

City of Coralville, Iowa Goal Setting Report 2018

Mayor

John Lundell

City Council

Tom Gill

Mitch Gross

Laurie Goodrich

Jill Dodds

Meghann Foster

City Staff

Kelly Hayworth, City Administrator
Ellen Habel, Assistant City Administrator



Facilitated by:

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**CITY OF CORALVILLE, IOWA
GOAL SETTING SESSION
2018**

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CITY OF CORALVILLE, IOWA

GOAL SETTING SESSION

2018

Introduction

The City of Coralville requested the Institute of Public Affairs (IPA) to assist the city with goal setting. IPA agreed to organize and facilitate a process that involved the following steps:

1. Prepare a questionnaire to identify recent accomplishments, issues/trends/concerns, potential new initiatives/programs/policies, and suggestions to improve organizational effectiveness.
2. Conduct a goal-setting session with the elected officials
3. Preparation of this final report.

Goal Setting Work Session

City elected officials held a work session conducted by the IPA on January 30, 2018. In attendance and participating at this meeting were Mayor John Lundell and City Council Members Tom Gill, Mitch Gross, Laurie Goodrich, Jill Dodds, and Meghann Foster. Also in attendance and participating in this session were City Administrator Kelly Hayworth and Assistant City Administrator Ellen Habel.

Major Accomplishments

The following were identified as major city accomplishments during the past two years:

Infrastructure/Flood Mitigation

- Final steps of flood mitigation
- Clear Creek Flood Wall
- Mini roundabout at 12th and Holiday
- Storm Water Initiatives
- 5th Street reconstruction completed
- Coral Ridge Avenue up to Oakdale
- Stop light sync and new street lights on Hwy 6
- West Land and Scanlon Farms and Bridgewater infrastructure
- Water plant and waste water expansion – plans completed; projects in process

Economic Development

- Iowa River Landing
 - Opening of Trader Joe's
 - Kudos to those directly involved in retail & business
 - Increased occupancy
 - U of Iowa Clinic
 - Various condos and apartments
 - Hotel development
- Bridgewater Development Plan
- Oakdale Research Park businesses
- Encouraging Job market
- New development and growth (5th St etc.)
- Arena project - securing arena through state grant and ongoing ARENACO
 - Very complex project with many key partners and collaborations

Finance/Budget

- Adoption and implementation of financial policies
- Refinancing debt at lower interest rates
- Tax Levy Rate the same
- TIF accomplishments
- Continued goals to pay down debt
- Stabilize Marriott budget

Major Accomplishments (continued)

City Operations/Facilities

- Ash Borer Tree policy and implementation
- West Land Use Master Plan Completed
- Updates - Library, recreation pools, library media, software
- City lease of old Post Office to Food Pantry
- Fireworks Ordinance

Public Safety

- New Police Chief hire and transition

Parks & Rec

- Recreation expansion – Creekside Single Track Trail & Cross Trek Park
- Trail system additions

Housing

- Progress on affordable housing
 - Habitat for Humanity collaborations
 - Boston Way renovations
 - Efforts to secure funds for housing rehabilitation
- Defined affordable housing and measures taken at many levels to provide work force housing, options for seniors and available starter homes
- Workforce Housing/Tax Credits
- Senior Housing boom
- Lantern Park low income senior housing
- Code modifications regarding rental occupancy & Air BNB

Other

- Influenced sale and clean-up of individual properties Boston Way area, Hughes & Fairchild area, IRL, others
- Increased attendance and participation at community meals, community events, etc.
- Community meal events with the Rec Center, Library and Food Pantry
- 24/7 Recycling
- Removal of substandard properties – 5th St, 10th Ave, 1st Ave.

Issues, Concerns, Trends, and Opportunities

The following were identified as issues, concerns, trends, and opportunities that may affect future city services, policies, finances or operations:

Budget/Finance

- Continue to manage/pay down City's debt
 - Public perception of city debt
- Follow through on funding streams for Arena Project
- Potential loss of state backfill

Economic Development

- Grow and market Oakdale Research Park to promote economic development
- Business location tendencies are to build towards north corridor
- Shifting retail trends (brick and mortar vs. online shopping)
- UI Health Care delay of the IRL Clinics second building
- (Short term) Impact on adjoining businesses by the 1st Avenue reconstruction project
- Careful review of any Brown Deer golf course hotel project
- Unknown future of Scanlon property
- Need to implement West Land Use Area plan
- Concern about future Rockwell facilities
- No sunset on remaining TIFs until all infrastructure is complete
 - Impact of potential state legislative changes

City Operations/Facilities/Services/Personnel

- Sign regulations including Sign Ordinance
- Some residents: Coralville does these big flashy projects, why can't residents have this and that done for them
- Trend of transit ridership decreasing
- Food Pantry issues - need for permanent location, relationship w city departments, services provided, funding, operational issues
- Access Center ~ funding, organization, operation, training
- Light Rail
- Continue monitoring customer service within departments
- Planning for upcoming department head retirements
- Increase ADA compliance, staff training, etc.

Issues, Concerns, Trends, and Opportunities (continued)

Infrastructure

- Road reconstruction of 1st Ave and Coral Ridge Avenue headaches
- Traffic congestion at the 1st Avenue and 9th Street intersection until interchange is reconstructed
- I-80/I-380 interchanges project – impacts on traffic flow, business

Housing

- Availability of affordable housing

Public Safety

- Newer law enforcement staffing
- Community engagement
- Crisis in Training – de-escalation techniques training

Parks & Rec

- Need to replace and/or refurbish the Recreation Center
- Trend toward smaller parks, benches, etc. in neighborhoods – walkability

Governance/Organizational/Intergovernmental

- Iowa Legislature
- Loss of Home Rule decision making by state and federal overrides
- Legislative decision for future years regarding commercial, industrial and multi-family residential rollback
- Relationship/interaction between School District and City of Coralville

Demographics

- Shifting community demographics: how are we responding?
- Increasing needs of low income citizens ~food, housing, transportation, employment
- Increasing needs of seniors ~housing and services

Other

- Isolation of Kirkwood Elementary kids/neighborhood
- Impact of influx of construction workers into area

On-Going Commitments

The following were identified as on-going commitments for the upcoming 24 month period:

- Iowa River Landing Project
 - UIHC project – Phase II
 - Commercial development
 - Residential development
 - Investigate new possible strategies for filling Iowa River Landing retail
- Implement Iowa Reinvestment Project Arena District
- Implement 1st Ave improvement project from 6th to 9th
- I-80/1st Avenue interchange project
- I-80/I-380 interchange project:
- Implement Hwy 965 project from Forever Green Road to Oakdale Blvd
 - Forever Green Rd interchange
- Implement Water Plant upgrade
- Implement Waste Water Plant reconstruction
- Update Sign Ordinance
- Update plan to improve recreation center; develop financing plan
 - Consider recommendations regarding senior citizen needs/issues
- Discuss affordable housing issues
- Continue to implement financial policies; continue to pay down debt
- Make a decision regarding the Regional Crisis Access Center
- Continued refurbishing of the Marriott

New Priority Projects, Programs, Policies and Initiatives

The participants reviewed potential new programs, policies and initiatives for consideration and selected the following as priorities for the upcoming 24 month period (listed in priority order):

- 1 (Tie) Create/hire Coralville Economic development Coordinator
- 1 (Tie) Develop and implement a plan to preserve/revitalize Old Coralville, to include:
 - Designate a historic district
 - Keep the area intact R1
 - Percent of the area rental
 - Complete infrastructure upgrade
- 3 (Tie) Develop plan for new/replacement recreation center/community center potentially incorporating a food pantry
- 3 (Tie) Review communications policies, protocols, etc.; refine and develop a dedicated PR/strategic communications plan
- 5 Develop policy regarding affordable housing

A complete list of all programs and initiatives considered by the Mayor and City Council members is attached as **Exhibit A**.

Policy Agreements

Mayor and Council agreed that the following issues should be reviewed and discussed in greater depth at council work sessions:

- Financial and verbal support of Coralville transit services through off-years of riders due to roadwork
- Review ordinance regulating size and location of parking areas added to property owner's yards
- Affordable housing

Final Comments

It was a pleasure to again assist the City of Coralville with this goal setting process.

It is important to note that the prioritization of projects and initiatives is not “cast in stone.” They can be modified as new circumstances may occur.

It is recommended that staff prepare an “action plan” for accomplishing the planning goals. The action plan would define the steps that would be needed to accomplish each goal, identify who is responsible for implementation, and establish a timeline for accomplishment. The action plan should then be presented to the City Council for review and approval. It is also recommended that staff review with the City Council the status of implementing the goals on a regular basis.

Jeff Schott
Institute of Public Affairs
University of Iowa
January 31, 2018

Exhibit A

CITY OF CORALVILLE
Goal Setting Session – 2018

SIGNIFICANT NEW INITIATIVES OR PROGRAMS CONSIDERED

- Creation/hiring of Coralville Economic Development Coordinator
- Evaluate housing inspection program
- Develop plan for new recreation center/community center incorporating a food pantry
- Identify infrastructure projects to take advantage of available TIF revenues
- Provide financial incentives to retain commercial businesses in Coralville
- Develop and implement a plan to preserve/revitalize Old Coralville, to include:
 - Designate a historic district
 - Keep the area intact R1
 - Percent of the area rental
 - Complete infrastructure upgrade
- Designate new TIF commercial districts
- Roundabout – 10th & 5th
- Continue investigating partnership with Michael Lee about international development.
- Review communication policies, protocol, etc; refine and develop dedicated PR / strategic communication plan
- Detailed planning/oversight of the development resulting from the Forever Green Road/I-380 interchange. Goal is to have the Coralville portion of this area be clearly superior to the NL and Tiffin developments. Opportunity to build an impressive gateway to the Coralville community from the beginning versus later redevelopment.
- Redevelopment of 1st Avenue former Hawkeye Redi-Mix property and area south of Iowa River Power parking lot.
- Assist with finding permanent location for CEFP

Exhibit B
AGENDA

CITY OF CORALVILLE
GOAL SETTING - 2018

TUESDAY, JANUARY 30, 2018

3:00 – 7:00 PM

Coralville Marriott

Private Dining Room

1. Introductions and Opening Comments
 - a. Name, Tenure, and Background
2. General Overview of the Meeting and the Strategic Planning Process
 - a. The Ground Rules for this session
3. Progress Report and Update –2016 Goal Setting Report
4. Review Recent City Accomplishments (2016-2018)
5. Review Issues, Concerns, and Trends
 - a. Review Results of Questionnaire
6. Identify On-Going Commitments/Priorities
7. New Priorities - Programs, Policies, Projects and Initiatives
 - a. Review Results of Questionnaire
 - b. Explanations, clarifications, revisions, deletions, additions of Programs, Policies, Projects and Initiatives
 - c. Ranking of Priorities
 - d. Discuss implementation of selected priorities
8. Discussion regarding organizational effectiveness
 - a. Review Results of Questionnaire
9. IPA Report to the Mayor and City Council – 2018 Goal Setting Process
 - a. Development of Action Plan
 - b. Importance of Quarterly Updates
10. Questions, comments, and suggestions
11. Adjourn

