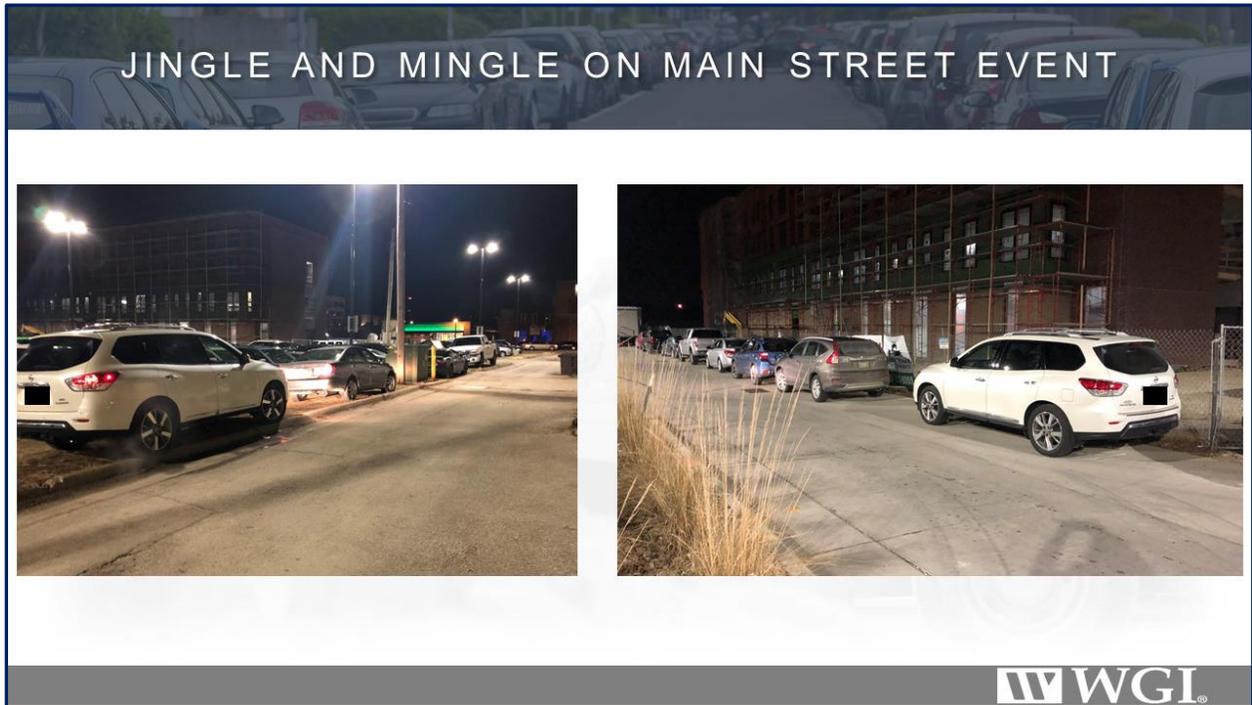
Heat Map of Jingle and Mingle on Main Special Event December 6 – 4:00pm



Heat Map of Jingle and Mingle on Main Special Event December 6 – 6:00pm



Illegally Parked Cars During Special Event



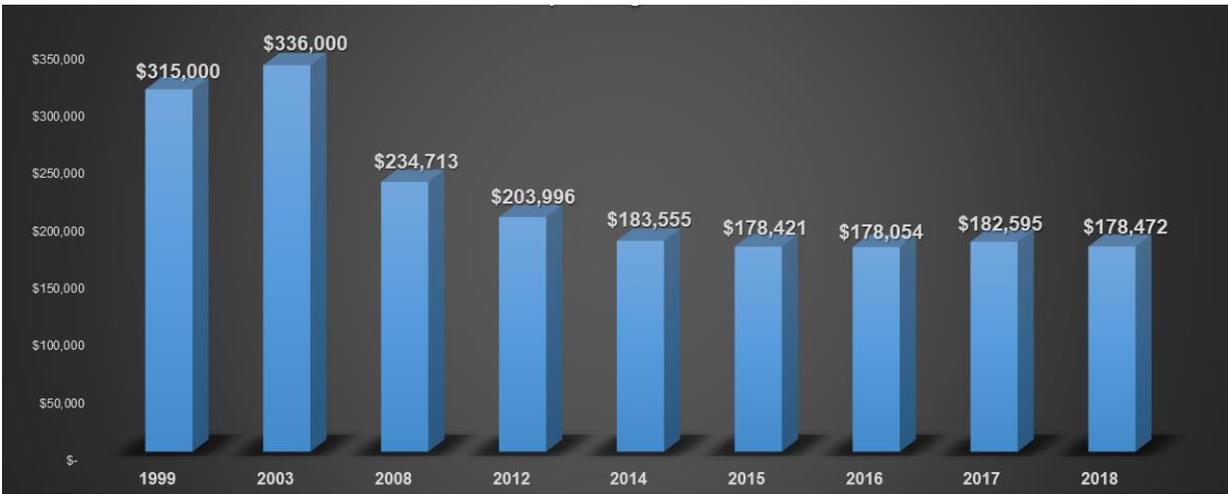
Parking Revenue & Expense Analysis

For our financial analysis, we obtained actual year-end revenue and expense reports for fiscal years FY2012 through FY 2018. (The City’s fiscal year runs from July 1st to June 30th). We were also able to obtain revenue information from previous years prior to street meters being removed from the downtown area in 2001. Street meters were removed from the College Hill area in 2005. As illustrated in the bar charts that follow, the City’s parking revenues for the fast five years is significantly lower than previous years when street meters were still in use.

Total parking revenues have remained somewhat constant over the past five years however, averaging \$180,240 annually. This compares to total revenues of \$336,000 in FY 2003 prior to the street meters being removed. On the expense side, the City has managed operating expenses well and has been able to hold expenses to an average of \$145,396 over the past four years. Revenue from parking violations has declined over the past five years, which is due in part to reduced staffing hours for parking enforcement in an effort to reduce operating costs. Cedar Falls retains all fine revenues in the Parking Fund, which is good fiscal policy for the public parking system.

By holding the line on operating expenses, the parking system has generated net income of about \$34,000 on average over the past four years. These net revenues after expenses have been deposited into the parking fund at the end of each year and retained for future capital improvements. At the end of FY2018, the parking fund had a balance of \$907,702.

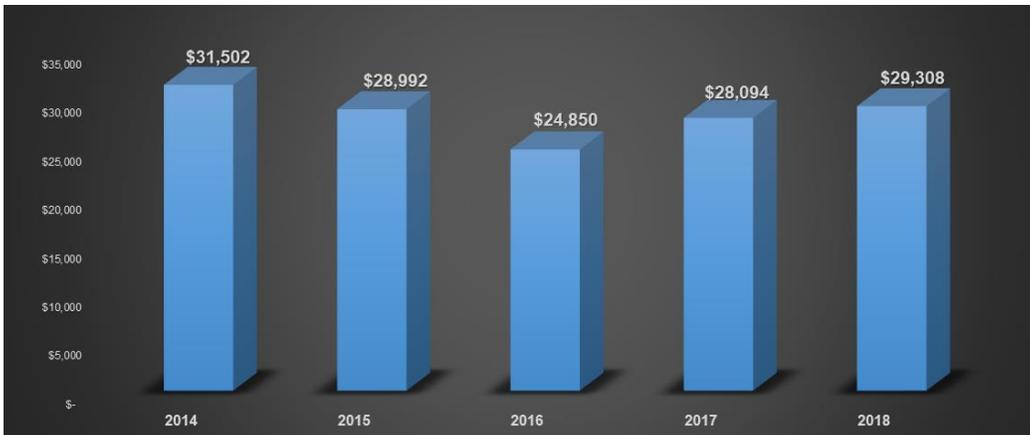
Total Parking System Operating Revenues



Parking Meter Revenue History



Monthly Permit Revenue History



Net Operating Income



Total Parking System Violations Revenue



Downtown Violations Revenue



Parking Fund Year-end Balances



Parking Enforcement Program

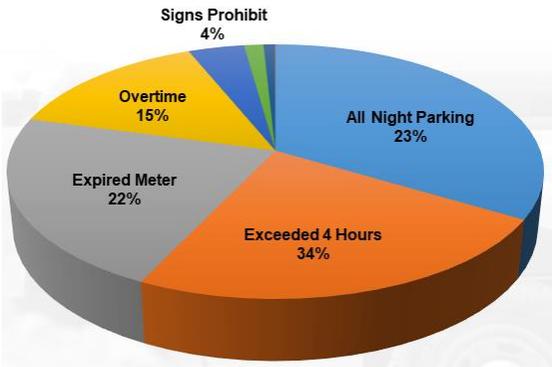
The Cedar Falls parking enforcement program is under the direction of the City Clerk, but it was formerly under the Police Department. The majority of enforcement is performed by non-police enforcement personnel, however, all sworn Police Officers can issue parking tickets. Parking enforcement activity is split between the College Hill area and downtown and is currently being performed by two (2) parking enforcement part-time personnel. In the past, the City had four (4) part-time enforcement personnel, but staffing was reduced in an effort to contain operating costs.

The results of scaled back parking enforcement over the past few years has resulted in a reduction in the number of parking tickets written. Based on interviews with enforcement personnel, we understand that more tickets are written in the College Hill area than downtown. Daily enforcement activity is prioritized to enforce overnight calendar parking violations on College Hill first; then shifting to downtown 4-hour lots; then shifting to downtown on-street enforcement in in that order. The two enforcement personnel coordinate their patrols and mix their routes from day to day. One employee strictly performs enforcement, while the other employee performs parking enforcement and meter collections & maintenance.

In 2017, the City purchased new state-of-the-art hand-held computerized ticket writers. Back-end ticket processing and tracking is performed by a third-party vendor under a service agreement that extends to 2022. The hand-held ticket writers currently in use represent some of the latest parking enforcement technology currently on the market and they offer flexibility on back-end processing. The City is planning to upgrade the ticket writers in 2019 to full 24/7 wireless capabilities.

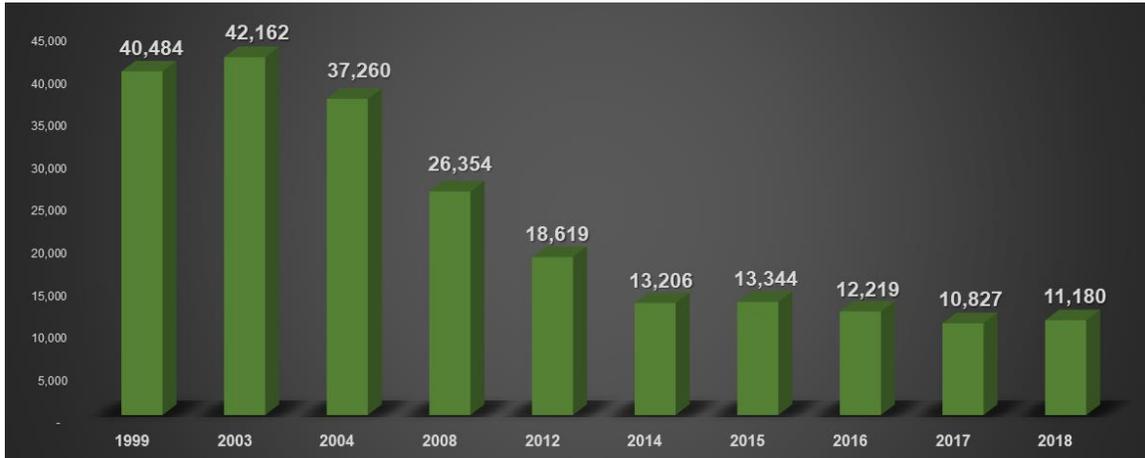
Looking at downtown parking tickets only, the breakdown of tickets issued in 2018 is as follows:

<u>Violation Type</u>	<u>Number</u>	<u>% of Total</u>
Exceeded 4 Hours	686	34%
All Night Parking	481	24%
Expired Meter	453	22%
Overtime	298	15%
Signs Prohibit	81	4%
Warning Ticket	16	1%
ADA Violation	1	N/A
Total	2,016	



All overnight violation tickets are written by Cedar Falls Police officers. Based on comments from stakeholders interviewed, the online survey, and the initial public workshop, this overnight parking ban is not popular. People feel that bar and restaurant patrons are being punished for “doing the right thing” and not driving home after drinking. This policy issue is discussed further in later sections of this report.

History of Total Parking Tickets Issued City-Wide



History of Downtown Tickets Issued

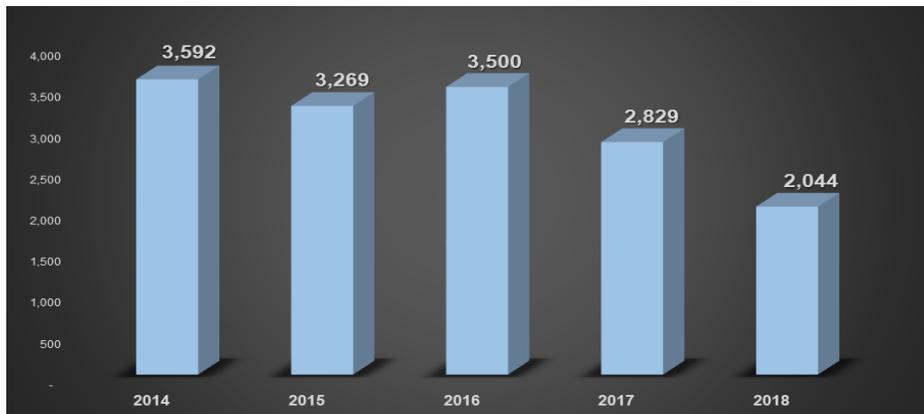


Image of New Hand-Held Electronic Ticket Writer



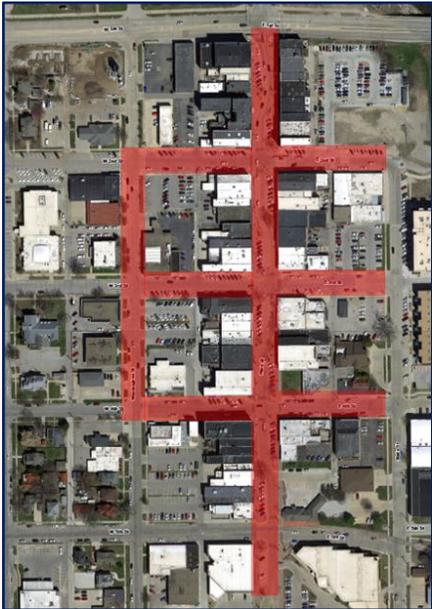
Current Policies and Regulations

The majority of public parking in the downtown area is free, time limited parking that is enforced Monday through Friday from 9:00am to 5:00pm. Parking in the City lots is limited to four hours. The City sells monthly permits at a cost of \$20 per month. The City also offers deeply discounted senior parking permits at a cost of \$10 for the year. Parking permits are universal in that the permit holder can park in any lot on College Hill or downtown, including at metered spaces. The only exception is a small area in Lot H where signs prohibit permit parking. Approximately 70 permits are issued per month on average downtown. The City also offers construction permits at a cost of \$20 per month or \$2.00 per day.

Each downtown City lot has a small number of parking meters that allow for 10-hour paid parking. In total, there are 38 metered spaces in the downtown lots. The meters are old Duncan brand mechanical meters that are not programmable and which only accept coins. The existing meters are so old that replacement parts are no longer available and must be scavenged from other meters no longer in use. In summary, these existing meters are obsolete and beyond their useful lifespan.

On-street parking is free with a two-hour time limit on Main Street, State Street, and on the side streets just off of Main. Street parking west of Washington Street and east of State Street is primarily free, no time limit parking. There is also a handful of 15-minute spaces (4), and a total of 25 thirty-minute spaces that are located near City Hall and the Post Office. Current policy allows cars to move within the two-hour areas throughout the day. As mentioned earlier, overnight parking is prohibited on Main Street and other close-in streets just off of Main. Overnight parking is allowed on State Street between 2nd Street and 4th Street.

Streets Where Overnight Parking Prohibited



SECTION V – PARKING IMPACT ANALYSES

Background & Discussion

Under current planning and zoning codes, new construction projects in the downtown C-3 Zone are not required to provide on-site parking for commercial uses. However, on-site parking is required for new residential construction in the C-3 zone at a ratio of one (1) space per bedroom, plus one (1) stall for every five (5) units in excess of five (5) units for visitor parking. Parking is also required for hotels at a ratio of one (1) stall per guestroom, plus one (1) stall for every two employees. The Hampton Inn, the 200 West 1st Street development, and the River Place developments all created on-site parking as required by zoning.

The C-3 residential parking requirement under the Cedar Falls Planning and Zoning Code is actually more stringent than the widely accepted parking ratios published by the Institute of Transportation Engineers (ITE) and the Urban Land Institute (ULI). For example, the ITE and ULI ratios recommend 1.5 space per rental unit apartment regardless of number of bedrooms, plus .15 spaces per unit for visitor parking. For hotels, the ITE/ULI ratio is slightly different from the Cedar Falls required parking with a recommended ratio of .9 stalls per guestroom, plus .25 spaces per employee.

In its publication “Shared Parking” the ULI recognized that different land uses consume parking at different times of the day and that urban mixed-use developments can “share” the same parking. For example, a hotel consumes parking overnight compared to office uses that consume parking during the day. In practice, both land uses can share the same parking facility. If ITE/ULI parking ratios are applied in the aggregate for each land use in a mixed-use urban development, the result is over prescribed parking requirements.

Additional factors such as “captive market reductions”, “market synergies” and the availability of public transit can all combine to reduce actual parking demand in urban mixed-use projects. Captive market reductions account for customers and patrons that are either already parked (such as office workers staying after work and walking to a bar/restaurant; or residents who are parked at their apartment complexes and walk to their dining venues). Market synergies account for the “park once” concept of mixed-use downtowns. For example, someone staying after a salon appointment and walking to a dining or drinking establishment afterward while parked at the same spot.

Based on the ULI Shared Parking publication, parking reduction factors of 15% to 40% or greater can be realized by a combination of shared demand reductions, captive market reductions, and market synergies. For our parking impact analyses, we used the ULI shared parking model and we applied a captive market reduction factor of 25%. In other words, we are assuming that 25% of customers and patrons are not driving alone to downtown but are already parked. Considering the lack of public transit in Black Hawk County, we are not factoring for public transit reductions. The results of our analysis for each development project are summarized on the following pages.

Hampton Inn Hotel Project

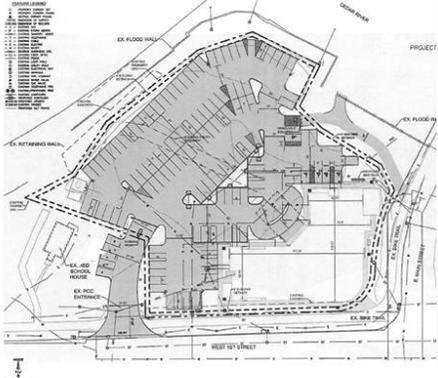
The Hampton Inn under construction on the north side of 1st Street will include 127 hotel rooms and an estimated ten (10) daytime employees. Because this is a stand-alone hotel and not a mixed-use development, there is no shared demand reductions to attempt to model. Based on the City’s parking requirement of one (1) space per guestroom, plus one (1) stall for every two (2) employees, the project was required to provide 132 total on-site parking spaces, which the developer met based on the site plan submitted. Based on the ULI recommended parking ratio, this project would potentially generate a total parking demand of 138 spaces at maximum occupancy.

Keeping in mind that the ULI parking demand estimate assumes maximum peak demand at full occupancy, it is our opinion that the Hampton Inn project has enough parking on-site that it will not negatively impact Main Street businesses. In fact, because the hotel’s parking demand will occur in the evenings and overnight, the on-site hotel parking could potentially be available to Main Street customers and employees during the day. Moving forward, we recommend that the City/CMS engage ownership of the hotel to try to encourage them to allow parking for non-hotel business during the daytime when hotel activity is at its lowest.

HAMPTON INN DEVELOPMENT



Hotel rooms = 127
On-site parking = 132
(ULI parking model = 138)



WGI

200 West 1st Development

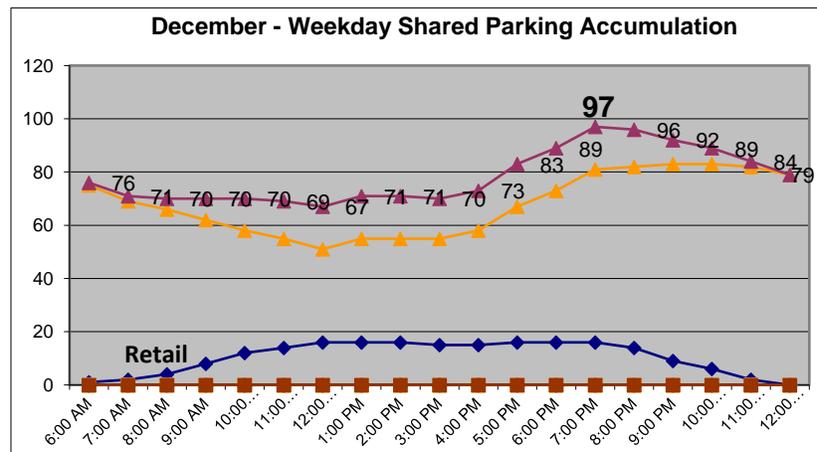
The 200 West 1st development includes 50 residential units and a total of 6,800 SF of retail. The retail is subdivided into four (4) individual retail spaces which we understand are pre-leased. Under C-3 zoning there is no parking requirement for the retail/commercial area, but residential parking is required at a ratio of one (1) space per studio, two (2) stalls for each standard two-bedroom apartment, plus one (1) visitor stall for every five (5) units in excess of five (5) units. Applying these local zoning requirements results in a total of 63 on-site parking spaces. The site plan approved includes a total of 64 on-site parking spaces.

When we input the mix of residential units and retail area through the shared parking demand model (based on ULI recommended parking ratios), the result is an estimated parking demand of 97 cars at full occupancy. To reiterate, the ULI shared demand model estimates the maximum parking demand on the busiest days of the year – a condition which may only occur a few days out of the year. While the 200 West 1st development is only creating 64 spaces on-site, there are currently 24 on-street spaces on the surrounding block face where the project is located. Adding these 24 on-street spaces increases the available parking supply to 88 total spaces.

Considering its specific location and the amount of unused on-street parking in this part of the downtown district, we believe the combination of on-site and nearby street parking is sufficient to support this development project without negatively impacting existing Main Street businesses.



Residential Units =	50
First Floor Retail =	6,800 SF
Parking On-site =	64 Spaces
<u>Street Parking =</u>	<u>24 Spaces</u>
Available Parking =	88 Spaces

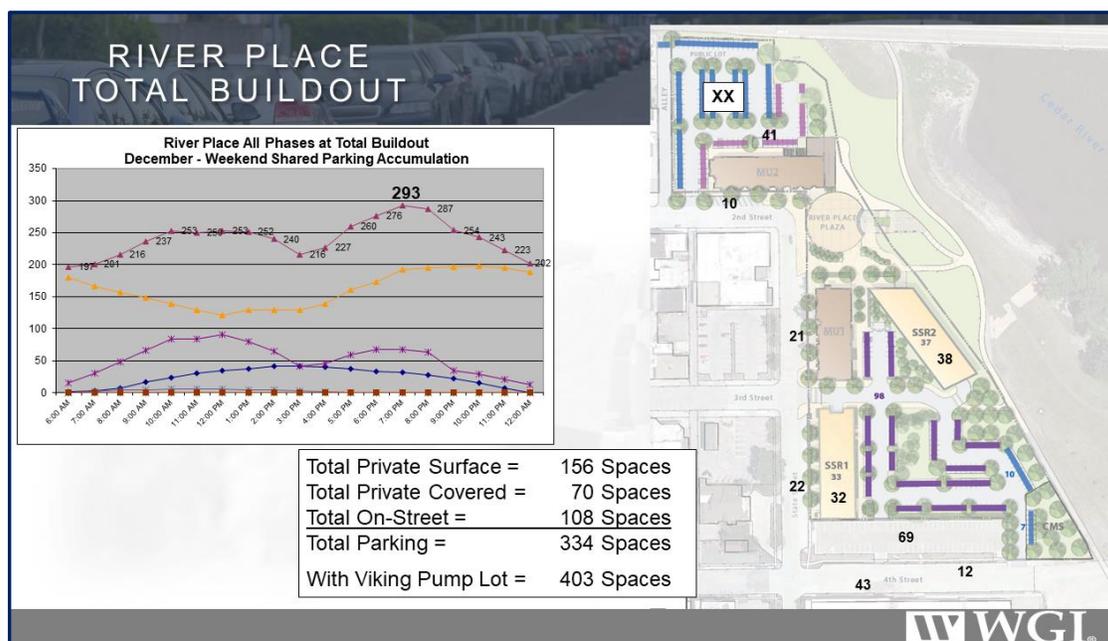


River Place at Full Buildout

The River Place development has been constructed in phases over time. The “MU2” building currently under construction is the final building of this development. Based on the latest information we received from the City and the developer, the project includes the following breakdown of land uses: 120 total residential units; 20,000SF of office; 6,000SF of restaurant; and 16,000SF of retail space. As part of the development agreement between the developer and the City, the developer was required to reconstruct the former Lot D and to provide a minimum of 91 public parking spaces. In actuality, the developer is providing 94 public parking spaces in the former Lot D, plus 41 private surface spaces adjacent to the MU2 mixed-use building that are to be used by tenants of MU2.

The C-3 zoning district does not require on-site parking for commercial uses but does require residential parking at a ratio of one (1) stall per bedroom, plus one (1) stall for every five (5) units over five (5) units for visitor parking. Based on this residential parking requirement, the project includes a total of 156 surface parking spaces, plus 70 covered spaces for a total of 226 on-site parking spaces. These 226 parking spaces do NOT include the 94 public spaces provided by the developer in the reconstructed Lot D.

The results of our shared parking demand modeling indicate a peak parking demand of 293 parking spaces, with an estimated peak demand day on a weekend in December. To reiterate, the ULI shared demand modeling estimates the busiest days of the year at full occupancies of all buildings, which in reality will only occur a few days per year. As the illustration below demonstrates, our analysis of parking adequacy for the River Place development at full buildout did not include the 94 public spaces in the former Lot D. However, our analysis did include nearby on-street parking in our final calculations.



River Place at Full Buildout (Cont.)

Our analysis shows there is sufficient parking between on-site parking and nearby street parking to support the River Place development at full buildout. Our opinion of parking adequacy is based in part on the field data we collected that consistently showed parking availability in the River Place back lot and on 4th Street. If the Viking Pump lot can be brought into the mix for evening parking, the total parking supply is increased to 403 spaces for a project that is estimated to generate a parking demand of 293 spaces.

The primary challenge will be protecting the 94 spaces in Lot D for public use in support of Main Street businesses who rely heavily on this parking lot. We believe that introducing paid parking will be the best way to protect public parking in Lot D from being consumed by River Place tenants and residents. This combined with more robust on-street parking enforcement should result in a better managed parking situation than what currently exists.



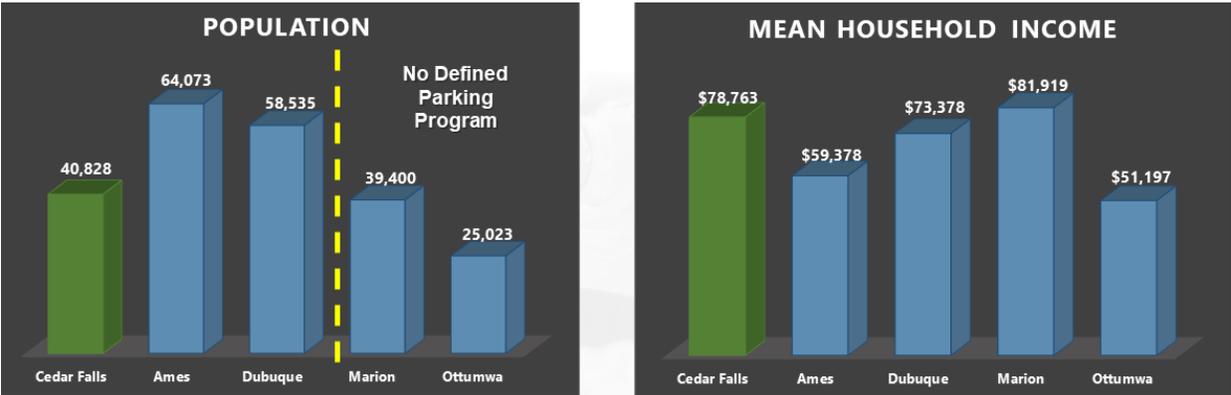
SECTION V – COMPARABLE CITY ANALYSIS

Whenever we perform a downtown parking study like the one in Cedar Falls, we like to include a comparable city analysis as part of our work effort. By analyzing other similar cities, we can get an understanding of parking rates that are charged, the technologies used, how other downtowns treat parking enforcement, and how other cities pay for operations and debt service. Initially, our analysis included the Iowa cities of Ames, Dubuque, Iowa City and Waterloo based on early recommendations from the parking study committee. However, after our first public workshop we received a number of comments from people who felt that Waterloo and Iowa City were not valid comparisons for Cedar Falls.

Based on this feedback, our comparable city analysis was changed to remove Iowa City and Waterloo and replace them with the cities of Marion and Ottumwa, which are closer in population size to Cedar Falls. However, after researching Marion and Ottumwa we learned that neither city has a defined parking program, so no further research was performed on these two cities other than general population and mode split comparisons. In addition to the two cities of Ames and Dubuque that are included in our in-depth analysis, we also collected parking rate information from other Iowa cities that charge for parking.

The main take away of the comparable city analysis is that Cedar Falls is quite unique and there does not appear to be another city in Iowa that has a downtown quite like Cedar Falls. It also underscores the challenges faced by downtown Cedar Falls in trying to maintain a small town feel in a downtown district that is becoming more densely urbanized with new development.

Population and Mean Household Income Comparisons

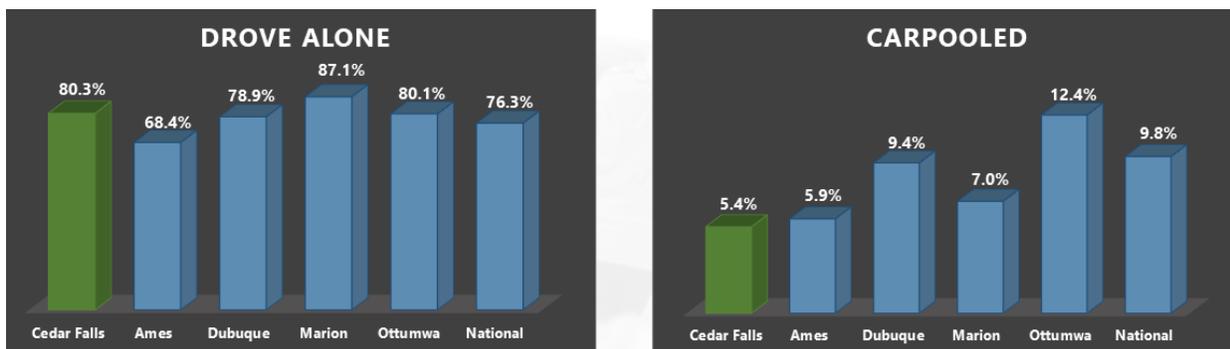


(Source: US Census 2017 American Community Survey).

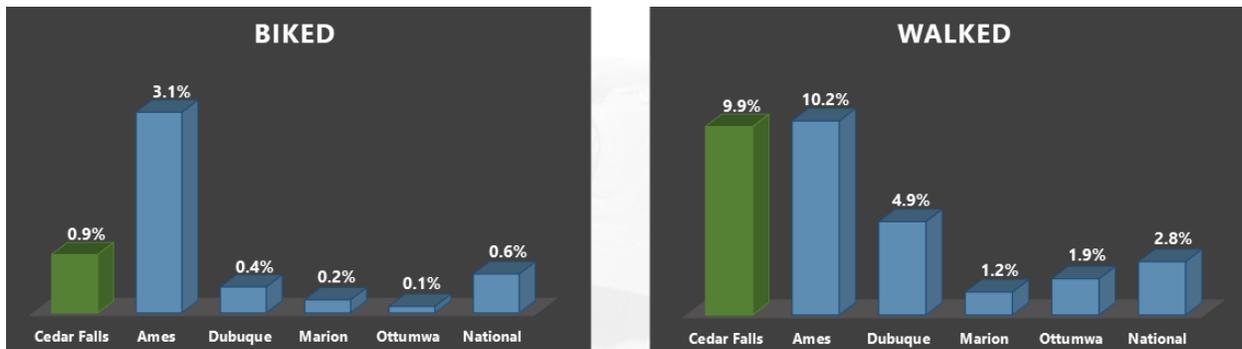
Travel to Work Mode Splits

As the travel to work modal split graphs demonstrate, Iowa is a region of the country that relies heavily on single occupancy vehicles and does not offer much in terms of public transit options. Other than Ames (which has a higher rate of public transit ridership and a lower drove alone rate than the national average), all of the Iowa cities in our analysis showed “Drove Alone” modal splits that are above the national average. We were encouraged to see that Cedar Falls has a higher bike commute mode split and walk to work mode split than the national averages in both categories. (Source: US Census 2017 American Community Survey).

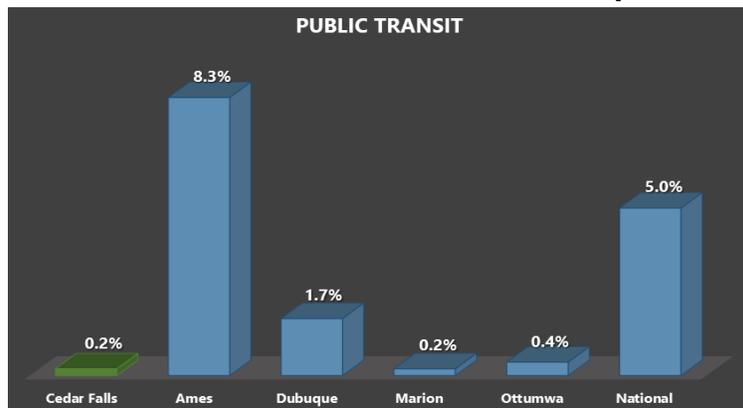
Travel to Work Drove Alone / Carpooled Mode Splits



Travel to Work Biked / Walked Mode Splits



Travel to Work Public Transit Mode Split



Downtown Ames, Iowa

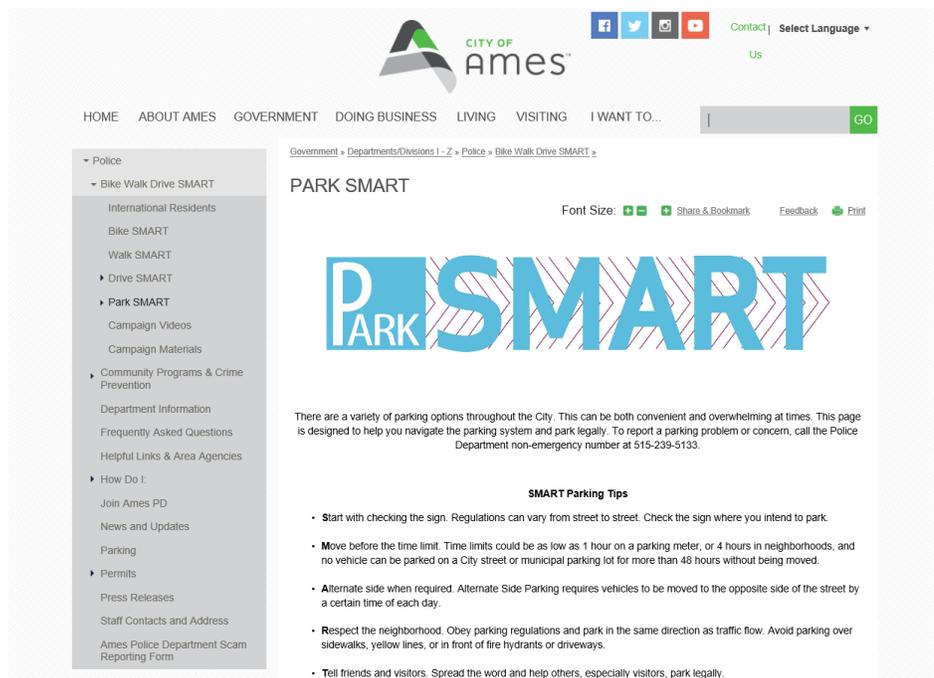
Ames is the largest city with a population of 64,073. It is home to Iowa State University. The city offers on-street and off-street surface parking in a total of ten (10) public parking lots, but no structured parking downtown. The City manages a total of approximately 1,720 public parking spaces under the Police Department’s Parking Division. Enforcement is staffed by one full time and 11 part time, non-sworn Community Safety Officers. Overtime/expired meter fines are \$5 and increase to \$10 after seven days if unpaid.



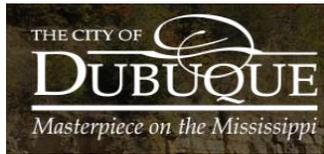
The City issues approximately 11,000 parking tickets per year in the downtown district. Total city-wide fine revenues average about \$375,000 per year. All fine revenues go to the City’s Parking Fund and these revenues are retained for capital repairs and improvements. Parking meters are older version “POM” meters that accept coins and pre-paid “Smart Cards”. The meters do not accept credit cards, but the City does offer “ParkMobile” for electronic payments. Ames uses Duncan “Autocite” for back-end electronic ticket processing, the same vendor as Cedar Falls.

Downtown Ames does not have a parking exempt area or zone, so all new development and major changes in use require on-site parking. There is no parking board or committee, but the City coordinates with the Downtown Ames District for special events and special requests. Total annual revenues from fines and fees was \$521,203 in the past fiscal year. The Ames parking system is branded as “Park Smart”. Meter rates were recently raised to \$1.00 per hour in two-hour stalls; and \$.75 per hour in four-hour stalls, which has resulted in negative reactions from downtown businesses.

Ames “Park Smart” Webpage



Downtown Dubuque, Iowa

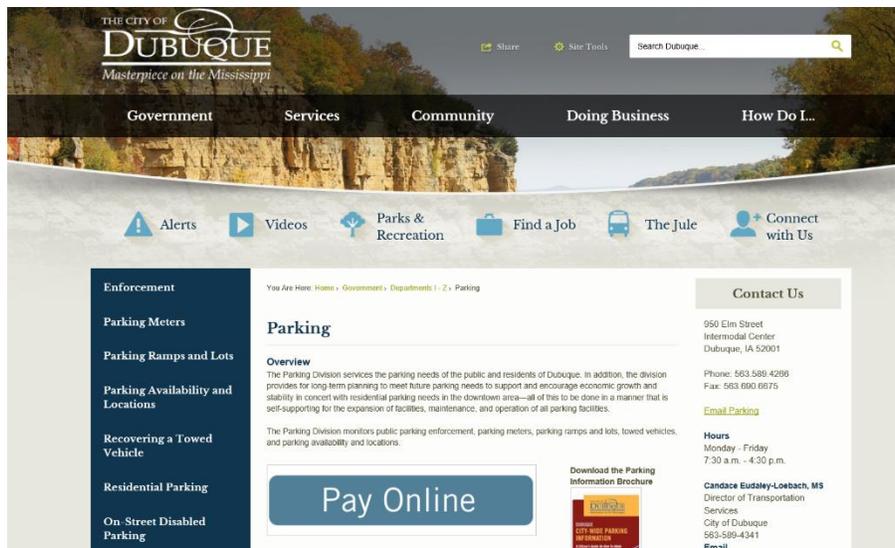


Dubuque is not the largest city included in our analysis, but it does have the largest municipal parking operation. The city owns and operates six (6) parking structures, fourteen (14) surface lots, and 1,800 on-street parking meters, representing a total of 5,091 public parking spaces. The parking system generates \$5.3 million in annual revenue, with annual fine revenues of \$315,000. All parking revenues go to the parking fund, including fines. Parking meters are enforced Monday – Saturday from 8:00am to 5:00pm. The overtime/expired meter base fine is \$10 which increases to \$15 if not paid after seven days.

The City currently has Duncan “Eagle” single-space electronic meters deployed. These early generation electronic meters were an improvement over mechanical meters, but they do not accept credit cards and they are time consuming to re-program compared to current meter technology. Even though the older meters do not accept credit cards, customers can pay at the meter using the Passport Parking mobile app. The City is planning to replace its current meter fleet with “smart meters” and has recently completed a pilot program testing smart meter technology from Municipal Parking Solutions (MPS).

The municipal parking operation is managed under the Department of Transportation services, with a Director of Transportation; one Operations Supervisor and fourteen (14) maintenance and operations staff. Parking enforcement is conducted by 7 part time non-police enforcement personnel. The City generates approximately 32,000 parking violations per year. The City uses “AIMS” for its back-end ticket processing and they are very happy with this vendor. There is no formal parking board or committee, and the City does not have a parking exempt district. The Dubuque parking system relies on parking revenues, TIF revenues and a minimum assessment from the Diamond Jo Casino to pay for operations and debt service. Once existing debt service is paid off in 2021, the City is hopeful that TIF support will no longer be needed.

City of Dubuque Parking Webpage



Parking Fees and Rates Charged by Other Iowa Cities

The cities of Ames, Des Moines, Dubuque and Urbandale all have meter enforcement hours that include Saturdays. The lowest on-street meter rate is charged in Davenport at \$.50 cents per hour. Des Moines and Urbandale charge the highest rate at \$1.25 per hour. The average on-street prime rate is \$1.00 per hour. The average low monthly permit rate is \$58; with an average high monthly permit rate of \$80 per month.

City	Prime Meter Rate/Hour	Structured Parking Monthly Rates	Enforcement Times
Ames	\$1.00	\$20 - \$50	Mon-Sat 9am-6pm
Des Moines	\$1.25	\$63 - \$75	Mon-Sat 9am-9pm
Dubuque	\$0.75	\$42 - \$65	Mon-Sat 8am-5pm
Cedar Rapids	\$1.00	\$55 - \$85	Mon-Fri 9am-6pm
Davenport	\$0.50	\$65 - \$105	Mon-Fri 7am-5pm
Sioux City	\$0.75	\$45	Mon-Fri 8am-6pm
Council Bluffs	\$1.00	\$50 - \$65	Mon-Fri 8am-5pm
Urbandale	\$1.25	\$63 - \$75	Mon-Sat 9am-9pm

SECTION VI – FINDINGS AND RECOMMENDATIONS

Our primary recommendations are listed below in the form of “Big Picture” policy goals, followed by specific elements that we believe need to be included in a new Parking Management Plan.

RECOMMENDED PARKING MANAGEMENT PLAN BIG PICTURE

- Identify and empower parking management leadership:
 - Develop from within (Finance/Planning/Economic Development?)
 - Create new position
 - Partner with CMS
- Negotiate with private lot owners and develop more formalized program that allows for public parking during evenings and special events
- Need to develop Parking Master Plan that includes College Hill area under unified management and operations plan
- Create or re-establish a parking committee or advisory board for policy making and oversight
- Invest in new payment technologies for paid City lots (meters/pay-by-mobile)

RECOMMENDED PARKING MANAGEMENT PLAN

- Until a public/private parking ramp project can be identified, keep on-street parking free but better regulated and enforced
- Revise enforcement hours to Monday through Saturday, 9:00am to 8:00pm
- Revise on-street time zones as follows (no more re-parking in same zone):
 - Keep Main Street two hour and revise signs to read “**2-Hour Visitor and Customer Parking Only**”;
 - Add 8 to 10 short-term 15-minute “Pick Up/Drop Off” spaces on side streets immediately adjacent to Main;
 - Change side streets one block off of Main, Washington between 1st and 5th and State Street between 2nd and 4th to three-hour parking with signs that read “**3-Hour Visitor and Customer Parking Only**”;
 - Change all remaining on-street parking more than one block from Main to free, unlimited parking.
- Invest in new electronic permitting technology and beef up on-street time limit enforcement
- Create graduated fine structure that provides relief for first time offenders; but stiffer fines for subsequent violations

RECOMMENDED PARKING MANAGEMENT PLAN

- Monetize all City surface lots based on the following policies:
 - Eliminate time limits in all lots
 - Install license plate based multi-space pay stations that accept credit cards
 - Adopt pay-by-mobile application
 - Charge \$0.50 per hour/\$3.00 max until 5:00pm
 - Eliminate universal permits and sell monthly permits based on specific lots
 - Ease into permit allocation per lot (20% at first)
 - After 5:00pm charge flat rate of \$3.00
 - Continuously monitor and adjust rates/allocations as needed
- Maintain overnight parking ban on Main Street, but allow overnight parking on the side streets
- Add new on-street parking wherever it is feasible, especially State Street
- Create on-street angled parking wherever feasible as streets are reconstructed

Proposed On-Street Parking Management Plan



Proposed Off-Street Parking Management Plan

RECOMMENDED PARKING MANAGEMENT PLAN

Proposed New Off-Street Parking Plan

Monetize All Public Lots – No Time Limits

Propose:	\$0.50 per hour
Daily Max:	\$3.00 till 5:00pm
Flat Rate:	\$3.00 after 5:00pm
Permit Rates:	\$30 - \$40 per month

Monthly permit allocation per lot: 20%
Permits are lot specific, not universal
**Recommend no monthly permits for Lot B*

Recommended Technology for Paid Off-street Lots

MULTI-SPACE METER WITH TOUCH SCREEN

- Latest touch screen technology
- Solar powered with battery backup
- Seven (7) total pay stations for the lots:
 - 2 for Lot A
 - 2 for Lot D
 - 1 each for Lots, B, C, H
- Installed cost of \$8,000 to \$10,000 per pay station
- Total budget \$56,000 to \$70,000

SECTION VII – IMPLEMENTATION PLAN PHASING

Implementation phasing will depend on internal City procedural processes in terms of policy and code changes and procurement requirements for the purchase of equipment. However, we have identified the following priorities that we recommend in the following order of phasing:

IMPLEMENTATION PLAN – IMMEDIATE ACTION (THREE MONTHS TO ONE YEAR)

- Remove existing meters from lots – operating costs higher than revenue generated
- Eliminate 4-hour time limit in public lots and increase enforcement manpower, particularly for on-street enforcement
- Perform detailed analysis to add additional on-street parking wherever feasible in the downtown district – up to 50+ additional parking spaces possible
- Revise City code to change on-street time limits, revise enforcement schedule to evenings and Saturday, and changes to overnight parking ban (graduated fine structure?)
- Develop communication plan to update print media, web pages and parking brochure/map to communicate policy changes
- Purchase and install multi-space pay stations in City lots (6 to 12 Months)
- Initiate planned streetscape improvements (100 block alley in 2019)
- Adopt pay-by-mobile capability concurrently with purchase of pay stations – no capital outlay
- WGI recommends pay stations with coin, credit card and pay-by-mobile capabilities (no bill acceptors), configured as pay-by-plate
- Target September 1, 2019 as “Go Live” date for paid parking in public lots
- Continue to monitor occupancy and utilization levels on a routine basis
- Upgrade existing handhelds to full wireless, press existing vendor for better service and response times



IMPLEMENTATION PLAN – MID-TERM ACTION 1 TO 2 YEARS

- Continuously monitor parking utilization through monthly/quarterly occupancy counts
- Perform parking impact analyses for all future development project submittals (not just based on current zoning requirements)
- Complete process for downtown visioning and zoning, including a reevaluation of downtown residential parking requirements
- Continue phased streetscape, lighting, pedestrian and walkability physical improvements; and eliminate curb cuts wherever possible!
- Consider more formalized relationship with CMS for ongoing downtown parking management
- Brand the public parking system and develop continuous marketing and communications plan
 - Web based maps and posted regulations
 - Information on special event parking
 - Updated wayfinding and identification signage

LONG-TERM/ONGOING PLAN

- Downtown streets may need to be monetized as part of long-term plan to provide adequate public parking infrastructure
- Need to monitor proposed river project to determine impact on downtown parking and access
- Moving forward, work with developers under public/private partnerships to create additional public parking as developments occur
- Create additional public parking capacity to attract daytime office uses to diversify the downtown land use mix
- Continue to pursue formal shared parking opportunities to open up private parking for public use in the evenings and weekends

APPENDIX – A

Summary Report From Online Survey

ONLINE SURVEY

Item 2.



CEDAR FALLS CUSTOMER SURVEY QUESTIONS

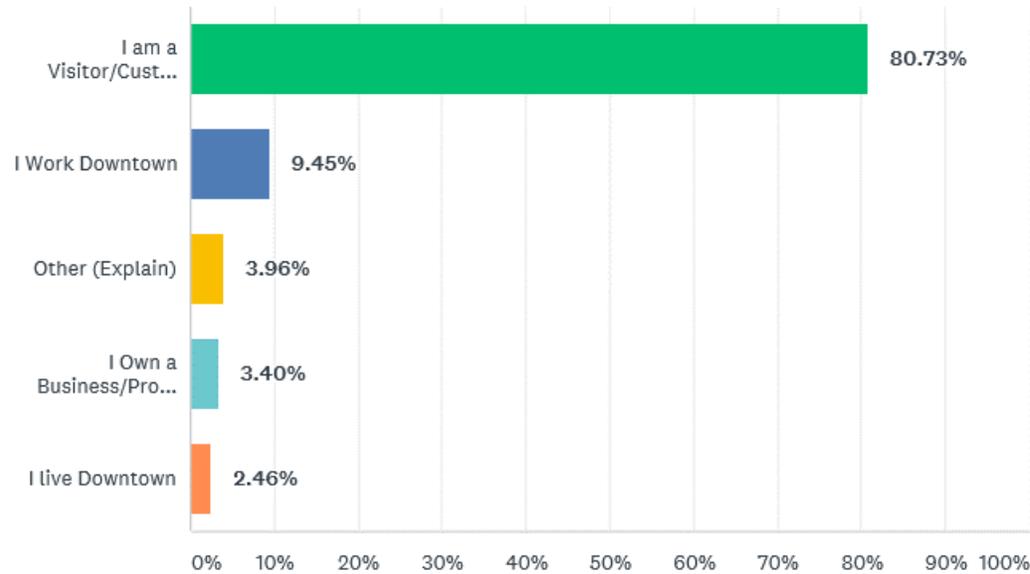
1. Please indicate your postal zip code:

2. Please check the category below that best describes your interest in downtown Cedar Falls?

- I am a Visitor/Customer
- I live Downtown
- I Own a Business/Property
- I Work Downtown
- Other (Explain)

ONLINE SURVEY – 2,678 TOTAL RESPONSES!

Item 2.



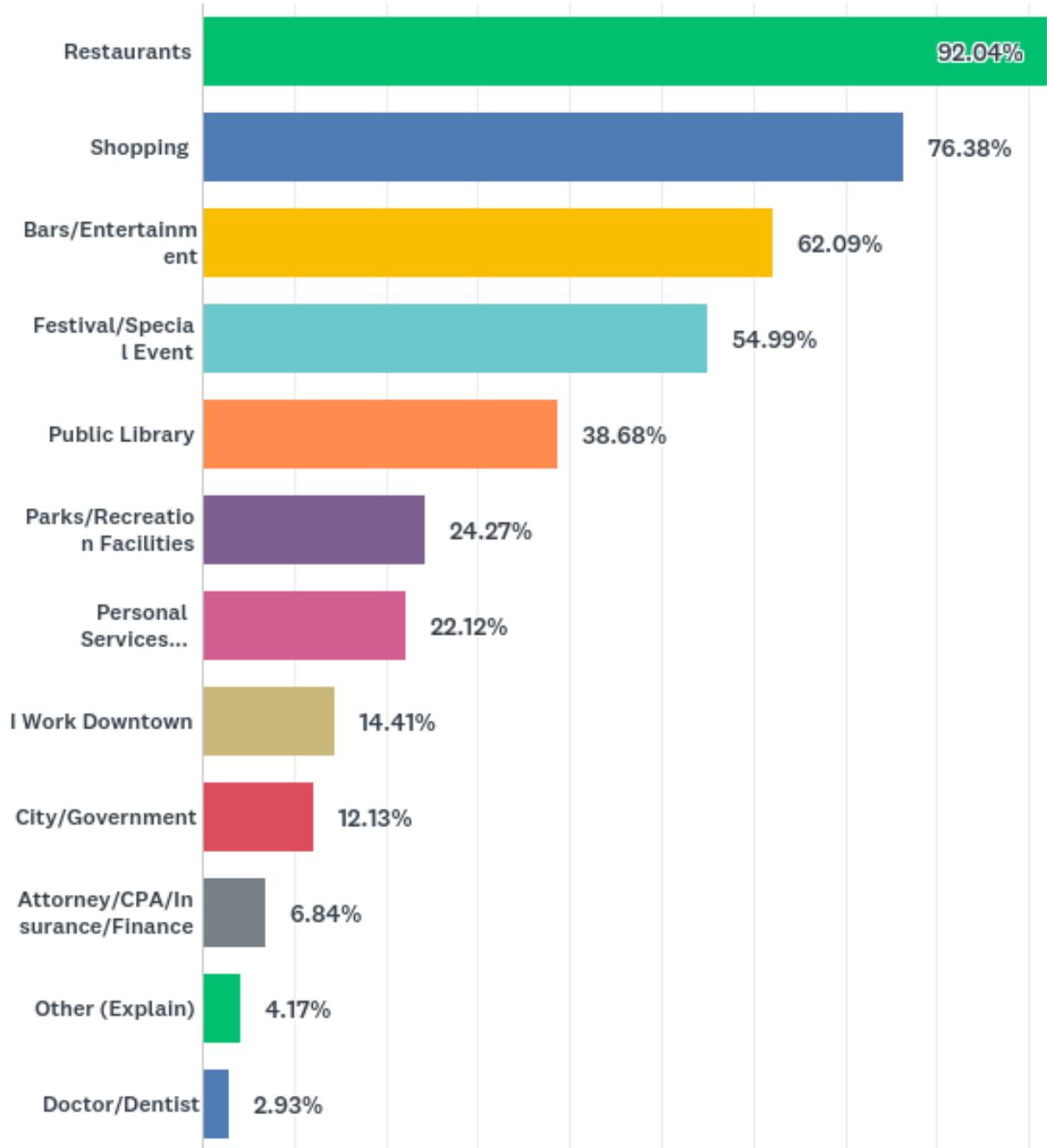
“I work downtown, but I am also a frequent visitor/customer.”

“I work downtown AND I am a visitor and customer. I think it is important to remember that they overlap.”

ANSWER CHOICES	RESPONSES	
▼ I am a Visitor/Customer	80.73%	2,162
▼ I Work Downtown	9.45%	253
▼ Other (Explain)	Responses 3.96%	106
▼ I Own a Business/Property	3.40%	91
▼ I live Downtown	2.46%	66
TOTAL		2,678

ONLINE SURVEY

Item 2.

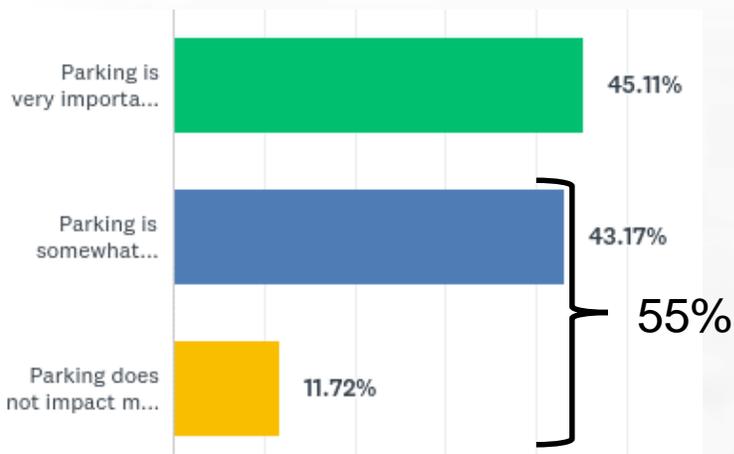


Downtown has evolved into a vibrant dining, retail and entertainment district; with a rapidly growing residential population.

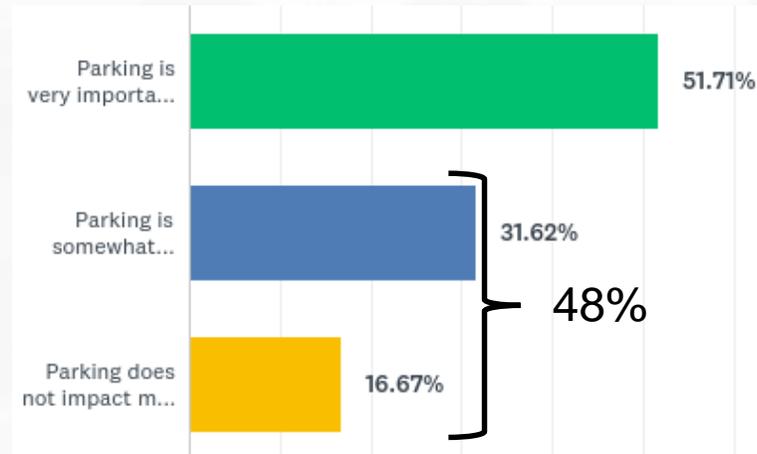
HOW IMPORTANT IS PARKING AS IT RELATES TO YOUR DECISION TO VISIT DOWNTOWN CEDAR FALLS?

Item 2.

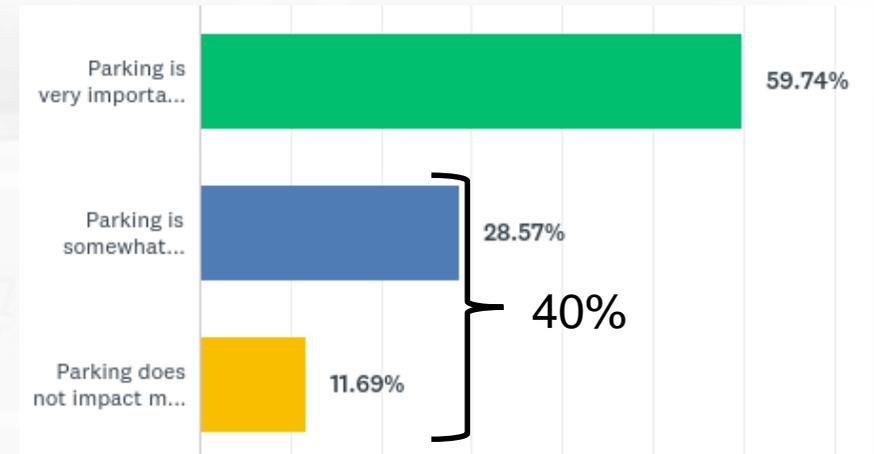
Customers



Employees



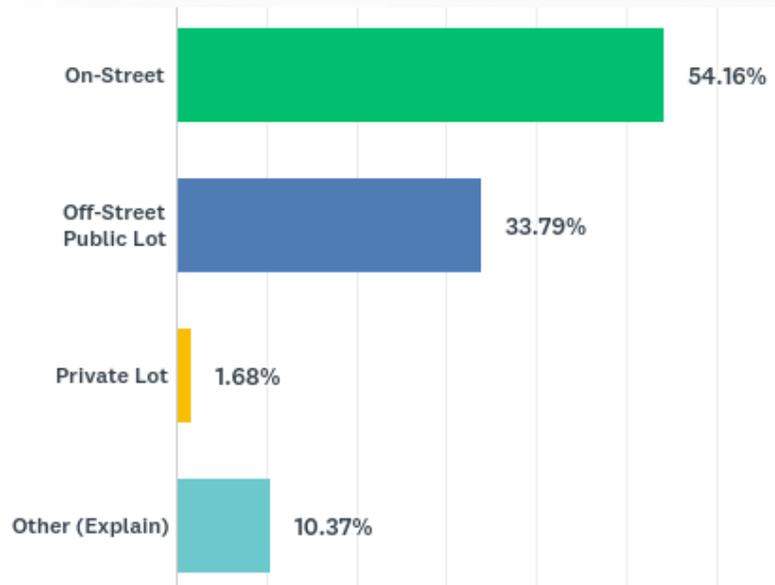
Owners



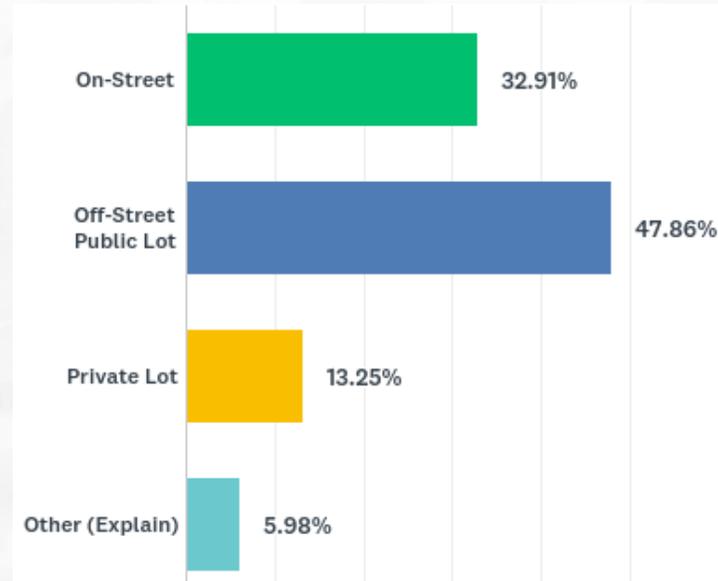
IF YOU DRIVE A CAR TO VISIT DOWNTOWN, WHERE DO YOU TYPICALLY PARK?

Item 2.

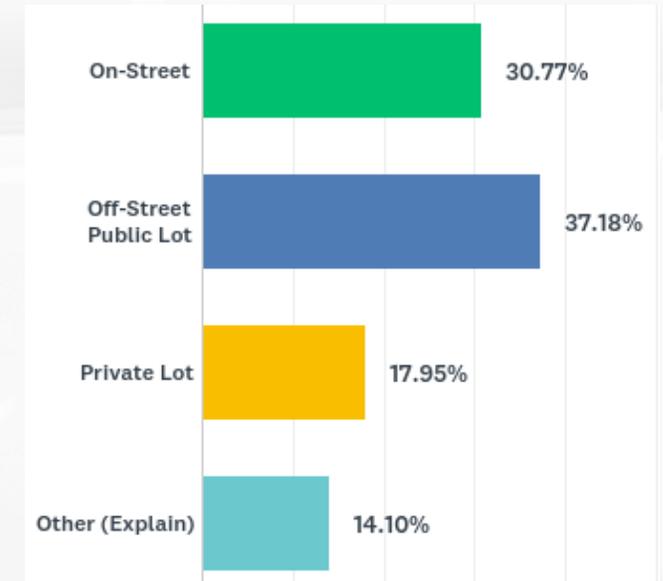
Customers



Employees



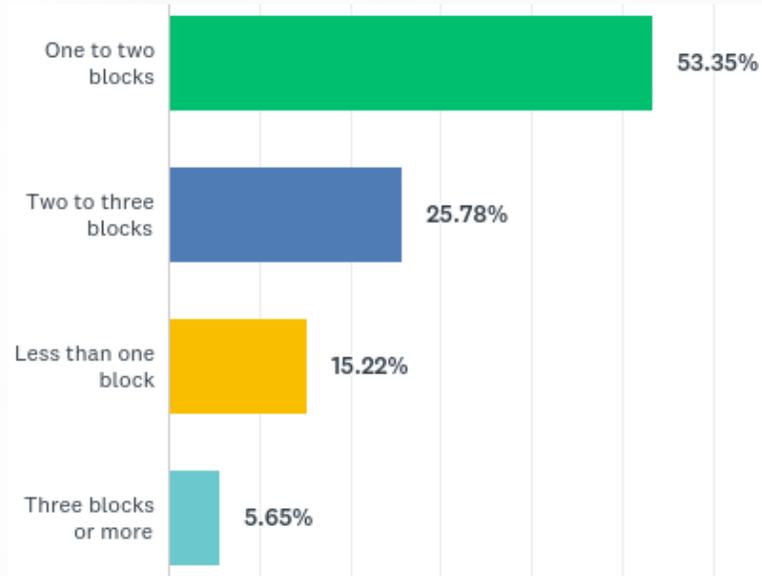
Owners



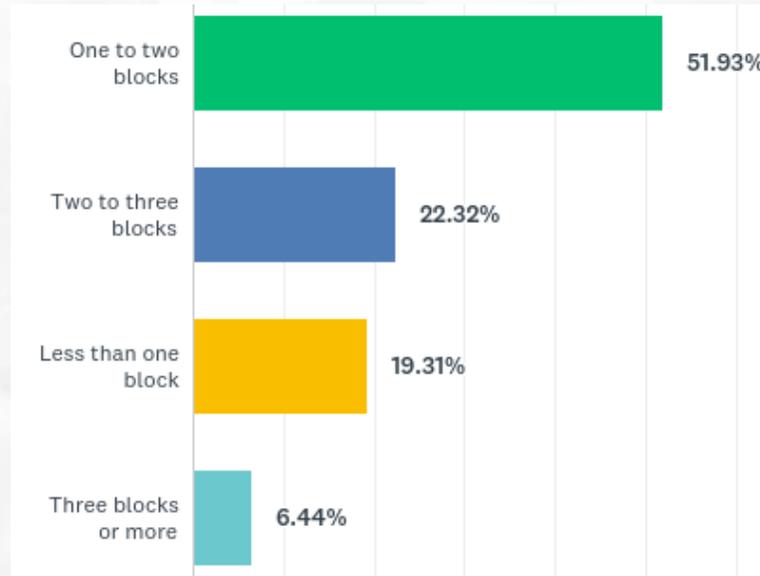
WHAT IS AN ACCEPTABLE WALKING DISTANCE TO WALK FROM YOUR PARKING SPACE TO YOUR DESTINATION?

Item 2.

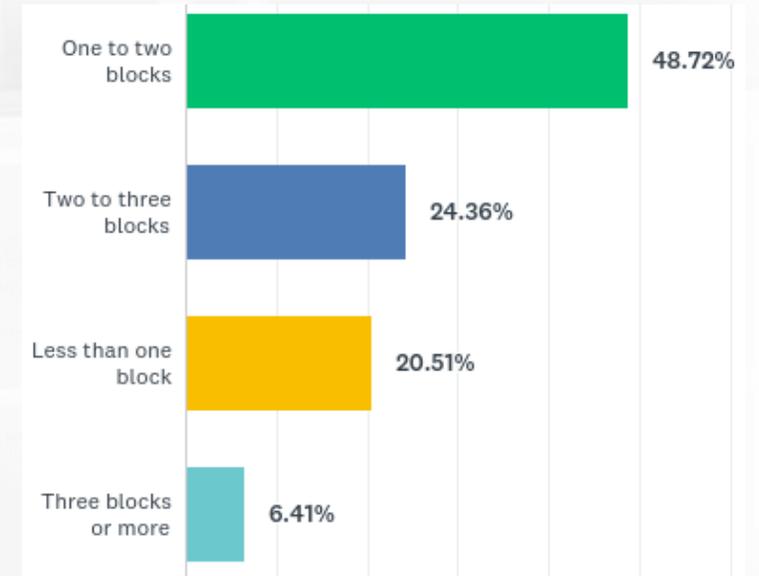
Customers



Employees



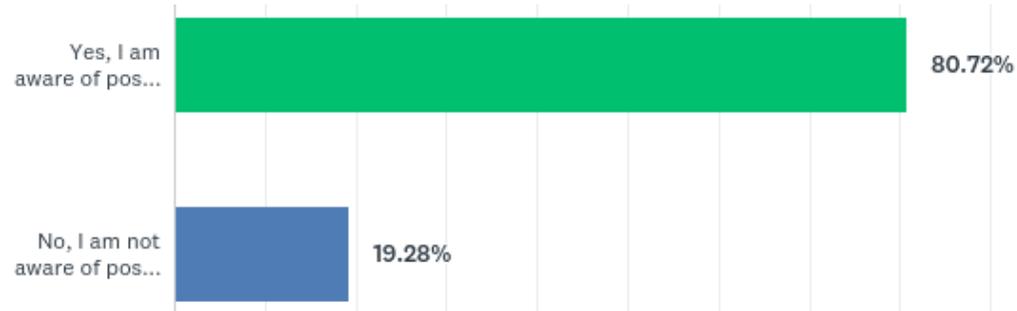
Owners



ARE YOU AWARE THAT THERE ARE POSTED TWO-HOUR TIME LIMITS FOR ON-STREET PARKING IN THE CORE DOWNTOWN AREA?

Item 2.

Customers



Employees



Owners



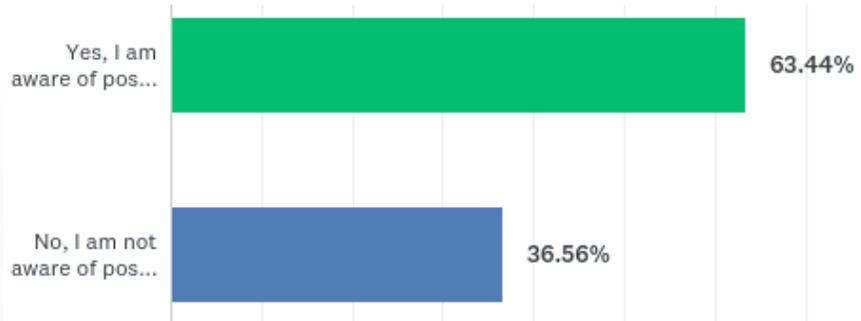
Residents



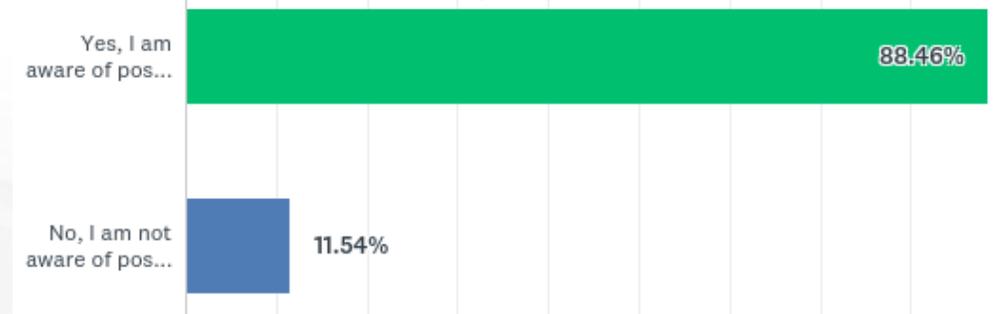
ARE YOU AWARE THAT THERE ARE POSTED FOUR-HOUR TIME LIMITS FOR PUBLIC OFF-STREET PARKING IN THE CORE DOWNTOWN AREA?

Item 2.

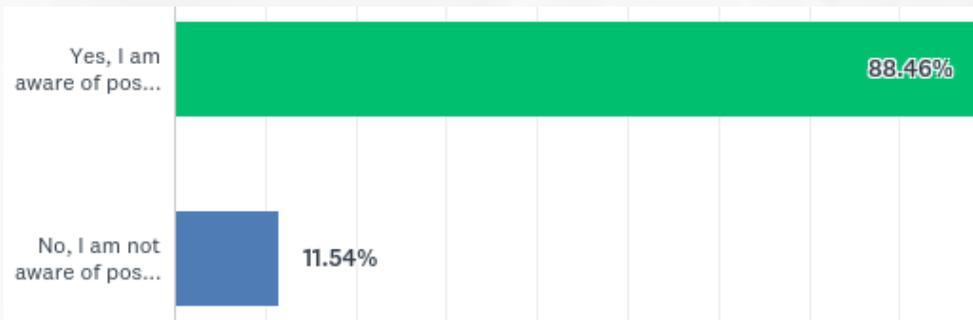
Customers



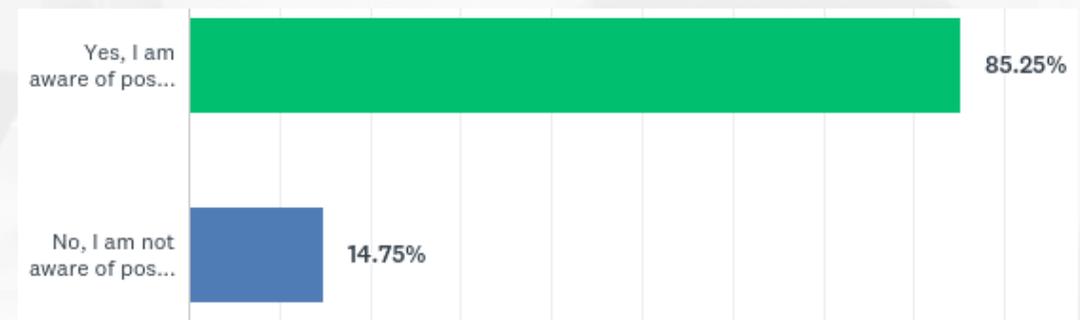
Employees



Owners



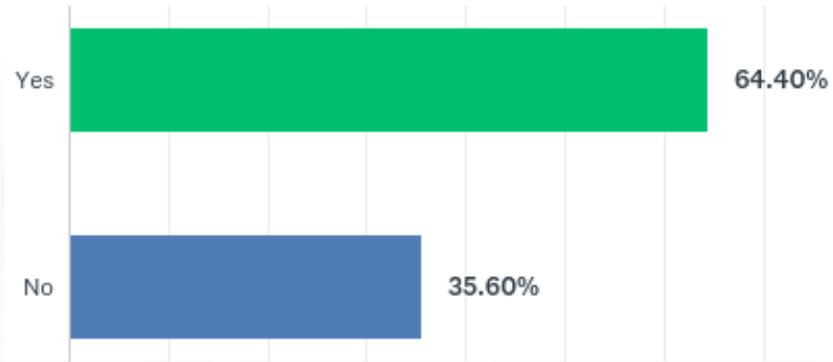
Residents



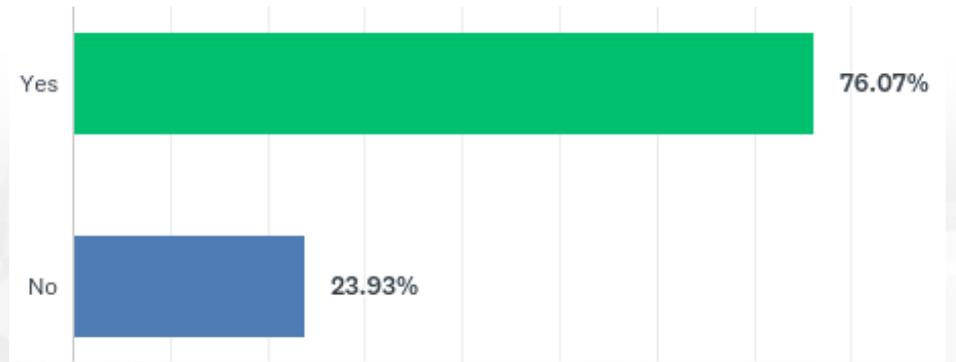
ARE YOU AWARE THAT THERE IS FREE, UNRESTRICTED PARKING AVAILABLE WEST OF WASHINGTON STREET AND EAST OF STATE STREET IN THE DOWNTOWN AREA?

Item 2.

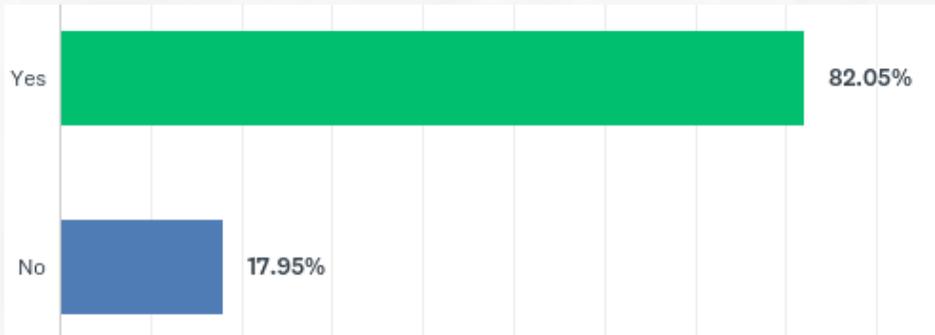
Customers



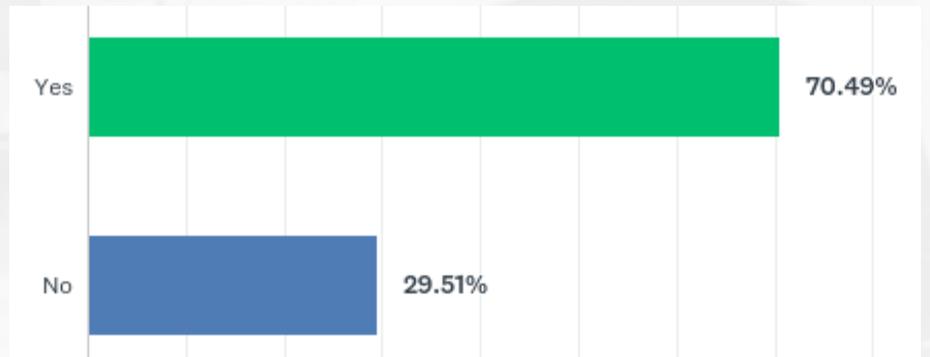
Employees



Owners

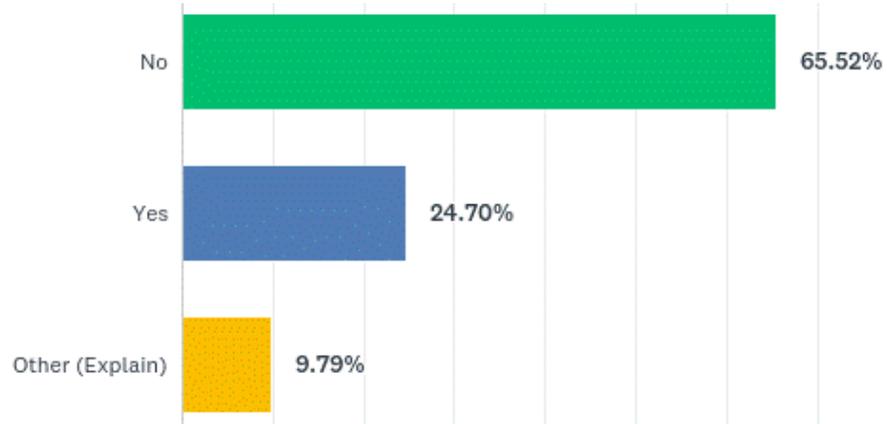


Residents

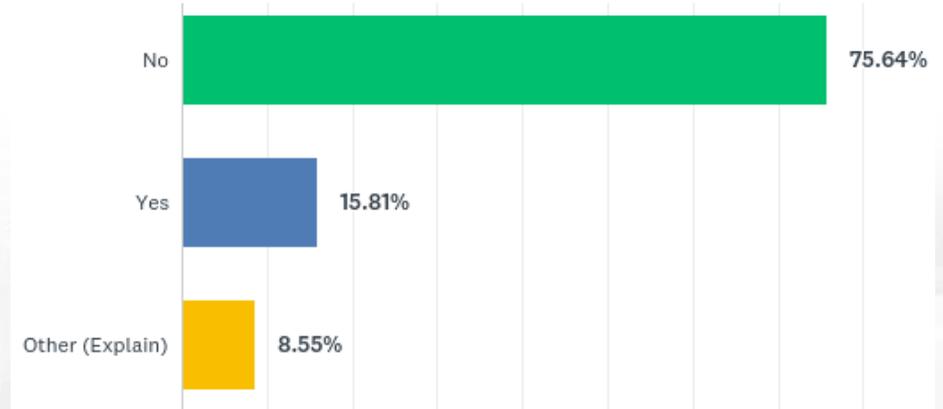


DO YOU BELIEVE THAT PARKING TIME LIMITS SHOULD BE ENFORCED MORE STRICTLY? Item 2.

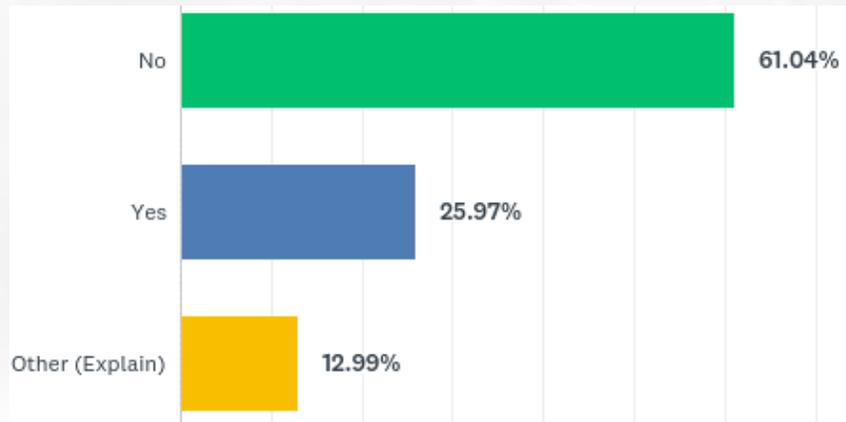
Customers



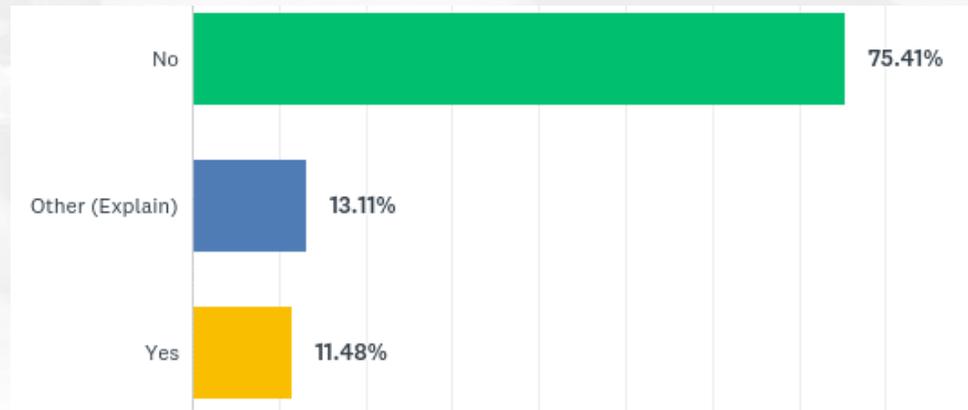
Employees



Owners



Residents



DO YOU BELIEVE THAT PARKING TIME LIMITS SHOULD BE ENFORCED MORE STRICTLY?

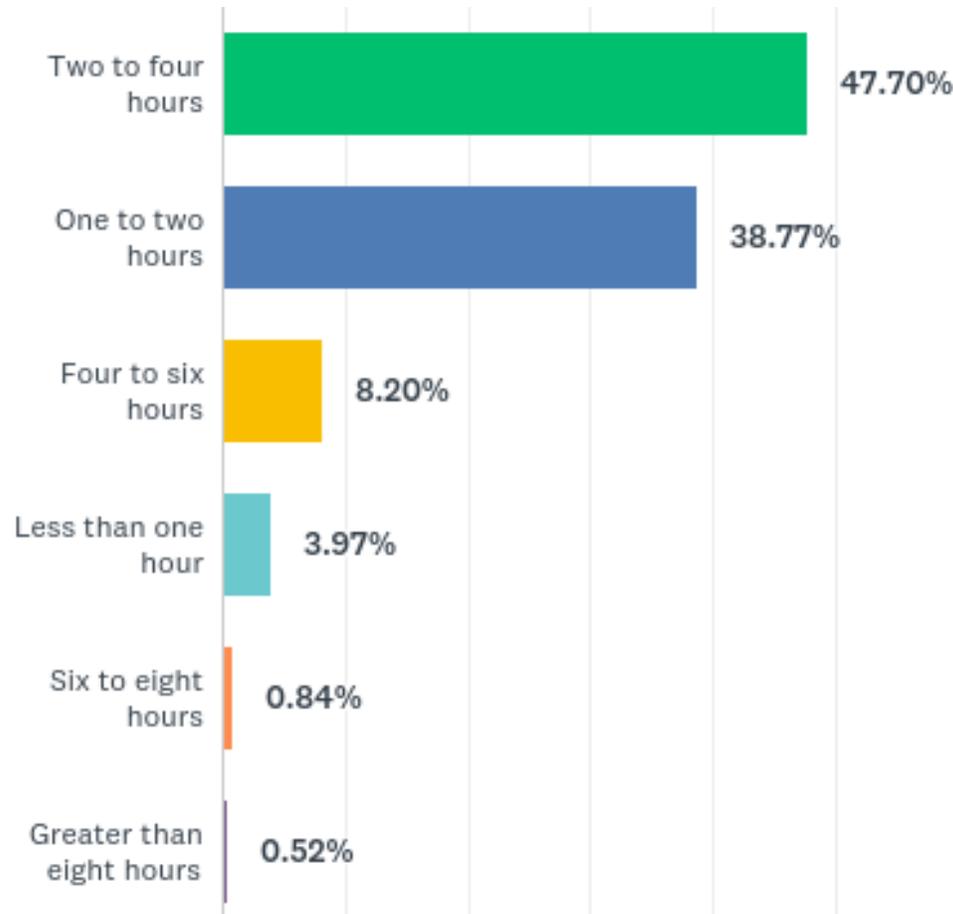
Item 2.

Don't Know		25.49%	65	View all	Edit	Delete
Employee Parking		4.31%	11	View all	Edit	Delete
Well Enforced		13.33%	34	View all	Edit	Delete
Need More Parking		17.65%	45	View all	Edit	Delete
No		13.33%	34	View all	Edit	Delete
Overnight/Bars		3.92%	10	View all	Edit	Delete
Two Hours Not Enough		12.16%	31	View all	Edit	Delete
Yes		15.29%	39	View all	Edit	Delete
Untagged		4.71%	12	View all		

WHAT IS THE LENGTH OF STAY DURING YOUR TYPICAL VISIT TO DOWNTOWN?

Item 2.

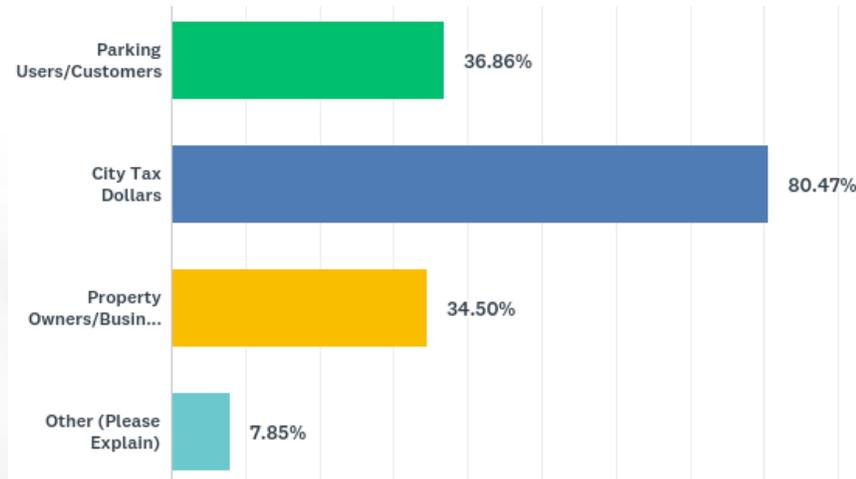
Customers



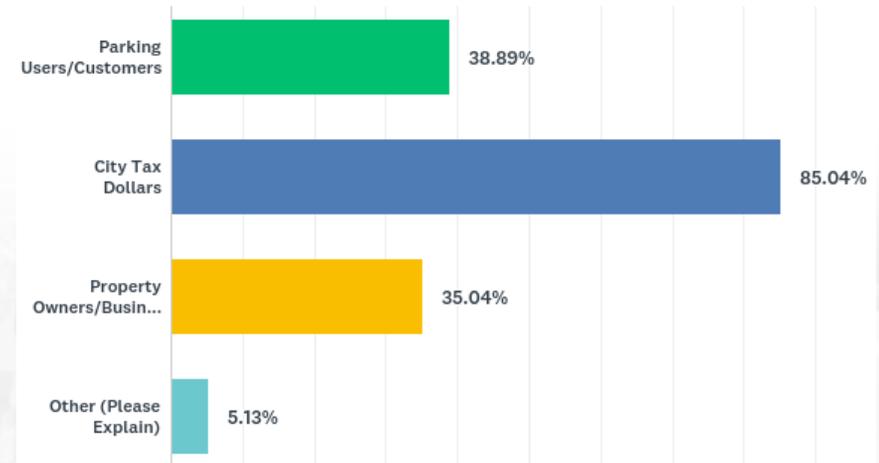
IN YOUR OPINION, WHO SHOULD PAY THE COST OF BUILDING AND MAINTAINING PUBLIC PARKING FACILITIES?

Item 2.

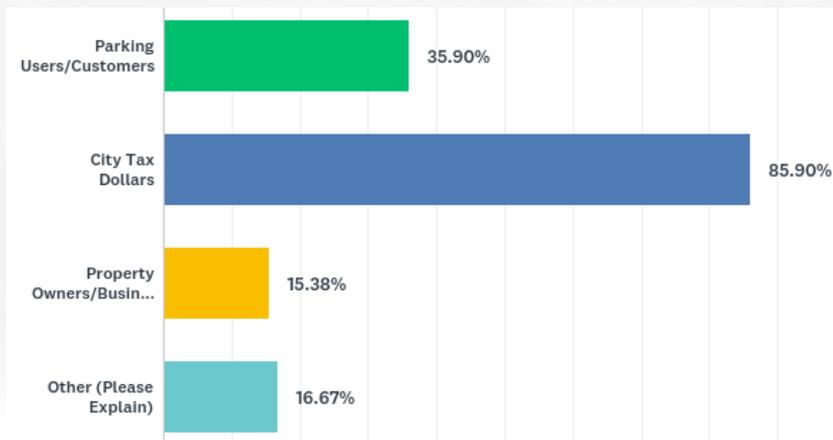
Customers



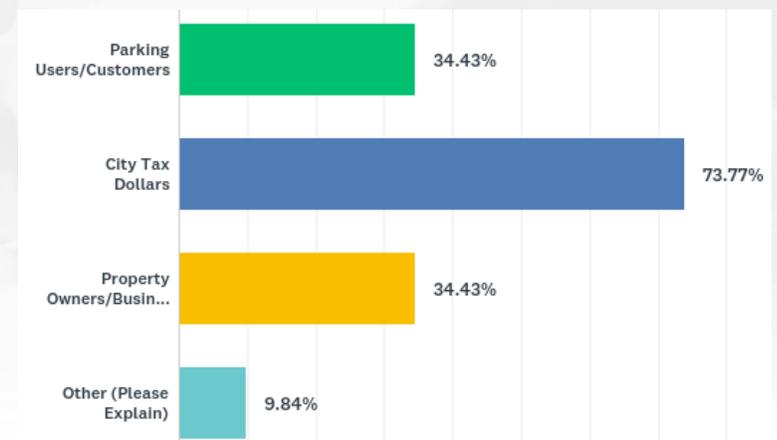
Employees



Owners



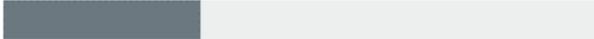
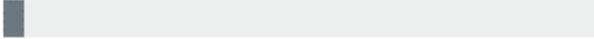
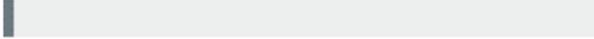
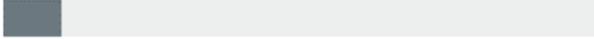
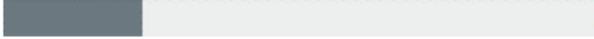
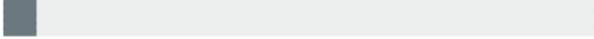
Residents



IN YOUR OPINION, WHO SHOULD PAY THE COST OF BUILDING AND MAINTAINING PUBLIC PARKING FACILITIES?

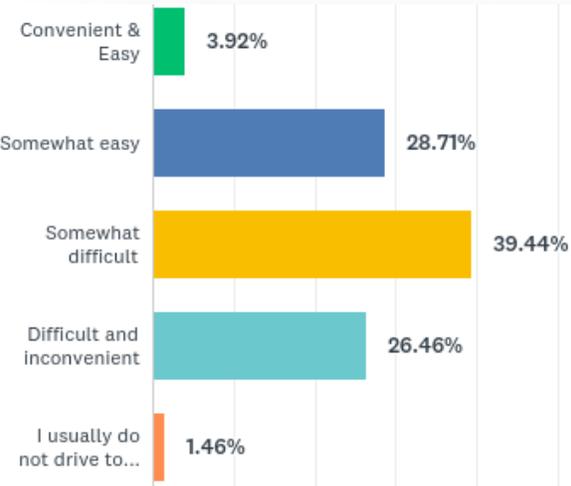
Item 2.

“If everyone who uses parking downtown shared the cost, it would help us all. With all the good things happening downtown, there needs to be MUCH more parking available, such as a parking ramp.”

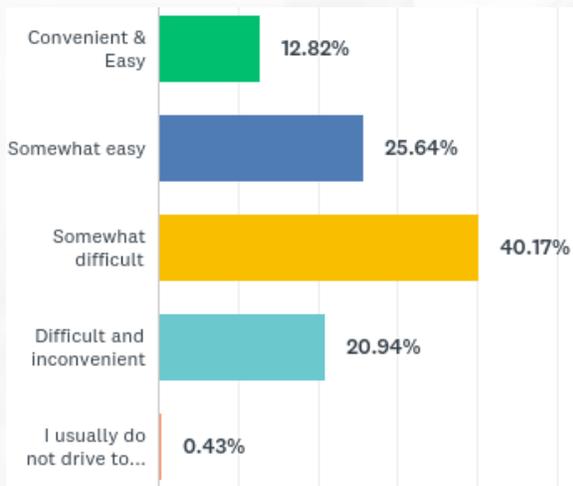
All of the Above		33.18%	70	View all	Edit	Delete
Build Ramp		3.79%	8	View all	Edit	Delete
Business		1.90%	4	View all	Edit	Delete
City Officials/City		9.95%	21	View all	Edit	Delete
Developers/Builders		23.70%	50	View all	Edit	Delete
Don't Know		5.69%	12	View all	Edit	Delete

HOW WOULD YOU CHARACTERIZE YOUR ABILITY TO FIND PARKING SPOT ON A TYPICAL WEEKDAY/WORKDAY? Item 2.

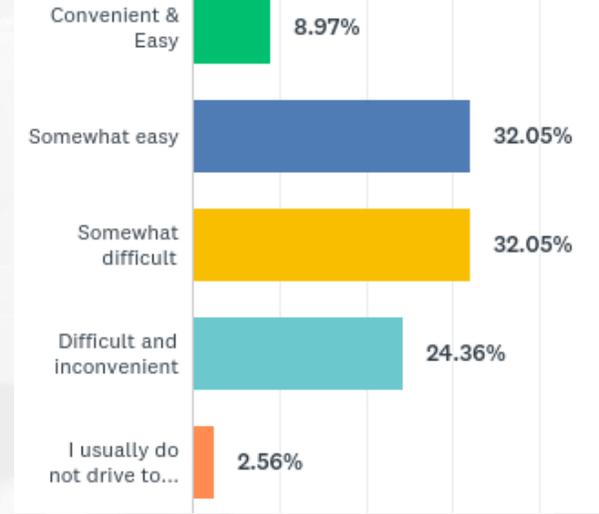
Customers



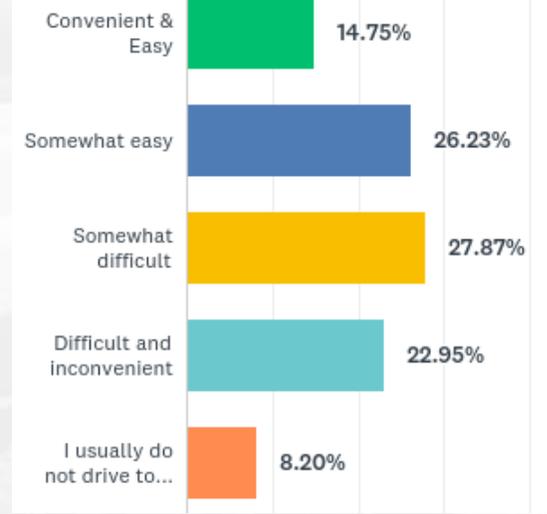
Employees



Owners

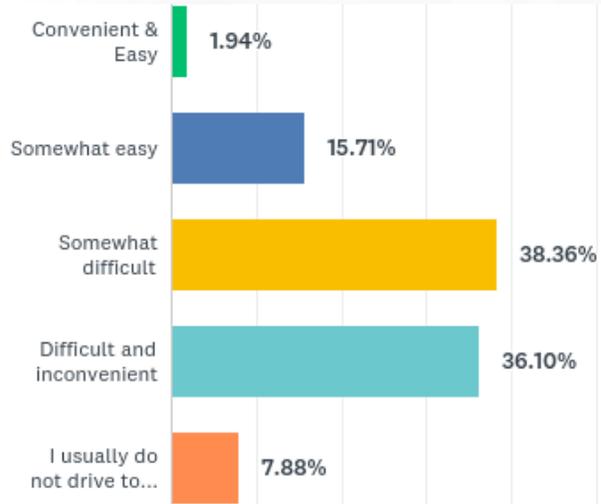


Residents

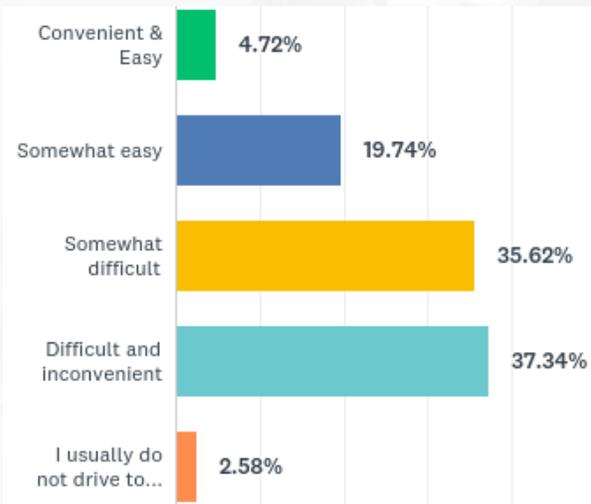


HOW WOULD YOU CHARACTERIZE YOUR ABILITY TO FIND PARKING SPOT ON A TYPICAL LUNCHTIME? Item 2.

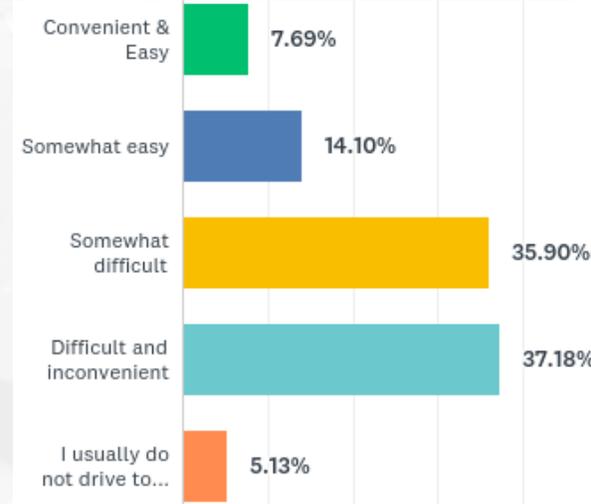
Customers



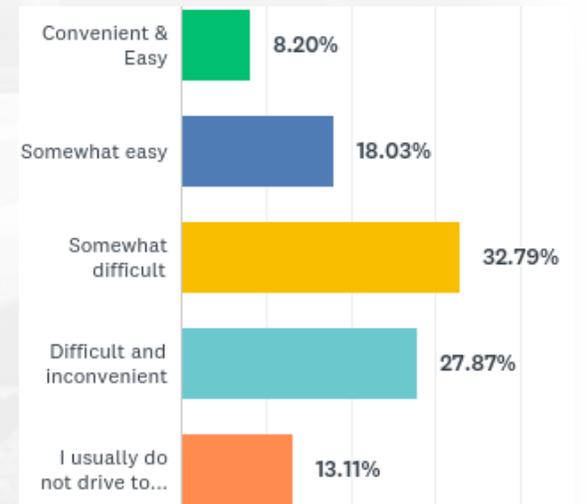
Employees



Owners

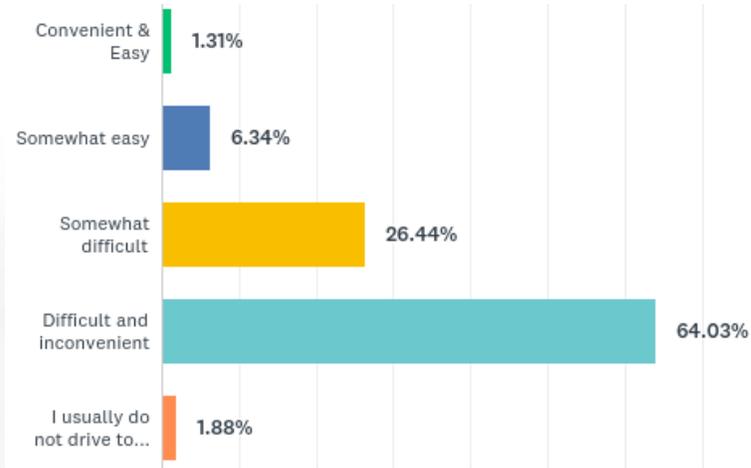


Residents

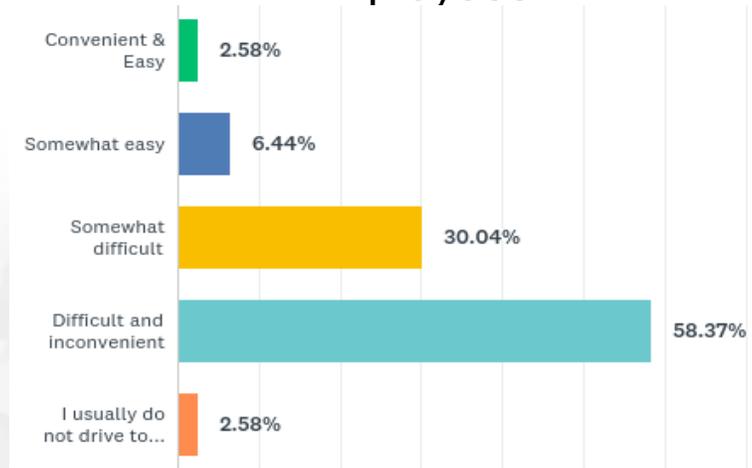


HOW WOULD YOU CHARACTERIZE YOUR ABILITY TO FIND PARKING SPOT ON A TYPICAL EVENING/WEEKEND? Item 2.

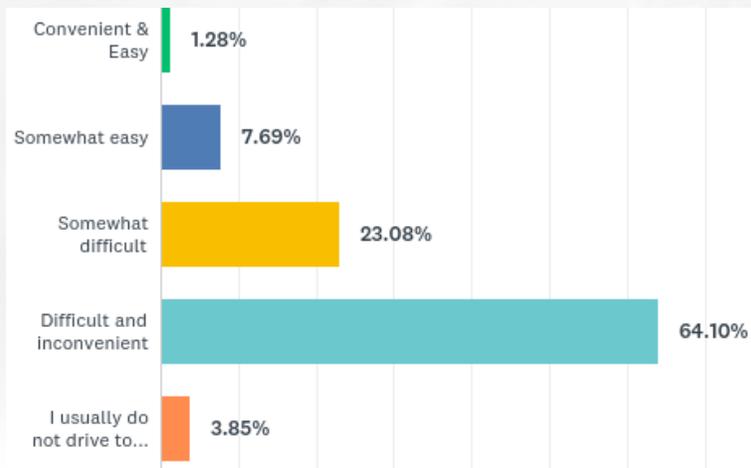
Customers



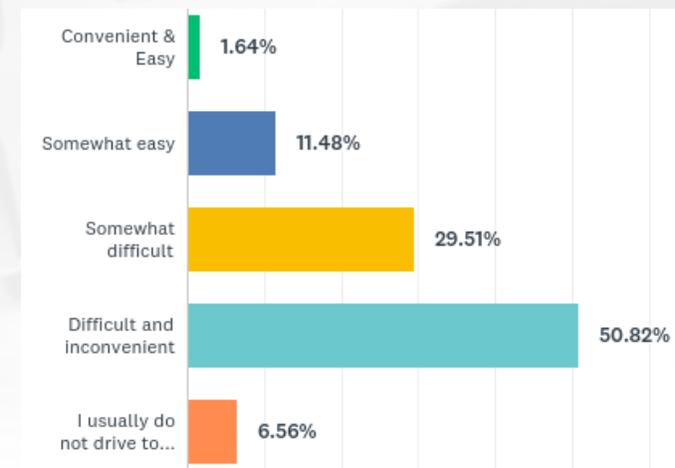
Employees



Owners



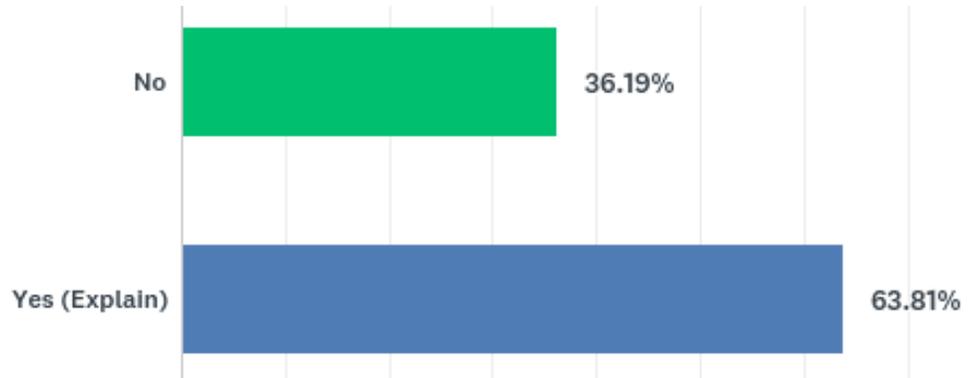
Residents



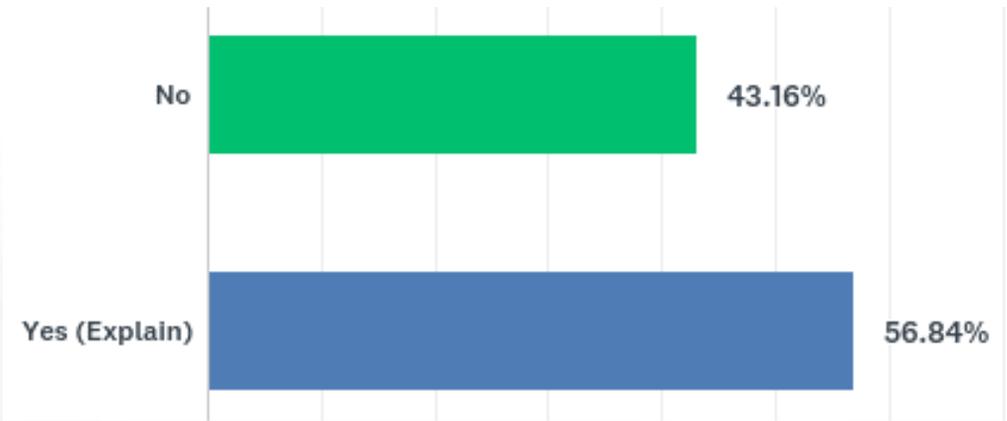
DOES THE AVAILABILITY OF PARKING INFLUENCE YOUR DECISION TO VISIT DOWNTOWN CEDAR FALLS?

Item 2.

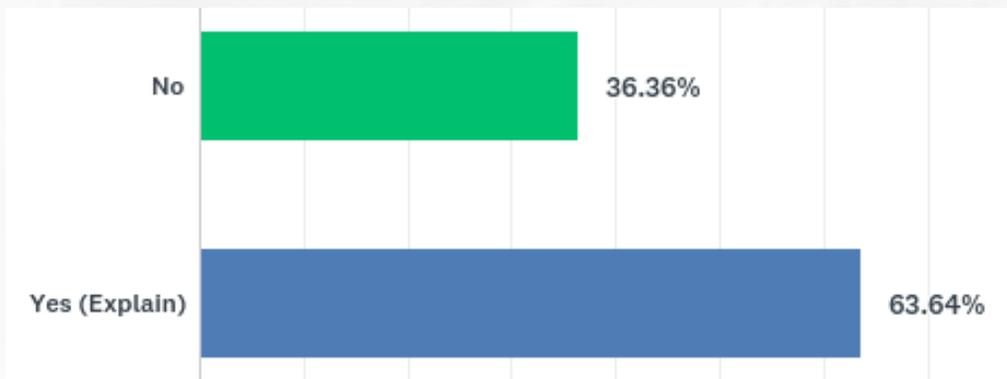
Customers



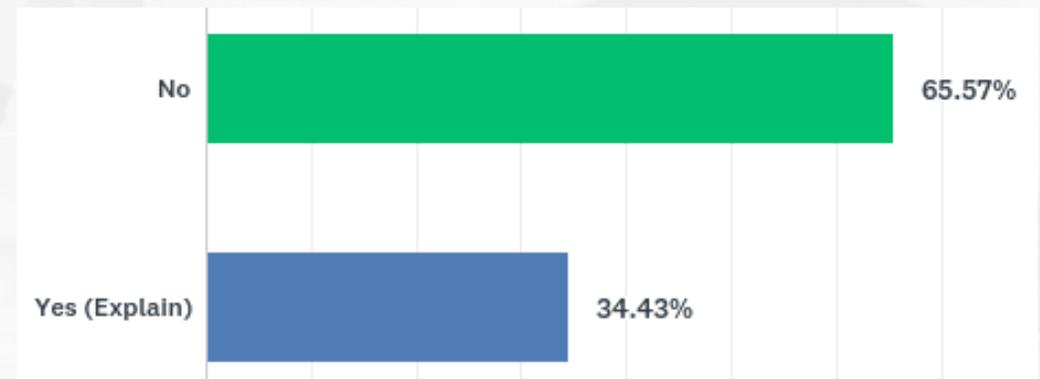
Employees



Owners

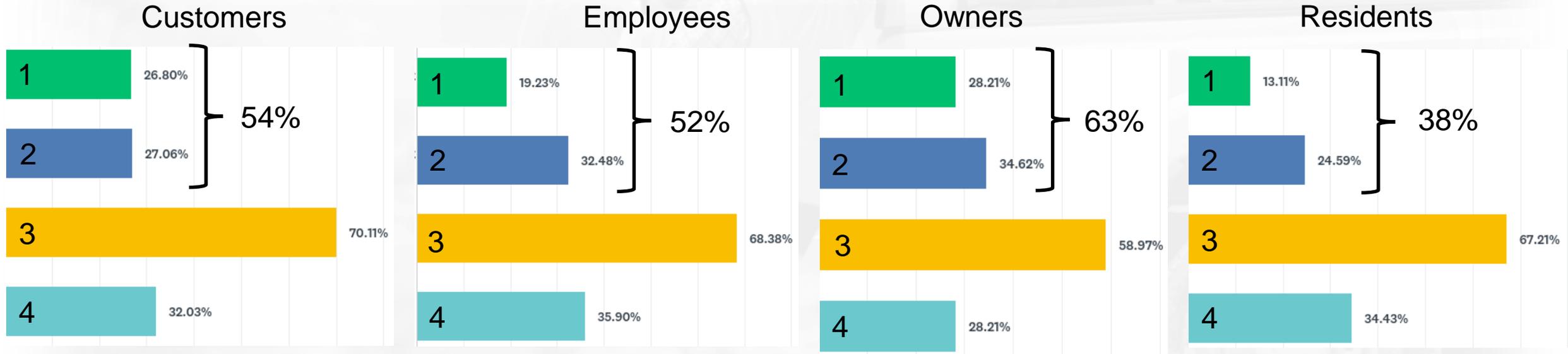


Residents



WHEN I VISIT DOWNTOWN CEDAR FALLS (CHECK ALL THAT APPLY):

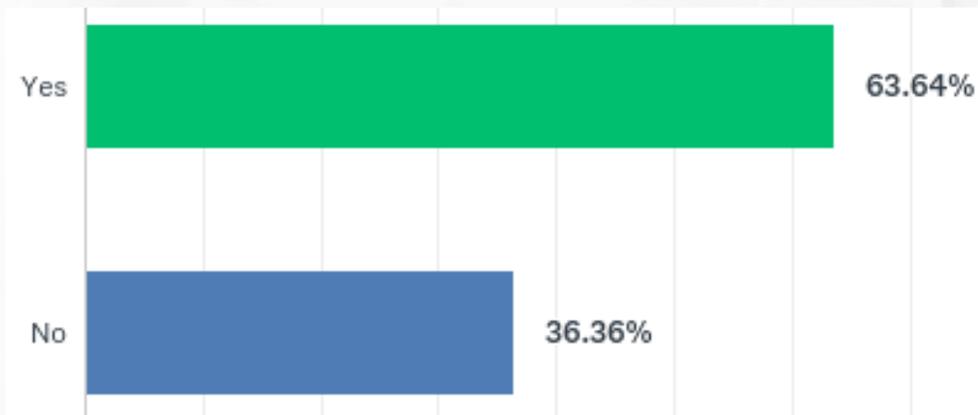
1. I am willing to pay to park short term on-street close to my destination.
2. I am willing to pay to park longer term in a lot close to my destination.
3. I am willing to walk a block or two if I can park for free.
4. I am not willing to pay to park.



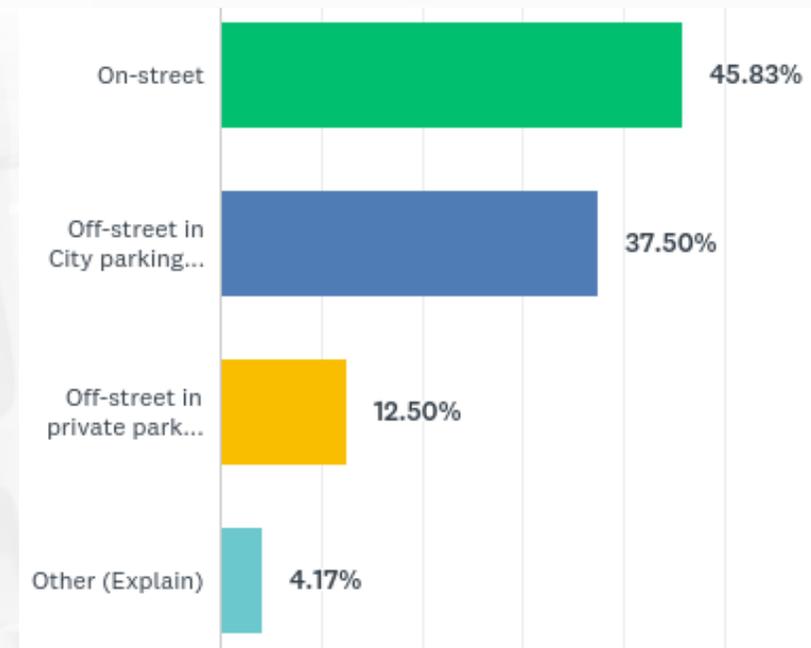
RESIDENT-ONLY QUESTIONS:

Item 2.

“Do you have dedicated parking for your residence?”



“If no, where do you park?”



FINAL OPEN-ENDED QUESTION: "PLEASE PROVIDE ANY SUGGESTIONS YOU MAY HAVE TO IMPROVE PARKING IN DOWNTOWN CEDAR FALLS."

Item 2.

#1. Build a parking ramp:	34%
#2. Too many apartments:	18%
#3. Need more parking:	17%
#4. Want free parking/don't charge:	7%
#5. OK with paid parking:	4%
#6. Existing parking not that bad:	4%
#7. Do not like time limits:	3.4%
#8. Overnight parking ban:	3%
#9. Willing to walk:	2.8%
#10. Too far to walk:	1.8%

Prime Takeaway: 51% of total responses indicated a belief that the downtown needs for more parking!

LEGITIMATE & REASONABLE CONCERNS EXPRESSED

Item 2.

“Something needs to be done soon or it’s going to impact the businesses.”

“Thank you for doing this survey – no easy answers, but it doesn’t help to ignore a real problem.”

“Additional analysis of parking trends could better inform the parking discussion. All interested/affected parties should be part of the conversation. Parking decisions from the City should be transparent.”

“I believe employees who work downtown utilize much of the close-in parking, especially in the evenings, resulting in customers having to park farther out.”

“It’s exciting to see the area grow. I just hope it doesn’t lose the small town, user friendly feeling.”

APPENDIX – B

Parking Inventory Maps



Downtown Parking Analysis | Cedar Falls, IA

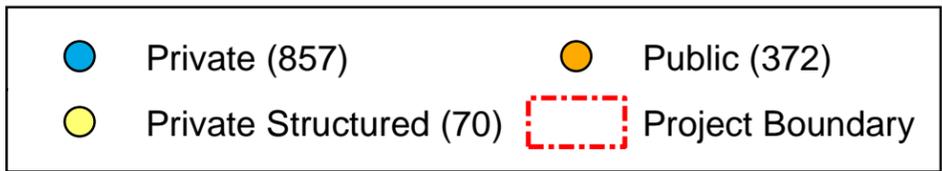
On-Street Parking Inventory
652 Total Spaces





Downtown Parking Analysis | Cedar Falls, IA

Off-Street Parking Inventory
1299 Total Spaces





Downtown Parking Analysis | Cedar Falls, IA

On-Street Parking Inventory by Space Type

● 1 Hr (3)	● 15 Mins (4)	● 24 Hrs (320)
● 12 Mins Loading Zone (4)	● 2 Hrs (296)	● 30 Mins (25)
		 Project Boundary



Downtown Parking Analysis | Cedar Falls, IA

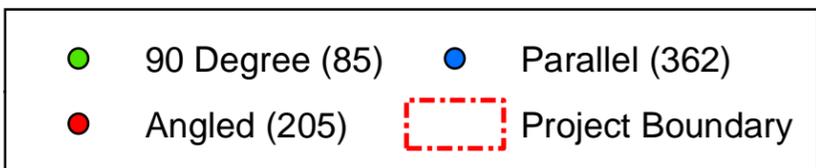
ADA On-Street Parking Inventory

- ADA Spaces (19)
- Project Boundary



Downtown Parking Analysis | Cedar Falls, IA

On-Street Parking Inventory by Space Orientation

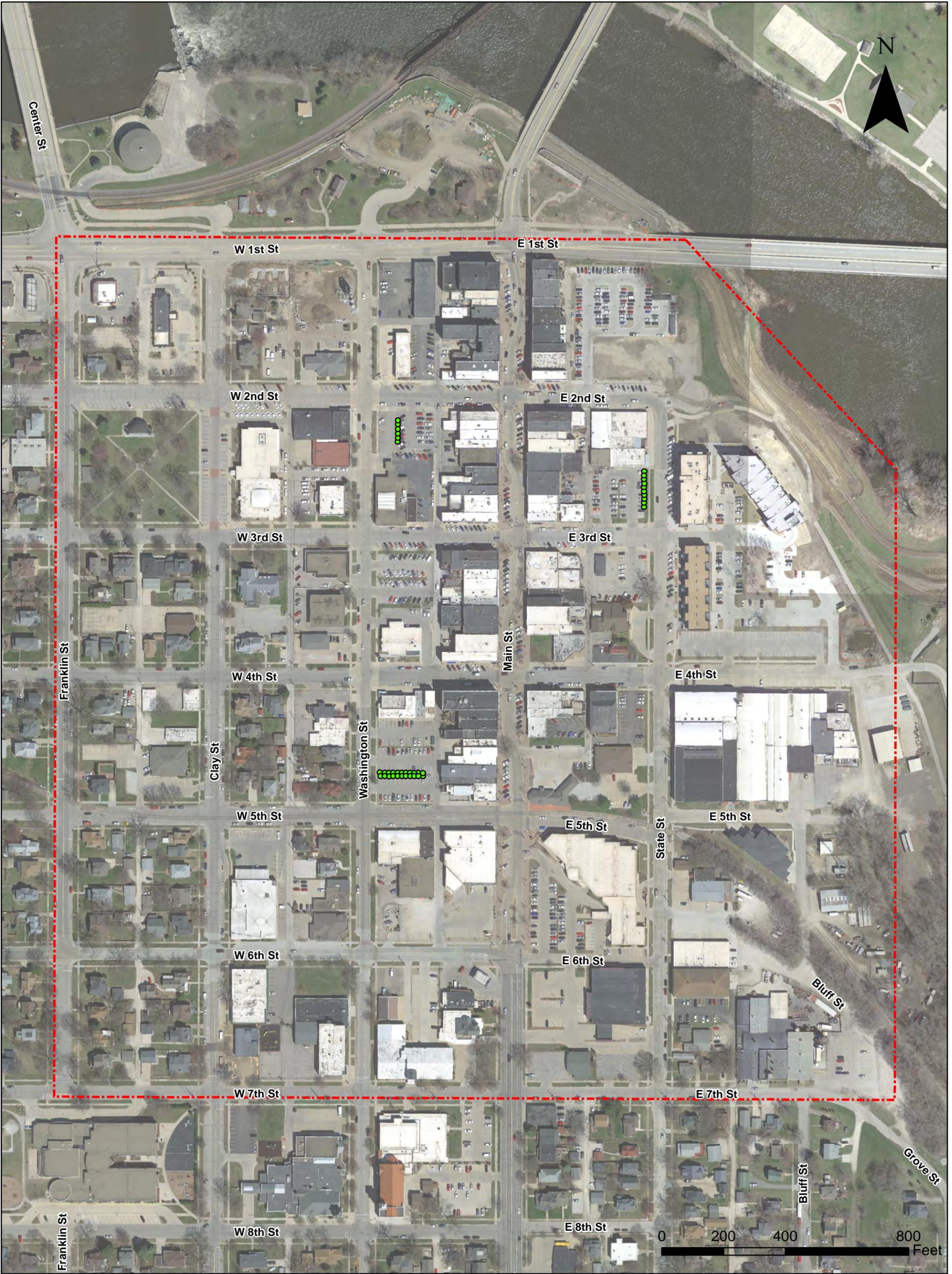




Downtown Parking Analysis | Cedar Falls, IA

ADA Public Off-Street Parking Inventory

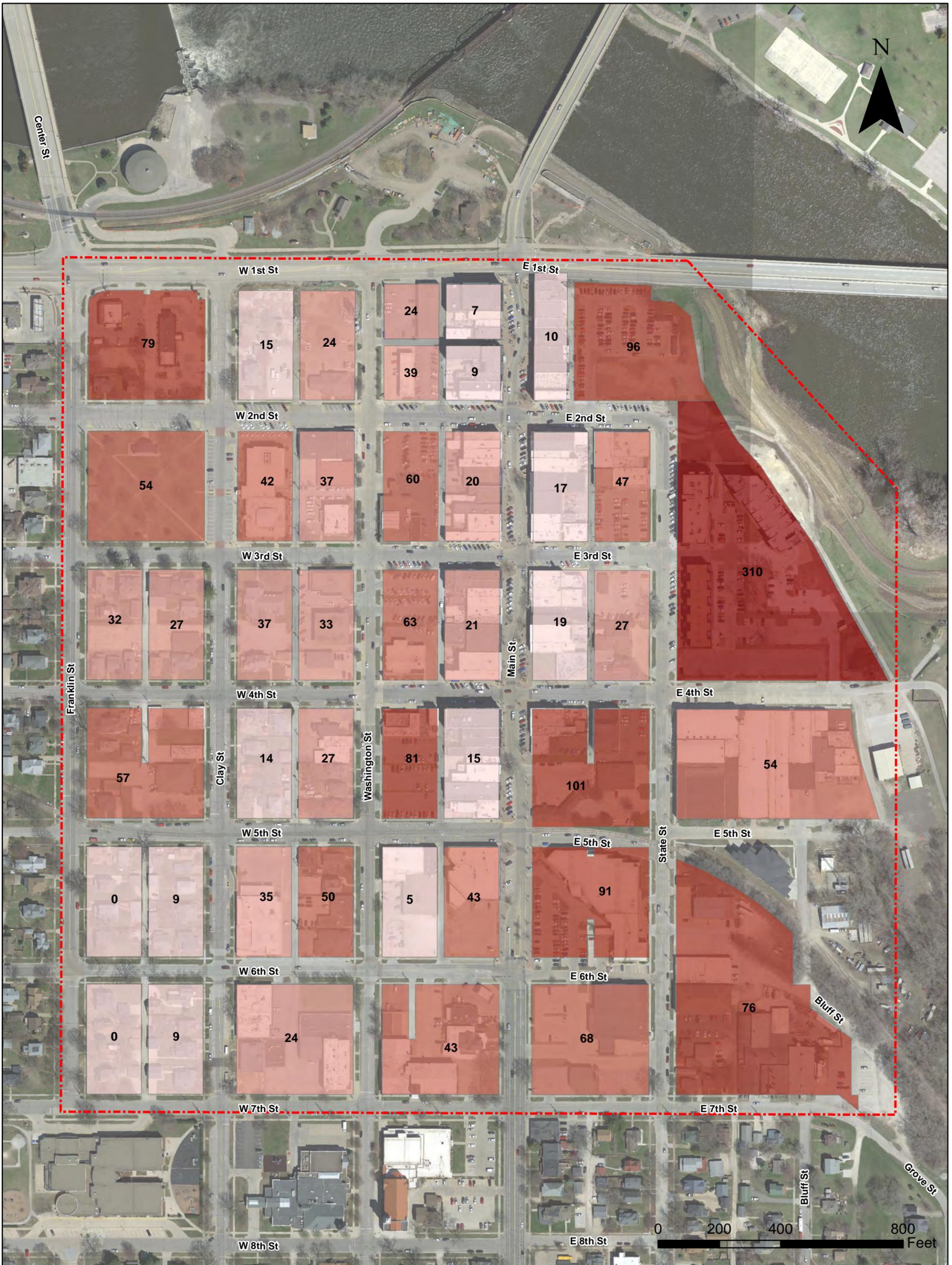
- ADA Spots (39)
- Project Boundary



Downtown Parking Analysis | Cedar Falls, IA

Metered Off-Street Parking Inventory

- Metered Off-Street (38)
- Project Boundary

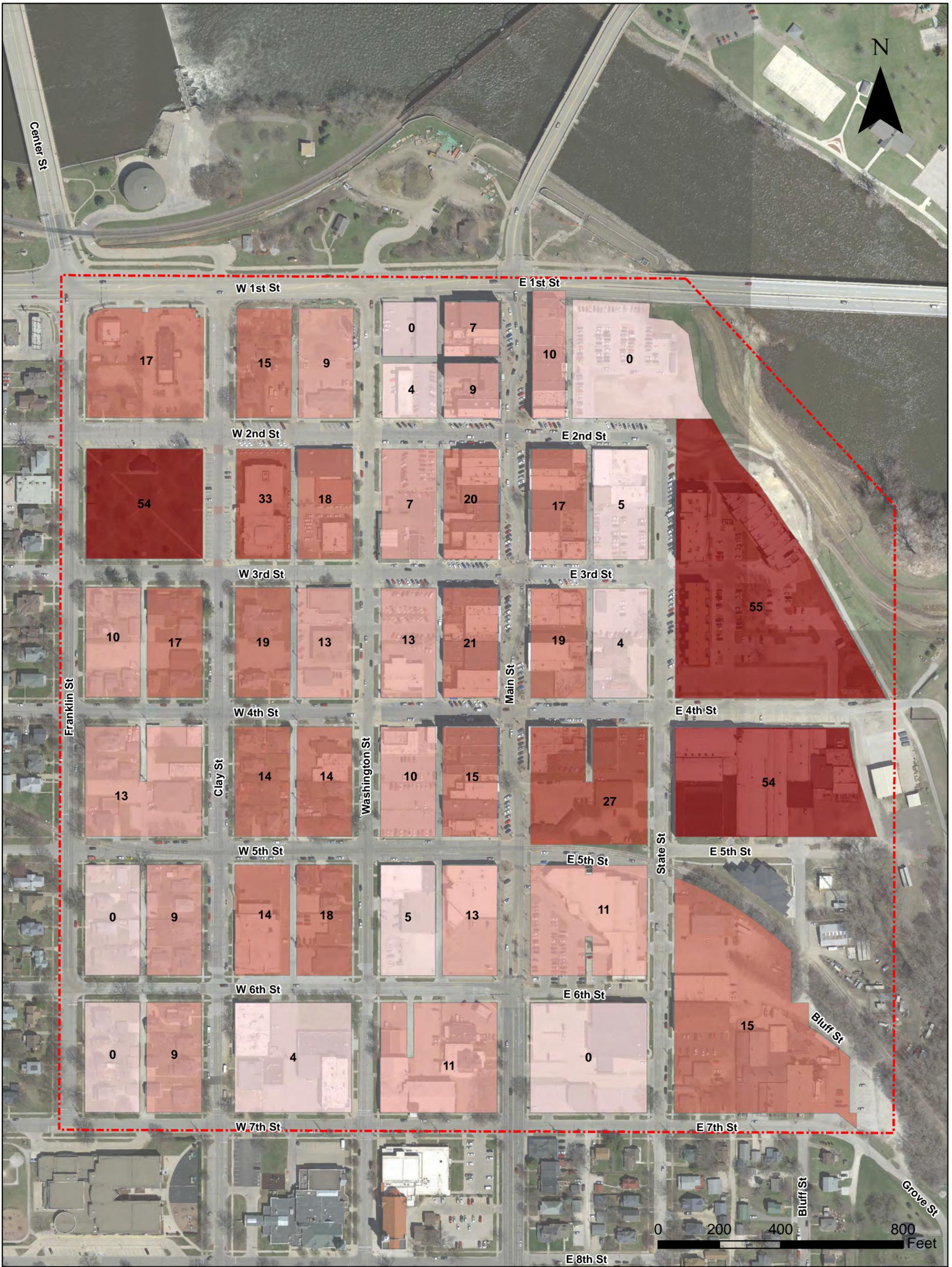


Downtown Parking Analysis | Cedar Falls, IA

Parking Availability by Block
(On-Street Parking and Off-Street Parking)

1951 Total Spaces

 Project Boundary

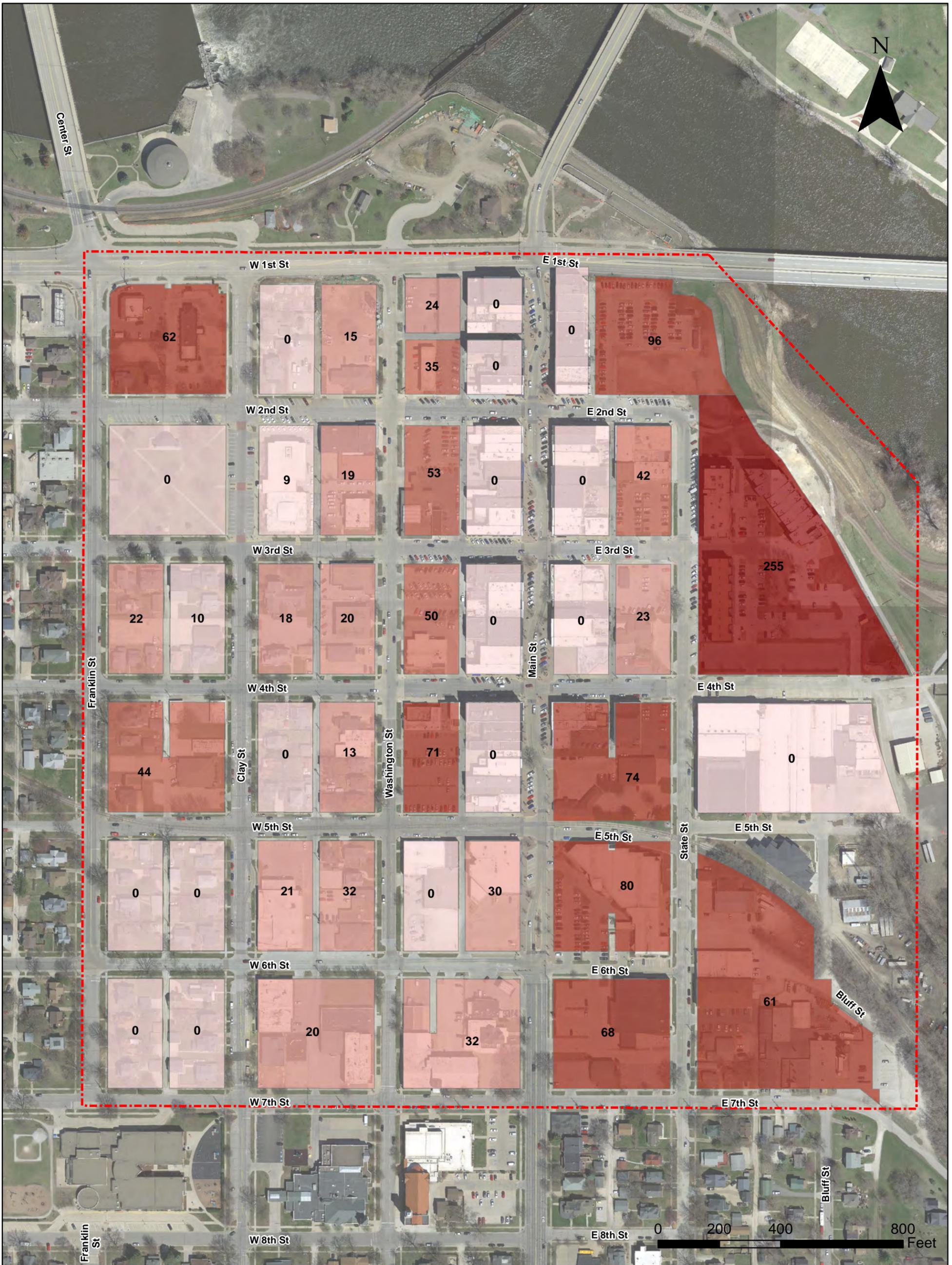


Downtown Parking Analysis | Cedar Falls, IA

Parking Availability by Block
(On-Street Parking)

652 Total Spaces

 Project Boundary



Downtown Parking Analysis | Cedar Falls, IA

Parking Availability by Block
(Off-Street Parking)

1299 Total Spaces

 Project Boundary



Downtown Parking Analysis | Cedar Falls, IA

On-Street Parking & Off-Street Parking Inventory

1951 Total Spaces





MAYOR ROBERT M. GREEN

CITY OF CEDAR FALLS, IOWA
220 CLAY STREET
CEDAR FALLS, IOWA 50613
PHONE 319-273-8600
FAX 319-268-5126
www.cedarfalls.com

Zerobean

FROM: Mayor Robert M. Green

TO: City Council

DATE: October 12, 2021

SUBJECT: **Appointment of Planning and Zoning Commissioners**

REF: (a) Code of Ordinances, City of Cedar Falls §18-19: Planning and Zoning Commission
(b) Iowa Code §69.16A: Gender Balance

1. In accordance with the candidacy and qualification requirements of reference (a), I hereby nominate the following individuals for appointment to the Planning and Zoning Commission:
 - a. Dr. Kristin Moser – term ending 11/01/2026
 - b. Ms. Hannah Peterson -- term ending 11/01/2026
 - c. Dr. Oksana Grybovych Hafermann – term ending 11/01/2022 (fills vacancy)
2. Per council directive, council interviews have been scheduled with these three candidates for Monday, October 18th in Committee of the Whole. These appointments will then be included on the regular City Council meeting agenda for Monday, November 1st.
3. I also intend to provide the City Council with a re-appointment letter for an additional Planning and Zoning Commission member for your approval at the November 1st city council meeting, at the same time as the above three new members. Per past council consent, no interview will be scheduled for this re-appointment.
4. These appointments would maintain gender balance on the Planning and Zoning Commission, as required by reference (b).

Encl: Applications and Candidate Questionnaires for Moser, Peterson, and Grybovych Hafermann

Xc: City Administrator
Director of Community Development
Planning and Community Services Manager
Planning and Zoning Commission Chair

###



GENERAL APPLICATION FOR APPOINTMENT TO CITY BOARDS & COMMISSIONS

Item 3.

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: **Oksana Grybovych Hafermann** Gender: **F** Date: **8/5/2021**
First MI Last

Home Address: **1720 Cottage Lane** Home Phone: **319-830-0212**

Work Address: **SEC 150G, University of Northern Iowa** Work Phone: **319-273-6819**

E-mail Address: **oksana.grybovych@uni.edu** Cell Phone: **319-830-0212**

Employer: **University of Northern Iowa** Position/Occupation: **Associate dean**

If Cedar Falls resident, length of residency: **17** City Ward: **1** 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).

Active professional engagement w/ Visitors and Tourism Bureau, Main Street, Historical Society, and other nonprofits
Currently serving on a board of Experince Waterloo. Previously served on a board of the People's Community Health Clinic.

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

Professional experience in community development, planning, citizen engagement in planning and decision making, and economic impacts.

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

I am passionate about our community and am always seeking the ways to make an impact. My kids volunteer with several nonprofits including the Hearst Center for the Arts, Main Street etc.

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.

NA



PLANNING & ZONING COMMISSION CANDIDATE QUESTIONNAIRE

Item 3.

Name: **Oksana Grybovych Hafermann**

Date: **9/9/2021**

Can you regularly attend commission meetings on the 2nd and 4th Wednesdays of the month at 5:30pm? Yes No

1. Why are you interested in serving on the Planning and Zoning Commission?

I love the Cedar Valley community. It has become my home and is a home to my family. The wellbeing and quality of life of this community are very important to me. With background in tourism planning and community development, I can bring valuable perspective to the board.

2. What do you believe is the purpose and value of the Planning and Zoning Commission?

To support community development efforts by balancing and enhancing land use and development in the area. To bring community together to make decisions that would improve livability of community. To examine, review, propose and implement innovative practices.

3. What is the city's appropriate role in community growth, as it relates to planning and zoning?

To innovate and support efforts to improve the quality of life of our community.

4. Staff is charged with using the ordinances and their professional experience to evaluate proposals on the factors set forth in City ordinances and adopted plans. Describe your experience reviewing reports, developing analytical questions, and respectfully discussing that in a meeting. How would you be part of that dialogue?

As an academic, reviewing proposals and reports is not new to me. I look for best practices, efficiencies, and impacts on the community as well as residents. I use data to inform but not to drive my opinions.

5. What resources and activities would you use to be an informed Planning and Zoning Commissioner?

I utilize data - current and historical, best practices and case studies to make informed decisions. Additionally, I follow local, national and international news, and actively engage with planning and community development professional organizations.

6. Please list your organizational and relational connections which might pose potentials conflict of interest for items under consideration by the Planning and Zoning Commission.

NA

Please send this completed Candidate Questionnaire by the published deadline to:

City of Cedar Falls, Boards & Commissions, 220 Clay Street, Cedar Falls, IA 50613, fax to (319) 268-5126, or e-mail to boards@cedarfalls.com. You will be notified shortly if selected as a Finalist for the appointment



GENERAL APPLICATION FOR APPOINTMENT TO CITY BOARDS & COMMISSIONS

Item 3.

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: **Kristin Moser** Gender: **F** Date: **8/4/2021**
First MI Last

Home Address: **1809 Oakland Ave** Home Phone:

Work Address: **UNI** Work Phone: **319-273-3103**

E-mail Address: **kristin.moser@uni.edu** Cell Phone: **319-230-6181**

Employer: **UNI** Position/Occupation: **Director, Institutional Effectiveness**

If Cedar Falls resident, length of residency: **20+** City Ward: **5** 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).

Strategic Plan Coordinating Committee chair, UNI, 2020 to present
Association for Institutional Research National Strategy Committee, 2015 thru 2016
CF Schools Allergy Action Plan contributor, writer, 2011
President and board member, Mid-American Association for Institutional Research, 2005-2008

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

I have served on several professional boards, as member and as chair/president, in the past 15 years. I have also led a variety of campus wide initiatives at UNI, most recently the HLC reaccreditation effort where I led over 100 people at UNI to successful reaffirmation of accreditation. I chair several councils on campus, and sit on the President's Cabinet as well.

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

In a quest to get more involved in the community and give back to the city I have called home since I came here as an undergraduate student at UNI (minus a stint in Arizona after graduation to complete my graduate degree), I am seeking a position on the P&Z Commission. I am fair and level headed, analytical and thoughtful, and will bring an objective perspective to the board.

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.



PLANNING & ZONING COMMISSION CANDIDATE QUESTIONNAIRE

Item 3.

Name: **Kristin Moser**

Date: **8/17/2021**

Can you regularly attend commission meetings on the 2nd and 4th Wednesdays of the month at 5:30pm? Yes No

1. **Why are you interested in serving on the Planning and Zoning Commission?**

I have always had a desire to get involved at the local level. After encouragement to apply from several community members, I decided to throw my name in for candidacy as a way to give back to this community that I love. I also have extensive planning experience through my position at UNI and believe I would be a valuable asset to the commission.

2. **What do you believe is the purpose and value of the Planning and Zoning Commission?**

The P&Z Commission should serve in an advisory capacity to city leadership. The commission should listen to community members to understand the needs of the community. The commission's role should be to uphold ethical standards at the highest level.

3. **What is the city's appropriate role in community growth, as it relates to planning and zoning?**

Growth in Cedar Falls needs to be balanced with the need to maintain vibrancy in all areas of Cedar Falls. The expansion to the south of the city is exciting and needed, however this can be complimented with intentional planning relative to empty structures and storefronts in "older" parts of town.

4. **Staff is charged with using the ordinances and their professional experience to evaluate proposals on the factors set forth in City ordinances and adopted plans. Describe your experience reviewing reports, developing analytical questions, and respectfully discussing that in a meeting. How would you be part of that dialogue?**

I am the Director of Institutional Effectiveness and Planning at UNI. I have 20 years of experience asking questions, analyzing information and data, providing recommendations to leadership and presenting that information at a local/university, regional and national level.

5. **What resources and activities would you use to be an informed Planning and Zoning Commissioner?**

I would look to existing plans within the community, especially those with a vision toward innovative growth in the community, such as Imagine Downtown and Imagine College Hill. I would also use my experience at UNI to inform my work on the commission.

6. **Please list your organizational and relational connections which might pose potentials conflict of interest for items under consideration by the Planning and Zoning Commission.**

None that I can think of at this time.

Please send this completed Candidate Questionnaire by the published deadline to:

City of Cedar Falls, Boards & Commissions, 220 Clay Street, Cedar Falls, IA 50613, fax to (319) 268-5126, or e-mail to boards@cedarfalls.com. You will be notified shortly if selected as a Finalist for the appointment



GENERAL APPLICATION FOR APPOINTMENT TO CITY BOARDS & COMMISSIONS

Item 3.

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Name: Hannah E Peterson Gender: F Date: 9/22/2021

Home Address: 624 W 20th Street Home Phone:

Work Address: Work Phone:

E-mail Address: hannahdotpeterson@gmail.com Cell Phone: 319-231-4283

Employer: AgencyBloc Position/Occupation: Sr. QA Analyst

If Cedar Falls resident, length of residency: 27 years City Ward: 4 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).

College Hill Partnership Vice President - May 2021 to present, Cedar Falls Historical Society volunteer - October 2019 to present, Stone Soul Picnic board member - May 2020 to present, served as project lead on a team assembled by Mayor Rob Green that researched and wrote award citations for the Representative Citizen Award, Saint Patrick's Church Garage Sale volunteer

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

Highly experienced in team centered and collaborative work, administrative work, and taking technical or lengthy information and making it understandable to a more broad audience.

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

Having lived outside of the Cedar Valley, including Los Angeles and Salt Lake City, I have a new perspective of the town I was born and raised in. I would like to serve on a city board or commission to connect with people in our community, and be of service to them in any way that I can. I believe I can contribute a unique perspective as someone who has lived outside of Cedar Falls, has a passion for our community's history, and is excited to do the work to move our community forward.

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.

Vice President of the College Hill Partnership

Please e-mail completed this application to boards@cedarfalls.com or mail to Mayor, City of Cedar Falls, 220 Clay Street, Cedar Falls, IA 50613 You will be contacted to submit a Candidate Questionnaire when a board vacancy occurs.



PLANNING & ZONING COMMISSION CANDIDATE QUESTIONNAIRE

Item 3.

Name: **Hannah Peterson**

Date: **9/22/2021**

Can you regularly attend commission meetings on the 2nd and 4th Wednesdays of the month at 5:30pm? Yes No

1. **Why are you interested in serving on the Planning and Zoning Commission?**

My interest in serving on the commission is twofold. I would love to be an active participant in seeing our community grow, and gain a greater understanding of the process in which that happens. In the future, I would like to become more involved in city government, such as city council, and I believe this commission is an excellent stepping stone.

2. **What do you believe is the purpose and value of the Planning and Zoning Commission?**

I believe the purpose of P&Z is to help make informed decisions about the growth of our community. I believe P&Z can add value by both preserving and creating character within our community. P&Z adds value by being able to look at goals set by both the greater community and individual groups/citizens, and find ways to help achieve those goals.

3. **What is the city's appropriate role in community growth, as it relates to planning and zoning?**

I believe the city's role in P&Z is to ensure the commission is a representation of the community as a whole, and then utilize the commission to make help facilitate progress.

4. **Staff is charged with using the ordinances and their professional experience to evaluate proposals on the factors set forth in City ordinances and adopted plans. Describe your experience reviewing reports, developing analytical questions, and respectfully discussing that in a meeting. How would you be part of that dialogue?**

As a Quality Assurance Analyst it is my job to review business requirements, and ensure the work (websites or software) delivered matches those requirements while also meeting industry standards. I am an integral part of a cross-functional team that reviews client needs, and then collaborates to develop a product that meets those needs. This experience has taught me to be an active listener, to think as a user, to never be afraid to ask questions, and always be respectful of those who are at the table and those who are not.

5. **What resources and activities would you use to be an informed Planning and Zoning Commissioner?**

Any that are available to me! P&Z represents the community so being informed is critical. I would participate in community events and explore all of the city to see how it is currently being used. I would utilize historical documents, public records from other communities with similar or different goals, and our invaluable city staff.

6. **Please list your organizational and relational connections which might pose potentials conflict of interest for items under consideration by the Planning and Zoning Commission.**

Vice President of the College Hill Partnership

Please send this completed Candidate Questionnaire by the published deadline to:

City of Cedar Falls, Boards & Commissions, 220 Clay Street, Cedar Falls, IA 50613, fax to (319) 268-5126, or e-mail to boards@cedarfalls.com. You will be notified shortly if selected as a Finalist for the appointment