

STRATEGIC PLAN

2015 → 2020 → 2030

EXECUTIVE SUMMARY

Mayor and
City Council



Moline, Illinois
May 2015



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STRATEGIC FRAMEWORK

VISION 2030

“Desired Destination for City of Moline”

PLAN 2020

“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 2030

MOLINE 2030

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 2030

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 2030

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 life style
5. Reputation as the place to live, and the place to do business
6. Unique riverfront development with distinctive feature(s)
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 and personal 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 feeling 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. South Park 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 upgrade 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, fund community events

Plant, maintain and trim trees and landscaping

Inform the community: residents and businesses

Review and approve plans, inspects buildings

Provide recreational classes, programs and activities

Maintain and operate Aquatic Center

Support community events sponsored by others

Operate and maintain cemeteries

Support, fund community organizations

Provide housing assistance and manage housing units

Manage open space

Operate and manage the Garden Center

**City of Moline
Goals 2020**

Upgrade City Infrastructure and Facilities



Strong Local Economy – The Confidence to Invest



Financially Strong City with Cost-Effective Services



Moline – Great Place To Live

GOAL 1	UPGRADE CITY INFRASTRUCTURE AND FACILITIES
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- **Objectives**
1. Upgrade quality of streets and sidewalks
 2. Well-maintained utility system
 3. Improve quality of alleys
 4. Well-maintenance City buildings and facilities
 5. Develop quality trail system connecting community destinations
 6. Extend utilities south of the Rock River

- **Short-Term Challenges and Opportunities**
1. Aging and deteriorating City infrastructure: residential streets, water mains, sewer lines, sidewalks, alley
 2. Inadequate funding for City infrastructure maintenance and replacement
 3. Falling further behind in infrastructure maintenance and repairs
 4. Increasing long term funds for residential streets and alleys: maintenance and upgrades
 5. Funding for new City infrastructure to support economic growth and residential development
 6. Increasing number of City infrastructure major failures

- **Actions 2015 – 2016**
- | | |
|--|-----------------|
| <i>Policy Agenda</i> | PRIORITY |
| 1. Residential Streets Program: Report, Direction, Funding | Top Priority |
| 2. 24 th Avenue Sidewalk: Direction, Funding | High Priority |
| 3. Ben Butterworth Bike Path Improvements | |
| 4. Green Valley Park: Field #5 Champion Field | |

► **Actions 2015 – 2016** (*Continued*)

PRIORITY

Management Agenda

1. 12th Street Retaining Wall
2. Sylvan Island Bridge
3. River Multi Modal Transportation Plan

Top Priority

High Priority

Management in Progress

1. Winter Snow Removal Operations/Pre-Treatment Expansion (Salt Brine Production)
2. Metro Link on Riverfront BRT Feasibility Study (IDOT Funded)
3. Riverfront Multi Modal Transportation Plan
4. South Slope Wastewater Treatment Plant Discharge Permit: Actions to Address Special Conditions
5. South Slope Wastewater Treatment Plan Collection Area Study
6. Rock River Floodway Modeling and Map: Update
7. Bi-State Transportation Model: Update/Long Range Transportation Plan: Update
8. Drinking Water Treatment Process Optimization Study: Implementation
9. Compressed Natural Gas: Implementation
10. GPS/AVL Locator on All Public Works Vehicles (at time of purchase)

Major Projects

1. UV System Operational Trail at Water Plant
2. 7th Street Elevated Water Tank: Inspection
3. John Deere Road – 6 Lane (IDOT Project): Utility Relocations
4. North Slope Wastewater Treatment Plant Improvements
5. Wastewater Treatment Plant: Upgrade
6. Discolored Water in Dead End Areas Project

GOAL 2

**STRONG LOCAL ECONOMY – THE
CONFIDENCE TO INVEST**

► Objectives

1. Retain and expand local businesses
2. More “quality” job opportunities for living wage jobs
3. Develop Western Illinois University Campus and Riverbend Commons
4. Increase and leverage private-public partnership investments in development and redevelopment
5. Develop industrial and business parks and/or sites south of the Rock River
6. Expand commercial development along John Deere Road Corridor
7. Expand commercial development along Avenue of the Cities

► Short-Term Challenges and Opportunities

1. State of Illinois legal framework impacting business development and investment: tax structure, minimum wage, TIF regulations, annexation
2. Perception of Iowa: lower taxes and fees
3. Developer reliance and expectations of City economic incentives
4. Supporting small business development and growth
5. Perception: Illinois schools not as good as Iowa schools
6. Strong investment in Iowa: single family homes, industrial development

► Actions 2015 – 2016

PRIORITY

Policy Agenda

1. Collector Center Development: Garage Design, Development Agreement, Engineering Bid
2. 5th Avenue Building Renovation
3. Riverbend Commons: Development/Purchase Agreement
4. Spiegel Building Development
5. Western Illinois University: Phase III Development
6. Old Kone Building Reuse/Redevelopment

Top Priority

High Priority

► **Actions 2015 – 2016**

PRIORITY

Management Agenda

1. Quad Cities Multi Modal Station/Hotel
2. Chase Building: Development
3. Valley View Village Parcel Development
4. Spec Building Package at Airport Business Park
5. South Park Mall Revitalization

Top Priority

High Priority

High Priority

Management in Progress

1. Façade Improvement Program: Re-Work
2. Connor Company Development: Rezoning
3. Moline Centre Main Street Programs

Major Projects

1. I-74 Bridge Project

GOAL 3

FINANCIALLY STRONG CITY WITH COST-EFFECTIVE SERVICES

► Objectives

1. Adequate revenues to support defined and prioritized City services
2. Deliver City services in the most cost-effective and efficient manner
3. Align City services to available resources
4. Invest in technology to increase City organization productivity
5. Strong City – resident partnerships working together for community betterment
6. Customer-friendly City services delivered in a timely and professional manner

► Short-Term Challenges and Opportunities

1. Unfunded City liabilities: pension, post retirement health benefits
2. Addressing the \$1 million deficit in next year’s budget
3. State threat to reduce state shared revenues (LGDF)
4. Restrictions in labor contracts: minimum staffing levels, changing services/service levels
5. Stagnant revenues means City service reductions or eliminations
6. Labor contracts impacting the City organization’s capacity to change

► Actions 2015 – 2016

PRIORITY

Policy Agenda

- | | |
|---|---------------|
| 1. City Services Outsourcing: Study | Top Priority |
| 2. Department Cost Reduction Plan | Top Priority |
| 3. Library Services and Staffing: Direction, Funding | Top Priority |
| 4. Budget FY 2016 Service Priority and Elimination | Top Priority |
| 5. Succession Planning and Process | High Priority |
| 6. Parks and Recreation Services and Staffing: Direction, Funding | High Priority |
| 7. Labor Contracts: Guidelines | |

► **Actions 2015 – 2016 (Continued)**

PRIORITY

Management Agenda

1. Budget Document Process Improvement
2. Classification and Compensation: Study, Funding

High Priority

High Priority

Management in Progress

1. 2014 Audit Process
2. DMS Printing: Accounts Receivable Billing
3. Ambulance Chassis and Upgrade
4. Financial Trend Report
5. Electronic Vendor Payments
6. Biannual Comprehensive Fee: Review
7. Park Director: Hiring
8. Solid Waste Disposal Contract (Joint with City of Rock Island/Village of Milan) (Landfill/Tipping Fees)
9. Fire Reporting Software
10. Net Vault Virtual Tape Library
11. Fire Image Trent for Ambulance and Ambulance billing Analysis
12. Verizon Signal Booster (Public Works)
13. Land Management Process Update (Sungard)
14. Police Performance Evaluation System: Development
15. Fire Standard Operating Guidelines
16. Citywide Performance Evaluation System
17. Police/Fire Time Keeping Software
18. Illinois Debt Recovery Program
19. Paperless Accounts Payable Process
20. Stryker Power Lift System
21. Health Plan: Finalizing
22. FLSA Guidelines
23. Library Strategic Plan: Completion
24. Library Community Survey
25. Window Server 2003: Elimination
26. Federal e-rate Rebates for Library
27. Municipal Tax Audit Program
28. Police Fire Mobile Radios and Base Station: Direction
29. Police Scheduling Software
30. IAFF Labor Contract
31. Travel Expense Policy
32. Records Retention Plan
33. Police Contract

GOAL 4

MOLINE – GREAT PLACE TO LIVE

► Objectives

1. Safe community where people feel safe at home and in the community
2. More attractive, clean City
3. Increase City population
4. Increase major corridor vibrancy with more retail, restaurants, and expanded activities
5. Develop quality of life amenities that make people want to live in Moline
6. Have well-planned, sustainable future development and redevelopment
7. Create vibrant Downtown residential Community

► Short-Term Challenges and Opportunities

1. Attracting quality of life businesses: restaurants and retail
2. Reducing visual blight and irresponsible property owners and tenants
3. Reactive vs. proactive law enforcement
4. Aging housing stock needing upgrade, repairs or modernization
5. Involving residents in their neighborhoods
6. Few new housing starts: 8 in Rock Island County; 1 in Moline
7. Lack of higher price homes in Moline

► Actions 2015 – 2016

PRIORITY

Policy Agenda

1. Pool: Evaluation, Direction
2. Avenue of the Cities Corridor Overlay Plan
3. Marketing Program “Why Moline”
4. Moline School Strategy
5. Volleyball Program: Direction

High Priority

High Priority

High Priority

► **Actions 2015 – 2016** (*Continued*)

PRIORITY

Management Agenda

1. The Point Development
2. Floreciente Neighborhood Revitalization
3. Garfield School Repurposing: Rezoning
4. Southpark West Planning and Rezoning Study

Top Priority

Top Priority

Top Priority

Management in Progress

1. Autumn Trails Development: Completion
2. Nordav Partners Rezoning at Southpark West
3. Animal Aid Shelter Development and Special Use Permit
4. State ASA 18 and Under Softball Tournament at Green Valley Sports
5. Metro Link/River Action Bike Share Feasibility Study
6. Hamilton School: Traffic Flow
7. QCCVB: NAFA Men’s Softball Tournament
8. Moline CDC By Laws Update
9. Rock Island County Hazard Mitigation Plan: Update
10. CDBG Consolidated Plan: 2015 – 2019
11. Parks and Recreation Outdated Leases (6)
12. NSP Phase II: Home Construction (2)
13. North Slope Improvement
14. Bass Street Plaza: Land Acquisition

Major Projects

1. Riverside Park Parking Lot Resurfacing and Garden Center
2. Green Valley Sport Complex: Sand Volleyball Court
3. Parks Master Plan Signage
4. Column barium at Memorial Park Cemetery
5. McCandless Park: Pavilion and Restrooms
6. Prospect Park: Pavilion

City of Moline Policy Agenda 2015 – 2016

TOP PRIORITY

Residential Streets Program: Report, Direction, Funding

City Services Outsourcing: Study

Department Cost Reduction Plan

Collector Center Development: Garage Design, Development Agreement, Engineering Bid

Library Services and Staffing: Direction, Funding

Budget FY 2016 Service Priority and Elimination

HIGH PRIORITY

Pool: Evaluation, Direction

Avenue of the Cities Corridor Overlay Plan

24th Avenue Sidewalk: Direction, Funding

Succession Planning and Process

5th Avenue Building Renovation

Parks and Recreation Services and Staffing: Direction, Funding

Marketing Program “Why Moline”

City of Moline Management Agenda 2015 – 2016

TOP PRIORITY

Quad Cities Multi Modal Station/Hotel

The Point Development

12th Street Retaining Wall

Florecente Neighborhood Revitalization

Garfield School Repurposing: Rezoning

HIGH PRIORITY

Chase Building: Development

Budget Document Process Improvement

Sylvan Island Bridge

Valley View Village Parcel Development

Classification and Compensation: Study, Funding

City of Moline

Management in Progress 2015 – 2016

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