

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

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

**Council and Management Agenda 2014-15**

Quality of Life

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

Fiscal Responsibility

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

Economic Development

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

## Marketing

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

## Lean/Continuous Service Improvement

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

## Capital Projects

- Pearl of the Mississippi Phase 3 – Depending on IISC results, work with community entities to bring forth a concept plan and identify projects to maximize funding opportunities and success (Soccer/multi-use fields, former Hawkeye site, Mad Creek trail, dog park, band shell).
- Mississippi Drive Corridor (2014-15 obtain environmental approvals and identify potential funding sources).
- Colorado Street (Substantial completion 2014)
- Cedar Street (Substantial completion 2014)
- Mulberry Avenue planning and design (2015)
- CSO (Multiple phases through 2028)
- Airport Layout Plan (Master Plan) 2014
- Airport Rehab of Primary Runway (2014-15)