



Economic Development Plan LeClaire, Iowa

2017-2022

Adopted by the City of LeClaire on:
September 5, 2017
Resolution #17 - 135

Adopted by the LeClaire Chamber of Commerce on:
August 2, 2017

PREPARED BY:



Institute for Decision Making | University of Northern Iowa

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Background

The City of LeClaire recently updated its Comprehensive Plan and has completed a MERCER Study, which provided an operational and service level analysis of the City government. These efforts led to the City's identification of a need and desire to develop a five year plan for economic development activities in LeClaire. This Economic Development Plan is designed to build on this prior work and guide the City and its stakeholders over the coming years while also providing shared goals and strategies for the City and the LeClaire Chamber of Commerce.

The City of LeClaire called on the Institute for Decision Making (IDM) at the University of Northern Iowa to assist with the development of the 2017-2022 LeClaire Economic Development Plan. The planning process involved a stakeholder input session and priority-setting session and two planning sessions with the Economic Development planning team members. This resulting plan has been endorsed and adopted by the City of LeClaire, the LeClaire Chamber of Commerce and all other implementing organizations.

Planning Team

Ray Allen – Mayor	Dennis Gerard – City Council	Amy Blair – City Council	John Smith – City Council
Barry Long – City Council	Jason Wentland – City Council	Deb Mulvania – Banking	Ken Motz – P&Z Chair
Rick Reed – Resident	Cindy Bruhn – Tourism	Mike Clingingsmith – PVCSD	Dave Smith – Developer
Lisa Zelle – Land Owner	Steve Zelle – Land Owner	Dan Schurr – Land Owner	Liz Tallman – Economic
Kathleen Anderson – Chamber Chair	Garrett Burchett – Local Business		Development Professional

Vision Statement for Economic Development

The City of LeClaire's vision is to attract residents, businesses and visitors with the natural beauty of our Riverfront location, a thriving business climate and a high quality of life. As a historic riverfront community along the Mississippi River, LeClaire will have a diversified economy, featuring a vibrant downtown, expanded riverfront and a commercial business development leveraging our Interstate Highway access. LeClaire will be known as a community where individuals and families can experience a high quality of life through recreational opportunities, attractions, events and an excellent school system.

Priorities for Strategic Change

At the stakeholder input session, a number of suggestions were offered to promote economic development that clustered into themes including riverfront development, community amenities, infrastructure improvements and expansions, business development and city revenue enhancements. The planning committee considered all input and has prioritized the following areas:

- Quality of Life/Place
- Commercial Development and Related Infrastructure
- Completion of Phase II¹
- Riverfront Development

¹ Phase II refers to downtown revitalization along Cody Street

Strategic Goals and Actions

Priority: Quality of Life/Place

Goal 1: Expand community amenities and recreational offerings that enhance LeClaire's quality of life and place.

Objective 1.1: Maintain and expand the community's parks, trails and recreational programs through long term planning and incremental implementation.

*** Indicates Potential Grant Funding Available**

Lead Responsibility: City Council Park & Rec Liaison

Action:	Responsibility:	Timeline:	Success Indicators:
a. Develop a long term plan for park and facility development and recreational programming	<ul style="list-style-type: none"> City Council Park and Rec. Comm. 	Dec. 2017	<ul style="list-style-type: none"> Park and Facility Plan completed Programming determined
b. Create partnership with city/county/school district, etc. to share facility use and costs	<ul style="list-style-type: none"> City Council School District Park and Rec. Comm. 	April, 2018 \$500	<ul style="list-style-type: none"> Facility sharing agreements created
c. Work to connect bike trail to Bettendorf and Princeton (Mississippi River Trail)	<ul style="list-style-type: none"> Park and Rec. Comm. Bi-State 	Sept. 2018 Sept. 2022 \$750,000*	<ul style="list-style-type: none"> Trail plan completed LeClaire portion completed
d. Establish a 5 to 10 year capital improvement program for park and recreation	<ul style="list-style-type: none"> Park and Rec. Comm. City Council 	Jan. 2018	<ul style="list-style-type: none"> CIP process updated annually
e. Establish a park and recreation director position	<ul style="list-style-type: none"> City Council City Administration 	July, 2022 \$50,000	<ul style="list-style-type: none"> Director hired

Objective 1.2: Make LeClaire a more walkable, connected community.

Lead Responsibility: City Council Street Liaison

Action:	Responsibility:	Timeline:	Success Indicators:
a. Review/create database of areas of city without sidewalks	<ul style="list-style-type: none"> City Administration City Engineer 	Sept. 2017 \$2,500	<ul style="list-style-type: none"> Database developed
b. Develop a prioritized plan for connectivity	<ul style="list-style-type: none"> City Administration 	Sept. 2017 \$1,000	<ul style="list-style-type: none"> Plan completed Prioritized in CIP

Priority: Commercial Development

Goal 2: Foster commercial development in the community

Objective 2.1: Install appropriate infrastructure and utilities to make existing commercially-zoned area along I-80 (Green Tree Planned Development District) ready for development.

Lead Responsibility: City Council Economic Development Liaison

Action:	Responsibility:	Timeline:	Success Indicators:
a. Organize and convene a landowner/ stakeholder meeting to discuss interest and plans for property	<ul style="list-style-type: none"> City Administration 	Aug. 2017	<ul style="list-style-type: none"> Meeting held
b. Identify/hire a dedicated resource or project manager to lead the project, prepare, and then market the site	<ul style="list-style-type: none"> City Administration City Council 	Dec. 2017 \$40,000	<ul style="list-style-type: none"> Manager or consultant hired
c. Revisit PDD ordinance to define what we want to recruit	<ul style="list-style-type: none"> Consultant/Project Manager 	Jan. 2018	<ul style="list-style-type: none"> Targets identified
d. Obtain control over land (purchase or purchase options)	<ul style="list-style-type: none"> Consultant/Project Manager City Council 	Dec. 2018 \$5,000	<ul style="list-style-type: none"> Land purchased, development agreements, or options in place
e. Due diligence and land preparation for market readiness (infrastructure – road, sewer, water, internet, electric)	<ul style="list-style-type: none"> City Administration City Council Consultant/Project Manager 	Dec. 2019 \$750,000 - \$1,000,000 *	<ul style="list-style-type: none"> Site ready for development

Objective 2.2: Develop and launch a commercial business recruitment marketing campaign.

Lead Responsibility: City Council Economic Development Liaison

Action:	Responsibility:	Timeline:	Success Indicators:
a. Establish an economic development coordination position	<ul style="list-style-type: none"> City Council Chamber 	July, 2019 \$30,000 P.T.	<ul style="list-style-type: none"> Position developed Coordinator hired
b. Sites are development-ready	<ul style="list-style-type: none"> Economic Development Coordinator 	Dec. 2019	<ul style="list-style-type: none"> Sites ready for development
c. Marketing materials and content created and maintained	<ul style="list-style-type: none"> Economic Development Coordinator 	Dec. 2019 and ongoing \$2,500	<ul style="list-style-type: none"> Materials developed/ created/printed
d. Sites listed on LOIS, etc.	<ul style="list-style-type: none"> Economic Development Coordinator 	July, 2019 and Ongoing	<ul style="list-style-type: none"> Listings updated

e. Site selectors reached (via conferences, shows, directly, etc.)	<ul style="list-style-type: none"> Economic Development Coordinator 	July, 2019 and Ongoing \$1,000	<ul style="list-style-type: none"> RFI's resulting from contacts Lots sold/showed
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Objective 2.3: Explore commercial development opportunities within LeClaire

Lead Responsibility: City Council Economic Development Liaison

<i>Action:</i>	<i>Responsibility:</i>	<i>Timeline:</i>	<i>Success Indicators:</i>
a. Develop a list of possible locations and existing empty buildings with commercial potential	<ul style="list-style-type: none"> Economic Development Coordinator 	Dec. 2019	<ul style="list-style-type: none"> Properties identified
b. Develop a list of available incentives for potential businesses	<ul style="list-style-type: none"> Economic Development Coordinator 	Dec. 2019	<ul style="list-style-type: none"> Incentives developed as needed List created
c. Develop a list of potential commercial enterprises that could fill community gaps and fit with workforce skills	<ul style="list-style-type: none"> Economic Development Coordinator 	Dec. 2019	<ul style="list-style-type: none"> Businesses identified
d. Recruit appropriate businesses	<ul style="list-style-type: none"> Economic Development Coordinator 	Dec. 2022 \$5,000	<ul style="list-style-type: none"> Businesses added Capital investment Jobs

Priority: Phase II Completion

Goal 3: Successfully complete Phase II as identified in LeClaire’s downtown redevelopment plan.

Objective 3.1: Complete the remaining streetscape improvements identified in the downtown redevelopment plan, Phase II.

Lead Responsibility: City Council Streets and Public Works Liaison

Action:	Responsibility:	Timeline:	Success Indicators:
a. Develop streetscape design specs (road, curb, gutter, sidewalks, crosswalks, bump-outs, street lighting, utilities, handrails, steps, retaining walls)	<ul style="list-style-type: none"> • City Council • City Administration • City Engineer 	Dec. 2019	<ul style="list-style-type: none"> • Plan/concept developed
b. Develop a plan/design for the location and number of amenities (benches, trash cans, trees, planters, kiosks and restrooms) needed or wanted in the area	<ul style="list-style-type: none"> • City Council • City Administration • Chamber • Tourism 	Dec. 2019	<ul style="list-style-type: none"> • Diagram created
c. Determine funding mechanisms for infrastructure project (e.g. assessments, bonding, grants)	<ul style="list-style-type: none"> • City Council • City Administration 	April, 2020	<ul style="list-style-type: none"> • Funding options determined • Applications submitted
d. Determine and pursue fundraising for amenities (e.g. sponsorships, events, memorials, grants)	<ul style="list-style-type: none"> • City Council • Chamber • Tourism 	April, 2021	<ul style="list-style-type: none"> • Finances secured
e. Complete infrastructure work	<ul style="list-style-type: none"> • City Council • City Administration • City Engineer • Public Works Dept. 	Dec. 2022	<ul style="list-style-type: none"> • Surfacing replaced • Sidewalks and crossings completed
f. Complete amenity installations	<ul style="list-style-type: none"> • City Council • City Administration • Chamber • Tourism 	Dec. 2022 \$4,500,000 * TOTAL COMPLETE	<ul style="list-style-type: none"> • Retaining walls completed • Steps completed • Handrails installed
g. Develop a plan for ongoing maintenance (and cost)	<ul style="list-style-type: none"> • City Council • City Administration • Chamber • Tourism 	Dec. 2022 \$5,000/YR.	<ul style="list-style-type: none"> • Maintenance plan and budget in place

Objective 3.2: Increase the amount of parking accessible for customers and visitors.

Lead Responsibility: City Council Streets and Public Works Liaison

<i>Action:</i>	<i>Responsibility:</i>	<i>Timeline:</i>	<i>Success Indicators:</i>
a. Conduct a parking study	<ul style="list-style-type: none"> • City Council • City Administration 	April, 2020 \$20,000	<ul style="list-style-type: none"> • Study completed
b. Identify and map potential parking locations	<ul style="list-style-type: none"> • City Council • City Administration • City Engineer • Public Works Dept. 	April, 2020	<ul style="list-style-type: none"> • Potential lots/ spaces identified
c. Explore options for property acquisitions	<ul style="list-style-type: none"> • City Administration 	Dec. 2021 \$100,000	<ul style="list-style-type: none"> • Lots acquired
d. Construct parking	<ul style="list-style-type: none"> • City Administration • City Council 	Dec. 2022 \$500,000	<ul style="list-style-type: none"> • Parking spaces

Objective 3.3: Expand commercial development along Cody Street

Lead Responsibility: City Council Economic Development Liaison

<i>Action:</i>	<i>Responsibility:</i>	<i>Timeline:</i>	<i>Success Indicators:</i>
a. Develop a list of available incentives for potential businesses	<ul style="list-style-type: none"> • Chamber • Economic Development Coordinator 	Dec. 2019	<ul style="list-style-type: none"> • Incentives developed as needed • List created
b. Develop a list of potential commercial enterprises that would fit within the downtown environment and available space	<ul style="list-style-type: none"> • Chamber • Economic Development Coordinator 	Dec. 2020	<ul style="list-style-type: none"> • Businesses identified
c. Recruit appropriate businesses	<ul style="list-style-type: none"> • Chamber • Economic Development Coordinator 	Dec. 2022 \$5,000	<ul style="list-style-type: none"> • Businesses added • Capital investment • Jobs

Priority: Riverfront Development

Goal 4: Expand riverfront development to foster greater public use, recreation and business activities.

Objective 4.1: Develop the marina district by completing physical improvements that increase use of the riverfront.

Lead Responsibility: City Council P&Z Liaison

Action:	Responsibility:	Timeline:	Success Indicators:
a. Develop/design plans for a defined levee/marina district in conjunction with Phase II	<ul style="list-style-type: none"> • City Council • Planning and Zoning • City Engineer 	Dec. 2019 \$150,000*	<ul style="list-style-type: none"> • Consultant hired • Plan completed
b. Get ownership data on potential levee expansion area	<ul style="list-style-type: none"> • City Administration 	Jan. 2020	<ul style="list-style-type: none"> • Ownership documented • Levee expansion options developed
c. Acquire property for development (deal with railroad)	<ul style="list-style-type: none"> • City Council • City Administration • City Engineer 	Jan. 2021 \$250,000*	<ul style="list-style-type: none"> • Property acquired
d. Ensure that property is ready for development (complete due-diligence)	<ul style="list-style-type: none"> • City Council • Economic Development Coordinator 	Jan. 2022	<ul style="list-style-type: none"> • Property ready for development
e. Improve and/or add additional docks on the river	<ul style="list-style-type: none"> • City Council • Chamber • Tourism 	June, 2020 \$100,000*	<ul style="list-style-type: none"> • Docks added or improved
f. Provide an overnight option for boaters	<ul style="list-style-type: none"> • City Council • Chamber • Tourism 	June, 2020 \$50,000*	<ul style="list-style-type: none"> • # of overnight boaters increases
g. Plan for placement, funding and install gazebos	<ul style="list-style-type: none"> • City Council • Chamber • Tourism 	Dec. 2022 \$100,000*	<ul style="list-style-type: none"> • Gazebos installed
h. Add more recreation and entertainment/cultural opportunities (e.g. splash pad, playgrounds, band shell)	<ul style="list-style-type: none"> • City Council • Park and Rec Comm. • Chamber • Tourism 	Dec. 2022 \$250,000*	<ul style="list-style-type: none"> • Recreational opportunities added

Objective 4.2: Expand commercial development on the riverfront

Lead Responsibility: City Council Economic Development Liaison

<i>Action:</i>	<i>Responsibility:</i>	<i>Timeline:</i>	<i>Success Indicators:</i>
a. Develop a list of available incentives for potential businesses	<ul style="list-style-type: none"> • Chamber • Economic Development Coordinator 	Dec. 2019	<ul style="list-style-type: none"> • Incentives developed as needed • List created
b. Develop a list of potential commercial enterprises that would fit along the riverfront	<ul style="list-style-type: none"> • Chamber • Economic Development Coordinator 	Dec. 2019	<ul style="list-style-type: none"> • Businesses identified
c. Recruit appropriate businesses	<ul style="list-style-type: none"> • Chamber • Economic Development Coordinator 	Dec. 2022 \$1,000	<ul style="list-style-type: none"> • Businesses added • Capital investment • Jobs

Action Tables

The following tables list the Plan’s actions, with the proposed “complete by” date and the responsible parties, by calendar year quarter. Cells with a solid shade are the “complete by” quarter, and cells with striped shading indicate work in progress. Each objective within the plan has a lead organization, commission or position identified as the entity charged with monitoring progress and ensuring implementation. Each action also identifies parties responsible for implementing that specific activity. The organizations, commissions or positions which have formally adopted and endorsed the Plan, and are assigned as responsible parties in the following action tables, include:

- LeClaire City Council
- LeClaire City Administration
- LeClaire Parks & Recreation Commission
- LeClaire Planning & Zoning Commission
- LeClaire City Engineer
- LeClaire Public Works Department
- LeClaire Chamber of Commerce
- LeClaire Tourism
- Pleasant Valley Community School District
- Bi-State Regional Commission
- Consultant/Project Manager (proposed)
- Economic Development Coordinator (proposed)

2017 – 2018

Action:	Q3 - 2017	Q4 - 2017	Q1 - 2018	Q2 - 2018	Q3 - 2018	Q4 - 2018	Responsibility:
2.1.a. Organize and convene a Green Tree PDD landowner/ stakeholder meeting to discuss interest and plans for property	Aug. 2017						• City Administration
1.2.a. Review/create database of areas of city without sidewalks	Sept. 2017						• City Administration • City Engineer
1.2.b. Develop a prioritized plan for community sidewalk connectivity	Sept. 2017						• City Administration
1.1.a. Develop a long term plan for park and facility development and recreational programming		Dec. 2017					• City Council • Park & Rec
2.1.b. Identify/hire a dedicated resource or project manager to lead the Green Tree PPD project, prepare, and then market the site		Dec. 2017					• City Administration • City Council
1.1.d. Establish a 5 to 10 year capital improvement program for park and recreation			Jan. 2018				• Park & Rec • City Council
2.1.c. Revisit Green Tree PDD ordinance to define what we want to recruit			Jan. 2018				• Consultant/ Project Manager
1.1.b. Create partnership with city/county/school district, etc. to share recreational facility uses and costs				April, 2018			• City Council • School District • Park and Rec
1.1.c. Work to connect bike trail to Bettendorf and Princeton (Mississippi River Trail) - plan completed					Sept. 2018		• Park & Rec • Bi-State
2.1.d. Obtain control over Green Tree PDD land (purchase or purchase options)						Dec. 2018	• Consultant/ Project Manager • City Council
2.1.e. Due diligence and land preparation for market readiness for Green Tree PDD (infrastructure – road, sewer, water, internet, electric)							• City Administrator • City Council • Consultant/ Project Manager
1.1.c. Work to connect bike trail to Bettendorf and Princeton (Mississippi River Trail) - trail completed							• Park & Rec • Bi-State

2019

Action:		Q1 - 2019	Q2 - 2019	Q3 - 2019	Q4 - 2019	Responsibility:
2.2.a.	Establish an economic development coordination position			July, 2019		<ul style="list-style-type: none"> City Council Chamber
2.2.d.	Available development sites listed on LOIS, etc.			July, 2019 and Ongoing		<ul style="list-style-type: none"> Economic Development Coordinator
2.2.e.	Site selectors reached (via conferences, shows, directly, etc.)			July, 2019 and Ongoing		<ul style="list-style-type: none"> Economic Development Coordinator
2.1.e.	Due diligence and land preparation for market readiness for Green Tree PDD (infrastructure – road, sewer, water, internet, electric)				Dec. 2019	<ul style="list-style-type: none"> City Administrator City Council Consultant/ Project Manager
2.2.b.	Green Tree PDD sites are development-ready				Dec. 2019	<ul style="list-style-type: none"> Economic Development Coordinator
2.2.c.	Development marketing materials and content created and maintained				Dec. 2019	<ul style="list-style-type: none"> Economic Development Coordinator
2.3.a.	Develop a list of possible locations and existing empty buildings in LeClaire with commercial potential				Dec. 2019	<ul style="list-style-type: none"> Economic Development Coordinator
2.3.b.	Develop a list of available incentives for potential businesses				Dec. 2019	<ul style="list-style-type: none"> Economic Development Coordinator
3.3.a.						<ul style="list-style-type: none"> Chamber
4.2.a.						
2.3.c.	Develop a list of potential commercial enterprises that could fill community gaps and fit with workforce skills				Dec. 2019	<ul style="list-style-type: none"> Economic Development Coordinator Chamber
3.1.a.	Develop Phase II streetscape design specs (road, curb, gutter, sidewalks, crosswalks, bump-outs, street lighting, utilities, handrails, steps, retaining walls)				Dec. 2019	<ul style="list-style-type: none"> City Council City Administration City Engineer
3.1.b.	Develop a Phase II plan/design for the location and number of amenities (benches, trash cans, trees, planters, kiosks and restrooms) needed or wanted in the area				Dec. 2019	<ul style="list-style-type: none"> City Council City Administration Chamber Tourism
4.1.a.	Develop/design plans for a defined levee/marina district in conjunction with Phase II				Dec. 2019	<ul style="list-style-type: none"> City Council Planning & Zoning City Engineer
4.2.b.	Develop a list of potential commercial enterprises that would fit along the riverfront				Dec. 2019	<ul style="list-style-type: none"> Economic Development Coordinator Chamber
3.1.c.	Determine funding mechanisms for infrastructure project (e.g. assessments, bonding, grants)					<ul style="list-style-type: none"> City Council City Administration
3.1.d.	Determine and pursue fundraising for Phase II amenities (e.g. sponsorships, events, memorials, grants)					<ul style="list-style-type: none"> City Council Chamber Tourism
4.1.d.	Ensure that riverfront property is ready for development (complete due-diligence)					<ul style="list-style-type: none"> City Council Economic Development Coordinator
1.1.c.	Work to connect bike trail to Bettendorf and Princeton (Mississippi River Trail) - trail completed					<ul style="list-style-type: none"> Park & Rec Bi-State
3.1.e.	Complete Phase II infrastructure work					<ul style="list-style-type: none"> City Council City Administration City Engineer Public Works
3.1.f.	Complete Phase II amenity installations					<ul style="list-style-type: none"> City Council City Administration Chamber Tourism
2.3.d.	Recruit appropriate businesses (commercial - community-wide)					<ul style="list-style-type: none"> Economic Development Coordinator
3.3.c.						<ul style="list-style-type: none"> Chamber
4.2.c.						

2020

Action:		Q1 - 2020	Q2 - 2020	Q3 - 2020	Q4 - 2020	Responsibility:
2.2.d.	Available development sites listed on LOIS, etc.	Ongoing				• Economic Development Coordinator
2.2.e.	Site selectors reached (via conferences, shows, directly, etc.)	Ongoing				• Economic Development Coordinator
2.2.c.	Development marketing materials and content created and maintained	Ongoing				• Economic Development Coordinator
4.1.b.	Get ownership data on potential levee expansion area	Jan. 2020				• City Administration
3.1.c.	Determine funding mechanisms for infrastructure project (e.g. assessments, bonding, grants)		April, 2020			• City Council • City Administration
3.2.a.	Conduct a downtown/riverfront parking study		April, 2020			• City Council • City Administration
3.2.b.	Identify and map potential downtown parking locations		April, 2020			• City Council • City Administration • City Engineer • Public Works
4.1.e.	Improve and/or add additional docks on the river		June, 2020			• City Council • Chamber • Tourism
4.1.f.	Provide an overnight option for boaters		June, 2020			• City Council • Chamber • Tourism
3.3.b.	Develop a list of potential commercial enterprises that would fit within the downtown environment and available space				Dec. 2020	• Chamber • Economic Development Coordinator
4.1.c.	Acquire riverfront property for development (deal with railroad)					• City Council • City Administration • City Engineer
3.1.d.	Determine and pursue fundraising for Phase II amenities (e.g. sponsorships, events, memorials, grants)					• City Council • Chamber • Tourism
3.2.c.	Explore options for property acquisitions for parking					• City Administration
4.1.d.	Ensure that riverfront property is ready for development (complete due-diligence)					• City Council • Economic Development Coordinator
1.1.c.	Work to connect bike trail to Bettendorf and Princeton (Mississippi River Trail) - trail completed					• Park & Rec • Bi-State
3.1.e.	Complete Phase II infrastructure work					• City Council • City Administration • City Engineer • Public Works
3.1.f.	Complete Phase II amenity installations					• City Council • City Administration • Chamber • Tourism
2.3.d. 3.3.c. 4.2.c.	Recruit appropriate businesses (commercial - community-wide)					• Economic Development Coordinator • Chamber

2021

Action:		Q1 - 2021	Q2 - 2021	Q3 - 2021	Q4 - 2021	Responsibility:
2.2.d.	Available development sites listed on LOIS, etc.	Ongoing				• Economic Development Coordinator
2.2.e.	Site selectors reached (via conferences, shows, directly, etc.)	Ongoing				• Economic Development Coordinator
2.2.c.	Development marketing materials and content created and maintained	Ongoing				• Economic Development Coordinator
4.1.c.	Acquire riverfront property for development (deal with railroad)	Jan. 2021				• City Council • City Administration • City Engineer
3.1.d.	Determine and pursue fundraising for Phase II amenities (e.g. sponsorships, events, memorials, grants)			April, 2021		• City Council • Chamber • Tourism
3.2.c.	Explore options for property acquisitions for parking				Dec. 2021	• City Administration
4.1.d.	Ensure that riverfront property is ready for development (complete due-diligence)					• City Council • Economic Development Coordinator
1.1.c.	Work to connect bike trail to Bettendorf and Princeton (Mississippi River Trail) - trail completed					• Park & Rec • Bi-State
3.1.e.	Complete Phase II infrastructure work					• City Council • City Administration • City Engineer • Public Works
3.1.f.	Complete Phase II amenity installations					• City Council • City Administration • Chamber • Tourism
2.3.d.	Recruit appropriate businesses (commercial - community-wide)					• Economic Development Coordinator
3.3.c.						• Chamber
4.2.c.						

2022

Action:		Q1 - 2022	Q2 - 2022	Q3 - 2022	Q4 - 2022	Responsibility:
2.2.d.	Available development sites listed on LOIS, etc.	Ongoing				• Economic Development Coordinator
2.2.e.	Site selectors reached (via conferences, shows, directly, etc.)	Ongoing				• Economic Development Coordinator
2.2.c.	Development marketing materials and content created and maintained	Ongoing				• Economic Development Coordinator
4.1.d.	Ensure that riverfront property is ready for development (complete due-diligence)	Jan. 2022				• City Council • Economic Development Coordinator
1.1.e.	Establish a park and recreation director position			July, 2022		• City Council • City Administration
1.1.c.	Work to connect bike trail to Bettendorf and Princeton (Mississippi River Trail) - trail completed			Sept. 2022		• Park & Rec • Bi-State
3.1.e.	Complete Phase II infrastructure work				Dec. 2022	• City Council • City Administration • City Engineer • Public Works
3.1.f.	Complete Phase II amenity installations				Dec. 2022	• City Council • City Administration • Chamber • Tourism
3.1.g.	Develop a plan for ongoing Phase II amenity maintenance (and cost)				Dec. 2022	• City Council • City Administration • Chamber • Tourism
3.2.d.	Construct parking				Dec. 2022	• City Administration • City Council
4.1.g.	Plan for placement, funding and install gazebos on riverfront				Dec. 2022	• City Council • Chamber • Tourism
4.1.h.	Add more recreation and entertainment/cultural opportunities (e.g. splash pad, playgrounds, band shell) on riverfront				Dec. 2022	• City Council • Park & Rec • Chamber • Tourism
2.3.d. 3.3.c. 4.2.c.	Recruit appropriate businesses (commercial - community-wide)				Dec. 2022	• Economic Development Coordinator • Chamber