

**City of Muscatine
Goals
Adopted 2017-12-07**

Ongoing Opportunities

- Attract employees that work in Muscatine, but do not live in Muscatine. Focus on new employees entering the Muscatine workforce.
- 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, work to leverage local funding with grants, and increase the City's General Fund Balance.
- Work to retain Tax Increment Financing (TIF) as a municipal economic development tool.
- Increase community awareness and engagement (Tell Muscatine's story).

Council and Management Agenda 2018-19

Community and Economic Development

- Evaluate areas, programs and opportunities for economic development
 - Update the City's Urban Renewal and Revitalization Areas (TIF and Tax Abatement)
 - Industrial Park (South End) – Create new TIF District
 - Highway 38-61 Industrial Park/Mixed Use Development
 - Create new TIF and tax abatement districts
 - Create a downtown façade program
- Market economic development programs
 - Budget for and create/review website and signage opportunities.
 - Work with local banks, real estate companies and others to promote plans and incentives
- Develop Port based upon feasibility study results:
 - Research and prepare grants USEDA, TIGER, USDOT, FEMA, etc.) 2017
 - Permitting and environmental review 2018
 - Engineering/Design for related infrastructure: 2018/19
 - Construction to follow permitting and environmental clearance
- Develop vision and prepare RFP for the redevelopment of the "Carver Corner" area
- Adopt policies or guidelines on public art and communications on city-owned land and rights-of-way (CIAT or Council Subcommittee).
- Develop a comprehensive plan or vision for the downtown.
 - Design and construct 2nd Street "Streetscape" project addressing stormwater at the same time

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 sell, redevelop, repurpose or demolish nuisance and city-owned properties (create assets versus liabilities)
- Implement and market the Housing Demand Study(Downtown, Single Family, Multi Family, Pocket Neighborhoods, etc.)
 - Conduct community presentations that communicate the need
 - Add web and social media content
 - Assemble developable sites
 - 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
 - Sign regulations, property maintenance codes, home-based businesses, and form based zoning
 - Develop a youth diversion program for at risk youth in cooperation with the Police Department, School District, Juvenile Probation and other parties. Educate and train staff.

Marketing, Communication, and Engagement

- Develop and implement 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, Muscatine Power and Water, Unity Point - Trinity Muscatine, and the Convention and Visitors Bureau (CVB)
- Enhance the City's website, expand the use of social media tools for public communication, and explore opportunities for a city mobile application (app)
- 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 downtown and other areas in need (i.e. gateways and major corridors)
- Evaluate LEAN in local government and whether to continue the initiative and if so, in what format

Sustainability

- Develop a Sustainable Muscatine program and the associated policies 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, facilities and operations locally and regionally.

- Establish a broad-based stakeholder group or committee to draft guidance documents or policies.
- Evaluate “green” facility initiatives (solar power, lighting, automated lighting, etc.)

Key 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.
- Update and Implement CIP with focus on existing infrastructure
- Mississippi Drive (2018-19)
 - Finalize 2nd and Mulberry, Carver Corner, and Broadway to Carver Corner
- Grandview Avenue (2019-20)
- Explore Placemaking projects – develop and maintain local amenities for residents that attract and retain a quality workforce (aesthetics, pocket parks, native plantings, low maintenance, appropriate trees)
 - Implement Pearls of Progress CAT Grant
- Combined Sewer Overflow (CSO) (Multiple phases through 2028), Phase 4 2018
- City Hall HVAC and building envelope plan
- Riverfront Master Plan – Develop Implementation Strategy and work to implement low cost items
- Develop 2nd Street “Streetscape” Plan and scope
- WPCP Receiving Station and Waste to Energy Project
- Library Transition to the new Musser Public Library and HNI Community Center
- Review opportunities for reuse of the “old” Musser Public Library building or site
- Reforestation (Grants, CSO, Downtown, Riverfront, Grandview, right-of-way, EAB)
- Solid Waste Operations Review/Evaluation
- Review and discuss options for city-wide Stormwater and Sewer Issues
- Rezone and work to acquire IDOT maintenance facility for public safety and public works needs as well as to implement a regional stormwater management area (infiltration and retention)

Pride in Muscatine

- Work to develop a positive reputation for Muscatine in the region
- Work to create strong community and neighborhood events with active participants
- Encourage participation in Muscatine, whether it be in local government or with any of the other numerous opportunities
- Create or improve public gathering places
- Work to create a strong sense of community
- Work to have more people calling Muscatine their “hometown”
- Market the many good things happening in Muscatine
- Strengthen community service partnerships