

STRATEGIC PLAN

2016 → 2021 → 2031

EXECUTIVE SUMMARY

Mayor and
City Council



Moline, Illinois
May 2016



Lyle Sumek Associates, Inc.
9 Flagship Court
Palm Coast, FL 32137-3373

Phone: (386) 246-6250
Fax: (386) 246-6252
E-mail: sumekassoc@gmail.com

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STRATEGIC FRAMEWORK

VISION 2031

“Desired Destination for City of Moline”

PLAN 2021

“Map to City of Moline’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of Moline City Government”

BELIEFS

“How the Moline City Government Should Operate”

Moline Vision 2031

MOLINE 2031

is a *VIBRANT RIVER CITY* ⁽¹⁾

with an *ALIVE DOWNTOWN*,⁽²⁾ *DYNAMIC
GROWTH SOUTH OF THE ROCK RIVER* ⁽³⁾

and a choice of *LIVABLE NEIGHBORHOODS*.⁽⁴⁾

MOLINE 2031

has *QUALITY EDUCATION OPPORTUNITIES*,⁽⁵⁾
a *STRONG LOCAL ECONOMY WITH DIVERSE JOBS*,⁽⁶⁾
ATTRACTIVE AND THRIVING MAJOR CORRIDORS ⁽⁷⁾
and *OPPORTUNITIES FOR A HEALTHY AND
ACTIVE LIFESTYLE* ⁽⁸⁾

**MOLINE –
River Gateway to Opportunities**

Vision 2031

Guiding Principles

PRINCIPLE 1

VIBRANT RIVER CITY

► Means

1. Young adults and families attracted to living here and raising their families
2. Quality and accessible parks and athletic fields for recreation and tournaments
3. Increased population in the City
4. Increased housing opportunities for diverse lifestyles
5. Reputation as the place to live, and the place to do business
6. Unique riverfront development with distinctive features
7. Network of paths and trails connecting various community destinations and the Quad Cities

PRINCIPLE 2

ALIVE DOWNTOWN

► Means

1. iWireless Center serving as a regional destination for sports and entertainment
2. Rail station surrounded by transit-oriented development
3. Quality office space with high occupancy rate
4. People living in Downtown with choices of quality residential units
5. High quality, locally owned restaurants attracting residents and the Quad Cities
6. Convenient, affordable parking
7. Beautiful inviting area linked to the River
8. Things to do: entertainment, shopping, sports activities, cultural arts and community events

PRINCIPLE 3

**DYNAMIC GROWTH SOUTH OF THE
ROCK RIVER**

► Means

1. Residential development on Indian Bluffs with mixed housing types and price points at Case Creek, Bealer Farms and Pryce Farms
2. Airport Business Park developed with high occupancy
3. Successful retail business serving the area
4. Quality parks and athletic fields
5. Expanded air service with larger jets and more direct flights
6. Expanded City services including a police substation, fire station and library
7. People make the choice to live here versus Iowa

PRINCIPLE 4

LIVABLE NEIGHBORHOODS

► Means

1. Residents feel secure and are safe at home and in their neighborhood
2. Well maintained, quality neighborhood infrastructure: streets, utilities, sidewalks, alleys, storm water management
3. Strong neighborhood associations in which residents are highly involved and taking responsibility for their neighborhood
4. High percentage of homeownership in single family homes
5. Convenient access to quality parks and recreational amenities
6. Preservation of neighborhood character and charm
7. Walkable neighborhoods linked to community destinations

PRINCIPLE 5

QUALITY EDUCATION OPPORTUNITIES

► Means

1. Western Illinois University developed as a four year institution with graduate programs and linked to the needs of the community and employers
2. Recognition as one of the top public schools in the Quad Cities
3. City-School working collaboratively as partners to address community issues
4. Expanded vocational training opportunities available in Moline
5. Modernized schools with technology and other educational tools
6. Opportunities for lifelong learning through Black Hawk Community College and Western Illinois University

PRINCIPLE 6

STRONG LOCAL ECONOMY WITH DIVERSE JOBS

► Means

1. John Deere Corporation headquarters and other offices and plants
2. I-74 bridge completed facilitating movement from Illinois to Iowa
3. SouthPark Mall area reconfigured with expanded retail and entertainment businesses
4. Small businesses starting up and growing
5. Expanded airport with larger planes and more direct flights to major destinations
6. Variety of retail businesses: locally owned, national chains and destination
7. Support for an entrepreneurial spirit with investments in new and emerging businesses

PRINCIPLE 7

**ATTRACTIVE AND THRIVING MAJOR
CORRIDORS**

► **Means**

A. Avenue of the Cities

1. Well maintained and upgraded buildings – attractive and beautiful without blight
2. Variety of retail businesses
3. Easy access to businesses from the street with convenient parking for businesses and customers
4. Variety of restaurants: chain to locally owned

B. John Deere Road

1. Attractive and beautiful corridor
2. Variety of restaurants
3. Successful reconfigured South Park Mall with entertainment and retail for the region
4. Destination retail attracting visitors for the weekend
5. Easy access and convenient parking
6. Regional destination for shopping and eating

PRINCIPLE 8

**OPPORTUNITIES FOR A HEALTHY AND
ACTIVE LIFESTYLE**

► **Means**

1. Biking, walking and running trails connecting the City and linked to the region
2. Top quality athletic fields for recreation and tournaments
3. Variety of recreation programs and activities for all generations
4. Top quality, well designed and well maintained parks with a variety of unique amenities located throughout the City
5. Convenient access to the river for recreational activities and competition
6. Availability of top quality medical and healthcare services

Moline City Government Mission

The MISSION of MOLINE CITY GOVERNMENT

*is to act in a **FINANCIALLY RESPONSIBLE** manner*

*while providing **QUALITY AND EFFICIENT CITY SERVICES***

*and creating a **SUSTAINABLE CITY.***

Moline City Government City Services

No Choice: Core Services

Govern the City
Manage public records
Plan, manage storm water system
Plan for, respond to and recover from an emergency
Manage and respond to public information requests

Choice: Daily Living

Provide, treat and distribute water
Collect, treat and dispose wastewater
Plan, build and maintain roads and bridges
Patrol the community
Prevent and suppress fires
Enforce laws and ordinances
Provide emergency medical services and transport
Remove snow
Plan for the City's future
Collect, dispose solid waste
Operate 9-1-1 Communications/Dispatch Center

Choice: Quality of Life

**Plan, build and maintain parks:
active and passive, community and neighborhood**

Maintain alleys

Seek compliance/enforce housing and nuisance codes

Support the iWireless Center

Recycle solid waste: residential and commercial

Manage traffic flow and control

Stimulate economic growth

Investigate crimes and prepare cases for prosecution

Plan, build and maintain trails, bike lanes

Community Add-Ons: Enrich Lives

Operate Public Library

**Plan, build and maintain athletic fields:
recreation and national tournaments**

Participate in Metropolitan Gang Task Force

Support Renew Moline

Preserve the environment and natural resources

Plan, build and maintain sidewalks

Regulate land uses and development quality

Support small business promotion and marketing

Provide parking management and enforcement

Other City Services

Plan, maintain specialty parks: disc golf, dog park, etc.

Plan, build and maintain streetscapes and medians

Collect and dispose of leaves

Preserve Moline's history and heritage

Operate and maintain a marina and boat launches

Support and fund community events

Plant, maintain and trim trees and landscaping

Inform the community: residents and businesses

Review and approve plans, inspect buildings

Provide recreational classes, programs and activities

Maintain and operate Aquatic Center

Support community events sponsored by others

Operate and maintain cemeteries

Support and fund community organizations

Provide housing assistance and manage housing units

Manage open space

Operate and manage the Garden Center

**City of Moline
Goals 2021**

Financially Strong City with Cost-Effective Services



Strong Local Economy – The Confidence to Invest



Moline – Great Place To Live



Upgrade City Infrastructure and Facilities

GOAL 1	FINANCIALLY STRONG CITY WITH COST-EFFECTIVE SERVICES
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- Objectives**
1. Deliver City services in the most cost-effective and efficient manner
 2. Adequate revenues to support defined and prioritized City services
 3. Strong City – resident partnerships working together for community betterment
 4. Align City services to available resources

- Short-Term Challenges and Opportunities**
1. Unfunded City liabilities: pension, healthcare costs
 2. Addressing the \$1.46 million deficit in next year’s budget
 3. Continued decline in sales tax revenues and assessed property values
 4. Labor contracts impacting the City organization’s capacity to change
 5. Pro labor work environment: minimum staffing level, minimum wages, performance evaluations and accountability
 6. Decline in revenues means City service reductions or eliminations

► Actions 2016 – 2017	PRIORITY
<i>Policy Agenda</i>	
1. Pension Liability	Top Priority
2. Grants Development Strategy	Mod Priority
3. Training, Development Certification	Mod Priority
4. Healthcare Cost Containment	
5. Succession Planning and Process	
6. Corporate Communications Plan/Position	
<i>Management Agenda</i>	
1. City Owned Land Disposal	High Priority
2. Classification and Compensation Restructure	

► **Actions 2016 – 2017 (Continued)**

PRIORITY

Management in Progress

1. Police Captain: Hiring
2. Migration to Prairie Cat Catalog
3. Stormwater Billing System: Update
4. Summer Reading 2016 – “Read for the Win”
5. Consolidated 9-1-1 Communications Center
6. City Health Plan Finalization
7. Recruitments and Selection
 - a) Firefighter/Paramedic
 - b) Police Officer
8. Library Strategic Plan: Completion
9. GIS Updates: 2014 Aerial Photos
10. “Booked for the Night” Gala
11. Public Works: Hiring
12. Window Server 2003: Elimination
13. Records Retention Plan
14. Labor Contracts
 - a) UAW Local 2282
15. Station Alerting System: Upgrade (P25 Compliance)
16. Fire Mentoring Program: Development
17. Human Resources Handbook
18. Wi-Fi for Police – Arbitrator Uploads
19. Library Public Computers/Workstations: Replacement
20. Fire Standard Operating Guidelines
21. IT Consolidation: Library and City Network Services and Resources
22. Riverside Cemetery Mapping
23. Bond Refinancing on Service 2007
24. Fire Rapid Response Team: Development
25. Fire Administrator Position: Proposal, Funding
26. Fire Captain Relocation to Station 2
27. Self Contained Breathing Apparatus Replacement (Grant Funded)
28. Vacant City Owned Land Property Sale
29. Affordable Care Analysis: Impact Analysis
30. Pension Reform: State Advocacy

GOAL 2	STRONG LOCAL ECONOMY – THE CONFIDENCE TO INVEST
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- Objectives**
1. Retain and expand local businesses
 2. Expand commercial development along John Deere Road Corridor
 3. Expand commercial development along Avenue of the Cities
 4. Develop Western Illinois University Campus and Riverbend Commons

- Short-Term Challenges and Opportunities**
1. Little or no residential development
 2. State of Illinois legal framework impacting business development and investment: tax structure, minimum wage, TIF regulations, annexation
 3. Perception of Iowa: lower taxes and fees
 4. Strong investment in Iowa: single family homes, industrial development
 5. Developer reliance and expectations of City economic incentives

► Actions 2016 – 2017	PRIORITY
<i>Policy Agenda</i>	
1. Restaurant/Retail Attraction Strategy	Top Priority
2. John Deere Road Corridor Business Development	Top Priority
3. Residential Development: 9 Homes (2016), 18 Homes (2017)	High Priority
4. Spiegel Building Development	High Priority
5. SouthPark Mall Revitalization	Mod Priority

► **Actions 2016 – 2017 (Continued)**

PRIORITY

Management Agenda

1. Chase Building Development
2. Multi Modal Station/Hotel Development
3. Garfield School Development
3. Residential Development on 6th Avenue

Top Priority

Top Priority

Top Priority

High Priority

Management in Progress

1. Fire Business and Hazardous Materials Inspection: Review
2. Avadyne/H & R Accounts Development
3. Chick-fil-A Development
4. QCCVB: Mens ISC World Series Fastball Tournament
5. Mills at Riverbend Commons: Development Agreement
6. Power Wash Development
7. Air Service Expansion (Chamber of Commerce)

Major Projects

1. I-74 Bridge Project

GOAL 3	MOLINE – GREAT PLACE TO LIVE
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- Objectives**
1. Increase major corridor vibrancy with more retail, restaurants, and expanded activities
 2. Increase City population
 3. Develop quality of life amenities that make people want to live in Moline

- Short-Term Challenges and Opportunities**
1. Attracting quality of life businesses: restaurants and retail
 2. Decline in older neighborhoods with aging housing stock needing upgrade, repairs or modernization
 3. Funding for quality of life amenities to make Moline a more desirable place to live
 4. Reducing visual blight and irresponsible property owners and tenants
 5. Lack of indoor programming and athletic game space

► Actions 2016 – 2017	PRIORITY
<i>Policy Agenda</i>	
1. Avenue of the Cities Redevelopment	Top Priority
2. Marketing Program “Why Moline”	High Priority
3. Prospect Park Pavilion: Direction	Mod Priority
4. Tennis/Pickleball Court	
<i>Management Agenda</i>	
1. Free Citywide Wi-Fi Internet Service	High Priority
2. Nuisance Properties Acquisition for Rehabilitation and Resale	

► **Actions 2016 – 2017** (*Continued*)

PRIORITY

Management in Progress

1. The Point Development: Close on Property
2. Hawk Hollow Development
3. Summer Youth Camp at Green Valley
4. Programming Special Events Calendar
5. Consolidated Plan: Update
6. Urban Housing TOD Study (Technical Assistance)
7. NSP 2 Closeout
8. Subdivision Administrative Guidebook
9. North Slope Improvement

Major Projects

1. McCandless Park: Pavilion
2. Millennium Park Playground Replacement: Funding
3. Autumn Trails Development: Agreement, Foreclosure, Construction
4. Riverside Tennis Courts (Fund Raising)

GOAL 4

UPGRADE CITY INFRASTRUCTURE AND FACILITIES

► Objectives

1. Upgrade quality of streets and sidewalks
2. Well maintained utility system
3. Well maintenance City buildings and facilities

► Short-Term Challenges and Opportunities

1. Aging and deteriorating City infrastructure: residential streets, water mains, sewer lines, sidewalks, alley, facilities
2. Inadequate funding for City infrastructure maintenance and replacement
3. Falling further behind in infrastructure maintenance and repairs
4. Funding for new City infrastructure to support economic growth and residential development
5. Deferred maintenance of City buildings and facilities
6. Water discoloration in certain neighborhoods
7. Increasing regulations and new requirements impacting infrastructure and service delivery

► Actions 2016 – 2017

Policy Agenda

1. City Building Maintenance Plan
2. Red Water Solution
3. City Infrastructure Plan: Funding
4. Sidewalk Policy and Funding

PRIORITY

Top Priority

High Priority

High Priority

► **Actions 2016 – 2017 (Continued)**

PRIORITY

Management Agenda

1. Fiber Optic Cable in Public ROW

Management in Progress

1. River Multi-Modal Transportation Plan: Adoption
2. ISAWWA Visitation Day at Drinking Water Plant
3. Water Division Customer Service Improvements
4. South Slope Wastewater Treatment Plant Discharge Permit: Actions to Address Special Conditions
5. South Slope Wastewater Treatment Plant Collection Area Study
6. Compressed Natural Gas: Vehicle Purchase
7. GPS/AVL Locators on All Public Works Vehicles
8. Rock Island Arsenal: Proposal for Water and Sewer Service

Major Projects

1. Green Valley Diamond #6 and #7 Scoreboard Replacement
2. McCandless Park Shelter Demolition and Replacement
3. Fire Station 3 and 4 Roof Replacement
4. South Slope Thickener and Roof Project
5. Green Valley Park: Fields #5 Champion Field
6. LED Lighting Upgrades for Buildings and Facilities (with Mid American)
7. Server Room HVAC Installation
8. Fiber Optic Network: RFP
9. Server Room Fire Suppression RFP
10. Police Surveillance Cameras: Upgrade RFP
11. Municipal Services Radio System Replacement
12. LT2 Source Water Monitoring (Drinking Supply)
13. Millennium Park: Enhancements
14. Sylvan Island Bridge
15. North Slope Wastewater Treatment Plant Improvements
16. Public Electric Vehicle Charging Stations Location and Installation
17. Ben Butterworth Bike Path: Improvements
18. Water Plant Rehabilitation Project
19. North/South Bike Sharrow: One Location
20. Brick Sidewalks in Downtown: Re-Setting

City of Moline Policy Agenda 2016 – 2017

TOP PRIORITY

Restaurant/Retail Attraction Strategy
John Deere Road Corridor Business Development
City Building Maintenance Plan
Avenue of the Cities Redevelopment
Pension Liability

HIGH PRIORITY

Marketing Program “Why Moline”
Residential Development: 9 Homes (2016), 18 Homes (2017)
Spiegel Building Development
Red Water Solution
City Infrastructure Plan: Funding

MODERATE PRIORITY

Grants Development Strategy

Training and Development Certification

Prospect Park Pavilion: Direction

SouthPark Mall Revitalization

City of Moline Management Agenda 2016 – 2017

TOP PRIORITY

Chase Building Development
Multi-Modal Station/Hotel Development
Garfield School Development

HIGH PRIORITY

Residential Development on 6th Avenue
City Owned Land Disposal
Free Citywide Wi-Fi Internet Service

City of Moline

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