

City of Muscatine
DRAFT Goals
Adopted December XX, 2015

Long-Term Goals

- Partner with local organizations and governments to combine services or cooperate where feasible and appropriate
- Position the City to address potential shortfalls in revenue due to state and federal mandates and work to leverage local funding with grants
- Work to retain Tax Increment Financing (TIF) as a municipal economic development tool
- Increase community awareness and engagement (Tell Muscatine's story)
- Attract employees that work in Muscatine, but do not live in Muscatine. Target a population of 25,000 by 2020, 30,000 by 2030

Council and Management Agenda 2015-16

Community and Economic Development

- Evaluate programs and opportunities for economic development
- Market economic development programs
 - Create signage (July 2016)
 - Work with local banks, real estate companies to promote plans and incentives (March 2016)
- Focus on "supply or value chain" business attraction/retentions
- Create an economic development strategic plan targeting key sectors and work with the University of Iowa and Iowa State University to attract business developed on campus.
 - Identify programs and opportunities March 2016
 - Create plan of action by August 2016
- Evaluate creation of port authority and municipal port:
 - Submitted LIFTS Grant: Award early 2016
 - Feasibility Study: Complete 2016
 - Grants 2016: USED/TIGER, USDOT, Others
 - Small Concept/Test Run/Trials 2016
 - Permits: 2016 and 2017
 - Engineering/Design: 2016/17
 - Tentative Construction: 2017/18

Housing

- Conduct a housing demand study (July 2016 start date)
- Focus on new housing development in key areas
- Mixed use, starter homes, single family, and downtown (high quality)
- Evaluate and promote opportunities and incentives for infill

Programs and Services

- Complete the rewrite of the 1974 Zoning Ordinance (Adoption 2016)
- Continue to improve in-depth sessions to include departmental reviews

Marketing, Communication, and Engagement

- Develop a marketing plan for the City of Muscatine in cooperation with the Greater Muscatine Chamber of Commerce and Industry (GMCCI), Muscatine School District, Muscatine Community College, Unity Point - Trinity Muscatine, Convention and Visitors Bureau (CVB), Community Improvement Action Team (CIAT), and local industry (Budget March 2016, Hire firm June 2016)
- Enhance the City's updated website and expand the use of social media tools for public communication
- Align technological resources to improve the services provided, information access, and convenience of citizens, organizations, and visitors
- Prepare a city communications plan (March 2016)

Continuous Service Improvement.

- Improve organizational effectiveness and enhance interdepartmental cooperation
- Develop a plan to incorporate community sustainability principles of economic prosperity, environmental integrity and cultural vibrancy into all short and long term planning.
- Bring technology to the field (drive efficiency)
- Work with downtown businesses and residents to create a clean and inviting environment (Winter 2015-2016)

Projects, Programs and Placemaking

- Implement CIP with focus on existing infrastructure
- Mississippi Drive (2016) and Grandview Avenue (2019)
 - Preliminary design and public meetings (2015-16)
 - Property acquisition (2016)
 - Bid (February or March 2017)
 - Construction (2017-18)
- Pearl III (CIAT, IISC, and placemaking projects) – develop and maintain local amenities for residents and that attract/retain a quality workforce
 - Develop marketing and funding plan (CIAT)
- Mulberry Avenue Construction (2016)
- CSO (Multiple phases through 2028), Update financial plan in 2016
- Airport Reconstruction of Primary Runway (2016)
- Art Center HVAC (Envelope and HVAC) (May 2016 Start Date)
- City Hall HVAC and building envelope plan
- Riverfront Master Plan
- WPCP Receiving Station and Waste to Energy Project
- Reforestation