

**City of Muscatine
Goals
Adopted 12-06-2018**

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. Explore opportunities for joint meetings.
- 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 2019-20

Community and Economic Development

- Evaluate areas, programs and opportunities for economic development
 - Monitor the City's Urban Renewal and Revitalization Areas (TIF and Tax Abatement)
 - Evaluate the new Federal Opportunity Zones rules and potential to participate
 - Industrial Park (South End) – Create new TIF District
 - Highway 38-61 Industrial Park/Mixed Use development and infrastructure
 - 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:
 - Monitor infrastructure grant opportunities
 - Review final feasibility and partnership opportunities
- Develop vision and prepare RFP for the redevelopment of the "Carver Corner" area and "old" library.
- 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 and our gateways
 - Design and construct 2nd Street "Streetscape" project addressing stormwater at the same time

Housing

- Promote and communicate 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 potential for low income assistance for property maintenance (i.e. CDBG)
- Budget for or identify grants for building demolition and/or acquisition
- Work with community and neighborhood stakeholders to develop plans to improve and revitalize specifically targeted areas in partnership with community stakeholders to leverage infrastructure improvements, aesthetic enhancements, incentives, and land use regulations processes.
- Review and sell, redevelop, repurpose or demolish nuisance and city-owned properties (create assets versus liabilities)
- Market the Housing Demand Study (Downtown, Single Family, Multi Family, Pocket Neighborhoods, etc.)
 - Identify public, private and partnership opportunities
 - Identify infrastructure needs and code changes to implement study

Programs and Services

- Monitor and review the youth diversion program for at risk youth in cooperation with the Police Department, School District, Juvenile Probation and other parties. Educate and train staff. Review opportunities to incorporate a high risk youth program
- Continue to educate staff and council on security issues (active killer, etc.). Review and complete security upgrades at City Hall and all City facilities
- Review and assess IT staffing and security needs, including the potential to outsource adding staffing needs.

Marketing, Communication, and Engagement

- Review (make it our own), prioritize, 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)
- Market the many good things happening in Muscatine
- 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”
- Strengthen community service partnerships

Continuous Service Improvement (Processes, Technology and Efficiency)

- Improve organizational effectiveness, efficiency, cooperation and transparency and customer service
- 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)
- Continue to support LEAN initiatives and city-wide process improvements
 - Rework and present training to employees (ongoing process)
 - Identify employees across departments who have an interest in training and reinvigorating the program
 - Benchmark with local businesses and the Iowa Lean Consortium

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.

Key Projects, Programs and Placemaking

- 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 the CIP with focus on existing infrastructure
- Mississippi Drive
 - Construct 2nd and Mulberry, Carver Corner (at time of redevelopment), and review options for Broadway to Carver Corner.
- Grandview Avenue (2019-20)
- Park Avenue reconstruction from the bridge to Colorado Street.
- 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)
 - Complete implementation of Pearls of Progress CAT Grant (Trail)
- Combined Sewer Overflow (CSO) (Multiple phases through 2028), Phase 4 2018-2020

- City Hall HVAC and building envelope plan
- Riverfront Master Plan – Develop Implementation Strategy
- Construct 2nd Street “Streetscape” Plan and scope
- WRRF (Water Resource and Recovery Facility) Phase 2 Waste to Energy Project
- Reforestation (Grants, CSO, Downtown, Riverfront, Grandview, right-of-way, EAB)
- Review and discuss options for city-wide Stormwater and Sewer opportunities
- Create master plan for the former IDOT maintenance facility for public safety and public works needs as well as to implement a regional stormwater management area (infiltration and retention)
- Community needs and feasibility assessment on indoor infrastructure for youth, adult, family, recreation, performing arts and banquet activities and programming
- Review budget and funding opportunities to allow street repair and maintenance (i.e. full depth patch work) to begin in March or April.