

## **GOAL #1: FINANCIALLY SOUND CITY PROVIDING HIGH QUALITY SERVICE AND INFRASTRUCTURE**

### **OBJECTIVES**

- Take financially responsible actions creating a long-term sustainable City government. Follow sound fiscal policies and maintain fund reserves consistent with defined City policies and national standards.
- Provide sufficient resources to support defined City services and service levels. Provide best value for tax dollars and fees.
- Continue to evaluate alternative funding mechanisms for infrastructure maintenance.
- Increase trust and confidence in City government through resident engagement. Provide customer-friendly services and fees.

**GOAL #1: FINANCIALLY SOUND CITY PROVIDING HIGH QUALITY SERVICE AND INFRASTRUCTURE**

**ACTION STEP 1: 2019 Budget – Prepare Options for a Balanced Budget. COMPLETED**  
Make recommendations across City Departments for reducing costs and increasing revenue (including analysis of new sources of revenue).

**LEAD:** Finance  
**Support:** All Departments

**Status:**

- Budget presentation scheduled for November 12th
- Budget Hearing scheduled for November 26th
- 1st reading of the budget scheduled for December 10th
- 2nd reading of the budget scheduled for December 17th

**COMPLETED**

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**ACTION STEP 2: Review All Fees and Fines for Appropriateness**  
Determine if fees cover the cost of the service provided.

**LEAD:** All Departments  
**Support:**

**Status:**

- Fees were reviewed as part of the budget process
- Spring 2019 - Comprehensive review of all fees by internal task force

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**ACTION STEP 3: Regional Collaboration for Reduced Cost of Service Delivery**

Continue to explore and expand partnerships with other agencies, including State, neighboring municipalities, Rock Island-Milan School District, and the private sector.

**LEAD:** All Departments

**Support:**

**Status:**

- City staff continues to partner with outside agencies, both public and private, to reduce and share costs as well as looking for new opportunities. Examples will be provided via separate correspondence.

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**ACTION STEP 4: Street Funding**

Continue to explore alternative funding methods for major street projects.

**LEAD:** Finance and Public Works

**Support:**

**Status:**

Staff continues to look at alternative funding sources

- Current projects:
  - i. 18th Avenue Resurfacing (2018/19) and 38th Street Resurfacing (2019). (80% funded though Surface Transportation Funds)
  - ii. 2018 MFT funded repairs on the Parkway
- Future projects approved: 31st Avenue Resurfacing between RI Parkway and 11th Street (currently programmed for 2020). 80/20 match.
- Applied for Federal safety funds for the Parkway earlier this year were not selected.
- Completed and applied for a Build grant for phase 1 engineering for the IL92 corridor from 15th Street to 38th Street. **December 2018 - Project not selected.**
- There will be another round for STBG funds for the Illinois QC in the upcoming months. The City will apply for these funds as well.

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**ACTION STEP 5: Solar Power Policy and Program (Renewable Energy for City Infrastructure and the Community)**

Explore options and make recommendations for solar power to provide energy to support City facilities and for community solar opportunities.

**LEAD:** Public Works

**Support:** CED, Advance Sustainability and Technology Committee

**Status:**

- Performance contracting review underway (project includes solar component)
- ~~Recommendation to Council by December 17th to award performance contract. Award delayed due to staff turnover in Public Works.~~
- January - MidAmerican energy audit of target buildings
- February/March - contract recommendation to Council

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**ACTION STEP 6: Community Engagement Strategy and Actions**

Explore ways to increase citizen engagement with the City, including Public Participatory Budgeting and Community Enfranchisement.

**LEAD:** CED, JWild Consulting, Executive

**Support:** All Departments

**Status:**

- Staff continues to work at increasing public communication and interaction.
  - Rock Island Unplugged
  - Channel 4 On the Record
  - POLCO Survey software
- Department interaction will be provided via separate correspondence.

## **GOAL #2: EXPANDING LOCAL ECONOMY**

### **OBJECTIVES**

- Retain and expand local businesses
- Support growth in small business development
- Attract new businesses to Rock Island
- Increase the number of job opportunities
- Attract and retain young professionals
- Foster a cooperative business model with shared ownership

## GOAL #2: EXPANDING LOCAL ECONOMY

### **ACTION STEP 1: STAR Certification (Environmental Sustainability Review)**

Explore the requirements for STAR Certification and determine if it would be advantageous for Rock Island to pursue designation (or designation from a similar program).

**LEAD:** CED

**Support:** Advanced Sustainability and Technology Committee

**Status:**

- January 2019 - Establish committee to review STAR Certification
- April 2019 - Report with recommendations

## Goal #2: EXPANDING LOCAL ECONOMY

### **ACTION STEP 2: Rock Island Heritage Tourism Plan**

Determine if the Heritage Resources Plan can be used / expanded to promote tourism based on the historic significance of different areas of the City. Identify tourist attractions, responsible parties, and develop and execute an action plan to advertize / operate the attractions.

**LEAD:** CED

**Support:** Convention and Visitor's Bureau (QCCVB), Historic Preservation Commission, Neighborhood Organizations

**Status:**

- October 2018 - Initial conversation with QCCVB. **COMPLETED**
- February 2019 - Establish committee
- May 2019 - Report with recommendations

## Goal #2: EXPANDING LOCAL ECONOMY

### **ACTION STEP 3: Employee Buy-Out Succession Program**

Explore options to identify / assist employees with business succession when a business owner is retiring.

**LEAD:** CED

**Support:**

**Status:**

- April 2019 - Report with recommendations

## Goal #2: EXPANDING LOCAL ECONOMY

### **ACTION STEP 4: DBE (Disadvantaged Business Enterprise) Program (Disparity Study)**

Conduct a study to determine the number and type of locally owned and operated WBE / DBE construction businesses to be included in a minority hiring ordinance.

**LEAD:** Public Works, Augustana

**Support:**

**Status:**

- November 2018 - scope of work finalized. **COMPLETED**
- December 2018 - Augustana class begins analysis
  - December - Initial meeting with core students - **COMPLETED**
  - January - Students begin project
- May 2019 - Report to Council
- July 2019 - DBE Ordinance to Council

## Goal #2: EXPANDING LOCAL ECONOMY

### **ACTION STEP 5: Zero Interest Economic Development Revolving Loan Program**

Explore options for zero interest loans to support new and expanding businesses similar to the Commercial Revolving Loan Fund (CIRLF), but with a broader scope.

**LEAD:** CED

**Support:** Finance

**Status:**

- June 2019 - Report with recommendation (in conjunction with Action Step #7 - Small Business Development)
- July 2019 - Possible inclusion in 2020 budget

## Goal #2: EXPANDING LOCAL ECONOMY

### **ACTION STEP 6: Economic Mobility (in terms of growing revenue)**

Explore options to partner with schools, trades, and social service organizations to provide opportunities for low to moderate income residents to access educational and training opportunities to secure enhanced skills for better / expanded job opportunities.

**LEAD:** CED

**Support:** Augustana, Parks, Library, MLK, Community Organizations

**Status:**

- October 2018 - Begin work on grant application
- February 2019 - Grant application submitted
- March 2019 - Receive notification of grant award
- Next steps TBD depending on grant



## Goal #2: EXPANDING LOCAL ECONOMY

### **ACTION STEP 7: Small Business Development / Growth Programs**

Identify programs that can assist small businesses with growth and expansion.

**LEAD:** CED

**Support:** WIU Business Center, DARI

#### **Status:**

- December 2018 - Meet with DARI to develop joint approach
  - Initial Meeting - **COMPLETED**
  - January - Finalize staffing
- Early 2019 (after staff hire) work with WIU and DARI to review current programs and develop new programs. Work with DARI to provide a "One Stop" location for businesses
- Early 2019 - begin work on business registration program
- April 2019 - Report with recommendations on business incentives
- June 2019 - Report with recommendations on business registration program and benefits to business owners
- July 2019 - Begin business registration process (if approved by Council)

## **GOAL #3: REVITALIZATION OF STRATEGIC LOCATIONS**

### **OBJECTIVES**

- Increase / expand retail businesses and sales tax revenues
- Work in partnership with neighborhoods, businesses, community organizations, institutions
- Increase private sector investment
- Create a vibrant Downtown – a destination for residents and the region
- Develop Columbia Park
- Enhance College Hill District

### Goal #3: REVITALIZATION OF STRATEGIC LOCATIONS

#### **ACTION STEP 1: 11<sup>th</sup> Street Business Corridor Development**

Aggressively pursue development on the Watchtower Plaza site. Continue to look for opportunities along the 11<sup>th</sup> Street corridor to bring in new or expand businesses, remove blight, and enhance the appearance of the corridor.

**LEAD:** CED

**Support:** Mayor

**Status:**

- Continue ongoing marketing of available properties
- January 2019 - Report to Council on progress
- May 2019 - Report to Council on progress

### Goal #3: REVITALIZATION OF STRATEGIC LOCATIONS

#### **ACTION STEP 2: Columbia Park Business Expansion**

Work closely with property owners to bring in or expand businesses to the Columbia Park area.

**LEAD:** CED

**Support:**

**Status:**

- October 2018 - McLaughlin, \$7M+ investment in purchase and improvement with City incentive package and new market tax credits
- Ongoing - Work with property owners to continue development of new and existing businesses

### Goal #3: REVITALIZATION OF STRATEGIC LOCATIONS

#### **ACTION STEP 3: Old Country Market (24<sup>th</sup> Street / 23<sup>rd</sup> Avenue) Study, Direction on Clean-up**

Obtain the final results of the environmental study and determine what type of clean-up is required, depending on the type of future development / use of the property.

**LEAD:** CED

**Support:**

**Status:**

- Initial environmental report completed
- December 2018 - Environmental mitigation report due to the City. **January 3rd - Still awaiting final results.**
- January 2019 - Meet with property owners / bank to discuss next steps with the goal of developing a marketing plan

### Goal #3: REVITALIZATION OF STRATEGIC LOCATIONS

#### **ACTION STEP 4: College Hill District Redevelopment / Business Development**

Continue working with businesses, residents, and pursuing new businesses to continue the enhancement and development of the College Hill area.

**LEAD:** CED

**Support:**

**Status:**

- 1st Quarter 2019 - re-energize business connections and groups following staff hire
- Staff will attend all business meetings



### Goal #3: REVITALIZATION OF STRATEGIC LOCATIONS

#### **ACTION STEP 5: Downtown Rock Island National Register of Historic Places Listing**

Complete designation of the downtown as a historical area. Market the designation to foster more redevelopment in the downtown.

**LEAD:** CED

**Support:** Consultant

**Status:**

- October 2018 - Consultant approved to prepare application (grant funded).  
**COMPLETED**
- June 2019 - Application due

### Goal #3: REVITALIZATION OF STRATEGIC LOCATIONS

#### **ACTION STEP 6: Vacant Property Registry**

Research and make recommendations for an ordinance requiring the registration of vacant properties.

**LEAD:** CED

**Support:**

**Status:**

- May 2019 - Report with recommendations

### Goal #3: REVITALIZATION OF STRATEGIC LOCATIONS

#### **ACTION STEP 7: Absentee Landlord Ordinance**

Research and make recommendations for an ordinance requiring landlords living outside the area to have a local company manage their properties.

**LEAD:** CED

**Support:**

**Status:**

- May 2019 - Report with recommendations

### Goal #3: REVITALIZATION OF STRATEGIC LOCATIONS

#### **ACTION STEP 8: Downtown Plan Update**

Review the Downtown Plan, identify what was accomplished, and determine the appropriateness of the remaining items. Make a recommendation to Council accordingly.

**LEAD:** CED

**Support:**

**Status:**

- March 2019 - Report with Recommendations

### Goal #3: REVITALIZATION OF STRATEGIC LOCATIONS

#### **ACTION STEP 9: Downtown Streetscape Standards**

Complete the Downtown Streetscape Plan and make recommendations to Council.

**LEAD:** CED

**Support:**

**Status:**

- November 12, 2018 - Study Session to Council. **COMPLETED**
- 1st Quarter 2019 - purchase approved benches and trash cans
- Spring 2019 - install first round of benches and trash cans
- Public Works replaces/repairs trees as needed

### Goal #3: REVITALIZATION OF STRATEGIC LOCATIONS

#### **ACTION STEP 10: Zoning Ordinance: Revision / Update**

Complete the Zoning ordinance revisions and work with the Planning Commission to put together recommendations for Council.

**LEAD:** CED

**Support:** Ancel and Glink Consultants, Planning Commission

**Status:**

- January 2019 - Study session on form based codes
- February 2019 - Planning Commission begins review of zoning ordinance one section at a time



## **GOAL #4: INCREASE POPULATION THROUGH LIVABLE NEIGHBORHOODS**

### **OBJECTIVES**

- Be a intentional welcoming, inclusive community
- Maintain safe neighborhoods
- Upgrade neighborhood infrastructure: streets, sidewalks, utilities, facilities
- Access to programs for childhood success
- Increase residential opportunities
- Have residents linked via neighborhood communication networks with each other and the City

## Goal #4: INCREASE POPULATION THROUGH LIVABLE NEIGHBORHOODS

### **ACTION STEP 1: Neighborhood Housing Rehabilitation Incentives**

Review current residential incentives (home buying and repairs), explore new incentive programs, and report to the City Council.

**LEAD:** CED

**Support:** Augustana College, GROWTH

#### **Status:**

- December 2018 - Meet with GROWTH to ensure programs and incentives from City and GROWTH are complementary and information is available at either location. Work towards a "One Stop" location for residents
  - Initial Meeting - **COMPLETED**
  - January - Continue discussions with GROWTH
- Fall 2018 - Augustana class begins review of housing incentive programs

## Goal #4: INCREASE POPULATION THROUGH LIVABLE NEIGHBORHOODS

### **ACTION STEP 2: Census 2020 FAIR and Accurate Count**

2010 had an overall 82% rate of return. The goal for 2020 is a 90% rate of return. Coordinate with outside agencies to assist with accurate counting in areas that had a low rate of return in 2010.

**LEAD:** CED

**Support:** Executive, Outside Agencies

#### **Status:**

- Spring 2019 - Establish committee to ensure accurate count

## Goal #4: INCREASE POPULATION THROUGH LIVABLE NEIGHBORHOODS

### **ACTION STEP 3: Crime / Shooting Reduction Plan**

Look for alternative methods of crime reduction, including more involvement to assist the traditional Police methods already in place.

**LEAD:** Police

**Support:** Augustana College

**Status:**

- Ongoing - continue Police community meetings and ensure Police participation at community events
- Fall 2019 - Augustana class begins community study

## Goal #4: INCREASE POPULATION THROUGH LIVABLE NEIGHBORHOODS

### **ACTION STEP 4: Residential Housing Development**

- Work with the Housing Task Force to identify locations in Rock Island that will provide the best opportunity for new residential developments. Provide recommendations to the City Council.
- Southwest Rock Island – work with existing land owners and developers / builders to develop realistic plans for residential development. Provide recommendations to the City Council.
- Market incentives like Opportunity and Enterprise Zones.

**LEAD:** CED

**Support:** Executive

**Status:**

- Housing Task Force identified / prioritized potential locations
- Spring 2019 - Include property owners and developers in Developers Social identifying and highlighting locations for development