

**City of Muscatine
DRAFT Goals
Adopted 2016-XX-XX**

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.

Council and Management Agenda 2017-18

Community and Economic Development

- Evaluate areas, programs and opportunities for economic development
 - Industrial Park (South End)
 - Highway 38-61 Industrial Park/Mixed Use Development
 - Additional tax abatement areas
 - Downtown façade program
 - Review additional areas for housing or commercial tax abatement
- Market economic development programs
 - Create and review signage opportunities
 - Work with local banks, real estate companies and others to promote plans and incentives
- Develop Port based upon feasibility study results:
 - Submitted LIFTS Grant: Awarded 2016
 - Feasibility Study: Complete 12/2016
 - Grants 2016/17: USED/ATIGER, USDOT, & others
 - Permitting 2017
 - Engineering/Design: 2017
 - Tentative Construction: 2018-19
- Begin long-term planning and redevelopment of the "Carver Corner" area
- Adopt policies on public art and communications on city-owned land and rights-of-way.

Housing

- Promote infill opportunities and evaluate opportunities to improve current housing stock (voluntary and involuntary opportunities), including the adoption of a property maintenance code and non-residential design guidelines

- Review and redevelop nuisance and city-owned properties
- Conduct a housing demand study (April 2017)
 - Market the study, communicate the need
 - Community presentations - public, banks, real estate agents, developers
 - Web and social media
 - Identify public, private and partnership opportunities
 - Identify infrastructure needs and code changes to implement study

Programs and Services

- Complete the rewrite of the 1974 Zoning Ordinance
 - First Wave: Currently under legal review, targeted adoption (January/February 2017)
 - Second Wave: Will be comprised of new sign regulations, wind turbine regulations, and updates to all existing zoning districts (Adoption in Fall 2017)
 - Third Wave: Begin work of form based zoning, starting with the Grandview Ave corridor (Late 2017)
 - Develop a youth diversion program for at risk youth in cooperation with the Police Department and County Attorney's Office

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 2016/17, GMCCI Hires Northstar Fall/Winter 2016)
- Enhance the City's website, expand the use of social media tools for public communication and improve Channel 2 public programming/information
- Participate in the National Citizen Survey (see if, where and how we have "moved the needle") and review the use of online departmental surveys to measure performance and citizen satisfaction (To be reviewed during the budget process)
- Continue communication efforts with a focus on increasing transparency and ease of use. Investigate and develop dashboards (visual metrics) for public, council and staff use (i.e. Opengov.com or internal program)

Continuous Service Improvement (Processes, Technology and Efficiency)

- Improve organizational effectiveness and efficiency
- Bring technology to the field (drive efficiency)
- Work with GMCCI, downtown businesses and residents to create a clean and inviting environment (2017)

Sustainability

- Develop a Sustainable Muscatine program to incorporate community sustainability principles of economic prosperity, environmental integrity and cultural vibrancy into the City Comprehensive Plan. This will integrate public, private and non-profit groups as well as individuals to build sustainability practices into planning, budgeting and operations locally and regionally.

Projects, Programs and Placemaking

- Develop a plan for the renewal of the Local Option Sales Tax continuing its focus on sewer separation and streets
- Infrastructure: Maximize current resources, look for operational efficiencies, focus on preventive and deferred maintenance, and look for “green” initiatives that are feasible and demonstrate long-term benefits.
- Implement CIP with focus on existing infrastructure
- Mississippi Drive (2016-18) and Grandview Avenue (Funding 2019)
 - Preliminary design and public meetings (2015-16)
 - Property acquisition (2016-17)
 - Bid (February or March 2017)
 - Construction (2017-18)
- Explore Placemaking projects – develop and maintain local amenities for residents that attract and retain a quality workforce (aesthetics)
- Combined Sewer Overflow (CSO) (Multiple phases through 2028), Update financial plan in 2017
- City Hall HVAC and building envelope plan
- Riverfront Master Plan (Winter 2016-2017)
- WPCP Receiving Station and Waste to Energy Project
- Library Transition to the new HNI Community Center and Musser Public Library
- Review opportunities for reuse of the “old” Musser Public Library
- Reforestation
- Solid Waste Operations Review/Evaluation
- Review and discuss options for the Allen Street Storm/Sewer Issues