

Strategic Plan

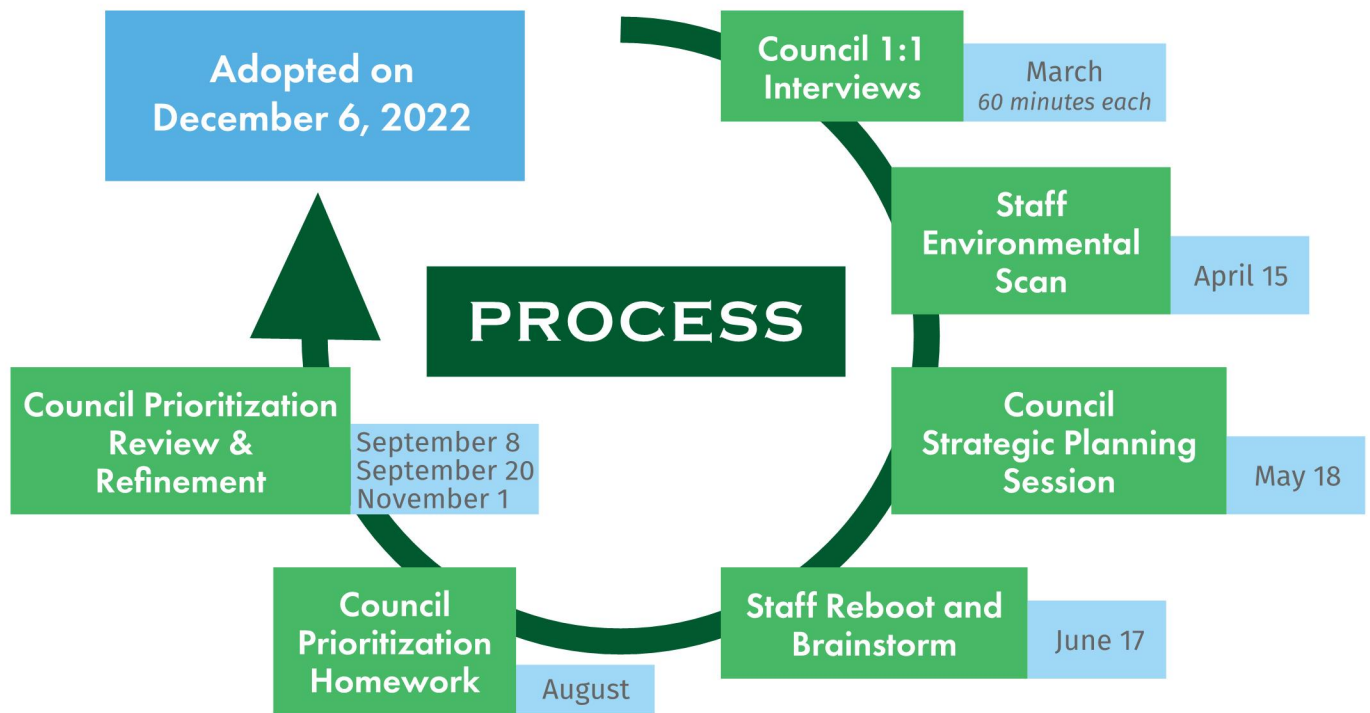
FISCAL YEARS 2023-2028

Adopted December 2022

PLAN OVERVIEW

The **strategic plan** summarizes the vision, strategies and key action steps for the City Council and staff through the five-year planning period. The City's plan also advances the goals set forth in the Better Together 2030 Johnson County All in Vision, and regionally in the Envision East Central Iowa comprehensive economic development strategy. The City's pre-existing strategic priorities, developed over several years, served as the foundation of this plan.

Drawing upon previous planning work, studies and community conversations, the City Council and City staff leadership engaged in an extensive process to refine the vision and strategies, determine action steps, and establish priorities.



The **strategy map** (page 6) serves as the foundation of the plan. It outlines the values, impact areas and resources needed to execute the overall strategy. Within each component of the strategy map, the City has developed an associated **vision, strategies, and action steps**.

The vision outlines the “the why.” Each component of the strategy map contains a brief description of what the desired future would look like. Strategies represent “the what,” or the broad steps the City will take to move towards the future vision. Action steps present the “the how,” or specific actions the City will take to advance the strategies during the five-year period.

The vast bulk of the City’s resources, both financial and human, go toward providing essential services to the community such as police and fire protection, street maintenance, water and sewer services, parks and recreation opportunities, and library services (to name a few). The vision and accompanying strategies outlined will provide general direction in the implementation of these core services.

The action steps in the strategic plan focus on how the City’s discretionary resources can be leveraged to advance the vision through new, expanded, or reinvented services or policies. The action steps highlighted generally:

- Require significant human and/or financial resources,
- Have high visibility,
- Have a significant impact on the community,
- Require collaboration between many departments or organizations, and/or
- Require significant council or community involvement.

The vision and strategies are focused on the long-term and unlikely to change during the plan period. The action steps are weighted to the first few plan years, and often reflect the most pressing needs, which have already been the subject of much discussion. Some strategies do not have a corresponding action step identified in the plan. This does not mean that the strategy is not being or will not be addressed. Many projects are implemented at the department level and will not be detailed in the plan but will be highlighted in subsequent status reports. In addition, the plan is intended to provide strategic focus. Given the City’s limited discretionary resources, it is not possible to lift all strategies simultaneously. The completion of the action steps identified in the early years of the plan will allow the City to potentially shift focus to other strategies in later years or subsequent versions of this plan.



ENVIRONMENTAL SCAN

The Environmental Scan identified elements in the external environment that may impact the City moving forward. These forces, largely outside the City's control, may represent future challenges, opportunities, or both.



External Challenges and Opportunities

LEGISLATIVE

Recent legislative actions at the state level have reduced current and future projected tax revenues for the City. In addition, there has been a trend of state legislative action preempting decisions normally made at the local level.

EXPECTATIONS AND SUPPORT OF GOVERNMENT

Record high levels of distrust of state and federal government has impacted trust for local government, as well among some community members. At the same time, community members increasingly expect the 24/7 service experience that operations may not be resourced to provide.

RACIAL AND INCOME INEQUALITY

Community members can report vastly different community experiences based on race and income. This inequality is likely preventing individuals – as well as the community as whole – from reaching its full potential.

WORKFORCE

With the region at full employment and baby boomers transitioning out of the workforce, attracting talent is top concern, both for area employers and city operations. Employers are needing to quickly adapt to a job-seekers market with more competitive compensation and benefits, as well as flexible work arrangements.

INFLATION

Inflation has created significant pressure on the City's budget and may further impact operations and the area economy in unexpected ways.

CLIMATE CHANGE

The City will need to continue to prepare for the impacts of climate change. This will likely take the form of extended weather patterns, as well as increasingly severe weather events.

GROWTH

From 2010 to 2020, Johnson County was the second fastest growing county in Iowa. Iowa City contributed through robust growth of its own. As an increasingly diverse community, residents of different cultures and varied life experiences can help propel future growth and opportunity as they establish roots in the community.

FEDERAL FUNDING

The City received approximately eighteen million dollars in American Rescue Plan Act (ARPA) funds to respond to the COVID-19 emergency and help residents and the community become more resilient in the coming years. These resources can also contribute greatly to the action steps in this plan. In addition, several new state and federal grants are available through utilizing ARPA and the Infrastructure Investment and Jobs Act (IIJA) funding.

UNIVERSITY OF IOWA

Iowa City and the University of Iowa are tightly connected. Significant changes at the University of Iowa have a ripple effect throughout the community.





City Operations

FINANCIAL HEADWINDS

Property tax reform, depressed development trends following COVID-19, inflation pressures, and the phase out of the commercial tax backfill means that the City will face significant financial headwinds during upcoming budget cycles. Leaders will need to consider new funding sources for major initiatives given that the growth in property-tax related revenue is expected to remain fairly flat during the planning period.

STAFF RECRUITMENT AND CAPACITY

The City is experiencing the same recruitment challenges as the private sector and struggling to fill key positions. Flat staffing levels, community growth, and numerous new initiatives have strained the ability of staff to continue to meet service demands. Properly resourcing City operations will help in the effort to recruit and retain top talent and provide for better service to the community.

OUTDATED FACILITIES

Several City facilities have not grown or been remodeled to meet the service demands of an expanding population and workforce. These facilities can create operational inefficiencies and work against goals to provide safe, reliable, and healthy facilities for employees and the public.

STRATEGY MAP

The Iowa City Strategy Map organizes and builds upon the seven strategic priorities identified in previous years. The Strategy Map has three distinct components: Values, Impact, and Resources.

Values

Our values represent both a lens through which we will approach our work, as well as a desired end state when our work is completed. Our values are embodied in every element of this strategic plan.

Impact Areas

Impact areas represent our mission and focus as a municipal government. This is where we intend to work collectively to advance our community.

Resources

Resources are building blocks needed to support our work.



VALUES

Racial Equity, Social Justice & Human Rights

FUTURE VISION

Iowa City welcomes and celebrates cultural diversity throughout the community, and accurate cultural historical perspectives are acknowledged and commemorated. Each community member understands how systemic inequities have disadvantaged and marginalized some populations and are equipped with the skills to disrupt bias. Growth and healing occur as the City proactively addresses racial inequalities and social injustices. The City has removed and addressed systemic barriers present in all facets of city government including policies, land use decisions, programs, services, and employment. Partnerships with businesses, schools, and non-profit organizations facilitate equitable access to opportunity across all sectors. City employees, boards and commission members, and other advisory and decision-making entities reflect the diversity of the Iowa City community. The presence of equity, inclusion, and belonging is identifiable in all City operations and activities.



Climate Action

FUTURE VISION

Cities across the Midwest and nationally emulate Iowa City's long-term innovative strategies which achieve net-zero greenhouse gas emissions across all sectors and prepare all populations for the effects of climate change and the urban heat island effect. A bio-diverse environment flourishes and each generation can look forward to improved water, air, and soil quality. Every resident in Iowa City understands the cost of climate change and knows which community resources can help them mitigate and adapt to these impacts. Residents of all socioeconomic statuses actively take climate action, including using sustainable transportation, shopping local, and reducing and conserving energy. As a result, their health, safety, economic wellbeing, and relationship with their neighbors are improved.



Partnerships and Engagement

FUTURE VISION

Community members believe engagement and participation in local government decision-making is worthwhile and sincere. Respectful dialogue and transparent processes dominate public decision-making. Creative and accessible communication and engagement methods ensure every resident is routinely reached by the City and encourage intergenerational participation. Neighborhoods are revitalized as a source of grassroots community-building, empowerment, and prosperity for all households. There is a high degree of trust and free-flowing communication between stakeholders within the community. As a result, public-private partnerships are plentiful and a natural component of every solution, and resources are deployed judiciously towards efforts that benefit all.



IMPACT AREAS

Neighborhoods & Housing

FUTURE VISION

Iowa City is a collection of authentic, vibrant neighborhoods and districts. By way of internal and external streets and trails, each community member has safe, easy access to everyday facilities and services within a 15-minute walk or bike ride.

Neighborhoods are compact and socially diverse, with a variety of housing choices and at least one place serving as its center. Permanent affordable housing choices are dispersed throughout the community. New higher density development blends

with existing buildings and shapes a comfortable, human-scale pedestrian environment. Public spaces are inviting and active with people recreating and socializing in parks, natural areas, and tree-lined streetscapes, all enhanced with public art and placemaking initiatives.



STRATEGIES

To advance the Vision the City will pursue the following strategies:

- Update City Comprehensive Plan and Zoning Code to encourage compact neighborhoods with diverse housing types and land uses.
- Partner in projects that serve as models for desired future development.
- Create inviting and active outdoor spaces with unique and engaging recreation offerings.
- Address the unique needs of vulnerable populations and low-to-moderate income neighborhoods.

ACTION PLAN

Action	Champion	Target Date
Explore legal steps to discourage or prevent bad faith and predatory property investors.	City Attorney	FY23-24
Act on building regulation recommendations outlined in the Accelerating Iowa City's Climate Actions Report; including TIF energy efficiency incentives, energy standards for height and density bonuses, and a climate action building permit rebate program.	Climate Action & Outreach and Neighborhood & Development Services	FY23-25
Revamp the neighborhood PIN grant program and evaluate discretionary funding for district/neighborhood grassroots projects.	Communications	FY23-25
Advance prioritized recommendations in the 2022 Affordable Housing Action Plan. Work with partners to undertake significant-scale affordable housing efforts.	Neighborhood & Development Services	FY23-28
Seek out and approve residential TIF applications for infrastructure when the project provides community benefit such as permanent affordable housing, expansive public open space, or advancement toward stated climate action goals. Consider a standard application of residential TIF for all new annexations to meet permanent affordable housing goals.	City Manager's Office	FY24-25
Initiate a Comprehensive Plan update and subsequent Zoning Code review to more broadly incorporate form-based principles with emphasis on growth areas first and infill areas next, expanded missing middle housing allowances, minimum density requirements, and streamlined approval processes	Neighborhood & Development Services	FY24-28
Explore pilot housing projects utilizing tiny homes, 3D printed homes, prefabricated or manufactured homes, net-zero homes, or other innovative options.	Neighborhood & Development Services	FY24-28
Bolster financial support for homeless services and evaluate shifting towards shelter as service model.	City Manager's Office	FY25-28
Expand the South District Homeownership Program to other targeted neighborhoods and consider allowing relocation assistance to expedite completion.	Neighborhood & Development Services	FY26-28
Provide all residents with public open space within a 15-minute walk or bike ride by strategically executing agreements with local schools or other partners.	Parks and Recreation	FY26-28

Mobility

FUTURE VISION

Community members of all socioeconomic statuses easily, safely, and comfortably travel using multiple modes of transportation year-round. Commuters choose to walk, bike, or bus at least half of the time, and an increasing number of trips are fueled by clean energy. Regional collaboration has created a strong multi-modal network that links Iowa City to neighboring communities. Highly traveled corridors have separated trails or comfortable, safe lanes for bicyclists. When prioritizing, the needs of pedestrians, bicyclists, transit riders, and other emerging forms of transportation are weighted greater than those of automobile drivers and adjacent property owners.

STRATEGIES

To advance the Vision the City will pursue the following strategies:

- Expand the access and convenience of environmentally friendly and regionally connected public transit.
- Design and maintain complete streets that are comfortable and safe for all users.
- Grow and prioritize bike and pedestrian accommodations.



ACTION PLAN

Action	Champion	Target Date
Fully evaluate the feasibility and funding sources needed for a zero-fare transit system.	Transportation Services and Finance	FY23-24
Develop a vision statement for a singular regional transit system with metro Johnson County entities and obtain initial commitments to study a regional system from each entity's elected officials.	City Council	FY23-25
Install additional permanent charging stations for vehicles, bicycles, and electronic devices.	Climate Action & Outreach	FY23-28
Identify additional opportunities for road diets, sidewalk infill, curb cut enhancement, and bike lane installation with a goal of at least two such projects each construction season.	Public Works	FY23-28
Explore opportunities to utilize the CRANDIC right-of-way for passenger rail, bus rapid transit, or pedestrian usage.	City Council	FY23-28
Evaluate with the State of Iowa reverting Dodge and Governor to 2-way streets	Public Works	FY23-28
Secure federal funding for a relocated transit building that can accommodate future growth in service and electrification of the fleet.	Transportation and City Manager's Office	FY24-28
Consider adding or retrofitting bike pathways that are separated from streets or protected utilizing flexible bollards.	Public Works	FY24-28
Expand the fleet of electric buses or other low/no emission-technology vehicles each time a diesel bus is due for replacement and seek grants that can expedite the conversion.	Climate Action & Outreach	FY25-28
Consider an on-demand or subsidized voucher system for times and locations in which no fixed route service is available.	Transportation Services	FY25-28
Expand snow clearing operations at sidewalk corners in high priority pedestrian areas, bus stops, and bike lanes.	Public Works and Parks & Recreation	FY25-28
Initiate and promote vehicle and bike-share/scooter programs.	Transportation Services	FY26-28
Evaluate with the State of Iowa the possibility of a Burlington Street Road Diet utilizing flex zones in non-peak hours.	Public Works	FY26-28

Economy

FUTURE VISION

Iowa City is the preferred location for businesses at all stages of development. Start-up businesses flourish and take advantage of mentoring and other resources. The vibrant arts and culture community attracts both visitors and new residents. Technologies developed through the University of Iowa are transferred to the local business sector, creating business diversity and new value within the community. Businesses pay living wages and support skill development for their employees. Support services - such as child-care and language assistance - are readily available for all, which means every person who wishes to participate in the local economy can do so. Community members support each other by spending their money locally.



STRATEGIES

To advance the Vision the City will pursue the following strategies:

- Reinforce Iowa City as a premier community to locate and grow a business.
- Ensure appropriate infrastructure is in place for future business growth and development.
- Cultivate a strong entrepreneurial and small businesses ecosystem with a focus on creating new pathways to success for systemically marginalized populations.
- Build Iowa City's image as the Greatest Small City for the Arts.
- Strengthen the Iowa River's role as a signature community amenity and tourism generator.

ACTION PLAN

Action	Champion	Target Date
Enhance access to affordable childcare for all populations through innovative partnerships with higher education, non-profits, and the business community.	City Manager's Office and Neighborhood & Development Services	FY23-25
Utilizing American Rescue Act Funds, execute on agreeable recommendations in the Inclusive Economic Development Plan with a particular focus on actions that build long-term support and wealth-building opportunities for systemically marginalized populations.	City Manager's Office and Economic Development	FY23-25
Partner with Kirkwood Community College, Iowa City Community School District, Iowa Labor Center, local trades, and other stakeholders to provide meaningful career development opportunities, pre-apprenticeship, and apprentice programs.	Economic Development and Neighborhood & Development Services	FY23-28
Increase small business technical assistance to aid in the creation, success, and growth of home-grown businesses.	Economic Development	FY24-28
Create flexible incentives to support the top goals of Iowa City's Self-Supporting Municipal Improvement Districts and other commercial nodes, including attaining a desired business mix that serves the surrounding neighborhood.	Economic Development and City Manager's Office	FY25-28
Develop targeted marketing to promote Iowa City as a unique and attractive place to do business.	City Manager's Office	FY26-28
Develop a riverfront master plan in cooperation with the University of Iowa, Think Iowa City, and other stakeholders.	City Manager's Office	FY26-28

Safety & Well-being

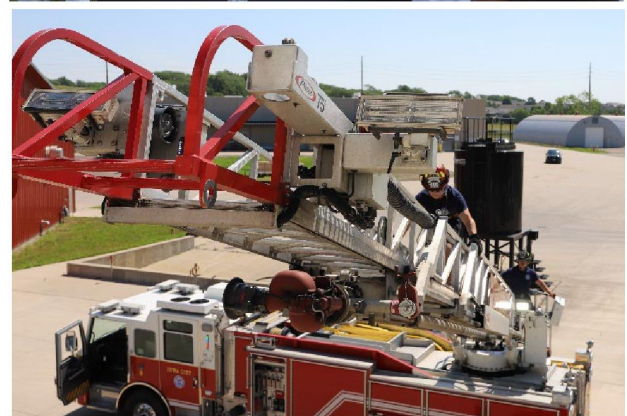
FUTURE VISION

Our City supports the mental and physical well-being of our community members. Public safety response, whether from the City or a non-profit partner, is nuanced depending on the specific needs of the situation. Community members receive emergency response services promptly and welcome responders as problem-solvers. Inviting spaces for social interaction, exercise, and regeneration are equitably located throughout the community and are lively with activity and use. New and long-time community members alike, especially marginalized groups, easily build networks and establish roots within our community. Community members have safe, healthy indoor spaces and are well-prepared for climate-related changes.

STRATEGIES

To advance the Vision the City will pursue the following strategies:

- Implement and expand innovative public safety models and facilities to improve outcomes and relationships within the community.
- Partner with non-profits to address the most emergent and foundational community safety and well-being needs.
- Build community by fostering social connections and developing safe, accessible public spaces for gathering.



ACTION PLAN

Action	Champion	Target Date
Work collaboratively with Johnson County and other stakeholders to launch a community violence intervention effort in close cooperation with local law enforcement.	City Council and Police Department	FY23-24
Leveraging American Rescue Plan Act funds, build capacity in local non-profits that will help ensure they are able to meet future community demands.	Neighborhood & Development Services	FY23-26
Build on the relationship with the University of Iowa College of Nursing to increase participation in the Healthy Homes program.	Neighborhood & Development Services	FY23-26
Expand the Mental Health Liaison program with CommUnity Mobile Crisis with a goal of 24-hour coverage by the end of FY28.	Police Department	FY23-28
Actively promote 988 throughout the year and ensure that CommUnity Mobile Crisis has resources to meet community demands.	City Manager's Office and Communications	FY23-28
Continue critical exterior renovations to the Senior Center and continue progress on Senior Center Facility Master Plan recommendations.	Senior Center	FY23-28
Integrate CommUnity Mobile Crisis into the 911 dispatch protocols.	Police Department	FY24-26
Consider and, where feasible, implement alternatives to routine non-emergent traffic stops.	Police Department	FY24-26
Expand neighborhood-based programs such as mobile community social/recreation resources (fun patrol), nests or micro-hubs for kids/teens.	Parks & Recreation	FY26-28

RESOURCES

Facilities, Equipment and Technology

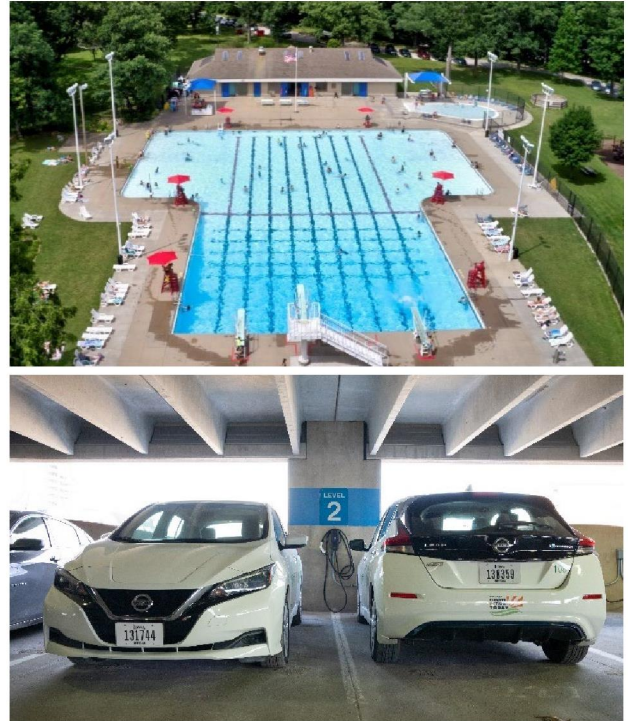
FUTURE VISION

Municipal facilities are modernized and designed for operational efficiency, capacity for growth, employee safety and health, resilience, alignment with Climate Action goals, and civic pride. Funding of equipment and facility replacement funds and partnerships with other entities result in joint facilities, technology, and equipment that improve access and services. City staff are encouraged to be entrepreneurial in their approach and actively seek to innovative and streamline processes while improving service levels to the community.

STRATEGIES

To advance the Vision the City will pursue the following strategies:

- Invest in the next generation of public facilities and equipment to create immediate operational efficiencies, boost workplace safety, health, and morale, and improve cross-department collaboration.
- Promote high-performance governance leveraging technology, partnerships, and innovation.



ACTION PLAN

Action	Champion	Target Date
Outline a municipal-wide facilities plan and initiate relevant action steps to keep projects moving forward.	City Manager's Office	FY23-24
Complete a City Hall and Public Safety Headquarters space needs study and develop a plan for next steps toward implementation.	City Manager's Office	FY23-24
Implement the asset management system and expand use for facility maintenance and management.	Public Works	FY23-25
Develop and implement an electric vehicle transition plan.	Public Works and Climate Action & Outreach	FY23-25
Pursue grant opportunities, bolster the Facility Reserve Fund, and explore public/private partnerships to facilitate completion of key facility projects.	City Manager's Office and Finance	FY23-28
Design replacement and renovated facilities to ensure alignment with Climate Action goals and create safer and healthier working environments for public employees.	City Manager's Office	FY24-28
Improve public transparency through a coordinated and centralized open data platform.	City Manager's Office	FY26-28
Consider resourcing a Smart City initiative that prioritizes data-driven decision-making through technology adaptation and data analysis.	City Manager's Office	FY26-28

People

FUTURE VISION

The City is an employer of choice in the region and viewed as a rewarding, long-term career choice. Valuable benefits, flexible schedules, energizing workspaces, remote and hybrid work arrangements, and professional development and advancement opportunities improve productivity, service to the public, and morale. Employees enter an inclusive, fun, and engaging environment each workday. City staff, board and commission members, and volunteers are demographically representative of the City population at-large and every employee is continuously building cultural awareness. Leadership and elected officials ensure sufficient staff levels to maintain baseline services, weather vacancies or emergencies, protect against employee burnout, and add capacity to act on special assignments and strategic, long-term initiatives.



STRATEGIES

To advance the Vision the City will pursue the following strategies:

- Establish the City of Iowa City as an employer of choice in the region with a pay plan, benefits package, and flexible work options that attract and retain high-quality and motivated public service employees.
- Carry out a multi-dimensional staff engagement initiative to ensure every City employee feels welcome, informed, involved, and engaged at work.
- Build a diverse talent pipeline.

ACTION PLAN

Action	Champion	Target Date
Complete and execute upon the results of an organization-wide classification and compensation study. As part of study, review all job requirements to ensure applicability and eliminate unnecessary barriers to employment, including testing, residency requirements, education, and certification or license requirements.	Human Resources	FY23-25
Monitor implementation of new telecommuting and flexible work schedule policies to ensure public service standards are fully met and desired employee work arrangement flexibility is pursued where possible.	City Manager	FY23-25
Balance investment in new annual initiatives with staffing levels to ensure core municipal service levels are maintained and reduce instances of burnout.	City Manager's Office and City Council	FY23-28
Elevate new and existing intra-organizational communication strategies to bolster information sharing and improve productivity and connectiveness across the organization.	City Manager's Office	FY23-25
Create more opportunities to promote inter-departmental relationships, collaboration, and problem-solving.	City Manager's Office	FY23-25
Upskill City staff in implicit bias, cultural awareness, and inclusion.	Equity & Human Rights	FY23-28
Develop recruitment network with local minority institutions.	City Manager's Office	FY23-28
Take steps to promote more diverse representation on Boards, Commissions, and Committees.	City Council	FY23-28
Ensure every single employee knows the City's strategic vision and can connect their role accordingly.	City Manager's Office	FY23-28
Strengthen volunteer engagement, management, and appreciation efforts.	City Council and City Manager's Office	FY23-28
Implement increasingly relevant organization-wide training opportunities such as conflict resolution and de-escalation training.	City Manager's Office	FY24-28
Conduct comprehensive benefits review and implement changes based upon best practices and modern expectations, exploring benefits such as paid volunteer time, wellness offerings, and flexible stipends for challenges such as childcare, transportation, higher education and more.	City Manager's Office	FY25-28
Launch targeted apprenticeship program(s) in partnership with local education and workforce institutions.	City Manager's Office	FY26-28

Financial

FUTURE VISION

City residents believe property taxes and utility fees are fair and commensurate to service levels, and do not experience erratic changes in rates and fees. The City maintains sufficient financial resources to proactively maintain and replace assets, carry out strategic plan initiatives, and be insulated from unanticipated financial stressors. Partnerships, grant funding, and other creative financing mechanisms are routinely part of program and project financing structure. The City maintains a AAA bond rating, resulting in lower borrowing costs for residents and businesses.



STRATEGIES

To advance the Vision the City will pursue the following strategies:

- Grow the tax base, consider alternative revenue sources, and leverage outside funding to maintain core services and pursue community priorities while maintaining equitable property tax rates.
- Exercise fiscal responsibility by maintaining and growing assigned and emergency reserve funds and prudent debt management.

ACTION PLAN

Action	Champion	Target Date
Ensure Enterprise Funds are well supported through incremental rate and fee increases and do not become reliant on large rate spikes, property taxes, or unplanned debt issuance.	Finance	FY23-28
Coordinate with Iowa League of Cities, Metro Coalition, and the City's contracted state lobbyist to oppose unfunded state mandates and detrimental tax reforms.	City Manager's Office	FY23-28
Maintain the City's AAA bond rating.	Finance	FY23-28
Increase the Emergency Fund balance by an annual target of 5%.	Finance	FY23-28
Significantly bolster the Facility Reserve Fund and develop an implementation plan for use of funds that minimizes large debt issuances.	Finance	FY23-28
Create a centralized grant management initiative that will focus on securing additional private, state, and federal funding opportunities, while ensuring proper oversight and compliance.	City Manager's Office	FY24-28
Develop and maintain cost recovery guidelines for programs and services that balance fiscal responsibility and equity.	City Manager's Office	FY26-28
Consider financial incentives and land use policies that aim to grow and diversify the tax base (commercial, industrial, and residential).	City Manager's Office	FY26-28
Consider alternative revenue sources such as a Local Option Sales Tax that can help achieve strategic plan goals, fund infrastructure and facility needs, and reduce reliance on property tax.	City Manager's Office and City Council	FY26-28

ALIGNMENT CROSSWALK

NEIGHBORHOODS & HOUSING	Values			Regional Plans	
Action Steps	Partnerships & Engagement	Climate Action	Racial Equity, Social Justice, & Human Rights	Better Together 2030 Vision	Envision East Central Iowa
Explore legal steps to discourage or prevent bad faith and predatory property investors.			X	X	
Act on building regulation recommendations outlined in the Accelerating Iowa City’s Climate Actions Report, including TIF energy efficiency incentives, energy standards for height and density bonuses, and a climate action building permit rebate program.		X		X	X
Revamp the neighborhood PIN grant program and evaluate discretionary funding for district/neighborhood grassroots projects.	X		X	X	X
Advance prioritized recommendations in the 2022 Affordable Housing Action Plan. Work with partners to undertake significant-scale affordable housing efforts.	X		X	X	X
Seek out and approve residential TIF applications for infrastructure when the project provides community benefit such as permanent affordable housing, expansive public open space, or advancement toward stated climate action goals. Consider a standard application of residential TIF for all new annexations to meet permanent affordable housing goals.	X	X	X	X	X
Initiate a Comprehensive Plan update and subsequent Zoning Code review to more broadly incorporate form-based principles, expanded missing middle housing allowances, incorporate minimum density requirements, and streamline approval processes.	X	X	X	X	X
Bolster financial support for homeless services and evaluate shifting towards shelter as service model.	X		X	X	X
Explore pilot housing projects utilizing tiny homes, 3D printed homes, prefabricated or manufactured homes, net-zero homes, or other innovative options	X	X	X	X	X
Expand the South District Homeownership Program to other targeted neighborhoods and consider allowing relocation assistance to expedite completion.	X	X	X	X	
Provide all residents with public open space within a 15-minute walk or bike ride by strategically executing agreements with local schools or other partners.	X	X	X	X	X

MOBILITY	Values			Regional Plans	
Action Steps	Partnerships & Engagement	Climate Action	Racial Equity, Social Justice, & Human Rights	Better Together 2030 Vision	Envision East Central Iowa
Fully evaluate the feasibility and funding sources needed for a zero-fare transit system.		X	X	X	
Develop a vision statement for a singular regional transit system with metro Johnson County entities and obtain initial commitments to study a regional system from each entity’s elected officials.	X	X	X	X	X
Install additional permanent charging stations for vehicles, bicycles, and electronic devices.	X	X	X	X	X
Identify additional opportunities for road diets, sidewalk infill, curb cut enhancement, and bike lane installation with a goal of at least two such projects each construction season.		X	X		X
Explore opportunities to utilize the CRANDIC right-of-way for passenger rail, bus rapid transit, or pedestrian usage.	X	X		X	X
Evaluate with the State of Iowa reverting Dodge and Governor to 2-way streets.		X			X
Consider an on-demand or subsidized voucher system for times and locations in which no fixed route service is available		X	X	X	
Expand snow clearing operations at sidewalk corners in high priority pedestrian areas, bus stops, and bike lanes.			X	X	
Secure federal funding for a relocated transit building that can accommodate future growth in service and electrification of the fleet.	X	X		X	
Consider adding or retrofitting bike pathways that are separated from streets or protected utilizing flexible bollards.		X	X		X
Initiate and promote vehicle and bike-share/scooter programs.		X	X	X	
Expand the fleet of electric buses or other low-no emission-technology vehicles each time a diesel bus is due for replacement and seek grants that can expedite the conversion.		X		X	
Evaluate with the State of Iowa the possibility of a Burlington Street Road Diet utilizing flex zones in non-peak hours,		X			X

ECONOMY	Values			Regional Plans	
Action Steps	Partnerships & Engagement	Climate Action	Racial Equity, Social Justice, & Human Rights	Better Together 2030 Vision	Envision East Central Iowa
Enhance access to affordable childcare for all populations through innovative partnerships with higher education, non-profits, and the business community.	X		X	X	X
Utilizing American Rescue Act Funds, execute on agreeable recommendations in the Inclusive Economic Development Plan with a particular focus on actions that build long-term support and wealth building opportunities for systemically marginalized populations.	X	X	X	X	X
Partner with Kirkwood Community College, Iowa City Community School District, Iowa Labor Center, local trades, and other stakeholders to provide meaningful career development opportunities, pre-apprenticeship, and apprentice programs.	X	X	X	X	X
Increase small business technical assistance to aid in the creation, success, and growth of home-grown businesses.	X		X	X	X
Create flexible incentives to support the top goals of Iowa City’s Self-Supporting Municipal Improvement Districts and other commercial nodes, including attaining a desired business mix that serves the surrounding neighborhood.	X		X	X	X
Develop targeted marketing to promote Iowa City as a unique and attractive place to do business.	X			X	X
Develop a riverfront master plan in cooperation with the University of Iowa, Think Iowa City, and other stakeholders.	X	X		X	X

SAFETY & WELLBEING	Values			Regional Plans	
Action Steps	Partnerships & Engagement	Climate Action	Racial Equity, Social Justice, & Human Rights	Better Together 2030 Vision	Envision East Central Iowa
Work collaboratively with Johnson County and other stakeholders to launch a community violence intervention effort in close cooperation with local law enforcement.	X		X	X	
Integrate CommUnity Mobile Crisis into the 911 dispatch protocols.	X		X	X	
Leveraging American Rescue Plan Act funds, build capacity in local non-profits that will help ensure they are able to meet future community needs.	X	X	X	X	X
Consider and, where feasible, implement alternatives to routine non-emergent traffic stops.	X		X		
Build on the relationship with the University of Iowa College of Nursing to increase participation in the Healthy Homes program.	X		X	X	
Expand the Mental Health Liaison program with CommUnity Mobile Crisis with a goal of 24-hour availability within the five-year period.	X		X	X	
Actively promote 988 throughout the year and ensure that CommUnity Mobile Crisis has resources to meet community demands.	X		X	X	
Continue critical exterior renovations to the Senior Center and continue progress on Senior Center Facility Master Plan recommendations.		X	X	X	
Expand neighborhood-based programs such mobile community social/recreation resources (fun patrol), nests or micro-hubs for kids/teens.	X		X	X	X

TRACKING PROGRESS

Reporting

Progress on Strategic Plan initiatives will be reported upon in the following ways:

- Progress Report delivered in a narrative format annually (August).
- Call-out of directly-related Strategic Plan items will be included on relevant City Council meeting agenda items and through the budget process.
- A standing Work Session agenda item to include a brief verbal update from the City Manager's Office.
- Routine inclusion of various Strategic Plan items in Communications and City Channel 4 productions.

Significant Actions Not Included in the Plan

To the extent possible, the time, energy, and resources of staff and council will be focused on items in this plan. However, some situations may warrant a significant shift of focus. It is recommended that actions related to unanticipated events that require the diversion of financial or staff resources be included in the reporting process even if not outlined in the original plan.

CONSULTANT NOTES

Decision-Making Framework

New ideas and needs will surface that were not considered as part of this planning process. The Council may want to consider a decision-making framework when such items arise. The framework would enable City Council to methodically determine the degree to which a proposed action should divert financial and staff resources from the action steps outlined in this plan.

Community-Wide Metrics/Dashboard

Many of the strategies and actions outlined this plan are intended to have an impact beyond traditional core city services. The City will lead or participate in multi-sector coalitions to address systemic problems such as childcare, climate change, housing, and racism. As such, it may be beneficial

to continue this more comprehensive approach with the development of city-wide metrics or dashboard to assess progress towards the vision and overall community health.

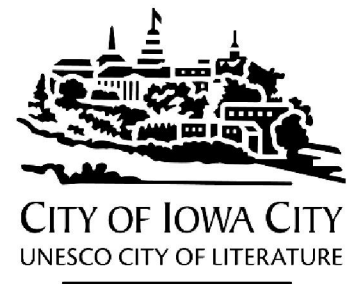
Update Mid Plan

While the vision and strategies outlined should remain consistent for the duration of the plan, the consultant team suggests an update of the action steps after the first few years. As is the case with any five-year plan, actions are skewed towards the most pressing needs. A more intensive facilitated mid-plan review would give all parties an opportunity to assess plan progress and fully build out the action steps in later years.

ACKNOWLEDGMENTS

City Council

- Bruce Teague, At-Large, Mayor
- Megan Alter, At-Large, Mayor Pro Tem
- Laura Bergus, At-Large
- Janice Weiner, At-Large
- Pauline Taylor, District A
- Shawn Harmsen, District B
- John Thomas, District C



Consultant Team

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- Harrison Freund, AICP, Planning Fellow
- Jessica Johnson, Community Development Specialist
- Tracey Achenbach, Housing Director



