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COMMUNITY DEVELOPMENT

Planning,
Zoning,
Building Safety,
Construction Inspection Services,
Public Health,
Housing Inspections,
Code Enforcement

MEMORANDUM

To: Mayor and City Council Members
Cc: Gregg Mandsager, City Administrator
From: Andrew Fangman, City Planner
Date: November 13, 2014
Re: Annual Report on Achieving Comprehensive Plan Goals

On September 19, 2013 the City Council adopted the City of Muscatine Comprehensive Plan. The Comprehensive Plan is the vision of what community members desire Muscatine to become over the course of the next decade; and the specific actions, policies, and projects needed to make this vision a reality. The Comprehensive Plan addresses all the diverse facets of the community and provides a comprehensive vision, in the form of goals, to guide individual decisions regarding a particular facet of the community so that they are not made in isolation, but rather are made in a manner that furthers implementation of the vision of the desired Muscatine. The plan provides a roadmap based on community input for leveraging the strengths of the community, taking advantage of opportunities, correcting weaknesses, and addressing challenges in order to achieve all goals of the plan.

The public input necessary to create this plan primarily occurred at a series of eight town hall meetings in the summer of 2012. All comments, ideas, and suggestions offered were recorded and were used as the starting point for the creation of the goals and implementation strategies of the comprehensive plan. Creating these goals and implementation strategies, was the task of four community member advisory groups. These advisory groups did so using input from the town hall meetings. The four CMAGs met a total of 26 times during which the 82 goals and 501 implementation strategies that are at the heart of the Comprehensive Plan.

This report will detail the progress that has been made towards achieving these 82 goals in the year since the adoption of the Comprehensive Plan. During the past year some amount of progress has been made on 67 out of 82 goals that make up the Comprehensive Plan. Progress made on these goals ranges from total completion to the completion of preliminary steps..

A new zoning ordinance is one of the most important and immediate ways that that the vision of the new Comprehensive Plan will be implemented. Since adoption of the Comprehensive Plan in September of 2013 staff has been at work on a comprehensive review and rewrite the 40-year-old zoning ordinance. This review and rewrite will be undertaken to implement the

**"I remember Muscatine for its sunsets. I have never seen any
on either side of the ocean that equaled them" — Mark Twain**

vision set forth for Muscatine in the Comprehensive Plan. Completing the zoning ordinance will fully or partially implement 24 Comprehensive Plan goals. The initial draft of the new zoning ordinance is largely completed and is on target for completion by the end of 2014. Review by the Planning and Zoning Commission and City Council will ensue.

A complete streets policy was adopted by resolution on November 21, 2013, fulfilling Goal T.11 of the Plan. This complete streets policy was recognized by the National Complete Streets Coalition, a program of Smart Growth America, as one of the ten best complete streets policies adopted nationally in 2013. All new street projects have been designed to comply with the complete streets policy.

Significant progress has been made toward achieving the safe routes for non-motorized travel as called for in Goal T.12. The City of Muscatine partnered with the University of Iowa and the Iowa Initiative for Sustainability to create a draft bicycle and pedestrian master plan. Currently the Bi-State Regional Planning Commission is working on further refining this draft bicycle and pedestrian master plan for the City of Muscatine. A final bicycle and pedestrian master plan for consideration by the City Council is expected in Fiscal Year 2015. Because both the Goal T.12 and Complete Street Policy direct that a comprehensive network of sidewalks and trails be constructed from the schools outward, City and Muscatine Community School District staff worked together to identify the five highest priority gaps in current sidewalk and trail network, with the focus being on creating safe routes to school. The FY 2015 budget contains \$50,000 for the construction of new sidewalks. The five gaps in the sidewalk network identified in conjunction MCSD will be the first to be addressed. A \$50,000 grant for sidewalk construction from the Wellmark Foundation has also been received. Constructed on sidewalks to address the identified highest priority sidewalk gaps will occur in the spring of 2015.

Notable progress has been made towards the goals contained within the Economic Development chapter of the Plan. The City provided up \$880,000 of TIF incentives to the H.J. Heinz Company to expand their Muscatine operations. H.J. Heinz has guaranteed that at least 106 new jobs will be created as result of this expansion. In September of 2014 a Small Business Forgivable Loan Program was established. This program's aim is help small businesses and foster development in targeted area by providing forgivable loans through TIF financing. Three small business TIF districts have been established (the Grandview Ave Corridor, Downtown, and the Park Avenue Corridor.) The City partnered with the University of Iowa and the Iowa Initiative for Sustainability to examine the issue of why some who work in Muscatine are choosing to live elsewhere. Graduate students associated Iowa Initiative for Sustainability conducted a focus group study on this question. Their report is a starting point for the community to begin addressing this issue.

During the process to create the Comprehensive Plan one of the most frequently comments received from the public was that an off-leash dog park is needed in Muscatine. The desire of the community for an off-leash dog park was encapsulated in Goal PR.3. An active citizens group, Citizen's for an Offleash Muscatine Park was formed and it is now actively pursuing the accomplishment of this goal. A preferred site for a dog park has been identified, 6 acres of currently unused municipal land located directly north of the Transfer Station. With assistance from Iowa State University, a design for a dog park at this location has been created.

Fundraising is ongoing.

In the past year the City had completed or made progress on a number of capital improvement projects that advance numerous comprehensive plan goals. The following progress has been made on these projects:

- West Hill Separation Project Phase II will be completed by the Fall of 2014, design work and engineering for Phase III is under way.
- Cedar Street reconstruction is underway.
- Colorado Street reconstruction is underway.
- The final route of the Musser Park to Wiggen Road Trail has been established, final engineering and design is underway, and the trail will be constructed in the spring of 2015.

The Comprehensive Plan makes note of the critical importance of the Mississippi Drive, Grandview Avenue and Park Avenue corridors to the future of Muscatine. As such there are numerous goals related to enhancement and revitalization of these corridors. The establishment of the small business TIF districts covering all three of these corridors helps fulfill of Goal ED.16 which call for the specific targeting of these areas for development and/or revitalization. The State of Iowa transferred jurisdiction of the Mississippi Drive and the Grandview Avenue to the City of Muscatine on July 1, 2014. The State also made a onetime payment of \$13,000,000 to the City as part of the transfer of jurisdiction. This is a major step towards achieving Goals T.3 and T.4 which call for Mississippi Drive and Grandview Avenue to be reconstructed as enhanced and attractive streets.

The City of Muscatine is working with private investors to assist with the Riverview Suites Development. The City has helped successfully obtain partial funding from the State of Iowa as part of the Iowa Reinvestment District Program. The City is currently working on finalizing a development agreement to provide TIF financing to the product. The Riverview Suites Development is composed of a 103-room hotel, a parking garage located immediately behind the hotel. A state-of-the-art conference center with 20,000 square feet of meeting space located in former Marie Lindsey Building, 129 W. Second St., and a walkway system extending over the streets of Muscatine connecting all of these buildings, as well as the existing Hotel Muscatine. Completion of this project will help fulfil a number of Comprehensive Plan goals such as Goal C.15 which calls for the development of convention center/community meeting facility, as well a number of goals relating to enhancement/revitalization of downtown.

Muscatine achieved certification as a Blue Zones Community in July of 2014, Goal C.21. All the actions listed under this goal were completed, aside from making changes to the zoning ordinance to promote more mixed use development; this will be done as part of the zoning ordinance rewrite, and increasing access to fresh-water drinking fountains.

Following are the full text of all 82 goals and detailed summary on the progress made on each goal.

Goal T.1: Complete Current Projects

Complete transportation related capital improvement projects currently underway.

Policy T.1.A: Highest priority should be given to the projects for which City of Muscatine has already begun to construct, design, or study (See Figure 2).

Policy T.1.B: As future phases of the West Sewer Separation Project are designed and constructed, to determine if work being done as part of the West Sewer Separation Project can be leveraged to achieve other goals set forth in the Comprehensive Plan.

Project T.1.C: Complete the West Hill Sewer Separation Project by 2028.

Action T.1.D: Complete the 38/61 Connector Study.

Project T.1.E: Cedar Street reconstruction.

Project T.1.F: Colorado Street reconstruction.

Project T.1.G: Musser Park to Wiggins Road Trail.

- *West Hill Separation Project Phase II will be completed by the Fall of 2014, design work and engineering for Phase III is under way.*
- *The 38/61 Connector Study has been completed*
- *Cedar Street reconstruction is underway.*
- *Colorado Street reconstruction is underway.*
- *The final route of the Musser Park to Wigger Road Trail has been established, final engineering and design is underway, trail will be constructed in the Spring of 2015.*

Goal T.2: Roadway Maintenance

Maintain existing roads, inclusive of curbs, handicap ramps, and railroad crossings, to a Pavement Condition Index Score of 60 or better, through the appropriate overlay, full depth patching, and crack sealing projects.

Policy T.2.A: The maintenance of existing roadways is a high priority, only the projects identified in Goal T.1 and Goal T.6 are of an equal priority.

Policy T.2.B: Roadway maintenance projects for segments of road to be reconstructed during the West Hill Sewer Separation Project or for which plans for reconstruction are part the adopted City of Muscatine Capital Improvement Plan, will be considered the lowest priority for roadway maintenance projects.

Action T.2.C: A comprehensive roadway inventory from which pavement condition index scores are derived should be conducted at least once every three years.

Action T.2.D: Annually develop a list of roadway maintenance projects, overlays, full depth patching, and crack sealing necessary to achieving the goal of all segments of City of Muscatine roadways of having a pavement condition index score of 60 or better.

Action T.2.E: Increase annual funding for roadway maintenance projects from \$500,000 to \$750,000.

Action T.2.F: Annually developed a list of projects necessary to meeting American with Disability Acts standards regarding handicap accessible intersections.

Project T.2.G: All projects annually identified as necessary to achieving the goal of all segments of City of Muscatine roadway of having a pavement condition index score of 60 or better.

Project T.2.H: Projects necessary to meeting American with Disability Acts standards regarding handicap accessible intersections.

Following are statistics regarding roadway maintenance activity that occurred during the 2013 construction season.

- *140 miles of streets maintained*
- *\$40,000 worth hot mix/cold mix used*
- *.75 miles of street resurfaced.*
- *778 lineal feet of curb and gutter repaired*
- *2,502 square yards of full depth concrete repair*
- *Cedar Street reconstruction is underway.*
- *96 ADA sidewalk ramps installed.*

Goal T.3: Mississippi Drive Corridor (U.S. 61 Business)

Reconstruction of 1.6 miles of Mississippi Drive (pavement & curb/gutter); street lighting, landscaping, gateway features; pedestrian crossings and sidewalk improvements; traffic signals and geometric improvements; and storm drainage improvements and roadway embankment work intended to improve flood protection.

Policy T.3.A: Completion of the Mississippi Drive Corridor Project is a high priority.

Action T.3.B: Completed a final design of the project that complies with the Mississippi Drive Corridor Phase 1 Environmental Study & Preliminary Engineering.

Action T.3.C: Work with state and federal partners to obtain project funding.

Project T.3.D: Reconstruction of 1.6 miles of Mississippi Drive.

- *The State of Iowa transferred jurisdiction of the Mississippi Drive Corridor to the City of Muscatine on July 1, 2014. The State also made a onetime payment of \$13,000,000 to the City as part of the transfer of jurisdiction.*
- *The Environmental Impact Statement (EIS) is scheduled for completion in December 2014.*
- *Final design anticipated to be completed in 2016, with construction to begin in 2017.*
- *Project listed in the Capital Improvement Plan.*

Goal T.4: Park Avenue Corridor (U.S. 61 Business)

Enhance and improve Park Avenue south of the U.S. 61 Bypass and 2nd Street from Park Avenue to the Norbert F. Beckey Bridge. Improvements to Park Avenue and 2nd Street are critical to the revitalization and enhancement of the Park Avenue Corridor and creating an attractive gateway into Muscatine, both major goals of the Comprehensive Plan.

Policy T.4.A: Enhancement and improvements to the following aspects of Park Avenue should be pursued in tandem with a similar effort along Grandview Avenue as the logical extension of what will be accomplished along U.S. 61 Business with the Mississippi Drive Corridor Project.

Policy T.4.B: Infrastructure improvements and enhancements to Park Avenue will be part of a comprehensive effort to revitalize and enhance the Park Avenue Corridor

- Pavement & curb/gutter
- Street lighting
- Lane configuration
- Landscaping
- Gateway features
- Sidewalks and pedestrian crossings
- Traffic signals
- Intersection geometry
- Storm water drainage
- Overhead utility lines

Policy T.4.C: Planning that will precede infrastructure improvements and enhancements to Park Avenue will specifically examine the following issues:

- Low maintenance aesthetic enhancements, because Park Avenue is a key gateway into Muscatine and plays an important role in the way that Muscatine is perceived.
- Conversion to a three lane configuration (South of Colorado Street). This type of configuration could possibly spur development along this stretch of Park Avenue by making it easier for left turning traffic to access businesses along the street. The current four line configuration creates very narrow travel lanes. Switching to a three lane configuration, in addition to allowing for the creation of a dedicate travel lane, would allow for the travel lanes to be widened to a standard width.
- Improvements to the Park Avenue and 5th Street intersection. This is a tight corner and there are concerns regarding larger vehicles trying to make this turn.
- The geometry of the five-way intersection of Park Avenue, 4th Street, 2nd Street should be improved.

Action T.4.D: Work with community stakeholders and the Iowa Department of Transportation to develop a plan to improve and enhance Park Avenue.

Action T.4.E: Work with state and federal partners to fund project.

Project T.4.F: Improve and enhance Park Avenue.

No actions taken.

Goal T.5: Grandview Avenue Corridor (U.S. 61 Business)

Enhance and improve Grandview Avenue between U.S. 61 and Green Street. Improvements to this segment of Grandview Avenue are critical to the revitalization and enhancement of the Grandview Avenue Corridor and creating an attractive gateway into Muscatine, both major goals of the Comprehensive Plan.

Policy T.5.A: Enhancement and improvements to the following aspects of Grandview Avenue should be pursued in tandem with a similar effort along Park Avenue as the logical extension of what will be accomplished along U.S. 61 Business with the Mississippi Drive Corridor Project.

- Pavement & curb/gutter
- Street lighting
- Lane configuration
- Landscaping
- Gateway features
- Sidewalks and pedestrian crossings
- Traffic signals
- Intersection geometry
- Storm water drainage
- Overhead utility lines

Policy T.5.B: Infrastructure improvements and enhancements to Grandview Avenue will be part of a comprehensive effort to revitalize and enhance the Grandview Avenue Corridor.

Policy T.5.C: Planning that will precede any infrastructure improvements and enhancements to Grandview Avenue will specifically examine the following issues.

- Low maintenance aesthetic enhancements. Grandview Avenue is a key gateway into Muscatine that plays an important role in the way that Muscatine is perceived.
- The burial of existing overhead utility lines to enhance the appearance of the Grandview Avenue corridor.

Action T.5.D: Work with community stakeholders and the Iowa Department of Transportation to develop a plan to improve and enhance Grandview Avenue.

Action T.5.E: Work with state and federal partners to fund project.

Project T.5.F: Improve and enhance Grandview Avenue from U.S. 61 to Green St.

- *The State of Iowa transferred jurisdiction of the Grandview Avenue Corridor to the City of Muscatine on July 1, 2014. The State also made a onetime payment of \$13,000,000 to the City as part of the transfer of jurisdiction.*

Goal T.6: Mulberry Avenue

Reconstruct Mulberry Avenue from Houser Street to the U.S. 61 Bypass to adequately serve current and anticipated future traffic volumes. Currently this segment of Mulberry Avenue is an aging narrow rural style two-lane road, lined by deep ditches, which lacks curb, gutter, shoulder or sidewalks. Traffic has increased by 63.2% between 1998 and 2010. Continuing development will further increase the amount of traffic on this segment of Mulberry Avenue.

Policy T.6.A: After completion of projects currently underway on Cedar Street and Colorado Street, reconstruction of Mulberry Avenue from Houser Street to the U.S. 61 Bypass will be the top transportation infrastructure improvement priority.

Action T.6.B: Apply for Surface Transportation Program funding to reconstruct Mulberry Avenue from Houser Street to the U.S. 61 Bypass at the next available opportunity.

Action T.6.C: Because funding for full reconstruction is unlikely to be available prior to 2016, identify any feasible and affordable interim improvement that could be utilized for this section of Mulberry Avenue,

Project T.6.D: Construct identified interim improvements.

Project T.6.E: Reconstruction of Mulberry Avenue from Houser Street to the U.S. 61 Bypass.

- *Project listed in the Capital Improvement Plan*
- *Preliminary design: 2014*
- *Final design: 2015*
- *Construction: 2016*

Goal T.7: Lucas Street

Reconstruct Lucas Street from Houser Street to the U.S. 61 Bypass. Lucas Street currently an aging narrow rural-style two-lane road, lined by deep ditches, and lacks curb, gutter, shoulder or sidewalks, from Houser Street to the Bypass. Realign the Lucas Street/U.S. 61 Bypass intersection to create a 90 degree intersection, as the current geometry of this intersection is a hazard.

Policy T.7.A: The reconstruction of Lucas Street from Houser Street to the U.S. 61 Bypass and realignment of the Lucas Street/U.S. 61 Bypass intersection should occur after the reconstruction of Mulberry Avenue, due to lower traffic volumes.

Action T.7.B: Identify and pursue the appropriate funding sources.

Project T.7.C: Reconstruction of Lucas Street from Houser Street to the U.S. 61 Bypass including the realignment of the Lucas Street/U.S. 61 Bypass intersection to create a 90 degree intersection.

No actions taken.

Goal T.8: South Houser Street Corridor

Improve Houser Street from Lucas Street to the Mittman Road and Mittman Road from Houser Street to Grand view Avenue. Redesign the Grandview/Mittman/Sampson intersection, including the installation of permanent traffic signals.

Policy T.8.A: The improvement of Houser Street from Lucas Street to the Mittman Road and Mittman Road from Houser Street to Grand view Avenue is a lower priority than improvements to Mulberry Avenue and Lucas Street

Policy T.8.B: The redesign of the Grandview/Mittman/Sampson intersection, including the installation of permanent traffic signal, is a higher priority than improvements to Houser Street and Mittman Road.

Action T.8.C: Identify and pursue the appropriate funding sources.

Project T.8.D: Improvements to identified sections of Houser Street and Mittman Roads.

Project T.8.E: Redesign of the Grandview/Mittman/Sampson intersection, including the installation of permanent traffic signals.

The redesign of the Grandview/Mittman/Sampson intersection, including the installation of permanent traffic signals, was added to the Capital Improvement Plan.

Goal T.9: Palms Drive

Extend Palms Drive to Cedar Street forming an additional connector between Mulberry Avenue and Cedar Street. Currently Palms Drive is a short road that serves as access to a commercial subdivision off of Mulberry Avenue.

Policy T.9.A: Any future extension of Palms Drive should be paid for by development along the future extension.

Policy T.9.B: Any future extension of Palms Drive should be designed to collector street standards which would allow Palms Drive to adequately serve as a connector between Cedar Street and Mulberry Avenue.

Policy T.9.C: Development within this corridor should only be permitted to occur in a manner that leaves a viable corridor for the extension of Palms Drive to Cedar Street.

No actions taken.

Goal T.10: 38/61 Connector Road

A new connector road should be constructed between a Highway 38 and U.S. 61 as recommended by the 38/61 Connector Road Study.

Policy T.10.A: The construction of a 38/61 Connector Road should be paid for by development that will be accessed by it.

Policy T.10.B: The 38/61 Connector Road should be constructed to the design standards and route recommended by the 38/61 Connector Road Study.

Policy T.10.C: Development within this corridor should only be permitted to occur in a manner that leaves a viable corridor for the construction of the 38/61 Connector Road. Development should also leave open a viable route for the extension of University Drive to 180th Street.

No actions taken.

Goal T.11: Complete Streets

Improve both Muscatine's image and its function by providing a safe and attractive environment for street users of all ages and abilities such as including motorists, pedestrians, bicyclists, mass transit, children, senior citizens, individuals with disabilities, freight carriers, emergency responders and adjacent land users.

Policy T.11.A: The design, operation and maintenance of the City of Muscatine street network will create a connected network of streets accommodating in a safe, easily accessible, convenient, comfortable, and visually appealing manner users of all ages and abilities, including motorists, pedestrians, bicyclists, mass transit, children, senior citizens, individuals with disabilities, freight carriers, emergency responders and adjacent land users.

Policy T.11.B: Implementation of the goal of complete streets will guide the planning, funding, design, construction, operation, and maintenance of all new and modified streets in the City of Muscatine. The City shall approach every transportation improvement project phase as an opportunity to create safer, more accessible streets for all users. These phases include, but are not limited to: planning, programming, design, right-of-way acquisition, construction, construction engineering, reconstruction, operation and maintenance. Other changes to streets and rights-of-way, including capital improvements, re-channelization projects and major maintenance, should also be considered.

Policy T.11.C: When any of conditions listed in the bulleted points below exist in a specific project location, an exemption to the Complete Streets Policy may be granted. For an exemption to be granted a determination that incorporating new bicycle, pedestrian, and or public transit facilities is impracticable and/or undesirable must be made. This determination may occur during the budget and capital improvements program approval process or when project plans and specifications are being prepared.

Any granted exemptions will be reported in writing with supporting data that indicates the reason for the granting the exemption. This report will be made available to the City Council prior to approval of the project plans and specifications in question.

- Non-motorized users are prohibited on the roadway.
- Severe topographic constraints exist.
- There is documentation that there is an absence of current and/or future need.
- The cost of accommodations, including potential right-of-way acquisition, for a particular mode is excessively disproportionate to the need and potential benefit of a project.
- The project involves ordinary maintenance activities designed to keep assets in acceptable condition, such as cleaning, sealing, spot repairs, patching and surface treatments.
- Scarcity of population, travel, and attractors, both existing and future, indicate an absence of need for accommodation of non-motorized users.
- Where a reasonable and equivalent project along the same corridor is already existed or is programmed to provide facilities exempted from the project at hand.

Policy T.11.D: Transportation infrastructure serving non-motorized user should be linked to form a comprehensive network of community-wide network of routes for non-motorized travel that allow for members of the community to travel safely from their home to their destination by foot, bike, or by other non-motorized means and for children to be able walk or bike to school safely.

Policy T.11.E: The City of Muscatine will work with the Iowa Department of Transportation to upgrade state highways, excluding U.S. 61 and the U.S. 61 Bypass, running through Muscatine to the complete streets goal.

Policy T.11.F: For a privately constructed street to be accepted by the City of Muscatine it must be built in compliance the complete street standards established to achieve the complete streets goal.

Policy T.11.G: The City of Muscatine shall follow accepted or adopted design standards and use the best and latest design standards available in urban design and street design, construction, operations and maintenance. When implementing this complete streets goal the City will be not be precluded from considering innovative or nontraditional design options where a comparable level of safety for users is present or provided.

Policy T.11.H: Keep street pavement widths to the minimum necessary.

Policy T.11.I: Where physical conditions warrant, plant trees whenever a street is newly constructed, reconstructed, or relocated.

Policy T.11.J: To further the Complete Streets policy to ensure that the transportation project development process will include early consideration of the land use and transportation context of the project, the identification of gaps or deficiencies in the network for various user groups that could be addressed by the project, and an assessment of the tradeoffs to balance the needs of all users. The context factors that should be given high priority include the following:

- Whether the corridor provides a primary access to a significant destination such as a park or recreational area, a school, a shopping / commercial area, or an employment center;
- Whether the corridor provides access across a natural or man-made barrier such as a river, creek, divided highway, or railroad;
- Whether the corridor is in an area where a relatively high number of users of non-motorized transportation modes can be anticipated;
- Whether a road corridor provides important continuity or connectivity links for an existing trail or safe route for non-motorized travel network; or
- Whether nearby routes that provide a similar level of convenience and connectivity already exist.
- Whether nearby routes that provide a similar level of convenience and connectivity already exist.

Action T.11.K: A detailed inventory of the pedestrian and bicycling facility infrastructure will be conducted.

Action T.11.L: The City of Muscatine shall collect data measuring how well the streets of the City of Muscatine are serving each category of users. Data may include: latent demand, existing levels of service for different modes of transport and users, collision statistics, bicycle and pedestrian injuries and fatalities, or others.

Action T.11.M: The City of Muscatine shall put into place performance standard with measurable benchmarks reflecting the ability of users to travel in safety and comfort. Performance standards may include: transportation mode shift, miles of new bicycle facilities or sidewalks, percentage of streets with tree canopy and low design speeds, public participation, or others.

Action T.11.M: Update all necessary and appropriate codes, standards and ordinances to ensure that design components for all new or modified streets further the goal of complete streets.

Action T.11.N: The City of Muscatine will examine all planned capital improvements projects to determine if they can be leveraged to advance the goal of complete streets.

Action T.11.O: The City of Muscatine, working with community members and stakeholders, will identify and map critical routes for non-motorized travel linking schools, parks, bus stops, most major employment and shopping centers, and residential areas.

Action T.11.P: A detailed implementation plan will be developed to make the identified critical routes for non-motorized travel safe. The detailed implementation plan will include a list of capital improvement projects addressing the gaps and deficiencies identified in the inventory. The implementation plan will also detail the sequence and location in which inspection and maintenance of existing sidewalks and capital improvement projects need to be completed in order to build a network of critical routes for non-motorized travel outward from each school and the ultimately link them together into a community-wide network of safe routes for non-motorized travel.

- *The Complete Streets Policy was adopted by resolution on November 21, 2013.*
- *The Complete Streets Policy was recognized by the National Complete Streets Coalition, a program of Smart Growth America as one of the 10 best Complete Streets Policies adopted nationally in 2013.*
- *All new capital improvement projects have been designed to comply with the Complete Streets Policy.*

Goal T.12 Safe Routes for Non-Motorized Travel

Members of the community should have the opportunity to travel safely to their destination by foot, bike, or by other non-motorized means. Children should be able walk or bike to their school safely. To achieve this goal critical routes for non-motorized travel, linking schools, parks, bus stops, most major employment and shopping centers, and that are located within 400 feet of most residences in Muscatine will be identified. These routes will be made safe and attractive for travel by foot, bike, wheelchair, and all other forms of legal non-motorized travel.

Policy T.12.A: All streets, sidewalks, trails, and pedestrian crossings along identified critical routes for non-motorized travel will be improved and maintained to standards ensuring that they are safe for travel by foot, bike, wheelchair, and all other forms of legal non-motorized travel.

Policy T.12.B: In order to accomplish this long term goal and to maximize short and medium term benefits of networks, safe routes for non-motorized travel that radiate out from schools to the residential areas that they serve will be established. Then these school centered networks of safe routes for non-motorized travel will be linked together to form a community-wide network of routes for non-motorized travel.

Policy T.12.C: The identified network of routes for non-motorized travel will be divided into segments. A segment is defined as existing sidewalks between the intersection of critical routes for non-motorized travel or critical destination such as schools, parks, trailheads, etc. Inspection and the resulting maintenance/repairs will

occur on a segment by segment basis. Inspection and the resulting maintenance/repair activity should encompass an entire segment to ensure that useful links in creating a network of safe routes for non-motorized travel are being created.

Policy T.12.D: Capital improvement projects and sidewalk inspection activities occurring along the segments of critical routes for non-motorized travel are a priority.

Policy T.12.E: Capital improvement projects and sidewalk inspection activities that link together smaller completed networks of safe routes for non-motorized travel routes are a priority.

Policy T.12.F: Capital improvement projects and sidewalk inspection activities that leverage planned road improvement projects, trail extensions, and the West Hill Sewer Separation Project are a priority.

Policy T.12.G: Capital improvement projects and sidewalk inspection activities that can be accomplished through a partnership between a school, business, institution, property owner, community group, or other governmental agencies and the City of Muscatine are a priority.

Action T.12.H: The City of Muscatine, working with community members and stakeholders, will identify and map critical routes for non-motorized travel linking schools, parks, bus stops, most major employment and shopping centers, and those located within 400 feet of most residences in Muscatine.

Action T.12.I: A detailed implementation plan will be developed to make the identified critical routes for non-motorized travel safe.

Action T.12.J: The detailed implementation plan will identify measurable standards for what constitutes a safe route for pedestrian, bicyclist, wheelchair, and other relevant non-motorized use. Standards regarding width, condition, the Americans with Disability Act, etc. will be developed for sidewalks, trails, streets and pedestrian crossings. Multiple standards may be developed in order to account for factors such traffic levels, topography, and existing infrastructure.

Action T.12.K: The detailed implementation plan will include detailed inventory of existing sidewalks and trails located along identified critical routes for non-motorized travel. Gaps where no sidewalks currently exist will be identified. Crossings along identified critical pedestrian/bike routes will be inventoried and those not meeting standards identified. Inspection of the condition of existing sidewalks will **NOT** be done as part of this inventory

Action T.12.L: The detailed implementation plan will include a list of capital improvement projects addressing the gaps and deficiencies identified in the inventory. Examples of these projects include the construction of new sidewalks, construction of new trail segments, improvements to crossings, and enhancements to existing sidewalks, trails, and streets.

Action T.12.M: The implementation plan will detail the sequence and location in which inspection and maintenance of existing sidewalks and capital improvement projects need to be completed in order to build a network of critical routes for non-motorized travel outward from each school and the ultimately link them together into a community-wide network of safe routes for non-motorized travel.

Project T.12.N: Capital improvement projects and the inspection and maintenance of existing sidewalks will occur on an ongoing basis at a rate determined by available funds and opportunities to leverage other capital projects and community partnerships. This work will be performed in a prioritized manner until identified critical routes for non-motorized travel are brought up to standard.

- *The City of Muscatine partnered with the University of Iowa and the Iowa Initiative for Sustainability to create a draft bicycle and pedestrian master plan. Three master degree candidate students in the Urban and Regional Planning School, Charlie Nichols, Jeremy Kaemmer, and Yuan Zhang created such a plan as the capstone project for receiving their master degrees. They completed this draft bicycle and pedestrian plan in May of 2014.*
- *The Bi-State Regional Planning Commission is working on further refining this draft bicycle and pedestrian master plan.*
- *A final bicycle and pedestrian master plan for presentation to City Council is expected in Fiscal Year 2015.*
- *Because both the Comprehensive Plan and Complete Street Policy direct that a comprehensive network of sidewalks and trails be constructed from the schools outward, City and Muscatine Community School District staff worked together to identify the five highest priority gaps in current sidewalk and trail network, with the focus being on creating safe routes to school.*
- *A \$50,000 grant for sidewalk construction from the Wellmark Foundation has been received.*
- *The FY 2015 budget contains \$50,000 for the construction of new sidewalks. The five gaps in the sidewalk network identified in conjunction with MCSD will be the first to be addressed. Construction will occur in Spring of 2015.*

Goal T.13: Trails

Trails are an important asset to the community. They form the backbone of the identified critical non-motorized transportation routes, serve as the local segment of national Mississippi River Trail and American Discovery Trail, and are a recreational amenity that enhances the quality of life of Muscatine residents. The existing network of trails should be extended and expanded to better serve these important functions.

Policy T.13.A: Trail extension and enhancement projects for which there are opportunities to construct through a partnership between a school, business, institution, property owner, community group, or other governmental agencies and the City of Muscatine are the highest priority.

Policy T.13.B: Trail extension projects are listed below in order of priority, see Figure 47 for location.

Action T.13.C: Identify a feasible route for connecting the southern end of the Cedar Street Trail and the Riverfront Trail.

Project T.13.D: Musser Park to Wiggins Road Trail.

Project T.13.E: A trail connecting Kent Stein Park/Muscatine Soccer Complex to the existing trail network at Discovery Park.

Project T.13.F: A trail running along Mad Creek from Washington Street connecting to the existing trail network at the riverfront.

Project T.13.G: Trail connecting the Mulberry Avenue/U.S. 61 Bypass to the existing to the existing Mad Creek Greenbelt Trail at the U.S. 61 Bypass underpass

Project T.13.H: A trail connecting the Cedar Street Trail and the Riverfront Trail as identified in Action T.14.C.

Project T.13.I: A trail running along Mad Creek from Washington Street connecting to the existing Mad Creek Greenbelt Trail at Lake Park Boulevard.

Project T.13.J: Provide trail amenities - mile markers, benches, trail heads etc.

- *The final route of the Musser Park to Wiggins Road Trail has been established, final engineering and design is underway, trail will be constructed in the Spring of 2015.*
- *Trail along Cedar Street from Parham to the high school is currently under construction and will be completed in the Spring of 2015.*
- *Mile markers and directional signs installed.*
- *Jane McFate Trailhead constructed in Weed Park.*

Goal T.15: Muscatine Municipal Airport

To continue to provide safe and efficient aviation facilities and services to the community which will promote commercial and industrial growth and stability of the city, and provide for the needs of the recreational and leisure activities involving aviation.

Policy T.15.A: Working with the State of Iowa and the Federal Aviation Administration, airport maintenance and improvement projects as detailed (and listed below) in the adopted Airport Capital Improvement Program and the airport long range needs assessment, projects should be constructed in the identified sequence.

Policy T.15.B: In the event that there is inadequate funding to accomplish all the listed projects, those needed projects to maintain existing airport assets will take priority over the construction of new capital improvements.

Policy T.15.C: Land use in the vicinity of the airport will be regulated in a manner that ensures the use of land in the vicinity of the airport is compatible with the continued aviation operation and does not create an unacceptable risk to the safety of both airport users and those living and working nearby.

Action T.15.D: The City of Muscatine will work with the Iowa Department of Transportation, Muscatine County, Louisa County, and the City of Fruitland to make sure that land use regulations ensure that land use in the vicinity of the airport is compatible with the continued aviation operation at the airport and that it does not create an unacceptable risk to the safety of both of the airport users and those living and working nearby.

Project T.15.E: Runway 6/24 and rehabilitation and airfield joint sealing, FY 2014.

Project T.15.F: T-hangar apron drainage improvement, FY 2014.

Project T.15.G: Airport layout plan update, FY 2015.

Project T.15.H: Connector road between hangar access road and T-hangars, FY 2015.

Project T.15.I: Upgrade fuel facility with submersible pump, FY 2016.

Project T.15.J: T-hangar apron expansion, FY 2016 (design) FY 2017 (construction).

Project T.15.K: T-hangar apron construction, FY 2016 (design) FY 2017 (construction).

Project T.15.L: Taxiway B pavement maintenance, FY 2017.

Project T.15.M: Runway 12/30 pavement maintenance, FY 2018.

Project T.15.N: Apron pavement maintenance, FY 2019.

Project T.15.O: T-hangar reconstruction, FY 2020.

Project T.15.P: Airfield pavement maintenance, FY 2021.

Project T.15.Q: Snow removal equipment, FY 2022.

Project T.15.R: Snow removal equipment building/municipal hangar, FY 2023

- *The Airfield Maintenance Project and the Airport Obstruction Removal Project, both of which received 90% FAA and 10% local funding, were completed in 2013.*
- *The Airport Security and T-Hangar Drainage Improvement project, which will receive 85% State and 15% local funding, is currently in progress*
- *Since 2009 there have been six blowups of Runway 6/24, the main runway at the Muscatine Municipal Airport, during periods of hot weather. These blowups has necessitated emergency repairs to keeping Runway 6/24 operational Runway 6/24 was resurfaced and extended in 1994 and did not experience any blowups during its first 15 years of operation. In 2013 a petrographic analysis was performed to determine the cause of these blowups. This report concluded that the blowups we caused by the failure of expansion joints, which are necessary to prevent blowups when hot weather causes pavement panels to expand and blowup when compression between two panels is too great. There are two remedies for this, the installation on new expansion joint and resealing of the existing pavement at a cost of \$760,000, which would add 5 to 8 years to the life of the pavement, or the reconstruction of Runway 6/24. The current pavement is 20 years old and was designed with a 20 year design life, per FAA requirements. Because has already exceed its design life Runway 6/24 and the associated taxiway will be reconstructed, rather than repaired at a cost of \$760,000. This project is currently under design. Runway 6/24 will be reconstructed in 2015, the taxiway in 2016.*

Environmental Quality—Chapter 4

Goal EQ.1: Public Facilities/Operations

For public facilities and operations to be a model for the private sector in implementing environmental quality programs.

Policy EQ.1.A: City of Muscatine employees will make as few work related trips as feasible.

Action EQ.1.B: The City of Muscatine will where feasible implement trip reduction programs for municipal employees, including such things as:

- Teleconferencing in lieu of employee travel to conferences and meetings when feasible.
- Telecommuting where and when feasible.

Policy EQ.1.C: City of Muscatine vehicles should be procured and operated in manner to reduce emissions.

Action EQ.1.D: Where feasible City vehicles will be replaced or upgraded in manner that reduces vehicle emissions.

Action EQ.1.E: Reduction of emissions and fuel consumption will be an important consideration in operations of City vehicles.

The City recently received a grant from the Iowa Department of Natural Resources (IDNR), under the Diesel Emission Reeducation act to purchase diesel emission reduction equipment for transit buses and street department vehicles. Pre-testing was conducted on 17 vehicles. As a result, 6 eligible vehicles were equipped with diesel oxidation catalysts and 7 were retrofitted with crankcase ventilation systems. Once work was completed on all eligible vehicles in the city fleet, the remaining funds were authorized to purchase 2 new buses for the Muscabus Transit system.

Goal EQ.2: Energy Consumption

Reduce the environmental impacts related to energy consumption and production.

Policy EQ.2.A: City of Muscatine regulations and policies will promote energy efficiency.

Policy EQ.2.B: Encouragement of production of energy in a manner that reduces negative environmental impacts.

Action EQ.2.C: The City of Muscatine will work with local energy providers and businesses to promote voluntary incentive based programs to encourage the use of energy efficient designs and equipment.

Action EQ.2.D: The City of Muscatine will cooperate with the local building industry, and utilities to promote voluntary enhanced energy conservation standards for new construction and rehabilitation projects.

Action EQ.2.E: The City of Muscatine will encourage local energy producers to continue to monitor the feasibility of making changes to the manner of energy production that would reduce emissions.

Action EQ.2.F: The City of Muscatine will make changes to the zoning ordinance to better accommodate, without negatively impacting neighboring properties, businesses and residents generating power with their own wind turbines or solar panels.

The initial draft of a new ordinance will complete by the end of 2014, this draft will make changes to the zoning ordinance to better accommodate, without negatively impacting neighboring properties, businesses and residents generating power with their own wind turbines or solar panels.

Goal EQ.4: West Hill Sewer Separation Project

Complete the West Hill Sewer Separation project by 2028.

Policy EQ.4.A: As future phases of the West Hill Sewer Separation Project are designed and constructed, to determine if work being done as part of the West Sewer Separation Project can be leveraged to achieve other goals set forth in the Comprehensive Plan.

Project EQ.4.B: Completion of the West Hill Separation Project in multiple phases.

The West Hill Separation Project Phase II will be completed by the fall of 2014, design work and engineering for Phase III is under way.

Goal EQ.5: Flood Plain

To regulate the use of land in those areas of the City which are subject to predictable inundations at frequent intervals to assure that flood carrying capacity within the altered or relocated portion of any watercourse is maintained. Such land use controls are necessary to qualify property owners for flood insurance under the National Flood Insurance Act of 1968. The regulations, while permitting reasonable economic and social use of such properties, help protect health, safety, and general welfare and reduce financial burdens imposed on the community, governmental units, and its individuals caused by frequent and periodic floods and the overflow of lands.

Policy LU.5.A: The City of Muscatine will maintain legally enforceable floodplain management regulations that are compliant with Title 44 Code of Federal Regulations 60, in order to ensure that Muscatine residents and business are eligible to participate in the National Flood Insurance Program.

Action EQ.5.B: Monitor and update when necessary the City's floodplain management regulations to ensure continued compliance with Title 44 Code of Federal Regulations 60.

In 2012 the Federal Emergency Management Agency changed the status of the Muscatine Island Levee, which runs along the Mississippi River from approximately the intersection of Broadway Street and Mississippi Drive downriver into Louisa County, from provisionally accredited to fully accredited. As part of the process of accrediting the Muscatine Island Levee a detailed study of internal drainage ponding was done. Interior drainage ponding is a type of flooding that occurs behind a levee when high water on the river prevents or severely limits the drainage of storm water falling on the area protected by the levee it collects in low-lying areas causing flooding. Data generated as part of this study has led to revisions to the FIRM which cover areas protected by the Muscatine Island Levee, this includes all of the portions of the City of Muscatine south of Hershey Avenue. These revised FIRMs became effective on April 16, 2014. These changes to the FIRM, which were adopted by City Council in December of 2013, dramatically reduced in the size of the 100-year flood plain. There is now only a very small handful of structures located within the 100-year flood plain, in the City of Muscatine, south of Hershey Avenue. Previously dozens of homes, businesses and other structures within this area were located the 100-year flood plain. Removal from the 100-year flood plain has significant

benefits for property owners. Nearly all mortgages require homes and businesses located within the 100-year flood plain to purchase flood insurance. The revised FIRMs saves many Muscatine homeowners and businesses a significant amount of money annually by relieving them from the mandatory purchase of flood insurance. These properties will benefit from their removal from the Flood Plain Zoning District which imposes significant land use restrictions on properties.

Land Use—Chapter 5

Goal LU.1: Implement the Future Land Use Plan

Implement the Future Land Use Plan contained within the City of Muscatine Comprehensive Plan through regulations such as the zoning code, subdivision regulations.

Policy LU.1.A: All future rezoning should be in compliance with the Future Land Use Plan.

Policy LU.1.B: The zoning ordinance should be structured in a manner that supports the implementation of the Future Land Use Plan.

- *All rezoning have been in compliance with the Future Land Use Plan that is contained with the Comprehensive Plan.*
- *The initial draft of a new ordinance will complete by the end of 2014, this draft will be structured in a manner that supports the implementation of the Future Land Use Plan.*

Goal LU.2: Zoning Ordinance Rewrite

A zoning ordinance that implements the vision of an ideal community as contained in this Comprehensive Plan.

Policy LU.2.A: The Comprehensive Plan will be the basis of the Zoning Ordinance.

Policy LU.2.B: Ensure that land use regulations contained within the zoning ordinance have sufficient flexibility to be adapted unique and difficult site conditions.

Policy LU.2.C: Ensure that land use regulations contained within the zoning ordinance have sufficient flexibility to preserve the unique character of individual neighborhoods.

Policy LU.2.D: The zoning ordinance should promote increased diversity of employment and business opportunities, promote access to education and training, expand entrepreneurial opportunities, and promote the establishment of businesses in locations near existing housing, infrastructure, and transportation.

Policy LU.2.E: The zoning ordinance should promote developments, buildings, and infrastructure that utilize sustainable design and construction standards and conserve natural resources by reducing waste and pollution through efficient use of land, energy, water, air, and materials.

Policy LU.2.F: Use form based zoning where it is the most effective tool to

implement the goals of the Comprehensive Plan. Form based zoning is a method of land use regulation characterized by 1) emphasis on form regulations (building size, location, appearance) and 2) prescriptive rules (what a community does want to see built). Form codes are designed to provide more flexibility than conventional codes to promote development in largely built out communities. These codes work well in established communities because they effectively define and codify a neighborhood's existing characteristics.

Policy LU.2.G: Make the zoning ordinance more user-friendly.

Policy LU.2.H: Streamline enumerated uses into broad categories. Clearly define the general uses so that applications can easily be sorted into the appropriate category. Regulate the real items of concern—size, hours, deliveries, and emissions of noise, odor, dust, gas, smoke, or vibration.

Policy LU.2.I: The zoning ordinance will be structured so as to encourage investment in nonconforming structures where they are not actively detracting from the surrounding neighborhood.

Action LU.2.J: With extensive public and stakeholder input and participation, Comprehensively reviewed and rewrite the zoning ordinance in manner that implements the vision of an ideal community that is contained in this Comprehensive Plan.

Action LU.2.K: Make use of tables and illustrations in the revised zoning ordinance to make clear the different permitted uses, parking, signage, and any form standards between various districts

Action LU.2.L: The revised zoning ordinance will be made fully functional online, including linked.

The initial draft of a new ordinance will complete by the end of 2014, this draft will be compliant with all policies contained within this goal.

Goal LU.3: Infill

Increase new development (housing and commercial) on vacant lots in portions of the City already served by public infrastructure.

Policy LU3.A City that polices, regulations, and projects should promote infill development.

Policy LU.3.B: Ensure that infill and redevelopment projects are well-designed and compatible with surrounding uses and building types. Infill should be of a type, scale, orientation, and design that maintains or improves the character, aesthetic quality, and livability of the neighborhood.

Policy LU.3.C: Recognize that infill development is not inherently “good” simply because it is infill, or a higher density because it is higher density. Where increased density is recommended the benefits of infill must be balance among many community and neighborhood goals.

Action LU.3.D: Take advantage of already existing investments in infrastructure extension and improvement, by implementing a tax abatement to promote development on vacant parcels in currently existing subdivisions which are not yet built out.

Action LU.2.E: Implement Policies LU.3.A, LU.3.B and LU.3.C through revisions to the zoning ordinance.

- *The initial draft of a zoning new ordinance will complete by the end of 2014, this draft will be compliant with all policies contained within this goal.*
- *Nearly all significant development that has occurred since adoption of the Comprehensive Plan has occurred in preexisting buildings, in developed subdivisions, or is the replacement of an existing structure. Examples include:*
 - *Redevelopment of the old VFW and Stein Warehouse into apartments.*
 - *Construction of an additional 60 dwelling units at the Riverbend apartment complex.*
 - *Redevelopment of the form Knights of Columbus Property on Houser Street into a dental clinic.*
 - *UnityPoint’s construction of a large medical clinic in the North Port Commons Addition.*
 - *Community Bank redeveloping the former Blockbuster Video site at 2nd Avenue and the Bypass into a branch bank.*
 - *Central State Bank reconstructing their Park Avenue branch on the same site.*

Goal LU.4: Urban Fringe Development

New urban growth into previously undeveloped land will only occur in locations that are suitable for intensive urban development and have easy access to essential urban infrastructure and services.

Policy LU.4.A Extend City of Muscatine services and infrastructure in a logical and efficient manner that avoids leapfrog development patterns where new development skips over areas of land that is currently undeveloped but is potentially developable.

Policy LU.4.B: Development should only be permitted to occur in a manner that leaves a viable corridor for the extension of Palms Drive to Cedar Street.

Policy LU.4.C: Development should only be permitted to occur in a manner that leaves a viable corridor for the construction of the 38/61 Connector Road.

Action LU.4.D: Implement Policies LU.4.A, LU.4.B and LU.4.C B through revisions to the zoning ordinance.

The initial draft of a new zoning ordinance will complete by the end of 2014, this draft will be compliant with all policies contained within this goal.

Goal LU.5: Residential Land Use

Residential land use occurring in manner that enhances the quality of life in Muscatine.

Policy LU.5.A: Protect the character of single-family residential neighborhoods by focusing higher intensity land uses in designated centers and corridors

Policy LU.5.B: Unless indicated otherwise elsewhere in the Comprehensive Plan the general character of existing residential areas should be maintained.

Policy LU.5.C: City of Muscatine policies, regulations, and projects should encourage diversity in the types of available housing, support the rehabilitation of existing housing, and promote the location of housing near public transportation and employment centers.

Policy LU.5.D: Residential development and redevelopment should occur in a manner that helps implement the goal of community members having the opportunity to travel safely to their home to their in-town destination by foot or bike and for children should be able walk or bike to their school safely.

Policy LU.5.E: In residential zoning districts at least two off-street parking spots will be required for each dwelling unit.

Policy LU.5.F: Balance the preferences of residents with City-wide and planning goals and priorities when determining the acceptability of changes to parcels of land in or adjacent to existing residential development.

Policy LU.5.G: Allow no further conversion of existing single family homes into duplexes or multi-family dwellings in areas designated as Mixed Density Residential in the Future Land Use Plan.

Policy LU.5.H: Existing duplexes or multi-family dwellings in areas designated as Mixed Density Residential in the Future Land Use Plan are recognized as integral to the character of these area, and on parcels where duplexes and multi-family dwelling currently exist, two or multifamily dwellings will be allowed by right.

Action LU.5.I: Adopt regulations and design standards to protect the desired street and block patterns, land use patterns, and development characteristics of the City's established neighborhoods, such as building size and height, building setbacks, density, parking, landscaping, and streetscape improvements.

Action LU.5.J: During the process to review and revise the zoning ordinance a zoning district(s) that complies with both policy LU.5.G and LU.5.H will be created and the applied to areas designated as Mixed Density Residential in the Future Land Use Plan.

Action LU.5.K: Set lot sizes and setbacks dating from each neighborhood's period of initial development as the neighborhood standard in residential areas.

The initial draft of a new zoning ordinance will complete by the end of 2014, this draft will be compliant with all policies contained within this goal.

Goal LU.6: Commercial Land Use

Commercial land use occurring in manner that enhances the quality of life in Muscatine.

Policy LU.6.A: Scattered commercial activity in residential areas where historic precedent exists, and desired by area residents is to be considered positive assets to the community and not spot zoning.

Policy LU.6.B: Design standards for larger commercial developments.

Policy LU.6.C: Enhancing the vitality of commercial development downtown.

Action LU.6.D: Implement Policies LU.6.A, LU.6.B, LU.6.C through revisions to the zoning ordinance

Action LU.6.E: Develop and provide incentives for the reintroduction of neighborhood businesses and services, especially neighborhood-serving grocery stores, into appropriate locations of under-served established areas.

The initial draft of a new zoning ordinance will complete by the end of 2014, this draft will be compliant with all policies contained within this goal.

Goal LU.7: Industrial Land Use

Industrial land use occurring in manner that enhances both the economy of and the quality of life of Muscatine.

Policy LU.7.A: Industrial development should be located where the proper sizing of infrastructure such as water, sewer, electric, communication and transportation has occurred or can be properly planned and implemented.

Policy LU.7.B: Existing industrial development and areas designated for future development will protected from encroachment by future residential development.

Policy LU.7.C: Undeveloped land zoned for industrial development should located so that it is attractive to development, compatible with surrounding current and planned land uses, and is an adequate distance from planned or existing residential development.

Policy LU.7.D: New industrial developments will be located so that any emissions of noise, odor, dust, gas, smoke, or vibration are not a nuisance to any planned or existing residentially zoned areas.

Action LU.7.E: Implement Policies LU.7.A and LU.7.B through revisions to the zoning ordinance.

The initial draft of a new zoning ordinance will complete by the end of 2014, this draft will be compliant with all policies contained within this goal.

Goal LU.8: Adequate Supply of Land for Industrial and Commercial Development

Ensure there is an adequate supply of land that is readily available for commercial or industrial development. These sites should be located so that they are both attractive to industrial or commercial development, compatible with surrounding current and planned land uses, for uses that will include new regulated pollution point sources are an adequate distance from planned or existing residential areas, are zoned appropriately, and have the necessary infrastructure.

Policy LU.8.A: Maintaining an adequate supply of useable industrial and commercial land in appropriate locations will be a consideration in the preparation of a revised zoning ordinance.

Action LU.8.B: Conduct an assessment of the currently available supply of land that is useable for industrial and commercial development and project future demand for such land.

Action LU.8.C: Provide details of how this goal is being met in the staff report that will accompany a revised zoning ordinance.

Action LU.8.D: The City of Muscatine will work with community partners to identify and promote sites that can be suitably developed for a variety of local employment projects including business and industrial parks, office and professional centers, and retail activities.

The initial draft of a new zoning ordinance will complete by the end of 2014, this draft will be compliant with all policies contained within this goal.

Goal LU.9: Community Facilities

Retain and enhance community facilities, such as governmental offices, schools, hospitals, parks, cemeteries, religious institutions, police stations, fire stations, recreational facilities, golf courses, etc. as important neighborhood centers and providers of employment, services and amenities.

Policy LU.9.A: Community facilities recognized as use compatible with residential development when appropriate development standards are applied.

Policy LU.9.B: Any community facility zoning district will be based on the requirement of an approved development plan.

Policy LU.9.C: New community facilities will be required to obtain a community facilities zoning.

Policy LU.9.D: Community facilities are recognized as an ideal land use to transition between areas of commercial and industrial land use and residential land use.

Policy LU.9.E: The rezoning of single parcel to a new community facility zoning district in an area zoned for residential use is not considered to be spot zoning so long as the proposed community facility use is compatible with the surrounding residential uses.

Policy LU.9.F Ensure that community facilities or neighborhood schools that are no longer utilized for their originally intended use, remain an asset to the neighborhood through cooperative efforts between the facility/building owner, the City, the neighborhood and local stakeholders.

Policy LU.9.G: Expansion or construction of major community facilities should be carefully planned and constructed so as to avoid undue negative impacts on adjacent neighborhoods, such as loss of housing stock, increased traffic congestion, or spill over parking on neighborhood streets.

Action LU.9.H: Develop, with extensive input from the community and relevant stakeholders of clear, consistent, easily understandable, and effective land use guidelines for community facilities. These regulations will take the form of a community facility specific zoning district for all community facilities.

Action LU.9.I: Place all existing community facilities, currently located within a residential zoning district, within this new community facility zoning district.

Action LU.9.J: Work with major institutions located within and adjacent to established neighborhoods to set growth boundaries and develop mutually-agreed master plans for those facilities to help ensure that their expansion projects are consistent with the Comprehensive Plan and protect neighborhoods from the potential negative impacts associated with such expansions.

The initial draft of a new zoning ordinance will complete by the end of 2014, this draft will be compliant with all policies contained within this goal.

Goal LU.10: Agriculture

Minimize the amount of development occurring on land currently being farmed.

Policy LU.10.A: City of Muscatine polices, regulations, services, and infrastructure improvements should not support the development of actively farmed land designated as Agriculture in the Future Land Use Plan and that is being used for agricultural purposes.

Action LU.10.B: Implement Policy LU.10.A, through any necessary revisions to the zoning ordinance.

The initial draft of a new zoning ordinance will complete by the end of 2014, this draft will be compliant with all policies contained within this goal.

Goal LU.11: Floodplain

To regulate the use of land in those areas of the City which are subject to predictable inundations at frequent intervals to assure that flood carrying capacity within the altered or relocated portion of any watercourse is maintained. Such land use controls are necessary to qualify property owners for flood insurance under the National Flood Insurance Act of 1968. The regulations, while permitting reasonable economic and social use of such properties, help protect health, safety, and general welfare and reduce financial burdens imposed on the community, governmental units, and its individuals caused by frequent and periodic floods and the overflow of lands.

Policy LU.11.A: The City of Muscatine will maintain legally enforceable floodplain management regulations that are compliant with Title 44 Code of Federal Regulations 60, in order to ensure that Muscatine residents and business are eligible to participate in the National Flood Insurance Program.

Action LU.11.B: Monitor and update when necessary the City's floodplain management regulations to ensure continued compliance with Title 44 Code of Federal Regulations 60.

In 2012 the Federal Emergency Management Agency changed the status of the Muscatine Island Levee, which runs along the Mississippi River from approximately the intersection of Broadway Street and Mississippi Drive downriver into Louisa County, from provisionally accredited to fully accredited. As part of the process of accrediting the Muscatine Island Levee a detailed study of internal drainage ponding was done. Interior drainage ponding is a type of flooding that occurs behind a levee when high water on the river prevents or severely limits the drainage of storm water falling on the area protected by the levee it collects in low-lying areas causing flooding. Data generated as part of this study has led to revisions to the FIRM which cover areas protected by the Muscatine Island Levee, this includes all of the portions of the City of Muscatine south of Hershey Avenue. These revised FIRMs became effective on April 16, 2014. These changes to the FIRM, which were adopted by City Council in December of 2013, dramatically reduced in the size of the 100-year flood plain. There is now only a very small handful of structures located within the 100-year flood plain, in the City of Muscatine, south of Hershey Avenue. Previously dozens of homes, businesses and other structures within this area were located the 100-year flood plain. Removal from the 100-year flood plain has significant benefits for property owners. Nearly all mortgages require homes and businesses located within the 100-year flood plain to purchase flood insurance. The revised FIRMs saves many Muscatine homeowners and businesses a significant amount of money annually by relieving them from the mandatory purchase of flood insurance. These properties will benefit from their removal from the Flood Plain Zoning District which imposes significant land use restrictions on properties.

Goal LU.12: Historic Districts

Increased investment and revitalization within designated historic districts

Policy LU.12.A: Maintain the historic character of historic districts.

Action LU.12.B: Placement of designated historic districts in a zoning district that is structured to preserve the historical land use pattern of the district

Action LU.12.C: Placement of designated historic districts in a zoning district that is structured so that any new structures or major renovations to existing structures are sensitive to the historic form of building in the designated historic district.

Action LU.12.D: Implement a tax abatement program to support structural renovation in a manner that preserves their historic character of structures in designated historic districts.

The initial draft of a new zoning ordinance will complete by the end of 2014, this draft will be compliant with all policies contained within this goal.

Goal LU.13: Land Use in the Vicinity of Muscatine Municipal Airport

Land use in the vicinity of the airport that occurs in a manner ensuring that is compatible with the continued operation of the airport and does not create an unacceptable risk to the safety of both airport users and those living and working nearby.

Policy LU.13.A: Land use in the vicinity of the airport will be regulated in a manner that ensures the use of land in the vicinity of the airport is compatible with the continued aviation operation at the airport and does not create an unacceptable risk to the safety of both airport users and those living and working nearby.

Action T.13.B: The City of Muscatine will work with the Iowa Department of Transportation, Muscatine County, and the City of Fruitland to ensure that land use regulations ensure that use of land in the vicinity of the airport is compatible with the continued aviation operation at the airport and does not create an unacceptable risk to the safety of both airport users and those living and working nearby.

- *The City has received a grant from the Iowa Department of Transportation to update to update land use regulation in conjunction with Muscatine County, and the City of Fruitland to ensure that land use regulations ensure that use of land in the vicinity of the airport is compatible with the continued aviation operation at the airport and does not create an unacceptable risk to the safety of both airport users and those living and working nearby.*
- *This update will occur once the Airport Layout Plan is updated, this is because many airport land use regulations are based on distance from various features mapped out in the Airport Layout Plan. Therefore updating is the first step in this process.*

Goal LU.14: Critical Corridors

The City's major corridors Park Avenue, Grandview Avenue, and Mississippi Drive, should have a significant positive impact on the image, appearance and future economic vitality of the City, by serving as both serving welcoming corridors into the community and vibrant areas of mixed residential and non-residential land uses that enhance the quality of life of the entire Muscatine community.

Policy LU.14.A: Changes in land use, development, and redevelopment in these corridors should occur in manner to both enhance these corridors as attractive gateways into Muscatine and the areas vibrant mixed land use.

Action LU.14.B: Work with community stakeholders to develop a specific corridor land use plan for each of these corridors to achieve Goal LU.14 in conjunction with infrastructure and aesthetical improvements called for elsewhere in the Comprehensive Plan.

Action LU.14.C: Land use regulations, including the zoning ordinance, will be revised to implement the plans prepared under Action LU.14.B.

The State of Iowa transferred jurisdiction of the Mississippi Drive Corridor and Grandview Avenue Corridor to the City of Muscatine on July 1, 2014. The State also made a onetime payment of \$13,000,000 to the City as part of the transfer of jurisdiction.

Goal LU.15: Downtown

A vibrant and thriving downtown that enhances the quality of life in Muscatine

Policy LU.15.A: City regulations, policies, projects will structured to encourage land use and redevelopment in the Downtown that:

- Creates reasons for people to frequent the Downtown through activities such as entertainment, recreation and special events;
- Encourages the preservation of historic buildings and enhances the historic flavor of the Downtown;
- Strengthens and diversifies the retail, economic and employment base in the Downtown;
- Encourages the development of art, cultural and educational opportunities;
- Ensures that Downtown livability is enhanced

Action LU.15.B: Regulations, including the zoning ordinance, will be revised to implement the Policy LU.15.A.

- *The initial draft of a new zoning ordinance will complete by the end of 2014, this draft will be compliant with all policies contained within this goal.*
- *Initiated a pilot program to allow outdoor dining on public right-of-way. This pilot program was limited to downtown restaurants. Four restaurants decided to participate in this program. Three of restaurants are now offering dining on the sidewalk directly in*

front of the restaurant. Two restaurants are now outdoor dining on platforms placed on on-street parking spaces. Based on the experiences of the pilot program a decision to allow dining on platforms placed on on-street parking spaces and how they should be regulated to it will be made in the late fall of 2014.

Goal LU.16: Revitalization

The revitalization of established neighborhoods, particularly blighted areas by promoting development that conserves land, protects historic resources, promotes pedestrian accessibility, and integrates different uses of property. Remediation and reuse of existing sites, structures, and infrastructure is preferred over new construction in undeveloped areas

Policy LU.16.A: Promote upgrading and remodeling of residential structures, rather than demolition and new construction.

Policy LU.16.B: Building code requirements for the rehabilitation of existing buildings should protect the safety of building occupants, while also recognizing the need for flexibility that comes with rehabilitating existing buildings

Action LU.16.C: Encourage rehabilitation and improvement programs to conserve and upgrade existing properties and buildings.

Action LU.16.D: Implement a tax abatement program to support the renovation in a manner that preserves their historic character of structures in designated historic districts.

Action LU.16.E: Promote the use of local, state and federal programs that are intended to foster reinvestment and redevelopment of polluted, blighted and abandoned properties.

Action LU.16.F: Land use regulations, including the zoning ordinance, will be revised to more effectively implement Goal LU.16.

Action LU.16.G: The City will actively encourage the redevelopment of the Sun Mart block.

Continued the rollout of a tax abatement program designed to spur privatization. This program was approved by the City Council in 2013, and it offers homeowners a three year, or five years in the West Hill Historic District, exemption from the actual value added by the improvements to the property, if such improvements increased this assessable value of the property by at least 10%.

Goal LU.17: Connection to Appearance Plan

Land use regulations that are structured to achieve community appearance goals.

Policy LU.17.A: The City of Muscatine Zoning Ordinance and all other land use regulations will further community appearance goals and to implement the community image establish in community image/appearance master plan developed to fulfill Goal C.1.

No actions taken.

Goal LU.18: Code Enforcement

Implementation of the vision of the desired Muscatine contained within the Comprehensive Plan through effective code enforcement.

Policy LU.18.A: The City will continue to enforce applicable property maintenance, building, and zoning codes to minimize the physical deterioration of properties.

Action LU.18.B: The City will work with neighborhood and community groups to educate residents about their responsibility under City Code.

Action LU.18.C: Promote and expand community-based neighborhood cleanup programs.

Action LU.18.C: Increase amount of City resources dedicated to code enforcement.

In 2013 the City of Muscatine responded to 3,002 code enforcement complaints.

Goal LU.19: Annexation Policy

Growth of the City of Muscatine through voluntary annexations.

Policy LU.19.A: The City of Muscatine prefers to pursue voluntary annexations.

Policy LU.19.B: Only properties within the City of Muscatine or for which there is a signed annexation agreement will be allowed to connect to the City of Muscatine sanitary sewer system.

Action LU.19.C: To encourage Muscatine Power and Water to adopted a policy that would require that any property served by future extension of the water system be annexed within the City of Muscatine or be the subject of signed annexation agreement.

No actions taken.

Parks & Recreation—Chapter 6

Goal PR.1: Maintenance

Existing City of Muscatine parks and recreational facilities and amenities will be preserved and maintained in good working order.

Policy PR.1.A: Maintaining existing City of Muscatine parks and recreational facilities and amenities is the highest parks and recreational related goal of the City of Muscatine.

Policy PR.1.B: Municipal resources will only be devoted to other park and recreational related goals if they are not needed to achieve this goal.

Policy PR.1.C: The City of Muscatine will maintain ownership of all existing parks.

- *The Fiscal Year 2015 budget allocates \$666,900 for park maintenance, exclusive of activities at Kent-Stein Park, Muscatine Soccer Complex, Muscatine Aquatic Center, and the Muscatine Municipal Golf Course.*
- *Notable park maintenance accomplishment occurring in the past year include:*
 - *Resurfacing of the Weed Park Playground*
 - *Removed and reinstalled the center jet pump of the Mississippi Mist*
 - *Designed and upgraded the rose garden irrigation lines*
 - *Repaired broken water lines in Weed Park and Fuller Park*
 - *Replaced 12 playground panels as part of warranty work*
 - *Designed and installed the landscaping for the new Lagoon Shelter that included stones, plants, a donation plaque, and sod*
 - *Installed two new fountains and redesigned the layout of the aeration lines in the lagoon at Weed Park to help control duckweed*
 - *Removed over 60 trees in parks, trails, on public property, and right-of-ways due to storms*

Goal PR.2: Muscatine Soccer Complex Phase III Development Project

Expand the Muscatine Soccer Complex in accordance with the Phase III Development Project Concept Plan that was adopted by City Council in February 2012 by constructing on a donated site across Houser Street from the existing Soccer Complex: a parking lot for 228 vehicles, 4 tiered multi-use lighted fields with synthetic playing surfaces, restrooms, picnic shelter, a fenced perimeter, a playground, and frontage trail/sidewalk that connects to Kent-Stein Park and the American Legion Area.

Policy PR.2.A: All capital costs associated with the Muscatine Soccer Complex Phase III Development Project should come from non-municipal sources.

Policy PR.2.B: The City of Muscatine will operate and maintain all improvements made as part of the Muscatine Soccer Complex Phase III Development Project in the same manner as the City operates and maintains the existing Muscatine Soccer Complex.

Policy PR.2.C: The parking lot will be the first improvement constructed.

Action PR.2.D: The City of Muscatine will continue to work with community partners to make the vision contained in the Phase III Development Project Concept Plan a reality at the soonest possible date.

Project PR.2.E: Expand the Muscatine Soccer Complex in accordance with the Phase III Development Project Concept Plan.

Fundraising for this project is ongoing.

Goal PR.3: Dog Park

Construction of an off-leash dog park through a partnership with community stakeholders, a fenced space within a park or other location.

Policy PR.3.A: Costs associated with the construction of any dog park should come primarily from non-municipal sources.

Policy PR.3.C: The City of Muscatine will make available any appropriate portion of municipal land for the construction of a dog park.

Policy PR.3.D: The City of Muscatine will operate and maintain any dog park built on municipal property.

Policy PR.3.E: The operational costs of a dog park will be primarily funded by users of the dog park.

Policy PR.3.F: Users will be required to pick up all dog waste and keep the dog park in good order

Policy PR.3.G: If the dog park is poor condition due to non-compliance with Policy PR.3.F. the dog park will be closed until such a time that it is brought back to acceptable condition.

Policy PR.3.H: There will be signage at the entrance of any dog park to indicate compliance with Policy PR.3.F.

Policy PR.3.I: Prior to any closure under Policy PR.3.F, written notice of deteriorating conditions will be posted at the entrance of the dog park.

Policy PR.3.J: The location of dog park will meet the following site selection criteria:

- If located in a park, a dog park will not be placed in any area where it will negatively impact primary uses of the park, unless the impact can be mitigated.
- At least 100 feet from a playground or children's facility.
- At least 200 feet from the nearest home or business.

- Near adequate off street parking (existing or constructed in conjunction with the dog park).
- Reasonable proximity to a water line.
- A minimum size of one acre.

Policy PR.3.K: The design of any dog park shall meet the following criteria and contain the following elements:

- Be entirely fenced to height of five feet.
- Fence panels shall be buried to a depth of at least six inches at all locations except at access points.
- A public entrance consisting of a double gate. The space of at least 16 square feet between the two gates will serve as a buffer between the dog park area and the rest of the park.
- A single gate that is wide enough to accommodate park maintenance vehicles.
- Permanent signs stating the hours of operation, rules, and regulations for the dog park.
- An adequate number of covered trash receptacles.
- Adequate seating.

Policy PR.3.L: The following characteristics and amenities are highly desired and no dog park shall be developed without them unless there is no other practical alternative:

- ☑ Located on a site with other amenities, such as a park.
- ☑ Site is centrally located and easily accessible.
- ☑ Site is an inviting location.
- ☑ Total fenced area is two to three acres in size.
- ☑ A smaller separately fenced areas intended for the use of small dogs only.

Action PR.3.M: A committee operating under the auspices and reporting to the Recreational Advisory Commission will prepare, with extensive public input a detailed plan for a dog park addressing each of the following issues in specific detail and that reflect the dog park policies established in the Comprehensive Plan. This committee will also make the determination if there is the necessary community support and desire to exceed the design guidelines established in Policy PR.3.K and Policy PR.3.L. and construct a world class dog park.

- Site selection
- Design
- Funding of capital costs
- Funding of ongoing operations and maintenance

- Rules and regulations regarding use and operation of the dog park
- Pond

Project PR.3.N: Construct the dog park in accordance with the plan prepared under Action PR.3.M.

- *An active citizens group, Citizen’s for an Off-leash Muscatine Park was formed and it is now actively pursuing the accomplishment of this goal.*
- *A preferred site for a dog park has been identified, 6 acres of currently unused municipal land located directly north of the Transfer Station.*
- *With assistance from Iowa State University, a design of a dog park at this location has been created.*
- *Fundraising is ongoing.*

Goal PR.4: Weed Park Central Corridor Project

Complete the Weed Park Central Corridor Project which consists of:

- Removing the Tennis Shelter
- Removing the tennis court fencing and converting paved area into a picnic table storage area
- Removing the old concession stand building and replacing it with a modular restroom building,
- Constructing a 50’ by 110’ large outing shelter

Policy PR.4.A: All capital costs associated with the Weed Park Central Corridor Project should come from non-municipal sources.

Action PR.4.B: The City of Muscatine will continue to work with community partners to make the vision contained with the Weed Park Central Corridor Project a reality at the soonest possible date.

Project PR.4.C: Construct the improvements which comprise with the Weed Park Central Corridor Project.

No actions taken.

Goal PR.5: Renovate or Replace Existing Weed Park Restrooms

The existing outdated restrooms in Weed Park, which are located near the Rose Garden, should either be renovated or replaced.

Policy PR.5.A: The public restrooms in Weed Park should be compliant with the Americans With Disabilities Act and of equal or better quality to the public restrooms located in Musser Park and Riverside Park.

Action PR.5.B: Determine if renovation or replacement is the most cost effective way cost effective to bring the restrooms in Weed Park into compliance with Policy PR.5.B.

Action PR.5.C: Based on the determination made in Action PR.5.B develop as specific plan to design, finance, and renovate or replace the existing bathrooms in Weed Park located near the Rose Garden.

Project PR.5.D: Construct a replacement for or renovate the existing bathrooms in Weed Park in accordance with the plan prepared under Action PR.5.C

Project was included in 2014 Capital Improvement Plan.

Goal PR.6: An Additional Set of Public Restrooms in Weed Park

Construct a second set of public restrooms in Weed Park to serve the heavily used portion of Weed Park located in the vicinity of the Lagoon and which are nearly a half mile away from the existing public restrooms, ending the need for the seasonal placement of a port-a-potty near the sand volley ball pits at Weed Park.

Policy PR.6.A: An additional set of public restrooms at Weed Park should be located in a manner that makes them accessible to users of the Lagoon area , the multi-use trail running through Weed Park, the Lagoon and Monsanto Picnic Shelter (the shelter located north of the Lagoon), the sand volleyball pits, and the playground located near the Monsanto Picnic Shelter.

Action PR.6.B: The Recreational Advisory Commission or a committee operating under the auspices and reporting to the Recreational Advisory Commission will prepare, with public input, a detailed plan for the financing, location, and design of an additional set of public restrooms.

Project PR.6.C: Construct a second set of public restrooms in Weed Park in accordance with the plan prepared under Action PR.6.B.

Project was included in 2014 Capital Improvement Plan.

Goal PR.7: Trails

Trails are an important asset to the community; they form the backbone of the identified critical non-motorized transportation routes, serve as the local segment of the national Mississippi River Trail and American Discovery trails, and are a recreational amenity that enhances the quality of life of Muscatine residents. The existing network of trails should be extended and expanded to better serve these important functions.

Policy PR.7.A: The highest priority trail extension and enhancement projects are those for which there is an opportunity to construct through a partnership between a school, business, institution, property owner, community group, or other governmental agencies and the City of Muscatine.

Policy PR.7.B: Trail extension projects are listed below in order of priority.

Action PR.7.C: Identify a feasible route for connecting the southern end of the Cedar Street Trail and the Riverfront Trail

Project PR.7.D: Musser Park to Wiggins Road Trail.

Project PR.7.E: A trail connecting Kent Stein Park/Muscatine Soccer Complex to the existing trail network at Discovery Park.

Project PR.7.F: A trail running along Mad Creek from Washington Street connecting to the existing trail network at the riverfront.

Project PR.7.G: A trail running along Mad Creek from Washington Street connecting to the existing Mad Creek Greenbelt Trail at Lake Park Avenue.

Project PR.7.H: A trail connecting the Cedar Street Trail and the Riverfront Trail as identified in Action T.14.A.

Project PR.7.I: Trail connecting the Mulberry Avenue/U.S. 61 Bypass to the existing to the existing Mad Creek Greenbelt Trail at the U.S. 61 Bypass underpass.

Project PR.7.GJ: Trail amenities - mile markers, benches, trail heads etc

- *The final route of the Musser Park to Wigen Road Trail has been established, final engineering and design is underway, trail will be constructed in the Spring of 2015.*
- *Trail along Cedar Street from Parham to the high school is currently under construction and will be completed in the Spring of 2015.*
- *Mile markers and directional signs installed.*
- *Jane McFate Trailhead constructed in Weed Park.*

Goal PR.8: Riverside Bandshell

Construct a bandshell at Riverside Park that is aesthetical pleasing and consistent with the design of other developed amenities in Riverside Park.

Policy PR.8.A: Costs associated with the construction of any bandshell should come primarily from non-municipal sources.

Action PR.8.B: The Recreational Advisory Commission or a committee operating under the auspices and reporting to the Recreational Advisory Commission will prepare with public input, a detailed plan for the financing, location, and design of a bandshell at Riverside Park.

Project PR.8.C: Construct a bandshell at Riverside Park in accordance with the plan prepared under Action PR.8.B.

Concept reviewed and endorsed by the Recreation Advisory Commission.

Goal PR.9: Expansion of Cold and All-Weather Recreational Amenities and Activities

To expand cold and all-weather recreational amenities and activities.

Policy PR.9.A: The recreational amenity and activity needs of community members will be met year round.

Action PR.9.B: The Recreational Advisory Commission or a committee operating under the auspices and reporting to the Recreational Advisory Commission will conduct, with public input a detailed needs assessment regarding cold and all-weather recreational amenities and activities, with the needs of Muscatine’s youth specifically addressed.

Action PR.9.C: The Recreational Advisory Commission or a committee operating under the auspices and reporting to the Recreational Advisory Commission will prepare with public input a detailed plan for addressing gaps in cold and all-weather recreational amenities and activities identified in the needs assessment directed under Action PR.9.B.

Project PR.9.D: Construct any projects identified in the plan prepared in accordance with the plan prepared under Action PR.9.B.

No actions taken.

Goal PR.10: Playground Proximity

A park with amenities and a playground within relatively easy walking distance of City of Muscatine Residents.

Policy PR.10.A: There should be a park with amenities and a playground with in a minimum of a mile of all City of Muscatine residents, ideally this distance should be even less.

Action PR.10.B: Identify the number of and location of park with amenities and playgrounds that would be necessary to fully implement Policy PR.10.A

Action PR.10.C: Work with community partners including schools, businesses, institutions, property owners, community groups, and other governmental agencies to identify ways in which this goal can be achieved through collaborative action.

Project PR.10.D: Construct any projects identified as necessary to achieve this goal.

No actions taken.

Community Facilities, Services, & Amenities—Chapter 7

Goal C.1: Master Community Image/Appearance Plan

Develop a master community image/appearance plan which will serve as a guide for elected officials, city staff, community leaders, and citizens in addressing appearance issues by doing the following:

- Establish and clearly define the image/brand that Muscatine wishes to portray.
- Detail the design elements that will help establish a more consistent and attractive community wide image.
- Coordination
- Specifically address the following:
 - Streets
 - Critical Corridors
 - Gateways
 - Community facilities
 - Signage
 - Landscaping
 - Public art
 - Neighborhoods and commercial districts
 - Land use regulations
 - Code enforcement
- Detail, regulatory changes, and aesthetical improvements necessary to implement this image.
- Identify key community appearance issues, both strengths and weaknesses.
- Identify specific locations that are vital to community appearance issues.
- Identify opportunities to enhance community appearance by leveraging community partnerships and planned projects.
- Prioritize key issues and opportunities.
- Identify issues for which more specific action plans need to be developed.

Policy C.1.A: The master community image/appearance plan will then be applied in the implementation of relevant Comprehensive Plan goals. All other community appearance goals tie back into this master community image/appearance plan.

Action C.1.B: A detailed master community image/appearance plan will be prepared with extensive public input.

The first step in developing a master community image/appearance plan is to establish and clearly define the image/brand that Muscatine wishes to portray. The efforts to define this brand/image are well underway. Work was done by University of Iowa graduate students on

this issue as part of the City's partnership with Iowa Initiative for Sustainability, their report on community image and branding was presented in May of 2014. This report has served as the starting point for community stakeholders to begin the process of clearly defining the image/brand of Muscatine.

Goal C.2: Streets (All streets)

Streets that create an attractive public realm, further community appearance goals, and be welcoming and comfortable places for people while safely accommodating vehicles.

Policy C.2.A: All street improvements and any landscaping, lighting, and sidewalks along streets, will be done in a manner that complies with the design standards contained within a master community image/appearance plan that will be created to implement Goal C.1 and has been adopted by the Muscatine City Council

Policy C.2.B: All street improvements improvement standards should take into account all of the following elements which have been identified as important by the community:

- Rolled curbs should be required in all feasible locations.
- Lighting
- Sidewalk width
- Bike routes
- Signage
- Bike racks
- Alleys

Action C.2.C: Develop standards that apply to all street that advance the master community image/appearance plan that will be created to implement Goal C.1 and has been adopted by the Muscatine City Council.

No actions taken.

Goal C.3: Critical Corridors (Enhanced Appearance on Specifically Identified Street Corridors)

Improve the appearance of specific street corridors, above and beyond any standards established to meet Goal C.2, which have been identified as critical to image/appearance of Muscatine. These corridors have been identified by the community as critical to the overall appearance and perception of Muscatine.

- **Mississippi Drive Corridor**
- **Park Avenue Corridor**, Park Avenue south of the U.S. 61 Bypass and 2nd Street from Park Avenue to the Norbert F. Beckey Bridge
- **Grandview Avenue Corridor**, Grandview Avenue between U.S. 61 and Green Street

- **Hershey Avenue Corridor**, Hershey Avenue from the U.S. 61 Bypass to Green Street
- **Mulberry Avenue Corridor**, from the U.S. 61 Bypass to Houser Street
- **Cedar Street Corridor**

Action C.3.A: Develop specific plans to improve the appearance of each identified corridor that complies with the design standards contained within a master community image/appearance plan that will be created to implement Goal C.1 and has been adopted by the Muscatine City Council.

Project C.3.B: Construct all improvements called for in the plans developed under Action C.3.B.

- *A landscaping plan for Cedar Street between Houser and Parham in currently being developed, the landscaping and other improvements being called for in this plan will be installed in the Spring of 2015 as part of the wrap up of the Cedar Street Project.*
- *The State of Iowa transferred jurisdiction of the Mississippi Drive Corridor to the City of Muscatine on July 1, 2014. The State also made a onetime payment of \$13,000,000 to the City as part of the transfer of jurisdiction. The Environmental Impact Statement (EIS) is scheduled for completion in December 2014. Final design anticipated to be completed in 2016, with construction to begin in 2017. Project will include significant aesthetic upgrades to Mississippi Drive.*
- *Preliminary design of the reconstruction of Mulberry Avenue from Houser to Palms Drive is underway, construction is expected to occur in 2016. This project will significantly enhance the aesthetics of the portion of Mulberry Avenue.*
- *The State of Iowa transferred jurisdiction of the Grandview Avenue Corridor to the City of Muscatine on July 1, 2014. The State also made a onetime payment of \$13,000,000 to the City as part of the transfer of jurisdiction.*

Goal CA.4: Gateways

Gateways into Muscatine will be attractive, contribute to improving the city's identity and help implement the master community image/appearance plan.

Policy C.4.A: Any gateway enhancement improvements will be done in a manner that complies with the design standards contained within a master community image/appearance plan that will be created to implement Goal C.1 and has been adopted by the Muscatine City Council.

Policy C.4.B: Following, and listed in order of priority in which they should be addressed are the gateways into Muscatine deemed critical to the image of Muscatine.

- U.S. 61 /Solomon Avenue intersection
- U.S. 61 Bypass/Highway 38 intersection
- U.S. 61 Bypass/Hershey Avenue intersection

- U.S. 61 at the entrance the Muscatine Municipal Airport
- Norbert F. Beckey Bridge
- Highway 22/University Drive intersection
- Stewart Road/Dick Drake Way intersection
- Cedar Street/U.S. 61 Bypass

Action C.4.C: Develop specific plans to improve the appearance of identified gateways that complies with the design standards contained within a master community image/appearance plan that will be created to implement Goal C.1 and has been adopted by the Muscatine City Council

Project C.4.D: Construct all improvements called for in the plans developed under Action C.4.C.

No actions taken.

Goal C.5: Community Facilities

Community facilities will be attractive and contribute to improving the City’s identity and help further community appearance goals.

- Parks
- Trails
- Government buildings & facilities

Policy C.5.A: Construction of and improvements to community standards in a manner that complies with the master community image/appearance plan that will be created to implement Goal C.1 and has been adopted by the Muscatine City Council.

No actions taken.

Goal C.6: Signage

Signage issues should be explored. Regulations for business signage should ensure appropriate business identification while minimizing the cluttered look of highway business corridors. Public signage should promote community identity, further community appearance goals, and visitor way finding.

Policy C.6.A: Signage should be regulated in a manner that is in harmony with the with the master community image/appearance plan that will be created to implement Goal C.1 and has been adopted by the Muscatine City Council.

Policy C.6.B: Signage along streets should occur at more uniform distance from the edge of the right-of-way.

Policy C.6.C: To the extent allowed by the Manual on Uniform Traffic Control Devices signage put up by the City of Muscatine should comply with the design standards contained within a master community image/appearance plan that will be

created to implement Goal C.1 and has been adopted by the Muscatine City Council.

Action C.6.D: Examine the possibility of capitalizing on the forthcoming replacement, in order to comply with a federal mandate regarding visibility, of nearly all street signs implementing the master community image/appearance plan that will be created to implement Goal C.1 and has been adopted by the Muscatine City Council

Action C.6.E: The rewriting of the zoning ordinance which includes sign regulations will be used to implement all relevant portions of Goal C.6.

The initial draft of a new zoning ordinance will complete by the end of 2014, this draft will be compliant with all policies contained within this goal.

Goal C.7: Landscaping

Develop and implement a plan to improve community appearance through coordinated and planned tree plantings and landscaping activities

Policy C.7.A: Landscaping along the edges of parcels fronting a public street, should be required for new developments.

Policy C.7.B: Parking lots for new developments of a determined type and size will be required to meet minimum landscaping and aesthetical enhancement requirements.

Policy C.7.C: Tree planting should be done in a manner that complies with the design standards contained within a master community image/appearance plan that will be created to implement Goal C.1 and has been adopted by the Muscatine City Council.

Policy C.7.D: In parking lots and near streets the planting of certain identified desirable varieties of trees is to be encouraged and the planting of certain identified undesirable varieties of trees will discourage and prohibited on municipal property, including right-of-ways.

Policy C.7.E: Roof top gardens and landscaping will be encouraged and promoted.

Action C.7.F: Detailed regulations to implement Policy C.7.A should be developed with extensive public and stakeholder input and in harmony with the community image/appearance master plan developed to fulfill Goal C.1.

Action C.7G: Detailed regulations to implement Policy C.7.B should be developed with extensive public and stakeholder input and in harmony with the community image/appearance master plan developed to fulfill Goal C.1.

Action C.7.H: Based on public input, the community image/appearance master plan developed to fulfill Goal C.1 and expert advice a list of desired, undesired, and nuisance varieties of trees for the planting in parking lots and near street will be developed.

Action C.7.I: Regulations to prohibit the planting on municipal property including rights-of-way will be adopted. varieties of trees identified as undesirable on the list prepared to fulfill Action C.7.H.

Action C.7.J: Regulations to prohibit the planting of tress identified as nuisances will be adopted, as a naissance on the list prepared to fulfill Action C.7.H.

- *The Cedar Street Reconstruction Project will include significant landscaping enhancement to the Cedar Street Corridor from Houser Street to Parham Street. Final plans for this landscaping is currently being made. Installation will occur in the spring of 2015.*
- *The initial draft of a new zoning ordinance will complete by the end of 2014, this draft will be compliant with all policies contained within this goal.*

Goal C.8: Public Art

Installation of public art that enhances the aesthetics and quality of life of Muscatine.

Policy C.8.A: The City of Muscatine will make municipally owned property available for the installation of public art.

Policy C.8.B: Costs associated with placement of obtaining and installing public art should come from non-municipal sources.

Policy C.8.C: In conjunction with the placement of any public art on municipal property it will be established what ongoing maintenance and upkeep will be necessary, who will be responsible for performing this maintenance and upkeep, and how it will be paid for.

Policy C.8.D: Public art should have the following characteristics:

- High longevity;
- Low maintenance;
- Subject matter that reflects Muscatine’s culture, history, people, and values;
- Designed for passive use;
- Increasing the value of the impacted sites;
- Creating iconic elements for City promotion.

Policy C.8.E: Placement of the art that provides maximum public use, visibility, and is within public usage areas or facilities. Locations that should be considered include:

- Parks;
- Public facilities;

- Gateways;
- Critical Corridors

Policy C.8.F: New public art will further community appearance goals and to implement the community image established in community image/appearance master plan developed to fulfill Goal C.1.

Action C.8.G: Identify and map high priority and/or iconic public places, including public lands, buildings and structures.

Action C.8.H: Develop a written City of Muscatine Public Art Policy, with input from community partners and stakeholders.

No actions taken.

Goal C.9: Neighborhoods and Commercial Districts

Improve the appearance of specifically identified neighborhood and commercial districts, that are not part of any identified corridor (Goal C.3) or gateway (Goal C.4), above and beyond any standards established to meet Goal CA.2, that have been identified and critical to image/appearance of Muscatine.

Policy C.9.A: The following areas have been identified by members of the community as needing this extra focus:

- Downtown
- West Hill Historic District
- Vicinity around the intersection of 5th Street and Mulberry Avenue
- Grandview Avenue Corridor

Action C.9.B: Prepare a detailed plan addressed to improve the image/appearance of the areas identified in Policy C.9.A. in a manner consistent with community appearance goals and to implement the community image establish in community image/appearance master plan developed to fulfill Goal C.1.

Action C.9.C: Make any necessary changes to the City of Muscatine Zoning Ordinance and other relevant land use regulations necessary to implement the plan developed under Action C.9.B.

Project C.9.D: Construct any improvements, if applicable called for in the plans developed under Action C.9.B.

- *The initial draft of a new zoning ordinance will complete by the end of 2014, this draft will be compliant with all policies contained within this goal.*
- *The State of Iowa transferred jurisdiction of the Grandview Avenue Corridor to the City of Muscatine on July 1, 2014. The State also made a onetime payment of \$13,000,000 to the City as part of the transfer of jurisdiction.*

Goal C.10: Land Use Regulations

Land use regulations that are structured to achieve community appearance goals.

Policy C.10.A: The City of Muscatine Zoning Ordinance and all other land use regulations will further community appearance goals and to implement the community image establish in community image/appearance master plan developed to fulfill Goal C.1.

Policy C.10.B: The City of Muscatine Zoning Ordinance and all other land use regulations will specifically the following community wide appearance /image issues.

- Unscreened storage in front and side yards.
- Fencing should be kept in good state of repair.
- Overgrowth of vegetation onto sidewalk, streets, and alleys.
- Strengthen existing regulations regarding weeds and junk.

The initial draft of a new zoning ordinance will complete by the end of 2014, this draft will be compliant with all policies contained within this goal.

Goal C.11: Code Enforcement

Implementation of the vision of the desired Muscatine contained within the Comprehensive Plan through effective code enforcement, cleanup efforts, and graffiti abatement.

Policy C.11.A: The City will continue to enforce applicable property maintenance, building, and zoning codes to minimize the physical deterioration of properties.

Action C.11.B: Promote and expand community-based neighborhood enhancement programs.

Action C.11.C: Emphasis will be placed on ensuring that the sides of properties abutting alleys are as compliant with City Code as the side of properties that abut streets.

Action C.11.D: The City will work with neighborhood and community groups to educate residents about their responsibility under City Code.

Action C.11.E: Promote and expand community-based neighborhood cleanup programs and graffiti abatement.

Action C.11.F: Increase amount of City resources dedicated to code enforcement and graffiti abatement.

- *In 2013 the City of Muscatine to 3,002 code enforcement complaints.*
- *The initial draft of a new zoning ordinance will complete by the end of 2014, this draft will be compliant with all policies contained within this goal.*

Goal C.12: Standardized Trash Cans

Reduce the litter problem, particularly in alleys, caused by winds blowing trash out of cans without lids and by animals breaking trash bags open and knocking over trash cans.

Policy C.12.A: Residents will be required to place trash in large lidded, wheeled standardized trash cans provided the City that can be automatically loaded by a garbage truck, similar to the way that curbside recycling material is currently collected by a contractor.

Policy C.12.B: Any new garbage trucks purchased by the City will be automated for collection, which will reduce the need for extra trucks on the roadways and require only a one person crew.

Policy C.12.C: Containers will feature the ability to keep rodents out and litter from escaping.

Action C.12.D: The City will implement containers for garbage disposal in phases and implementation will be done by staff recommendation.

- *Pilot program began in November of 2013 with the distribution of standardized trash can to 850 households.*
- *Expansion of the program by 3,000 households is budgeted for in the Fiscal Year 2015 budget.*

Goal C.13: Musser Public Library

The Musser Public Library will have the facility and the support necessary to continue to enhance the quality of life in Muscatine by operating as a cultural and educational center, offering lifelong learning enrichment opportunities through access to ideas, information and the arts.

Policy C.13.A: The Musser Public Library should be housed in a facility that is up to date, attractive, and effectively serves the needs of the community.

Policy C.13.B: Library technologies that promote efficiency and effectiveness in the delivery of information and library services will be utilized.

Policy C.13.C: Provide an information technology architecture that accommodates the changing requirements of delivering library services in the 21st century, while maintaining the traditional library services still greatly valued by the community.

Policy C.13.D: The City of Muscatine will provide budgetary support necessary for the Musser Public Library to continue to enhance the quality of life in Muscatine.

Action C.13.E: The Library Board of Trustees or a committee operating under the auspices and reporting to the Library of Trustees will prepare a long-range library facilities plan that addresses the evolving needs and aging facilities as well as the implementation of library technologies that promote efficiency and effectiveness in the delivery of information and library services. The following issues should be among those examined during the process to create a long-range library facilities plan:

- Necessary square footage
- Compliance with the Americans With Disabilities Act
- Parking
- Large meeting room
- Self-checkout system
- RFID technology

Project C.13.E: Implement the long-range library facilities plan prepared under Action C.13.F.

- *A new ADA compliant elevator will be installed in Fiscal Year 2015.*
- *A grant implement RFID checkout technology has been applied for.*

Goal C.14: Muscatine Art Center

The Muscatine Art Center will have the facility and the support necessary for the Muscatine Art Center to carry out its mission, continue to enhance the quality of life in Muscatine and to care for the collections of the Art Center.

Policy C.14.A: The Muscatine Art Center should maintain the historic integrity of the Musser house and original landscape, meet museum standards in providing appropriate environmental conditions for its collection, contain appropriate spaces for carrying out the organization’s educational mission and provide appropriate spaces for viewing historic and aesthetic objects.

Policy C.14.B: The Muscatine Art Center should have adequate storage capacity for housing the collection in a manner that meets museum standards and ensures long term preservation of the collection.

Policy C.14.C: The City of Muscatine will provide budgetary support necessary for the Muscatine Art Center to continue to enhance the quality of life in Muscatine.

Action C.14.D: Muscatine Art Center staff will work with staff from Public Works, Buildings and Grounds, and Parks and Recreation to determine the ongoing maintenance needs of the Muscatine Art Center and to create a maintenance plan. This plan will include details on prioritization, timing, and financing. The Art Center Board of Trustees, as part of its long range planning, will discuss the collection storage needs.

Project C.14.E: Implement the plan prepared under Action C.14.D.

Project C.14.F: Collaborate with Trinity Muscatine Hospital and other community partners to build a walking trail between the grounds of the Art Center and the hospital.

- *Electrical surge suppression system installed*
- *HVAC study completed. Currently humidity levels in the Art Center frequently do not meet museum standards.*

Goal C.15: Convention Center/Community Meeting Facility

Develop an indoor venue capable of hosting larger meetings and other events.

Policy C.15.A: The City of Muscatine will support, encourage, and promote the development of an indoor venue capable of hosting larger meetings and other events.

Policy C.15.B: The City of Muscatine will only directly participate in the construction or operation of an indoor venue capable of hosting larger meetings and other events, if a determination is made that such direct City participation is the only viable option to achieve the goal.

Policy C.15.C: The City of Muscatine will make appropriate incentives available for the development of an indoor venue capable of hosting larger meetings and other events, to the private sector.

Action C.15.A: A detailed study will be conducted with public input to determine:

- The demand for an indoor venue capable of hosting larger meetings and other events;
- What size facility is need to meet existing demand;
- What amenities and features are need to make the facility a success;
- Optimal location;
- Options for financing construction of such a facility;
- Options for how and who such a facility could be operated;
- Opportunities for making such a facility part of an existing or planner community facility.

Project C.15.D: Development of an indoor venue capable of hosting larger meetings and other events that is consistent with the recommendation of the study conducted in Action C.15.A.

As part of a larger redevelopment project, it is being prosed that the Marie Lindsey building on 2nd Street be redeveloped into an indoor meeting facility. The City is currently preparing and incentive package to assist this project to come to fruition.

Goal C.16: Stormwater

The City of Muscatine will be in compliance all relevant state and federal stormwater regulations.

Policy C.16.A: Proactively comply with relevant state and federal stormwater regulations.

Policy C.16.B: Promote management approaches and practices that reduce runoff and pollutant loading, and help manage runoff as close to its source as possible.

Action C.16.C: Continue to monitor and prepare for changes in regulatory requirements regarding stormwater.

Action C.16.D: Work with community partners to educate and inform the community about best management practice regarding stormwater and any changes in the regulatory environment.

Project C.16.E: Upon completion of work related to the West Hill Sewer Separation Project, redevelop the municipally owned lot at the corner of Cedar Street and 8th Street in pocket park that both enhances the appearance of Muscatine and demonstrates Low Impact Development storm water management practices.

- *A bioretention cell designed to infiltrate stormwater will be installed along Alley #1 as part of the work being done under a CDBG grant to beautify this area.*
- *The initial draft of a new zoning ordinance will complete by the end of 2014, this draft will be compliant with all policies contained within this goal, by mandating that the first 1.25" of runoff from parking lots be handled on-site through infiltration.*

Goal C.17: Community Events

Community events and activities that enhance civic pride and spirit, improve the health of, enhance the quality of life in Muscatine, and reflect the diversity of Muscatine.

Policy C.17.A: The City of Muscatine will organize, support, promote, assist with, or sponsor community events and activities that enhance civic pride and spirit, improve the health of, and enhance the quality of life in Muscatine.

Policy C.17.B: City of Muscatine support of, assistance with, or sponsorship of community events or activities should primarily be non-monetary in nature, such as the free use of City facilities or the providing of City services at no charge.

Policy C.17.C: City of Muscatine will only will organize, support, promote, assist with, or sponsor community events and activities that are non-profit in nature.

Policy C.17.D: Reflecting the diversity of the Muscatine community.

Action C.17.E: Promote and educate citizens about community events and activities.

Action C.17.F: Support calendar coordination and promotional efforts for community events activities.

Action C.17.G: Explore new opportunities to expand support of community events and activities.

Action C.17.H: Providing support of, assistance with or sponsorship of community events or activities should primarily be non-monetary in nature, such as the free use of

City facilities or providing of City services at no charge.

Action C.17.I: Track and report to the community the value of non-monetary support, such as the free use of City facilities or City services provided at no charge, to community events not organized by the City of Muscatine.

Action C.17.J: Continue to seek opportunities to work with community partners to, support, promote, assist with, or sponsor community events and activities that enhance civic pride and spirit, improve the health of, and enhance the quality of life in Muscatine.

Goal C.18: West Hill Sewer Separation Project

Complete the West Hill Sewer Separation project by 2028.

Policy C.18.A: The City of Muscatine will work with community partners to improve the public's understanding of the land use, transportation, and environment quality link.

Policy C.18.B: As future phases of the West Hill Sewer Separation Project are designed and constructed, to determine if work being done as part of the West Sewer Separation Project can be leveraged to achieve other goals set forth in the Comprehensive Plan.

Project C.18.C: Completion of the West Hill Separation Project in multiple phases.

West Hill Separation Project Phase II will be completed by the Fall of 2014, design work and engineering for Phase III is under way.

Goal C.19: East Hill Fire Station & Outdoor Warning Sirens

An average fire and emergency services response time of four minutes for the portion of Muscatine located east of Mad Creek.

Policy C.19.A: As best possible maintain an average fire and emergency services response time of four minutes for the portion of Muscatine located east of Mad Creek.

Policy C.19.B: Adequate coverage of all inhabited portions of the City of Muscatine by outdoor warning sirens.

Action C.19.C: Continue to monitor the average response time for fire and emergency response times for areas east of Mad Creek to determine if growth in this area has necessitated and can support the costs of the construction of a new fire station east of Mad Creek.

Action C.19.D: Continue to monitor for opportunities to work with other governmental organizations and community stakeholders to construct a new fire station east of Mad Creek by leveraging a grant, funding opportunity, or capital project.

Action C.19.E: When appropriate develop a detailed plan to finance and construct a new fire station east of Mad Creek.

Project C.19.F: Construct and outdoor warning siren to provide coverage to the newly annexed areas in and around Ripley's Mobile Home Park.

Outdoor warning sign installed in Ripley's Mobile Home Park.

Goal C.20: Community Gardens

Establish community gardens.

Policy C.20.A: The City of Muscatine will support and encourage to development of community gardens on both municipal and non-municipal properties.

Policy C.20.B: The City of Muscatine will allow for the establishment of community gardens on unused or underutilized municipal property.

Action C.20.C: The City of Muscatine will work with community partners interested in establishing community gardens to come up with a plan to do so.

Action C.20.D: The City of Muscatine will remove any hindrances to the establishment of community gardens that might be currently contained within the zoning ordinance.

Action C.20.E: The City of Muscatine will identify municipal property which are suitable both for the establishment of a community garden and are not currently being used for another public purpose which would be incompatible with a community garden. This list of suitable locations will be made available to the public.

Action C.20.F: The City of Muscatine will work with community partners in establishing the regulations and procedures needed to make municipal land available for the establishments of community gardens and by which they would be operated and maintained.

A community garden has been established in Taylor Park by volunteers as part of a Leadership Muscatine project.

Goal C.21: Blue Zones Project

Become a Blue Zones Project certified community by improving the overall well-being of the citizens of the City of Muscatine thus improving productivity, lowering health care costs, and improving the economy.

Policy C.21.A: Through appropriate council or administrative policies and built environment changes, the City of Muscatine will formally consider adoption of the following items as outlined in the Blue Zones Community Policy Pledge to achieve certification as a Blue Zones Community.

Action C.21.B: Pass a resolution or ordinance to adopt Complete Streets principles.

Action C.21.C: Ensure staff in charge of design has received training on how to design Complete Streets.

Action C.21.D: Adopt a comprehensive smoke-free policy for all indoor workplaces and public places and adopt a policy to address smoke-free multi-unit public housing.

Action C.21.E: Update zoning and building codes to encourage mixed-use development.

Action C.21.F: Adopt policies to promote outdoor dining.

Action C.21.G: Ensure that community gardens and farmers markets are allowable uses of City property.

Action C.21.H: Adopt healthy vending standards in municipal buildings and public parks.

Action C.21.I: Increase access to fresh-water drinking fountains.

Action C.21.J: Adopt a written worksite breastfeeding policy that provides space and time for breastfeeding for City employees.

- *Muscatine achieved certification as a Blue Zones Community in July of 2014.*
- *All actions listed under this goal were completed aside from making changes to the zoning ordinance to promote more mixed use development, this will be done as part of the zoning ordinance rewrite, and increasing access to fresh-water drinking fountains.*

Economic Development—Chapter 8

Goal ED.1: Low Unemployment

Muscatine County's (the smallest geographic level for which there are unemployment statistics) average annual unemployment rate will be declining and below that of the State of Iowa and the United States as a whole.

Policy ED.1.A: A low unemployment is recognized as critical component towards achieving the overall economic goal of Muscatine to have a strong, growing, durable, and diverse economy

Policy ED.1.B: Decreasing the unemployment rate will be a consideration in City policies, actions, and projects.

- *The City of Muscatine provided up \$880,000 of TIF incentives to the H.J. Heinz Company to expand their Muscatine operations. H.J. Heinz has guaranteed that at least 106 new jobs will be created as result of this expansion.*
- *For 52 consecutive months the reported monthly unemployment rate for Muscatine County was less than it was for the same month in the prior year.*

Goal ED.2: Livable Wages

An economy in which a growing number and proportion of jobs pay a livable wage, a wage that is sufficient to pay for all the costs associated with maintaining a household and keeps a stable, skilled workforce intact.

Policy ED.2.A: Increasing the number and proportion of jobs paying livable wages is recognized as critical component towards achieving the overall economic goal for Muscatine to have a strong, growing, durable, and diverse economy.

Policy ED.2.B: Increasing the number and proportion of jobs paying livable wages will be a consideration in City policies, actions, and projects.

Policy ED.2.C: The cost of living is an important component of what constitutes a living wage. Reducing or holding steady the cost of living will be a consideration in City policies, actions, and projects.

The development agreement with H.J. Heinz that provided TIF assistance for their expansion also included the following guaranteed wage levels for the jobs created:

- 100 hourly jobs worth a, \$11.56 starting wag, that are to increases to \$15.06 after 36 months
- 6 salaried jobs with a \$70,000 a year average wage

Goal ED.3: Reduction in Poverty

Successful economic development that results in the reduction of poverty in Muscatine.

Policy ED.3.A: Success in achieving this goal will be measured in a variety of ways including, but not limited to: percentage of the population that is below the poverty line and the percentage of students participating in the free and reduced lunch program.

Policy ED.3.B: Reduction of poverty is recognized as critical component towards achieving the overall economic goal of for Muscatine to have a strong, growing, durable, and diverse economy.

Policy ED.3.C: Reducing poverty will be a consideration in City policies, actions, and projects.

The following were the poverty rates reported for the City of Muscatine in 2012 American Community Survey, the most recent available data set, success in achieving this goal will see declines in these rates in coming years:

- All people: 13.9%
- Those under 18: 20.9%
- Those Over 65: 6.2%

The development agreement with H.J. Heinz that provided TIF assistance for their expansion also included the following guaranteed wage levels for the jobs created:

- 100 hourly jobs worth a, \$11.56 starting wag, that are to increases to \$15.06 after 36 months
- 6 salaried jobs with a \$70,000 a year average wage

Goal ED.4: Economic Development That Enhances the Quality of Life in Muscatine and the Quality of Life in Muscatine That Promotes Economic Development

Economic development will occur in a manner that enhances the quality of life in Muscatine and improvements to quality of life will promote successful economic development.

Policy ED.4.A: The City will assure economic development promotes other community qualities, such as livability and environmental quality that are necessary for a sustainable economic future.

Policy ED.4.B: The need to maintain Muscatine in compliance with federal air quality standards is recognized as a vital step to achieve Muscatine’s economic development goals.

Policy ED.4.C: To integrate land use planning, transportation planning, and environmental quality planning to make the most efficient use of public resources and to create a healthier and more livable environment.

Policy ED.4.D: To enhance the quality of life and the air quality in Muscatine the reduction of the length and frequency of trips made by automobiles by those living, working, or visiting Muscatine should be a consideration in all relevant City of Muscatine actions, policies, regulations, or projects.

Policy ED.4.E: Members of the community should have the opportunity to travel safely to their destination by foot or bike. All streets, sidewalks, trails, and crossings along identified critical routes for non-motorized travel will be improved and maintained to standards ensuring that they are safe for travel by foot, bike, wheelchair, and all other forms of legal non-motorized travel.

Action ED.4.F: The City of Muscatine will adopt land use polices that promotes a style of development that reduces the need for travel by automobile.

Action ED.4.G: The City of Muscatine will support efforts to maintain Muscatine in compliance with air quality standards.

Action ED.4.H: The City of Muscatine supports the recruitment of industries that will a positive or neutral impact on the community environment.

Policy ED.4.I: Recognize the economic development benefits of city and private sector investments in urban amenities like arts and culture, open space and recreational facilities, and high quality urban design. Strengthening the City’s assets in these areas as an explicit component of the City’s economic development strategy.

Action ED.4.J: Pursue joint ventures with private groups and individuals in developing cultural and recreational opportunities.

Policy ED.4.K: Encourage high quality design and urban amenities for public and private development, maintaining development standards to recognize that a quality built environment helps attract the talented workers who will sustain economic growth.

- *The City of Muscatine is working with private investors to assist with the Riverview Suites Development. The City has helped successfully obtain partial funding from the State of Iowa as part of the Iowa Reinvestment District Program. The City is currently working finalizing a development agreement to provide TIF financing to the product. Then Riverview Suites Development is composed of:*
 - *A 103-room hotel*
 - *A 200-plus stall parking garage located immediately behind the hotel.*
 - *A state-of-the-art conference center with 20,000 square feet of meeting space located in former Marie Lindsey Building, 129 W. Second St.*
 - *A walkway system extending over the streets of Muscatine connecting all of these buildings, as well as the existing Hotel Muscatine.*
- *The initial draft of a new zoning ordinance will complete by the end of 2014, this draft will be compliant with all policies contained within this goal.*
- *The FY 2015 budget contains \$50,000 for the construction of new sidewalks. The five gaps in the sidewalk network identified in conjunction MCSD will be the first to be addressed. A \$50,000 grant for sidewalk construction from the Wellmark Foundation has been applied for. The sidewalks will be constructed in the spring of 2015*
- *Work with community stakeholders on Pearl of the Mississippi Phase 3 has begun. The initial task is 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).*

Goal ED.5: Favorable Business Climate

A favorable business climate that leads to the formation, retention, expansion, and recruitment of businesses.

Policy ED.5.A: Creating a favorable business climate will be a consideration in City policies, actions, and projects.

Policy ED.5.B: Stimulate economic growth by supporting the formation, retention, expansion, and recruitment of businesses.

Policy ED.5.C: Encourage economic diversity through a mix of small and large businesses that provide a healthy balance of goods-producing and service-producing jobs.

Action ED.5.D: Promote specific industries or industry clusters that capitalize on Muscatine’s strengths and create higher paying, livable wage jobs. In particular, promote the retention and recruitment of businesses that are a good fit with skills of the Muscatine workforce.

Action ED.6.E: Work with community partners to showcase and promote Muscatine’s diverse economy, strategic location and high quality of life.

Action ED.5.F: Encourage businesses to locate in Muscatine through infrastructure improvements, zoning, and/or incentives.

Action ED.5.G: Identify, develop, and make publically available an inventory of vacant and underutilized parcels within the urban services boundary, including an accompanying map of these parcels. The vacant and underutilized parcels inventory will include as much information as possible to be well marketed, such as: location; site attributes; opportunities and constraints; funding sources that could be tapped based on particular site attributes; contamination issues; and development potential in relation to the Comprehensive Plan and Zoning Ordinance. The locations will be held in the Location One Information Services Database and maintained by Greater Muscatine Chamber of Commerce and Industry.

The initial draft of a new zoning ordinance will complete by the end of 2014, this draft will be compliant with all policies contained within this goal.

Goal ED.6: Retention and Expansion of Existing Businesses

Stimulate economic growth by supporting the retention and expansion of existing businesses with specific focus on retaining business headquarters.

Policy.ED.6.A: Promoting the retention and expansion of existing businesses will be a consideration in City policies, actions, and projects.

Policy.ED.6.B: Promoting retaining business headquarters will be a consideration in City policies, actions, and projects.

Action ED.6.C: Support and participate in efforts of retention and expansion of existing businesses with specific focus on retaining business headquarters.

Action ED.6.D: The City will review city polices and states code to determine if changes could that would keep more of the money the City spends in the Muscatine economy, but does not adversely impact the City’s financial health and stewardship of tax dollars.

Action ED.6.E: The City will conduct a study to determine if changes could be made to the City of Muscatine purchasing policies in a manner that would keep more of the money the City spends in the Muscatine economy, but does not adversely impact the City’s financial health and stewardship of tax dollars.

The development agreement with H.J. Heinz that provided TIF assistance for their expansion also included the following guaranteed wage levels for the jobs created:

- *100 hourly jobs worth a, \$11.56 starting wag, that are to increases to \$15.06 after 36 months*
- *6 salaried jobs with a \$70,000 a year average wage*

Goal ED.7: Recruitment and Establishment of New Businesses and Entrepreneurship

Stimulate economic growth by supporting the formation and recruitment of businesses and by creating an environment that fosters entrepreneurship.

Policy ED.7.A: Promoting the recruitment and establishment of new businesses and creating and creating an environment that fosters entrepreneurship will be a consideration in City policies, actions, and projects.

Policy ED.7.B: The City will allow opportunities for home based businesses that are compatible with existing and planned residential living environments.

Action ED.7.C: Support and participate in efforts to recruit new businesses to Muscatine.

Action ED.7.D: Support and participate in efforts to promote and facilitate entrepreneurship in Muscatine.

Action ED.7.E: Structure City policies, actions, and projects so that they support a local culture of entrepreneurial risk taking.

Action ED.7.F: Help identify facilities that may be used for small business start-ups or business relocations, including older structures that may be suitably reused for business purposes.

In September of 2014 a Small Business Forgivable Loan Program was established. This program's aim is help small businesses and foster development in targeted area by providing forgivable loans through TIF financing. Three small business TIF districts have been established (the Grandview Ave Corridor, Downtown, and the Park Avenue Corridor.)

Goal ED.8: A Strong Retail Sector

A growing and strong retail sector that captures a greater percentage of retail spending done by Muscatine residents and which attracts retail spending from those residing outside of Muscatine.

Policy ED.8.A: Promoting the growth of the retail sector of the local economy will be a consideration in City policies, actions, and projects.

Action ED.8.B: Support and participate efforts to promote the growth of the City's retail sector will be a consideration in City policies, actions, and projects.

Action.ED.8.D: Work with community partners to showcase and promote Muscatine’s diverse economy, strategic location and high quality of life.

Action.ED.8.E: Create and use an inventory of all vacant, underperforming, and distressed retail properties to inform the creation of targeted redevelopment strategies.

No actions taken.

Goal ED.9: Retain Within the Muscatine Economy a Greater Percentage of the Wages Paid by Muscatine Employers

Grow the Muscatine economy by retaining within Muscatine more of the wages paid by Muscatine business establishments. By increasing the percentage of those who work in Muscatine also living in Muscatine over the next decade a higher percentage of those dollars earned in Muscatine should be spent in Muscatine.

Policy ED.9.A Recognize all the goals, policies, actions, and projects contained within the Comprehensive Plan intended to make Muscatine a more desirable place to live as critical implementation strategies to achieving the goal of increasing the percentage of the Muscatine workforce that reside in Muscatine.

Policy ED.9.B: The City of Muscatine will work to ensure that available and desirable housing stock serving all segments of the Muscatine workforce exist in Muscatine.

Action ED.9.C: Perform, on a regular basis, an analysis of the existing housing stock in the Muscatine area to determine if there are gaps in the existing housing stock that is causing some of those working in Muscatine to choose to reside outside of Muscatine.

Action ED.9.D: Work with community partners to study to determine what factors causing some with jobs in Muscatine to decide to live outside the Muscatine area and commute into Muscatine on a regular basis.

Action.ED.9.E: Work with community partners to develop and then implement specifically targeted marketing of Muscatine as an ideal place to live to those relocating from out of the area to take a job in Muscatine.

Action.ED.9.F: Work with community partners to develop and then implement a specifically targeted marketing of Muscatine as an ideal place to live whom already have a job in Muscatine and are commuting into Muscatine on a regular basis.

- *The City of Muscatine partnered with the University of Iowa and the Iowa Initiative for Sustainability to examine the issue of why some who work in Muscatine are choosing to live elsewhere. Graduate students associated Iowa Initiative for Sustainability conducted a focus group study on this question. Their report is a starting point for the community to begin addressing this issue.*

- *Work with community stakeholders on Pearl of the Mississippi Phase 3 has begun. The initial task is 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).*

Goal ED.10: Workforce Development

Business establishments in Muscatine will be able to successfully staff existing and new positions with employees capable of meeting the needs of businesses.

Action ED.10.A: Actively support and facilitate continued efforts of the educational and business community to contribute to the health of Muscatine’s economy through post-secondary education plans, programs, and activities.

Action ED.10.B: Actively support and facilitate efforts to promote the development of Muscatine’s workforce.

Action ED.10.C: Actively support and facilitate efforts to promote the development of Muscatine’s workforce.

Action ED.11.D: Actively support and facilitate efforts to recruit workers with needed job skills.

Action ED.10.E: Support and participate in efforts to ensure businesses will be able to successfully staff existing and new positions with employees capable of meeting the needs of businesses will be a consideration in City policies, actions, and projects.

No actions taken.

Goal ED.11: Economic Development Partnerships

Continue and grow cooperative partnerships for planning, monitoring, and implementing economic development plans and activities. The City of Muscatine should work with regional jurisdictions, community economic development organizations, the educational community, the business sector, neighborhood organizations, and citizens in order to help attain and sustain a healthy, diversified economy.

Action ED.11.A: The City will coordinate its economic development activities and plans for economic growth with other jurisdictions, businesses, citizens, and the educational community in order to help meet economic development goals.

Action ED.11.B: Build on the strengths of Muscatine’s diverse residents, businesses, and organizations to increase connections and relationships with other countries to grow Muscatine’s economy.

Action ED.11.C: Continue to support the Greater Muscatine Chamber of Commerce and Industry, the Muscatine Convention and Visitors Bureau, and all other relevant organizations and entities in their efforts to reinforce and strengthen the Muscatine economy.

Action ED.11.D: Work with regional jurisdictions, community economic development organizations, the educational community, the business sector, neighborhood organizations, and citizens to monitor the City's economic vitality and revise economic development plans as needed.

Action ED.11.E: Provide a continuous, consistent, and comprehensive system of public/private communication to facilitate public/private cooperation.

Action ED.11.F: Ensure that local business officials are aware of and kept up to date on city, state, and federal programs, services, and activities that may be of use or assistance to local businesses

Action ED.11.G: Work with community partners to ensure the City's marketing and development efforts are leveraging other such efforts in the community.

- *The City of Muscatine continues to be active participant in the Greater Muscatine Chamber of Commerce and Industry.*
- *The City of Muscatine continues to support and house the Muscatine Convention and Visitors Bureau.*

Goal ED.12: City of Muscatine Policies and Regulations

City of Muscatine policies and regulations will promote economic development and strike a balance between economic development, the maintenance of high quality municipal services, quality of life, and the financial health of city government.

Policy ED.12.A : The City of Muscatine land use regulations will be reasonable, predictable, and stable.

Action ED.12.B: The City will develop and adopt zoning, permitting, and financial incentives that encourage development consistent with the goals of the Comprehensive Plan.

Action ED.12.C: The City will periodically review and update its policies, land use regulations, and other efforts to ensure the City's land use program is responsive to changes in the economic structure, and is adaptable to businesses changing development needs.

The initial draft of a new zoning ordinance will complete by the end of 2014, this draft will be compliant with all policies contained within this goal.

Goal ED.13: Public Infrastructure

The City of Muscatine will have the public infrastructure and offer the public services necessary to promote and sustain a positive business climate.

Policy ED.13.A: Maintain and construct the public infrastructure necessary to promote and sustain a positive business climate.

Policy ED.13.B: Offer the public services necessary to promote and sustain a positive business climate.

Policy ED.13.C: The public infrastructure and service needs of existing business and economic opportunities will a key consideration in the selection, design, and timing of public infrastructure projects undertaken by the City of Muscatine.

Action ED.13.D: Aggressively seek funding to extend or enhance the public infrastructure and services to serve areas where infill or greenfield development are designated to attract new or expanded commercial and industrial development.

Action ED.13.E: Support the expansion and development of sophisticated communication capabilities.

Action ED.13.F: The City will continue to pursue aggressive public safety programs designed to protect residents, businesses, and their investments.

In Fiscal Year 2014 the City spent \$9,702,000 on capital improvement projects, in Fiscal Year 2015 \$ 8,430,000 is budgeted for capital improvement projects. Nearly all investment in public infrastructure improvements improve to the business climate to some degree, the following projects have the most notable impact of the business climate.

- ***Cedar Street reconstruction project***
- ***Colorado Street reconstruction project***
- ***CDBG Downtown Revitalization Project:*** *In July of 2013 the City was awarded a Community Development Block Grant in the amount of \$500,000 to revitalize approximately 27 buildings in the downtown area. Work will include relocation of electrical lines, building renovation, and other site improvements.*
- ***Water Pollution Control Plant Hauled Waste Dump Site Project:*** *Completion of this project will allow for local businesses to dispose of fats, oils, and grease waste locally. Currently this waste must truck to the Quad Cities or Iowa City.*
- ***Geneva Creek Channel Shaping Project:*** *Periodic maintenance is needed to satisfy federal requirements for the Geneva Creek levee system in the area of the Heinz plant. This project will address erosion conditions and sediment in Geneva Creek near the Isett Avenue bridge. Maintaining a levee that is federally certified is necessary to maintain viability of the Heinz plant, a major employer, both in terms of flood protection and the cost of insurance in the area that the levee protects.*

Goal ED.14: Incentives

The City of Muscatine will effectively use incentives to promote economic development in a manner that is both consistent with the goals of the Comprehensive Plan, and financially sound.

Policy ED.14.A: The goals of the Comprehensive Plan will be part of criteria used in determining if the City of Muscatine should create an active program or provide incentives to particular economic development projects or actions. The more goals of a Comprehensive Plan that any potential economic development incentive program, project, or action can be demonstrated to help implement, the more supportable it is.

Action ED.14.B: Use incentives to encourage revitalization, modernization, or rehabilitation of deteriorated properties, buildings, and blighted areas for new economic activity.

Action ED.14.C: Use incentives to encourage business expansion, relocation, or retention in manner consistent with the goals of the Comprehensive Plan.

- *The City of Muscatine provided up \$880,000 of TIF incentives to the H.J. Heinz Company to expand their Muscatine operations. H.J. Heinz has guaranteed that at least 106 new jobs will be created as result of this expansion.*
- *In September of 2014 a Small Business Forgivable Loan Program was established. This program's aim is help small businesses and foster development in targeted area by providing forgivable loans through TIF financing. Three small business TIF districts have been established (the Grandview Ave Corridor, Downtown, and the Park Avenue Corridor.)*

Goal ED.15: Adequate Supply of Land for Industrial and Commercial Development

Ensure there is an adequate supply of land that is readily available for commercial or industrial development. These sites should be located so that they are both attractive to industrial or commercial development, compatible with surrounding current and planned land uses, are zoned appropriately, and have the necessary infrastructure.

Policy ED.15.A: Maintaining an adequate supply of usable industrial and commercial land in appropriate locations will be a consideration in the preparation of a revised Zoning Ordinance.

Action ED.15.B: Conduct an assessment of the currently available supply of land that is useable for industrial and commercial development and project future demand for such land.

Action ED.15.C: Include a section that details how this goal is being met in the staff report that will accompany a revised Zoning Ordinance.

Action ED.15.D: The City of Muscatine will work with community partners to identify and promote sites that can be suitably developed for a variety of local employment projects including business and industrial parks, office and professional centers, and retail activities

There is currently an adequate supply of land that is readily available for commercial or industrial development.

Goal ED.16: Development and/or revitalization of specifically targeted areas

Seek development and/or revitalization of specifically targeted areas through partnerships with community stakeholders and by leveraging infrastructure improvements, aesthetic enhancements, incentives, and a review of land use regulations.

- Downtown
- Grandview Avenue Corridor
- Park Avenue Corridor

Action ED.16.A: Work with community and neighborhood stakeholders to develop plans to develop and revitalize specifically targeted areas through a partnership with community stakeholders and by leverage of infrastructure improvements, aesthetic enhancements, incentives, and a review of land use regulations.

Action ED.16.B: Provide incentives to encourage the revitalization and utilization of specifically targeted areas for redevelopment in accordance with the plans developed under action ED.16.A.

Action ED.16.C: Examine and make any necessary changes to zoning and zoning ordinances that are necessary to promote revitalization/development in the targeted areas in accordance with the plans developed under action ED.16.A.

Action ED.16.D: Work with community and neighborhood stakeholders in specifically targeted areas to make the aesthetic enhancements in accordance with the plans developed under action ED.16.A.

Action ED.16.E: Work with community partners to promote economic development in the specifically targeted areas.

Action ED.16.F: Support in efforts to ensure businesses will be able to successfully staff existing and new positions with employees capable to meet the need of businesses will be a consideration in City policies, actions, and projects.

Project ED.16.A: Infrastructure improvement necessary to develop the plans developed under action ED.16.A.

- *In September of 2014 a Small Business Forgivable Loan Program was established. This program's aim is help small businesses and foster development in targeted area by providing forgivable loans through TIF financing. Three small business TIF districts have*

been established (the Grandview Ave Corridor, Downtown, and the Park Avenue Corridor.)

- *The initial draft of a new zoning ordinance will complete by the end of 2014, this draft will be compliant with all policies contained within this goal.*

Housing—Chapter 9

Goal H.1: Housing Quality: A high-quality living environment in all neighborhoods, the preservation of stable residential neighborhoods, and where necessary, improvement of the condition of existing housing stock in Muscatine.

Policy H.1.A: Promote upgrading and remodeling of residential structures, rather than demolition and new construction.

Policy H.1.B: The City of Muscatine will work to ensure that there is desirable housing stock available to all segments of the Muscatine workforce.

Policy H.1.C: Building code requirements for the rehabilitation of existing buildings should protect the safety of building occupants, while also recognizing the need for flexibility that comes with rehabilitating existing buildings

Action H.1.D: Encourage rehabilitation and improvement programs to conserve and upgrade existing properties and buildings.

Action H.1.E: Implement a tax abatement program to support the revitalization of established neighborhoods, particularly blighted areas, by incentivizing renovation of existing homes.

Action H.1.F: Implement a tax abatement program to support the renovation in a manner that preserves there historic character of structures in designated historic districts.

Action H.1.G: Promote the use of local, state and federal programs that are intended to foster reinvestment and redevelopment of polluted, blighted and abandoned properties.

Action H.1.H: Land use regulations, including the zoning ordinance, will be revised to more effectively implement Goal H.1.

Action H.1.I: Perform, on a regular basis, an analysis of the existing housing stock in the Muscatine area to determine if there are gaps in the existing housing stock that is causing some of those working in Muscatine to choose to reside outside of Muscatine.

- *Continued the rollout of a tax abatement program designed to spur privatization. This program was approved by the City Council in 2013, and it offers homeowners a three years, or five years in the West Hill Historic District, exemption from the actual value*

added by the improvements to the property, if such improvements increased this assessable value of the property by at least 10%.

- *The initial draft of a new zoning ordinance will complete by the end of 2014, this draft will be compliant with all policies contained within this goal.*
- ***CDBG Downtown Revitalization Project:*** *In July of 2013 the City was awarded a Community Development Block Grant in the amount of \$500,000 to revitalize approximately 27 buildings in the downtown area. Work will include relocation of electrical lines, building renovation, and other site improvements.*

Goal H.2: Code Enforcement

A high-quality living environment and the implementation of the vision of the desired Muscatine contained within the Comprehensive Plan through effective code enforcement.

Policy H.2.A: The City will continue to enforce applicable property maintenance, building, and zoning codes to minimize the physical deterioration of properties.

Action H.2.B: The City will work with neighborhood and community groups to educate residents about their responsibility under City Code.

Action H.2.C: Promote and expand community-based neighborhood cleanup programs.

Action H.2.D: Increase amount of City resources dedicated to code enforcement.

In 2013 the City of Muscatine responded to 3,002 code enforcement complaints.

Goal H.3: Revitalization

The revitalization of established neighborhoods, particularly blighted areas by promoting development that conserves land, protects historic resources, promotes pedestrian accessibility, and integrates different uses of property. Remediation and reuse of existing sites, structures, and infrastructure is preferred over new construction in undeveloped areas

Policy H.3.A: Promote upgrading and remodeling of residential structures, rather than demolition and new construction.

Policy H.3.B: Building code requirements for the rehabilitation of existing buildings should protect the safety of building occupants, while also recognizing the need for flexibility that comes with rehabilitating existing buildings.

Action H.3.C: Encourage rehabilitation and improvement programs to conserve and upgrade existing properties and buildings.

Action H.3.D: Implement a tax abatement program to support the renovation in a manner that preserves their historic character of structures in designated historic districts.

Action H.3.E: Promote the use of local, state and federal programs that are intended to foster reinvestment and redevelopment of polluted, blighted and abandoned properties.

- ***CDBG Downtown Revitalization Project:*** In July of 2013 the City was awarded a Community Development Block Grant in the amount of \$500,000 to revitalize approximately 27 buildings in the downtown area. Work will include relocation of electrical lines, building renovation, and other site improvements.
- *Continued the rollout of a tax abatement program designed to spur revitalization. This program was approved by the City Council in 2013, and it offers homeowners a three year, or five years in the West Hill Historic District, exemption from the actual value added by the improvements to the property, if such improvements increased this assessable value of the property by at least 10%.*

Goal H.4: Infill

Increase new residential development on vacant lots in portions of the City already served by public infrastructure.

Policy H.4.A City policies, regulations, and projects should promote residential infill development.

Policy H.4.B: Ensure that residential infill projects are well-designed and compatible with surrounding uses and building types. Residential infill should be of a type, scale, orientation, and design that maintains or improves the character, aesthetic quality, and livability of the neighborhood.

Policy H.4.C: Recognize that residential infill development is not inherently “good” simply because it is infill, or a higher density because it is higher density. Where increased density is recommended the benefits of infill must be balance among many community and neighborhood goals.

Action H.4.D: Take advantage of already existing investments in infrastructure extension and improvement, by implementing a tax abatement to promote development on vacant parcels in currently existing subdivisions which are not yet built out.

Continued the rollout of a tax abatement program designed to infill. This program was approved by the City Council in 2013, and it offers homeowners an exemption from assesement on the first \$75,000 of a new home assessed at least \$200,000 for a period of five years in one of five existing subdivision that are not full developed.

Goal H.5: Downtown Housing

A strong residential component to Downtown which provides residents an attractive lifestyle that includes the opportunity to bike or walk to meet their daily needs and carry out other activities. This lifestyle is attractive to people of all ages and incomes and facilitates a vibrant Downtown environment.

Policy H.5.A: City policies and programs should be designed in a manner to ensure that there are attractive and available housing opportunities in Downtown, serving all segments of the Downtown area workforce.

Action H.5.B: Evaluate zoning and land use regulations to ensure policies allow for and encourage Downtown housing through rehabilitation and preservation of existing buildings, infill development and new construction.

Action H.5.C: Evaluate zoning and land use regulations to ensure that they are assisting in ensuring that all segments of the demand for Downtown housing are being met.

In the past year 14 new housing units have been constructed or are under construction downtown in existing building that were previously non-residential in use.

Goal H.6: Historic Districts

Increased investment and revitalization of housing within designated historic districts

Policy H.6.A: Maintain the historic character of housing in historic districts.

Action H.6.B: Implement a tax abatement program to support structural renovation in a manner that preserves their historic character of homes in designated historic districts.

Continued the rollout of a tax abatement program designed to spur privatization. This program was approved by the City Council in 2013, and it offers homeowners a three years, or five years with the West Hill Historic District, exemption from the actual value added by the improvements to the property, if such improvements increased this assessable value of the property by at least 10%.

Goal H.7: Affordability

Increase housing affordability without sacrificing long-term quality of life.

Policy H.7.A: Affordable housing, defined as housing that costs no more than 30% of a household's annual income, should be available to as many Muscatine households as possible.

Policy H.7.B: When addressing affordable housing issues both rental and owner occupied housing will be considered.

Policy H.7.C: Ensuring an adequate supply of affordable housing will be a consideration in City policies, actions, and projects.

Policy H.7.D: Disperse affordable housing opportunities throughout Muscatine.

Policy H.7.E: Promote greater densities or use of land for housing in a manner that helps to reduce development and future operating costs for housing. Infill, redevelopment, cluster development, mixed-use buildings, and life-cycle cost analysis, and location-efficient mortgage financing tend to efficiently provide opportunities to minimize the costs of housing.

Action H.7.F: Promote the continued production and preservation of low-income housing through incentive zoning mechanisms.

Action H.7.G: To the extent possible, promote a variety of ownership programs to reinforce stability of housing for some income groups.

Action H.7.H: Address the portion of housing costs that are comprised of energy usage, by fostering and promoting energy conservation programs and provide model prototypes and information through pilot programs or the City's own modeling of long term savings.

No actions taken.