

FY23-FY28

Iowa City Strategic Plan Progress Report *DECEMBER 2025*



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FY23-FY28 Iowa City Strategic Plan Progress Report December 2025

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The [Strategic Plan for FY2023-2028](#)

(CY2022-2028) was approved by City Council on December 6, 2022 and updated December 10, 2024. The plan outlines the City’s vision, values, and strategies, in addition to the primary areas of focus of City policy, projects, programs, and initiatives over a six-year period. This Strategic Plan builds on the City’s previous plans to foster a more **inclusive, just** and **sustainable** Iowa City by prioritizing the physical, mental and economic well-being of all residents.



The Plan identifies the **Values** through which all City operations will be carried out, **Impact Areas** which identify the strategic focus areas of the City and specific action items, and **Resources** needed in order to effectively implement all strategic initiatives.

Values:

- [Climate Action](#)
- [Racial Equity, Social Justice, and Human Rights](#)
- [Partnerships and Engagement](#)

Impact Areas:

- [Housing and Neighborhoods](#)
- [Mobility](#)
- [Economy](#)
- [Safety and Well-Being](#)

Resources:

- [Facilities, Technology, and Equipment](#)
- [People](#)
- [Financial](#)

The following annual report provides a progress update on implementation of the City’s Strategic Plan. Please note this progress report has abbreviated some of the action items solely for the purpose of concise presentation and formatting. City staff continue to rely on the full language in the adopted plan to guide implementation and action, which is available at icgov.org/strategicplan.



Value:



CLIMATE ACTION

The future vision for climate action in Iowa City is one in which the City achieves net-zero emission reductions, boasts clean and protected water, air, and soil for generations to come, is prepared to mitigate or adapt to climate threats, and all residents take action. A few examples of how climate action has been a core value of the City can be found below.

Facilitating Resilience

Iowa City has continued to build the capacity of its Resilience Hub pilot partners, Neighborhood Centers of Johnson County and the Iowa City Bike Library. Resilience hubs are organizations and facilities that serve as focal points, supporting residents and strengthening neighborhoods and communities. As trusted sources of information and resources for residents, they can serve as key partners before, during, and after disruptions like extreme weather events. One important component this year was a heat preparedness planning event intended to expand the shared capacity to respond to high heat emergencies, a topic that has become increasingly important as summers get hotter. This exercise between the City, Johnson County Public Health, Resilience Hubs, and other community partners helped identify strengths, gaps, and opportunities for collaboration to help protect vulnerable residents when it's needed most.



Powering Progress

The Airport achieved a major sustainability milestone with the installation of a 140 kW solar array capable of producing up to 180,000 kWh of clean energy annually. This \$750,000 project was only made possible by leveraging local climate action funds to attain federal grants. Since going online in December 2024, the project reduced electrical costs by 80% and cut airport energy expenses nearly in half. These savings



strengthen the Airport's financial stability while advancing the City's climate action plan. Due to projects like this, Iowa City was awarded a Gold Level designation from the national SolSmart program which demonstrates the City's commitment for encouraging the growth of clean, affordable solar energy.

Climate Action in Motion

The Climate Action team continues to make sustainability fun and dynamic through community outreach. In September 2024, the City's fifth annual ClimateFest hosted more than 2,000 residents over six events with the help of 35 partner groups. At the same time, the ClimateFest mailer sent to every resident now functions as an annual report to the community which has helped boost transparency and awareness of our climate action initiatives. Beyond this event, Earth Month also provides an opportunity for

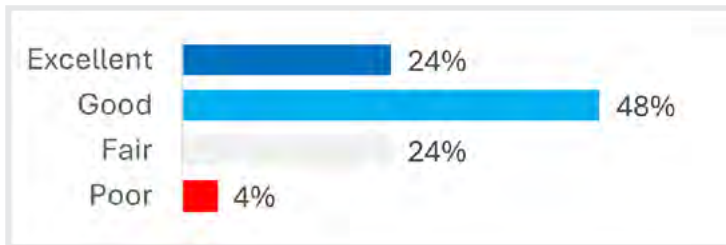


celebration. The return of the Neighborhood Energy Blitz provided an opportunity for volunteers to distribute more than 800 energy-saving kits and recycle hundreds of old light bulbs and batteries in the Eastside neighborhood, not to mention the removal of 500 pounds of debris from Ralston Creek. The City is also proud to welcome 8 new Climate Ambassadors who completed the City's nine-week training course. Thanks to this outstanding team, progress on climate action is full steam ahead!

Green Infrastructure

Iowa City is expanding its existing compost facility while reducing food waste, wood waste, and greenhouse gas emissions with the support of a \$4 million grant from the U.S. Environmental Protection Agency (EPA). With the help of a Solid Waste Infrastructure for Recycling Grant awarded in November 2023, the City will build on current programs by increasing its composting and wood waste operations by 40% and its processing capacity from 15,000 to 20,000 tons per year. In addition to diverting waste from the landfill, the improvements will also enhance access to composting services for residents.

OVERALL QUALITY OF NATURAL ENVIRONMENT IN IOWA CITY



Source: 2024 Community Survey

Climate Action...in All We Do

All City staff take ownership of the City's Climate Action Plan. Updates for many action items advance climate action, including building code incentives, bike and pedestrian projects, transition to electric vehicles, renewable energy installations, and reinvestment in the Iowa River.



While many action items relate to sustainability, look for the "leaf" symbol throughout this report which identifies when climate action is a driving force of the strategic initiative.



Value:



RACIAL EQUITY, SOCIAL JUSTICE, AND HUMAN RIGHTS

Success in this value area will look like an Iowa City where all cultures are welcomed and celebrated throughout the community, systemic inequities are proactively addressed, and decisionmakers are representative of the community and equipped to combat bias. This value is demonstrated in many different ways.

Committed to Equal Protection

City Council remains committed to ensuring all individuals enjoy equal protection under the law, whether by individuals, businesses, or government actors. While the State stripped gender identity as a protected class from the Iowa Civil Rights Act, discrimination based on gender identify remains illegal under the Iowa City Code, as it has been since 1995. Residents similarly enjoy constitutional and local protections regardless of immigration status. The City will continue to ensure residents are aware of these protections through consistent outreach and to build on more than its decade of enhanced efforts to create a welcoming, safe, and supportive City for LGBTQ+ residents, immigrants, refugees, and international community members. One piece of evidence towards these commitments is that the City of Iowa City once again earned a perfect score on the Human Rights Campaign's 2025 Municipal Equality Index, marking its 12th consecutive year of achieving this national recognition.





Celebrating Diversity

In Iowa City, community diversity is celebrated, cultural perspectives are valued, and everyone is welcome. One way the City commemorates this value is through numerous sponsorships, events, and programs, including Indigenous People's Day Celebration, Juneteenth, Latino Fest, National Welcome Week, Iowa City Pride, ADA Birthday Party, bilingual story time, National Night Out, and much more! The City also reaffirms this as a fundamental value by ensuring equitable access to City services and by helping to build capacity for communities to organize around human rights through

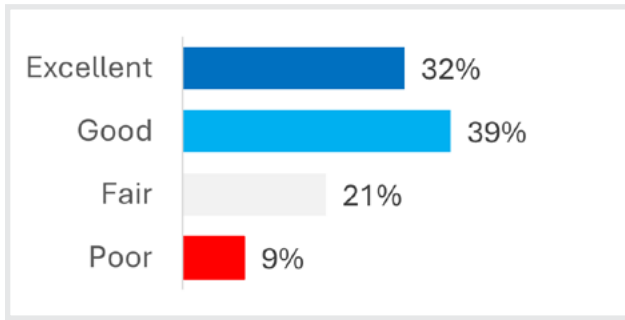
the human rights grant program. Through these efforts, Iowa City strives to foster a community where every resident feels seen, respected, and empowered to participate fully in civic life.

Expanding Inclusive Economic Opportunity

In 2025, City Council's investment in inclusive economic development moved from planning to impact. Leading the charge was the launch of Dream City's new entrepreneurial hub at 611 Southgate Avenue. Supported by \$2.9 million in ARPA funding, the fully renovated facility opened in 2025 and has quickly become a local engine for underestimated entrepreneurs, hosting 30+ workshops and educational events, serving 100+ entrepreneurs, and supporting multiple small businesses through its micro-retail and coworking spaces. City Council also provided \$80,000 in ARPA funds to the Neighborhood Centers of Johnson County for inclusive economic development. This has allowed NCJC to host financial literacy workshops, entrepreneurship competitions, and networking and community building initiatives that help build targeted pathways to business ownership for residents. Complementary investments through the Opportunity Fund and other ARPA-supported programs continue to strengthen this work, including technical assistance, and culturally centered entrepreneurial support delivered through partner organizations across the community. Together, these efforts demonstrate the City's broad commitment to economic mobility for residents who have historically faced the greatest barriers.



VALUING/RESPECTING RESIDENTS FROM DIVERSE BACKGROUNDS



Source: 2024 Community Survey

Racial Justice, Social Equity & Human Rights...in All We Do

It is an expectation that equity is at the core of all government programs and operations. Updates for many action items identified in each of the four impact areas demonstrate these principles in action, such as affordable housing efforts, fare-free transit, prioritizing community well-being, and support of social service non-profits.



Although almost all items address equity and inclusion, the "heart" symbol throughout this report designates when these principles are particularly apparent and prioritized.



Value:



PARTNERSHIPS AND ENGAGEMENT

The Strategic Plan envisions an Iowa City where community members are trustful of and engaged in community processes, partnerships are always part of the solution, and communication between the government and community is two-way and free flowing. Some ways this value has played out recently are included below.

Regional Safety Solutions

The Iowa City Fire Department continues to lead with collaboration at the heart of its mission. Through a regional partnership along the I-380 corridor, the department has helped to create a unified mobile food vendor fire inspection process which makes it simpler and safer for food trucks to operate across jurisdictions. At the same time, Fire Station 2 is now joining Station 4 in hosting a Johnson County Ambulance, a milestone in our coordination with the county to expand mobile integrated health services and better match our emergency response to community needs. These efforts reflect the City's commitment to partnerships that deliver smarter, more accessible public safety operations.



Facilitating Growth

Starting in 2025, the City launched a cross-departmental development review team to strengthen collaboration with the development community. The new initiative includes weekly "office hours" that provide an open invitation for developers and builders to discuss early ideas and project concepts with City



staff in a coordinated setting. While staff have long provided feedback on proposed projects, this new structured approach is designed to make those conversations more accessible, transparent, and solution-oriented. The City is also working to update its Comprehensive Plan. This document provides the long-range vision for the community through 2050, especially focused on growth and change over time which will help guide future planning and development decisions. The process kicked off with months of public outreach and engagement to ensure the plan represents

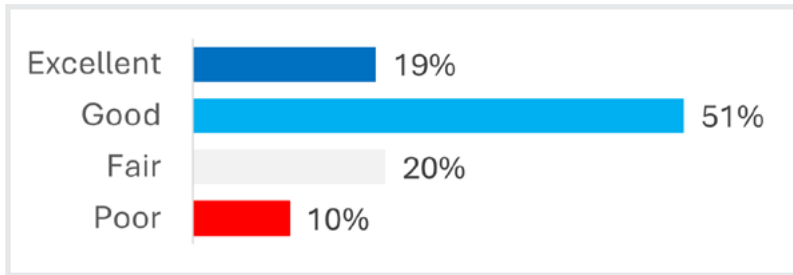
the goals of the entire community. These efforts are intended to help build stronger partnerships across the community, reduce barriers to housing, and support future outcomes now and for years to come.

Nourishing Community

The City continues to strengthen partnerships and expand programs that address food insecurity among Iowa City's most vulnerable residents. In addition to ongoing support for CommUnity's food bank, Table to Table's food recovery network, Horizon's Meals on Wheels, and the Free Lunch Program, the City is championing new, community-driven solutions every day. At the Senior Center, a pantry exchange provides free access to non-perishable food and hygiene items for anyone in need, while a new collaboration with Field to Family now allows residents to order local food and farm products for pickup while connecting community members directly with local producers. The Iowa City Public Library's Snack Program also continues to make a difference, marking its fifth year in 2025 and distributing more than 16,000 healthy snacks annually to young patrons with the support of the Walder-Christensen Charitable Fund. In addition, the City hosted an emergency food drive at several City facilities and pop-up events at grocery stores and parks which collected donations of more than 3,000 pounds of food and \$1,200 in financial contributions for CommUnity. Without local partnerships and community support, these initiatives ensuring equitable access to nutritious food and supporting community wellbeing would not be possible.



RESIDENTS' CONNECTION AND ENGAGEMENT WITH THEIR COMMUNITY



Source: 2024 Community Survey

Partnerships and Engagement in...All We Do

Partnerships and engagement are considered a key component in all City services, programs, and initiatives. Updates for many action items identified in each of the four impact areas incorporate partnerships and engagement, such as the revamped PIN Grant, Bus Rapid Transit Study, Inclusive Economic Development Plan, and Mental Health Liaison initiative.



Although almost all items depend upon partnerships or engagement in way or another, look for the "handshake" symbol throughout this report designating when they play a direct or significant role in our progress.



Impact Area:

HOUSING AND NEIGHBORHOODS

VALUES
IN ACTION

ACTION ITEM STATUS

FY23-25

<p>1.1 Explore legal steps to prevent bad faith investors</p> <p>The City Attorney’s Office participated in the Manufactured Housing Task Force and engaged key stakeholders to identify protections that can be offered within the legal constraints of the state. The City will continue to explore options that help protect residents.</p>	
<p>1.2 Act on building recommendations in climate action plans</p> <p>The City continued its substantial progress in FY2025, including:</p> <ul style="list-style-type: none"> • The Home Energy Rating System (HERS) incentive program in partnership with the Homebuilders Association continues to grow, with more than a quarter of new home construction now participating in the program. • Continued collaboration with Johnson County to offer home energy audits in Iowa City and adjacent communities renewed for a third year. 	
<p>1.3 Revamp grant and discretionary funding programs for neighborhood projects</p> <p>The City continued implementing its updated Program for Improving Neighborhoods (PIN) initiated in FY24, including changes such as designating staff as project sponsors, aligning projects with Council’s Strategic Plan, expanding eligibility, using a transparent review process, and requiring neighborhood involvement. During the FY26 grant cycle, the program maintained its momentum with 11 neighborhood associations applying, three of which were first time applicants. At the same time, associations held 54 neighborhood meetings, events, and programs by the end of FY25.</p>	

- Not started
- Preliminary planning or discussion

- Substantial progress or completed
- Underway

- Climate Action
- Racial Equity, Social Justice, Human Rights
- Partnerships & Engagement




1.4 Advance priorities in the Affordable Housing Action Plan and work with partners on significant affordable housing efforts

Since its adoption in 2022, the City implemented most priorities in its Affordable Housing Action Plan. Many remaining recommendations will be addressed through work underway supported by the \$3.75 million PRO Housing grant award. This includes a comprehensive plan update followed by City-initiated rezonings for diverse housing types and City development of affordable housing. In addition, the City continues to collaborate on several significant initiatives:

- Allocated \$1 million in FY25 to the City's Affordable Housing Fund, which supports the Housing Trust Fund, Healthy Homes projects, and security deposit assistance, among other programs.
- Provided nearly \$325,000 in downpayment assistance to 13 first time homebuyers under 80% of area median income.
- Partnered with Shelter House to implement a landlord risk mitigation fund to support households with significant barriers to housing.
- Invested \$110,000 in security deposit assistance for 110 renter households under 50% of area median income in FY25. Since the program's inception in FY20, 633 households have been assisted.
- Implemented a Tenant-Based Rental Assistance program which provides rent assistance to households on the Housing Authority's waitlist.
- Partnered with DVIP to convey a lot for 6 townhomes purchased through the City's Affordable Housing Fund and supported their successful State HOME-ARP application for permanent supportive housing for households leaving domestic violence.
- Purchased 3 townhomes in a neighborhood with limited affordable housing options as well as a lot on N. Summit Street to house the City's pilot affordable housing development project. All units purchased or developed will be owned and operated by the Housing Authority as permanent affordable housing.
- Entered into a purchase agreement for 3 townhomes in North Liberty supported by \$368,000 from the Housing Trust Fund utilizing North Liberty's ARPA dollars.
- Began a partnership with Johnson County to create Iowa's first project-based assisted supportive housing development for veterans who face high barriers to housing.



ACTION ITEM STATUS

<p>1.4 Advance priorities in the Affordable Housing Action Plan and work with partners on significant affordable housing efforts <i>Continued</i></p> <ul style="list-style-type: none"> Adopted a new Consolidated Plan which will provide dedicated funding to several core agencies serving priority public service needs in the community. <p>As the City finalizes implementation of the steps identified in the 2022 Affordable Housing Action Plan, staff will begin evaluating next steps to address housing needs for residents with lower incomes, including repositioning the City’s Public Housing program and continuing to establish capacity for the City to actively develop affordable housing. While many actions are ongoing, the City will continue to look for additional opportunities that expand affordable housing.</p>	
<p>FY24-FY28</p>	
<p>1.5 Implement 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.</p> <p>The City is anticipating upcoming residential TIF proposals within growth areas to help fund public improvements serving future development. These include projects like the redevelopment of the former ACT campus, Gateway redevelopment (southwest of N. Dubuque St. and I-80), and annexation and development of the former Carson Farm (southwest of Rohret Rd. and US-218). TIF districts are expected to primarily provide community benefits related to affordable housing, though public open space and climate action benefits will also be considered.</p>	
<p>1.6 Update Comprehensive Plan and prepare for subsequent Zoning Code update</p> <p>The City initiated an 18-month process in November 2024 to update the City’s Comprehensive Plan, with a specific focus on expanding housing opportunities. Funded in part through the PRO Housing grant awarded in 2024, the updated plan will support compact neighborhoods and promote a broader diversity of housing types to meet the needs of residents across all life stages and income levels. The new plan will form the basis for the City to conduct a complete update of its zoning code. In the meantime, the City is working on a parking study funded through the PRO Housing grant which will include proposed changes to the City’s minimum parking standards.</p>	



ACTION ITEM STATUS

1.7 Explore innovative housing projects and bolster publicly owned housing

The City continues expanding its publicly owned housing stock for permanent affordability through innovative funding partnerships, including:

- 3 newly constructed townhomes acquired by the Housing Authority in North Liberty utilizing City of North Liberty ARPA funds;
- 15 recently renovated multi-family units dedicated to veteran households experiencing homelessness, to be provided to the Housing Authority through a partnership with Johnson County and supported by Veterans Affairs Supportive Housing vouchers (a first-of-its-kind project in Iowa); and
- 24 to 36 new multi-family units anticipated to be funded in part with PRO Housing and ARPA grants, currently in early design stages.

The City is also in the process of working with consultants to reposition the City’s Public Housing program for long-term sustainability and to build capacity for the future development and expansion of publicly owned affordable housing.



FY25-FY28



1.8 Respond to the growing homelessness challenges in collaboration with nonprofit partners through enhanced street outreach partnerships, data-informed strategies to reduce chronic homelessness, and continued exploration of shelter as service model

Iowa City continues to deepen partnerships and pursue data-informed strategies. The City was awarded a two-year Bloomberg Harvard fellow focused on housing policy which will help reinvigorate collaborations such as support for Shelter House’s study to reach functional zero homelessness (i.e. a rate of homelessness that is lower than the capacity to house people), as well as help enhance housing-related data efforts such as exploring creation of a housing data dashboard. The City also continues to make substantial resources available towards this goal, including:

- \$1.1 million for a Housing Stability Pilot, including eviction prevention activities, \$200,000 for legal services for those facing housing instability, and more than \$670,000 for additional supportive services, all currently underway
- \$1.5 million to DVIP for a new shelter for survivors of domestic violence, completed FY25, and a sale of 6 townhome lots for transitional housing
- \$1.1 million for shelter facility improvements at Shelter House, completed FY25



ACTION ITEM STATUS

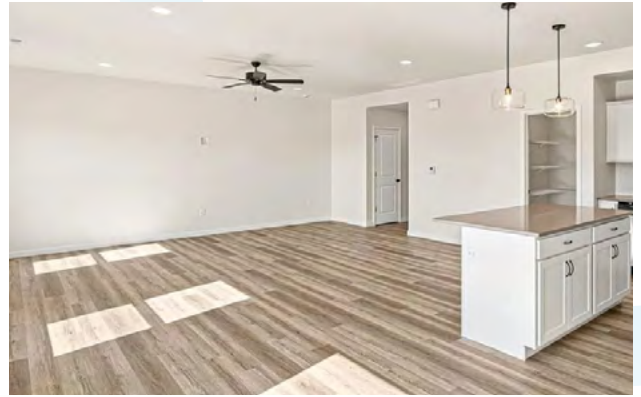
<p>1.8 Respond to the growing homelessness challenges in collaboration with nonprofit partners through enhanced street outreach partnerships, data-informed strategies to reduce chronic homelessness, and continued exploration of shelter as service model <i>Continued</i></p> <ul style="list-style-type: none"> • \$104,000 to support the winter shelter in FY2025 • \$770,000 in Aid to Agencies funding awarded to 26 nonprofit agencies for FY25 <p>In addition, the City continues its successful street outreach partnership with Shelter House, while the Housing Authority has maintained its dedicated Housing Choice Vouchers for persons who are chronically homeless.</p>	 
<p>1.9 Expand the South District Homeownership Program to other targeted neighborhoods and consider allowing relocation assistance to expedite completion</p> <p>To date, the City purchased 11 duplexes (22 dwelling units). 8 units were sold to income-eligible homebuyers, one duplex was demolished to expand neighborhood parkland, and rehabilitation will soon begin on another 4 units. The remaining 4 duplexes continue to be leased to previous tenants at affordable rents until they choose to move to alternative housing. Expansions of the program are unlikely until all current South District homes are converted to affordable homeownership opportunities.</p>	
<p>1.10 Provide all residents with engaging public open space within a 15-minute walk or bike ride through continued reinvestment in existing parks and the expansion of trails and parks to new and emerging neighborhoods</p> <p>Recent investments have enhanced existing parks across the City, including projects at College Green Park, Brookland Park, Calder Park, City Park, and Court Hill Park. At the same time, the City is exploring strategic expansion of its parks and trail network to serve existing and emerging neighborhoods. Highlights include the FY25 expansion of Hickory Hill Park, construction of the new Adelaide Joy Rogers Park on Shannon Drive, and planning for a new regional park west of Highway 218 as well as neighborhood parks in Stone Bridge Estates and the Palisades.</p>	 
<p>1.11 Renew the Climate Action Plan with an additional focus on the resilience of the community in the face of climate change</p> <p>The Climate Action Commission is currently engaged in a reprioritization process for the current Climate Action Plan. Resilience continues to be an important component of the plan and the City's efforts, including continued support and partnership with our two resilience hubs. Additional planning is anticipated to commence in FY27.</p>	 



Housing and Neighborhoods: Progress Towards our Future Vision

REGIONAL LEADERSHIP FOR AFFORDABLE HOUSING

The Iowa City Housing Authority (ICHA) made major strides in expanding publicly owned housing with a regional focus. ICHA is partnering with Johnson County to create Iowa's first project-based assisted supportive housing development for veterans. This landmark effort unites local and federal partners to address one of the nation's most difficult housing challenges by leveraging project-based VASH vouchers to better serve veterans facing high housing barriers. Complementing this milestone, ICHA is purchasing its first three properties outside of Iowa City supported by nearly \$400,000 in ARPA funding from the City of North Liberty. Together, these efforts demonstrate how ICHA's leadership is broadening beyond Iowa City using a coordinated approach throughout the region.



BUILDING OPPORTUNITY ON RONALDS STREET

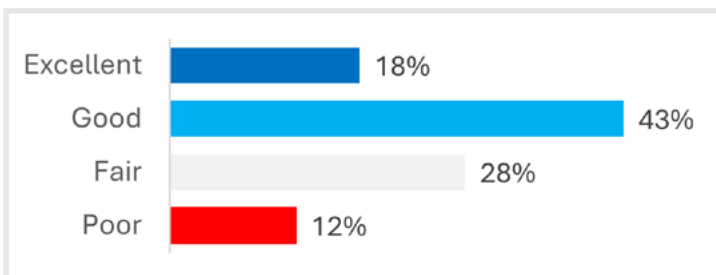
The City's long-term vision on Ronalds Street reached its completion with the construction of a second Student Build home! What began with the City's condemnation of a vacant, nuisance property has transformed into a model of neighborhood reinvestment and collaboration. Working in partnership with The Housing Fellowship, the Iowa City Community School District, and the Iowa City Home Builders Association Vocational Training Council, the project successfully replaced a single dilapidated home with two new energy-efficient, affordable homes in a historic neighborhood. The initiative demonstrates how thoughtful infill development can enhance density while preserving neighborhood character, achieving both affordable housing and historic preservation goals. Just as importantly, it continues to provide hands-on workforce development opportunities for local students, helping prepare the next generation of skilled homebuilders and community leaders.



GROWING COMMUNITY

Construction is largely completed on the newest addition to the City's park system: Adelaide Joy Rogers Park. This new neighborhood park located near West High School on Shannon Drive will feature new sidewalks, a modern playground, and a park shelter, creating a welcoming and accessible gathering space for residents of all ages. The park is named in honor of Adelaide Joy Rogers, a pioneering advocate for women and girls in recreation and one of the first women to run for public office in Iowa City when she sought a seat on the Parks Commission in 1921. The park's development and naming celebrate Iowa City's ongoing investment in high-quality public spaces and the enduring legacy of civic leadership that continues to shape the community today.

OVERALL DESIGN OR LAYOUT OF IOWA CITY'S RESIDENTIAL AND COMMERCIAL



Source: 2024 Community Survey





Impact Area: MOBILITY

ACTION ITEM STATUS

VALUES
IN ACTION

FY23-25

2.1 Fully evaluate the feasibility and funding sources needed for a zero-fare transit system

The two-year Fare Free transit pilot was such a success that Council has extended the program through FY2026! From August 2023 through 2025, passenger trips increased by an average of 68%, exceeding all expectations. The pilot was funded by federal pandemic relief dollars, but Council has now identified local funding to maintain zero-cost fares, including a parking rate increase established in FY25 and a 1% electric and gas franchise fee established in FY26. While these policies are currently enough to sustain the service, this program will need to be reviewed annually moving forward.



2.2 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

In collaboration with surrounding entities, the City identified potential reuse of the Cedar Rapids and Iowa City (CRANDIC) rail line for regional passenger service, though no project will move forward at this time. The City will continue to advocate for regional transit service, including enabling legislation at the State level, and to explore opportunities for collaboration on a broader regional network.



FY23-28

2.3 Install additional permanent charging stations for vehicles, bicycles, and electronic devices

A charging station was installed in the Augusta Place parking ramp to support the two additional EVs purchased for the Iowa City Police Department, a Ford Lightning and Chevy Blazer, in addition to the Public Works campus which supports the Ford Lightning used by the Green Iowa AmeriCorps team while performing home energy audits.



Not started

Substantial progress or completed






Preliminary planning or discussion

Underway





Climate Action

Racial Equity, Social Justice, Human Rights

Partnerships & Engagement

<p>2.3 Install additional permanent charging stations for vehicles, bicycles, and electronic devices <i>Continued</i></p> <p>The City also continues to track monthly utilization of public charging stations and will consider pursuing additional charging stations based on new needs and ongoing demand.</p>	
<p>2.4 Identify additional opportunities for road diets, sidewalk infill, curb cut and accessibility enhancement, and bike lane installation with a goal of at least two such projects each construction season</p> <p>The City completes several bike and pedestrian enhancement projects each year, both as standalone projects and in conjunction with roadway capital improvements. During the 2024 construction season, the City made pedestrian improvements along Dubuque Street, High Street SW, the Kirkwood Avenue rail crossing, Rochester Avenue, the Willow Creek Trail, and the Iowa Avenue Bridge Trail underpass. In the 2025 construction season, the City worked on Bradford Drive, the Gilbert Street Bridge, Dubuque Street, Rochester Avenue, N. Gilbert Street, the Court Hill Trail, sidewalks at Fairmeadows Park, and near Ned Ashton House.</p> <p>In 2026, the City plans to complete bike lanes along:</p> <ul style="list-style-type: none"> • S. Gilbert Street from Stevens Drive to McCollister Boulevard • Sunset Street from Ashley Drive (near the Highway 1 Trail) to Benton Street <p>The City also issues an annual Curb Ramp Report & Transition Plan. In 2024, 198 curb ramps were repaired, replaced, or installed, with 200+ anticipated in 2025.</p>	 
<p>2.5 Explore opportunities to utilize the CRANDIC right-of-way for passenger rail, bus rapid transit, or pedestrian usage</p> <p>The Metropolitan Planning Organization of Johnson County (MPOJC) completed two studies this past fiscal year for potential reuse of the right of way owned by the Cedar Rapids and Iowa City (CRANDIC) railroad. The first assessed the feasibility of Bus Rapid Transit, while the second explored the possibility of local passenger rail using battery powered trains from Pop Up Metro. At this time, CRANDIC has indicated a desire to retain usage of their right of way. Should this change, the City is poised to explore implementation of these alternatives.</p>	
<p>2.6 Evaluate with the State of Iowa reverting Dodge and Governor to 2-way streets</p> <p>Strand Associates assisted staff in evaluating the costs and benefits of converting Dodge and Governor from a one-directional pair to two-way streets. Due to the nature of the corridor, additional right of way impacts, and the loss of state financial support for the maintenance and future reconstruction of Governor Street, it was decided to maintain Dodge and Governor in their</p>	



<p>2.6 Evaluate with the State of Iowa reverting Dodge and Governor to 2-way streets <i>Continued</i></p> <p>current configuration. Council's feedback is guiding the Dodge Street Reconstruction project which currently has design work underway. Construction is expected in partnership with the State of Iowa in 2027-2028.</p>	
<p>2.7 Secure federal funding for a relocated transit building that can accommodate future growth in service and electrification of the fleet</p> <p>The City was awarded funding to replace the aging transit facility, including a \$23.3 million Federal Transit Administration grant. The City is currently working with Neumann Monson Architects to design the building. Project groundbreaking is anticipated in 2026 or 2027.</p>	 
<p>2.8 Consider adding or retrofitting bike pathways that are separated from streets or protected utilizing flexible bollards</p> <p>The City worked with Tool Design to complete a study on the feasibility and priority locations of on-street protected bike lanes using flexible bollards. The study recommended several important connections for the broader bike network which will also tie into larger projects, including S. Madison Street, the Burlington Street Bridge reconstruction, and the Market/Jefferson Street one- to two-way conversions. Next steps include a pilot project on N. Dodge and N. Governor Streets, in addition to future planning for appropriate infrastructure for these corridors.</p>	
<p>FY25-28</p>	
<p>2.9 Assuming necessary facility accommodations, expand the fleet of electric buses each time a diesel bus is due for replacement and seek grants that can expedite the conversion</p> <p>The \$23.3 million grant award through the Federal Transit Administration which will fund the new transit facility also includes funds for four hybrid buses. These buses further the City's goals while reflecting changing federal priorities. Federal funding assistance remains critical because it will replace our four electric buses currently out of operation due to challenges with their reliability. Looking ahead, the City will continue to explore opportunities to build capacity for electric buses, including considering needs related to electric charging as part of the new transit facility, and to evaluate the purchase of additional electric buses. Over time, the City will continue to make progress towards this goal.</p>	



	<p>2.10 Consider an on-demand or subsidized voucher system for times and locations in which no fixed route service is available</p> <p>In FY25, Johnson County partnered with Horizons Neighborhood Transportation Services to launch Trip Connect, a low-cost, curb-to-curb transportation service which provides affordable rides to work or class throughout much of Johnson County from 5:00 p.m. to midnight, Sunday through Friday. It is currently funded as a pilot for two years. While this initiative is independent of Iowa City Transit, it has continued to engage the City and keep us informed of its activities and performance.</p>	
	<p>2.11 Reevaluate the possible benefits of vehicle and bike-share/scooter programs</p> <p>Previous attempts to contract with a bike/scooter share company have not been able to move forward. Staff will re-evaluate this item in FY27-FY28.</p>	
	<p>2.12 Fully complete the Safe Streets for All planning process and develop funding strategies to address the most acute roadway safety issues for all users</p> <p>Work on the City's Safe Streets for All project is underway! The Metropolitan Planning Organization is collaborating with HDR to collect public input through online surveys and in-person events, as well as identify recommendations and interventions. Completion of the Safety Action Plan is anticipated by the end of 2026.</p>	



Mobility:

Progress Towards our Future Vision

CONTINUING FARE FREE

Iowa City Transit's fare free pilot program will now continue beyond its pilot phase, thanks to additional strategic investments by the City Council. Launched in August 2023, the pilot was intended to help meet the City's 45% emission reduction goal by 2030 with a vision to achieve net zero emissions by 2050 while simultaneously lowering household transportation expenses. Over the course of the two-year pilot, ridership increased 68%, surpassing estimates, exhibiting a rapid recovery above and beyond national recovery benchmarks from the pandemic,

and saving riders an estimated \$3 million. With the support of parking rate increases and adoption of an additional 1% electric and gas franchise fee in FY26, the City will be able to maintain fare free transit for the near future. While additional funding may be needed to sustain the service long-term, this transformative initiative underscores the City's commitment to a more sustainable, accessible, and economically just future.



ACCESSIBILITY ON THE MOVE

Iowa City continues to strengthen community accessibility through sustained investment in curb ramp upgrades and key pedestrian improvements. Each year, the City publishes its Curb Ramp Report and Transition Plan at www.icgov.org/ada to track progress across more than 6,400 curb ramps city-wide. During the 2024 construction season, nearly 200 ramps were installed or upgraded with more than 200 expected the 2025 construction season. One highlight is the reconstruction of North Gilbert Street, which will add a sidewalk and will close a long-standing accessibility gap while creating a safer, more connected pedestrian network for those with mobility limitations. Projects like this and the continual investment of the City are necessary to build a more walkable, barrier-free community where residents of all ages and abilities can get around.



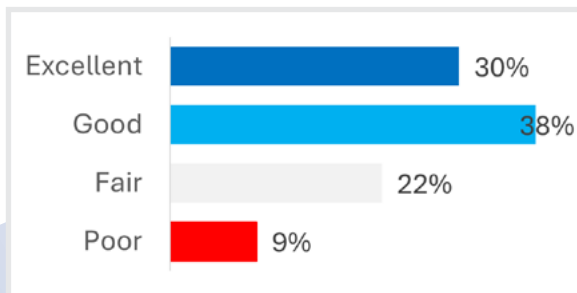
BUILDING BETTER CONNECTIONS

The Burlington Street Bridge has been a defining connection in Iowa City for over a century, linking the University of Iowa campus, neighborhoods, and key community destinations across the Iowa River. This year, the City kicked off a plan to upgrade this critical piece of infrastructure. In partnership with the Iowa Department of Transportation, the City is advancing a plan for how to best replace the aging eastbound and



west-bound bridges with a single, modern structure that improves safety, accessibility, and mobility for all users, including pedestrians, cyclists, and transit riders. The project also explores how to improve the bridge's linkages to the broader community, from the pedestrian overpasses on Riverside Drive and Grand Avenue to the potential two-way conversion of Melrose Avenue and Byington Road to modifications for the dam below. While construction is still a few years out, this planning phase is a critical step toward a more connected, safe, and accessible Iowa City for generations to come.

OVERALL QUALITY OF THE TRANSPORTATION IN IOWA CITY



Source: 2024 Community Survey



Impact Area:
ECONOMY



VALUES
IN ACTION

ACTION ITEM STATUS

FY23-25

3.1 Enhance sustainable access to affordable childcare for all populations through innovative partnerships with schools, higher education, non-profits, and the business community

The City continues to make progress toward enhancing access to childcare through strategic investments made with ARPA funding:

- **Childcare Navigator** (\$100,000): Launched in 2022, this position at 4Cs is enhancing workforce recruitment and provider support. Since its creation, the program has assisted 44 Iowa City residents exploring in-home childcare, 24 new Starting Strong providers, 13 individuals participating in English Language Learning classes for childcare, and one registered apprentice.
- **Childcare Wage Enhancement Program** (\$750,000): Now in year two of three, this collaboration with Better Together 2030 is improving staff retention and stability in the childcare sector. To date, over \$445,000 in wage enhancements have been provided across six Iowa City childcare centers. The City is partnering with Greater Iowa City, Inc. to extend the program by developing sustainable private funding sources, and Johnson County is currently evaluating its effectiveness.
- **Towncrest Neighborhood Center** (\$2 million): In FY25, Neighborhood Centers of Johnson County (NCJC) purchased two buildings for a Family Resource Center and an Early Childhood Center. The Early Childhood Center which will have 5 classrooms and at least 50 childcare slots is under construction. Meanwhile, services are already being provided at the Family Resource Center, including the County’s Community Violence Intervention Program.



Not started

Preliminary planning or discussion

Substantial progress or completed

Underway

Climate Action

Racial Equity, Social Justice, Human Rights

Partnerships & Engagement

3.2 Utilizing American Rescue Act Funds, execute on 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 Council approved ARPA funding for several organizations to support inclusive economic development programs for underestimated businesses and entrepreneurs. Updates include:

- **Dream City** (\$2.9 million) acquired 611 Southgate Ave for an entrepreneurial hub. Renovations were completed in summer 2025. To date, the facility has hosted 42 workshops and provided services to 118 entrepreneurs. Micro retail and coworking spaces are supporting 9 entrepreneurs.
- **Multicultural Development Center** (\$600,000) has held 5 business accelerator cohorts, provided coaching to 112 businesses, and provided 25 Technical Assistance grants.
- **Wright House of Fashion** (\$100,000) has held mentoring sessions with 19 entrepreneurs, marketing strategy sessions with 25 entrepreneurs, and has 49 students enrolled in the graphic design program.
- **Dotlizhi LLC** (\$100,000) has distributed 6 small business grants and held 9 entrepreneurial workshops and 4 cultural outreach activities.
- **Neighborhood Centers of Johnson County** (\$80,000) has held 3 business plan development workshops, one youth entrepreneurship bootcamp, and one black and brown business networking event.
- **Tailored Tax and Accounting LLC** (\$100,000) has provided no cost financial services to 33 small businesses, held 2 business financial planning classes, and 3 financial literacy workshops.

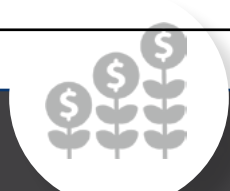
In addition, the University of Iowa Larned A. Waterman Iowa Nonprofit Resource Center provided capacity-building technical assistance to 3 ARPA funded recipients.





FY23-28

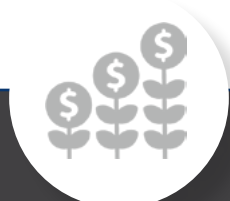
3.3 Partner with Kirkwood Community College, Iowa City Community School District, Iowa Labor Center, local trades, businesses, and other stakeholders to provide meaningful career development opportunities, pre-apprenticeship, and apprentice programs.

The City's ARPA grant supporting the UI Labor Center's pre-apprenticeship program



ACTION ITEM STATUS

<p>3.3 Partner with Kirkwood Community College, Iowa City Community School District, Iowa Labor Center, local trades, businesses, and other stakeholders to provide meaningful career development opportunities, pre-apprenticeship, and apprentice programs. <i>Continued</i></p> <p>targeting underserved populations in the building and construction trades continues to pay dividends. In FY25, 29 residents were enrolled and 86% graduated. To date, 67 Iowa City enrollees have completed the program with 42% employed in the construction trades or apprenticeship programs within a year of graduating. The FY26 cohort will begin early 2026 to align graduation with the next hiring season for construction.</p> <p>A second affordable home in the historic Northside neighborhood was completed in 2025 as part of the Student Build House program. Only possible because of the support of partners, including The Housing Fellowship, Home Builders Association, and Iowa City Community School District, the project allowed students to gain skills within the construction trades while providing contextual infill home at an affordable price point.</p> <p>The City also continues to facilitate other educational and workforce development opportunities, including ICAN’s career and college planning activities and an incentive for Alpla Inc.’s High Quality Jobs application which will lead to 36 new career positions with health benefits and a investment of over \$12 million for an on-site training center.</p>	
<p>3.4 Increase small business technical assistance opportunities to diverse populations to aid in the creation, success, and growth of home-grown businesses in partnership with other public and private stakeholders</p> <p>In collaboration with business support and coaching partners, the City launched its Targeted Small Business Development program to serve underestimated business owners and entrepreneurs who face barriers to starting businesses. 10 grants totaling \$50,000 were awarded to a mix of businesses with a diversity of owners.</p> <p>Implementation of the Inclusive Economic Development plan discussed above has also helped small businesses by providing technical assistance, developing a peer community, and creating shared facilities such as Dream City’s regional business hub in the South District and ongoing training provided by the Multicultural Development Center and UI Waterman Nonprofit Resource Center.</p>	



FY25-28

3.5 Create flexible incentives to support the top goals of Iowa City’s Self-Supporting Municipal Improvement Districts, Greater Iowa City, Inc. Strategic Investment Districts, and other commercial nodes, including attaining a desired business mix that serves the surrounding neighborhood.

City Council approved \$250,000 ARPA grants to support placemaking and businesses for each of the City’s two SSMIDs: the Iowa City Downtown District and South of 6 Business District. The Downtown District completed alley improvements including artistic lighting and the South of 6 Business District intends to use the funds to implement key activities identified in the So6 Public Realm Action Plan. Both entities are still planning additional placemaking efforts with remaining funds.

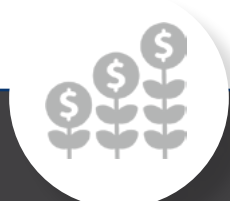
The City also continued support for the Downtown Iowa City Ambassador Program, in partnership with the Iowa City Downtown District, which supports a clean, safe, and hospitable Downtown and inviting business environment. In its first year, the program removed 415,000 lbs of trash, addressed 2,700 instances of graffiti and 1,700 bio-hazard cleanups, and completed hundreds of business contacts, outreach referrals, safety escorts, and welfare checks.

The City has remained engaged with the Strategic Investment District process led by Greater Iowa City, Inc. and launched a Building Change façade and build-out grant program in the downtown and riverfront crossings district. Awards are expected to be made in 2026.

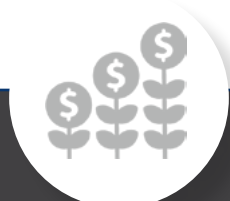


3.6 Develop targeted marketing to promote Iowa City as a unique and attractive place to do business

The City has partnered with the Downtown District to launch a “Why Iowa City?” website targeted at real estate brokers and prospective businesses. The website communicates the economic and quality of life benefits of doing business downtown and in the Iowa City community generally. The City also remains engaged with additional opportunities to attract businesses to the community.



<p>3.7 Develop a riverfront master plan in cooperation with the University of Iowa, Think Iowa City, and other stakeholders</p> <p>Think Iowa City, the University of Iowa, and the Cities of Coralville and Iowa City have kicked off a process to develop a shared regional vision for the Iowa River. Building on a previous Pedal/Paddle concept plan, the goal is to improve recreation opportunities on and along the river while better utilizing this important natural resource. The planning compliments several projects by the City in recent years, including the completed Sturgis Ferry river access, the Ice House SingleTrack Trail which opened August 2024, projects currently underway at City Park, and the Terrell Mill Skate Park expansion anticipated to start in 2026.</p>	
<p>3.8 Transparently pursue a public-private partnership for 21 S. Linn Street that results in redevelopment in the best long-term interest of the community and provides strong financial return on the City’s investment in the property</p> <p>The City is advancing the redevelopment of 21 S. Linn Street, acquired in 2023 to support a public-private partnership delivering long-term community benefit. Following a robust public input process, the City issued its Request for Proposals in Fall 2024 and received three responses. After a competitive review, the City selected the proposal by Grand Rail Development which envisions a 6-8 story building with a mix of commercial and residential spaces and does not rely on tax increment financing. The City is now working to finalize a development agreement which will help transform this key downtown corner into a vibrant, high-value asset.</p>	
<p>3.9 Continue to work to diversify and strengthen our overall tax base through work with existing companies, such as Proctor & Gamble and ACT, while cultivating opportunities for new businesses to expand in Iowa City</p> <p>While it is a tumultuous time for businesses, the City continues to facilitate continued growth and diversification of the tax base by working with new and existing employers:</p> <ul style="list-style-type: none"> • Iowa City Industrial Park: The City has secured an agreement to sell 20 acres of industrial land to MidAmerican Energy. The remaining 20 acres are still being marketed. • Proctor & Gamble: P&G recently announced a proposed \$150 million expansion to its Oral-B facility in Iowa City, which is expected to add 100 new good paying jobs to the community. The City’s rezoning of the former Kirkwood campus in 2024 and MidAmerican’s planned relocation to City-owned land also enable the possibility of future expansion as well. 	

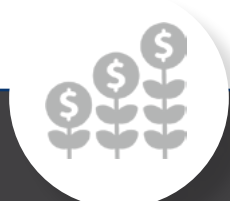


ACTION ITEM STATUS

3.9 Continue to work to diversify and strengthen our overall tax base through work with existing companies, such as Proctor & Gamble and ACT, while cultivating opportunities for new businesses to expand in Iowa City *Continued*

- **ACT:** The City is actively collaborating with ACT and the new owners of its former campus to identify next steps. The City approved a rezoning of much of the property for senior housing and mixed use development and is actively working with ACT to locate new office space in Iowa City.
- **2510 N Dodge:** The City also worked with new owners of the former Pearson site to rezone their property and facilitate its reuse, which will breathe life into the space and permit local companies to expand while creating new space for businesses to find a home in Iowa City. The project will include several major tenants, including Iowa United Volleyball and an expansion of Shive-Hattery's office presence in Iowa City.

Altogether these actions support future growth and underscore strong market confidence for renewed economic activity.



Economy: Progress Towards our Future Vision

PLANNING FOR PUBLIC ART

Iowa City is strengthening its reputation as the Greatest Small City for the Arts through a renewed focus on stewardship, planning, and collaboration. In March 2025, the City completed its first-ever Public Art Condition Assessment, providing a comprehensive review of the entire public art collection. This landmark effort establishes a proactive framework for maintaining and restoring artworks and ensures that existing pieces continue to enrich public spaces for years to come. Building on this foundation, the City adopted a new Public Art Strategic Plan in May 2025, charting a thoughtful path for future investments, partnerships, and community engagement in the arts. Together with new installations, expanded matching grant programs, and working with partners on an Arts Alliance Feasibility Study, these efforts reaffirm Iowa City's deep and lasting commitment to creative expression and cultural vitality.



BUILDING ECONOMIC INDEPENDENCE

The Iowa City Housing Authority's Family Self-Sufficiency Program continues to transform lives by helping participants achieve lasting financial stability and independence. The program supports families in building savings and developing career and financial goals while reducing reliance on housing assistance. In FY25, the program served 154 households, 97% of which have developed an escrow savings account that will be awarded upon achievement of their program goals. With participation and graduation rates among the highest in the nation, the program's impact is clear. One recent graduate used his initial savings payout to launch a business and plans to invest his final payout to expand and hire additional employees. Now fully self-sufficient, he no longer requires housing assistance, which reflects the City's commitment to economic empowerment for all residents. Thanks to successes like this, the U.S. Department of Housing and Urban Development provided additional funding to expand the program's staffing in 2025.

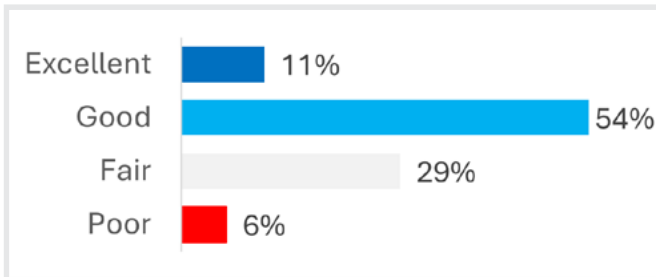


SHAPING DOWNTOWN

The City is moving forward with its plan for 21 S. Linn Street, situated on a visible corner lot in Downtown Iowa City. The City acquired the property in 2023 to model how public-private collaboration can lead to growth that reflects the community's character and incorporates significant public benefits. Following a robust public input process with more than 1,800 interactions, a Request for Proposals was issued in Fall 2024. Of three submittals, Council selected a proposal spearheaded by Grand Rail Development, which envisions a 6 to 8 story building with a mix of commercial and residential uses, including microretail spaces, affordable housing, and the possibility of office space. Notably, the proposal did not include a request for Tax Increment Financing support, which ultimately provides more funding for public services.



OVERALL ECONOMIC HEALTH OF IOWA CITY



Source: 2024 Community Survey





Impact Area:

SAFETY AND WELL-BEING

VALUES
IN ACTION

ACTION ITEM STATUS

FY23-24

4.1 Work collaboratively with Johnson County and other stakeholders to launch a community violence intervention effort in close cooperation with local law enforcement

The City has continued to work with Johnson County’s Community Violence Prevention Coordinator in this partnership, which recently added an additional employee. The new Crime Analyst position in the Iowa City Police Department helps support these efforts. The City also continues to see numbers trending positively towards this end; the number of gun-related crimes has continually decreased from 57 in 2020 to 7 in 2024.



FY23-26

4.2 Leveraging American Rescue Plan Act funds, build capacity in local non-profits that will help ensure they are able to meet future community demands

In addition to the \$485,000 in ARPA funding provided to 13 nonprofits for emergency operating assistance, the City also invested funding to achieve transformational, long-term capacity enhancements within the social service network in Iowa City:

- **Neighborhood Centers of Johnson County** (\$2 million): This project consists of the purchase of two properties in Towncrest. One is for a new Family Resource Center which began operations in FY25. The other, an Early Childhood Center with 5 classrooms and at least 50 childcare slots, is currently under construction with completion anticipated in early 2026.
- **Free Medical Clinic** (\$1 million): This project was completed in 2025. It included an expansion and renovation of the clinic and dental operating rooms and accessibility improvements for persons with disabilities.



Not started

Preliminary planning or discussion

Substantial progress or completed








Underway

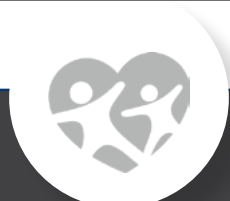
Climate Action

Racial Equity, Social Justice, Human Rights






Partnerships & Engagement

ACTION ITEM STATUS

<p>4.2 Leveraging American Rescue Plan Act funds, build capacity in local non-profits that will help ensure they are able to meet future community demands <i>Continued</i></p> <ul style="list-style-type: none"> • CommUnity Crisis Services (nearly \$1 million): This project, completed in 2025, expanded mobile crisis outreach by funding 3 new counselors, 8 vehicles, and remodeled office space. 	 
<p>4.3 Expand the Mental Health Liaison program with CommUnity Mobile Crisis with a goal of 24-hour coverage by the end of FY28</p> <p>The Iowa City Police Department has two Mental Health Liaison positions and is working towards the goal of 24/7 coverage. In FY25, the City partnered a co-responder officer with the day watch liaison to enhance availability and outreach. This initiative has allowed the co-responder team to triple the number of calls addressed. The City continues to explore expanding coverage to a second co-responder.</p>	 
<p>FY23-28</p>	
<p>4.4 Actively promote 988 throughout the year and ensure that CommUnity Mobile Crisis has resources to meet community demands</p> <p>The City continues to widely promote 988 through social media, signage, rebranded police vehicles, public facilities, and partnerships with the University of Iowa and Downtown District. In FY25, the City expanded 988 information to 15 additional street sign locations throughout the downtown and Riverfront Crossings District.</p> <p>In FY25, CommUnity Crisis Services fully expended its \$939,000 ARPA grant that helped expand their Mobile Crisis Outreach program. Funding supported three additional full-time counselors, eight new vehicles, and remodeled office space. Since 2022, Mobile Crisis responded to more than 6,100 calls for service and achieved a nearly 95% hospital and jail diversion rate. The service will continue to operate beyond the grant-supported period.</p>	 
<p>4.5 Continue critical exterior renovations to the Senior Center and pursue progress on interior enhancements noted in the Senior Center Facility Master Plan recommendations.</p> <p>Phase I of the Senior Center construction project is completed, including exterior limestone, parapet, and roofing improvements. Phase II elements such as window, door, and painting improvements are now underway and should be completed in 2026. Interior improvements are scheduled to commence FY2027.</p>	



ACTION ITEM STATUS

	<p>4.6 Integrate CommUnity Mobile Crisis into the 911 dispatch protocols</p> <p>The City has supported the integration of Mobile Crisis into the Joint Emergency Communication Center (JECC) dispatch operation. CommUnity and the JECC staff are currently conducting a pilot program for diverting 911 calls to 988. Mobile Crisis has also been worked into the JECC dispatch protocols. The City is supportive of embedding a crisis counselor at the JECC to further refine diversion protocols and will explore this further with JECC partners in 2026.</p>	 
<p>FY24-26</p>		
	<p>4.7 Consider and, where feasible, implement alternatives to routine non-emergent traffic stops</p> <p>The City continues to offer its BULBs program, aimed at preventing traffic stops for minor offenses such as a broken taillight. The Community Outreach Assistant focused on immigrant and refugee populations has also held community presentations on traffic stops for these populations.</p> <p>The City contracted with the University of Iowa to analyze racial disparities in traffic stops. This expands upon prior analysis completed in partnership with St. Ambrose and is expected to produce higher-quality data which can inform future training, policy changes, and outreach and foster more trust with the community. ICPD recently provided additional data to inform the study, with completion expected in 2026.</p>	 
	<p>4.8 Expand neighborhood-based programs such as mobile community social/recreation resources (fun patrol), nests or micro-hubs for kids/teens</p> <p>In 2025, the City continued its expanded neighborhood-based programming to bring recreation, learning, and connection directly into Iowa City's community spaces. Free outdoor events and engagement activities were hosted at dozens of park and neighborhood sites, including popular series such as Party in the Park, Play Daze, Discovery Garden Parties, and Farmers Market events, along with other events like Hydrant Parties, Dog Park Parties, Pedal Power, Get Outside!, Indigenous People's Day, and National Night Out. The Iowa City Public Library further strengthened outreach by offering more than 500 offsite programs at parks, preschools, nonprofit partner locations, and City facilities, engaging nearly 15,000 residents in FY25. The Bookmobile played a key role, partnering with 61 community organizations and making nearly 1,370 stops to reach 18,900 residents outside of the downtown location. These efforts reflect the City's commitment to providing services to residents where they are.</p>	



FY26-28

4.9 Expand data-informed decision-making in our public safety operations and with nonprofit partners, including the hiring of a civilian Crime Analyst position in the Police Department

The Iowa City Police Department hired its first Crime Analyst in FY25. The position uses law enforcement-related data such as computer-aided dispatch, police reports and mapping to determine trends and help address current issues relating to policing. Initial projects include collaborating with community partners to improve communication and data sharing with the goal of better understanding crisis calls and to develop and implement more effective strategies to appropriately address those needs.



4.10 Work to reduce the prevalence of private lead water service lines through various tools and education

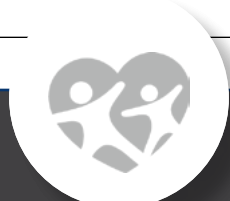
The City continues making progress with its 3-pronged Lead Reduction Program:

- **Voluntary Service Line Insurance:** Residents have established more than 3,000 policies since 2023 with Service Line Warranties of America, the National League of Cities provider for service line programs.
- **City Grants:** City Council allocated \$500,000 in ARPA dollars to help cover 50% of the cost of replacing lead in service line or water system components. The City assisted 27 households since November 2023.
- **Outreach and Education:** The City continues to inform residents on this issue and the steps that should be taken to reduce these risks, including annual mailings and outreach meetings.



4.11 Continue to build and strengthen trusted neighborhood-based resilience hub partnerships throughout the community.

The Resilience Hub program is intended to improve the capacity of community-based organizations to provide information and resources and maintain services before, during, and after extreme weather events, as well as to help elevate the needs of vulnerable residents in emergency preparedness planning. The program kicked off in FY24 with the selection of the Neighborhood Centers of Johnson County (NCJC) and the Iowa City Bike Library as pilot partners. Since then, both partners completed resilience hub plans and started their first year of implementation. The City supported these efforts by funding solar panels on the Bike Library and a backup energy generator for NCJC. In addition, NCJC hosted a heat preparedness planning event to facilitate future response to high heat emergencies. Year 2 of pilot project implementation will be completed in 2026.



Safety and Well-Being: Progress Towards our Future Vision

CRISIS RESPONSE THROUGH PARTNERSHIP

The Iowa City Police Department's Mental Health Liaison Program continues to set a high standard for compassionate, appropriate public safety response. In collaboration with CommUnity Crisis Services, the program has grown from one liaison in 2021 to two liaisons, one of whom is now paired with a sworn police officer Co-Responder. This innovative approach sends law enforcement and mental health professionals into the field together to respond to crisis- and welfare-related calls, to build trust in the community, and to connect individuals with vital community services. The Co-Responder program has multiplied the number of calls liaisons can help address and demonstrates strong results in diverting individuals from the criminal justice system. The station-based liaison is also integral to the program's success, as they facilitate follow-up to ensure individuals receive assistance long-term. As one of about 35 such programs statewide and among the earliest adopters, Iowa City's proactive investment in this model reinforces our approach to public safety through empathy, collaboration, and community trust.



WELCOMING EVERYONE DOWNTOWN

The first year of the Downtown Iowa City Ambassadors Program has been a great success! The program launched as a partnership between the City, the Iowa City Downtown District, and Block by Block, an industry expert in urban maintenance and cleanliness, and has immediately enhanced the downtown experience by establishing a community ambassador presence. Ambassadors are a proactive, helpful face for the downtown and diligently provide enhanced public service, cleanliness, and approachability. While their cleaning activities are substantial, resulting in the removal of 415,000 lbs of trash, 2,700 instances of graffiti, and 1,700 bio-hazard cleanups, they also contribute direct assistance by answering visitor questions, providing directions, walking individuals to their cars, and even assisting with vehicle jump starts. This high level of proactive engagement enhances hospitality downtown, which is essential for creating a welcoming, positive environment for all residents and visitors.

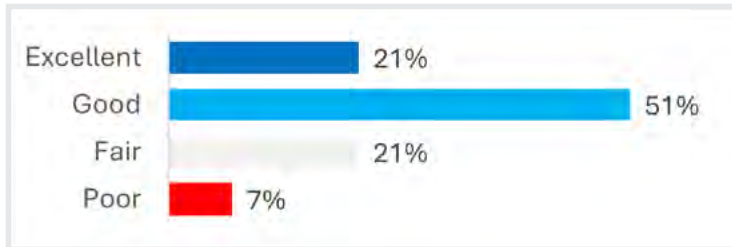


STAYING READY

Like fire departments nationwide, the Iowa City Fire Department (ICFD) has faced growing challenges with aging equipment, supply chain disruptions, and multi-year backorders for new apparatus. As older equipment is increasingly difficult to keep in service, a new approach to procurement was required to maintain reliable emergency response capabilities. This came to a head in April 2025 when structural corrosion was discovered on a ladder truck, but the three fire engines ordered in 2023 weren't arriving until 2026. ICFD responded by identifying a practical solution: replacing the existing apparatus with a new stock model. By embracing this more agile procurement strategy, ICFD was able to replace the ladder truck in just six months. Replicating this success in the future can help reduce costs, shorten delivery timelines, and ensure that reliable equipment is available when the community needs them most.



OVERALL FEELING OF SAFETY IN IOWA CITY



Source: 2024 Community Survey

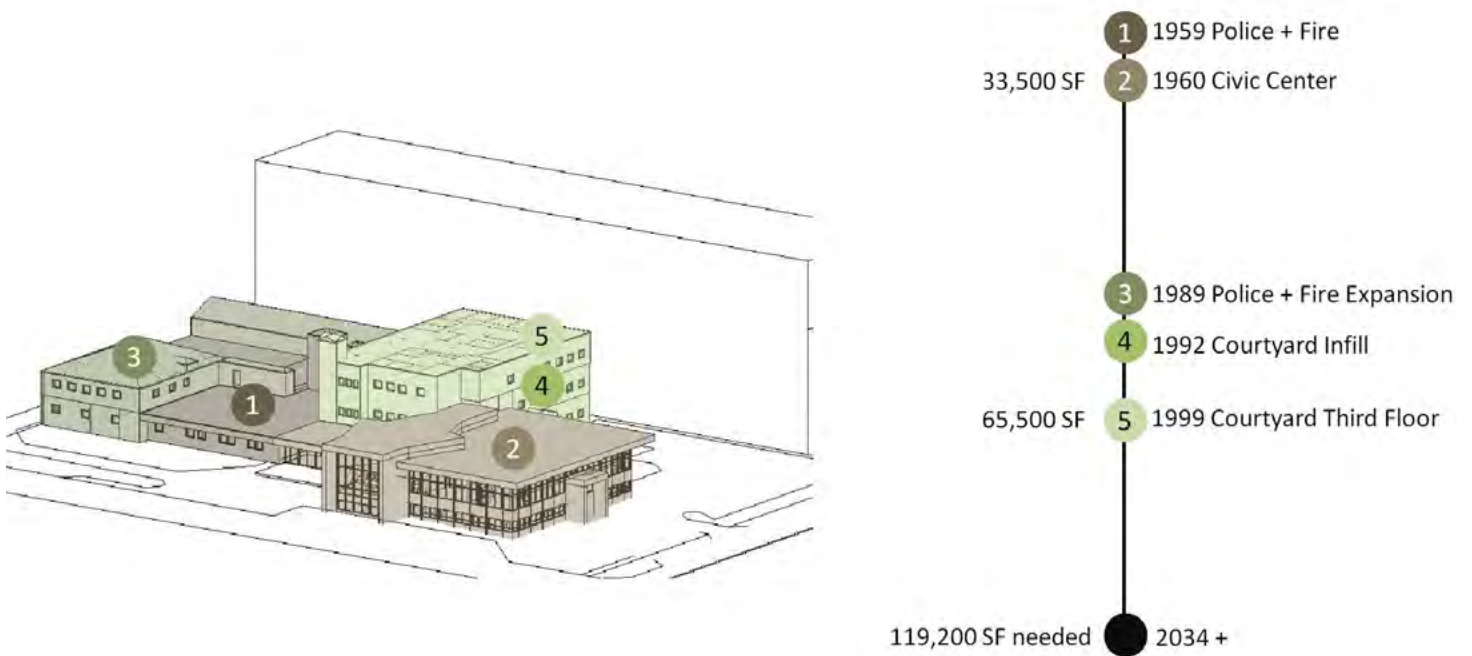


Resources:

FACILITIES, EQUIPMENT, AND TECHNOLOGY

Space Needed at City Hall

City Hall, including the Police station and Fire Station #1, is outdated, undersized, and has significant ADA accessibility issues. Following completion of a space needs study in Fall 2024, the City began exploring opportunities to move the Police Station and Fire Station #1 off-site which would facilitate the future expansion of City Hall. Based on Council direction, the City is working to identify potential sites for a new Police Station independent from the Johnson County Sheriff’s Office, as well as a new Fire Station near downtown. While the next steps and the financial implications are significant, the City hopes to identify and begin securing property and proceed with implementation over the next few years.



Surveying Community

In Fall 2024, Iowa City continued advancing its commitment to data-informed decision-making by conducting a Community Survey in partnership with Polco, a national leader in civic engagement and performance measurement. This statistically valid, citywide survey collected input from residents on ten key facets of livability, from housing and mobility to arts, safety, and governance. The survey allows the City to



benchmark against national and peer communities, track progress over time, and use resident feedback to inform priorities and service delivery. Overall, FY25 results indicate that 84% of respondents rate Iowa City’s overall quality of life as good or excellent with particularly strong marks for education, culture, and transportation. However, the true value lies in using this information as a thermometer to guide interventions and use future surveys to evaluate their effectiveness over time.

Workspaces for the Future

The City continues to make progress towards improving public facilities to enhance operations, provide safe workspaces, accommodate growth, and reflect civic pride. The Iowa City Senior Center is undergoing a significant renovation, including full exterior window and door replacements that will improve energy efficiency and curb appeal while honoring the building’s historic character. Over the next few years, improvements will move inside this downtown landmark. In addition, the new equipment building at the landfill was completed this year, which provides interior space for staff and equipment that strengthens service reliability and morale alike. However, incremental improvements were also completed on the upper stories of City Hall. The work areas for Public Works and Human Rights were upgraded to accommodate additional staff and provide more functional space, while the living spaces at Fire Station #1 were modernized to better support our 24-7 emergency response operations. Together, these projects reflect Iowa City’s goal of creating safe, efficient, and sustainable facilities that can serve both staff and residents.



Resources:

PEOPLE

Collective Bargaining in Action

FY25 was a strong year of collaboration with our three collective bargaining units! The City Council approved five-year collective bargaining agreements with both the Fire and Police unions which were ratified by membership. Both unions approached negotiations collaboratively, resulting in mutual benefits for unions and management alike, including a new pay plan for police which provides more competitive entry-level pay, and a higher raise for long-term firefighters that will help retain staff. In addition, the City reached a wage agreement with AFSCME for the final year of its five-year contract, providing a wage increase consistent with other agreements. All three actions represent positive progress and continued strong labor-management relationships across the organization. AFSCME will be bargaining its full contract in FY26.

Inclusive Outreach, Tangible Results

The City continues to intentionally engage underrepresented groups in order to strengthen our talent pipelines, and Iowa City Fire Department is leading by example. Through focused recruitment and outreach strategies, ICFD has seen a more than 25% increase in successful applicants from underrepresented backgrounds since 2016. This progress reflects the positive outcomes of our city-wide commitment to building a more inclusive workforce through innovative career initiatives that helps ensure our employees reflect the community we serve.



Leading Change

The City continued to build on its Leadership Exchange initiative, which engages middle-management City staff and aims to deliver training and skill-building opportunities, build relationships, and break down siloes between workgroups and community partners. While some sessions are geared towards improving connections and awareness across the organization, others provide an opportunity to work on common pain points and promote interdepartmental problem-solving. One recent outcome was staff-led changes updating the City's Employee Performance Review Tool. The process allowed supervisors to share how they used it and provide recommendations to modernize the format, eliminate redundancies, and streamline its use. This example of success yields dividends, not only for those participating but also for the entire organization.



Resources:

FINANCIAL

Fiscal Stability in Turbulent Times

The City remains dedicated to ensuring reliability of core services while balancing cost impacts to residents and businesses. One way the City accomplishes this is through its Aaa bond rating, which Moody's reaffirmed in April 2025. Iowa City has maintained this designation since 1973 and is one of just three cities in the state and 269 cities nationally to secure the highest credit rating possible. At the same time, Iowa City utilizes thoughtful rate and fee increases to keep enterprise funds healthy and prevent the need for large rate spikes, higher property taxes, or unplanned debt issuances. The FY26 adopted budget included a 3% water rate increase and targeted fee increases for yard waste, at the landfill and curbside. These measures allow the City to spend less on interest and more on programs and services that directly benefit the public while also keeping up with higher operating and capital expenses as demand grows alongside our community.

Diversifying Revenue for a Stronger Future

City Council took significant steps this year towards implementing alternative revenue sources through the approval of two key revenue initiatives that can help achieve strategic plan goals, fund infrastructure and facility needs, and reduce reliance on property tax. A 1% franchise fee on electric and gas utilities was adopted to support the continuation of fare-free transit, ensuring the program's lasting impact on equity and climate goals.

Additionally, Council placed a Local Option Sales Tax measure on the November 4, 2025 ballot, with proposed funding dedicated to property tax relief, affordable housing, community partnerships, and public facilities and infrastructure investment. Voter approval of the measure is estimated to bring in more than \$10 million in revenue. Together, these efforts reflect the City's proactive approach to aligning financial strategy with community priorities and will help strengthen the City's long-term financial sustainability in light of challenging financial headwinds.



Supporting Strategic Investment

The City continues to strategically approach economic growth and diversification. In November 2024, Greater Iowa City, Inc. launched a Strategic Investment District initiative to drive sustainable, community-centered growth across the metro. In Iowa City, the City is helping to envision the future of the Sycamore area near the Iowa City Marketplace and 1st Avenue, including imagining potential redevelopment, incentives programs, and other tools that may foster future growth. At the same time, City Council has been modernizing existing economic development tools, including an update to its Tax Increment Financing Policy in August 2024 that will provide greater flexibility and clarity for future projects while ensuring accountability and public benefits for public dollars. Together, these actions continue to strengthen Iowa City's ability to attract investment, create jobs, and sustain a vibrant, diverse tax base.

SYCAMORE STRATEGIC INVESTMENT DISTRICT

IOWA CITY

-  GREEN SPACE
-  RESIDENTIAL ZONING
-  COMMERCIAL ZONING
-  INVESTMENT CORRIDOR
-  BUS ROUTE
-  BIKE TRAIL



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