



AGENDA
WORK SESSION
OF THE WINDSOR HEIGHTS CITY COUNCIL
Monday, October 19, 2020 – Immediately following the Regular
Council Meeting
VIA ZOOM
Meeting ID: 882 5126 3290|Passcode: 084772|Phone: 312 626 6799

Notice to the Public: The Council may conduct workshop meetings or study sessions on matters which are expected to come before the Council for informal action at a regular meeting or otherwise need study by the Council. Items to be considered will be placed on an agenda as required by the open meetings statutes. Final action on items is not taken during workshop or study sessions. No formal vote of the Council in favor or against any workshop or study session item may be taken. Workshops and study sessions are not public hearings. The Presiding Officer may determine whether or not to allow public comment during a workshop or study session. No member or the public or interested party has the right to make a presentation or address the Council on an item under consideration in a workshop or study session.

1. **Call to Order/Roll Call**
2. **Strategic Goal Setting Session**
3. **Adjourn**

The agenda was posted on the official bulletin boards, posted to www.windsorheights.org, and city social media platforms in compliance with the requirements of city ordinances the open meetings law.

WINDSOR HEIGHTS CITIZENS SURVEY 2017

CITY COUNCIL
PRESENTATION
September 5, 2017

SURVEY INFORMATION

- Responses - 752 of 2,064 - 36.4%
- June – July 2017

Age

	Survey	2010 Census
Under 45	29.3%	39.2%
45 – 64	35.8%	35.2%
65 +	39.5%	25.5%
No Answer	5.4%	
(Excludes those under age 18)		

Opinion questions

Nice Place to Live

Agree	86.7%
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Disagree	2.8%
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No Opinion/ No Answer	10.5%
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Feel Safe in Neighborhood

Agree	86.8%
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Disagree	3.7%
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No Opinion/ No Answer	9.4%
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City encourage comml dev thru finl incentives & other city resources

Agree	36.6%
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Disagree	31.3%
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No Opinion	32.2%
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Adopt policy of more aggressive code enforcement

Agree	43.0%
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Disagree	26.1%
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No Opinion	31.0%
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Would like to be able to walk on sidewalks to connect the community to bus stops, parks, town center, schools, etc.

Agree	28.7%
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Disagree	48.9%
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No Opinion	22.3%
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Support the 25 MPH speed limit on University Ave

Yes	42.8%
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No	45.3%
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Unsure/No Opinion/ No Answer	11.8%
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Support the use of ATE devices to ensure tlc safety & deter speeding 11 mph over posted

Yes	48.1%
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No	40.0%
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Unsure/No Opinion/ No Answer	11.8%
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Is there a public sidewalk in the R-O-W at your property?

Yes	23.3%
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No	65.0%
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Unsure/No Opinion/ No Answer	11.7%
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If no public sidewalk, would you support construction of s/w be paid by all residents of city?

Yes 19.8%

No 70.8%

Unsure/No Opinion/
No Answer 9.4%

If no public sidewalk, would you support paying a s/a in amt of 25% of construction cost?

Yes	7.4%
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No	80.8%
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Unsure/No Opinion/ No Answer	11.9%
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All respondents - would you support construction of s/w be paid by all residents of city?

Yes	13.3%
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No	52.9%
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Unsure/No Opinion/ No Answer	33.8%
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All respondents - would you support paying a s/w in amt of 25% of construction cost?

Yes	5.2%
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No	59.8%
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Unsure/No Opinion/ No Answer	35.0%
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Quality of service

Ambulance

Very Satisfied	36.8%
Satisfied	23.9%
Not Satisfied	0.5%
Very Dissatisfied	0.4%
Unsure/No Opinion	38.3%

Animal Control

Very Satisfied	17.6%
Satisfied	34.4%
Not Satisfied	5.3%
Very Dissatisfied	3.2%
Unsure/No Opinion/NA	39.5%

Building Inspection

Very Satisfied	10.4%
Satisfied	30.3%
Not Satisfied	4.7%
Very Dissatisfied	1.6%
Unsure/No Opinion/NA	53.1%

Nuisance Abatement

Very Satisfied	6.5%
Satisfied	30.7%
Not Satisfied	13.3%
Very Dissatisfied	6.4%
Unsure/No Opinion/NA	43.1%

Business Development

Very Satisfied	5.1%
Satisfied	39.0%
Not Satisfied	23.4%
Very Dissatisfied	5.9%
Unsure/No Opinion/NA	26.7%

Redevelopment

Very Satisfied	5.3%
Satisfied	33.2%
Not Satisfied	23.3%
Very Dissatisfied	5.1%
Unsure/No Opinion/NA	33.1%

Fire Department

Very Satisfied	48.9%
Satisfied	33.6%
Not Satisfied	0.5%
Very Dissatisfied	0.3%
Unsure/No Opinion/NA	16.6%

Garbage Collection

Very Satisfied	52.4%
Satisfied	41.2%
Not Satisfied	1.7%
Very Dissatisfied	0.4%
Unsure/No Opinion/NA	4.3%

Library

Very Satisfied	17.6%
Satisfied	21.7%
Not Satisfied	6.4%
Very Dissatisfied	4.0%
Unsure/No Opinion/NA	50.5%

Parks

Very Satisfied	41.4%
Satisfied	49.3%
Not Satisfied	2.3%
Very Dissatisfied	0.9%
Unsure/No Opinion/NA	6.1%

Planning and Zoning

Very Satisfied	8.2%
Satisfied	27.8%
Not Satisfied	15.0%
Very Dissatisfied	9.4%
Unsure/No Opinion/NA	39.5%

Police Department

Very Satisfied	44.5%
Satisfied	39.9%
Not Satisfied	5.3%
Very Dissatisfied	3.1%
Unsure/No Opinion/NA	7.2%

Recycling

Very Satisfied	43.5%
Satisfied	46.5%
Not Satisfied	2.7%
Very Dissatisfied	0.9%
Unsure/No Opinion/NA	6.4%

Sewer Service/Sanitary Sewer

Very Satisfied	27.0%
Satisfied	49.3%
Not Satisfied	6.4%
Very Dissatisfied	2.0%
Unsure/No Opinion/NA	15.3%

Snow Removal

Very Satisfied	42.0%
Satisfied	45.5%
Not Satisfied	5.3%
Very Dissatisfied	1.7%
Unsure/No Opinion/NA	5.5%

Street Repair

Very Satisfied	8.0%
Satisfied	24.1%
Not Satisfied	34.3%
Very Dissatisfied	27.9%
Unsure/No Opinion/NA	5.7%

Stormwater/Drainage

Very Satisfied	13.7%
Satisfied	52.0%
Not Satisfied	10.0%
Very Dissatisfied	6.1%
Unsure/No Opinion/NA	18.2%

Water Service

Very Satisfied	31.5%
Satisfied	55.5%
Not Satisfied	3.1%
Very Dissatisfied	2.1%
Unsure/No Opinion/NA	7.8%

Yard Waste

Very Satisfied	29.5%
Satisfied	53.6%
Not Satisfied	5.6%
Very Dissatisfied	1.5%
Unsure/No Opinion/NA	9.8%

City Services – Very Satisfied + Satisfied

Garbage	93.7%
Parks	90.7%
Recycling	90.0%
Snow removal	87.5%
Water	87.0%
Police	84.4%
Yard waste	83.1%
Fire	82.5%
Sewer/San Sewer	76.3%
Stormwater Drainage	65.7%

City Services – Very Satisfied + Satisfied

Ambulance	60.7%
Animal control	52.0%
Business dev.	44.1%
Bldg insp.	40.7%
Library	39.2%
Redevelopment	38.5%
Nuisance abatemt.	37.2%
Planning & Zoning	36.0%
Street Repair	32.1%

City Services –Not Satisfied + Very Dissatisfied

Street Repair	62.2%
Business dev.	29.3%
Redevelopment	28.4%
Planning & zoning	24.4%
Nuisance abatemt.	19.7%
Stormwater drainage	16.1%
Library	10.4%
Animal control	8.5%
Police	8.4%
Sewer/san sewer	7.2%

City Services –Not Satisfied + Very Dissatisfied

Yard waste	7.1%
Snow removal	7.0%
Bldg inspection	6.3%
Water service	5.2%
Recycling	3.6%
Parks	3.2%
Garbage	2.1%
Ambulance	0.9%
Fire	0.8%

Capital Improvement Priorities

Street Improvements: Residential Streets

High	59.6%
Medium	29.7%
Low	5.5%
Do Not Fund	0.7%
No Opinion/NA	4.7%

Street Improvements: Major Streets

High	55.2%
Medium	29.1%
Low	8.1%
Do Not Fund	1.1%
No Opinion/NA	6.5%

Sanitary Sewer Improvements

High	33.2%
Medium	37.5%
Low	9.0%
Do Not Fund	0.8%
No Opinion/NA	19.4%

Storm Water/Drainage Improvements

High	29.5%
Medium	38.2%
Low	13.3%
Do Not Fund	1.3%
No Opinion/NA	17.7%

Water Main Improvements

High	27.7%
Medium	37.1%
Low	12.9%
Do Not Fund	0.9%
No Opinion/NA	21.4%

Sidewalk Repairs

High	14.8%
Medium	30.5%
Low	33.2%
Do Not Fund	10.8%
No Opinion/NA	10.8%

New Sidewalk Construction

High	16.0%
Medium	10.5%
Low	20.5%
Do Not Fund	47.3%
No Opinion/NA	5.7%

Additional Amenities to Colby Park (e.g., ice skating, vball)

High	8.1%
Medium	22.3%
Low	38.8%
Do Not Fund	20.9%
No Opinion/NA	9.8%

Walking/Biking Trails

High	18.6%
Medium	30.1%
Low	31.4%
Do Not Fund	12.8%
No Opinion/NA	7.2%

Bike Hub (restaurant, outdoor patio, locker rooms, bike repair)

High	15.2%
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Medium	17.4%
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Low	29.1%
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Do Not Fund	29.1%
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No Opinion/NA	9.2%
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Town Center Development (65th – 68th on University)

High	18.2%
Medium	27.8%
Low	30.1%
Do Not Fund	13.7%
No Opinion/NA	10.2%

Walnut Creek Flood Plan Residential Development

High	11.7%
Medium	30.9%
Low	27.5%
Do Not Fund	9.8%
No Opinion	20.1%

Apple Valley Development (70th – 73rd on University)

High	23.0%
Medium	31.6%
Low	22.7%
Do Not Fund	14.0%
No Opinion/NA	8.6%

Sherwood Forest Development (73rd – 80th on Hickman)

High	18.2%
Medium	33.8%
Low	24.2%
Do Not Fund	12.0%
No Opinion/NA	11.8%

University Ave Redesign

High	11.4%
Medium	21.4%
Low	31.9%
Do Not Fund	23.9%
No Opinion/NA	11.3%

Capital Improvements – High Priorities

Street repairs – res.	59.6%
Street repairs - major	55.2%
San sewer impvmts	33.2%
SWM improvements	29.5%
Water main impvmts	27.7%
Apple Valley dev	23.0%
Walking/bike trails	18.6%
Town Center dev	18.2%
Sherwood Forest dev	18.2%

Capital Improvements – High Priorities

New sidewalk constr.	16.0%
Bike Hub	15.2%
Sidewalk repairs	14.8%
Walnut Creek dev.	11.7%
Univ. Ave redesign	11.4%
Colby Park amenities	8.1%

Open-ended questions

Things like **MOST** about W Hts

Location; access/convenience to shopping, medical, employment, I-235, etc.	33.2%
Size, small town atmosphere	20.7%
Quiet	20.3%
Safety; low crime	19.3%
Friendly/nice people	18.5%
Neighborhoods	13.0%

Things like **MOST** about W Hts

Police Dept	7.7%
Trees - mature	7.6%
Properties well maintained	7.0%
Colby Parks/Parks	6.9%
Trails – hiking/biking	6.6%
Sidewalks – none on my street	5.3%

Things like LEAST about W Hts

Street conditions	15.4%
Council/Mayor do not listen to/ignore citizens	13.7%
Speed cameras	13.6%
Speed trap reputation (“Radar Heights”)	10.0%
Sidewalk construction program – assessment policy	9.6 %

Things like LEAST about W Hts

Speed limits	9.4%
Property taxes high; recent increases	9.3%
Sidewalks – lack of connectivity/ walkability	6.5%
City Council	6.0%

W Hts' HIGHEST PRIORITY NEEDS

Street repairs/maintenance	42.6%
Commercial/retail/business development	15.2%
Infrastructure – maintain/improve	9.6%
Sanitary sewer improvements	8.8%
Sidewalk construction/walkability	8.6%
Redevelopment along University & Hickman	6.1%

Comments re City Services –

Street conditions	17.3%
WH has no library	5.7%
Need more bsns	3.2%
Higher priority – streets not others	2.8%
CC not listening to citizens	2.7%
Empty storefronts	2.3%

New Programs Offered at Community Center

Yoga	6.4%
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Arts & crafts classes	5.7%
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Senior progs more	4.3%
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Fitness/ exercise	3.9%
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If moving – type of residence preferred

1- family	11.6%
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Townhouse/	
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Condo	9.8%
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Ranch	6.5%
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Town Home	4.8%
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Brown Stone	4.0%
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If moving – not in W Hts	5.9%
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Background Information

Where Live

1 – W/O 73rd	13.2%
2 – Wash. N to Hick.	25.5%
3 – Wash. S to Univ.	37.1%
4 – S/O Univ.	16.6%
No Answe	7.6%

Years Lived in W Hts

0 – 2	11.2%
3 - 5	12.0%
6 – 10	11.4%
11 - 20	21.5%
20 +	38.7%
No Answer	5.3%

Internet access

Home only	46.0%
Work only	1.1%
Home and Work	41.9%
No Internet Access	6.3%
No Answer	4.8%

Interested in news or info about Windsor Heights

Yes	81.6%
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No	12.4%
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No Answer	6.0%
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How well informed do you feel about the City of W Hts?

Well informed	34.3%
Neither well nor poorly informed	48.3%
Poorly informed	12.4%
No Answer	5.1%

News about W Hts from:

W Hts Living mag.	68.8%
DMWW Newsltr	59.6%
Convs w family/ friends, w-o-mouth	59.3%
DM Register	45.2%
City website	30.9%

News about W Hts from:

Elec. City News	
Bulletin (E-Newsltr)	29.3%
Social media	19.0%
City mtgs	14.2%
Contacting city offls	6.9%

Other preferred means of communicating w the City:

Newsletter	5.1%
City website	4.8%
E-mails	4.3%

City of Windsor Heights, Iowa Goal Setting Session Summary Report 2017

Mayor

Diana Willits (out-going)
Dave Burgess (in-coming)

City Council

Threase Harms
Zac Bales-Henry
Steve Peterson (out-going)
Betty Glover (out-going)
Tony Timm (out-going)
Joseph Jones (in-coming)
Mike Jones (in-coming)
Mike Loffredo (in-coming)

City Administrator

Elizabeth Hansen



Facilitated by:

Jeff Schott
Institute of Public Affairs
University of Iowa

CITY OF WINDSOR HEIGHTS, IOWA

GOAL SETTING SESSION

2017

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CITY OF WINDSOR HEIGHTS, IOWA

SUMMARY REPORT

GOAL SETTING SESSION

2017

Introduction

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

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

Goal Setting Work Session

City elected officials and department heads held a work session conducted by the IPA on December 11, 2017. In attendance and participating at this meeting were out-going Mayor Diana Willits, in-coming Mayor Dave Burgess, incumbent City Council Members Threase Harms and Zac Bales-Henry, out-going Council Members Steve Peterson, Betty Glover, and in-coming Council Members Joseph Jones, Mike Jones, and Mike Loffredo.

Also in attendance and participating in this session were City Administrator Elizabeth Hansen, City Clerk Marcia Woodke, Public Works Director Doug Stone, Police Lieutenant Rob Pearson, Communications Specialist/Deputy City Clerk Jessica Vogel, and Interim Fire Chief Tim Kurth.

Mission Statement

The participants confirmed the City's current Mission Statement:

The mission of Windsor Heights is to provide our residents, businesses and visitors a safe environment and exceptional city services through a team-oriented and fiscally responsible approach in order to create a unique, sustainably vibrant community.

Major City Accomplishments

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

Infrastructure

- Street Improvements Projects
 - Sunset Terrace
 - Hickman Road Streetscape Project
 - Hickman Road Redevelopment
 - Phase 3 Asphalt Paving Project
 - Re-development of 66th and University Avenue
 - Traffic Analysis on University Avenue
 - Amended Complete Street Policy
- University Avenue Corridor Redesign
- Allocated ATE funds for street repairs
- Sidewalk Improvement Project
 - ADA ramps at many intersections
 - Safe Routes to Schools/Walkability to schools, parks and businesses
 - Created Sidewalk Assessment Policy
 - Amended Sidewalk Ordinance
- Created a water quality testing station kiosk in the park
- Washington Avenue Sanitary Sewer Relief
- 80th Street Collector Drain Project
- Intake improvements

City Operations/Facilities

- Hired new staff/consultants: City Administrator, Building and Zoning Official, Bond Counsel, City Engineer firm
- Creation of a Comprehensive Capital Improvement Plan
- Amended the Comprehensive Plan
- Created Parklet Ordinance/Program
- Removal of run-off election
- Amended/streamlining many city codes and zoning regulations
- Standard Operating Procedures for Council updated
- Continued work on expanding Communications, including new Website (Projects page and notify me) and newsletter redesign
- Policy for 10% of Community Event Center proceeds to be held for future improvements
- Updated fireworks ordinance timely for new year
- New ATE vendor
- Updated Organizational Chart, Job Descriptions, Evaluation and Pay for Performance System, including Salary Ranges and Matrix
 - Getting Staff in right positions
- Evaluating City Services
- Welcoming City Resolution
- 75th anniversary projects (city sounds piano, Watershed Sculpture, Book on History of city)
- City-wide little free libraries
- Growing the Watershed Festival
- Obtaining grants to expand water quality projects in the park
- Created/renewed 28E agreements: DART governance and services, mutual aid for police and fire, Hickman Traffic Signals, mutual aid for public works
- Drafted Equipment Revolving Plan
- Bi-annual Customer Satisfaction Survey conducted
- Refinanced 2011A Taxable Bonds and 2017 Bond Issuance
- Creation of Safety Committee
- Continue working to build “One Organization”
- Continued work on organizing Special Events
- Rental Housing Inspections streamlined and accurate
- Community Event Center Lighting Upgrade
- Added Delineation to Colby Dog Park
- Storm Water Rain Gardens and Soil Conservation Funding for Colby Park
- Created a community orchard in the park
- Created Disposal of City Property Policy
- Amended code to regulate Air BNB
- Created a new social media policy
- Endorsement of the Walnut Creek Waterway Trails
- Continued updates of the City Fee Schedule
- Organized Process for agendas and actions
- Created Snow Removal Mailbox Policy

Economic Development

- Creation of a Comprehensive Urban Renewal Plan, including incentive program
- Amendment to the Economic Development Grant application
- Redevelopment agreement with M Town, LLC for new Fulcrum Building on University
- Economic Development Strategic Planning Session
- Amended code to streamline development process

Public Safety

- Automatic Traffic Enforcement Devices Installed
- Analysis continued on Police and Fire Departments
- Successful union negotiations
- Commercial pre-planning by the Fire Department
- Elementary education involvement with the Fire Department
- Reduction in Fire Department EMS response and service times due to 24 hour staffing
- Fire Marshal in-house plan reviews
- SCBA purchase for improved employee safety at the Fire Department
- Community Involvement by all staff
- In-house Fire Academy for Paid-On-Call recruits
- Joint training with other metro cities for the Fire and EMS
- Police Department Body Worn Camera Implementation
- K-9 retirement and new K-9
- Police Department Promotion of Lieutenant

Issues, Concerns, Trends, and Opportunities

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

Economic Development

- Redevelopment of our business district
- No room for additional growth – landlocked and limited opportunity for economic development
- Fulcrum building will help tax base and increase residential growth
- Colby properties are depreciating in value with no prospects for growth – hurting tax base
- Improve relationship/partnership with the Chamber and business community
- Stagnant Chamber of Commerce
- Create a business task force to increase development and redevelopment
- Need to have one large commercial project annually
- ATE impact on existing and future business development along University
- Marketing Budget
- City and Foundation Partnership
- Redevelopment - Sherwood Forest, Walmart outlot, Apple Valley, Flood Plain Area, 63rd and Hickman
- Urban revitalization

Budgetary/Financial

- Need to look for alternative revenue sources; creating new funding options
 - ATE and TIF – city reliance
- Local option sales tax
- Question spending priorities in the budget; greater fiscal responsibility by addressing needs first and then wants
- Need to review the entire public safety areas for savings - 70% of General Fund budget
- Communicate ATE success with residents; how we are using the money, improving public safety, non-Windsor Heights residents, etc.
- Impact of loss of state backfill on city revenues
- Close to over 5,000 population will allow us to apply for larger grants and funding opportunities
- Levy rate high compared to neighboring and increasing property taxes due to increased valuations
- Rapidly escalating property taxes are an obstacle folks are seeking to remove and creating a hardship for fixed income residents
- Max levy for DART services and at \$8.10 limit
- Cost of fees for services
- No new tax base
- Limited funding for Equipment Revolving Plan
- Revenue / Expense growth

Infrastructure

- Outdated infrastructure - expensive to overhaul
- Fixing Streets and Infrastructure should be a priority
 - Street reconstruction/infrastructure improvements
- Leave University a 4 lane, evaluate off street parking requirements
- Fix street HMA overlay and long term plan
- Revisit 63rd street sidewalk plan to include College to 63rd; stop install near 63rd church for relocation of parking lot
- Washington Street Sewer Project punch list completion
- Geographic Information Systems (GIS)

City Operations/Facilities

- Creating partnerships with surrounding communities
- Adapting to changing trends in more progressive cities
- Policies ought to focus on serving the residents of the city.
- Access on front door at Community Center – ADA compliance
- Consolidate voting location to Community Center
- Revise Council Rules of Procedure
- Distribution of limited city funds to elective and unpopular projects while necessary projects continue to go unaddressed.
- Review common ordinances relating to vicious dogs or property upkeep
- Citizens anger over sidewalks and transparency in city hall.
- Zoning Code Update
- Code/utility Tracking Software/ new trackable permit process/ new permits
- Cross train on International Building Code
- One Organization – culture of supporting each other and consistency in enforcement
- Space Limitations – all city facilities
- Specialized but versatile Staff
- Specialized Equipment needed
- Work Flow Process
- Data/File Management
- Permit Process
- Community service needs
- HR policy updates
- Bus stop at Wal-Mart should be enclosed
- Council meetings need to be more effective
- Council needs to follow their own policies and procedures
- Council publicly disrespecting staff and other members
- Unity of the organization

Public Safety

- Look at opportunity to collaborate/share services with other cities, i.e. Fire, EMS, and Public Safety
- Fire Department staffing
- Decreased retention of Paid On Call staff
- EMS and Fire calls increasing
- Continuing increase in public safety spending
- Needs for continuing education for EMS professionals
- Shifting demographics – impact on public safety services
- Maintaining good case clearance ratings by Police Department

Communications/Citizen Engagement

- Improve communication with residents on all programs, services, and initiatives to be proactive
- Streamline communications between council, staff and the general population
- Improve Windsor Heights Brand/Image – reputation across the metro
- New ways of community outreach and fan building programs
- Improve city government and citizen relationships by encouraging and respecting views, working to build consensus, better utilization of citizen skills and expertise and establishing neighborhood associations
- Work to create a more welcoming city by simple adding welcoming signage, increasing the speed limit and speed cameras
- Utilize the talent of our citizens
- Special Events Promotions and Event Attendance

Other

- Declining housing stock
- Added transportation routes for member of our community that have mobility issues
- Addressing potential green initiatives
- Population not increasing
- Bike Trail discussion on 63rd and University developer, route to school street
- Redirect 73rd University bike access to Clive cross over and under 73rd

On-Going Commitments/Priorities

The following were identified as on-going commitments/obligations for the upcoming 12 - 24 month period:

- University Avenue Redesign
- Bike Trail Connections to West Des Moines, Schools, Park and Town Center
- Continue short and long-term Infrastructure Planning – CIP, ERP, TIF Plan, Comp Plan and Maintenance Program including Street, Water, Storm Water, Wastewater, Facilities, Sidewalks, GIS/Intrans/GPS mapping, Trails, etc. Prepare a capital and infrastructure improvement plan (CIP) and Establish a proactive and comprehensive Street Maintenance and Reconstruction CIP. Walkability- Trails, bike paths, Bike Trail/Hub, sidewalks
- Continue short and long-term Financial Planning - Economic Development and TIF projects, Projects, General Fund services and Enterprise Funds/Services, Ratings and Utility rate review. Prepare budget with a decreasing reliance on unpredictable revenues such as ATE and State backfill, reduce debt service payments and prepare TIF to incentivize redevelopment, while maintaining exceptional services and maintaining the tax rate
- Continue to enhance Communications, Image of the City and marketing materials. Introduce ideas to enhance citizen education, engagement, outreach, and connection to the city to improve the relationship between the city and citizens
- Continue Community Event Center Updates
- Continue developing and implementing parks and recreation initiatives
- Continue strategy for obtaining a Local Option Sales Tax
- Continue focus on professional development, succession planning and retention of city employees
- Prepare an economic development plan (strategies, incentives, etc). Foster relations with commercial and residential developers and market a plan for enhancing development city wide
- Expand DART access; Hub for DART in the Burger King/Wal-Mart parking lot
- Update the Zoning Code
- Continue to advocate with IDOT for Traffic signal – 63rd & College
- Urban Revitalization – Housing

New Priority Initiatives, Programs, Projects, and Policies

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

- 1 City-wide storm water sewer review
- 2 (Tie) Bike Trail Hub
- 2 (Tie) Create development plan for possible redevelopment of flood districts and older homes (brownstones, etc.) and financial programs to support
- 2 (Tie) Tobacco-free/e-cigarettes community; health and safety policies
- 5 (Tie) Develop neighborhood preservation/enhancement program; review the Neighborhood Finance Corporation program and possibly create our own
- 5 (Tie) Revise current CIP to prioritize the resurfacing/reconstruction of streets over bike trails and parking lot repairs; eliminate sidewalks and set a goal to resurface/reconstruct streets every/every other year

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

Home Rule, Roles and Responsibilities

The participants reviewed and discussed Iowa Home Rule Authority. They reviewed and discussed roles, responsibilities and authority of the Mayor, City Council, City Administrator, and Department Heads.

Final Comments

It was a pleasure to once again assist the City of Windsor Heights with this goal setting process. I was very impressed with the level of cooperation and positive attitudes of the elected officials and staff.

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

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

Jeff Schott
Institute of Public Affairs
December 12, 2017

Exhibit A

CITY OF WINDSOR HEIGHTS

Goal Setting Session – 2017

SIGNIFICANT NEW INITIATIVES OR PROGRAMS CONSIDERED

- Bike Trail Hub
 - Continue to improve walkability/Safety
 - Small niche business development
 - Walkability- Trails, bike paths, sidewalks
- Implement the University Avenue Redesign Project
- Tobacco free/e-cigarettes community; Health and Safety policies
- Develop neighborhood preservation/enhancement program; review the Neighborhood Finance Corporation Program and possibly create our own
- Rebrand Windsor Heights with University Avenue redevelopment
- Public safety study – Analysis of calls for service and workload and plans for the high cost of Police and Fire and seek to reduce spending
- Create a development plan for possible redevelopment of flood districts and older homes (brownstones etc) and financial programs to support
- Environmental initiatives – Solar panel initiative and watershed work
- Redesign of Hickman commercial corridor
- Update Park and Dog Park
- WH University for all residents that want to learn more about the city (see Bettendorf)
- Evaluate contributions and review merger of Special Events, Chamber and Business Development
- Sharpen focus on essential and basic city services
- Website should include staff status (full or part-time), salaries, pensions, retirement (401K, IPERS, annuities, deferred compensation, etc.) A link to the health plan and amounts staff and the City pays.
- Move Council meetings to Community Center
- Citywide storm water sewer review
- Revise current CIP to prioritize the resurfacing/reconstruction of streets over bike trails and parking lot repairs. Eliminate sidewalks and set a goal to resurface/reconstruct streets every/every other year
- Repeal Council Rules of Procedure
- Determine the penalty and the financial feasibility of breaking the ATE camera contract
- Develop Employee Wellness program
- Public Art Program
- Special Event Planning Plan
- EMS education reimbursement contract for employees
- Study (Dept.-Production/Skill Levels)

- Phase out number of rental units in strong residential (R-1) neighborhoods
Conduct space needs analysis
- New communication/marketing plan & outreach
- Comparable city study
- New salary study in 2020
- Create and implement sidewalk cost-share program