

2012-2013

# Strategic Plan Final Report

City of Iowa City

November 2013



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# City of Iowa City Organizational Profile

Iowa City is governed by an elected city council of seven members: four council members at-large and three district members. The council is responsible for appointing the city manager, city attorney, and city clerk. The city manager serves as the chief administrative officer for the organization. The city manager implements the policy decisions of the city council, enforces city ordinances, and appoints city officials, as well as supervises the directors of the city's operating departments.

Iowa City employs approximately 600 full-time staff members to execute the city council's policies and provide public services to nearly 69,000 citizens. The City provides numerous utilities to its citizens including water, sewer, stormwater, and garbage and recycling services. In addition, the city provides many other services including public safety, building and housing inspections, parks and recreation, street maintenance, engineering, development services, transportation, and senior services.

In 2008, Iowa City was designated as a City of Literature by UNESCO becoming the third city recognized internationally and the first and only American city to date. Since 2012 the City has been recognized in over twenty "Best Of" publications including as "One of America's Best Small Cities," by *Money Magazine*, the "4<sup>th</sup> Best U.S. College Destination," by the American Institute for Economic Research, 8<sup>th</sup> "Best Performing Small City," by the Milken Institute, and the 13<sup>th</sup> "Best Small City for Business and Careers," by Forbes.



## City Council Members

Matt Hayek, Mayor  
Susan Mims, Mayor Pro Tem  
Connie Champion, District B  
Terry Dickens, At-large  
Rick Dobyns, District A  
Michelle Payne, At-large  
Jim Throgmorton, District C

# Strategic Plan Process

The strategic planning process involved multiple steps, including gathering input from the general public, front line City staff, department directors, and the City Council. The planning process focused on 1) Issues, Concerns, Trends and Opportunities 2) On-Going or Committed Projects 3) Significant and New Projects, Programs, Policies and Initiatives and 4) Organizational Effectiveness.

The 2012-2013 Strategic Plan outlines the primary areas of focus for 2012 and 2013. Numerous additional projects, initiatives and policy matters that are not specifically mentioned in this document have been be carried out or addressed throughout the years as appropriate.

The City staff continues to coordinate various actions that contribute to successful outcomes in each of the identified focus areas. This Final Status Report notes each of the issue areas, explains the major accomplishments to date, and presents a sample of future plans to further these goals.

2012-2013 Strategic Planning Calendar	
Summer 2011	Citizen survey conducted City staff input presented
Fall 2011	Strategic planning work session with the City Council
Winter 2011	City Council adopted Strategic Plan
2012-2013	Implementation of priorities Periodic status updates

Core Values for City Employees*		Strategic Plan Priorities	
<p><b>Integrity</b></p> <ul style="list-style-type: none"> <li>Mean what you say</li> <li>Do as you say</li> <li>Be Honest</li> <li>Be Ethical</li> <li>Be Consistent</li> <li>Be Committed</li> </ul> <p><b>Communication</b></p> <ul style="list-style-type: none"> <li>Be expressive</li> <li>Provide feedback</li> <li>Be friendly/open</li> <li>Be Clear</li> <li>Be Authentic</li> <li>Be Reflective</li> <li>Listen</li> </ul> <p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>See the whole picture</li> <li>Take risks</li> <li>Show Passion</li> <li>Be Respectful</li> <li>Be Tactful</li> <li>Engage</li> <li>Empower others</li> <li>Celebrate others</li> <li>Be Collaborative</li> <li>Be Supportive</li> </ul>	<p><b>Inspiration</b></p> <ul style="list-style-type: none"> <li>Encourage others</li> <li>Help set the pace</li> <li>Be excited about the future</li> <li>Show faith in your team</li> <li>Be Visionary</li> <li>Embrace new concepts</li> <li>Don't quit before you start</li> </ul>		
	<p><b>Life-Long Learning</b></p> <ul style="list-style-type: none"> <li>Be Self-Directed</li> <li>Show creativity</li> <li>Find solutions from multiple sources</li> <li>Seek to learn</li> <li>Evaluate and adjust when needed</li> <li>Share knowledge</li> <li>Practice what you learn</li> </ul> <p>*Core values were developed by Iowa City staff as part of the succession planning process</p>		<p>Economic and Community Development</p>
			<p>Development of the Downtown and Near Downtown Areas</p>
			<p>Neighborhood Stabilization</p>
			<p>A Strong and Sustainable Financial Foundation</p>
			<p>Coordinated Communication and Customer Service Orientation</p>

# Economic and Community Development

Goal: The City strives to expand and diversify the economic base of the community, particularly in existing planned commercial and industrial areas that have established supporting infrastructure.

Targets for Actions	Accomplishments	Future Plans
<b>Towncrest</b>	<ul style="list-style-type: none"> <li>Completed acquisition of Kerr-McGee property at First and Muscatine</li> <li>Negotiated redevelopment agreement for two new medical office buildings at Muscatine and Williams</li> <li>Initiated Williams Street streetscape improvements</li> <li>Launched a façade grant program and assisted the Free Medical Clinic and Iowa City Hospice with associated upgrades</li> </ul>	<ul style="list-style-type: none"> <li>Continue to market the Kerr-McGee property for redevelopment</li> <li>Identify further redevelopment options in the district</li> <li>Continue to offer façade improvement opportunities to existing businesses</li> <li>Expand streetscape enhancements as redevelopment occurs</li> </ul>
<b>Sycamore Mall and First Avenue Retail Corridor</b>	<ul style="list-style-type: none"> <li>Commenced significant public improvement projects on Lower Muscatine, Sycamore and First Avenue to improve storm water management, traffic flow, bicycle/pedestrian accommodations and aesthetic appeal of the corridor</li> <li>Facilitated State resurfacing project on Highway 6</li> <li>Granted CDBG loan for Title Boxing build out in Sycamore Mall</li> <li>Partnered with the Visiting Nurses Association to construct a new facility off of Sycamore Street</li> </ul>	<ul style="list-style-type: none"> <li>Initiate the First Avenue grade separation project (2014-2016)</li> <li>Continue to work with the Sycamore Mall ownership group to revitalize the property</li> <li>Initiate a winter's farmers market in Sycamore Mall as space permits</li> </ul>





# Economic and Community Development (continued)

Goal: The City strives to expand and diversify the economic base of the community, particularly in existing planned commercial and industrial areas that have established supporting infrastructure.

Targets for Actions	Accomplishments	Future Plans
<p><b>Highway 6 / Highway 1</b></p>	<ul style="list-style-type: none"> <li>Completed environmental assessments on publicly owned land at Riverside and Highway 6</li> <li>Facilitated the sale of multiple airport properties for private redevelopment</li> <li>Commenced work on the Highway 1 pedestrian trail project and facilitated the State road resurfacing project</li> <li>Approved development plans for private redevelopment of several properties including car dealerships and a grocery store</li> </ul>	<ul style="list-style-type: none"> <li>Begin to relocate public facilities and market the property at Riverside and the highway for private redevelopment</li> <li>Continue to market the remaining airport parcels for redevelopment</li> <li>Facilitate redevelopment of vacant or underutilized properties along the corridor</li> </ul>
<p><b>420<sup>th</sup> Street Industrial Park</b></p>	<ul style="list-style-type: none"> <li>Completed the public infrastructure improvements including the construction of a rail spur</li> <li>Achieved shovel ready status from ICAD and the State of Iowa, which has increased the number of regional and national leads</li> <li>Began marketing the property with ICAD</li> </ul>	<ul style="list-style-type: none"> <li>Continue to market the property in coordination with ICAD</li> <li>Consider private assistance for enhanced marketing services</li> </ul>



# Economic and Community Development (continued)

Goal: The City strives to expand and diversify the economic base of the community, particularly in existing planned commercial and industrial areas that have established supporting infrastructure.		
Targets for Actions	Accomplishments	Future Plans
Moss Ridge Campus and Northgate	<ul style="list-style-type: none"> <li>Worked extensively with the property owner and development team on initial plans for the development of the Moss Ridge Campus</li> <li>Secured a \$1.9 million RISE grant for the construction of a roadway into the Moss Ridge Campus</li> <li>Approved Midwestern Disaster Area Revenue Bonds for the Iowa City Cancer Treatment Center Facility in Northgate</li> </ul>	<ul style="list-style-type: none"> <li>Continue to work with Moss Ridge Campus and Pearson to allow for suitable access provisions for the property</li> <li>Assist with private development issues as needed</li> </ul>
Other Economic Development Efforts	<ul style="list-style-type: none"> <li>Legislative approvals of several prominent plans, including Oaknoll’s expansion and the North Dodge Hy-Vee expansion</li> <li>Cooperation with significant UI projects including the School of Music, Art Building West, Hancher and the Children’s Hospital</li> <li>Multiple small business loans and grants and investment in co-working operations</li> <li>Regulatory changes including easing burdens on non-conforming properties, changes to the CI-1 and CC-2 zoning categories, and streamlined outdoor café regulations</li> <li>Adoption of a buy local policy</li> <li>Improvement to Class 2 ISO fire protection rating</li> <li>6% reduction in the City property tax rate over the last two years</li> </ul>	<ul style="list-style-type: none"> <li>Continue to explore a ‘Corridor Compact’ with neighboring communities</li> <li>Explore new economic development incentive policies that are tied to high quality job growth</li> <li>Expand city presence at the ICAD Co-Lab and encourage young entrepreneurs to grow their business in the local community</li> </ul>





# Development of the Downtown and Near Downtown Areas

Goal: It is the City's goal to promote growth of the Downtown and Near Downtown areas in a manner that builds upon the existing vibrancy of the region, serves persons of all ages and backgrounds, and complements the surrounding neighborhoods and University community.

Targets for Actions	Accomplishments	Future Plans
<b>Downtown Iowa City and Northside Marketplace</b>	<ul style="list-style-type: none"> <li>• Notable partnerships with the ICDD including BenchMarks, TreeHuggers, advertising, power washing, expanded WiFi, and a new walking beat police officer and associated community service program</li> <li>• New and expanded special events including One Book Two Book, Soul Fest, Downtown Running Series, Oktoberfest, and Hometown Huddle</li> <li>• Introduction of smart parking meters and the new "First Hour Free" program</li> <li>• Various regulatory changes including allowing dogs on the Ped Mall, streamlining café approvals, density bonuses for Class A office space, and amending entertainment venue rules</li> <li>• Converted Washington Street to two-way traffic</li> <li>• Introduced the Building Change façade program, which leveraged over a million dollars of private funds with approximately \$200k in city and CDBG funds</li> <li>• Several notable private developments including the old Vito's building, Park at 201, Midwest One Bank, Bruegger's, and others</li> <li>• Awarded several small business loans and grants to new and existing businesses</li> <li>• Selected a preferred developer for the College and Gilbert location</li> <li>• Completed two-year improvement project at the Library, strengthening a destination point that experiences over 720,000 visitors annually</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to work with the private sector to strengthen and diversify the economic base downtown</li> <li>• Adopt and begin to implement the downtown streetscape plan</li> <li>• Offer a second round of the building change program and consider potential energy efficiency requirements for participants</li> <li>• Develop the Washington Street Master Plan in conjunction with the University of Iowa and other private stakeholders</li> <li>• Consider additional policy changes that can assist in meeting the shared goals of the City and ICDD (signage, dumpster/alleys, etc.)</li> </ul>



# Development of the Downtown and Near Downtown Areas (continued)

Goal: It is the City’s goal to promote growth of the Downtown and Near Downtown areas in a manner that builds upon the existing vibrancy of the region, serves persons of all ages and backgrounds, and complements the surrounding neighborhoods and University community.

Targets for Actions	Accomplishments	Future Plans
<p><b>Riverfront Crossings</b></p>	<ul style="list-style-type: none"> <li>Secured funding partners and initiated the Burlington Street Dam study</li> <li>Adopted the Downtown and Riverfront Crossings Master Plan and began to develop the accompanying form based code</li> <li>Approved a new Urban Renewal Area for Riverside Drive and expanded the downtown Urban Renewal Area to cover the district</li> <li>Worked with several private developers on projects including the Hampton Inn Hotel, Vine Building renovation, lofts on Prentiss and Midwest One</li> <li>Initiated construction on the South Waste Water Plant expansion, which will allow for significant redevelopment opportunities in the district</li> </ul>	<ul style="list-style-type: none"> <li>Market the city’s property at Court and Linn</li> <li>Continue to develop plans for a parking facility near the MidwestOne office building</li> <li>Commence the riverfront park master plan and the Burlington Street Dam plan</li> <li>Relocate the Fire Training Center and demolish the North Waste Water Plant</li> <li>Consider streetscape improvements for Riverside Drive</li> <li>Continue to work with the private sector on redevelopment projects</li> <li>Work with the University of Iowa on the School of Music and Art Museum projects</li> </ul>



# Neighborhood Stabilization

Goal: The City aims to invest in and deliver core services to neighborhoods in a manner that enhances overall stability and maintains the intended character while facilitating new opportunities to improve the quality of life.

Targets for Actions	Accomplishments	Future Plans
<p><b>Land Use Regulations</b></p>	<ul style="list-style-type: none"> <li>Amended the definition of household to include no more than three unrelated persons in all zoning classifications</li> <li>Created a graduated density formula for one, two and three bedroom apartments</li> <li>Created the University Impact Area and changed off-street parking requirements within the district</li> <li>Made changes to the group housing and rooming house sections of the code to better integrate such uses into neighborhoods</li> <li>Created the Jefferson Street Historic District</li> <li>Amended the Comprehensive Plan and rezoned properties on Governor Street after the neighborhood raised concerns</li> </ul>	<ul style="list-style-type: none"> <li>Adopt the Riverfront Crossings Form Based Code and selectively apply multifamily housing standards to other areas of the community where student oriented housing is most appropriate</li> <li>Consider adoption of Horace Mann Conservation District</li> </ul>



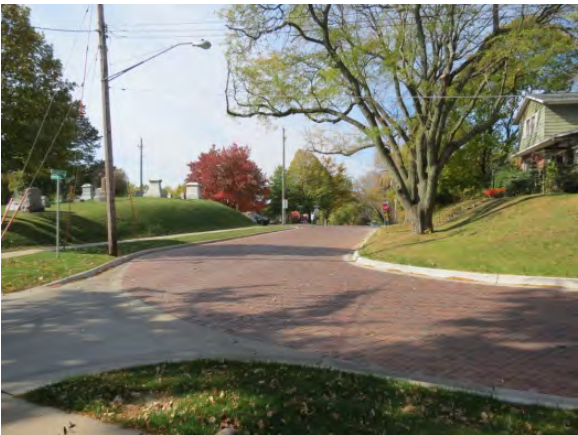
NEUMANN MONSON  
ARCHITECTS

Northside Commons



# Neighborhood Stabilization (continued)

Goal: The City aims to invest in and deliver core services to neighborhoods in a manner that enhances overall stability and maintains the intended character while facilitating new opportunities to improve the quality of life.		
Targets for Actions	Accomplishments	Future Plans
Public Infrastructure	<ul style="list-style-type: none"> <li>Pursued core neighborhood improvement projects including:                             <ul style="list-style-type: none"> <li>North Market Square Park</li> <li>Reno Street Park</li> <li>Fairmeadows Park</li> <li>Miller-Orchard sidewalk infill project</li> <li>Dewey Street brick replacement</li> </ul> </li> <li>Worked with residents on solution to restore the last remaining brick sidewalks in the community</li> <li>Enhanced CIP funding for future neighborhood park improvements</li> <li>Relocated the Sycamore Mall Farmer’s Market to Mercer Park</li> <li>Continued the PIN grant program</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that CIP funding is sufficiently provided for core neighborhood improvements</li> <li>Continue to promote the City of Literature Little Free Library program in neighborhoods</li> <li>Install the Sycamore Greenway trail head public artwork in the Grant Wood neighborhood</li> <li>Continue to promote the Neighborhood Traffic Calming Program</li> </ul>



# Neighborhood Stabilization (continued)

Goal: The City aims to invest in and deliver core services to neighborhoods in a manner that enhances overall stability and maintains the intended character while facilitating new opportunities to improve the quality of life.

Targets for Actions	Accomplishments	Future Plans
<p><b>Private Building Stock</b></p>	<ul style="list-style-type: none"> <li>Completed phases one (26 homes) and two (4 homes) of the UniverCity program and expanded phase three to include 17 more homes, which will all be sold by the summer of 2014</li> <li>Continued the GRIP rehab program and assisted 26 existing homeowners over the last two years with 6 more pending</li> <li>Used CDBG and HOME funds to rehab 49 homes with 10 more pending</li> <li>Created a new Targeted Neighborhood Improvement Program and assisted 13 homes over the first two years with 6 more pending</li> </ul>	<ul style="list-style-type: none"> <li>Continue to obtain funding resources to continue the UniverCity, GRIP and Targeted Neighborhood Improvement programs</li> </ul>





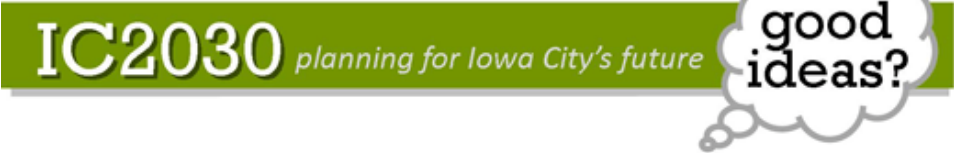
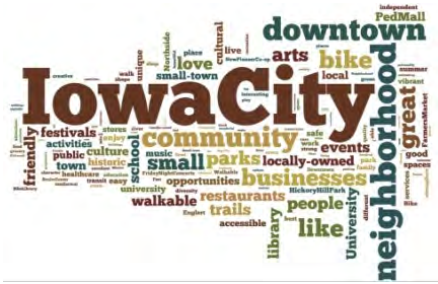
# Neighborhood Stabilization (continued)

Goal: The City aims to invest in and deliver core services to neighborhoods in a manner that enhances overall stability and maintains the intended character while facilitating new opportunities to improve the quality of life.		
Targets for Actions	Accomplishments	Future Plans
Nuisance Mitigation	<ul style="list-style-type: none"> <li>Adopted new disorderly house provisions in the City Code to strengthen enforcement efforts</li> <li>Updated the rental disclosure forms to better inform tenants of local ordinances</li> <li>Regulated duplexes to be leased as they are licensed and not leased as one unit</li> <li>Increasingly used existing code provisions to require annual property inspections when nuisance or criminal complaints are received</li> <li>Launched the IC Gov Express mobile application to increase nuisance reporting capabilities (promoted through neighborhood association meetings and newsletters)</li> <li>Launched a car-sharing service to help reduce the demand for automobiles in the core neighborhoods of the city</li> <li>The ICPD partnered with the Mayor’s Youth Empowerment Program to launch a graffiti removal service</li> <li>Used a COPS grant to fund a new neighborhood liaison position in the ICPD and promoted the position through neighborhood association meetings and newsletters</li> </ul>	<ul style="list-style-type: none"> <li>Continue to provide enforcement resources and consider code changes that help stabilize areas experiencing large volumes of nuisances</li> <li>Continue outreach to neighborhoods to promote IC Gov Express and the Neighborhood Liaison Police Officer program</li> </ul>



# Neighborhood Stabilization (continued)

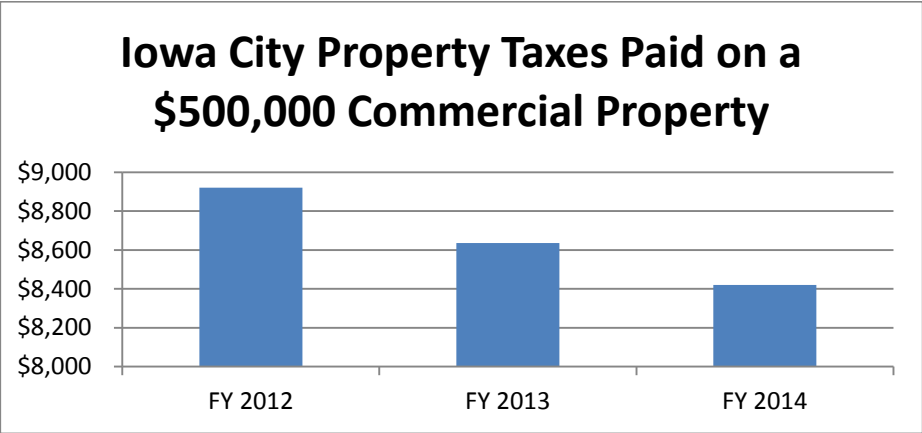
Goal: The City aims to invest in and deliver core services to neighborhoods in a manner that enhances overall stability and maintains the intended character while facilitating new opportunities to improve the quality of life.		
Targets for Actions	Accomplishments	Future Plans
Open Stakeholder Communication	<ul style="list-style-type: none"> <li>Continued staff outreach to various neighborhood associations and assisted with communications as appropriate</li> <li>Revised the City’s Good Neighbor Program in an effort to provide more complete information to citizens</li> <li>The City Manager initiated a developer’s roundtable to discuss development matters and appointed an ad-hoc committee to study commercial zoning standards</li> <li>Worked with the ICCSD on various facility matters including the site selection for two new elementary schools</li> <li>Participated in the University of Iowa’s off-campus housing fair</li> <li>Launched the IC GovExpress mobile application to enhance communication capabilities with residents</li> <li>Helped establish a business association in the Gilbert Court area to address growing public safety concerns</li> </ul>	<ul style="list-style-type: none"> <li>Expand IC GovExpress to other parts of the City organization</li> <li>Continue to work with the ICCSD on facility issues, including exploring partnerships to enhance facilities and offer programming</li> <li>Explore senior outreach services in neighborhood locations</li> </ul>
Updated Planning Documents	<ul style="list-style-type: none"> <li>Launched the “Good Ideas” campaign to solicit feedback from the community</li> <li>Updated the City’s Comprehensive Plan</li> <li>Adopted the Riverfront Crossings Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>Continue to update and revise planning documents</li> </ul>



# A Strong and Sustainable Financial Foundation

Goal: The City aim to create a strong and sustainable financial foundation that will provide needed stability and flexibility while utilizing taxpayer dollars in the most efficient and responsible manner.

Targets for Actions	Accomplishments	Future Plans
Financial Policies	<ul style="list-style-type: none"> <li>Adopted economic development policies to help guide the use of public incentives</li> <li>Adopted a new Purchasing Manual to streamline procurement, ensure competitive pricing and develop local purchasing preference</li> <li>Took steps to minimize or eliminate instances of the community providing services beyond our borders</li> <li>Reduced the municipal property tax rate in each of the last two years</li> <li>Reduced debt service payments by nearly 33% in two years</li> <li>Evaluated fee structures of various services and established new revenue benchmarks to reduce property tax dependency</li> </ul>	<ul style="list-style-type: none"> <li>Develop target fund balance levels for all enterprise funds and ensure supporting revenue sources and expenditure levels</li> <li>Take steps to deal with the impacts projected from the State of Iowa’s property tax relief legislation</li> <li>Continue to reduce the property tax rate in order to be more competitive in the region</li> <li>Continue to refine the City’s economic development policies as needed</li> </ul>
Financial Analysis and Communication to the Public	<ul style="list-style-type: none"> <li>Maintained the City’s AAA bond rating from Moody’s</li> <li>Received the GFOA Distinguished Budget Presentation award for the first time in over twenty years in 2012 and received a second award again in 2013</li> </ul>	<ul style="list-style-type: none"> <li>Continue to enhance the budget document and associated financial reporting</li> </ul>



# Coordinated Communication and Customer Service Orientation

Goal: The City strives to be a high-functioning, customer service orientated organization that actively supports and engages stakeholders through clear, open and innovative communication methods.

Targets for Actions	Accomplishments	Future Plans
<p><b>Coordinated Communications</b></p>	<ul style="list-style-type: none"> <li>Completed a staff reorganization to bring communication personnel in to the City Manager’s Office</li> <li>Placed a significant emphasis on social media and established a strong presence through multiple platforms</li> <li>Began the process to convert to a centralized computer platform</li> </ul>	<ul style="list-style-type: none"> <li>Continue efforts to better coordinate messages coming from various city departments</li> <li>Continue to implement the Munis centralized computer software program</li> <li>Further integrate the use of social media into the organization</li> <li>Explore interest in a new city logo and brand to help marketing efforts</li> </ul>





# Coordinated Communication and Customer Service Orientation (continued)

Goal: The City strives to be a high-functioning, customer service orientated organization that actively supports and engages stakeholders through clear, open and innovative communication methods.

Targets for Actions	Accomplishments	Future Plans
<p><b>Customer Service Orientation</b></p>	<ul style="list-style-type: none"> <li>Reorganized the City Hall front desk staffing model to provide better customer service to citizens and visitors</li> <li>Initiated the front lobby remodel process to provide for a welcoming environment for the public</li> <li>Took advantage of customer service training programs in the community and included customer service expectations in the new employee orientation process and in annual employee evaluations</li> <li>Analyzed several work flow procedures to better serve the public in a more timely manner (e.g. disabled transit permits)</li> <li>Redesign of the public library space and launch of a new phone system to better serve the public. Also worked with the ICDD to launch improved public WiFi access.</li> <li>Launched the electronic development plan submission process</li> <li>Parks and Recreation and the Senior Center collaborated on a new registration software purchase that gives residents expanded capabilities</li> <li>The Police Department created a volunteer Chaplain Program and launched two new community oriented police officer positions (one in downtown and the other with a neighborhood focus)</li> <li>Initiated a friendly welcome letter to the families of incoming UI students</li> </ul>	<ul style="list-style-type: none"> <li>Redesign the city’s website to better meet the needs of the public and provide more content management capabilities</li> <li>Redesign the Library’s website to better meet the needs of the public</li> <li>Continue to examine ways to streamline interactions between the city and public</li> <li>Consider an annual customer training program for employees that most frequently interact with members of the public</li> <li>Expand senior outreach in an effort to reach a more diverse population and promote programs such as the Blue Zones</li> </ul>





# Organizational Effectiveness

Goal: The City shall proactively look toward the future to ensure that services are continually able to be delivered at high levels and that relationships with external stakeholders are strong and productive.

Targets for Actions	Accomplishments	Future Plans
<b>Succession Plan</b>	<ul style="list-style-type: none"><li>City staff completed the succession planning process and presented the report and associated action items to the City Council</li></ul>	<ul style="list-style-type: none"><li>Continue to implement the plan and to the extent possible prepare the organization for staff turnover in key positions</li></ul>
<b>Relationship building with Federal and State elected officials</b>	<ul style="list-style-type: none"><li>Engaged a lobbyist to assist with monitoring and advocacy efforts at the State level</li><li>Worked on a number of policy issues at the state level and offered feedback and testimony as needed</li><li>Secured several state and federal grants for flood recovery efforts, housing programs, public safety personnel and equipment, airport operations, road construction, trail expansions and river enhancements</li><li>Worked to further the goals of the City Council’s legislative priorities</li></ul>	<ul style="list-style-type: none"><li>Continue to closely monitor legislative proposals and advocate for policies and projects that benefit the community</li><li>Seek out grant opportunities as they become available</li></ul>



# Other Significant Projects and Initiatives

Category	Project	Status
Public Facilities		
	Animal Shelter	Design development is complete. Construction is expected to begin in the spring off 2014.
	Airport Parallel Taxiway	Construction Phase 1 of the project is complete. Phase 2 has started and is near completion.
	Eastside Recycling Center	Project complete.
	North Wastewater Plant Demolition	Preliminary demolition estimates have been prepared and staff is seeking funding assistance.
	Public Facility Space Needs Analysis	Report complete.
	Riverfront Crossings Parking Facility	Working with Midwest One Bank on a new facility to be located on Harrison Street in the Riverfront Crossings district.
	South Wastewater Plant Expansion	The project has been awarded to J.J. Henderson. Construction is approximately 85% complete.



## Other Significant Projects and Initiatives (continued)

Category	Project	Status
<b>Flood Recovery</b>		
	East Side Levee	The project has been terminated because the estimated cost far exceeded the available funds. Portions of federal funds were reallocated to the West Side Levee project.
	Flood Buy-Out Program	Completed acquisition of 94 properties.
	Gateway Project	National Environmental Policy Act (NEPA) Review Process is expected to be completed soon. Design and engineering will begin in early 2014.
	Iowa River Power Dam Repairs	Project completed.
	Rocky Shore Flood Gate/Lift Station	Property acquisition is in progress. Construction is scheduled to begin in the spring of 2014.
	Taft Speedway Levee	Project was terminated. Federal funds were reallocated to the South Wastewater Plant Expansion project.





## Other Significant Projects and Initiatives (continued)

Category	Project	Status
<b>Flood Recovery (cont.)</b>	Water Main Crossing Repair	Project completed.
	West Side Levee	Construction is approximately 10% complete with final completion expected in late fall of 2014.
<b>Public Infrastructure</b>		
	Burlington/Clinton Intersection	This project is being designed. Construction is planned for 2015.
	Burlington/Madison Intersection	Staff is currently pursuing additional funding opportunities. Plans will be completed after final funding is secured.
	Central Business District Maintenance	The Master Plan will be completed in early 2014.
	Dubuque Street Pedestrian Bridge I-80	Preliminary concept has been developed. Planned for construction in 2015.



## Other Significant Projects and Initiatives (continued)

Category	Project	Status
<b>Public Infrastructure (cont.)</b>		
	First Avenue Railroad Grade Separation	Final design is near completion. Property acquisition is currently underway. Construction to begin in 2015.
	First Avenue Storm Sewer Phase 2	The project is under construction and is expected to be completed in the spring of 2014.
	Library Remodel	Project completed.
	Lower Muscatine Road Reconstruction	The project was bid in 2012 and awarded to Metro Pavers. Construction will continue until spring 2014.
	Moss Ridge Road	Project is being designed by Shive Hattery. Property acquisition is in progress.
	Park Road 3rd Lane	The design is being done as part of the Gateway Project and will be constructed with that project.
	Snyder Creek Trunk Sewer	Project completed.
	Sycamore Street Improvement	Project completed.
	US 6 East Rehabilitation	Project nearly completed.





## Other Significant Projects and Initiatives (continued)

Category	Project	Status
<b>Parkland Development</b>		
	Court Hill Trail – Phase 3	Project completed.
	Highway 1 Trail	Project is nearly complete.
	Lower City Park Secondary Access	Project will create an emergency access temporary road to only be used for emergencies and access to City Park if the Park Road access becomes unusable during construction associated with the Gateway project
	Ned Ashton House	Construction will continue into early 2014.
	Normandy Drive Restoration	Phase 1 has been completed. Phase two will be rebid in the coming months.
	Terry Trueblood Recreation Area	Project completed.



## Other Significant Projects and Initiatives (continued)

Category	Project	Status
Other		
	Ad Hoc Diversity Recommendations	The recommendations have been received and staff is actively working on implementation.
	GIS Software	Staff is determining the appropriate steps to implement a cohesive system for the organization.
	Projectdox Software	Software has gone live and is being implemented.
	Sustainability Assessment	The assessment has been completed.
	Utility Billing and ERP Software	Staff is currently implementing the software. Completion is expected in late 2014.



**The 2014-2015 City Council Strategic Planning Work Session  
is scheduled for November 25, 2013**