

**City of Muscatine
Goals
Adopted November XX, 2014**

* Underline = recommending deletion

Long-Term Goals

- Implement Comprehensive Plan and complete annual progress report.
- Implement Blue Zones Blueprint
- Partner with local organizations and governments to combine services or cooperate where feasible and appropriate
- Position the City to address potential shortfalls in revenue due to state and federal mandates and work to leverage grants and local funding
- Work to retain Tax Increment Financing (TIF) as a municipal economic development tool
- Monitor the long-term plan to eliminate the accumulated deficit in the landfill fund. (Revisit with Committee Annually)

Council and Management Agenda 2015-16

Economic Development

- Create a clearinghouse for economic development incentives
 - Promote small business forgivable loan program
 - Coordinate with Greater Muscatine Chamber of Commerce and Industry (GMCCI), local industry
 - Market incentives (TIF, Tax Abatement, IEDA programs, etc.)
- Coordinate with GMCCI and local industry and focus on “supply chain” business attraction/retention
- Coordinate with GMCCI to grow local second stage entrepreneurs (1-20 employees)
- Market economic development incentives (e.g. TIF, Tax Abatement, State and Federal Incentives)
- Create a strategic plan and drive economic development to key corridors
 - 38/61
 - Mississippi Drive/Grandview
 - Carver Corner
 - Downtown

Housing

- Develop a Workforce Housing Action Plan
 - Development of downtown apartments/condos
 - Long and short term housing
 - Identify partners (local industry, banks, and realtors) components and mechanisms
 - Address parking for future residents
 - Investigate and promote opportunities and incentives for infill (Residential Tax Abatement, Tax Increment Financing, IEDA, etc.).
- Develop an Affordable/Quality Housing Action Plan
 - Starter homes, Family apartments or rental opportunities

- Address displaced renters from downtown
- Education – finances related to purchasing a home, costs of home ownership, affordability, commuting
- Financial aid and down payment assistance
- Implement changes to rental housing codes

Programs and Services

- Provide for the City's existing levels of service with an emphasis on essential services.
- Complete rewrite of the 1974 Zoning Ordinance (Winter 2015, Adoption 2015) and publish the new City Code (2015)
- Adopt and implement sidewalk policy
- Trail committee – refocus, prioritize and identify funding (Trails, sidewalks, biking)

Marketing

- Develop marketing and branding initiative for the City of Muscatine in cooperation with the Greater Muscatine Chamber of Commerce and Industry (GMCCI), Convention and Visitors Bureau (CVB), and IISC.
- Enhance the City's new website and expand the use of social media tools for public communication.
- Explore methods to improve public communication and marketing

Continuous Service Improvement.

- Ingrain the concept of Continuous Service Improvement (CSI) in staff (Eliminate reference to LEAN)
- The CSI committee will work with departments to identify and conduct at least one event quarterly (total of 4 in the next year)
- Identify metrics and provide an annual progress report
- Bring technology to field (drive efficiency)

Capital Projects

- Mississippi Drive (2016) and Grandview Avenue (2018)
 - Joint RFQ and preliminary design
 - Property acquisition 2015
- Pearl III (CIAT, IISC, and placemaking projects) – develop and maintain local amenities for residents and that attract/retain a quality workforce
 - Partner with CIAT
 - Identify priorities and develop funding plan (Target CAT grant application – Annually in Mid-January)
- Mulberry Avenue planning and design (2016)
- CSO (Multiple phases through 2028)
- Airport Rehab of Primary Runway (2015)
- City Hall (Envelope) and Art Center HVAC (Envelope and HVAC)
- Implement CIP with focus on existing infrastructure

Definitions:

Continuous Service Improvement: CSI is a commitment to continually improve the way we work in order to better serve our customers.

Placemaking: Placemaking is a multi-faceted approach to the planning, design and management of public spaces. Placemaking capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and well-being. (Wikipedia). For more info: http://www.pps.org/reference/what_is_placemaking

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Long-Term Goals

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- Partner with local organizations and governments to combine services or cooperate where feasible and appropriate
- Position the City to address potential shortfalls in revenue due to state and federal mandates and work to leverage local funding with grants
- Work to retain Tax Increment Financing (TIF) as a municipal economic development tool

Council and Management Agenda 2015-16

Economic Development

- Create a clearinghouse for economic development incentives
 - Promote small business forgivable loan program
 - Coordinate with Greater Muscatine Chamber of Commerce and Industry (GMCCI) and local industry
 - Market incentives (TIF, Tax Abatement, IEDA programs, Revolving Loan Funds, etc.)
 - Community Development Block Grant (CDBG) and Updated Downtown Loan Program
- Coordinate with GMCCI and local industry and focus on “supply or value chain” business attraction/retention
- Coordinate with GMCCI to grow local second stage entrepreneurs (1-20 employees)
- Market economic development incentives
- Create a strategic plan and drive economic development to key corridors
 - 38/61
 - Mississippi Drive/Grandview
 - Carver Corner
 - Downtown

Housing

- Develop a Workforce Housing Action Plan
 - Development of downtown housing
 - Long and short term housing
 - Identify partners (local industry, banks, and realtors) components and mechanisms
 - Evaluate and promote opportunities and incentives for infill (Residential Tax Abatement, Tax Increment Financing, IEDA, etc.).
- Develop an Affordable/Quality Housing Action Plan
 - Starter homes, family apartments or rental opportunities
 - Address displaced renters from downtown
 - Education – finances related to purchasing a home, costs of home ownership, affordability, commuting

- Financial aid and down payment assistance
- Implement changes to rental housing codes

Programs and Services

- Complete the rewrite of the 1974 Zoning Ordinance (Winter 2015, Adoption 2015) and publish the new City Code (2015)
- Adopt and implement a sidewalk policy

Marketing

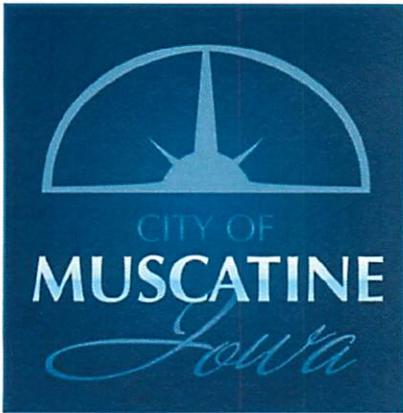
- Develop marketing and branding initiative for the City of Muscatine in cooperation with the Greater Muscatine Chamber of Commerce and Industry (GMCCI), Convention and Visitors Bureau (CVB), and Community Improvement Action Team (CIAT),
- Enhance the City's updated website and expand the use of social media tools for public communication.
- Explore methods to improve public communication and marketing

Continuous Service Improvement.

- Ingrain the concept of Continuous Service Improvement (CSI) in staff
- The CSI committee will work with departments to identify and conduct at least one event quarterly (total of 4 in the next year)
- Identify metrics and provide an annual progress report
- Bring technology to the field (drive efficiency)

Capital Projects

- Mississippi Drive (2016) and Grandview Avenue (2018)
 - Joint RFQ and preliminary design (Winter 2014/1015)
 - Property acquisition (2015)
- Pearl III (CIAT, IISC, and placemaking projects) – develop and maintain local amenities for residents and that attract/retain a quality workforce
 - Partner with CIAT
 - Identify priorities and develop funding plan (Target Community Attraction and tourism (CAT) grant application – Annually in Mid-January)
- Mulberry Avenue planning and design (2016)
- CSO (Multiple phases through 2028)
- Airport Rehab of Primary Runway (2015)
- City Hall (Envelope) and Art Center HVAC (Envelope and HVAC)
- Implement CIP with focus on existing infrastructure
- Trail committee – refocus, prioritize and identify funding (trails, sidewalks, biking)



2014 City of Muscatine Goals & Priorities

Adopted November 7, 2013

Vision Statement

Muscatine is a vibrant river community where a rich tradition of community pride and entrepreneurial spirit has created an outstanding environment to live and work. Muscatine values its history, has a strong sense of community, is rich in cultural and economic diversity, and has strong global connections. Muscatine residents, businesses and its local government are engaged and achieve goals through valued partnerships.

Mission Statement

Provide effective municipal services, excellent customer service and sound fiscal management that improves quality of life and ensures a sustainable economy.

Core Values

Integrity	Professionalism
Respect	Customer Service
Innovation	Fiscal Responsibility
Excellence	

Capital Projects

Pearl of the Mississippi Phase 3 – Depending on IISC results, work with community entities to bring forth a concept plan and identify projects to maximize funding opportunities and success (Soccer/multi-use fields, former Hawkeye site, Mad Creek trail, dog park, band shell).

Mississippi Drive Corridor (2014-15 obtain environmental approvals and identify potential funding sources).

Colorado Street (Substantial completion 2014)

Cedar Street (Substantial completion 2014)

Mulberry Avenue planning and design (2015)

CSO (Multiple phases through 2028)

Airport Layout Plan (Master Plan) 2014

Airport Rehab of Primary Runway (2014-15)

City Hall

215 Sycamoire Street
Muscatine, Iowa 52761
563-264-1550

Muscatine City Council

Mayor

Dewayne Hopkins
mayor@muscatineiowa.gov

At-Large

Scott Natvig
snatvig@musctineiowa.gov

At-Large

Osama Shihadeh
oshihadeh@muscatineiowa.gov

First Ward

Phillip Fitzgerald
pfitzgerald@muscatineiowa.gov

Second Ward

Michael Rehwaldt
mrehwaldt@muscatineiowa.gov

Third Ward

Tom Spread
tspread@muscatineiowa.gov

Fourth Ward

Bob Bynum
bbynum@muscatineiowa.gov

Fifth Ward

Jeanette Phillips
jphillips@muscatineiowa.gov

City Administrator

Gregg Mandsager
gmandsager@muscatineiowa.gov

Council and Management Agenda Summary 2014-15

Quality of Life

Provide for the City's existing levels of service
Blue Zones
Iowa Initiative for Sustainable Communities (IISC)
Public Safety
Community pride through beautification and placemaking

Fiscal Responsibility

Adopt 5-Year Capital Improvement Plan
Address state and federal mandates
Monitor landfill fund

Economic Development

Promote a climate for businesses
Retain Tax Increment Financing (TIF)
Market economic development incentives
Rewrite Zoning Ordinance
Promote infill
Promote voluntary annexation

Marketing

Community marketing and branding initiative
Enhance website and social media
improve public communication
Increase organizational marketing efforts

Lean/Continuous Service Improvement

Continuous improvement
Employee initiative and excellence in service
Technology for efficiency and waste reduction

* For more details, please visit our website at muscatineiowa.gov

**City of Muscatine
2014 Council and Management Agenda
Adopted November 7, 2013**

Long-Term Goals

- Implement Comprehensive Plan *and complete annual progress report.*
- Develop effective economic development strategies to encourage local investment and partnership.
- Partner with local organizations and governments to combine services or cooperate where feasible and appropriate.

Council and Management Agenda 2014-15

Quality of Life

- Provide for the City's existing levels of service with an emphasis on essential services.
- Coordinate and bring forth policies or programs in support of the Blue Zones and Community Improvement Action Team (CIAT)/Iowa Initiative for Sustainable Communities (IISC) initiatives. Examples include:
 - Blue Zones Worksite (2013),
 - Complete streets policy (2013),
 - Zoning ordinance update (Draft 2014, Adoption 2015),
 - Building Codes update (Subsequent to zoning),
 - Pedestrian master plan (2014),
 - Bicycle Master Plan (2014),
 - Community gardening (2014),
 - Built environment improvements (Burden report),
 - Walkability study and initiatives.
- Work to retain and develop resources that help provide for a safe community (e.g. state, federal, outside funding, Automated Traffic Enforcement (ATE), School Resource Officers, Street Crimes Unit, Drug Task Force, Fire Act, etc.).
- Promote community pride through beautification and placemaking programs.

Fiscal Responsibility

- Prioritize and determine funding sources for capital projects identified in the 5-Year Capital Improvement Plan. (*Draft December 2013, Adoption 2014*)
- Position the City to address potential shortfalls in revenue due to state and federal mandates.
- Monitor the long-term plan to eliminate the accumulated deficit in the landfill fund. (*Revisit with Committee 2014*)

Economic Development

- Promote a climate for businesses to thrive in Muscatine and work to retain Tax Increment Financing (TIF) as a municipal economic development tool. (*2014 Legislative Session*)
- Market economic development incentives (e.g. TIF, Enterprise Zone, Tax Abatement, *State Incentives*)
- Complete rewrite of the 1974 Zoning Ordinance (Draft 2014, Adoption 2015).
- Promote opportunities and incentives for infill (Residential Tax Abatement).
- *Promote voluntary annexation.*

Marketing

- Develop a marketing and branding initiative for the City of Muscatine in cooperation with the *Greater Muscatine Chamber of Commerce and Industry (Chamber)*, *Convention and Visitors Bureau (CVB)*, and IISC.
- Coordinate with the Chamber of Commerce and CVB to sell Muscatine as a great place to live, work and raise a family.
- Enhance the City's new website and expand the use of social media tools for public communication.
- Explore methods to improve public communication and marketing (e.g. committee, IISC and other studies, personnel, etc.)
- Increase marketing efforts that promote City activities, initiatives, successes and services (e.g. social media, apps, new technologies, web resources, dashboards, and other forums or outlets).

Lean/Continuous Service Improvement

- Focus on continuous improvement, employee initiative, and excellence in service
 - Complete initial lean training sessions (*January 2014, April 2014*),
 - Implement lean concepts/processes, identify metrics to report successes, and provide annual progress report.
 - Improve employee understanding and create buy-in of City-wide values, vision, mission, and goals.
- Explore and implement new technology improvements and strategies to promote efficiency and to reduce waste (e.g. software, apps, mobile technology, materials and equipment, etc.).

Capital Projects

- Pearl of the Mississippi Phase 3 – Depending on IISC results, work with community entities to bring forth a concept plan and identify projects to maximize funding opportunities and success (Soccer/multi-use fields, former Hawkeye site, Mad Creek trail, dog park, band shell).
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