

# City of Coralville, Iowa Goal Setting Report 2012

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## Mayor

Jim Fausett

## City Council

Tom Gill

Mitch Gross

John Lundell

Bill Hoeft

Jill Dodds

## City Administrator

Kelly Hayworth, City Administrator  
Ellen Habel, Assistant City Administrator



## Facilitated by:

*Jeff Schott*

*Institute of Public Affairs*

*University of Iowa*

# CITY OF CORALVILLE, IOWA GOAL SETTING REPORT 2012

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# **CITY OF CORALVILLE, IOWA**

## **GOAL SETTING REPORT**

### **2012**

#### **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 a final report.

#### **Goal Setting Work Sessions**

City elected officials held work sessions conducted by the IPA on February 21 and March 5, 2012. In attendance and participating at these meetings were Mayor Jim Fausett, City Council Members Tom Gill, Mitch Gross, John Lundell, Bill Hoeft and Jill Dodds. Also in attendance and participating in the session were City Administrator Kelly Hayworth and Assistant City Administrator Ellen Habel.

## **Major Accomplishments**

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

- Progress in the Iowa River Landing:
  - Infrastructure
  - Public improvements
  - Flood protection
  - Trails and boardwalks
  - Development agreements with UIHC
  - Hotel
  - Brewery
  - Von Maur
  - Continued cohesive message of Iowa River Landing development—keeping it forward, working the plan
- Completion and opening of the Coralville Center for the Performing Arts
- Clear Creek Bridge, 1<sup>st</sup> Avenue Improvements and associated flood protection
- Dogged pursuit of funding for and completion of flood mitigation projects
  - IJOBS I and II,
  - EDA
  - CDBG, etc
- Design and construction of Parks and Transit Building
- Youth Sports Park completed and operational
- Taxi ordinance update
- Steady tax rate and provision of efficient and cheap water/sewer to citizens
- Annexation agreement between North Liberty and Coralville
- Fire Station #2
  - Successful implementation of residential program
  - Ladder truck
  - Additional firefighters
- Continued commercial expansion of businesses to Coralville, such as Costco, Civco, MediRevv, Theisen's, Edu Invest, IDT, etc.
- Successfully hosted RAGBRAI
- Partnering with the Borlaug School
- Successful opening of Joint Emergency Communications Center
- Staff winners of the Severson Charity Challenge benefiting citizens of Coralville via the Coralville Ecumenical Food Pantry
- CVB, City and community quality of life events: FRY Fest, BrrrFest, 4thFEST
- Connection newsletter
- Hiring of professional staff at the CCPA
- Continued progression with FEMA related flood recovery efforts

### **Major Accomplishments (continued)**

- Acquisition and removal of flood damaged homes on Edgewater Drive and Old Town
- One of the few entities within the IMWCA pool to receive Best Practices Award two years in a row
- Addition of an Assistant position within the Streets and Solid Waste Department
- BookMarks: Book Art in Johnson County Project
- Completion of Library remodel and expansion
- Oakdale Boulevard extension
- James Street Extension
- Completion of final phase of Highway 6
- Water/sewer main replacements on 1<sup>st</sup> Avenue
- Water and sewer service to Camp Cardinal area to serve future and proposed development
- Updates at wastewater/system improvements
- Implementation of automated garbage pickup
- Website
  - Staff commitment to continued development
  - New web site
  - Addition of work session notes on web site
- On-line utility payments
- Successful transition to monthly residential utility billing
- Incentives to bring new business to Coralville

## **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:

- Increasing needs of low income residents in our community: Food Pantry needs, Low income housing, assistance seeking employment, etc.
- Loss of experienced, top level employees to retirement
- Financial issues:
  - High debt level and concern about long-term fiscal stability
  - Decrease in bond rating /Moody's report – public perception
  - TIF reform yet to be determined by the Legislature
  - Marriott/ Hotel finances
- Negative public image and community perception as a result of the Von Maur arrangement and subsequent investigation into Coralville's use of Tax Increment Financing
  - Broken trust and weakened relationships with neighboring community, County, and some in business community
  - Ineffective efforts by Oliver McMillan to adequately protect the image of the city in deals/documents/events related to the Iowa River Landing
    - ✓ Insufficient public relations efforts
    - ✓ City being too reactionary in the arena of public relations
  - Timing and process of Von Maur announcement
- Impact of potential commercial/industrial property tax reform legislation on city revenues
- Continued need for open and transparent government
- Too many properties still owned by the city instead of being returned to the private sector
- Relationship with area developers in the Citizens for Responsible Growth and Taxation group
- Loss of tax base as a result of state policies on condo conversions and co-op legislation
- Reduced revenues and funding opportunities
- Increased water bill delinquency
- Traffic congestion on Coral Ridge Avenue and necessary improvements, especially Holiday to Oakdale
- Interstate 80/1<sup>st</sup> Avenue interchange
- Budget constraints preventing infrastructure repair and improvements
- Continued increase in traffic on 1<sup>st</sup> Avenue and 2<sup>nd</sup> Street
- Completion of Oakdale Boulevard to Dubuque Street
- Street improvements and repairs
- Funding to finalize flood mitigation projects
- Funding to expand infrastructure into new growth areas
- Ongoing financing of IRL improvements/developments
- Population growth and associated necessary infrastructure improvements

## **Issues, Concerns, Trends, and Opportunities (continued)**

- How to provide better support to at-risk youth, those new to the community
- Loss of low income housing following 2008 floods
- Lack of development south of 5<sup>th</sup> Street between 6<sup>th</sup> Avenue and 10<sup>th</sup> Avenue
- Decline of residential building/growth
- Duck/geese droppings around S.T. Morrison Park
- Cost vs Benefit analysis of involvement outside municipal responsibilities i.e. KCJJ; Festivals; RAGBRAI
- Increasing demands and expectations of staff/city involvement in festivals
- Keeping employees on the same page of developing and maintaining a wonderful quality of life and that citizen needs change so the city needs to adapt and change
- Lack of citizens willing to serve on boards and commissions
- Multi-year financial planning, especially with 2018/19 TIF sunset approaching
- Increased and changing IRS regulations for bonding

## **On-Going Commitments**

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

- Flood remediation projects
- Complete flood buy-outs – property acquisition
- Iowa River Landing Project
  - UIHC project
  - Commercial development
  - Housing
  - Intermodal facility
- Interchange at I-80
- Redevelopment of city-owned land
- Continue downtown improvements
- Identify funding for 1<sup>st</sup> Ave improvements
- Obtain funding for Hwy 965 from Forever Green Road to Oakdale Blvd
- Obtain balance of funding needed for Hwy 965 from Holiday Road to Oakdale Blvd improvements
- Complete Oakdale Blvd extension to Dubuque St.
- Maintain fiscal stability
- Community Gardens
- Continue inspection and enforcement of buildings and nuisances
- Implement program to promote higher density/high quality housing opportunities in infill areas

## **New Priority Projects, Programs, Policies and Initiatives**

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

- 1 Update Comprehensive Plan and Zoning Ordinance
- 2 (Tie) Develop plan for North Annexation Area
- 2 (Tie) Develop plan to show how debt can be reduced/paid off
- 3 Develop West Land Use Plan

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

## **Organizational Effectiveness**

Mayor and Council reviewed and discussed a variety of ideas relating to improving organizational effectiveness to accomplish the selected goals and priorities. After this review and discussion, the following initiatives were to improve organizational effectiveness:

- Continue to explore ways to improve relations with neighboring communities, School District and County
- Improve effective communications:
  - Provide more information/updates to council on sensitive/important projects (e.g., CCPA 2<sup>nd</sup> floor commercial)
  - Provide generalized updates to council regarding economic development trends/activities on a quarterly basis
  - Provide staff training on media relations
- Enhance council work sessions:
  - Significant items on council agendas should be discussed previously at work sessions
  - Identify processes for councilor input on work session agendas
  - Provide periodic updates on departmental activities, economic development trends/activities
  - When possible, try to distribute informational items for work sessions ahead of time to optimize preparedness for informed discussion
- Investigate ways to improve oversight of contractors
- Hold consultants to higher standards of production and accuracy of work



## **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 quarterly basis.

Jeff Schott  
Institute of Public Affairs  
University of Iowa  
March 6, 2012

Exhibit A

**CITY OF CORALVILLE**  
**Goal Setting Session – 2012**

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**SIGNIFICANT NEW INITIATIVES OR PROGRAMS CONSIDERED**

- Develop plan for North Annexation Area
- Plan to show how debt can be reduced/paid off
- West Land Use Plan
- Land use plan south of 2<sup>nd</sup> Street
- Land purchase policy
- Contract for professional assistance from a public relations firm
- Improve relations with Iowa City and Johnson County  
Update Comprehensive Plan and Zoning Ordinance
- Underground all utilities
- Complete waste water plant expansion and renovations
- City business recognition program
- Community Health Goal #1: Confront the steadily increasing need for food assistance; by creating awareness of the Coralville Ecumenical Food Pantry and supporting a quarter time staff person who would engage the business community in collaborative fundraising efforts.
- Community Health Goal #3: Complete a community assessment of Coralville's senior population to evaluate their social, physical, emotional and intellectual needs.
- Decision on cameras for traffic control
- Update ordinances for parades, block parties, peddlers and transient merchants
- Financial policies – reserves, contingencies, etc.
- Begin search for funding opportunities and implementation of the Iowa Riverfront Master Plan recommendations
- Review policy on maintenance of city owned green spaces
- Establish comprehensive design and architectural standards for all site development