

City of West Burlington  
Adopted DATE  
Goal Session 2022-04-27  
Update 2022-05-15

~~How do we prioritize goals? Need to? Leave normal work functions out unless something key.~~  
~~Document needs to be usable, not sit on shelf~~  
~~Goals— Annual and long term~~  
~~Mission/Vision— now, bring sample forward, or following Comp Plan~~

#### Ongoing Opportunities or Long-term Goals

- Position the City to address shortfalls in revenue, state and federal mandates, and work to leverage local funds with grants and outside funding
- Create and maintain a strong general fund fund balance
- Work to retain and increase the economic development tools available to the city (TIF)
- Increase communication with the community, community awareness and engagement
- Attract residents and employment opportunities to WB

#### Council and Management Agenda FY 23 - FY24

##### Community and Economic Development

- Track new tax abatement programs to determine effectiveness
- Develop economic development webpage that identifies local, (state and federal) resources such as TIF and Tax Abatement
- Develop business friendly community development webpage for code requirements, review and permitting
- ~~Think outside the box on economic development opportunities, identify partners, and plan for potential funding programs (strategic plan, targeted strategic plan/s)~~
- ~~Downtown façade, rehab and identify other potential improvements, farmer's market~~
- Drive the discussion and identify partnerships for redevelopment of the mall and surrounding area, ~~mixed development (restaurant, office, shops, recreation, etc.), gathering place, the "mall district," (see Ankeny), trails, placemaking,~~
- ~~Ankeny's the District at Prairie Trail, <https://www.prairietrailankeny.com/b2b/the-district/>~~
- ~~Coralville Iowa River Landing Development <https://iowariverlanding.com/>~~
- ~~Mason City Mall Redevelopment, 38 million dollar River City Renaissance Project (IRD Project), <https://www.facebook.com/rivercityrenaissanceproject/>~~
- ~~Downtown façade program and identify other potential improvements and programming, farmer's market~~
- ~~Support more cultural and recreational opportunities for residents~~
- 

##### Housing

- Drive or help lead the efforts to drive housing development and rehabilitation
  - New housing developments

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- Housing Rehab programs – review and amend program using LMI to expand program and continue to have SEIRPC manage new WB Housing Trust Fund, and work with SCC to maximize program dollars
- [Consider updates to the zoning ordinance to modernize opportunities for new residential and multi-residential development \(lot size, zero lot lines, codes, etc.\)](#)
- [Develop housing master plan or goals \(map\) for developers](#)

### Communication, Marketing and Engagement

- Develop new City website and continue to improve each sections content
  - Community email and text notifications
  - Electronic Newsletter in addition to paper
  - Drive residents and businesses to the website (but it must be a useful tool)
- Increase public engagement and participation opportunities
  - Coffee with a Cop/Mayor/Councilmember/City Administrator/Departments
  - Comprehensive Plan (or other planning opportunities)
  - Promote boards and commissions
  - [Promote online transparency and engagement tools](#)[Consider a phone in time or chat function for City Council meetings](#)
- [Financial transparency \(budget, graphs, charts, Opengov, Cleargov\)](#)[Increase engagement with the business community](#)
  - [Annual West Burlington Business Awards Program \(Business After Hours Style program\)](#)
  - [Highlight a business each month on Facebook](#)
- ~~• Create a marketing plan~~
  - ~~○ Community wide?~~
  - ~~○ Area Specific?~~
  - ~~○ Promote goals, as ongoing and as goals accomplished or will it help to achieve?~~
- Increase communication output (electronically and through multiple channels)
  - Celebrate WB, [Tell our story,](#)
  - [Tell our story](#)
  - ~~m~~[More](#) thorough yet clear summaries of city efforts and projects, [including project signage/boards at DPW or project site](#)
- ~~• Create a marketing plan~~
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### Quality of Life

- Placemaking – introduce concepts, develop ideas and plans, [and](#) create a sense of place, ~~or build upon~~
  - Examples: Mixed used development, trails, parks/pocket parks, walkability, lighting, safety, ~~and~~ connectivity [and items unique to West Burlington](#)

- Cleanliness (look and feel of the city): All districts, nuisances, zoning issues, hard surfacing, city facilities, etc. (firm, consistent, follow through and support the little things matter)
- Little things matter
- Create some unique WB areas, etc. (When you think of WB, you think of...), create some WOW factor
- Continue programs that provide benefits to the community, environment, and city – trees, pollinator parks, etc.
- Review the need, potential opportunities, and funding sources for a community center

#### City Internal & Department Goals

- Capital Improvement Plan (CIP)
- Capital Equipment and Facilities Plan (v. CIP and Budget 5-year outlook)
- Evaluate/Review water, sewer, and stormwater rate structures
- Consider ending the current agenda and working with Beaverdale and Rural Water to see if they can be better serviced via Rural Water.
- Evaluate ability to address illegal sewer connections at the time a home sells or the property transfers (require sewer and stormwater separation)
- Comprehensive Plan (or some form thereof – strategic or master plan for area/s, lean comp plan, etc.)
- Identify and discuss potential areas of cooperation with the School District, City of Burlington, and County (or other potential partners) – across the board, leave nothing off the table to start
- Review City Hall and exempt wage schedules
- Policies and organization that attracts and retains quality employees
- Review water/sewer/stormwater rate structure
- Operational Goals (Include? No?) – do we need to state these things until they become ingrained?
- Create or update financial policies
- Review personnel policies
- Constantly looking for grants and outside resources
- Continue to improve budget process
- In general, and ongoing, a number of internal processes and other improvements (General goal?). Continue to review all plans and policies

#### Key Projects (Need and how many? Top 3, critical?)

- Trails and/or sidewalks – Gear Avenue, Agency, and Broadway (Hwy 34, crossing Gear)
- Stormwater Master Plan, Stormwater projects
- Sewer force main study
- Residential I&I program or project based? Funding dependent?
- Continue street maintenance program
- Sidewalk maintenance, ADA, and connectivity

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Commented [GM1]: Do we need to include this section (Department and CA goals)

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- [Evaluate need for round-a-bout at Division Street and Gear Avenue Intersection](#)

**Comments/Discussion:** [\(Consider answers, provide guidance to staff, and adding appropriate sections to goals\)](#)

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- ~~Attitude — how to we get things done, how do we help get things done — but within code and maintaining quality of life and cleanup efforts~~
- Think big, be aggressive, think outside the box, offer incentives (but it must be a win-win) identify partners, be open to new ideas (OK to try and fail and learn)
- Development and Projects - Funding – how aggressive are we willing to go to get things done sooner rather than later or at a quicker pace?
- We need to be thinking long term, do more planning and see what actions we can take now to move the needle forward
- Are we willing to take the heat/grief if it is in the city's overall best interests? [Council support of staff in efforts to clean up areas consistently](#)  
~~Internal work or needs versus other priorities~~  
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