



2025 Johnson County **Voter Guide**



**GREATER
IOWA CITY, INC.**





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ELECTION DAY TOOLKIT

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ELECTION DAY TOOLKIT



It's your opportunity to be heard, to hold elected officials accountable for their decisions, and to have a say in the policies that affect the future of your business and our community.



Confirm you are registered to vote [here](#).

Register to vote [here](#).

View your ballot [here](#).

Vote early by mail [here](#).

Vote early in person [here](#).

Find your Election Day polling place [here](#).

IMPORTANT DATES & DEADLINES

October 15 – November 3: Early in-person voting takes place.

October 20:

- Deadline to request an absentee ballot and vote by mail.
- Deadline to register to vote. Otherwise, you can register to vote on Election Day. Click [here](#) to learn about the requirements.

November 4: Election Day polling place hours are from 7:00 AM - 8:00 PM. Bring your state issued ID or driver's license.

LOCAL OPTION SALES TAX (LOST)



SUMMARY

Coralville, Iowa City, and North Liberty City Councils have all chosen to put a 1% Local Option Sales Tax (LOST) on the ballot this fall. LOST applies to most taxable goods and services, but does not affect the cost of many basic necessities: groceries, rent and mortgage payments, utilities, gasoline, or prescription drugs. It requires a majority of voters to vote “yes” to pass.

State law requires that half of local option sales tax revenue go toward property tax relief. Our city councils, informed by community feedback and their strategic plans, have chosen specific priorities for the remaining revenue, which is outlined in their ballot language.

ADDITIONAL INFORMATION

Greater Iowa City, Inc. supports the addition of a local option sales tax as a way for cities to diversify revenue sources and capture visitor spending and encourages voters to vote “Yes.” The 50% allocation for property tax relief allows cities to pursue important capital projects without needing to increase property tax rates to pay for them. It also provides for local control and lets each city choose how to use the funds to meet their strategic priorities.

FULL TEXT

CORALVILLE

Summary: To authorize imposition of a local sales and services tax in the City of Coralville, Iowa at the rate of one percent (1%) to be effective from July 1, 2026.

A local sales and services tax shall be imposed in the City of Coralville, Iowa at the rate of one percent (1%) to be effective from July 1, 2026.

Revenues from the sales and services tax shall be allocated as follows:

50% for property tax relief

The specific purposes for which the revenues shall otherwise be expended are:

Capital projects, including but not limited to, the recreation center project, parks, trails, and other projects identified from time to time in the City’s capital improvements plan, for programs and initiatives that increase affordable housing supply and support neighborhood reinvestment projects, home improvement and home renovation grants, rental rehabilitation, and other housing projects designated by City Council.

LOCAL OPTION SALES TAX (LOST)



IOWA CITY

Summary: To authorize imposition of a local option sales and services tax in the City of Iowa City, Iowa, at the rate of one percent (1%) to be effective on July 1, 2026.

A local option sales and services tax shall be imposed in the City of Iowa City, Iowa, at the rate of one percent (1%) to be effective on July 1, 2026.

Revenues from the sales and services tax shall be allocated as follows:
50% for property tax relief; and

The specific purposes for which the revenues shall otherwise be expended are:
25% to preserve existing affordable housing stock, increase shelter, transitional, and permanent housing supports, and increase access to and the supply of affordable housing for households with low incomes.

10% for maintenance and construction of public streets, sidewalks, trails, parks, and facilities as designated by City Council.

15% for community partnerships, including, but not limited to, partnerships that support intergovernmental, economic development, arts and culture, and social service priorities as designated by City Council.

NORTH LIBERTY

Summary: To authorize imposition of a local sales and services tax in the City of North Liberty, Iowa at the rate of one percent (1 %) to be effective starting July 1, 2026.

A local sales and services tax shall be imposed in the City of North Liberty, Iowa at the rate of one percent (1 %) to be effective starting July 1, 2026.

Revenues from the sales and services tax shall be allocated and expended as follows:

50% for Property Tax Relief; and

50% for capital projects, including but not limited to, fire stations, community center upgrades, parks, trails, and other projects identified in the City's Capital Improvements Plan; and for programs and initiatives that increase affordable housing supply and support neighborhood reinvestment projects, home improvement/renovation grants, rental rehabilitation, and other housing projects designated by City Council.

Coralville - Mayoral Candidate



Candidate Name:

Laurie Goodrich

Candidate Occupation: Recently Retired

Candidate Contact Info:

Email: laurieagoodrich@gmail.com

Facebook: [@LaurieGoodrichforCoralville Mayor](https://www.facebook.com/LaurieGoodrichforCoralvilleMayor)

1. What do you hope to accomplish during your term in office and how will it benefit the business community?

As mayor, my role will be to guide the council, set clear policy, and ensure Coralville's ordinances meet the needs of our business community and residents today and in the future. Council has recently adopted 2024 Editions of the International Building Codes. I will continue to support police, fire, and emergency services with the resources they need to keep every neighborhood safe. I will support initiatives for economic development at every feasible level. We will continue with infrastructure and road upgrades. In keeping with the Comprehensive Community Plan, we're growing Coralville responsibly with business and housing options for every need and stage of life. A new Recreation Center will be added to the list of Coralville's amenities. The new developments in town will have opportunities for business sites, and the Oakdale Research Park is ready to grow.

2. Greater Iowa City, Inc. supports efforts that lead to increased predictability for our business community. How would you provide consistency in processes for incentives, grants, or development rights and create a reliable path to completion for stakeholders?

Predictability and consistency are essential for a strong business environment. This begins with collaboration, clear communication, and transparency. Business owners should be involved early in decisions that affect the business community, and Coralville has a solid framework for this through open council, planning, and informational meetings. Typically, a project begins with a conversation at the Coralville Community Development Office, where stakeholders work to ensure alignment with the Comprehensive Community Plan. From there, staff and stakeholders move forward together—securing permits, grants, incentives, and necessary approvals while keeping communication documented and accessible at each step. Consistency comes from following a clear, repeatable process: being prepared, responsive, and strategic. Coralville has shown strength in making projects shovel-ready, aligning zoning and financing early, supporting developers with city-level commitments, and maintaining engagement through completion—even when challenges arise. By continually refining these processes and maintaining open lines of communication, we can ensure a reliable and predictable path to success for all stakeholders.



Candidate Name:

Laurie Goodrich

Candidate Occupation: Recently Retired

Candidate Contact Info:

Email: laurieagoodrich@gmail.com

Facebook: [@LaurieGoodrichforCoralville Mayor](https://www.facebook.com/LaurieGoodrichforCoralvilleMayor)

3. In partnership with our local business community, city staff, and nonprofits, Greater Iowa City, Inc. has created plans for Strategic Investment Districts to help catalyze intentional development and create walkable, thriving neighborhoods. In Coralville, this district is along the 5th Street corridor. What is the local government's role in supporting place-based economic development? Should you be elected, would you be supportive of potential tax incentives to help spur development in Coralville's Strategic Investment District?

I would like to reiterate much of what I said in questions 1 and 2. Our city council, administrators, and Community Development Department work effectively with many public and private organizations to prepare the 5th Street Corridor area for repurposing and improvements. Ten-foot Sidewalks/trails, infrastructure, public spaces, and affordable housing options will provide quality of life. Tax incentives will be a faster and inviting way of moving projects along. Yes, strong programs, coordinated with Federal, State, and local agencies, will promote stability and support growth.

Coralville - Mayoral Candidate



Candidate Name:

Ryan Swenka

Candidate Occupation: Software Trainer

Candidate Contact Info:

Email: ryanforcoralville@proton.me

Website: ryanforcoralville.com

1. What do you hope to accomplish during your term in office and how will it benefit the business community?

I hope to improve public services and transit within the city as well as build a more resilient Coralville by fighting food and housing insecurity. A community that has its base needs met will have more opportunity to be patrons to our businesses, and many case studies show that walkability and transit options also increase retail purchases at locations with easy access.

2. Greater Iowa City, Inc. supports efforts that lead to increased predictability for our business community. How would you provide consistency in processes for incentives, grants, or development rights and create a reliable path to completion for stakeholders?

I want to ensure that our policies and procedures regarding incentives and grants are followed, both to ensure fairness to any interested parties, but also to provide transparency around the process. If public and private parties have clear expectations, we can more easily navigate projects and communicate to the greater public audience.

3. In partnership with our local business community, city staff, and nonprofits, Greater Iowa City, Inc. has created plans for Strategic Investment Districts to help catalyze intentional development and create walkable, thriving neighborhoods. In Coralville, this district is along the 5th Street corridor. What is the local government's role in supporting place-based economic development? Should you be elected, would you be supportive of potential tax incentives to help spur development in Coralville's Strategic Investment District?

The local government plays a very important role in place-based economic development by ensuring that any incentives offered are part of a sound investment by the city, and that local culture and history can be maintained with such projects. There is a balance to be struck between public utility and financial interests, but many partnerships in the past have been fruitful for all parties, and I look forward to navigating these projects and incentives should I be elected.



Candidate Name:

Katie Freeman

Candidate Occupation: Small Business Owner

Candidate Contact Info:

Email: freeman4coralville@gmail.com

Website: freeman-for-coralvil

Facebook: [@freemanforcoralville](https://www.facebook.com/freemanforcoralville)

Instagram: [@freeman4coralville](https://www.instagram.com/freeman4coralville)

1. What do you hope to accomplish during your term in office and how will it benefit the business community?

During my term, I want to strengthen Coralville's foundation so both residents and businesses can thrive. As a small business owner myself, I know firsthand how local policies shape our day-to-day operations. My priorities—supporting community health, ensuring proactive and equitable governance, and fostering responsive leadership—create the conditions businesses need to succeed.

When people have stable housing, reliable infrastructure, and access to resources, they can fully participate in our local economy—as workers, customers, and neighbors. I want to help build systems that support small businesses and entrepreneurs while ensuring Coralville remains a place where businesses of all sizes want to invest. This includes streamlining communication with the city, making development processes more transparent, and supporting local economic initiatives that strengthen our shared community.

2. Greater Iowa City, Inc. supports efforts that lead to increased predictability for our business community. How would you provide consistency in processes for incentives, grants, or development rights and create a reliable path to completion for stakeholders?

Predictability is essential for business planning and investment. I would work to ensure that Coralville's development and incentive processes are clear, consistent, and transparent. That includes making sure information about grants, incentives, and permitting is easy to access and that timelines and expectations are clearly communicated from the outset.

I believe that businesses, nonprofits, and city departments benefit when processes are collaborative and proactive rather than reactive. By engaging stakeholders early in planning, setting clear benchmarks, and maintaining open lines of communication throughout, we can create a reliable path from idea to completion—whether it's for a small business expansion or a major development.

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Candidate Name:

Katie Freeman

Candidate Occupation: Small Business Owner

Candidate Contact Info:

Email: freeman4coralville@gmail.com

Website: freeman-for-coralvil

Facebook: [@freemanforcoralville](https://www.facebook.com/freemanforcoralville)

Instagram: [@freeman4coralville](https://www.instagram.com/freeman4coralville)

3. In partnership with our local business community, city staff, and nonprofits, Greater Iowa City, Inc. has created plans for Strategic Investment Districts to help catalyze intentional development and create walkable, thriving neighborhoods. In Coralville, this district is along the 5th Street corridor. What is the local government's role in supporting place-based economic development? Should you be elected, would you be supportive of potential tax incentives to help spur development in Coralville's Strategic Investment District?

Local government plays a critical role in supporting place-based economic development by setting a clear vision, building strong partnerships, and creating the conditions for vibrant, connected neighborhoods. Walkable districts like the 5th Street corridor can become thriving economic and cultural hubs when development is intentional and inclusive.

I support the strategic use of tools—such as targeted tax incentives—when they're applied thoughtfully, equitably, and with community input. These incentives should help catalyze investment that benefits both businesses and residents, with accountability measures in place to ensure long-term community impact.

I also believe the 5th Street corridor should reflect the rich diversity of Coralville's residents. By integrating the cultures and histories represented in our community into the district's design, businesses, public spaces, and programming, we can create a corridor that feels welcoming, authentic, and uniquely Coralville. As a business owner, I'm especially interested in how these initiatives can uplift local, community-driven enterprises and foster a circular economy across Coralville, Iowa City, and North Liberty.



Candidate Name:

Deborah Gill

Candidate Occupation: Retired from University of Iowa Treasury

Candidate Contact Info:

Email: debgill48@gmail.com

1. What do you hope to accomplish during your term in office and how will it benefit the business community?

My first goal is to pass the local option sales tax, because my other goals depend on this funding.

1. Building the new Coralville Community/Recreation Center & Sports Complex is a priority. The amenities a community provides give businesses a welcoming environment and are attractive to the skilled workforce they need.
2. I also support the new Gather Iowa project on 2nd Street. It is a combination of commercial space on 2nd Street with housing and a parking ramp for residents behind the commercial area. It also includes some low-income housing units.
3. My other goal is to help create a long term traffic flow plan. As the communities to the North and West continue to expand, their traffic directly affects Coralville's traffic flow. Continuing the expansion of Forevergreen Rd. to Dubuque St. is one move to reduce commuter traffic on 12th Avenue. 12th Avenue was never intended to be an arterial street and was a stop gap measure until the city had the funds to extend Forevergreen Rd.

2. Greater Iowa City, Inc. supports efforts that lead to increased predictability for our business community. How would you provide consistency in processes for incentives, grants, or development rights and create a reliable path to completion for stakeholders?

Coralville's excellent staff and the Convention & Visitors Bureau (CVB) is already dealing effectively with the business community to assist development.

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Candidate Name:

Deborah Gill

Candidate Occupation: Retired from University of Iowa Treasury

Candidate Contact Info:

Email: debgill48@gmail.com

3. In partnership with our local business community, city staff, and nonprofits, Greater Iowa City, Inc. has created plans for Strategic Investment Districts to help catalyze intentional development and create walkable, thriving neighborhoods. In Coralville, this district is along the 5th Street corridor. What is the local government's role in supporting place-based economic development? Should you be elected, would you be supportive of potential tax incentives to help spur development in Coralville's Strategic Investment District?

Coralville has a history of using tax increment financing to assist large projects with the infrastructure necessary for the projects to be economically viable and that will provide long term benefits to the city and its residents. Considering Coralville's success with using tax incentives there is no reason to change their plan of operation.



Candidate Name:

Kathy Hotsenpiller

Candidate Occupation: Optometrist

Candidate Contact Info:

Email: khotsenpiller@gmail.com

1. What do you hope to accomplish during your term in office and how will it benefit the business community?

I fully support the Targeted Small Business program which helps women, minorities, service-disabled veterans, or individuals with disabilities to start or continue to grow a small business. Having previously been a small business owner, I know how hard it can be to open and run a business. Now that I'm working in Coralville again, I feel lucky that I get to practice optometry in a location where I often see friends and neighbors! When small businesses thrive, it creates more jobs, and the entire area benefits.

2. Greater Iowa City, Inc. supports efforts that lead to increased predictability for our business community. How would you provide consistency in processes for incentives, grants, or development rights and create a reliable path to completion for stakeholders?

The redevelopment of the former industrial park that is now IRL is a perfect example of using TIF to transform a blighted area into a vibrant destination. Once a wasteland, IRL is now a convenient location with shopping, restaurants, and entertainment. Providing tax incentives like TIF are critical for the economic development of our community and I will continue to support that.

3. In partnership with our local business community, city staff, and nonprofits, Greater Iowa City, Inc. has created plans for Strategic Investment Districts to help catalyze intentional development and create walkable, thriving neighborhoods. In Coralville, this district is along the 5th Street corridor. What is the local government's role in supporting place-based economic development? Should you be elected, would you be supportive of potential tax incentives to help spur development in Coralville's Strategic Investment District?

Place-based development will stimulate growth and strengthen the community. My office is on 5th Street so this project is something I look forward to learning more about. Developing an area where people can work, play, and live will help to make 5th Street a bustling location! I support potential tax incentives in Coralville's Strategic Investment District.



Candidate Name:

Hai Huynh

Candidate Occupation: Associate Director at the Coralville Community Food Pantry

Candidate Contact Info:

Email: haiforcoralville@outlook.com

Website: haiforcoralville.com

Facebook: [@HaiforCoralville](https://www.facebook.com/HaiforCoralville)

Instagram: [@haiforcoralville](https://www.instagram.com/haiforcoralville)

1. What do you hope to accomplish during your term in office and how will it benefit the business community?

Over the past five years serving on the Coralville City Council, I've had the privilege of being part of some exciting conversations about the future of our city. I want to help bring those plans across the finish line because I truly believe they'll make Coralville an even better place to live, work, play, and do business.

One project I'm especially proud of is Gather Iowa, a mixed-use development at 1st Avenue and 2nd Street. It will give the Southeast Commercial District a fresh new look while creating space for international restaurants, local shops, affordable housing, and shared community areas. It's designed to be walkable and welcoming.

Another major focus is the new Recreation Center, which is more than a gym. It's a place where families can gather, kids can play, and visitors from surrounding communities can enjoy all Coralville has to offer.

I'm also excited about the Clear Creek Restoration Project. Restoring the creek will improve water quality, while new trails and opportunities for kayaking and canoeing will create a beautiful, natural space that brings more people outdoors and into nearby shops and restaurants.

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Candidate Name:

Hai Huynh

Candidate Occupation: Associate Director at the Coralville Community Food Pantry

Candidate Contact Info:

Email: haiforcoralville@outlook.com

Website: haiforcoralville.com

Facebook: [@HaiforCoralville](https://www.facebook.com/HaiforCoralville)

Instagram: [@haiforcoralville](https://www.instagram.com/haiforcoralville)

2. Greater Iowa City, Inc. supports efforts that lead to increased predictability for our business community. How would you provide consistency in processes for incentives, grants, or development rights and create a reliable path to completion for stakeholders?

If re-elected, I will continue working closely with city staff, residents, and developers to ensure Coralville remains a place where businesses can grow with confidence. I'm committed to maintaining processes that are clear, timely, and consistent from start to finish.

By advocating for transparent guidelines, realistic timelines, and open communication, we can create a development environment where everyone understands what to expect. I also believe it's important to regularly review and refine our policies to make sure they reflect both our city's long-term goals and the needs of today's business climate.

At the same time, we must remain flexible enough to respond to unique projects or challenges as they arise, while still staying true to principles of fairness, accountability, and accessibility.

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Candidate Name:

Hai Huynh

Candidate Occupation: Associate Director at the Coralville Community Food Pantry

Candidate Contact Info:

Email: haiforcoralville@outlook.com

Website: haiforcoralville.com

Facebook: [@HaiforCoralville](https://www.facebook.com/HaiforCoralville)

Instagram: [@haiforcoralville](https://www.instagram.com/haiforcoralville)

3. In partnership with our local business community, city staff, and nonprofits, Greater Iowa City, Inc. has created plans for Strategic Investment Districts to help catalyze intentional development and create walkable, thriving neighborhoods. In Coralville, this district is along the 5th Street corridor.

What is the local government's role in supporting place-based economic development? Should you be elected, would you be supportive of potential tax incentives to help spur development in Coralville's Strategic Investment District?

Local government plays a vital role in shaping place-based economic development by fostering collaboration, aligning public resources, and creating policies that support thoughtful, community-driven growth. That's especially true for the 5th Street corridor, which is rich in history, culture, and potential.

As a Council Member, I've seen firsthand how important it is for city leadership to be an active partner in working alongside residents, businesses, and nonprofits to turn shared community visions into something concrete. The 5th Street Strategic Investment District, a great example of this kind of partnership, is about honoring the district's heritage while preparing it for a vibrant, walkable, and inclusive future.

I would absolutely support the use of carefully designed tax incentives and other tools to help spur investment in this area. Incentives, when used responsibly, can attract the right kind of development while maintaining affordability, preserving local character, and ensuring Coralville remains a place where people want to live, work, and thrive for generations to come.



Candidate Name:

Mike Knudson

Candidate Occupation: Physician Scientist

Candidate Contact Info:

Email: mknudson@coralville.org

1. What do you hope to accomplish during your term in office and how will it benefit the business community?

If reelected my top 3 priorities would be as follows:

1. Continue to support economic development in the community because without economic development and growth it will be very difficult to support and expand the wide variety of important services the city provides such as busing, recreational activities, state of the art library and a well-staffed and equipped police and fire department.
2. Complete our plans for replacement of our aging and undersized recreational center. We have a great opportunity to partner with the Iowa City School District to modernize this facility.
3. Improving sustainability is a major priority and I plan to support initiatives in this area including a permanent recycling center, and expanding and maintaining our trail system to better facilitate commuter biking and walking.

2. Greater Iowa City, Inc. supports efforts that lead to increased predictability for our business community. How would you provide consistency in processes for incentives, grants, or development rights and create a reliable path to completion for stakeholders?

Coralville has been aggressive at identifying incentives or grants that support economic development. I would make sure our staff understands the importances of supporting any private agencies that are seeking these opportunities.

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Candidate Name:

Mike Knudson

Candidate Occupation: Physician Scientist

Candidate Contact Info:

Email: mknudson@coralville.org

3. In partnership with our local business community, city staff, and nonprofits, Greater Iowa City, Inc. has created plans for Strategic Investment Districts to help catalyze intentional development and create walkable, thriving neighborhoods. In Coralville, this district is along the 5th Street corridor. What is the local government's role in supporting place-based economic development? Should you be elected, would you be supportive of potential tax incentives to help spur development in Coralville's Strategic Investment District?

Local Government plays a critical role in supporting strategic investment districts such as Coralville's 5th Street district. While on council, I have supported a number of projects in this area. We currently have two active projects, the Iowa River Power property preservation and modernization as well as the Gather Iowa project (Near Hwy 6 and 1st Ave) that the Coralville city council has committed to support and assure these projects are completed. In addition, Coralville supports the 5th St. Social in August of each year to draw attention to the businesses on 5th Street. Finally, we have recently approved the 5th Street Villas redevelopment plan, which will bring additional housing to this area.



Candidate Name:

R. Marshall Pope

Candidate Occupation: Analytical Chemist (Rtd.)

Candidate Contact Info:

Email: rm_pope@me.com

1. What do you hope to accomplish during your term in office and how will it benefit the business community?

I'll bring proven project management methodology and fiscal discipline that creates predictable outcomes for businesses investing in Coralville.

1. Implementing Stage Gate project management for city initiatives. At Invitrogen, I used this methodology to successfully launch commercial products—including one that won Best New Product 2006. Stage Gates require projects to pass checkpoints where teams demonstrate success before proceeding. This prevents cost overruns, ensures accountability, and provides businesses the predictability they need when making location and expansion decisions
2. I'll develop Coralville's digital infrastructure we own rather than rent from out-of-state vendors. Using proven technology (AT Protocol), we can build systems serving multiple needs: transparent government dashboards, real-time environmental monitoring, and platforms supporting local tech businesses. This keeps money and expertise in our community.
3. I strongly support the 5th Street Strategic Investment District. This community-driven approach to place-based development will enhance pedestrian and bicycle connectivity in an area vital for local businesses while maintaining neighborhood character.

Having spent five years as Bioanalytical R&D Manager at Invitrogen, I understand business needs from the vendor side. Managing research operations at the University of Iowa, I evaluated countless vendor proposals. This dual perspective means I can assess development proposals, incentive requests, and partnership opportunities with both business acumen and fiscal responsibility.

Businesses thrive with predictable processes, transparent government, and infrastructure they can rely on. My experience delivering that in research environments translates directly to effective city governance supporting business growth.

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Candidate Name:

R. Marshall Pope

Candidate Occupation: Analytical Chemist (Rtd.)

Candidate Contact Info:

Email: rm_pope@me.com

2. Greater Iowa City, Inc. supports efforts that lead to increased predictability for our business community. How would you provide consistency in processes for incentives, grants, or development rights and create a reliable path to completion for stakeholders?

Consistency requires structured processes with clear criteria and measurable outcomes. I propose adapting Stage Gate methodology for evaluating incentives and development proposals.

How Stage Gates Work: Projects advance through checkpoints where stakeholders demonstrate they've met specific criteria before proceeding.

- Gate 1 – Concept Review: Developer/business presents proposal. Council evaluates against clear criteria: job creation targets, wage levels, community benefit, fiscal impact. Decision: proceed to feasibility or decline.
- Gate 2 – Feasibility: Detailed analysis of proposal viability, market demand, infrastructure requirements. Financial pro forma reviewed. Decision: authorize negotiations or require modifications.
- Gate 3 – Agreement Terms: Finalized contract with measurable milestones tied to incentive disbursement. Performance bonds if appropriate. Decision: approve agreement or renegotiate.
- Gate 4 – Performance Monitoring: Regular checkpoints verify commitments are met. Incentives released as milestones are achieved, not upfront.

Benefits for Business:

- Predictable timeline: Everyone knows the process and timeframes
- Clear criteria: No moving goalposts or subjective decisions
- Fair evaluation: Same framework applies to all proposals
- Reduced risk: Performance-based disbursement protects both parties
- Transparency: Process and criteria are publicly documented

This isn't bureaucracy—it's clarity. Companies making significant investments deserve to know exactly what's required and when decisions will be made. Stage Gates have worked in industry for decades because they balance thorough evaluation with efficient processing. I'll also ensure all criteria and decisions are documented on public dashboards so the community can see how development decisions are made.

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Candidate Name:

R. Marshall Pope

Candidate Occupation: Analytical Chemist (Rtd.)

Candidate Contact Info:

Email: rm_pope@me.com

3. In partnership with our local business community, city staff, and nonprofits, Greater Iowa City, Inc. has created plans for Strategic Investment Districts to help catalyze intentional development and create walkable, thriving neighborhoods. In Coralville, this district is along the 5th Street corridor. What is the local government's role in supporting place-based economic development? Should you be elected, would you be supportive of potential tax incentives to help spur development in Coralville's Strategic Investment District?

I strongly support the 5th Street Strategic Investment District concept and would evaluate tax incentives using evidence-based criteria.

Local Government's Role: Cities should provide the framework for economic vitality: infrastructure, safety, regulatory clarity, and strategic investment in areas with potential for catalytic development. The 5th Street corridor is ideal—it's a historic area with existing businesses, civic institutions, and residential diversity that needs thoughtful enhancement, not wholesale redevelopment. The district's focus on walkability, bicycle connectivity, and supporting existing local businesses aligns with sustainable growth.

On Tax Incentives: I'd support targeted incentives in the 5th Street district using Stage Gate evaluation:

Criteria for Support:

- Measurable public benefit (jobs, wages, community amenities)
- Alignment with district vision (walkable, mixed-use, locally-serving)
- Demonstrated market gap (project wouldn't happen otherwise)
- Performance-based disbursement (tied to milestones)
- Reasonable return timeline for public investment

Criteria for Skepticism:

- Primarily benefits out-of-state corporations
- Displaces existing successful businesses
- Requires ongoing subsidies beyond initial investment
- Public cost exceeds quantifiable benefit

Having evaluated vendor proposals from both sides—as a vendor at Invitrogen and a customer at universities—I know how to distinguish genuine value from oversold promises. Tax incentives are tools, not giveaways. Applied strategically in the Strategic Investment District with clear accountability, they can catalyze development that truly benefits the community.



Candidate Name:

Derick Schroeder

Candidate Occupation: Realtor

Candidate Contact Info:

Email: derick15schroeder@gmail.com

Website: monicahayesteam.com

Facebook: [@DerickSchroeder](https://www.facebook.com/DerickSchroeder)

1. What do you hope to accomplish during your term in office and how will it benefit the business community?

What I hope to accomplish is to work with our city on our vacant areas of town and bring in more business to help infuse excitement and juice into our community. As a real estate professional in our area, I'm always looking into how we can help bring business into our community.

2. Greater Iowa City, Inc. supports efforts that lead to increased predictability for our business community. How would you provide consistency in processes for incentives, grants, or development rights and create a reliable path to completion for stakeholders?

Obviously it's not the easiest process getting those incentives and grants. Usually there needs to be a determination on the effects and benefits for the community which the business is bringing in. But, if elected I would work with our Council to make this process straightforward.

3. In partnership with our local business community, city staff, and nonprofits, Greater Iowa City, Inc. has created plans for Strategic Investment Districts to help catalyze intentional development and create walkable, thriving neighborhoods. In Coralville, this district is along the 5th Street corridor. What is the local government's role in supporting place-based economic development? Should you be elected, would you be supportive of potential tax incentives to help spur development in Coralville's Strategic Investment District?

I agree, within our community the more walkable areas we have will help promote social and economic development. I think this should always be on the minds of our Council and tax incentives can spark an interest of developers and corporations to assist in growing our communities.



Candidate Name:

Jennifer Struthers

Candidate Occupation: Retired Attorney

Candidate Contact Info:

Email: jenniferlorr@hotmail.com

Facebook: [@JennyStruthersForCoralville](https://www.facebook.com/JennyStruthersForCoralville)

1. What do you hope to accomplish during your term in office and how will it benefit the business community?

I believe that the City of Coralville is a very business friendly community. I want to keep it that way without adversely affecting our many neighborhoods. We need to listen carefully to both existing businesses and businesses that want to start or relocate here to understand what city functions can most help them be successful. The design or use of property should be left to individual businesses and restrictions should be rarely used and only implemented if they serve a valid purpose.

2. Greater Iowa City, Inc. supports efforts that lead to increased predictability for our business community. How would you provide consistency in processes for incentives, grants, or development rights and create a reliable path to completion for stakeholders?

In applying for incentives, grants, or developmental rights there should be some set factors when evaluating projects. I believe an ideal business candidate receiving governmental incentives, grants, or development rights would have the following characteristics.

- The business would create a significant amount of jobs;
- The business would be placed on land that currently is bare or underutilized and does not generate significant tax revenue;
- The incentives given to the business would not give it an unfair advantage to our existing businesses;
- There is a clear understanding of what the City is likely to recoup from its investment, monetarily or otherwise; and
- Although not absolutely necessary, preference for governmental incentives should be given to businesses that would provide goods or services that are not currently easily available or work as an anchor for the development of other businesses.

The amount of help the City can provide is limited so each project under consideration needs to be scrutinized relative to the above.

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Candidate Name:

Jennifer Struthers

Candidate Occupation: Retired Attorney

Candidate Contact Info:

Email: jenniferlorr@hotmail.com

Facebook: [@JennyStruthersForCoralville](https://www.facebook.com/JennyStruthersForCoralville)

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Placed-based economic development can be very useful in allowing cities the opportunity to identify areas that would benefit the whole community by being developed. I would not be opposed to potential tax incentives to help spur development in Coralville's Strategic Investment District but would not necessarily favor these projects over others that deserve consideration. If I were evaluating two projects for governmental incentives, and one was in the Strategic Investment District that would be a positive for that project but would not be determinative.



Candidate Name:

Newman Abuissa

Candidate Occupation: No answer provided

Candidate Contact Info: No answer provided

1. What do you hope to accomplish during your term in office and how will it benefit the business community?

No answer provided.

2. Greater Iowa City, Inc. supports efforts that lead to increased predictability for our business community. How would you provide consistency in processes for incentives, grants, or development rights and create a reliable path to completion for stakeholders?

No answer provided.

3. In partnership with our local business community, city staff, and nonprofits, Greater Iowa City, Inc. has created plans for Strategic Investment Districts to help catalyze intentional development and create walkable, thriving neighborhoods. In Iowa City, this district is around the Sycamore Mall. What is the local government's role in supporting place-based economic development? Should you be elected, would you be supportive of potential tax incentives to help spur development in Iowa City's Strategic Investment District?

No answer provided.



Candidate Name:

Megan Alter

Candidate Occupation: Director, Academic Content (English Language Arts): ACT Education Corporation.
Current City Councilor, Mayor Pro Tem (2021-23)

Candidate Contact Info:

Email: meganalterforcouncil@gmail.com

Website: meganalterforcouncil.com

Facebook: [@Meganalterforcouncil](https://www.facebook.com/Meganalterforcouncil)

1. What do you hope to accomplish during your term in office and how will it benefit the business community?

Chief among my priorities is to increase affordable housing of all kinds. Iowa City's housing stock is lagging the City's projected growth. In this next term I would like to see at least one more housing-first apartment complex and increase supportive housing for the most vulnerable. We must also build up housing stock for first-time home owners and workforce. With more affordable apartments, townhouses, and single-family homes in Iowa City, people will be more likely to stay in Iowa City for their essential goods and entertainment.

Another priority is to continue solving for more affordable quality childcare in the IC area. A lack of childcare negatively impacts an entire community in several ways, but for the business community this gap impacts recruiting, hiring, and retention of workers. We must continue to examine how to increase affordable childcare and Iowa City must get creative about it: do we look to increase in-home neighborhood-based groups? Do we increase training to help with worker shortage? Can we create childcare hubs for drop-in needs? We need to re-convene local experts and business partners to add to our toolkit.

My third priority is to rejuvenate the IC Marketplace. As a councilor who lives in the South District, I have heard from numerous Eastside residents that there is nowhere to buy socks, the restaurant options are limited, and the mall is basically empty. Let's reconceptualize what a mixed-use neighborhood can be in the 21st century without adding to sprawl, and to make this underused area vibrant again.

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Candidate Contact Info:

Email: meganalterforcouncil@gmail.com

Website: meganalterforcouncil.com

Facebook: [@Meganalterforcouncil](https://www.facebook.com/Meganalterforcouncil)

2. Greater Iowa City, Inc. supports efforts that lead to increased predictability for our business community. How would you provide consistency in processes for incentives, grants, or development rights and create a reliable path to completion for stakeholders?

Your question's phrasing contains at least part of the answer. Future councils need to be consistent and explicit in signaling their priorities up front, and then council should not pull late-stage shifts if the criteria for incentives or development rights, etc. have been met. Iowa City has developed a reputation for such actions. For years, I have heard that IC is difficult to work with from the business community perspective. I am proud that we expect our business partners to fit with our values, such as accordances for affordable housing, to contribute to positive climate action, and for showing right-fit in the neighborhood and community (whether development or business). However, where Councils have been less helpful to the process is when we shift the goals posts, so to speak. While we do not want to rubberstamp major decisions like business or development agreements without knowing final details, we must also recognize that the process of getting to yes has many steps along the way. As one example of how Council has been able to shape future process and signal our needs for a good partnership, we recently re-worked the language of our TIF agreement documentation. It is clear and also allows room for future improvements and innovations to our standards. We need to stand by the very expectations we create so that potential partners can feel confident that our asks are solid.

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Candidate Contact Info:

Email: meganalterforcouncil@gmail.com

Website: meganalterforcouncil.com

Facebook: [@Meganalterforcouncil](https://www.facebook.com/Meganalterforcouncil)

3. In partnership with our local business community, city staff, and nonprofits, Greater Iowa City, Inc. has created plans for Strategic Investment Districts to help catalyze intentional development and create walkable, thriving neighborhoods. In Iowa City, this district is around the Sycamore Mall. What is the local government's role in supporting place-based economic development? Should you be elected, would you be supportive of potential tax incentives to help spur development in Iowa City's Strategic Investment District?

I believe in place-based economic development since it takes into account the specific characteristics of the area and seeks to economically strengthen the location in a way that is right for the neighborhood rather than swoop in to gentrify it. I am excited about a more walkable area that highlights the diverse community, and brings much needed retail, commercial, and residential development to it.

Iowa City should help Greater IC's work. In spite of City efforts to attract wanted businesses to the Sycamore neighborhood, the IC Marketplace out-of-state owners have not been open to improve the property. Greater Iowa City, Inc can build the momentum to drive change while Iowa City bolsters its revitalization through strategic incentives to investors, developers, and businesses.

To make IC Marketplace successful, the City must put incentives on the table, but these should be tailored in ways that make sense. To lay the groundwork, the IC Marketplace will be established as an urban renewal area by early 2026, creating more incentive opportunities. TIF (tax incremental financing) is one tool available, and, yes, the City was burned once before with Lucky's. Much more recently, the Chauncey is another TIF agreement that failed. Accordingly, we must be extremely diligent looking at requests for TIF. But TIF is not the only tax incentive Iowa City has. The City can also provide tax abatements, small business grants, and climate action grants, and we have existing façade and program grants. If re-elected, I will be a champion to rejuvenate IC Marketplace using the right tools to ensure long term success.



Candidate Name:

Clara Reynen

Candidate Occupation: Graduate Teaching Assistant, Artist & Librarian

Candidate Contact Info:

Email: claraforiowacity@proton.me

Website: claraforiowacity.com

Facebook: [@ClaraReynenforIowaCityCouncil](https://www.facebook.com/ClaraReynenforIowaCityCouncil)

Instagram: [@claraforiowacity](https://www.instagram.com/claraforiowacity)

1. What do you hope to accomplish during your term in office and how will it benefit the business community?

If elected, I plan to use my skillset as a librarian to prepare Iowa City for the future and to fight for the rights of vulnerable community members. With a firm commitment to public service I hope to foster an environment where everyone feels listened to, well-resourced, and empowered. An increased sense of agency and ownership in one's own community contributes to overall public good and engagement. Increasing the availability of permanent supportive housing would also be an incredible win for the entire community.

Additionally, I hope to be able to strengthen the connections between the University of Iowa and the City of Iowa City through increasing availability for internships and apprenticeships. Encouraging young adults and families to stay in our community and settle down will be a key factor in maintaining a strong and stable economy.

Finally, through proactively creating policy to regulate the use of AI in the private sector, business owners have the chance to be protected from predatory leases and discriminatory pricing based on surveillance and data. Now is the time to be proactive about AI's increasing prevalence by creating clear expectations and guidelines, rather than reacting after an incident occurs.

2. Greater Iowa City, Inc. supports efforts that lead to increased predictability for our business community. How would you provide consistency in processes for incentives, grants, or development rights and create a reliable path to completion for stakeholders?

Developing relationships with stakeholders and understanding what information is critical for processes to run smoothly is a strength of mine. Clear communication and transparency is also going to be the foundation of a good partnership. Additionally, I believe that creating reliable paths for completion requires making sure that processes are being reviewed to check for opportunities to streamline procedures and weed out unnecessary or redundant steps.

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Candidate Name:

Clara Reynen

Candidate Occupation: Graduate Teaching Assistant, Artist & Librarian

Candidate Contact Info:

Email: claraforiowacity@proton.me

Website: claraforiowacity.com

Facebook: [@ClaraReynenforIowaCityCouncil](https://www.facebook.com/ClaraReynenforIowaCityCouncil)

Instagram: [@claraforiowacity](https://www.instagram.com/claraforiowacity)

3. In partnership with our local business community, city staff, and nonprofits, Greater Iowa City, Inc. has created plans for Strategic Investment Districts to help catalyze intentional development and create walkable, thriving neighborhoods. In Iowa City, this district is around the Sycamore Mall.

What is the local government's role in supporting place-based economic development? Should you be elected, would you be supportive of potential tax incentives to help spur development in Iowa City's Strategic Investment District?

Local governments have the responsibility to ensure that they are setting up communities for success. By utilizing place-based economic development, local governments can more effectively advocate for inclusive economic growth as well. Involvement and support from local government is crucial to ensure that public infrastructure and transit is being provided in the most sustainable, equitable, and accessible fashion possible. If elected, I will be supportive of tax incentives to aid in development, but only insofar as those tax incentives aid in the public good. Additionally, it is critical to ensure that community members are not being priced out of their homes when their neighborhoods are invested in.



Candidate Name:

Bruce Teague

Candidate Occupation: Entrepreneur, Owner of Caring Hands & More /CHARM Homes

Candidate Contact Info:

Email: info@electbruceteague.com

Website: electbruceteague.com

Facebook: [@CouncilBruceTeague](https://www.facebook.com/CouncilBruceTeague)

X: [@bruceteagueiii](https://twitter.com/bruceteagueiii)

1. What do you hope to accomplish during your term in office and how will it benefit the business community?

My goal is to continue building a community where everyone feels they belong and where businesses can thrive. Navigating difficult budget times while maintaining the high level of services residents and businesses expect will be a priority. A thriving economy depends on collaboration across divides, including public and private sectors, nonprofits, and community members.

Affordable housing, fare free public transit, and accessible childcare are critical factors that make it possible for people to live here and work here. I will continue to collaborate with partners across the community to find solutions in these areas, so businesses and residents alike have access to the workforce and resources they need. The council is continuously updating zoning and has supported projects to increase housing options, and we must continue building on that progress. City owned land, incentives, and supportive policies can help reduce costs and ensure affordable housing units.

At the same time, I will continue working with city staff to make local government more responsive to community and business needs. This includes reviewing codes, fees, and policies to ensure they serve the public and do not create unnecessary barriers to responsible growth. My focus is on balancing regulation with innovation so that businesses can build, expand, and invest in our community while residents have access to housing, transportation, and services that allow them to thrive.

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Candidate Occupation: Entrepreneur, Owner of Caring Hands & More /CHARM Homes

Candidate Contact Info:

Email: info@electbruceteague.com

Website: electbruceteague.com

Facebook: [@CouncilBruceTeague](https://www.facebook.com/CouncilBruceTeague)

X: [@bruceteagueiii](https://twitter.com/bruceteagueiii)

2. Greater Iowa City, Inc. supports efforts that lead to increased predictability for our business community. How would you provide consistency in processes for incentives, grants, or development rights and create a reliable path to completion for stakeholders?

Predictability and clear processes are essential for business investment. I hear from social service agencies, developers, and community stakeholders regularly that city procedures for development, incentives, and grant programs must be transparent, consistent, and easy to navigate. Local, state, and federal funding programs administered through local government can be difficult to follow. Council members defend their decisions but, at times it differs from standard procedures which can be confusing for stakeholders. The council has been working to improve clarity in several ways, including the implementation of form-based codes and revisiting certain programs such as tax increment financing and social services grant processes.

Sometimes we risk letting perfection slow progress, and in previous decades, this has caused opportunities to move to other communities. Our city is energized and focused on supporting business development, and as a council we should continue to promote policies and process improvements that encourage smart growth and investment. This includes prioritizing the development of affordable housing, streamlining approvals where possible, and maintaining open communication with businesses and residents to ensure projects advance efficiently while still meeting community goals. By balancing oversight with flexibility, Iowa City can create a predictable and welcoming environment for investors, strengthen our local economy, and provide residents with the housing and services they need.

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Bruce Teague

Candidate Occupation: Entrepreneur, Owner of Caring Hands & More /CHARM Homes

Candidate Contact Info:

Email: info@electbruceteague.com

Website: electbruceteague.com

Facebook: [@CouncilBruceTeague](https://www.facebook.com/CouncilBruceTeague)

X: [@bruceteagueiii](https://twitter.com/bruceteagueiii)

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I applaud the leadership of this initiative and appreciate all the organizations that have contributed time and resources to help envision these districts. The Sycamore Mall area holds tremendous potential. Local government plays a critical role in supporting place-based economic development by creating the conditions for projects to succeed. This includes ensuring infrastructure is in place, engaging property owners and developers to set a shared vision, and using available tools, such as incentives, to encourage responsible investment. Recent developments, such as the expansion of Oral B, demonstrate the potential for high paying jobs and broader community benefit.

I will work closely with businesses, residents, and city staff to ensure development aligns with community values and priorities. While incentives can be an effective tool, they must be used thoughtfully to encourage investment while maintaining fiscal responsibility. Strategic Investment Districts are a valuable tool to catalyze intentional development, create walkable neighborhoods, and support local businesses. Open communication, collaboration, and careful planning will be essential to ensure these districts succeed.

By balancing oversight with flexibility and maintaining predictable, consistent processes, Iowa City can create an environment that welcomes investment, strengthens the local economy, and provides residents with housing, services, and job opportunities. Local government's role is to support, guide, and facilitate responsible development that benefits the entire community while fostering a thriving and inclusive economy.



Candidate Name:

Shawn Harmsen

Candidate Occupation: Professor

Candidate Contact Info:

Email: harmesenforcouncil@gmail.com

Website: harmesenforcouncil.com

Facebook: [@HarmsenForCouncil](https://www.facebook.com/HarmsenForCouncil)

1. What do you hope to accomplish during your term in office and how will it benefit the business community?

In the face of numerous and ever-changing challenges from state and federal governments, I will use the experience of helping bring our city out of the COVID pandemic to address the new challenges we face. Like coming out of the pandemic, I will work to use our resources wisely so we don't just return to where we were, but make substantial improvements and progress in our community.

I will continue the hard work of good government: listening to various voices, digging into data, and making the best decisions I can to benefit both businesses and the broader community. These goals are not in opposition but opportunities for win-win-win outcomes that boost businesses, workers, customers, and residents alike. A specific example is the P&G zoning vote last year. We had many opinions and concerns about a rezoning request. I took all of them seriously, used my knowledge of the area, walked around the plant, and visited while it was in operation. The evidence showed the path forward was approval, creating construction jobs and at least 100 long-term factory jobs.

Meanwhile, neighbor concerns were addressed, and the EPA investigation revealed the foul odors were from a different location, not the P&G facility. City staff is now working with the company to voluntarily adopt better, less odorous manufacturing processes.

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Candidate Contact Info:

Email: harmesenforcouncil@gmail.com

Website: harmesenforcouncil.com

Facebook: [@HarmsenForCouncil](https://www.facebook.com/HarmsenForCouncil)

2. Greater Iowa City, Inc. supports efforts that lead to increased predictability for our business community. How would you provide consistency in processes for incentives, grants, or development rights and create a reliable path to completion for stakeholders?

As a member of council, I worked hard on – and continue to promote – strategic planning initiatives that help us as a council work through our priorities, and give direction to city staff and the community at large. And I am optimistic that our update of the comprehensive plan will be another important piece of guidance for the council and the community.

While every situation comes with some unique qualities, I have been consistent in voting to stick with the stated goals of those careful plans, most recently in votes that involve approving zoning to allow increases in housing density and affordable housing around the city.

When it comes to things like grants, we do as a council need to balance the responsibility of being the conscience of city government with straightforward processes that allow our staff and appointed boards to make responsible decisions. Changes we have made in the last year or so, changes like revamping the Aid to Agencies categories and commission structure, I believe will result in something the council will be able to feel more comfortable accepting, maybe only with minor revisions.

To the extent I can as only one of seven, I will also continue to promote the need for us to remember that as a deliberative body, we as a council need to lean into that careful deliberation, then make decisions we stick with.

(continued on next page)



Candidate Name:

Shawn Harmsen

Candidate Occupation: Professor

Candidate Contact Info:

Email: harmesenforcouncil@gmail.com

Website: harmesenforcouncil.com

Facebook: [@HarmsenForCouncil](https://www.facebook.com/HarmsenForCouncil)

3. In partnership with our local business community, city staff, and nonprofits, Greater Iowa City, Inc. has created plans for Strategic Investment Districts to help catalyze intentional development and create walkable, thriving neighborhoods. In Iowa City, this district is around the Sycamore Mall. What is the local government's role in supporting place-based economic development? Should you be elected, would you be supportive of potential tax incentives to help spur development in Iowa City's Strategic Investment District?

Being in my district, and about a mile from my home, the Sycamore Mall / 1st Avenue area is a place where me and my family have shopped, eaten, watched movies, accessed daycare, exercised, gotten haircuts, gotten dental care, and drank more coffee than I care to admit.

And I have also seen the area struggle as anchor clothing retailers, grocery stores, and other businesses have been lured away or failed to make a go in that Sycamore Mall space, to the detriment of the nearby neighborhoods and all of us East-siders.

But the good news is that part of Iowa City is poised for big things. Before long, 100 more people will be coming to work in good jobs right across the street from the mall. It is served with good access to public transportation. I am excited for the chance to work with Greater Iowa City, Inc. and any other groups who are committed to helping this area make those big steps. I don't think city's should throw tax incentives around willy-nilly, but I also don't think a city should sit on its hands when worthy projects and efforts present themselves. Although I would never "pre-approve" something like this, I absolutely would support incentives for a project and proposal that would benefit the Sycamore Mall area or any part of the community.



Candidate Name:

Amy Hospodarsky

Candidate Occupation: Director of Crowded Closet Thrift Shop

Candidate Contact Info:

Email: amyforiowacity@gmail.com

Website: amyforiowacity.com

Facebook: [@AmyForIowaCity](https://www.facebook.com/AmyForIowaCity)

1. What do you hope to accomplish during your term in office and how will it benefit the business community?

My priorities, housing, accountability, and government responsiveness, are directly tied to the health of our business community.

First, expanding affordable and diverse housing options strengthens our workforce and ensures customers can afford to live in Iowa City. Pairing that with safe, walkable neighborhoods and strong infrastructure benefits both residents and businesses.

Second, I will push for clear accountability to the city's Strategic Plan. Businesses thrive on stability and predictability. When city government sets measurable goals, reports progress, and makes decisions transparently, it creates the confidence needed for investment and long-term planning.

Finally, I believe in government that is responsive and trustworthy. That means streamlining city processes, improving communication, and making sure policies are shaped by real community input—including from underrepresented voices. A city that listens and adapts is a city where entrepreneurs and businesses of all sizes can grow.

For Iowa City to remain vibrant, we need government and business moving in the same direction. My approach is visionary, pragmatic, collaborative, and focused on ensuring our growth benefits the entire community.

(continued on next page)



Candidate Name:

Amy Hospodarsky

Candidate Occupation: Director of Crowded Closet Thrift Shop

Candidate Contact Info:

Email: amyforiowacity@gmail.com

Website: amyforiowacity.com

Facebook: [@AmyForIowaCity](https://www.facebook.com/AmyForIowaCity)

2. Greater Iowa City, Inc. supports efforts that lead to increased predictability for our business community. How would you provide consistency in processes for incentives, grants, or development rights and create a reliable path to completion for stakeholders?

Predictability comes from clear expectations, transparent decision-making, and consistent follow-through. As a nonprofit director and board leader, I've seen how trust grows when organizations set measurable criteria, communicate them up front, and stick to them.

For Iowa City, that means:

- Clear criteria and timelines for incentives, grants, and development processes, so businesses and residents know what to expect before they invest time or money.
- Alignment with the city's Strategic Plan, so every incentive or grant supports shared long-term goals, not one-off exceptions.
- Regular public reporting on how projects are progressing and whether commitments were met, creating accountability for both the city and the recipient.

Consistency doesn't mean rigidity. It means a reliable framework that people can count on. By grounding our processes in transparency and alignment, we make Iowa City a place where businesses and community members can plan with confidence and trust the path to completion.

(continued on next page)



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Amy Hospodarsky

Candidate Occupation: Director of Crowded Closet Thrift Shop

Candidate Contact Info:

Email: amyforiowacity@gmail.com

Website: amyforiowacity.com

Facebook: [@AmyForIowaCity](https://www.facebook.com/AmyForIowaCity)

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Local government has a critical role to play in place-based development: setting the vision, ensuring alignment with community priorities, and creating the conditions for private and nonprofit partners to succeed. When done well, districts like the one around the Sycamore Mall can spark growth that is walkable, vibrant, and accessible to a diverse range of residents.

I believe incentives can be an appropriate tool when used strategically. They should be tied to clear outcomes that benefit the broader community: expanded housing options, new small businesses, infrastructure improvements, or increased walkability. Public dollars should be measured against public impact, with accountability built in so residents see the return on investment.



Candidate Name:

Chris Hoffman

Candidate Occupation: Sr. Solar Energy Consultant,
Eagle Point Solar

Candidate Contact Info:

Email: hoffmanchris5@gmail.com

Facebook: [@ChrisHoffmanMayorNorthLiberty](https://www.facebook.com/ChrisHoffmanMayorNorthLiberty)

1. What do you hope to accomplish during your term in office and how will it benefit the business community?

I've been fortunate to serve North Liberty for the past 18 years (14 yrs on city council, and 4 yrs as mayor). During my next term, I'll continue to support our city staff and local business community in efforts to expand workforce housing, provide for collaborative zoning and land use, and invest in infrastructure that supports business growth. These efforts will help to attract talent, provide a collaborative approach to land use, and continue to foster our vision of being Connected to What Matters.

2. Greater Iowa City, Inc. supports efforts that lead to increased predictability for our business community. How would you provide consistency in processes for incentives, grants, or development rights and create a reliable path to completion for stakeholders?

Predictability is key to business confidence. Our city staff works incredibly well with businesses and developers to help make their vision a reality. It usually all starts with an idea and a phone call, and transforms into a sharing of goals and a mutually aligned solution. That's not to say it's perfect, so I'll continue to support staff and the business community as they find ways to innovate and collaborate on project development.

3. In partnership with our local business community, city staff, and nonprofits, Greater Iowa City, Inc. has created plans for Strategic Investment Districts to help catalyze intentional development and create walkable, thriving neighborhoods. In North Liberty, this district is along Cherry Street. What is the local government's role in supporting place-based economic development? Should you be elected, would you be supportive of potential tax incentives to help spur development in North Liberty's Strategic Investment District?

The Cherry Street Strategic Investment District will be a transformative tool for shaping the future of North Liberty. The work of our local government has been to organize planning sessions, and incorporate goals/visions of our local businesses, residents, staff, and planning professionals. I am fully supportive of this effort and am excited for the work our community has taken on so far in developing ideas and fostering a collaborative future. I'll continue to support this walkable, mixed-use neighborhood as it will not only boost economic activity — it will create space where people want to live, work, and spend time together.



Candidate Name:

Tonja Fortney

Candidate Occupation: Property Manager

Candidate Contact Info:

Email: tfortneyforcitycouncil@gmail.com

Website: www.tfortneyforcouncil.com

Facebook: [@TonjaFortneyforCityCouncil](https://www.facebook.com/TonjaFortneyforCityCouncil)

1. What do you hope to accomplish during your term in office and how will it benefit the business community?

During my term as a North Liberty Council Member I want to continue to foster direct communication with both public and private sectors of our community. I will strive to advocate for the betterment of all of North Liberty by listening to those whose changes will affect most. By doing this and supporting all members of our community and encouraging the support of our local businesses, it will allow these businesses to grow, which will in turn support its residents by creating jobs.

2. Greater Iowa City, Inc. supports efforts that lead to increased predictability for our business community. How would you provide consistency in processes for incentives, grants, or development rights and create a reliable path to completion for stakeholders?

I intend to work with managing the equitable distribution of resources that focuses on attracting, creating, retaining and expansion of our local businesses. Working alongside our business leaders listening to their needs and projections to ensure the future and to work collaboratively, creating those pathways for success. Utilizing resources available through public and private means which will aid in the continued growth of our community and all it has to offer.

3. In partnership with our local business community, city staff, and nonprofits, Greater Iowa City, Inc. has created plans for Strategic Investment Districts to help catalyze intentional development and create walkable, thriving neighborhoods. In North Liberty, this district is along Cherry Street. What is the local government's role in supporting place-based economic development? Should you be elected, would you be supportive of potential tax incentives to help spur development in North Liberty's Strategic Investment District?

Part of the government role in supporting place-based economic development is to create a vision and unique identity for the community. To support and provide avenues for business leaders to invest in and create opportunities for a strong thriving community. I do support the use of tax incentives to spur development in our Strategic Investment District when the results of it would benefit the entire community as we grow. We need to not only look at what is good for today, but how it will look in the future. These incentives combined with the investments into these areas can create a great framework for long term success.



Candidate Name:

Brian Wayson

Candidate Occupation: Healthcare Provider

Candidate Contact Info:

Email: bpw@southslope.net

1. What do you hope to accomplish during your term in office and how will it benefit the business community?

There are several upcoming projects in the city of North Liberty which I would like to help ensure completion in the next few years. One of which is the continued build out of Centennial Park with the splash pad and the Pavilion and Veterans Memorial. These quality-of-life projects help draw people to North Liberty and along with them, new business and potential employees. There is an urgent need for improvement of the fire station and replacing the building is the most cost-effective method but this will need careful planning and financing. There are several road projects underway that will enhance transportation in the area. This improved infrastructure will support business growth in the city. Limited workforce housing is an area I would like to devote time to. Housing costs are high in the local area due to many factors. A lack of available employees limits the ability of businesses to expand.

2. Greater Iowa City, Inc. supports efforts that lead to increased predictability for our business community. How would you provide consistency in processes for incentives, grants, or development rights and create a reliable path to completion for stakeholders?

North Liberty has worked with businesses for years to support continued growth in the area. The main support for economic development projects has been in the form of property tax rebates as well as helping with applying for economic development grants. These opportunities are often identified by city staff working alongside local businesses. Preliminary proposals are developed by staff working with businesses and these are brought to the city council for evaluation. If the Council feels the project is of value to the community and gives initial approval to a project it is important for the Council to follow through with the steps required for these projects. This would include rezoning if needed along with adjustments to the comprehensive plan and Urban renewal districts. The Council must work in good faith with businesses to develop final agreements that allow projects to take place but still protect the taxpayers. A consistent message coupled with actions indicating that North Liberty is "Open for Business" makes it much easier for our economic development partners to attract new business to the area.

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Local government has a role in supporting economic development. One way to do this is to partner with stakeholders in the development of the strategic investment districts. This is currently underway in North Liberty and focuses on the Cherry St. corridor. Local government should lead the way in developing the vision with input from residents. As this vision is developed and then brought forth to the wider community, local government needs to work with partners who can bring this vision to fruition. Partnering with local investors is key to this process and there are several ways the local government can do this. Rebates on property taxes provides upfront assurance of income which can help developers secure financing. This also minimizes the risk to the city. North Liberty has partnered with several businesses over the years that I have been on City Council. Most recently we have worked with local investors to help with the Cherry Street Corridor, and I have supported that. This will provide an area with new housing which will also be within ready walking distance of commercial, recreational, and city services.



**GREATER
IOWA CITY, INC.**

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