

**City of Muscatine
Goals
Adopted November 6, 2014**

Long-Term Goals

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

Council and Management Agenda 2015-16

Economic Development

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

Housing

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

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

Programs and Services

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

Marketing

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

Continuous Service Improvement.

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

Capital Projects

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