



City of Muscatine Goals Adopted 2019.12.05

Ongoing Opportunities

- Develop and implement strategies to grow Muscatine's population by attracting employees that work in Muscatine to choose to live in Muscatine. Focus on new employees entering the Muscatine workforce.
- Provide programs, services, and projects that support and improve the quality of life for current and future Muscatine residents, and enhance the experience for visitors to Muscatine.
- Ensure that the City has the necessary staff and funding levels to sustain and improve core services while also improving quality of life.
- Promote positive community engagement, positive civil discourse, and community pride.
- Position the City to address potential shortfalls in revenue due to state and federal mandates, work to leverage local funding with grants, work to retain Tax Increment Financing (TIF) as a municipal economic development tool, and continually work towards maintaining or increasing the City's General Fund balance.

Council and Management Agenda 2020-21

Community and Economic Development

- Promote and market economic development programs.
 - Monitor the City's Urban Renewal and Revitalization Areas (TIF and Tax Abatement)
 - Highway 38-61 Industrial Park/Mixed Use development and infrastructure
- Determine disposition of the "old" library.
- Adopt and implement policies or guidelines on public art and communications on city-owned land and rights-of-way (Public Art Advisory Commission).
- Develop a vision for community gateways.
 - Park Avenue - Bypass to Colorado
 - Grandview Avenue - Dick Drake Way to Houser
 - Highway 22 (East and West)

Housing



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- Promote quality housing through the adoption of a revised rental housing code.
- Create a list of vacant properties and identify opportunities and funding for re-use or demolition.
- Identify partnerships to address infill opportunities identified in the Housing Demand Study.
- Review potential for low income assistance for property maintenance (i.e. CDBG).

Programs and Services

- Continue to review and assess Information Technology (IT) security needs.
- Maintain and adapt programs, activities, and facilities to serve all segments of the community (LENA, Sunset Park After-School, Housing Self-Sufficiency Program, Juvenile Diversion Program, free recreation special events, free Art Center programming, etc.).
- Implement sidewalk inspection program targeting safe routes to schools.
- Evaluate and implement replacing Spring Cleanup Week with regularly scheduled bulk pick up days.
- Develop Organics Recovery (food waste) Program (2021).

Marketing, Communication, and Engagement

- Participate with the CVB and Greater Muscatine Chamber of Commerce and Industry (GMCCI) to develop and implement a marketing plan.
- Continue to explore technology based opportunities to improve communications between the City and Muscatine residents.
- Implement and promote the use of calendar year metrics in OpenGov.
- Create social media campaign to promote #hometownmuscatine and/or additional hashtags.
- Encourage citizen participation in Muscatine's future, whether in local government or with any of the other numerous opportunities available.

Continuous Service Improvement (Processes, Technology and Efficiency)

- Pursue organizational effectiveness, efficiency, cooperation, transparency, and customer service.



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- Bring technology to the field (drive efficiency).
- Support Continuous Service Improvement (i.e., LEAN initiatives).

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.
- Integrate public, private, and non-profit groups as well as individuals to build sustainability practices into planning, budgeting, facilities and operations locally and regionally.

Key Projects, Programs and Placemaking

- 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.
- Create master plan for the former IDOT maintenance facility for public safety and public works needs.
- Create a storm water management plan for the former IDOT maintenance facility area.
- Implement the CIP with a focus on existing infrastructure.
- Explore, develop, and implement placemaking strategies with a focus on projects to enhance the Muscatine experience for residents and visitors, and attract and retain a quality workforce (aesthetics, pocket parks, native plantings, low maintenance, and appropriate trees).
- Grandview Avenue (2020-21).
- Park Avenue (2020) from Highway 92 bridge to Colorado Street (2020).
- Combined Sewer Overflow (CSO) (Multiple phases through 2028), Phase 4 2018-2020.
- Prioritize and identify partners and funding sources for implementation of Riverfront Master Plan.
- WRRF (Water Resource and Recovery Facility) Waste to Energy Project.
- Reforestation (Grants, CSO, Downtown, Riverfront, Grandview, right-of-ways, Eastern Ash Borer).
- Review and discuss options for city-wide Stormwater and Sewer opportunities.



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- Negotiate with multiple partners to determine feasibility of demountable flood wall on the riverfront.
- Mandated redundant force main from Musser Park to WRRF (must be completed by 2026).
- Community needs and feasibility assessment on indoor infrastructure for youth, adult, family, recreation, performing arts, banquet activities, and other programming.
- City Hall HVAC and building envelop plan.