

**MUSCATINE CITY COUNCIL
IN-DEPTH MEETING
Thursday, November 10, 2022**

Brad Bark, Mayor

Dennis Froelich, 1st Ward
Jeff Osborne, 2nd Ward
Peggy Gordon, 3rd Ward
Nadine Brockert, 4th Ward
John Jindrich, 5th Ward

Angie Lewis, At Large
DeWayne Hopkins, At Large
Carol Webb, City Administrator
Cinda Hilger, Admin. Professional
Matt Brick, City Attorney

City Council meetings are held on the 1st and 3rd Thursday of each month, In-depth sessions on the 2nd Thursday of each month. All meetings are available for review on the City of Muscatine YouTube page.

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AGENDA

1. CALL TO ORDER

2. ROLL CALL

3. PLEDGE OF ALLEGIANCE

4. COUNCIL DISCUSSION ITEMS

A. Discussion on Proposed Snow Pushback Policy

With the implementation of the "new" snow emergency ordinance, staff have

created an associated snow pushback policy for after snow events have concluded. This presentation will be for information purposes and collection of feedback.

B. Bee City USA Program

Discussion of the Bee City USA Program

C. The Muscatine Art Center's Next Four Years An Update on the Institutional Plan

The Muscatine Art Center Board of Trustees adopted a new Institutional Plan on July 21, 2022. This presentation highlights components of the plan and discusses the process for obtaining input from a variety of sources to develop institutional priorities.

5. **COUNCIL COMMUNICATION**

6. **ADJOURNMENT**



City of Muscatine

ITEM NUMBER 2022-0439

IN-DEPTH ITEM - CITY COUNCIL

DATE: 11/10/2022

STAFF

SUBJECT FOR DISCUSSION

Discussion on Proposed Snow Pushback Policy

EXECUTIVE SUMMARY

At the September 15, 2022 City Council meeting, the Council approved changes to City Code Title 7, Chapter 10, Snow Emergency Regulations, to facilitate a snow emergency policy. This presentation will discuss Public Works' proposed plan to deal with pushing snow back to the curb after snowfall events and mainline plowing have been completed.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

This presentation is informational, however City staff welcome any feedback from City Council.

BACKGROUND/DISCUSSION

At the September 15, 2022 City Council meeting, the council approved changing City Code Title 7, Chapter 10, Snow Emergency Regulations, to facilitate a snow emergency policy. This presentation will discuss Public Works' proposed plan to deal with pushing snow back to the curb after snowfall events and mainline plowing have been completed. A PowerPoint presentation has been attached and the proposed policy has also been attached to this AIS.

ATTACHMENTS

1. Snow Pushback Policy Draft1
2. Snow Pushback Policy In-depth 2022

City of Muscatine
Snow “Push back” Policy

The Snow “Push Back” Policy will be implemented when the following criteria are determined to be met by the Public Works Director and Roadway Maintenance Supervisor:

- Snow removal operations are complete to the appropriate levels of service on all Class I, II, and III roadways
- There is enough snow accumulation that it must be pushed back to the curb.
- There is a large enough gap between predicted snowfall events to provide time to complete a city-wide push back.

The steps involved in this policy are outlined below:

1. The policy will not be implemented without first notifying the public to give them as much notice as possible. The goal for this notice shall be 24 hours in advance.
2. Notification shall be through the City of Muscatine Communications Department. This department will determine the proper methods of the announcement including: city website, social media, notification of news media, radio announcements, and other available forms of mass communication.
3. Upon notification, an “odd/even” parking plan will be put into place.
4. streets that normally permit parking on both sides of the street will be subject to “alternate side of the street” parking. On odd-numbered days of the month, parking is permitted only on the odd-numbered side of the street. Likewise, parking is permitted only on the even-numbered side of the street on even-numbered days.
5. On all streets where parking is allowed on one side only, if the permitted side (where parking is allowed) is even numbered, vehicles can park on that side only on even-numbered days. If the permitted side (where parking is allowed) is odd-numbered, vehicles can park on that side only on odd-numbered days.
6. On even days Public Works plow crews will push snow back to the curb on the odd side of the street. On odd days they will push back snow on the even side of the street.
7. It is anticipated that snow removal crews can achieve push back on one side of the street within 24 hours of public notification. After the even side of the street is plowed crews will move to the odd side of the street on the following day, and vice-versa.
8. The transition time for moving cars from one side of the street to the other will be between midnight and 8:00 AM.
9. Cars parked on the inappropriate side of the street will be plowed around and may be ticketed or towed. Crews will only return to an area that was plowed around if they have time.
10. The downtown Central Business District (area bounded by Mulberry, Third, Mississippi Drive and Pine Streets) is not affected by these parking rules. Existing parking restrictions will remain in effect.

Snow Pushback Policy Proposal

NOVEMBER 10, 2022

BRIAN STINEMAN, PUBLIC WORKS DIRECTOR



Direction Sought

This presentation is for informational and discussion purposes.



Agenda

1. Overview of Proposed Policy
2. Discussion of Policy
3. Questions



Proposal: Guidelines

- Push back will be implemented under the following conditions:
- “Regular” snow removal operations are complete
- There is enough snow that it requires push back to the curb
- There is enough time between predicted snow events to complete the work



Proposal: Notification

- The public must be notified before work begins
- Minimum 24 hour notification is the goal
- Communications Department will be responsible for notification
- Use multiple methods of notification: website, social media, news media, etc.



Proposal: Parking Procedures

- After notification implement “odd/even” parking process on non-snow emergency routes
- Streets that have parking on both sides will be “alternate side of street parking”
- Streets that have parking on only one side will need to move vehicles out of the way to be pushed back
- Crews will push snow back to curb on the opposite side of where parking is allowed



Proposal: Parking Procedures

- Goal is to complete push back on one side of street within 24 hours of start
- Transition time will be between midnight and 8:00 AM
- Cars that are not moved will be plowed around and may be ticketed or towed
- It is not anticipated that there will be time to go back and plow “individual” spots after a pass has been made.



Questions?

Brian Stineman

Public Works Director

bstineman@muscatineiowa.gov

563-263-8933





City of Muscatine

ITEM NUMBER 2022-0441

IN-DEPTH ITEM - CITY COUNCIL

DATE: 11/10/2022

STAFF

SUBJECT FOR DISCUSSION

Bee City USA Program

EXECUTIVE SUMMARY

No Mow May information was requested by Councilwoman Gordon in April of 2022. The Bee City USA program is the leading group that promotes the No Mow May Initiative. There are several steps that need to be approved for adoption of this program. This presentation will lay out what the program commitments are, what the benefits of the program are, how we might incorporate this into City policy and what next steps need to be taken.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

We are requesting direction from Council on whether to proceed with the application process to begin incorporating this program into City policy. A resolution will need to be approved by Council at a later date if adoption of this program is desired.

BACKGROUND/DISCUSSION

The Bee City USA program is designed to assist communities in establishing more pollinator habitat. Pollinator populations have been declining in part due to habitat loss, pesticide use and parasitic mites. Pollinators play an essential role in our ecosystems and help pollinate 1/3 of the food on our plates. Introducing flowers into a lawn not only helps bees and other pollinators, but can also increase resilience of your yard by promoting deeper roots, increasing soil health and reducing the need to fertilize.

From the Bee City USA website:

"A lush, green, weed-free lawn has historically been center stage in American landscaping. It tells the whole neighborhood that you are a competent, hard-working, contributing member of society. Dandelions and an overgrown lawn are a sign of neglect, incompetence, and laziness—or so our culture would have you believe.

Americans have a love affair with lawns—maintaining roughly 40 million acres, or 2% of land in the US, making them the [single largest irrigated crop we grow](#). Lawns require frequent mowing, raking, fertilizing, weeding, chemical treatment, and watering—sucking up time, money, and other resources. Not only are lawns burdensome for the people maintaining them, but they also provide little positive benefit to wildlife, and in fact are often harmful. The traditional monoculture lawn lacks floral resources or nesting sites for bees and is often treated with large amounts of pesticides that harm bees and other invertebrates. When we think of habitat loss, we tend to imagine bulldozers and rutted dirt, but acres of manicured lawn are as much a loss of habitat as any development site.

Re-thinking the American lawn can take a variety of forms from reducing mowing frequency or area mown to permanently converting lawn to a more diverse and natural landscape."

This program would be directed by the Stormwater Department with property owners required to sign up for the program annually so that strict oversight and management is assured. They would be required to display signage to educate neighbors and passersby about landscaping choices. Height restrictions currently in code would be maintained and all the turf alternatives allowed will require clean mowed borders and maintenance to 3" or less.

ATTACHMENTS

1. bee_city_usa_resolution_Muscatine_IA.22
2. Bee City No Mow Council Present.221108

RESOLUTION NO. _____

A RESOLUTION of the City Council of the City of Muscatine, IA
designating The City of Muscatine as a BEE CITY USA® affiliate.

WHEREAS, the mission of BEE CITY USA is to galvanize communities to sustain pollinators, responsible for the reproduction of almost 90% of the world's flowering plant species, by providing them with healthy habitat, rich in a variety of native plants and free to nearly free of pesticides; and

WHEREAS, thanks to the more than 3,600 species of native bees in the United States, along with introduced honey bees, we have very diverse dietary choices rich in fruits, nuts, and vegetables; and

WHEREAS, bees and other pollinators have experienced population declines due to a combination of habitat loss, poor nutrition, pesticides (including insecticides, fungicides, and herbicides), parasites, diseases, and climate change; and

WHEREAS, pollinator-friendly communities can benefit local and regional economies through healthier ecosystems, increased vegetable and fruit crop yields, and increased demand for pollinator-friendly plant materials from local growers; and

WHEREAS, ideal pollinator-friendly habitat (A) is comprised of mostly native wildflowers, grasses, vines, shrubs, and trees blooming in succession throughout the growing season to provide diverse and abundant nectar and pollen, since many wild pollinators prefer or depend on the native plants with which they co-adapted; (B) is free to nearly free of pesticides, as many pesticides can harm pollinators and/or their habitat; (C) comprises undisturbed spaces (leaf and brush piles, unmown fields or field margins, fallen trees and other dead wood) for nesting and overwintering; and (D) provides connectivity between habitat areas to support pollinator movement and resilience; and

WHEREAS, Integrated Pest Management (IPM) is a long-term approach to maintaining healthy landscapes and facilities that minimizes risks to people and the environment by: identifying and removing the causes of pest problems rather than only attacking the symptoms (the pests); employing pests' natural enemies along with cultural, mechanical, and physical controls when prevention is not enough; and using pesticides only when no other method is feasible or effective; and

WHEREAS, supporting pollinators fosters broad-based community engagement in environmental awareness and sustainability; and

WHEREAS, The City of Muscatine should be certified a *BEE CITY USA* community because of the current 35 acres of urban native habitat restoration in over 11 locations in the city; and

NOW, THEREFORE, in order to enhance understanding among local government staff and the public about the vital role that pollinators play and what each of us can do to sustain them, The City of Muscatine chooses to support and encourage healthy pollinator habitat creation and enhancement, resolving as follows:

1. The City of Muscatine Stormwater Department is hereby designated as the BEE CITY USA sponsor.
2. The Stormwater Director of the Public Works Department is designated as the BEE CITY USA Liaison.
3. Facilitation of Muscatine's BEE CITY USA program is assigned to the Pearl City Pollinator Committee.
4. The Pearl City Pollinator Committee is authorized to and shall:

- a. **Celebration:** Host at least one educational event or pollinator habitat planting or restoration each year to showcase Muscatine's commitment to raising awareness of pollinator conservation and expanding pollinator health and habitat.
- b. **Publicity & Information:** Install and maintain at least one authorized BEE CITY USA street sign in a prominent location, and create and maintain a webpage on the City of Muscatine's website which includes, at minimum a copy of this resolution and links to the national BEE CITY USA website; contact information for your BEE CITY USA Liaison and Committee; reports of the pollinator-friendly activities the community has accomplished the previous year(s); and your recommended native plant species list and integrated pest management plan (explained below).
- c. **Habitat:** Develop and implement a program to create or expand pollinator-friendly habitat on public and private land, which includes, but is not limited to, Identifying and inventorying the City of Muscatine's real property that can be enhanced with pollinator-friendly plantings; creating a recommended locally native plant list to include wildflowers, grasses, vines, shrubs, and trees and a list of local suppliers for those species; and, tracking (by square footage and/or acreage) annual area of pollinator habitat created or enhanced.
- d. **Pollinator-Friendly Pest Management:** Create and adopt an integrated pest management (IPM) plan designed to prevent pest problems, reduce pesticide use, and expand the use of non-chemical pest management methods.
- e. **Policy & Plans:** Establish, through the City of Muscatine, a policy in the Pearl City Pollinator Plan of the City of Muscatine's Comprehensive Plan to acknowledge and commit to the BEE CITY USA designation and review the Pearl City Pollinator Plan and other relevant documents to consider improvements to pest management policies and practices as they relate to pollinator conservation, identify appropriate locations for pollinator-friendly plantings, and consider other appropriate measures.
- f. **Renewal:** After completing the first calendar year as a BEE CITY USA affiliate, each February, apply for renewal of the City of Muscatine's BEE CITY USA designation following the format provided by BEE CITY USA, including a report of the previous year's BEE CITY USA activities, and paying the renewal fee based on the City of Muscatine's population.

ADOPTED by the City Council of the City of Muscatine, this ____ day of _____,

20__.

Title: Bee City USA Program and No Mow May

Date: November 10, 2022

Presenter: Jon Koch



Definitions

No Mow May- A program that allows residents to suspend mowing for the month of May to create habitat and forage for early season pollinators.

Pollinators- Birds, bats, bees, butterflies, beetles, moths and other small mammals that pollinate plants and are responsible for bringing us one out of every three bites of food. They also sustain our ecosystems and produce our natural resources by helping plants reproduce.



Agenda

1. What is No Mow May
2. What is the Bee City USA Program
3. How do they benefit the community
4. What are next steps



Direction Sought

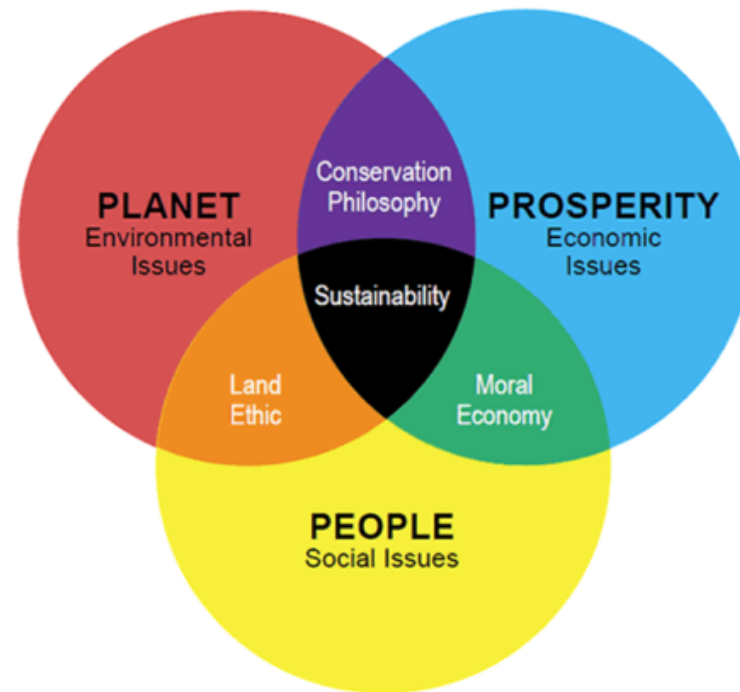
We are requesting direction from Council on:

1. Whether to continue with the application process for the Bee City USA program
2. Whether to pilot the No Mow May for one year to see how it works before adding it to City policy.



Background

...Sustainability Drives Innovation,
Directs Our Actions...



Background

What is the biggest crop in the US?
Turf Grass!!

- ❖ 62,500 sq miles of suburban lawn (45.6 million acres)
- ❖ 8 times the size of New Jersey
- ❖ Zero environmental benefit
- ❖ Chemical runoff causes water pollution
- ❖ Mowing causes carbon pollution



Background

- ❖ Councilwoman Gordon requested information on No Mow May
- ❖ The group promoting this the most is Bee City USA
- ❖ Bee City USA has tools for these efforts
- ❖ No Mow May is one program to increase habitat

Background on No Mow May

- ❖ Regulated voluntary program
- ❖ Must sign up and purchase sign from City
- ❖ Must display signage throughout May
- ❖ Normal rules apply to unregistered/unsigned yards
- ❖ Relaxes enforcement of long grass rules



Background on Bee City USA

- ❖ Leading group promoting No Mow May
- ❖ 2,400+ habitat projects
- ❖ 1,000,000+ people engaged
- ❖ Creating and enhancing habitat
- ❖ Aids communities in program development



Background on Bee City USA

- ❖ Requires resolution for designation
- ❖ Stormwater Dept working with Community Development
- ❖ Pilot No Mow May 1 year
- ❖ Adoption if pilot is successful
- ❖ Requires a committee to be formed



Bee City USA



Promotes bee friendly lawns with well mown borders, 7" inch height restriction remains



Benefit to the Community

- ❖ Ensures survival of vital species
- ❖ Brings city together under shared cause
- ❖ Connect with other communities
- ❖ Build local small businesses
- ❖ Reduce water pollution



Next Steps

1. Approve pilot 1 year No Mow May
2. Develop the Committee
3. Promote public awareness
4. Register at WRRF office/other locations
5. Pilot next May
6. Approve Bee City USA resolution



Direction Sought

We are requesting direction from Council on:

1. Whether to continue with the application process for the Bee City USA program
2. Whether to pilot the No Mow May for one year to see how it works before adding it to City policy.

Questions???





City of Muscatine

ITEM NUMBER 2022-0440

IN-DEPTH ITEM - CITY COUNCIL

DATE: 11/10/2022

STAFF

SUBJECT FOR DISCUSSION

The Muscatine Art Center's Next Four Years An Update on the Institutional Plan

EXECUTIVE SUMMARY

Over the past year, the Muscatine Art Center, including members of staff, the Board of Trustees, the Friends board, the Support Foundation Advisory Committee, volunteers, and others have taken an in-depth look at the operations and the hopes for the organization's future. During this overview, Muscatine Art Center Director, Melanie Alexander, will highlight details of the plan as well as the insights and findings of de Novo Marketing, who conducted surveys, focus groups, and other meetings earlier in 2022.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

Information Sharing

BACKGROUND/DISCUSSION

The 2022-26 Institutional Plan will replace the Interim Strategic Plan adopted by the Board of Trustees in 2020 and revised in 2021. The purpose of the Interim Strategic Plan was to outline the organization's response to the public health pandemic during a time of extreme uncertainty. The Interim Strategic Plan was slated for replacement as early as fall 2021 or as late as summer 2023. Prior to the adoption of the Interim Strategic Plan, the organization was following the 2017-22 Strategic Plan and updating the plan on an annual and an as needed basis.

As the Muscatine Art Center approached near normal daily operations in the second half of 2021, the staff, Board of Trustees, and others within the inner circle – members of the Friends of the Muscatine Art Center board, key volunteers, and members of the Muscatine Art Center Support Foundation Advisory Committee – began initial discussions on priorities for the Institutional Plan. Throughout fall 2021, the Muscatine Art Center staff developed and collected a survey which was completed by members of the inner core. The survey gauged the

appropriateness of the name “Muscatine Art Center,” the resonance of the organization’s mission, the degree to which programs and exhibitions serve the local community compared to attracting out of town visitors, the balance between local history and art content, ways the organization can better meet the needs of local audiences, and the types of amenities and spaces desired in the building addition. After tallying the results of the survey, the Executive Committee of the Board of Trustees, along with staff, met with the Advisory Commission for the Muscatine Art Center Support Foundation on October 13, 2021. The Executive Committee, along with staff, met with the board of the Friends of the Muscatine Art Center on October 28, 2021. During these two meetings, consensus was formed around prioritizing the building expansion project, and the discussions resulted in a plan to further explore the community’s needs and perceptions. The groups also created a preliminary wish list of features for the building expansion and the grounds.

By November 2021, the Muscatine Art Center staff had obtained proposals from three firms to conduct a community engagement study. The goal of the study was to determine current community perceptions about the organization, identify ways in which local audiences (including those that are currently underserved) could be better engaged, and make an early assessment of the local climate for launching a capital campaign. De Novo Marketing of Cedar Rapids was hired to complete the study. The kicked off was held on January 19, 2022 with a half-day online meeting involving 31 people. Broader community feedback was collected through an online survey conducted between February 18th and March 13th. 699 individuals completed the survey. The results of the survey were further tested with two focus groups. The first focus group was held online on March 30th and brought together individuals representing underserved audiences. The second focus group was held in person on March 31st and involved community leaders. Staff from de Novo Marketing conducted both sessions with the Muscatine Art Center Director giving remarks of thanks and some brief context before leaving the sessions to ensure open dialogue. The report created by de Novo Marketing provided significant insights that aided in the development of the 2022-26 Institutional Plan.

The 2022-26 Institutional Plan ties to other core documents approved by the Muscatine Art Center Board of Trustees. The Long-Range Preservation Plan, the Education Plan, the Collections Management Policy and Plan, and the Disaster Plan are referenced in the Institutional Plan. All of these documents are scheduled for regular review by the appropriate staff member(s) and committee(s), and all modifications are taken to the Board of Trustees for approval.

ATTACHMENTS

1. Muscatine Art Center Institutional Plan Overview

The Muscatine Art Center's Next Four Years:

An Update on the Institutional Plan
Melanie Alexander, Director



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Muscatine Art Center

RESULTS & INSIGHTS

May 2022



Stakeholders Meeting

On January 19th, a meeting of approximately 32 stakeholders was held virtually.

MAJOR THEMES

- There was discussion among staff regarding the current challenges of curating in-house exhibitions and hosting some traveling exhibitions because of insufficient workspace and inadequate collections storage.
 - i. In the stakeholders meeting as well as the final focus group, there appears to be a desire to see more of the collection, ideally resulting in an experience that would extend the amount of time visitors spend in the facility.
 - ii. Staff noted that collections storage problems resulted in less than ideal preservation metrics for objects but also added to the amount of time needed to prepare, curate, and handle objects for creating exhibitions.
- An extended discussion took place on the difficulties in wayfinding signage and confusion about where to enter the facility.
- Stakeholders support and value the Muscatine Art Center but feel it is under-utilized by the community.
 - i. Some stakeholders on the call felt there may be confusion between the Muscatine Art Center and the Pearl Museum/Muscatine History & Industry Center in regards to what collections should be or donated to each.
 - ii. The historic house is very important to the community, although many are unaware of what else it offers.
 - iii. Students are exposed to Muscatine Art Center through school, but adult museum visitors, in general, according to staff, are often in need of a specific reason to visit—a changing exhibition, an event, a class, an out-of-town guest, etc.
- The name of the Art Center and whether it fits the organization was discussed.
 - i. In general, the group was neutral, but when presented with the option, felt the name could better represent the organization, although there wasn't a general agreement on a potential name.

Insight

This is an opportunity to educate stakeholders and the broader community on the work of caring for and presenting collections and to highlight how improvements to the facility would enable the organization to improve the experience for visitors.

Community Feedback Survey

TOTAL RESPONDENTS: 699

METHODOLOGY: Incentivization

- Link sharing among partner organizations and promoted (paid) Facebook advertising

74.25% of respondents are residents of Muscatine with the non-residents coming from mostly surrounding areas. (See appendix for full city listing). Respondents skewed heavily Caucasian and female.

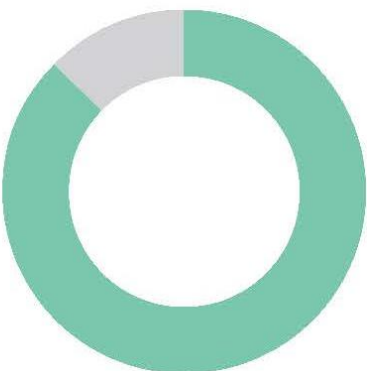
Overwhelmingly, nearly every respondent had heard of the Muscatine Art Center (**97.51%**). Even when cross-tabbed with demographic indicators, this number remained high (**93.75%**).

Attendance

Reports that respondents had visited the Art Center were steady across demographics and gender.

Have you ever visited the Muscatine Art Center?

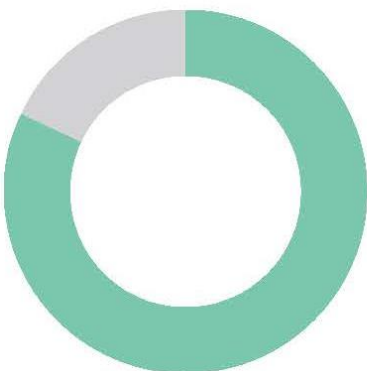
(All respondents)
Answered: 663 Skipped: 36



Yes.....	87.48%
No.....	12.52%

Have you ever visited the Muscatine Art Center?

(Non-Caucasian/Prefer Not to Answer)
Answered: 45 Skipped: 3

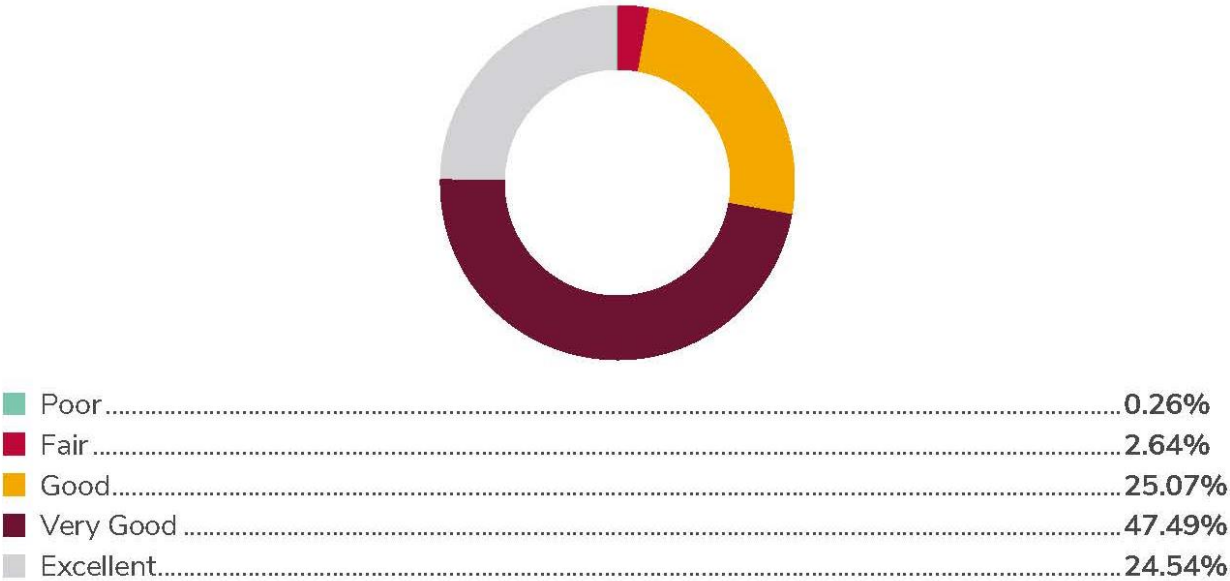


Yes.....	82.22%
No.....	17.78%

Of those who attended, the majority gave a positive rating of the organization. With the majority also likely to recommend it to a friend, overall community sentiment is high, although open-ended responses continue to show a lack of understanding among many regarding the full offerings of the Art Center and its mission.

Generally speaking, how would you rate the Muscatine Art Center?

Answered: 379 Skipped: 320



Conclusion

As the Muscatine Art Center enters strategic planning, it is recommended to keep the following in mind:

- **Overall Branding** - The Muscatine Art Center needs a name and brand reflective of its varied and valuable offerings.
- **Diversity and Inclusion** - How can the organization feel more welcoming, to more people, and engage future generations? Your website and in-facility efforts can go a long way to addressing language and cultural barriers that keep the full community from engaging.
- **Physical Barriers** - The current facility needs to address way-finding, parking issues, and in-facility communication. If an expansion occurs, these can be addressed in a more permanent way.
- **Storage and Curation** - While not the public-facing message of a campaign, it is an important piece in attracting popular and engaging exhibits. It's an underlying logistic that some in the business community will understand, but it is not the message to lead with.
- **Timing** - With several campaigns underway, this may be sensitive. If there are ways that the city can utilize American Rescue Plan funding or other funds, it could help move a campaign forward quickly.



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Muscatine Art Center Institutional Plan

2022-2026

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Theme 1: Bolstering the Organizational Infrastructure

Address Core Questions Related to the Organization's Identity and Direction

- Form advisory groups
- Increase collaboration and communication with City Council, Friends Board, Friends Membership Base, Support Foundation Advisory Committee, and Volunteers
- Develop a business plan
- Test new name and brand identity with key stakeholders, community leaders, focus groups, local/regional tourism offices, and others

Strategically Develop Human Capital

- Review job descriptions and organizational chart
- Develop an Employee Succession Plan
- Form a Capital Campaign Team
- Train and assign roles to individuals on the Capital Campaign Team

Theme 2: Planning for and Funding Our Future

Re-envision the Physical Plan

- Determine appropriate square footage of collections storage area
- Acquire community and stakeholder feedback, determining the high priority needs and wants
- Select a building design firm (architect / engineer) to complete plans for the building expansion project
- Enhance functionality by planning connectivity between new and existing facilities

Secure Local/Donor Funding

- Public / Private Partnership
- Capital Campaign (Timeline To-be-Determined)

Secure and Leverage Grant Funding

- Federal, state, regional, and local grants, leveraged to build enthusiasm for Capital Campaign
- Develop a case for designation as one of “Iowa Great Places”

Theme 3: Understanding and Meeting the Needs of Our Audiences

Strengthen and Build Relationships

- Diversity, Equity, and Inclusion
- Working with advisory groups
- Collaborate with organizations to reach target audiences
- Identify projects that would increase the connectivity between the Muscatine Art Center and one or more of its neighboring organizations
- Improve data collection methods

Increase the Organization's Presence

- Social media plan & wayfinding
- Campaign to re-introduce organization to community and region

Improve the Onsite Visitor Experience

- Based on feedback from visitors and the broader community, re-evaluate class, event, and program
- Gather case studies illustrating onsite museum visitors using technologies
- Onsite wayfinding

Theme 4: Serving as Diligent Stewards

Ensure the Lifespan of Collections and the Historic Estate

- Implement recommendations from the Historic Landscape Preservation Plan for the Japanese Garden
- Establish a volunteer-based Friends of the Japanese Garden
- Determine requirements for renting Music Room, Studio, Japanese Garden, and E. Bradford Burns Performing Arts Park
- Evaluate options for hosting the collection online

Direct Additional Resources to Collections Care and Management

- Ensure adequate funding for object conservation
- Develop and launch a letter grade system for high priority objects as well as objects to deaccession

Create a Vision for the Property and the Organization for the Year 2035

- Prioritize community suggestions for the non-historic portions of the grounds by conducting surveys and focus groups
- Develop and fund a strategy to fully utilize the grounds for events, programs, and public art



Questions

Melanie Alexander



563-263-8282



malexander@muscatineiowa.gov



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