CORALVILLE WEST LAND USE MASTER PLAN AND DESIGN GUIDELINES

City of Coralville, Iowa
March 2015
# Overview

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Previous Planning Efforts and Documents
City of Coralville, Iowa Community Plan – 2014  
(Completed by Houseal Lavigne Associates)

Stakeholder Interviews
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Introduction
Overview

In 2014 the City of Coralville adopted a new Community Plan to provide a framework for growth. One of the most important growth areas identified in that plan is the West Land Use Area located between I-380 and Coral Ridge Avenue/Highway 965, south of Forevergreen Road, and north of I-80. The City is moving forward to further clarify the vision for this prominent and environmentally sensitive area which is the largest remaining undeveloped tract in the City.

The planning efforts focus on creating a detailed master plan as well as developing design guidelines for the area. As part of this effort, the City hired a consultant team of city planners, urban designers, landscape architects, and engineers led by the landscape architecture and planning firm Confluence to provide the following services:

1. Market Analysis
to assist in refining land use districts in the project area

2. Visioning and Public Input
working with City staff, the steering committee members, property owners, stakeholders and the public to gather ideas, goals and vision for this area of the community

3. Master Planning
assessing and refining the current community plan land use map to a more detailed level and develop a detailed, yet conceptual master plan for the area

4. Development Guidelines and Zoning Overlay
working with City Staff, the Steering Committee members, property owners and other stakeholders to develop appropriate guidelines and zoning regulations for the plan area

5. Fee District Analysis
analyze existing sanitary sewer, water main, and storm water fee districts
This project process is multifaceted and comprehensive in its approach with four phases as shown in the timeline matrix exhibit and outlined on the facing page.
**Project Phase Descriptions**

**Phase One - Project Initiation**

In order to provide a well thought out and appropriately designed West Land Use Area Master Plan, it is essential to have a complete understanding of the existing conditions, and other influential factors that will affect the outcome of the project as well as a full understanding of the City’s and public’s goals and vision for its development. This was the focus of phase one - Project Initiation which is now complete.

This phase included gathering data, making site visits, providing a market analysis and projections and gathering input from people who work and live in the area as well as feedback from key stakeholders. Significant input was gathered through a public open house, a steering committee meeting and individual meetings with property owner stakeholders.

**Phase Two - Master Planning**

Results from the Project Initiation phase provide the basis for phase two - Master Planning. Using the 2014 Community Land Use Plan as a foundation as well as the information gathered, compiled and assimilated during phase one, the design team will develop master plan concepts that respond to the community’s desires and goals. This phase may include refinement of the Land Use Plan, modification of land use districts and definitions, concepts for community site features, plaza spaces, district signage, streetscapes, circulation and storm water management as well as absorption and build-out projections. Like the first phase, community feedback is essential for developing the best product and will be solicited through a community workshop and steering committee and stakeholder meetings as well as City Council and Planning and Zoning Commission input. In this phase, a conceptual master plan draft will be developed and presented to the public for further input and then finalized after public comments are received. The Master Planning phase of the project is programmed for a three month period ending at the beginning of June.
Phase Three – Design Guidelines and Standards + Zoning Overlay

The final two phases will run concurrently. During phase three, the design team will work with City staff, steering committee members and other stakeholders to create design guidelines that encourage development to occur according to the master plan vision. These guidelines provide direction to inform developers about the City’s expectations and requirements so that they may comply with the City’s overall goals and objectives. These guidelines will cover a variety of elements including site planning, street circulation, street access management and parking, architectural design, landscape and open space design, lighting and signage. Evaluation of the design review process and recommendations for a zoning overlay framework will be provided. As in other phases, City Council and Planning and Zoning Commission input, steering committee meetings and stakeholder and property owner meetings, and a community workshop are key to providing valuable input and public buy-in of the outcome.

Phase Four – Storm Water, Sanitary Sewer, and Water Infrastructure Analysis

Under phase four, the existing storm water, sanitary sewer and water main systems will be analyzed to verify capacity for the anticipated development based upon the desired Master Plan. A stormwater Master Plan will be developed utilizing the refined land use plan and concept master plan to incorporate storm water best management practices and provide a conceptual level storm management plan that will enhance public safety and environmental stewardship. The current storm water, sanitary sewer, and water main fee districts will be reviewed and evaluated.
Phase One: Project Initiation
Phase One Overview

This report provides a summary of Phase 1 – Project Initiation, the first of four phases that comprise the project. The goal of this phase was to collect data and mapping for the project area, provide a detailed market analysis and engage the stakeholders and public in community input and visioning.

The Consulting team held a kick-off meeting with the City project team comprised of key staff members including Kelly Hayworth, Ellen Habel, Dan Holderness, Jim Kessler, Scott Larson and Sherri Proud. The goal of the kick-off meeting was to set up project protocol, define the City’s goals and vision for the project and tour the project area. The group participated in several interactive exercises designed to gain insight into the project teams’ perception of and vision for the West Land Use Area.
**Phase One Overview**

- **Public Input Meeting**
- **Property Ownership Map with Land Use Overlay**
- **SWOT Analysis**
  - **Strengths**
    1. Location – proximity to high growth area and highways
    2. Open slate – “Sky’s the Limit”
    3. Last Chance – GO BIG (Last major development area in Coralville)
    4. Friendly property owners
    5. Natural resources
    6. Complimentary to other areas
    7. Center of the Corridor
  - **Opportunities**
    1. Keep the young people here
    2. Define community connectivity for the future
    3. Housing variety/density – Tech corridor
    4. Mix of uses including neighborhood retail
    5. Respect for preservation
    6. Job creation
    7. New gateway
    8. Arts & culture – lib/cultural
    9. Sustainability – BMP’s
    10. Increase age diversity
    11. Collaborate with North Liberty
  - **Weaknesses**
    1. Limited access
    2. Traffic
    3. Longevity of Western Hills Mobile Home Park
    4. Expensive development costs
    5. Expensive construction due to topography
    6. Competition to North
    7. Expensive infrastructure pressure vs. utility infrastructure
    8. Highway 965 traffic
    9. Regional retail plateau
  - **Threats**
    1. Transportation/project
    2. Not holding firm on policies/standards
    3. Iowa City competition
    4. Too dense?
    5. Future development pressure (increased traffic)
    6. North Liberty communication/coordination
    7. Competing retail development
    8. Unknown school bond/impact

**Site Inventory with Property Owner**
Exercise Results
(City Project Team)

Headline News Summary

In order to gather an idea of the City's desired outcome for the future implemented project, the team participated in a “Headline News” exercise where they were asked to conceive of mock newspaper headlines announcing the new and newsworthy changes that they imagine taking place following the development of the new West Land Use Area. They provided the following responses:

- West Coralville Offers All You Need
- New Coralville Development: The Place to Be (Mixed Use)
- Coralville Development for the Future
- Coralville Unveils a Winning West Plan
- Coralville Plans a Green West Border (Sustainable Preservation)
- Exciting New Plan for Coralville West Land Use Area
- Coralville’s New Vision
- Corridor’s New Place to Live!
- Live-Work-Play in New Coralville Place
- Coralville has More Success on Sustainable Planning
- Exciting New Project in Coralville Gives City
- Vibrant New Front Door at I-80 & I-380
Key Words

Key words identified during the “headline news” exercise provide perspective on the groups’ expectations and desires for the project. They provided the following responses:

<table>
<thead>
<tr>
<th>Live, Work, Play</th>
<th>All</th>
<th>Place</th>
<th>New Place</th>
<th>Sustainable</th>
<th>Future</th>
<th>Green</th>
<th>Exciting</th>
<th>Vibrant</th>
</tr>
</thead>
</table>

SWOT (Strengths, Weaknesses, Opportunities and Threats)

In addition, the City project team took part in a SWOT exercise where the members identified Strengths, Weaknesses, Opportunities and Threats of the project area from their perspective. The following summarizes the teams’ analysis:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Limited Access</td>
<td>Housing</td>
<td>Local Competition</td>
</tr>
<tr>
<td>Open Slate</td>
<td>Highway 965</td>
<td>Job Creation</td>
<td>Potential Traffic Congestion</td>
</tr>
<tr>
<td>Natural Resources</td>
<td>Development Cost</td>
<td>New Gateway</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mixed Use</td>
<td></td>
</tr>
</tbody>
</table>
Exercise Overview
(Steering Committee/Stakeholder Input)

To guide the planning process, the City formed a steering committee consisting of community stakeholders, elected officials, planning commissioners, and city staff. They serve as a sounding board to provide input, review the draft documents, make recommendations and weigh competing ideas. In addition, the City identified key stakeholders, including property owners within the project limits. These stakeholders and property owners were asked to meet individually with the consulting team to gain further insight on the project area as well as provide direct input regarding the planning efforts.

The first Steering committee meeting was held on January 14, 2015 and included a recap of the history of the planning process from the 1990’s forward, as well as an explanation of the current project timeline. The consulting team outlined information gathered for this project including previous planning efforts, circulation and traffic patterns as well as site reconnaissance photos and video identifying natural features and sensitive areas.

Ted Kamp from Leland Consulting group presented a preliminary market analysis with a theme “great to be Coralville” as a result of the preponderance of positive statistical data showing excellent growth rate, outstanding retail sales, phenomenal retail pull and enviable psychographic population segments. All these factors led to the conclusion that Coralville’s West Land Use Area contains excellent market growth potential.

After the project status recap, the steering committee participated in a SWOT exercise which provided excellent additional data regarding the steering committee’s perception of the West Land Use Area, its assets and potential challenges.
2015 Coralville West Land Use Master Plan and Design Guidelines

Exercise Overview (Steering Committee/Stakeholder Input)

Tour of Property with Owner

Steering Committee Bus Tour
Exercise Results  
(Steering Committee/Stakeholder Input)

After the project status recap, the steering committee participated in a SWOT exercise which provided excellent additional data regarding the steering committee’s perception of the West Land Use Area, its assets and potential challenges.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Limited Access</td>
<td>Keep the Young Population Here</td>
<td>Transportation/Process</td>
</tr>
<tr>
<td>Open Slate</td>
<td>Highway 965 Traffic</td>
<td>Define Community Connectivity</td>
<td>Not holding firm on beliefs</td>
</tr>
<tr>
<td>Last Chance</td>
<td>Longevity of Mobile Home Park</td>
<td>Housing Variety/Tech Corridor</td>
<td>Iowa City Competition</td>
</tr>
<tr>
<td>Friendly Property Owners</td>
<td>Development Cost</td>
<td>Mixed Use</td>
<td>Area becoming too dense</td>
</tr>
<tr>
<td>Natural Resources</td>
<td>Fee District Inflation</td>
<td>Respectful Preservation</td>
<td>Future Development Pressure</td>
</tr>
<tr>
<td>Complimentary to Other Areas</td>
<td>Competition to North</td>
<td>Job Creation</td>
<td>North Liberty Coordination</td>
</tr>
<tr>
<td>Center of the Corridor</td>
<td>Proximity to Prison</td>
<td>New Gateway</td>
<td>Competing Retail Development</td>
</tr>
<tr>
<td></td>
<td>Current lack of Utility Infrastructure</td>
<td>Back to Nature</td>
<td>Unknown Future School Facilities</td>
</tr>
<tr>
<td></td>
<td>Regional Retail Plateau</td>
<td>Playscapes</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Sustainability</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Increase Age Diversity</td>
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<tr>
<td></td>
<td></td>
<td>Collaborate with North Liberty</td>
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</tbody>
</table>


Best types of uses for the planning area
- Owner occupied and single family housing with green space and trails that take advantage of the natural features.
- Neighborhood commercial/mixed use that supports the neighborhood.
- A well preserved and managed natural area with a conservation/nature center as a regional draw.
- Maintain and improve the woodlands, use for parkland and environmental education.
- Senior living/Assisted living/Wellness campus.
- High density multifamily.
- Specialty retail (some demand)

Uses not suited for the property
- Office/research park because of the competition from Oakdale Research Park unless the City provides infrastructure to mitigate risk.
- Retail unless there is sufficient exposure to customer traffic.

Issues or concerns
- Effective stormwater management and potential erosion.
- Protection of natural features and fen.
- Jones Boulevard – currently planned alignment through environmentally sensitive areas and next to prison.
- Lack of demand for office and mixed use.
- Lack of support retail (such as coffee shops and lunch establishments) for existing/future office and research park uses

Other comments
- Multi-family housing market is still very strong
- Nearby office research park employees need/want interesting and unique living quarters, not typical condominiums and apartments.
- Provide greenways with pedestrian and bicycle trails

Key Stakeholder Comment Summary

Additional input was provided through individual meetings with several community stakeholders and property owners within the West Land Use Area. This included both property owners who reside within the district as well as non-resident developers and land owners. General and recurring comments are outlined here:
On January 21, 2015, approximately 60 people attended an open house held to inform the public about the project and solicit input. Informative mapping, photos and aerial video of the project area were available for viewing. A preferencing exercise using electronic key pad polling was administered at the meeting and gave the City valuable input regarding the types of uses and visual preferences the public preferred for the West Land Use Area.
Other general comments gleaned from conversations with stakeholders and the public at the public meeting and throughout phase one include:

- Provide highly connected pedestrian friendly environment with lots of trails and greenspace.
- Provide quality architecture with character.
- Protect the fen, woodlands, ravine and sensitive natural features.
- Provide stormwater solutions that protect the natural resources.
- Provide single family residential housing because it is needed to balance the large percentage of multi-family housing stock currently existing in Coralville.
Public Input Preferencing Results (Housing)

Most preferred: single family homes

Mixed response: high density middle to high end multi-family

Least preferred: entry level multi-family
Public Input Preferencing Results (Parks and Recreation)

Most preferred:
woodland or prairie trails

Preferred:
naturalized areas with water features or ponds

Mixed response:
manicured park with rustic amenities
Public Input Preferencing Results (Retail)

**Most preferred:**
- Unique high quality mixed use and farmer’s market/festival area

**Mixed response:**
- High quality strip retail

**Least preferred:**
- "Big-box" retail
Public Input Preferencing Results
(Office/Corporate Campus)

Most preferred:
- high-end multi-story corporate with modern architecture
- high-end corporate in natural setting - prairie/water

Mixed response:
- high-end multi-story corporate
- moderate residential style office - one story
- high-end one story office

Least preferred:
- single story low-end office
Public Input Preferencing Results (Streetscape)

Most preferred:
- pedestrian plaza/downtown retail setting
- well landscaped boulevard with pedestrian lighting
- roundabouts

Mixed response:
- landscaped downtown with pedestrian-centric amenities
- residential streets and walks

Least preferred:
- overlapping pedestrian connections at arterial vehicular intersections
Public Input Preferencing Results (Signage and Wayfinding)

Most preferred:
- existing gateway signage in Coralville
- water feature and landscaping incorporated into signage

Mixed response:
- use of rustic materials
- existing landmark signage in Coralville

Least preferred:
- modern roundabout sculpture
Presentation Boards - Project Limits and Context
Property Owners

1. Rarick (30.5 / 108.1 Acres)
2. Colony (300 Acres)
3. State of Iowa (30 Acres)
4. MGCSMS (38.5 Acres)
5. Reeve (163.05 Acres)
6. Hodge Trust / Oakes (57 Acres)
7. Oakes (45 Acres)
8. Jondle (44.7 Acres)
9. State of Iowa (119.5 Acres)
10. Jajesska (4.5 Acres)
11. Lindtorp325 (7.14 Acres)
12. AFC Development (30.9 Acres)
13. Western Hills Residential Park (81.43 Acres)
14. Coralville West Development (96.69 Acres)
15. Gough (32.75 Acres)
16. City of Coralville (30 Acres)
17. Oakes (27.33 Acres)
18. Southwest Enlargement Area
19. Southeast Enlargement Area

Presentation Boards - Property Ownership Plan (Overall)
Southwest Enlargement Area

Property Owners

- AFC Development (30.9 Acres)
- Western Hills Residential Park (81.43 Acres)
- Coralville West Development (96.69 Acres)
- Coralville West Development (18.93 Acres)
- K & M (3.7 Acres)
- Downe (1 Acre)
- Bachmeier (1.07 Acres)
- Courtez (1.7 Acres)
- PMG (1.26 Acres)
- Bilam (5.37 Acres)
- Braverman (3.52 Acres)
- Jaras (18.33 Acres)
- Linn County Rural Elec. (1.57 Acres)
- US Foods (11.57 Acres)
- Consumer Coop (5.82 Acres)
- Bilam (4.6 Acres)
- PMG (4.08 Acres)
- KASR (1.8 Acres)
- Cherry Creek (3.78 Acres)
- WestCor (1 Acre)
- Zero Energy (4 Acres)
- Setin2 (1.68 Acres)
- LR Financing (1.39 Acres)
- Scheels (1.32 Acres)
- Southgate (2.66 Acres)
- WestCor (3.43 Acres)
- ASSK (10 Acres)
- West Investment (5.03 Acres)
- Carter (4.79 Acres)
- WestCor (3.83 Acres)
- WestCor (29.89 Acres)
- Consumer Coop (13.45 Acres)
- Gaskill (13.97 Acres)
- WestCor (6.61 Acres)
- WestCor (4.25 Acres)
- Warrior (4.54 Acres)
- Thames (10.19 Acres)
Presentation Boards - Property Ownership Map (Southeast Enlargement Area)

Property Owners:

- SDK Limited (1.3 Acres)
- Ridgewood (.98 Acres)
- Hawkeye Real Estate (5.3 Acres)
- Jajesska (21.34 Acres)
- Edu Invest (3 Acres)
- Multi-Family Residential (Approx. 27 Acres)
- Jajesska (40 Acres)
- Gough (12.74 Acres)
- Edwin Enterprises (28 Acres)
- Edwin Enterprises (15 Acres)
- Edwin Enterprises (5.45 Acres)
- Edwin Enterprises (6.92 Acres)
- Edwin Enterprises (5.21 Acres)
- M.A. Ewalt Recreation Area (12.6 Acres)
- CostCo (24.72 Acres)
- Gerdin (5.46 Acres)
- Rockwell Collins (16.61 Acres)
- Gerdin (5.46 Acres)
- Linn County Rural Electric (1.8 Acres)
- Mercy Hospital (7.44 Acres)
- OBGYN Partnership (6 Acres)
- Weine (2.1 Acres)
- Walgreens (1.79 Acres)
- Gerdin (6.69 Acres)
- Gerdin (.99 Acres)
- Gerdin (1.78 Acres)
- Gerdin (.54 Acres)
- Culvers (1.26 Acres)
- Country Inn (1.82 Acres)
- Goodwill (2.13 Acres)
- Intergrated DNA Tech (10.83 Acres)
- Walmart (19.02 Acres)
- Coralville Center (8.92 Acres)
- Frantz (.4 Acres)
- Gough (11.28 Acres)
- Consumer Coop (24.72 Acres)
- Gerdin (2.93 Acres)
- Cheddars (2.86 Acres)
- Stuff Etc (2.06 Acres)
- Hawkeye Harley (1.58 Acres)
- Steak & Shake (1.07 Acres)
- Wendy's (1.39 Acres)
- Village Inn (1.19 Acres)
- Casey's (1.27 Acres)
- McDonalds (1.31 Acres)
2014 Community Plan - Land Use Plan

LEGEND
- Low Density Residential 0-6 du/ac
- Medium Density Residential 6-16 du/ac
- High Density Residential 16+ du/ac
- Neighborhood Commercial
- Corridor Commercial
- Regional Commercial
- Mixed Use
- Research Park
- Corporate Campus/Professional Office
- Industrial
- Public/Semi-Public
- Parks
- Open Space
- Potential Streets
- Coralville Boundary
- Future Bridge
- Project Boundary

Plan graphic produced by Houseal Lavigne Associates, March 2014
2014 Community Plan - Natural Resources

Plan graphic produced by Houseal Lavigne Associates, March 2014
Presentation Boards - Photo Inventory (1)
Presentation Boards - Photo Inventory (3)
Executive Summary

With Coralville’s annexation boundaries now largely solidified, the West Land Use Area (WLUA) represents the city’s primary remaining area for development, particularly for land uses of higher densities and value. Planning and design efforts underway now will provide a critical framework for shaping this future development in the coming decades.

Leland Consulting Group has analyzed supply and demand conditions, along with demographic and economic factors to support these efforts. Findings and recommendations in this report should help to “right-size” the varied residential, commercial and civic land use elements. That is, by providing a range of absorption projections across major real estate categories, this analysis will inform efforts to maximize the quality and value of the WLUA’s long-term development, at a quantity and pace consistent with market realities.

Capacity for Development

Nearly 1,500 acres in total, the WLUA has approximately 1,300 acres remaining in vacant tracts awaiting for future development (excluding major rights-of-way, developed land, and designated parks, open space and other public parcels).

Applying likely zoning guidelines to remaining vacant parcels, the WLUA has the physical capacity to accommodate approximately 4,000 housing units, 1.7 million square feet of retail development, 2.6 million square feet of office development, and another 240,000 square feet of R&D/office space.

Demographics, Psychographics

Coralville combines many of the most desirable demographic conditions for development: strong growth (at roughly double national rates for annual increases in population and employment), with a well-educated, generally affluent and young populace. Psychographic segmentation (such as ESRI’s Tapestry system) highlights many of the most sought-after target markets, such as Bright Young Professionals, Enterprising Professionals, and Emerald City within the area’s immediate vicinity.

Indicators of growth, affluence and well-educated youth are nearly unmatched in Iowa (rivaled only by Dallas County in suburban Des Moines), but the overall size of the region — even when combining Johnson and Linn Counties — is not on par with major metropolitan areas elsewhere in the U.S. This fact has the dual effect of preserving some of the area’s valued quality-of-life while limiting prospects for certain retail tenants and national developers, and probably also limits the local appetite (and market) for higher density land uses.

Residential Demand

The WLUA will likely compete for prospective renters and homeowners across a much wider region. With Johnson County as this regional trade area, growing at approximately 1.6 percent annually (a blended rate based on multiple sources), we estimate residential demand at approximately 8,600 units per decade.

Professionals

280 to 420 single family detached homes

210 to 320 attached ownership homes (townhomes, condos, rowhomes, etc.)

300 to 450 rental apartments

In total, the WLUA could realistically absorb between 790 and 1,130 total new residential units across each 10 year period going forward. At this rate, vacant residential land capacity could be exhausted within just over 30 years (sooner, in fact, for single family detached).
Market Analysis

Strategic Discussion

- Growth, affluence, strong demographics all in place for healthy development
- Coralville’s land use mix is skewed heavily towards the commercial – a good thing, but over time it needs to support more of its own retail
- Both higher and low-density residential will be very important component in balancing growth in the WLUA
- 1,900 acres is a lot of and will take many years to fill out, especially at higher densities (and higher value)
- Forevergreen Road interchange will disturb natural south-to-north progression of development
- North Liberty is a competitive question mark – historically content in bedroom community role, new interchange may spur desire for more retail presence
- The size surge in retail inventory from Coral Ridge is necessarily a one-time event for a market this size. Future retail expansion will be in smaller, steadier chunks.
- Currently designated land uses for the WLUA are probably skewed too much to the commercial (some over-zoning for commercial is good to preserve flexibility for high value development, but there appears to be enough slack to shift more towards residential).
- Lower-density residential currently sandwiched between commercial uses could be swapped or shifted.

Analytic Objectives

Overview

Leland Consulting Group was retained by the design and planning firm Confluence to provide an analysis of the market potential for new development within the West Land Use Area (“WLUA”) in Coralville, Iowa. From a market and economic perspective, this study is intended to support a broader planning process now underway for that study area. Findings and recommendations in this report should help to “right-size” the varied residential, commercial and civic land use elements. That is, by providing a range of absorption projections across major real estate categories, this analysis will inform efforts to maximize the quality and value of the WLUA’s long-term development, at a quantity and pace consistent with market realities.

Key Question(s):

- What existing market and economic factors (including demographics) affect development in general in the study area and broader region?
- For each major land use under consideration (including office, retail, multifamily residential, single-family residential and more specialized categories such as lodging, medical and R&D),...
  - What are the relevant market trade areas?
  - What are the existing competitive supply conditions? (including planned/proposed activity)
Market Analysis

Trade Area Discussion

To understand competitive supply and likely demand forces we look beyond the immediate vicinity of the study area, and beyond the borders of the City of Coralville, to consider the broader geographies likely to directly influence market performance of the various proposed land uses for the WLUA. Each land use type (and, in reality, each individual real estate project) will draw support and competition from differently sized and shaped territories.

- For retail, the analytic goal of defining a "trade area" is generally to encompass likely customers, whose spending power will fuel a significant majority of sales in future study area shops and eateries. Competitive supply (both existing and potential) will also, logically, tend to fall within that same trade area. Neighborhood stores like supermarkets tend to have much smaller trade areas than big box stores, which in turn have smaller catchment areas than regional malls or, at the extreme, massive free-standing retail attractions like Bass Pro or Cabela's.

- For residential uses the concept is not quite as straightforward, since most prospective homebuyers and renters will not already live in the trade area. Instead, the goal is to assume that the WLUA will capture some portion of the forecasted growth in a larger trade area by competing with other projects in that area. Consumers (buyers and renters) who will consider the WLUA—based on family, lifestyle and employment considerations—will presumably also consider other nearby developments.

- The location decision for office development is also based on a variety of factors, including proximity to an educated workforce, executives’ residences, desirable community amenities, and access to similar and complementary businesses. As with residential, the trade area definition for office is more competition-based than customer-based, per se.

Each of the above trade area considerations are shaped by physical, political, perceptual, regulatory, and demographic forces, among other factors. For this analysis, we have generally erred on the side of larger sized trade areas for each major land use type, in recognition of the regional importance of the subject area and its abundance of available land. In the case of retail, the trade area is particularly large, geographically, because of the absence of meaningful retail competition serving households located directly to the west or east of the study area, across mostly rural parts of Johnson County.

The map in Figure 3 depicts both Johnson County (used as a trade area in residential, office and R&D/flex demand calculations) and a light red shaded Retail Trade Area extending further to the west but omitting the southern portion of Johnson County. The WLUA study area itself is still shown with dotted dark red outline. The location decision for office development is also based on a variety of factors, including proximity to an educated workforce, executives’ residences, desirable community amenities, and access to similar and complementary businesses. As with residential, the trade area definition for office is more competition-based than customer-based, per se.

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Figure 3: Johnson County and Retail Trade Area

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Figure 3: Johnson County and Retail Trade Area

Economic Context

The nation (and much of the world) saw a prolonged economic slowdown beginning in 2008, without substantial improvement until 2011. This recession was evident across all sectors of the economy, but perhaps best understood through its impact on total employment levels. The thick blue line in Figure 4 shows nationwide job growth, indexed to a base of 2004.

In contrast, Coralville’s Johnson County experienced a much less dramatic decline in total employment during the heart of the recession and has gone on to grow its jobs base by 14 percent over the decade, versus just under 4 percent for the U.S. overall.

Figure 4: Percent Employment Growth since 2004, U.S. vs. Johnson County

The makeup of Johnson County employment is generally strong in relatively high-paying sectors, perhaps reflecting the influence of its university proximity. The map in Figure 5 shows major employers in the vicinity of Coralville. The center of each census block has a dot sized by the number of employees and darker dots representing higher wage jobs.

The data for this map, from the U.S. Census Local Employment Dynamics database uses some minor randomization of locations and sizes of firms to help protect employer privacy. In general, dot locations and sizes tend to be reasonably accurate, however.

Figure 5: Employment locations
Market Analysis

Demographic Overview

Generally speaking, the demographic analysis of Coralville and the countywide trade area to be more affluent, younger-skewing and faster-growing when compared to other areas in Iowa and the nation overall. In part due to the influence of the nearby University of Iowa, residents of both Coralville and Johnson County are not quite as prototypically suburban in nature than other fast-growing counties in Iowa (such as Dallas County, west of Des Moines).

Population Characteristics, Age and Ethnicity

In terms of population growth, the city of Coralville have well outpaced the state of Iowa and nation as a whole in recent years, growing at nearly 2 percent annually since 2000. Johnson County’s overall growth rate is nearly as high, with 1.7 percent annual growth over that same period. As of 2014, the county population had exceeded 135,000 residents.

Projected future growth rates, from a variety of data sources, are discussed in greater detail in the residential demand section of this report.

Table 1. Population Characteristics

| Source: ESRI and Leland Consulting Group |

<table>
<thead>
<tr>
<th>City of Coralville</th>
<th>Johnson County</th>
<th>State of Iowa</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population 2010</td>
<td>18,066</td>
<td>111,986</td>
<td>2,926,355</td>
</tr>
<tr>
<td>Population 2015</td>
<td>18,467</td>
<td>130,882</td>
<td>3,046,355</td>
</tr>
<tr>
<td>Annual Growth Rate, 2000-2010</td>
<td>1.97%</td>
<td>1.66%</td>
<td>0.4%</td>
</tr>
</tbody>
</table>

While this housing price index data is not available for Johnson County, it appears that, as a state, Iowa is somewhat more sound fundamentally and perhaps less prone to boom-and-bust extremes than other regions in the U.S. This may be due, in part, to the tendency in Iowa to rely on local homebuilders who are perhaps more in tune with market-specific demand fluctuations than national builders.
Market Analysis

Although the Hispanic population has grown steadily nationwide, city and county residents here are predominantly non-Hispanic whites. In terms of age, the City of Coralville has a significant skew towards residents age 25 to 44, relative to the county, state and nation. Due in large part to the University of Iowa presence, Johnson County overall has an even younger-skewing population age profile.

Table 2. Age and Ethnicity (2014 Est.)

<table>
<thead>
<tr>
<th>Race, White Alone</th>
<th>Coralville</th>
<th>Johnson County</th>
<th>State of Iowa</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hispanic (regardless of race)</td>
<td>6.1%</td>
<td>5.6%</td>
<td>5.7%</td>
<td>17.5%</td>
</tr>
<tr>
<td>Age 0-24</td>
<td>32.4%</td>
<td>40.6%</td>
<td>33.5%</td>
<td>33.1%</td>
</tr>
<tr>
<td>Age 25-44</td>
<td>36.5%</td>
<td>28.3%</td>
<td>24.2%</td>
<td>26.2%</td>
</tr>
<tr>
<td>Age 45+</td>
<td>31.0%</td>
<td>31.1%</td>
<td>42.4%</td>
<td>40.7%</td>
</tr>
</tbody>
</table>

Figure 8. Population Age Distribution, Coralville versus the State and Nation

As shown in the figure above, the primary trade area has a distinct spike in resident population for ages 25 to 44, as well as generally higher proportions of children under age ten. This is consistent with the tendency towards homeownership and family household arrangements, as discussed in the following section.

Household and Housing Characteristics

Just 52 percent of Johnson County households are classified as “families” under the Census definition of two or more related persons living together. Both Coralville and the county have a considerably higher proportion of non-family residents than either the state or nation. This pattern is also reflected in the average household size, where city has 2.29 people per households versus 2.57 nationwide.

Looking forward, household sizes have been notoriously difficult to predict. Age demographics, dominated by the Baby Boom population bulge entering their 50s, 60s, and 70s, would suggest declining household size. Over the past two decades, however, this factor has been nearly canceled out by immigration trends, which have generally favored larger households. Given that the trade area is less influenced by immigration, household sizes could actually gradually decline further over time during the course of WLUA development. As this occurs, housing needs and preferences will also gradually shift towards smaller home sizes and slowly increased preference for renting.

Table 3. Household Characteristics (2014 Est.)

<table>
<thead>
<tr>
<th>Household Type</th>
<th>Coralville</th>
<th>Johnson County</th>
<th>State of Iowa</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Households Count</td>
<td>7,882</td>
<td>55,311</td>
<td>1,253,815</td>
<td>119,862,927</td>
</tr>
<tr>
<td>Average Household Size</td>
<td>2.29</td>
<td>2.33</td>
<td>2.40</td>
<td>2.57</td>
</tr>
<tr>
<td>“Family” Households (1+ related persons)</td>
<td>52%</td>
<td>52%</td>
<td>64%</td>
<td>60%</td>
</tr>
<tr>
<td>“Non-Family” Households</td>
<td>48%</td>
<td>48%</td>
<td>36%</td>
<td>34%</td>
</tr>
</tbody>
</table>
As shown in Table 5, Johnson County has nearly one-quarter of its households earning over $100,000 or more, versus just 18 percent for the state as a whole. The ratio of average (mean) household income to median household incomes is generally a good indicator of income disparity, with higher ratios indicating a wider gap between the very wealthy and the general populace. Note that Coralville and Iowa in general have less disparity than the U.S. as a whole by this measure.

Projecting into the future, there is no strong rationale for assuming either a decline or increase in trade area household incomes. Housing prices, generally speaking, tend to reinforce existing patterns in income distribution over time.

### Table 5. Household Incomes (2014 Est.)

<table>
<thead>
<tr>
<th></th>
<th>City of Coralville</th>
<th>Johnson County</th>
<th>State of Iowa</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Household Income $100,000+</td>
<td>22.8%</td>
<td>24.4%</td>
<td>18.3%</td>
<td>21.8%</td>
</tr>
<tr>
<td>Average Income</td>
<td>$69,437</td>
<td>$72,260</td>
<td>$65,662</td>
<td>$72,809</td>
</tr>
<tr>
<td>Median Income</td>
<td>$54,897</td>
<td>$56,428</td>
<td>$52,406</td>
<td>$52,076</td>
</tr>
<tr>
<td>Ratio of Average to Median Income</td>
<td>1.26</td>
<td>1.28</td>
<td>1.25</td>
<td>1.40</td>
</tr>
</tbody>
</table>

Source: ESRI and Leland Consulting Group

### Table 6. Top Three Psychographic (Tapestry) Segments, City – County – State – U.S.

<table>
<thead>
<tr>
<th>City of Coralville</th>
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<tbody>
<tr>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Johnson County</td>
<td>State of Iowa</td>
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<tr>
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<td></td>
<td></td>
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<tr>
<td>Enterprising Professionals; In Style; Heartland Communities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Southern Satellites; Emerald City</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: ESRI and Leland Consulting Group

### Psychographic / Lifestyle Segments

Psychographics is a term used to describe characteristics of people and neighborhoods which, instead of being purely demographic, measure their attitudes, interests, opinions, and lifestyles. Commercial retail developers, in particular, are interested in understanding a community’s psychographic profile, as this is an indication of its residents’ propensity to spend across selected retail categories. Residential developers are also interested in understanding this profile as it tends to suggest preferences for certain housing products. ESRI has developed a system for categorizing U.S. neighborhoods into 65 different market segments based on demographic, lifestyle, and consumer traits.

As shown in the table below, the City of Coralville area is dominated by three main segments, Young and Restless, Enterprising Professionals, and In Style. Johnson County as a whole has a top three of Bright Young Professionals, In Style, and College Towns (obviously an Iowa City-dominated segment). These segments, described on the following pages, make up almost one half of all county households. The county has nearly 8 times the number of the desirable Bright Young Professional segment, per capita than the United States as a whole.

### Table 8. Top Three Psychographic (Tapestry) Segments, City – County – State – U.S.

<table>
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<td></td>
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Source: ESRI and Leland Consulting Group

While each neighborhood includes a blend of households from many different psychographic segments, the map in Figure 10 above shows the predominant Tapestry segments found in each census block group in the vicinity of the study area. Summary descriptions of four key area Tapestry segments are shown on the following pages (from ESRI Inc.). These include:

- **Enterprising Professionals**
- **In Style**
- **Bright Young Professionals**
- **Emerald City**
Market Analysis

WHO ARE WE?

Entreprenuing Professionals

WHO ARE WE?

In Style

MARKET PROFILE: Entreprenuing Professionals

MARKET PROFILE: In Style

OUR NEIGHBORHOOD

MARKET PROFILE: GetKurben

MARKET PROFILE: Bright Young Professionals

MARKET PROFILE: GetKurben

MARKET PROFILE: Middle Ground

MARKET PROFILE: GetKurben

MARKET PROFILE: Middle Ground

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Market Analysis

Market Analysis by Land Use

Residential

The market for residential units in the WLUA is assumed to be a function of projected household growth across a wider geography—in this case, a competitive trade area covering the whole of Johnson County. In other words, the study area is expected to primarily compete with other locations in the county as a potential home for newly formed households, presumably drawn to the region for proximity to employment, family, desired amenities, etc.

Supply Conditions

Trends in total permits, depicted in Figure 12 relative to Johnson County and the nation as a whole, shows Coralville as experiencing a noticeably earlier spike in permits versus these comparison areas. While the national homebuilding bubble was driven largely by permitting activity in 2004 through 2006, Coralville was comparatively dormant by that time. Also, Coralville experienced a somewhat more pronounced earlier rebound in 2011 versus the national market.
Table 7: Annual Total Building Permits since 2000, Averages, Peaks, Lows

<table>
<thead>
<tr>
<th></th>
<th>Annual Average</th>
<th>Peak Annual</th>
<th>Peak Year</th>
<th>Low Annual</th>
<th>Low Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>1,347,573</td>
<td>2,155,316</td>
<td>2005</td>
<td>582,963</td>
<td>2010</td>
</tr>
<tr>
<td>Johnson County, IA</td>
<td>1,008</td>
<td>1,517</td>
<td>2003</td>
<td>519</td>
<td>2010</td>
</tr>
<tr>
<td>City of Coralville</td>
<td>156</td>
<td>377</td>
<td>2001</td>
<td>40</td>
<td>2010</td>
</tr>
</tbody>
</table>

As shown in Figure 13, the $200,000 to $350,000 price range encompassed the majority (53 percent) of Johnson County new home sales in 2014 (as tracked by Hanley Woods/Metrostudy). Approximately 20 percent of sales volume also occurred at the below-$200,000 level with about 27 percent above $350,000.

Figure 13. New Home Sales by Price Bracket
Johnson County, 2014

Source: Hanley Wood Market Intelligence/Metrostudy and Leland Consulting Group

Multifamily housing inventory in Johnson County seems to be perennially in a state of undersupply, owing largely to the University of Iowa’s student population growth. A survey of over 4,500 Johnson county apartments compiled by Cook Appraisal, LLC in 2013 found overall county apartment vacancy to be 0.62 percent – essentially fully occupied. Such market tightness means that turnover is artificially constrained and rents are invariably driven upwards. This is a fairly common phenomenon in college-dominated smaller urban areas. The same study found that this extreme high occupancy extended into Coralville as well, where vacancy rates were also approaching zero (0.33 percent).

Although there are a number of apartment projects currently in the under-construction and planned/proposed inventory pipeline, they should be easily absorbed into the market given this level of undersupply. Leland Consulting Group estimates that Johnson County, with approximately 22,000 total rental units in 2014, could add fully 960 new units to its multifamily inventory just to bring the market up to a 5 percent “healthy equilibrium” level – that is, without any new demand from household growth.

For our initial 10-year demand estimation period, we use a conservative blended rate of 1.58 percent household growth annually for Johnson County.

The 2014 base of 55,311 households grown at a rate of 1.58 percent annually through 2024 results in household growth of 9,393 over ten years. Applying a 5 percent factor to account for a vacancy/turnover buffer, demolition and a modest amount of second-home purchase activity, results in an adjusted 10-year demand for approximately 9,863 units for the residential trade area.

Table 8. Demand Inputs
Residential Trade Area - 2014 to 2024

<table>
<thead>
<tr>
<th>Households 2014</th>
<th>55,311</th>
</tr>
</thead>
<tbody>
<tr>
<td>2024</td>
<td>64,704</td>
</tr>
<tr>
<td>Annual Growth Rate</td>
<td>1.59%</td>
</tr>
</tbody>
</table>

Household Growth (2014-24) 9,393
Adjusted for 2nd homes, demolitions, natural vacancy 8,900

Adjusted Unit Requirement (2014-2024) 9,863

Source: ESRI and Leland Consulting Group

This gross unit demand is further allocated into approximate income-qualified rent and home price groups. The analysis assumes a slight upward shift in trade area real household incomes over time (using constant 2014 dollars) as employment conditions gradually improve over time and housing affordability requirements cause turnover dynamics to favor more affluent households. Table 9 below summarizes these demand estimates by income and rental versus ownership unit type. It is important to emphasize that the real world relationship between household incomes and housing prices is not as formulaic as assumed below. We use rough industry-standard affordability guidelines to produce approximations of demand by price and rent level, but actual consumer choices can vary greatly based on household wealth, credit ratings and personal preferences, among other factors.

Also note that we assume a constant proportion of renters to owners over the coming decade. It is also possible that policies in Coralville and elsewhere in Johnson County may begin to favor a higher proportion of ownership housing.

Estimating Demand
To estimate future demand for new homes and apartments within the WLUA study area, we begin by comparing multiple sources for population and household growth forecasts to arrive at a realistic growth rate for the Johnson County trade area. The following estimates and growth projections served as benchmarks for this analysis:

<table>
<thead>
<tr>
<th>Geographical</th>
<th>Source</th>
<th>Time Period</th>
<th>Annual Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Coralville</td>
<td>ESRI, household counts based on Census estimates</td>
<td>2000-2010</td>
<td>1.59%</td>
</tr>
<tr>
<td>City of Coralville</td>
<td>ESRI, household count projections</td>
<td>2014-2019</td>
<td>1.39%</td>
</tr>
<tr>
<td>Johnson County</td>
<td>Johnson County MPO, TAZ-level dwelling unit projections.</td>
<td>2010-2040</td>
<td>1.76%</td>
</tr>
<tr>
<td>Johnson County (urbanized area only)</td>
<td>Johnson County (urbanized area only), TAZ-level dwelling unit projections.</td>
<td>2010-2040</td>
<td>1.79%</td>
</tr>
<tr>
<td>Johnson County</td>
<td>U.S. Census, federal/household count estimates</td>
<td>2000-2010</td>
<td>1.64%</td>
</tr>
<tr>
<td>Johnson County</td>
<td>ESRI, household count projections</td>
<td>2014-2019</td>
<td>1.46%</td>
</tr>
<tr>
<td>Johnson County</td>
<td>Iowa State Demographer, population forecasts based on county level projections from Woods &amp; Poole, Inc.</td>
<td>2014-2019</td>
<td>1.49%</td>
</tr>
</tbody>
</table>
The above table is based on growth inputs that are essentially exponential in nature (i.e., increase by a given percentage each year, rather than a flat amount). To extrapolate beyond this ten year timeframe, it makes increasing sense to shift to a "straight-line" projection approach. In other words, we can assume that the 10-year demand for 9,863 new units will be repeated for the 2024 to 2033 time period (as opposed to continuing growth at a slower rate over time).

Within the market for single family detached units, approximately 5,574 market rate units are expected to be required in Johnson County each future 10 year period. Of this, the WLUA subject properties should be able to capture between 8 and 12 percent of the market, which equates to approximately 280 to 350 units per decade. At an average expected density of 7 units per acre, that range of development would require approximately 40 to 60 acres within residential parcels for development for each 10 year period.

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For each summary table shown below, we assume that demand for new trade area household earning less than $15,000 per year falls within the realm of affordable housing policy and is beyond the scope of this analysis. Capture rates used in these estimates are ultimately professional judgments of the analyst, based in part on historical performance of Coralville relative to the surrounding region, but also on characteristics of the WLUA in comparison with likely competitive sites falling within the trade area.

Within the market for single family detached units, approximately 5,574 market rate units are expected to be required in Johnson County each future 10 year period. Of this, the WLUA subject properties should be able to capture between 8 and 12 percent of the market, which equates to approximately 280 to 350 units per decade. At an average expected density of 7 units per acre, that range of development would require approximately 40 to 60 acres within residential parcels for development for each 10 year period.

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Market Analysis

each of these future land use categories. Based on assumptions as to likely zoning and adjustments for net developability, we calculate the approximate capacity to support residential development.

As currently conceived, the WLUA appears capable of accommodating just under 4,000 units in total. Approximately one-half of this capacity falls within Medium Density Residential and more than one-quarter would be within Mixed Use areas. Note that the 790 units of Low Density Residential capacity represents just two decades of single-family detached absorption at the “attainable” level.

### Table 13: Residential Development Capacity in the WLUA

<table>
<thead>
<tr>
<th>Mixed Use</th>
<th>High Density</th>
<th>Medium Density</th>
<th>Low Density</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Likely Zoning</td>
<td>RUD</td>
<td>R4</td>
<td>R3, R4</td>
<td>R1, R1B, R2</td>
</tr>
<tr>
<td>Vacant Acres</td>
<td>44</td>
<td>4.1</td>
<td>138.4</td>
<td>188.7</td>
</tr>
<tr>
<td>Est. % Residential Acres</td>
<td>40%</td>
<td>70%</td>
<td>70%</td>
<td>70%</td>
</tr>
<tr>
<td>Est. du/a</td>
<td>20.0</td>
<td>20.0</td>
<td>14.0</td>
<td>6.5</td>
</tr>
<tr>
<td>Est. Unit Capacity</td>
<td>1,174</td>
<td>58</td>
<td>1,948</td>
<td>790</td>
</tr>
</tbody>
</table>

### Retail

Future WLUA retail projects will benefit from a number of advantages relative to competitive sites across the retail trade area. Visibility and access will be excellent, especially near the existing interchange between I-80 and I-380, along existing and planned arterials, and adjacent to the planned freewayvan Road interchange with I-680. Demographic conditions are favorable, and will be, outstanding as well with affluence, youth and growth in nearby abundance. The proximity of Coral Ridge Mall and the surrounding big box retail developments is helpful from a clustering standpoint – the area is already seen as a retail destination.

However, the sheer volume of nearby existing retail, especially relative to the population just within Coralville, may be a limiting factor on the pace and scale of future retail development in the WLUA. Even at projected 2040 population, Johnson County is unlikely to be able to support more than one regional mall cluster the size of Coral Ridge Mall. In other words, that mall and its adjacent major retail (such as Costco, Walmart and various smaller boxes) probably represents the single largest increment of growth that the Johnson County region will see in the foreseeable future. Also, to the extent that the market and Coralville’s planning policies may shift over time to correct the current local imbalance between rooftops and retail, one would expect to see a steady decline in the pace of future retail development.

### Supply Conditions

The Iowa City/Coralville market is currently too small to warrant frequent or exhaustive analytical supply tracking by major commercial brokerages. As such, accurate data as to inventory, rental rates and demand for new retail space is determined by future retail spending potential of projected new households as well as by some recapturing of retail spending that is currently lost to nearby communities or areas (referred to as “leakage” or “retail void,” illustrated in Figure 14). An additional adjustment is made to allow for demand from space turnover and replacement of existing obsolete retail space.

This retail analysis assumes that customers for future WLUA retail space will be drawn from the retail trade area shown in Figure 3. Note that the trade area boundaries assume that Cedar Rapids roothops, for the most part, will shop in Linn County and Iowa City rooftops south of University Heights Road will be served primarily by Iowa City retailers. The wide extent of the trade area to rural and semi-rural areas east and west of Coralville is a function of the lack of supply in those areas, with only Des Moines and Davenport as competition for major “shoppers’ goods”.

An initial step in analyzing retail demand is to compare the spending power of the trade area population with the estimated retail sales occurring in that same area. For a given store type, if trade area resident spending power is greater than trade area spending, then retail spending is assumed to be “leaking” to stores outside the trade area. If trade area sales are higher than resident spending power, then trade area stores are said to be “pulling” retail spending from residents outside the trade area.

Across all store categories, the City of Coralville, itself, has an extremely high “pull” factor – consistent with its state leading retail sales per capita ratio. In other words, its retailers generate much more in sales than would be expected from just Coralville residents, meaning that spending is being pulled in from outside the City. When the frame of reference is expanded to the whole retail trade area, this overall imbalance is brought to nearly zero (helping to justify the extent of the larger sized trade area). At this level, some store categories show some “leakage” and some still enjoy a “pull factor.”

### Estimating Demand

Demand for new retail space is determined by future retail spending potential of projected new households as well as by some recapturing of retail spending that is currently lost to nearby communities or areas (referred to as “leakage” or “retail void,” illustrated in Figure 14). An additional adjustment is made to allow for demand from space turnover and replacement of existing obsolete retail space.

### Table 14: Retail Demand from Projected Household Growth (non-automotive categories)

<table>
<thead>
<tr>
<th>Retail Category</th>
<th>Current Est. # Household Demand ($)</th>
<th>Projected Future Household Growth Rate</th>
<th>Year 10 Projected Trade Area Demand ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Furniture and Home Furnishings</td>
<td>$21,713,381</td>
<td>1.6%</td>
<td>$24,024,832</td>
</tr>
<tr>
<td>Electronics and Appliances</td>
<td>$31,405,449</td>
<td>3.5%</td>
<td>$41,522,528</td>
</tr>
<tr>
<td>Building Materials, Garden Equip</td>
<td>$23,477,605</td>
<td>2.6%</td>
<td>$30,512,729</td>
</tr>
<tr>
<td>Food and Beverage (grocery)</td>
<td>$30,449,201</td>
<td>6.2%</td>
<td>$41,522,528</td>
</tr>
<tr>
<td>Health and Personal Care</td>
<td>$32,859,591</td>
<td>2.5%</td>
<td>$45,113,898</td>
</tr>
<tr>
<td>Clothing and Accessories</td>
<td>$38,260,631</td>
<td>4.2%</td>
<td>$50,589,932</td>
</tr>
<tr>
<td>Sporting Goods, Hobby, Book, Music</td>
<td>$27,430,640</td>
<td>1.8%</td>
<td>$32,707,111</td>
</tr>
</tbody>
</table>

Source: ESRI and Leland Consulting Group
Table 15: Subject Property Retail Capture Potential 10-Year Conservative and Attainable Estimates

<table>
<thead>
<tr>
<th>Industry Category</th>
<th>Total New 10-yr Demand (s.f.)</th>
<th>Conservative Subject Capture Rate</th>
<th>Attainable Subject Capture Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Furniture and Home Furnishings</td>
<td>13,984</td>
<td>25%</td>
<td>3,000</td>
</tr>
<tr>
<td>Electronics and Appliance</td>
<td>16,826</td>
<td>25%</td>
<td>4,000</td>
</tr>
<tr>
<td>Building Material, Garden Equip</td>
<td>10,277</td>
<td>25%</td>
<td>2,500</td>
</tr>
<tr>
<td>Health and Personal Care</td>
<td>57,887</td>
<td>25%</td>
<td>14,000</td>
</tr>
<tr>
<td>Clothing and Accessories</td>
<td>38,085</td>
<td>25%</td>
<td>9,000</td>
</tr>
<tr>
<td>Sporting Goods, Hobby, Book, Music</td>
<td>16,348</td>
<td>25%</td>
<td>4,000</td>
</tr>
<tr>
<td>General Merchandise</td>
<td>132,628</td>
<td>25%</td>
<td>32,000</td>
</tr>
<tr>
<td>Misc. Store Retailers</td>
<td>57,668</td>
<td>25%</td>
<td>14,000</td>
</tr>
<tr>
<td>Food and Beverage (grocery)</td>
<td>132,628</td>
<td>25%</td>
<td>32,000</td>
</tr>
<tr>
<td>Foodservice and Drinking Places</td>
<td>57,668</td>
<td>25%</td>
<td>14,000</td>
</tr>
<tr>
<td>Excluded Categories (including cinema, prof. med. office, consumer banks)</td>
<td>19,486</td>
<td>25%</td>
<td>4,800</td>
</tr>
<tr>
<td>Totals</td>
<td>332,461</td>
<td>25%</td>
<td>85,000</td>
</tr>
</tbody>
</table>

It is worth noting again that, while Coralville’s retail development to date has been exceptional, especially relative to its neighboring municipalities, the surge in store inventory due to Coral Ridge Mall and the surrounding big box cluster is not likely to be a repeatable event. Instead, future development will revert to being a function of the adage “retail follows rooftops.” That is, future Coralville retail development will depend on the addition of new residents to the broad trade area it already serves. Furthermore, because considerable residential capacity lies within the WLUIA itself, Coralville will begin to share more of the burden of supplying its own rooftops to the retail equation.

Retail Demand Relative to WLUIA Capacity

Following similar calculation to that used for residential capacity, the WLUIA appears capable of accommodating approximately 1.7 million square feet of new retail development. Even at the attainable absorption rate of 220,000 square feet per decade, it would take several decades to deplete the available capacity for retail development. While there may be some strategic advantage to some degree of over- zoning for higher value commercial uses (primarily to preserve locational flexibility), it appears that at least some retail zoning could be comfortably be sacrificed for additional residential or other needed land use designations.

Table 18: Retail Development Capacity in the WLUIA

<table>
<thead>
<tr>
<th>Region</th>
<th>Residential Commercial</th>
<th>Corridor Commercial</th>
<th>Neighborhood Commercial</th>
<th>Mixed Use</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Likely Zoning</td>
<td>C-3</td>
<td>C-2</td>
<td>C-1</td>
<td>FPD</td>
<td></td>
</tr>
<tr>
<td>Vacant Acres</td>
<td>20.4</td>
<td>153.0</td>
<td>7.5</td>
<td>146.6</td>
<td></td>
</tr>
<tr>
<td>Est. % Retail Parcels</td>
<td>70%</td>
<td>70%</td>
<td>70%</td>
<td>20%</td>
<td></td>
</tr>
</tbody>
</table>

Market Analysis

Office

Supply Conditions

As with retail, there is little in the way of reliable commercial real estate market statistics for the Johnson County Market. See comments in the Retail section above for efforts on the part of Core Appraisal LLC to estimate the size and vacancy of the combined office/retail market for the area. As with retail, a painstaking survey by Leland Consulting Group in January showed very little office space for lease in either Iowa City or Coralville, suggesting a generally tight market with no evidence of major oversupply. In fact, ongoing and recently completed construction in WLUIA and vicinity appears to support the notion that current office market conditions are favorable.

Estimating Demand

Demand for new employment space is derived from two primary sources: expansion of existing industry and the relocation of new companies into the market. Employment projections by industry classification at the state level are combined with current-county level estimates of employment as inputs to an office demand model for the Johnson County trade area. Initial estimates of penetration of office employment based on experience in similar markets to produce estimates of existing inventory by industry type, shown below.

Table 17: Estimates of Currently Occupied Space by Industry Classification, Johnson County

<table>
<thead>
<tr>
<th>Industry</th>
<th>Employment</th>
<th>Office Space</th>
<th>All-Purpose Space</th>
<th>Space 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural Resources and Mining</td>
<td>13</td>
<td>26.0%</td>
<td>325</td>
<td>845</td>
</tr>
<tr>
<td>Trade, Transportation, Utilities</td>
<td>13,000</td>
<td>10.0%</td>
<td>325</td>
<td>454,489</td>
</tr>
<tr>
<td>Construction</td>
<td>2,691</td>
<td>5.0%</td>
<td>325</td>
<td>66,979</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>5,496</td>
<td>5.0%</td>
<td>325</td>
<td>87,848</td>
</tr>
<tr>
<td>Information</td>
<td>1,453</td>
<td>90.0%</td>
<td>325</td>
<td>419,153</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>1,546</td>
<td>90.0%</td>
<td>325</td>
<td>482,985</td>
</tr>
<tr>
<td>Prof. and Business Services</td>
<td>7,446</td>
<td>60.0%</td>
<td>325</td>
<td>1,055,960</td>
</tr>
<tr>
<td>Educational Services</td>
<td>11,121</td>
<td>5.0%</td>
<td>325</td>
<td>188,570</td>
</tr>
<tr>
<td>Health-Care and Social Assistance</td>
<td>7,544</td>
<td>30.0%</td>
<td>325</td>
<td>688,493</td>
</tr>
<tr>
<td>Leisure &amp; Hospitality</td>
<td>6,084</td>
<td>5.0%</td>
<td>325</td>
<td>96,805</td>
</tr>
<tr>
<td>Other Services</td>
<td>2,154</td>
<td>40.0%</td>
<td>325</td>
<td>153,758</td>
</tr>
<tr>
<td>Government</td>
<td>2,837</td>
<td>60.0%</td>
<td>325</td>
<td>381,818</td>
</tr>
</tbody>
</table>

Total | 62,554 | 4,088,041 |

Source: Leland Consulting Group with inputs from State of Iowa LM and ESRI

Assuming a 1.3 percent sustained annual growth rate in overall employment (a blended rate based in part on MPO projections for the county, state of Iowa, Long Term Employment forecasts, and consultant adjustments) the Johnson County office trade area should add approximately 9,000 employees over the next 10 years.

2015 Coralville West Land Use Master Plan and Design Guidelines

Market Analysis: 46
10 years. Assuming differing levels of employment space (office, industrial, flex) needed across different industry categories, the analysis summarized in the table below reveals demand for almost 2.6 million square feet of new employment space over this period.

With a conservative 20 percent capture rate, the subject could absorb almost 135,000 square feet over each 10-year future period. With an attainable 30 percent capture rate the subject could absorb nearly 220,000 square feet each 10 years.

Table 18: Projected 10-yr Office Demand by Industry, Johnson County

<table>
<thead>
<tr>
<th>Industry</th>
<th>Est. Office Space 2014</th>
<th>Est. Annual Growth Rate</th>
<th>Est. Office Space 2024</th>
<th>Est. New Office Space Demand (s.f.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural Resources and Mining</td>
<td>845</td>
<td>0.9%</td>
<td>845</td>
<td>0</td>
</tr>
<tr>
<td>Trade, Transportation, Utilities</td>
<td>434,460</td>
<td>1.3%</td>
<td>502,899</td>
<td>68,436</td>
</tr>
<tr>
<td>Construction</td>
<td>36,399</td>
<td>1.7%</td>
<td>55,005</td>
<td>18,606</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>97,088</td>
<td>1.0%</td>
<td>106,767</td>
<td>9,679</td>
</tr>
<tr>
<td>Information</td>
<td>419,153</td>
<td>0.5%</td>
<td>440,588</td>
<td>21,436</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>402,205</td>
<td>1.4%</td>
<td>451,655</td>
<td>49,450</td>
</tr>
<tr>
<td>Prof. and Business Services</td>
<td>1,035,868</td>
<td>1.7%</td>
<td>1,251,426</td>
<td>215,558</td>
</tr>
<tr>
<td>Educational Services</td>
<td>180,570</td>
<td>1.2%</td>
<td>203,447</td>
<td>22,877</td>
</tr>
<tr>
<td>Health Care Svcs.</td>
<td>118,460</td>
<td>1.4%</td>
<td>134,999</td>
<td>16,539</td>
</tr>
<tr>
<td>Leisure &amp; Hospitality</td>
<td>96,067</td>
<td>1.2%</td>
<td>112,163</td>
<td>16,096</td>
</tr>
<tr>
<td>Other Services</td>
<td>153,758</td>
<td>1.3%</td>
<td>174,439</td>
<td>20,682</td>
</tr>
<tr>
<td>Government</td>
<td>381,810</td>
<td>1.1%</td>
<td>435,955</td>
<td>54,145</td>
</tr>
<tr>
<td>Total</td>
<td>4,980,041</td>
<td>1.3%</td>
<td>5,316,785</td>
<td>376,742</td>
</tr>
</tbody>
</table>

Source: Leland Consulting Group (with inputs from ESRI, State of Iowa LMI and CBRE)

Estimating demand for R&D/Flex space follows a similar calculation, except that for each industry category, a penetration rate for R&D space is used (that is, an estimation of the percent of employees in that industry that will work in R&D or flex space). As summarized in Table 21, nearly 500,000 s.f. of new R&D/Flex space could be absorbed countywide over the coming decade. At a capture rate range of 30 to 40 percent (even more aggressive than for office space, given the already strong bio/tech presence in the WLUA) the study area could absorb between 135,000 and 180,000 square feet per decade.

Table 21: Projected 10-yr R&D/Flex Demand by Industry, Johnson County

<table>
<thead>
<tr>
<th>Industry</th>
<th>Est. R&amp;D/Flex Space 2014</th>
<th>Est. Annual Growth Rate</th>
<th>Est. R&amp;D/Flex Space 2024</th>
<th>Est. New R&amp;D/Flex Space Demand (s.f.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural Resources and Mining</td>
<td>1,040</td>
<td>0.0%</td>
<td>1,040</td>
<td>0</td>
</tr>
<tr>
<td>Trade, Transportation, Utilities</td>
<td>802,080</td>
<td>1.3%</td>
<td>909,867</td>
<td>107,887</td>
</tr>
<tr>
<td>Construction</td>
<td>57,820</td>
<td>1.7%</td>
<td>68,436</td>
<td>10,616</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>1,297,440</td>
<td>1.5%</td>
<td>1,420,181</td>
<td>122,741</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>38,320</td>
<td>0.5%</td>
<td>43,126</td>
<td>4,806</td>
</tr>
<tr>
<td>Prof. and Business Services</td>
<td>446,760</td>
<td>1.4%</td>
<td>529,791</td>
<td>82,031</td>
</tr>
<tr>
<td>Educational Services</td>
<td>220,241</td>
<td>1.2%</td>
<td>255,396</td>
<td>35,156</td>
</tr>
<tr>
<td>Health Care Svcs.</td>
<td>140,289</td>
<td>1.4%</td>
<td>164,651</td>
<td>24,362</td>
</tr>
<tr>
<td>Leisure &amp; Hospitality</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other Services</td>
<td>202,320</td>
<td>1.3%</td>
<td>266,259</td>
<td>63,939</td>
</tr>
<tr>
<td>Government</td>
<td>176,520</td>
<td>1.1%</td>
<td>196,592</td>
<td>20,072</td>
</tr>
<tr>
<td>Total</td>
<td>3,458,780</td>
<td>1.3%</td>
<td>3,904,972</td>
<td>446,192</td>
</tr>
</tbody>
</table>

Source: Leland Consulting Group (with inputs from ESRI, State of Iowa LMI and CBRE)

Office and R&D/Flex Demand Relative to WLUA Capacity

Following similar calculation to that used for residential and retail capacity, the WLUA appears capable of accommodating approximately 2.7 million square feet of new office development but just over 0.5 million square feet of R&D/Flex development. Thus while some six or more decades of office capacity exists within the WLUA, R&D capacity could be exhausted shortly after 10 years, under currently designated future land uses.

Table 19: WLUA Office and R&D/Flex Land Capacity

<table>
<thead>
<tr>
<th>Office Capacity</th>
<th>Corp. Campus</th>
<th>Prof. Office</th>
<th>Research Park</th>
<th>Mixed Use</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
<td>Likely Zoning</td>
<td>PUD, I-1, C-3</td>
<td>PUD, I-1</td>
<td>PUD</td>
<td></td>
<td></td>
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<tr>
<td>Vacant Acres</td>
<td>283.7</td>
<td>0.1</td>
<td>146.8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Est. % Office Parcels</td>
<td>60%</td>
<td>20%</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Est. FAR</td>
<td>0.25</td>
<td>0.25</td>
<td>0.25</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Est. Office Capacity (s.f.)</td>
<td>2,471,682</td>
<td>218</td>
<td>319,654</td>
<td>2,791,723</td>
<td></td>
</tr>
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</table>

R&D, Flex, Light Industrial Capacity

Lodging

Despite its smaller size relative to Iowa City, Coralville has come to have the lion’s share of hotel properties within the County. Johnson County currently has approximately 2,400 hotel rooms, of which nearly 1,700 are in Coralville, as shown in the table below.
Market Analysis

To compute projected growth in demand, we estimate the percent of current demand made up of each of three traveler segments: business, convention/group, and vacation/personal travelers. Whereas downtown would have a much higher proportion of convention/event stays, we estimate the west suburbs to be approximately one-half business travelers, 20 percent convention/event and 30 percent vacation/personal family. The former is expected to grow in demand in proportion to employment growth, while the latter in response to increased population. Group travel for events and conventions is assumed to grow at a blended rate. For these long-term projections, we further assume that current hotel supply is in rough equilibrium (or at least that there is not an excess of supply in the market).

Based on these projections, at a range of capture rates from 20 to 30 percent, the WLUA could absorb approximately 95 to 133 hotel rooms per decade of development. Activity across other land uses, especially office, destination retail and entertainment/recreation, will help to stimulate faster lodging absorption.

### Table 20. Trade Area Hotel Room Supply

<table>
<thead>
<tr>
<th>Hotel</th>
<th>City</th>
<th>Rooms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coralville Marriott</td>
<td>Coralville</td>
<td>286</td>
</tr>
<tr>
<td>Sheraton Iowa City</td>
<td>IC</td>
<td>234</td>
</tr>
<tr>
<td>Heartland Inn</td>
<td>Coralville</td>
<td>199</td>
</tr>
<tr>
<td>Hampton Inn</td>
<td>Coralville</td>
<td>115</td>
</tr>
<tr>
<td>Baymont Inn &amp; Suites</td>
<td>Coralville</td>
<td>123</td>
</tr>
<tr>
<td>Motel 6</td>
<td>Coralville</td>
<td>103</td>
</tr>
<tr>
<td>Residence Inn</td>
<td>Coralville</td>
<td>100</td>
</tr>
<tr>
<td>Holiday Inn</td>
<td>Coralville</td>
<td>96</td>
</tr>
<tr>
<td>Homewood Suites by Hilton</td>
<td>Coralville</td>
<td>95</td>
</tr>
<tr>
<td>Hampton Inn</td>
<td>IC</td>
<td>93</td>
</tr>
<tr>
<td>Crimson Highlander Hotel</td>
<td>Coralville</td>
<td>90</td>
</tr>
<tr>
<td>Best Western Caravella Inn &amp; Suites</td>
<td>IC</td>
<td>90</td>
</tr>
<tr>
<td>Super 8</td>
<td>Coralville</td>
<td>84</td>
</tr>
<tr>
<td>Comfort Suites</td>
<td>Coralville</td>
<td>81</td>
</tr>
<tr>
<td>Travelodge Iowa City</td>
<td>IC</td>
<td>80</td>
</tr>
<tr>
<td>Holiday Inn Express</td>
<td>Coralville</td>
<td>80</td>
</tr>
<tr>
<td>Americas</td>
<td>Coralville</td>
<td>76</td>
</tr>
<tr>
<td>Suburban Extended Stay</td>
<td>Coralville</td>
<td>74</td>
</tr>
<tr>
<td>Sleep Inn</td>
<td>North Liberty</td>
<td>72</td>
</tr>
<tr>
<td>Fairfield Inn by Marriott</td>
<td>Coralville</td>
<td>63</td>
</tr>
<tr>
<td>Super 7 Motel</td>
<td>Coralville</td>
<td>60</td>
</tr>
<tr>
<td>Heath/Inn</td>
<td>IC</td>
<td>55</td>
</tr>
<tr>
<td>Quality Inn</td>
<td>Coralville</td>
<td>50</td>
</tr>
<tr>
<td>Country Inn &amp; Suites</td>
<td>Coralville</td>
<td>41</td>
</tr>
<tr>
<td>Alexa Park Inn</td>
<td>E</td>
<td>32</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>2,436</td>
</tr>
</tbody>
</table>

Source: Leland Consulting Group, based on Assessor’s records and other available on-line sources

### Table 21. Lodging Demand Estimates

<table>
<thead>
<tr>
<th>Lodging Segment</th>
<th>Trade Area Share of Room-Nights</th>
<th>Existing Room Equivalents by Segment Grown as a Function of…</th>
<th>Trade Area Annual Growth Rate</th>
<th>10-Year New Room Demand</th>
<th>Est. Subject Capture Rate</th>
<th>Est. Subject Room Capture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Travel</td>
<td>30%</td>
<td>731 Employment</td>
<td>1.3%</td>
<td>101</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Convention/Event</td>
<td>50%</td>
<td>1,053 Avg. of Employment &amp; Population</td>
<td>1.5%</td>
<td>196</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vacation/Personal</td>
<td>20%</td>
<td>477 Population</td>
<td>1.6%</td>
<td>84</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

|                          | Total                         | 2,456                                                      | 299                           | 25% - 30%                | 95 - 133                  |

Source: Leland Consulting Group, with inputs from Iowa Department of Revenue and ESRI

### Appendix: Strategic Development Recommendations

The attached tabloid matrix shows strategic recommendations for WLUA by land use type. Column entries for each land use type show the following:

- Development quantities (residential units, commercial square feet, or rooms of lodging), at build out, including assumed densities and total required parcel acres
- Pace of absorption per decade
- Reference images with examples of likely/possible product appearance
- Notes on relation to other land uses
- Notes/recommendations on WLUA location
- Keys to success
- Risk Factors/Notes
- Competitive Position of WLUA in relation to trade area and regional

2015 Coralville West Land Use Master Plan and Design Guidelines
# Bibliography

## Image Sources

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<td>Cover</td>
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<td>Rendered Axonomic Aerial Photograph</td>
<td>Confluence. February 27, 2015</td>
</tr>
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<td>1</td>
<td>Top</td>
<td>Rendered Axonomic Aerial Photograph</td>
<td>Confluence. February 27, 2015</td>
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<td>2</td>
<td>Top</td>
<td>Timeline</td>
<td>Confluence. March 2, 2015</td>
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<td>Top</td>
<td>Woodland Stream (Existing Conditions)</td>
<td>Confluence. December 12, 2015</td>
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<td>Bottom</td>
<td>Agricultural Fields (Existing Conditions)</td>
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<td>Top Left</td>
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<td>Public Input Meeting</td>
<td>Confluence. January 21, 2015</td>
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<td>6</td>
<td>Top Right</td>
<td>Site Inventory with Property Owner</td>
<td>Confluence. December 12, 2015</td>
</tr>
<tr>
<td>6</td>
<td>Bottom Middle</td>
<td>Property Ownership Map with Land Use Overlay</td>
<td>Confluence. January 19, 2015</td>
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<td>Bottom Right</td>
<td>SWOT Analysis Board</td>
<td>Confluence. February 4, 2015</td>
</tr>
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<td>9</td>
<td>Left</td>
<td>City Project Team Meeting</td>
<td>Confluence. January 14, 2015</td>
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<tr>
<td>10</td>
<td>Left</td>
<td>Tour of Property with Owner</td>
<td>Confluence. January 2, 2015</td>
</tr>
<tr>
<td>10</td>
<td>Right</td>
<td>Steering Committee Bus Tour</td>
<td>Confluence. December 3, 2014</td>
</tr>
<tr>
<td>13</td>
<td>Left</td>
<td>Turning Point “Clickers”</td>
<td>Confluence. March 27, 2013</td>
</tr>
<tr>
<td>14</td>
<td>Top Left</td>
<td>Public Input Meeting #1</td>
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</tr>
<tr>
<td>15</td>
<td>Bottom Middle</td>
<td>Mixed Use Multi Family - Mist</td>
<td><a href="http://www.toefflerconstruction.com/project-gallery-multiples-family-mist.html">http://www.toefflerconstruction.com/project-gallery-multiples-family-mist.html</a></td>
</tr>
<tr>
<td>15</td>
<td>Top Right</td>
<td>Entry Level Apartments</td>
<td><a href="http://www.solexarchitecture.com/content/File/residential/parkside-grande/IMG_3508.jpg">http://www.solexarchitecture.com/content/File/residential/parkside-grande/IMG_3508.jpg</a></td>
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<tr>
<td>15</td>
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<td>Entry Level Duplex</td>
<td><a href="http://www.thompsonhillhomesinc.com/Duplex%20001.jpg">http://www.thompsonhillhomesinc.com/Duplex%20001.jpg</a></td>
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<td>Paved Trail in Forest</td>
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<td>Bottom Left</td>
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<td>Top Right</td>
<td>Traditional State Park</td>
<td><a href="http://www.sevillieparksandrec.com/images/Parks/2012_0327photoscamera0241.JPG">http://www.sevillieparksandrec.com/images/Parks/2012_0327photoscamera0241.JPG</a></td>
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<tr>
<td>16</td>
<td>Bottom Right</td>
<td>Traditional Band Shell Amphitheater</td>
<td><a href="http://www.red-wing.org/centralparkjohnrichpark.html">http://www.red-wing.org/centralparkjohnrichpark.html</a></td>
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<td>High-end Mixed Use</td>
<td><a href="http://www.ryancompanies.com/upload/GroveRetail-Rich-4L.jpg">http://www.ryancompanies.com/upload/GroveRetail-Rich-4L.jpg</a></td>
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<td>17</td>
<td>Bottom Left</td>
<td>Unique Mixed Use</td>
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<td>17</td>
<td>Middle</td>
<td>High Quality Strip Retail</td>
<td><a href="http://x.lnimg.com/photo/poster_1920/25589ba6b-17145c888b3f9d46784.jpg">http://x.lnimg.com/photo/poster_1920/25589ba6b-17145c888b3f9d46784.jpg</a></td>
</tr>
<tr>
<td>17</td>
<td>Top Right</td>
<td>Contemporary Big Box Retail</td>
<td><a href="http://americanmodernamerican.blogspot.com/2010_07_01_archive.html">http://americanmodernamerican.blogspot.com/2010_07_01_archive.html</a></td>
</tr>
<tr>
<td>17</td>
<td>Bottom Right</td>
<td>Traditional Big Box Retail</td>
<td><a href="http://www.inquisitr.com/wp-content/uploads/2013/02/Blackberry-losses-after-Home-Depot-switches-to-iPhone.jpg">http://www.inquisitr.com/wp-content/uploads/2013/02/Blackberry-losses-after-Home-Depot-switches-to-iPhone.jpg</a></td>
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Location | Image Description | Source
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Top Left | Tall Grass Corporate Campus | http://architizer.com/projects/centra-at-metropark/
Top Middle | High-End Multi-Story Corporate | http://www.commercial-glass.com/work.php
Bottom Middle | Single Story Office | http://www.jarch.com/images/public/projects/Aberdeen_1.jpg
Top Left | Boulevard and Lighting | http://www.hkgi.com/projects/streetscape-design-excelis-blvd.php
Bottom Left | Ft. Collins Downtown Pedestrian Mall | Confluence. August, 26 2010
Top Middle | Pedestrian-centric amenities | http://www.casalaguna.com/content/57/downtown_570x350.jpg
Bottom Middle | Residential speed control amenities | http://www.maxineschnitzer.com/index.php?mi=2&pt=1&p=10000&a=15&pi=4&a=0&at=0
Top Right | Overlapping pedestrian and vehicular traffic | http://www.fredweberinc.com/services/construction/projects/
Top Left | Iowa River Landing Signage | http://www.lkrinfo.com/communities/coralville
Bottom Left | Wandemere Signage | https://www.pinterest.com/pin/487655465873648250/

Location | Image Description | Source
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Top Middle | Downtown Sioux Falls Wayfinding | Confluence. September 27, 2010
Bottom Middle | Coralville Wall Signage | https://www.google.com/maps/@41.695522,-91.606513,3a,45.1y,40.31h,90.54t/data=!3m4!1e1!3m2!1sHJuIkvXeZuTmsnZRGa42A!2e0
Top Right | Marion Roundabout Art | http://www.cityrevealed.com/pages/articles/july12/ cornsculpt.html
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25 | Adopted Land Use Plan | Houseal Lavigne Assoc. March 2014
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32 | Photo Board (2) | Confluence. January 21, 2015
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35-48 | Market Analysis |