



City of Muscatine Comprehensive Plan

Chapter 8: Economic Development





Synopsis

This chapter gives a detailed overview of the parks and recreational amenities currently maintained and operated by the City of Muscatine, details existing plans for upgrading existing or construction of new parks or recreational facility, and maps proximity of residents to existing parks and recreational facilities. This chapter details goals, policies, and objectives regarding the future of parks and recreational facilities in Muscatine. The final part of this chapter contains the goals, which are intended to create a growing, durable, and diverse economy in Muscatine. The goals were developed through a process of extensive input from the public and community stakeholders.

Outcome of Successful Economic Development

The overall economic development vision for Muscatine is to have a strong, growing, durable, and diverse economy. A strong and growing economy is one in which the unemployment rate is minimized. A strong economy implies that wages are sufficient to keep a stable, skilled workforce intact and that the costs associated with maintaining a household are low enough, relative to wages, to be affordable to the majority of the working class. A diverse economy is one that has balance between manufacturing, resource, and service sector businesses and employment. A strong and diverse economy not only encourages expansion and retention of existing business but also promotes the creation of new, locally-owned businesses and the relocation of businesses into the Muscatine area. To achieve this broad vision of a strong and diverse economy for Muscatine the following more specific goals and implementation strategies are established.

A low unemployment is recognized as critical component towards achieving the overall economic goal of Muscatine to have a strong, growing, durable, and diverse economy. Goal ED.1 is for Muscatine County's (the smallest geographic level for which there are unemployment statistics) average annual unemployment rate to decline and be below that of the State of Iowa and the United States as a whole. Figure 1 graphs the monthly unemployment rate of Muscatine County, Iowa, and the United States from January 2002 through April of 2013. The local unemployment rate is affected by global, national, regional, and local factors. As Figure 1 illustrates the trends in the local unemployment rate tracks trends in the national and state wide unemployment rates. Achieving the goal of a strong and durable local economy will result in the unemployment rate for Muscatine that declines faster than in the state or nation as a whole in economic good times and rises slower than national or statewide unemployment rate during times of economic hardship.

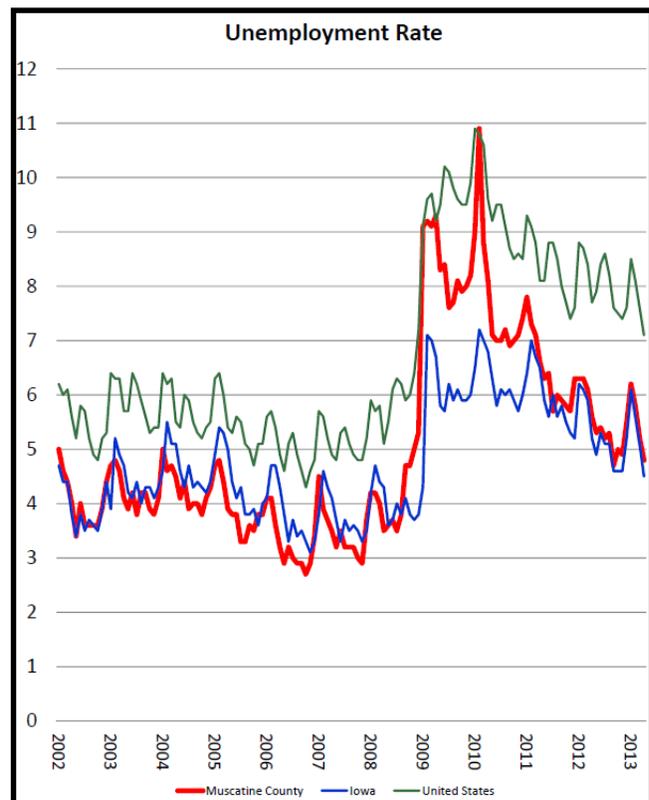


Figure 1: Monthly Unemployment Rate



A strong economy is defined by more than just a low unemployment rate, it also is an economy in which a growing number and proportion of jobs pay a livable wage, a wage that is sufficient to pay for all the costs associated with maintaining a household and keeps a stable, skilled workforce intact. Achieving this by increasing the number and proportion of jobs paying livable wages is a recognized as critical component towards achieving the overall economic goal for Muscatine to have a strong, growing, durable, and diverse economy and is Goal ED.2.

Table 1 gives an estimated living wage, and component expenses, for a variety of household types and come from the Living Wage Calculator developed by Dr. Amy K. Glasmeier of the Massachusetts Institute of technology. Food data comes from the U.S. Department of Agriculture’s 2010 low-cost food plan. Regional adjustment factors are from the U.S. Department of Agriculture Economic Research Service. Child care comes from the report Parents and the High Cost of Child Care – 2011 Update published by the National Association of Child Care Resource and Referral Agencies. Healthcare data comes from the 2010 Consumer Expenditure Survey and the 2010 wave of the Medical Expenditure Panel Survey. Housing data comes from 2010 Fair Market Rents produced by U.S Department of Housing and Urban Development. Transportation and other necessities data and regional adjustment factors come from the 2010 Consumer Expenditure Survey. Tax figures include estimated Federal payroll taxes as well as Federal and State income taxes for the 2011 tax year.

Monthly Expenses	1 Adult	1 Adult, 1 Child	1 Adult, 2 Children	1 Adult, 3 Children	2 Adults	2 Adults, 1 Child	2 Adults, 2 Children	2 Adults, 3 Children
Food	\$242	\$357	\$536	\$749	\$444	\$553	\$713	\$904
Child Care	\$0	\$521	\$967	\$1,412	\$0	\$0	\$0	\$0
Medical	\$115	\$404	\$431	\$412	\$269	\$396	\$374	\$382
Housing	\$417	\$640	\$640	\$788	\$515	\$640	\$640	\$788
Transportation	\$306	\$595	\$686	\$736	\$595	\$686	\$736	\$748
Other	\$60	\$157	\$213	\$282	\$113	\$149	\$169	\$191
Required monthly income after taxes	\$1,140	\$2,674	\$3,473	\$4,379	\$1,936	\$2,424	\$2,632	\$3,013
Required annual income after taxes	\$13,680	\$32,088	\$41,676	\$52,548	\$23,232	\$29,088	\$31,584	\$36,156
Annual taxes	\$3,003	\$7,015	\$9,119	\$11,495	\$5,087	\$6,359	\$6,906	\$7,908
Required annual income before taxes (LIVING WAGE)	\$16,683	\$39,103	\$50,795	\$64,043	\$28,319	\$35,447	\$38,490	\$44,064

Table 1: Living Wage in the City of Muscatine



Tables 4, 5, and 6 and Figures 2, 3, and 4 on pages 8-6 through 8-8, breakdown household income and wage data by quintile, occupation, and educational attainment. They also give comparisons of national, state, regional, and peer community data. Success in achieving Goal ED.2 is an increased number and overall proportion of household with an income of above the living wage threshold.

A strong economy is one in which the level of poverty of is being reduced. The reduction of poverty is one of the measures of successful economic development and the reduction of the percentage of Muscatine residents living in poverty is Goal ED.3. Success in achieving this goal will be measured in a variety of ways, including but not limited to: percentage of the population that is below the poverty line and the percentage of students participating in the free and reduced lunch program.

The 2012 Census Bureau poverty thresholds are contained in Table 2. The poverty threshold for a household is dependent on the size and composition of the household. Table 2 details the poverty rate in Muscatine, breaking it down by household type and educational attainment, and gives comparisons to the nations state, and peer communities. Tables 4, 5, and 6 and Figures 2, 3, and 4 on pages 8-6 through 8-8 breakdown household income and wage data by quintile, occupation, and educational attainment. They also give comparisons of national, state, regional, and peer community data. Success in this goal will lead to the decline in the number of Muscatine households that are below the poverty threshold.

Size of family unit	Related children under 18 years								
	None	One	Two	Three	Four	Five	Six	Seven	Eight or more
One person (unrelated individual)									
Under 65 years.....	\$11,945								
65 years and over.....	\$11,011								
Two people.....									
Householder under 65 years.....	\$15,374	\$15,825							
Householder 65 years and over.....	\$13,878	\$15,765							
Three people.....									
Householder under 65 years.....	\$17,959	\$18,480	\$18,498						
Four people.....									
Householder under 65 years.....	\$23,681	\$24,069	\$23,283	\$23,364					
Five people.....									
Householder under 65 years.....	\$28,558	\$28,974	\$28,087	\$27,400	\$26,981				
Six people.....									
Householder under 65 years.....	\$32,847	\$32,978	\$32,298	\$31,647	\$30,678	\$30,104			
Seven people.....									
Householder under 65 years.....	\$37,795	\$38,031	\$37,217	\$36,651	\$35,594	\$34,362	\$33,009		
Eight people.....									
Householder under 65 years.....	\$42,271	\$42,644	\$41,876	\$41,204	\$40,249	\$39,038	\$37,777	\$37,457	
Nine people or more.....									
Householder under 65 years.....	\$50,849	\$51,095	\$50,416	\$49,845	\$48,908	\$47,620	\$46,454	\$46,165	\$44,387

Source: U.S. Census Bureau.

Table 2: Poverty Thresholds



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Poverty by Family									
		With related children under 18 years	Householder worked	Householder worked full-time, year-round in the past 12 months	Householder 65 years and over	Less than high school graduate	High school graduate (includes equivalency)	Some college, associate's degree	Bachelor's degree or higher
City of Muscatine	Total	2,834	4,323	2,866	1,025	769	1,981	2,105	938
	% Below poverty line	19.60%	8.60%	2.20%	4.60%	23.80%	12.40%	10.20%	0.00%
Muscatine County	Total	5,369	8,493	5,901	1,993	1,344	3,654	4,235	2,051
	% Below poverty line	21.20%	10.00%	2.80%	2.90%	18.90%	11.30%	14.10%	0.80%
Burlington	Total	3,081	4,455	2,953	1,323	782	1,775	2,708	1,470
	% Below poverty line	26.50%	9.50%	5.10%	2.00%	37.60%	5.10%	20.00%	5.90%
Cedar Rapids	Total	15,764	25,280	19,130	5,277	1,757	6,736	11,795	11,209
	% Below poverty line	12.90%	6.40%	2.80%	0.40%	11.90%	11.20%	9.20%	2.20%
Clinton	Total	3,025	4,916	3,405	1,316	564	2,539	2,435	1,119
	% Below poverty line	18.00%	7.90%	0.60%	9.00%	21.50%	8.50%	12.90%	2.00%
Davenport	Total	12,257	17,697	12,699	3,754	1,905	6,369	8,898	6,993
	% Below poverty line	21.80%	10.70%	4.00%	3.60%	30.30%	14.50%	15.90%	4.70%
Dubuque	Total	6,363	10,898	7,323	2,716	1,031	4,453	4,184	4,310
	% Below poverty line	14.10%	5.40%	1.60%	2.20%	16.50%	7.30%	12.90%	0.70%
Iowa City	Total	5,461	9,676	6,428	1,704	473	1,335	2,869	6,949
	% Below poverty line	15.90%	7.90%	1.50%	0.40%	21.40%	16.00%	20.10%	4.50%
Iowa	Total	366,061	622,677	453,809	148,951	61,092	240,512	271,136	221,940
	% Below poverty line	13.90%	6.30%	2.50%	3.10%	21.00%	8.30%	9.40%	2.10%
United States	Total	37,667,150	56,050,968	39,575,295	13,442,546	9,549,260	19,744,190	23,818,529	23,315,626
	% Below poverty line	17.60%	8.10%	3.60%	5.10%	28.10%	13.70%	10.30%	2.80%

Table 3: Poverty by Family (2010 Census)



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2011 Median Household Income by Quintile

	City of Muscatine	Muscatine County	Burlington	Cedar Rapids	Clinton	Davenport	Dubuque	Iowa City	Iowa	United States
Lowest Quintile	\$12,715	\$13,519	\$8,483	\$13,649	\$10,462	\$9,196	\$13,406	\$6,863	\$11,641	\$12,644
Second Quintile	\$27,339	\$30,649	\$21,722	\$32,853	\$24,992	\$25,627	\$29,066	\$20,327	\$30,548	\$30,832
Third Quintile	\$42,414	\$47,233	\$38,007	\$52,237	\$42,838	\$42,263	\$43,873	\$41,285	\$51,798	\$50,068
Fourth Quintile	\$64,410	\$71,644	\$58,258	\$77,958	\$67,082	\$66,447	\$65,636	\$70,517	\$81,685	\$75,193
Highest Quintile	\$120,507	\$131,991	\$155,680	\$156,095	\$130,211	\$138,427	\$134,406	\$169,217	\$178,871	\$148,884
Top 5 Percent	\$183,334	\$209,985	\$362,276	\$266,433	\$211,508	\$236,172	\$240,568	\$303,291	\$313,957	\$250,419

Table 4: 2011 Median House Income by Quintile

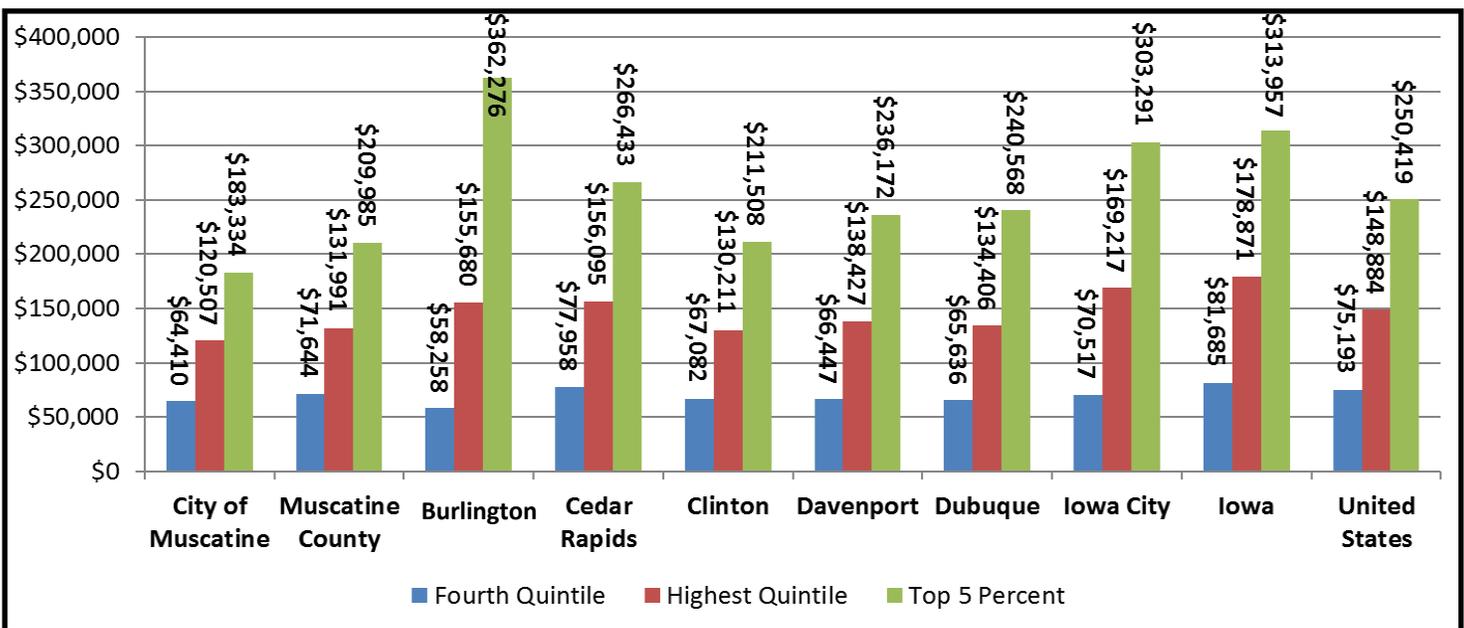


Figure 2: 2011 Median House Income by Quintile (Highest Three Quintiles)

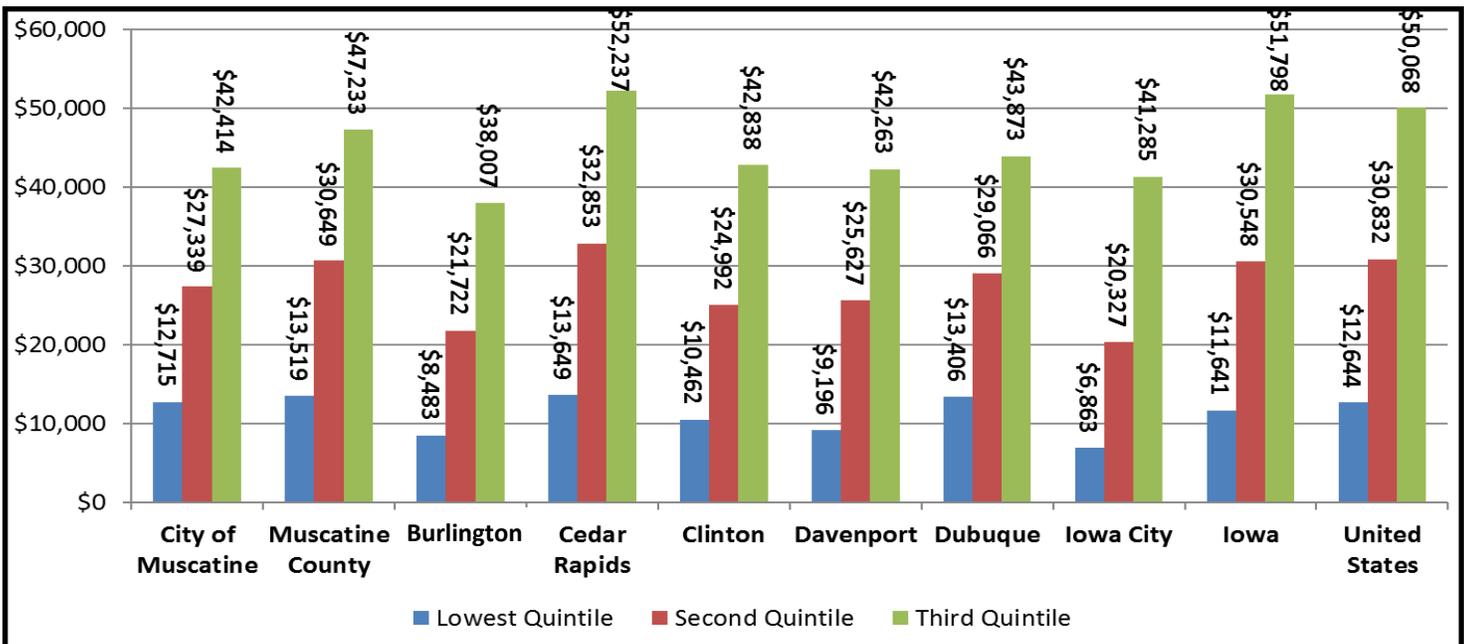


Figure 3: 2011 Median House Income by Quintile (Lowest Two Quintiles)



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<i>Wage and Percentage of those Employed by Occupation</i>											
	City of Muscatine	Muscatine County	Burlington	Cedar Rapids	Clinton	Davenport	Dubuque	Iowa City	Iowa	Iowa Median Wage	Muscatine County Median Wage
Management	8.7%	9.9%	5.3%	7.8%	6.4%	7.4%	7.2%	6.8%	9.9%	\$51,516	\$49,509
Business and financial operations	2.6%	3.4%	2.7%	4.6%	2.6%	3.8%	3.6%	2.8%	4.3%	\$45,984	\$42,784
Computer	1.7%	1.5%	0.6%	3.7%	0.7%	2.1%	2.4%	2.1%	2.0%	\$59,754	\$59,167
Architecture and engineering	2.0%	1.8%	1.4%	3.3%	2.2%	1.7%	2.0%	1.5%	1.5%	\$62,265	\$64,040
Life, physical, and social science	0.0%	0.2%	0.5%	0.6%	0.2%	0.2%	0.6%	2.8%	0.7%	\$45,304	\$39,453
Community and social services	0.9%	1.3%	2.3%	1.8%	0.8%	2.2%	1.9%	2.0%	1.7%	\$34,311	\$20,556
Legal	0.3%	0.2%	0.5%	0.8%	0.7%	0.7%	0.8%	0.8%	0.7%	\$61,727	\$167,857
Education, training, and library	4.2%	4.4%	6.4%	5.0%	3.7%	6.5%	6.7%	12.1%	6.1%	\$35,979	\$38,784
Arts, design, entertainment, sports, and media	0.8%	0.6%	2.7%	1.9%	1.8%	2.0%	2.3%	2.2%	1.4%	\$28,208	\$26,316
Healthcare practitioner and technical	2.5%	2.1%	3.7%	5.6%	5.3%	4.5%	5.1%	9.2%	5.5%	\$44,102	\$54,444
Healthcare support	2.4%	3.1%	2.2%	2.0%	2.1%	3.3%	2.7%	2.8%	2.7%	\$20,708	\$15,156
Protective service	2.1%	1.6%	1.8%	1.4%	1.6%	1.6%	1.6%	1.2%	1.4%	\$42,269	\$50,808
Food preparation and serving	8.5%	6.8%	8.3%	6.3%	6.2%	6.7%	9.1%	10.8%	5.6%	\$9,723	\$8,870
Building and grounds cleaning and maintenance	3.9%	4.0%	5.7%	3.5%	3.7%	3.2%	4.1%	2.6%	3.4%	\$17,176	\$24,527
Personal care and service	3.5%	3.4%	3.5%	3.5%	4.8%	3.4%	4.5%	3.9%	3.8%	\$13,746	\$11,869
Sales and related occupations	7.8%	8.2%	11.0%	12.1%	8.6%	13.8%	11.0%	9.1%	10.0%	\$26,039	\$18,864
Office and administrative support	14.5%	13.2%	9.0%	15.3%	15.0%	13.1%	14.5%	13.5%	14.1%	\$26,740	\$27,923
Construction and extraction	5.0%	4.7%	6.3%	4.1%	6.5%	4.5%	3.8%	2.2%	4.9%	\$33,581	\$37,281
Installation, maintenance, and repair	2.3%	2.8%	3.4%	2.8%	4.0%	2.8%	2.3%	1.9%	3.5%	\$39,398	\$42,246
Production	16.0%	16.7%	13.7%	7.8%	13.1%	10.1%	6.6%	3.7%	8.6%	\$32,061	\$33,612
Transportation	2.8%	3.1%	3.8%	2.6%	4.3%	3.0%	3.1%	2.8%	3.7%	\$33,452	\$34,091
Material moving	7.1%	6.6%	4.4%	3.4%	5.5%	3.2%	4.1%	2.8%	3.5%	\$25,304	\$22,586

Table 5: Wage and Percentage of those Employed by Occupation



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Income by Educational Attainment for those Over 25										
	City of Muscatine	Muscatine County	Burlington	Cedar Rapids	Clinton	Davenport	Dubuque	Iowa City	Iowa	United States
Less than high school graduate	\$18,061	\$18,184	\$19,769	\$21,186	\$19,146	\$20,549	\$19,765	\$14,213	\$19,013	\$20,754
High school graduate	\$24,176	\$27,778	\$23,370	\$27,483	\$31,001	\$25,600	\$23,523	\$26,382	\$26,957	\$27,018
Some college or associate's degree	\$33,775	\$31,073	\$24,250	\$32,758	\$26,884	\$30,544	\$26,964	\$26,487	\$32,837	\$31,676
Bachelor's degree	\$46,741	\$46,572	\$29,353	\$48,694	\$41,061	\$44,617	\$39,420	\$31,179	\$48,997	\$43,304
Graduate or professional degree	\$62,128	\$60,795	\$53,882	\$63,532	\$54,500	\$53,551	\$49,625	\$53,810	\$64,872	\$57,046

Table 6: Income by Educational Attainment for those Over 25

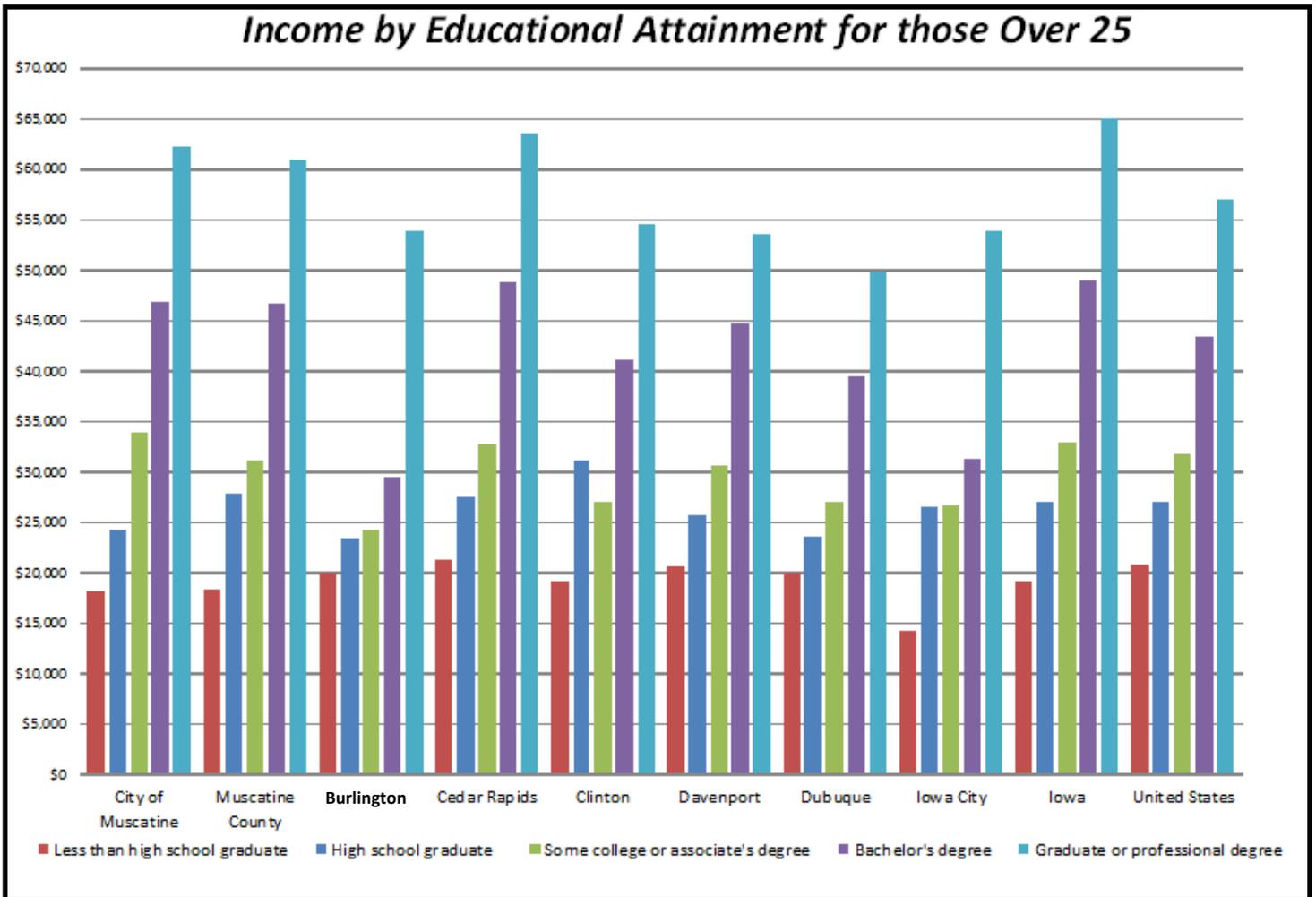


Figure 6: Income by Educational Attainment for those Over 25



Having a favorable business climate is a fundamental component of economic development strategy that is successful in building the desired strong, growing, durable, and diverse economy. Goal ED.5 is creating a favorable business climate that stimulates economic growth by supporting the formation, retention, expansion, and recruitment of businesses.

Accomplishing this will be a consideration in City policies, actions, and projects. Specific actions to accomplish this include:

- Promote specific industries or industry clusters that capitalize on Muscatine's strengths and create higher paying, livable wage jobs. In particular, promote the retention and recruitment of businesses that are a good fit with skills of the Muscatine workforce.
- Work with community partners to showcase and promote Muscatine's diverse economy, strategic location and high quality of life.
- Encourage businesses to locate in Muscatine through infrastructure improvements, zoning, and/or incentives.
- Identify, develop, and make publically available an inventory of vacant and underutilized parcels within the urban services boundary, including an accompanying map of these parcels. The vacant and underutilized parcels inventory will include as much information as possible to be well marketed, such as: location; site attributes; opportunities & constraints; funding sources that could be tapped based on particular site attributes; contamination issues; and development potential in relation to the Comprehensive Plan and Zoning Ordinance. The locations will be held in the Location One Information Services Database and maintained by Greater Muscatine Chamber of Commerce and Industry.

Improving the quality of life in Muscatine and successful economic development go hand in hand, one cannot happen without the other. Recognizing this Goal ED.4 is for economic development to occur in a manner that enhances the quality of life in Muscatine and for improvements to the quality of life in Muscatine to promote successful economic development.



Making Muscatine an attractive place to live is a necessary components in the effort to make Muscatine an attractive place to work and do business. All goals of the Comprehensive Plan that are intended to enhance the quality of life in Muscatine are recognized as integral parts of Muscatine's economic development strategies. Some of the desired quality of life goals that are most vital to successful economic development include:

- Recognize the economic development benefits of city and private sector investments in urban amenities like arts and culture, open space and recreational facilities, and high quality urban design. Strengthening the City's assets in these areas is an explicit component of the City's economic development strategy.
- Encouragement of high quality design and urban amenities for public and private development, maintaining development standards recognizing that a quality built environment helps attract the talented workers who will sustain economic growth.
- Integration of land use planning, transportation planning, and environmental quality planning to make the most efficient use of public resources and to create a healthier and more livable environment
- Enhancement of the quality of life and the air quality in Muscatine with the reduction of the length and frequency of trips made by automobiles.
- Members of the community should have the opportunity to travel safely to their destination by foot or bike. All streets, sidewalks, trails, and crossings along identified critical routes for non-motorized travel will be improved and maintained to standards ensuring that they are safe for travel by foot, bike, wheelchair, and all other forms of legal non-motorized travel.
- Maintaining compliance with federal air quality standards is recognized as vital step to achieve.



Components of Successful Economic Development

The first five goals of the economic development chapter of the Comprehensive Plan define the outcome of a successful economic development strategy. The next four goals relate necessary components of a successful economic development strategy. Success in achieving these goals will be necessary to achieve the overarching economic development vision of a strong, growing, durable, and diverse economy.

An important component of Muscatine’s economic development strategy is the stimulation of economic growth by supporting the retention and expansion of existing businesses with specific focus on retaining business headquarters. This is Goal ED.6. The economy of Muscatine has long been built on a foundation of employers with deep ties to the Muscatine area. As illustrated in Table 7, 7 of the largest 13 employers in the Muscatine area are headquartered here and/or founded here. Creating a business community that has a deeply vested interested in well being of Muscatine, for this reason extra emphasis is to be put on retaining business headquarters.

Specific actions that will be taken to achieve the goal of the retention and expansion of existing businesses with specific focus on retaining business headquarters include:

- Support and participate in efforts of retention and expansion of existing businesses with specific focus on retaining business headquarters.
- The City will maintain an active dialogue with the business community on how City polices, actions, and projects are impacting the local business climate and what actions the City might take to facilitate the expansion/retention of existing businesses and the viability of maintaining corporate headquarters in Muscatine.
- The City will review city polices and states code to determine if changes could that would keep more of the money the City spends in the Muscatine economy, but does not adversely impact the City’s financial health and stewardship of tax dollars.

<i>Employer</i>	<i>Employees</i>	<i>Type of Industry</i>
HNI	3,200	Office Furniture
Kent Corporation, (Including Kent Feeds and Grain Processing Company)	1,010	Corn Processor. Animal Feed & Alcohol Manufacturing
Muscatine Community School District	820	PreK-12 Education
Trinity Muscatine	480	Health Care
SSAB	470	Steel
Musco Sports Lighting	400	Sports-Lighting Systems
Monsanto	380	Chemical
Wal-Mart Superstore	360	Retailer
Heinz USA	305	Gravy and Ketchup
Muscatine Power and Water	300	Public Water, Power & Communications Utility
Stanley Group	280	International Engineering and Consulting Firm
Hy-Vee	260	Grocery Retail
Raymond	220	Fork Lift Equipment
City of Muscatine	223	Local Government
Bridgestone-Bandag	180	Tire Retread Equipment

Table 7: Major Employers (*Employers headquartered and/or were founded in Muscatine are highlighted.*)



In addition to retaining and growing existing business establishment, the formation and recruitment of businesses by creating an environment that fosters entrepreneurship, is a vital component to achieving the vision of a strong, growing, durable, and diverse economy. This is Goal ED.7 of the Comprehensive Plan. Muscatine's economy had largely been built on homegrown firms. The continuation of this tradition of entrepreneurship is an obvious strategy to grow Muscatine's economy. Specific actions to be taken to achieve this goal include:

- Making promoting the recruitment and establishment of new businesses and creating an environment that fosters entrepreneurship a consideration in decisions on City policies, actions, and projects.
- Allowing opportunities for home based businesses that are compatible with existing and planned residential living environments.
- The City of Muscatine supporting and participating in efforts to recruit new businesses to Muscatine.
- The City of Muscatine supporting and participating in efforts to promote and facilitate entrepreneurship in Muscatine.
- Structuring City policies, actions, and projects so that they support a local culture of entrepreneurial risk taking.
- Identifying facilities that may be used for small business start-ups or business relocations, including older structures that may be suitably reused for business purposes.

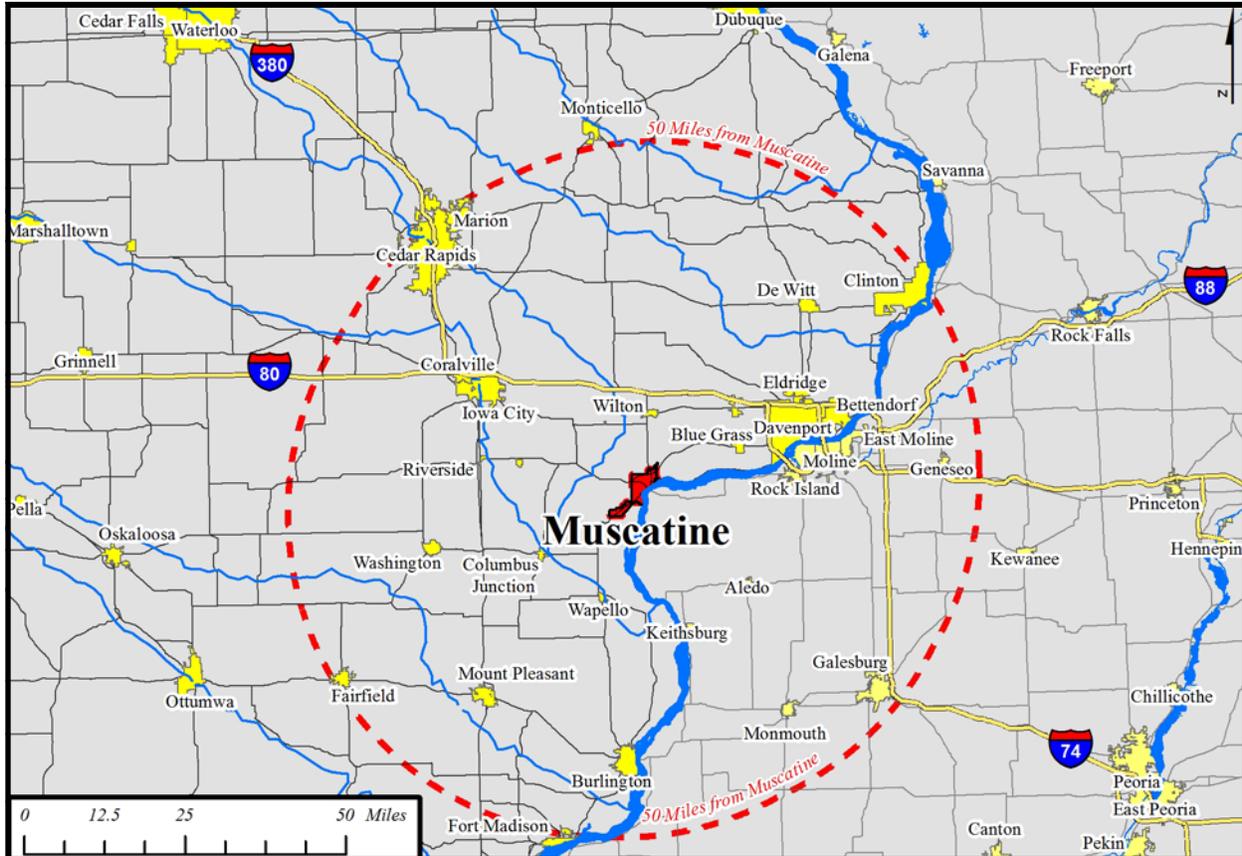


Figure 5: Communities Within 50 Miles of Muscatine

A total of 1,087,811 people live within 50 miles of Muscatine, see Figure 5. The Quad Cities area and the Iowa City area are located within particularly easy driving distance. This proximity to a number of larger communities creates both economic development opportunities and challenges for Muscatine. Opportunities are created by the fact that area employers have a large pool of potential applicants to fill openings from and area businesses have a large pool of potential customers. Conversely, challenges to economic development are posed by the fact that area retailers and other business are competing with businesses located in larger communities also, Muscatine is competing against surrounding communities as a place to live for those working in Muscatine.

A growing and strong retail sector that captures a greater percentage of retail spending done by Muscatine residents which attracts retail spending from those residing outside of Muscatine, is a vital component to achieving the vision of a strong, growing, durable, and diverse economy in Muscatine. Goal ED.8 recognizes this and calls for growing a strong retail sector. The following specific actions are to be taken to accomplish Goal ED.8:

- Make promoting the growth of the retail sector of the local economy a consideration in decisions regarding City policies, actions, and projects.
- Support and participate in efforts to promote the growth of the City’s retail sector.
- Work with community partners to showcase and promote Muscatine’s diverse economy, strategic location and high quality of life.
- Create and use an inventory of all vacant, underperforming, and distressed retail properties to inform the creation of targeted redevelopment strategies.



The full benefits of creating jobs in Muscatine can only be realized if as many as possible of these positions are filled by people choosing to live in the Muscatine area. Decreasing the percentage of people who commute into the Muscatine area is both a way to grow the population of the area and retain within the Muscatine more of the wages paid by Muscatine employers. Goal ED.9 is to grow the Muscatine economy by retaining within Muscatine more of the wages paid by Muscatine business establishments. By increasing the percentage of those who work in Muscatine also living in Muscatine over the next decade a higher percentage of those dollars earned in Muscatine should be expended in Muscatine. The following specific actions are to be taken to accomplish Goal ED.9:

- Work with to study to determine what factors causing some with jobs in Muscatine to decide to live outside the Muscatine area and commute into Muscatine on a regular basis.
- Work with community partners to develop and then implement specifically targeted marketing of Muscatine as an ideal place to live to those relocating from out of the area to take a job in Muscatine.
- Work with community partners to develop and then implement a specifically targeted marketing of Muscatine as an ideal place to live whom already have a job in Muscatine and are commuting into Muscatine on a regular basis.
- Recognize all the goals, policies, actions, and projects contained within the Comprehensive Plan intended to make Muscatine a more desirable place to live as critical implementation strategies to achieving the goal of increasing the percentage of the Muscatine workforce that reside in Muscatine.
- Ensure that available and desirable housing stock serving all segments of the Muscatine workforce exist in Muscatine.
- Perform, on a regular basis, an analysis of the existing housing stock in the Muscatine area to determine if there are gaps in the existing housing stock that is causing some of those working in Muscatine to choose to reside outside of Muscatine.

Workforce development is a vital component to successful economic development. Goal ED.10 is for business establishments in Muscatine to be able to successfully staff existing and new positions with employees capable to meet the need of businesses. Some basic information on the characteristics of the workforce can be found in Table 8 on page 8-16 , which breakdown the type of industry that Muscatine residents are employed in. Table 9 and Figure 6 on page 8-17 detailed the educational attainment of Muscatine residents.

Workforce development is not the type of function that the City of Muscatine is structured to take a primary role in. However the following actions are to be taken by the City to support fulfillment of this important goal:

- Actively support and facilitate continued efforts of the educational and business community to contribute to the health of Muscatine's economy through post-secondary education plans, programs, and activities.



- Actively support and facilitate efforts to promote the development of Muscatine’s workforce.
- Actively support and facilitate efforts to recruit workers with needed job skills.
- Support and participate in efforts to ensure businesses will be able to successfully staff existing and new positions with employees capable to meet the need of businesses will be a consideration in City policies, actions, and projects.

Achieving the overall economic development vision for Muscatine of a strong, growing, durable, and diverse economy will require a coordinated communitywide effort. Goal ED.11 is for continued and growing cooperative partnerships for planning, monitoring, and implementing economic development plans and activities. The City of Muscatine will work with regional jurisdictions, community economic development organizations, the educational community, the business sector, neighborhood organizations, and citizens in order to help achieve the community’s economic development vision. In working to achieve this goal the following specific actions will be taken by the City of Muscatine:

- Coordination of City economic development activities and plans for economic growth with other jurisdictions, businesses, citizens, and the educational community in order to help meet economic development goals.
- Leverage the strengths of Muscatine’s diverse residents, businesses, and organizations to increase connections and relationships with other countries to grow Muscatine’s economy.
- Continue to support the Greater Muscatine Chamber of Commerce and Industry, the Muscatine Convention and Visitors Bureau, and all other relevant organizations and entities in their efforts to reinforce and strengthen the Muscatine economy.
- Work with regional jurisdictions, community economic development organizations, the educational community, the business sector, neighborhood organizations, and citizens to monitor the City’s economic vitality and revise economic development plans as needed.
- Provide a continuous, consistent, and comprehensive system of public/private communication to facilitate public/private cooperation.
- Ensure that local business officials are aware of and kept up to date on city, state, and federal programs, services, and activities that may be of use or assistance to local businesses.
- Work with community partners to ensure the City’s marketing and development efforts are leveraging other such efforts in the community.



City of Muscatine, Iowa—Comprehensive Plan

Chapter 8: Economic Development

	# of Establishments	Change from 2007	% of all Establishment-2010	Employees-2010	Change from 2007	% Change from 2007	% of Private Sector Employes-2010	% of Private Sector Employes-2007	% of Private Countywide Payroll-2010	% of Private Countywide Payroll-2007
Total for all sectors	1,180	188		21,262	-423	-2.0%				
Agriculture, forestry, fishing and hunting	4	1	0.34%	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
Mining, quarrying, and oil and gas extraction	3	2	0.25%	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
Utilities	4	2	0.34%	193	N.A.	N.A.	0.91%	N.A.	1.7%	N.A.
Construction	110	11	9.32%	585	-173	-22.8%	2.75%	3.5%	3.1%	5.10%
Manufacturing	78	10	6.61%	7,742	-309	-3.8%	36.41%	37.1%	41.4%	42.70%
Wholesale trade	68	12	5.76%	815	-57	-6.5%	3.83%	4.0%	4.1%	3.63%
Retail trade	180	17	15.25%	2,439	250	11.4%	11.47%	10.1%	5.5%	5.05%
Transportation and warehousing	65	13	5.51%	704	14	2.0%	3.31%	3.2%	3.4%	2.96%
Information	18	7	1.53%	146	19	15.0%	0.69%	0.6%	0.5%	0.41%
Finance and insurance	74	10	6.27%	563	83	17.3%	2.65%	2.2%	2.2%	1.91%
Real estate and rental and leasing	46	1	3.90%	196	N.A.	N.A.	0.92%	N.A.	0.6%	0.48%
Professional, scientific, and technical services	80	14	6.78%	1,025	299	41.2%	4.82%	3.3%	8.3%	5.53%
Management of companies and enterprises	17	2	1.44%	1,439	-270	-15.8%	6.77%	7.9%	14.4%	18.01%
Administrative and support and waste management and remediation services	49	15	4.15%	968	-677	-41.2%	4.55%	7.6%	4.0%	4.18%
Educational services	4	1	0.34%	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
Health care and social assistance	123	32	10.42%	2,185	223	11.4%	10.28%	9.0%	6.9%	5.97%
Arts, entertainment, and recreation	16	3	1.36%	274	158	136.2%	1.29%	0.5%	0.3%	0.21%
Accommodation and food services	105	15	8.90%	1,162	-70	-5.7%	5.47%	5.7%	1.4%	1.39%
Other services (except public administration)	133	18	11.27%	740	-84	-10.2%	3.48%	3.8%	1.8%	1.67%
Industries not classified	3	2	0.25%	N.A.	N.A.	N.A.	N.A.	N.A.	0.0%	N.A.

Table: Employment, Establishments, and Percent of Total Private Payroll by Industry



Educational Attainment for those Over 25										
	City of Muscatine	Muscatine County	Burlington	Cedar Rapids	Clinton	Davenport	Dubuque	Iowa City	Iowa	United States
Less than 9th grade	8.0%	7.9%	3.3%	2.2%	4.7%	3.8%	3.4%	2.0%	6.1%	3.8%
9th to 12th grade, no diploma	8.7%	7.9%	9.5%	5.0%	8.3%	6.4%	6.0%	2.5%	8.3%	5.6%
High school graduate (includes equivalency)	35.2%	34.8%	33.6%	26.4%	38.7%	28.8%	35.4%	14.0%	28.4%	33.3%
Some college, no degree	24.9%	23.7%	26.6%	25.2%	22.6%	24.1%	19.8%	18.0%	21.3%	21.7%
Associate's degree	8.2%	10.2%	8.0%	10.2%	10.6%	10.3%	7.2%	6.7%	7.6%	10.3%
Bachelor's degree	11.0%	11.6%	12.5%	21.9%	11.1%	19.0%	17.8%	27.1%	17.7%	17.5%
Graduate or professional degree	4.2%	3.9%	6.4%	9.1%	3.9%	7.7%	10.4%	29.7%	10.5%	7.8%

Table 9: Educational Attainment for those Over 25

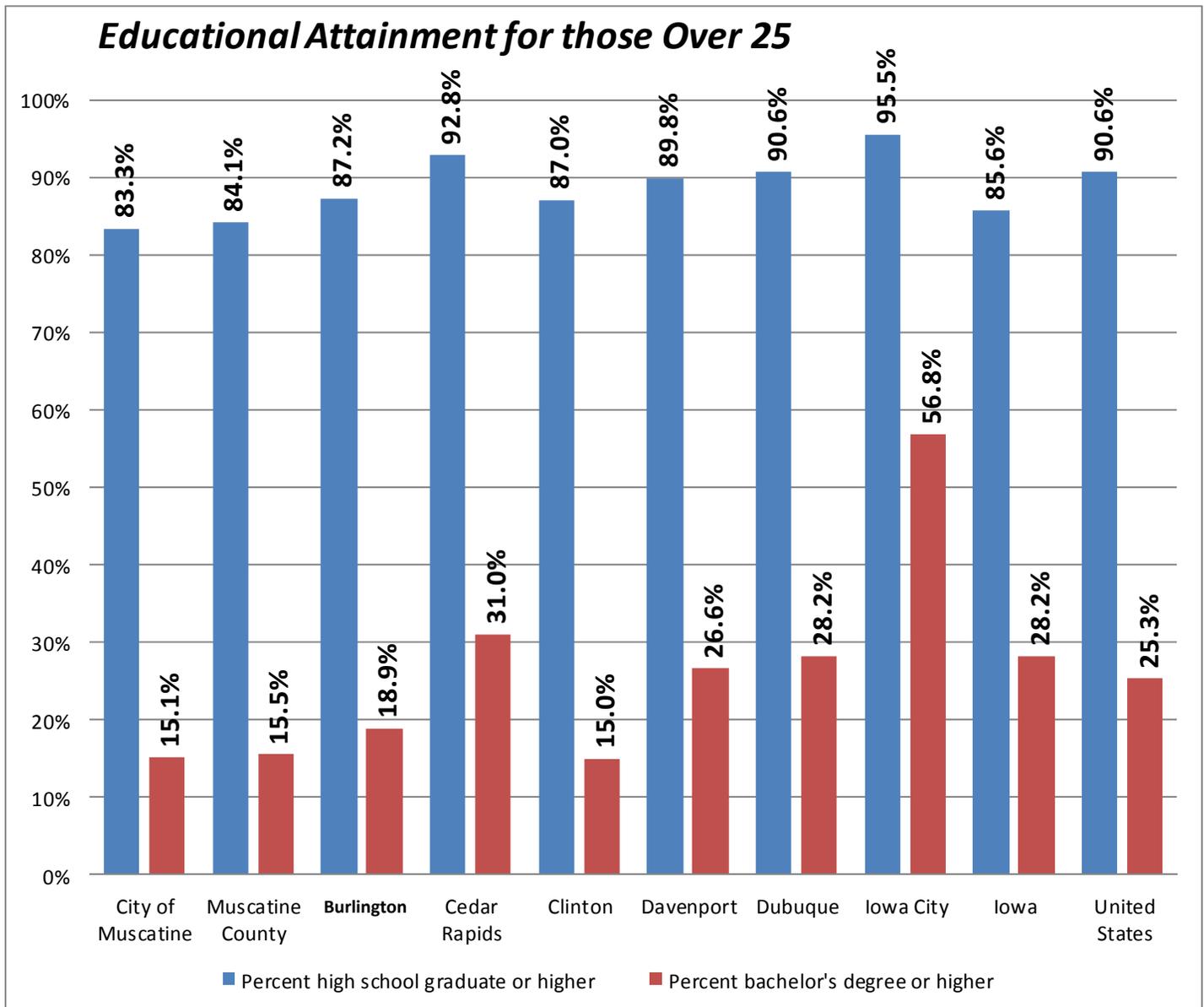


Figure 6: Educational Attainment for those Over 25



City of Muscatine Actions to Achieve Successful Economic Development

While achieving the overall economic development vision for Muscatine of a strong, growing, durable economy, will require a communitywide effort, there are several aspects of economic development that will be primarily the responsibility of the City of Muscatine. These aspects include municipal regulations, public infrastructure, incentives, ensuring the adequate supply of land to accommodate commercial and industrial growth, and the coordination of the revitalization of specifically targeted areas. The Comprehensive Plan contains five goals specifically related to these aspects.

Policies and regulations adopted by the City of Muscatine can have a significant impact on the business climate in Muscatine. They have the potential to either help or hinder economic development efforts. However, when creating policies and regulations the City of Muscatine must also consider other community goals and visions along with economic development. Goal ED.12 is for City of Muscatine policies and regulations to promote economic development and strike a balance between economic development, the maintenance of high quality municipal services, quality of life, and the financial health of city government. The following actions will be taken ensure that this goal is accomplished:

- Advance the economic development goals of the Comprehensive Plan in the forthcoming rewrite.
- Upon completion of the forthcoming rewrite of the Zoning Ordinance, work to ensure the City of Muscatine land use regulations will be reasonable, predictable, and stable.
- Develop and adopt zoning, permitting, and financial incentives that encourage development consistent with the goals of the Comprehensive Plan.
- Periodically review and update its policies, land use regulations, and other efforts to ensure the City's land use program is responsive to changes in the economic structure, and is adaptable to businesses changing development needs.

Having the necessary public infrastructure is a vital component to successful economic development. For existing business to thrive and for new businesses to be attracted, the transportation, utility, public safety, and quality of life infrastructure and services must be in place. The City of Muscatine is responsible for providing much of this public infrastructure and services that are vital to successful economic development. Goal ED.13 calls for the City of Muscatine to have the public infrastructure and offer the public services necessary to promote and sustain a positive business climate. Specific actions to accomplish this goal include:

- Making the public infrastructure and service needs of existing business and economic opportunities a key consideration in the selection, design, and timing of public infrastructure projects undertaken by the City of Muscatine.
- Aggressively seeking funding to extend or enhance the public infrastructure and services to serve areas designated for infill or greenfield development of new or expanded commercial and industrial development.



- Support the expansion and development of sophisticated communication capabilities.
- Continue to pursue aggressive public safety programs designed to protect residents, businesses, and their investments.

Figure 7 on page 8-20, depicts specific infrastructure improvement projects, that are either underway or are a goal of the Comprehensive Plan, that will assist with economic development efforts. Recent, planned, and potential infrastructure improvement in the area bounded by Highway 38, U.S. 61, and 180th Street have the potential to have significant positive impact on economic development efforts. Efforts to growth are only meaningful if there is a location to accommodate this growth. Once all projects to provide access, sewer, and water to this area are completed Muscatine will have a large attractive area capable of accommodating nearly all types of growth that may result from successful economic development.

State law grants the City of Muscatine the ability of offer certain incentives in order to spur economic development. Goal ED.14 calls for the City to effectively use incentives to promote economic development in a manner that is both consistent with the goals of the Comprehensive Plan, and financially sound. Specific actions that will be taken to implement this goal include:

- Using the goals of the Comprehensive Plan as part of criteria in determining if the City of Muscatine should create an active program or provide incentives to particular economic development projects or actions. The more goals of a Comprehensive Plan that any potential economic development incentive program, project, or action can be demonstrated to help implement, the more supportable it is.
- Use incentives to encourage revitalization, modernization, or rehabilitation of deteriorated properties, buildings, and blighted areas for new economic activity.
- Use incentives to encourage business expansion, relocation, or retention in manner consistent with the goals of the Comprehensive Plan

Economic development can only occur if there are locations to accommodate any growth brought about by economic development efforts. Goal ED.15 is for is an adequate supply of land that is readily available for commercial or industrial development. These sites should be located so that they are both attractive to industrial or commercial development, compatible with surrounding current and planned land uses, are zoned appropriately, and have the necessary infrastructure. Figure 9 on page 8-21 depicts the areas designated for industrial or commercial use in the Future Land Use Plan of the Comprehensive Plan. As can be seen in Figure 8, on page 8-20 there is strong correlation between these areas and future infrastructure improvement projects. Specific actions to be taken to achieve this goal include:

- Make maintaining an adequate supply of useable industrial and commercial land in appropriate locations a consideration in the preparation of a revised zoning ordinance.
- Conduct an assessment of the currently available supply of land that is useable for industrial and commercial development and project future demand for such land.
- Include a section that details how this goal is being met in the staff report that will accompany a revised zoning ordinance.
- Work with community partners to identify and promote sites that can be suitably developed for a variety of local employment projects including business and industrial parks, office and professional centers, and retail activities.



City of Muscatine, Iowa—Comprehensive Plan

Chapter 8: Economic Development

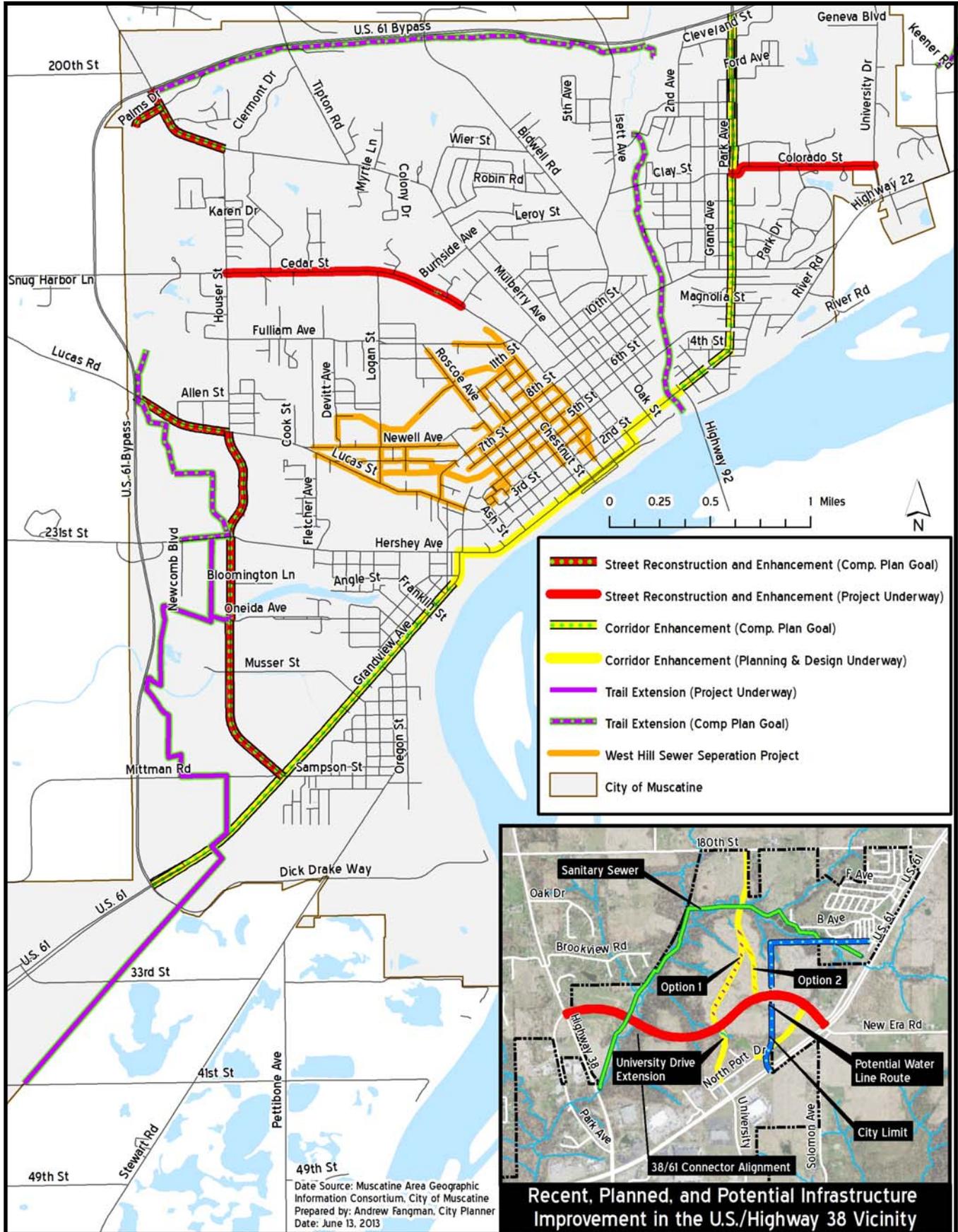


Figure 7: Future Infrastructure Improvements



City of Muscatine, Iowa—Comprehensive Plan

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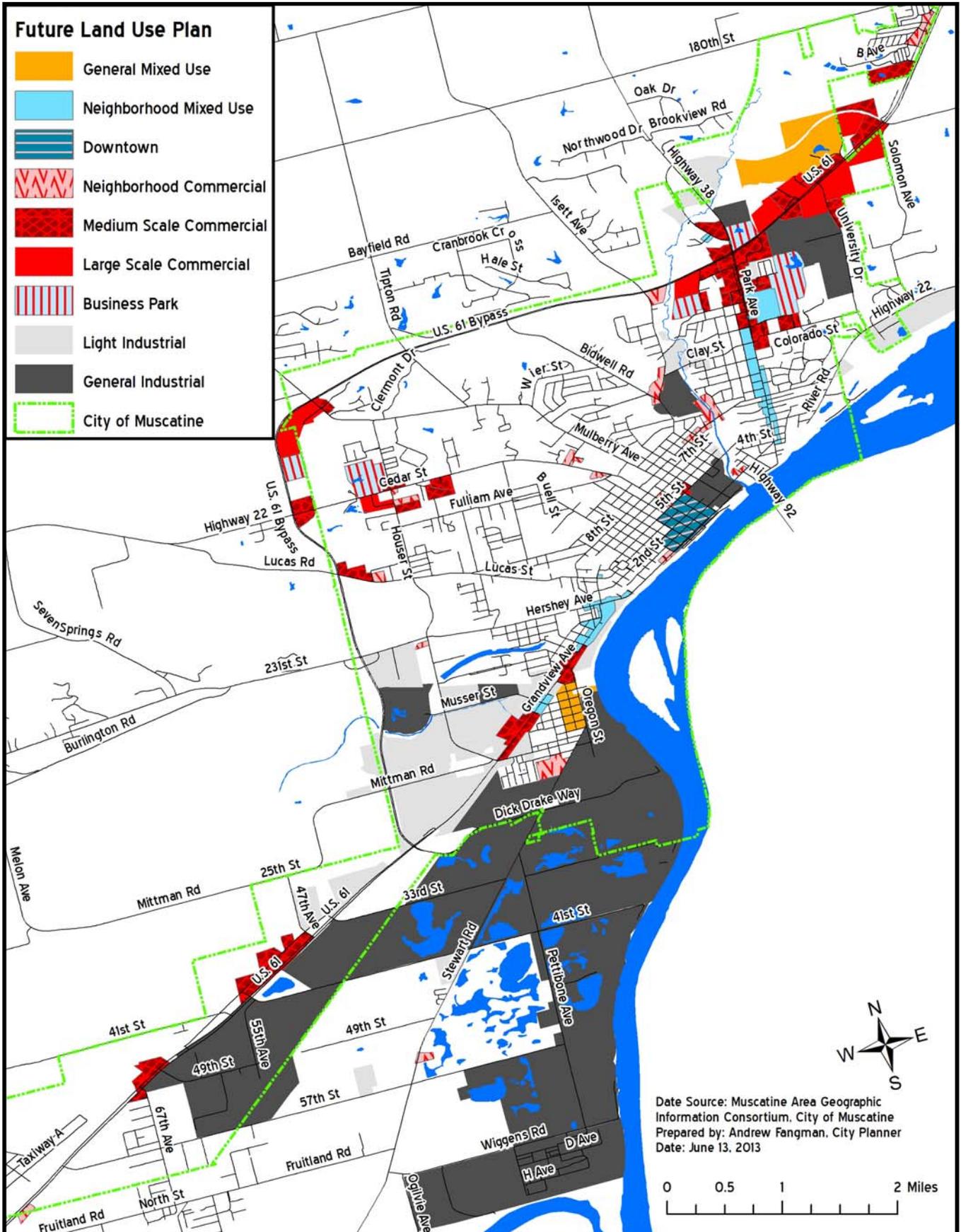


Figure 8: Areas In Which Commercial or Industrial Land Use is Compatible the Future Land Use Plan



Forthcoming investments in long-range planning and infrastructure in critical areas offer a chance to maximize resources for effective economic development focused on specifically targeted areas within Muscatine. Goal ED.16 calls for the City of Muscatine to seek development and/or revitalization of specifically targeted areas through partnerships with community stakeholders and by leveraging infrastructure improvements, aesthetic enhancements, incentives, and a review of land use regulations. The areas identified by the community for implementation of such a strategy are Downtown, the Grandview Avenue corridor, and the Park Avenue corridor (see Figure 9). Specific actions that will be taken to accomplish this goal include:

- Work with community and neighborhood stakeholders to develop plans to develop and revitalize specifically targeted areas through a partnership with community stakeholders and by leverage of infrastructure improvements, aesthetic enhancements, incentives, and a review of land use regulations
- Provide incentives to encourage the revitalization and utilization of specifically targeted areas for redevelopment in accordance with plans to be developed.
- Examine and make any necessary changes to zoning and zoning ordinances that are necessary to promote revitalization/development in the targeted areas in accordance with plans to be developed.
- Work with community and neighborhood stakeholders in specifically targeted areas to make the aesthetic enhancements in accordance with plans to be developed.
- Work with community partners to promote economic development in the specifically targeted areas.
- Support in efforts to ensure businesses will be able to successfully staff existing and new positions with employees capable of meeting the needs of businesses will be a consideration in City policies, actions, and projects.

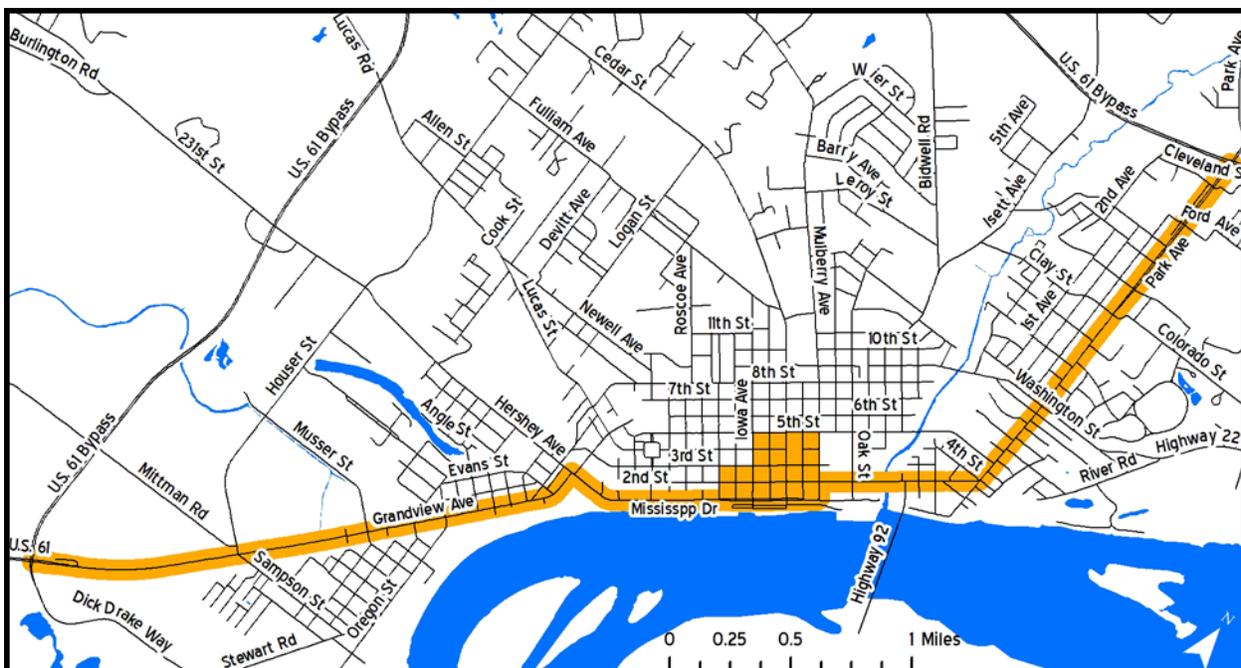


Figure 9: Area Targeted by Goal ED.16



Economic Development Goals and Implementation Strategies

The overall economic development vision for Muscatine is to have a strong, growing, durable, and diverse economy. A strong economy implies that wages are sufficient to keep a stable, skilled workforce intact and that the costs associated with maintaining a household are low enough, relative to wages, to be affordable to the majority of the working class. A diverse economy is one that has balance between manufacturing, resource, and service sector businesses and employment. A strong and diverse economy not only encourages expansion and retention of existing business but also promotes the creation of new, locally-owned businesses and the relocation of businesses into the Muscatine area. To achieve this broad vision of a strong and diverse economy for Muscatine the following more specific goals and implementation strategies are established.

In order for goals to be achieved there must be strategies to implement the vision of a better Muscatine that is laid out in the goals in the Comprehensive Plan. Each goal contained in the Plan is accompanied by specific implementation strategies necessary to make that goal a reality.

There are three types of implementation strategies: policies, actions, and projects. Policies contain the standard which, if followed in all city actions and activities subject to review by the City, will advance the goal they support. Policies contained with the Comprehensive Plan are advisory and compliance is not mandatory, however when taking an action contrary to what is contained in the Plan this fact should be noted and an explanation given.

Actions detail the specific initiatives that the City can take to achieve a listed goal. Actions include such things as creating the necessary regulations to implement a goal, perform a study to understand how a goal might be achieved or identify funding to achieve a goal.

Projects are specific capital improvement projects that if constructed would advance a listed goal. When the City develops future capital improvement plans, strong consideration should be given to these specific projects listed in the Comprehensive Plan.

Goal ED.1: Low Unemployment

Muscatine County's (the smallest geographic level for which there are unemployment statistics) average annual unemployment rate will be declining and below that of the State of Iowa and the United States as a whole.

Policy ED.1.A: A low unemployment is recognized as critical component towards achieving the overall economic goal of Muscatine to have a strong, growing, durable, and diverse economy

Policy ED.1.B: Decreasing the unemployment rate will be a consideration in City policies, actions, and projects.



Goal ED.2: Livable Wages

An economy in which a growing number and proportion of jobs pay a livable wage, a wage that is sufficient to pay for all the costs associated with maintaining a household and keeps a stable, skilled workforce intact.

Policy ED.2.A: Increasing the number and proportion of jobs paying livable wages is recognized as critical component towards achieving the overall economic goal for Muscatine to have a strong, growing, durable, and diverse economy.

Policy ED.2.B: Increasing the number and proportion of jobs paying livable wages will be a consideration in City policies, actions, and projects.

Policy ED.2.C: The cost of living is an important component of what constitutes a living wage. Reducing or holding steady the cost of living will be a consideration in City policies, actions, and projects.

Goal ED.3: Reduction in Poverty

Successful economic development that results in the reduction of poverty in Muscatine.

Policy ED.3.A: Success in achieving this goal will be measured in a variety of ways including, but not limited to: percentage of the population that is below the poverty line and the percentage of students participating in the free and reduced lunch program.

Policy ED.3.B: Reduction of poverty is recognized as critical component towards achieving the overall economic goal of for Muscatine to have a strong, growing, durable, and diverse economy.

Policy ED.3.C: Reducing poverty will be a consideration in City policies, actions, and projects.

Goal ED.4: Economic Development That Enhances the Quality of Life in Muscatine and the Quality of Life in Muscatine That Promotes Economic Development

Economic development will occur in a manner that enhances the quality of life in Muscatine and improvements to quality of life will promote successful economic development.

Policy ED.4.A: The City will assure economic development promotes other community qualities, such as livability and environmental quality that are necessary for a sustainable economic future.

Policy ED.4.B: The need to maintain Muscatine in compliance with federal air quality standards is recognized as a vital step to achieve Muscatine's economic development goals.



Policy ED.4.C: To integrate land use planning, transportation planning, and environmental quality planning to make the most efficient use of public resources and to create a healthier and more livable environment.

Policy ED.4.D: To enhance the quality of life and the air quality in Muscatine the reduction of the length and frequency of trips made by automobiles by those living, working, or visiting Muscatine should be a consideration in all relevant City of Muscatine actions, policies, regulations, or projects.

Policy ED.4.E: Members of the community should have the opportunity to travel safely to their destination by foot or bike. All streets, sidewalks, trails, and crossings along identified critical routes for non-motorized travel will be improved and maintained to standards ensuring that they are safe for travel by foot, bike, wheelchair, and all other forms of legal non-motorized travel.

Action ED.4.F: The City of Muscatine will adopt land use polices that promotes a style of development that reduces the need for travel by automobile.

Action ED.4.G: The City of Muscatine will support efforts to maintain Muscatine in compliance with air quality standards.

Action ED.4.H: The City of Muscatine supports the recruitment of industries that will a positive or neutral impact on the community environment.

Policy ED.4.I: Recognize the economic development benefits of city and private sector investments in urban amenities like arts and culture, open space and recreational facilities, and high quality urban design. Strengthening the City's assets in these areas as an explicit component of the City's economic development strategy.

Action ED.4.J: Pursue joint ventures with private groups and individuals in developing cultural and recreational opportunities.

Policy ED.4.K: Encourage high quality design and urban amenities for public and private development, maintaining development standards to recognize that a quality built environment helps attract the talented workers who will sustain economic growth.

Goal ED.5: Favorable Business Climate

A favorable business climate that leads to the formation, retention, expansion, and recruitment of businesses.

Policy ED.5.A: Creating a favorable business climate will be a consideration in City policies, actions, and projects.

Policy ED.5.B: Stimulate economic growth by supporting the formation, retention, expansion, and recruitment of businesses.



Policy ED.5.C: Encourage economic diversity through a mix of small and large businesses that provide a healthy balance of goods-producing and service-producing jobs.

Action ED.5.D: Promote specific industries or industry clusters that capitalize on Muscatine’s strengths and create higher paying, livable wage jobs. In particular, promote the retention and recruitment of businesses that are a good fit with skills of the Muscatine workforce.

Action ED.6.E: Work with community partners to showcase and promote Muscatine’s diverse economy, strategic location and high quality of life.

Action ED.5.F: Encourage businesses to locate in Muscatine through infrastructure improvements, zoning, and/or incentives.

Action ED.5.G: Identify, develop, and make publically available an inventory of vacant and underutilized parcels within the urban services boundary, including an accompanying map of these parcels. The vacant and underutilized parcels inventory will include as much information as possible to be well marketed, such as: location; site attributes; opportunities and constraints; funding sources that could be tapped based on particular site attributes; contamination issues; and development potential in relation to the Comprehensive Plan and Zoning Ordinance. The locations will be held in the Location One Information Services Database and maintained by Greater Muscatine Chamber of Commerce and Industry.

Goal ED.6: Retention and Expansion of Existing Businesses

Stimulate economic growth by supporting the retention and expansion of existing businesses with specific focus on retaining business headquarters.

Policy.ED.6.A: Promoting the retention and expansion of existing businesses will be a consideration in City policies, actions, and projects.

Policy.ED.6.B: Promoting retaining business headquarters will be a consideration in City policies, actions, and projects.

Action ED.6.C: Support and participate in efforts of retention and expansion of existing businesses with specific focus on retaining business headquarters.

Action ED.6.D: The City will maintain an active dialogue with the business community on how City policies, actions, and projects are impacting the local business climate and what actions the City might take to facilitate the expansion/retention of existing businesses and the viability of maintaining corporate headquarters in Muscatine.

Action ED.6.E: The City will review city polices and states code to determine if changes could that would keep more of the money the City spends in the Muscatine economy, but does not adversely impact the City’s financial health and stewardship of tax dollars.



Goal ED.7: Recruitment and Establishment of New Businesses and Entrepreneurship

Stimulate economic growth by supporting the formation and recruitment of businesses and by creating an environment that fosters entrepreneurship.

Policy ED.7.A: Promoting the recruitment and establishment of new businesses and creating and creating an environment that fosters entrepreneurship will be a consideration in City policies, actions, and projects.

Policy ED.7.B: The City will allow opportunities for home based businesses that are compatible with existing and planned residential living environments.

Action ED.7.C: Support and participate in efforts to recruit new businesses to Muscatine.

Action ED.7.D: Support and participate in efforts to promote and facilitate entrepreneurship in Muscatine.

Action ED.7.E: Structure City policies, actions, and projects so that they support a local culture of entrepreneurial risk taking.

Action ED.7.F: Help identify facilities that may be used for small business start-ups or business relocations, including older structures that may be suitably reused for business purposes.

Goal ED.8: A Strong Retail Sector

A growing and strong retail sector that captures a greater percentage of retail spending done by Muscatine residents and which attracts retail spending from those residing outside of Muscatine.

Policy ED.8.A: Promoting the growth of the retail sector of the local economy will be a consideration in City policies, actions, and projects.

Action ED.8.B: Support and participate efforts to promote the growth of the City’s retail sector will be a consideration in City policies, actions, and projects.

Action.ED.8.D: Work with community partners to showcase and promote Muscatine’s diverse economy, strategic location and high quality of life.

Action.ED.8.E: Create and use an inventory of all vacant, underperforming, and distressed retail properties to inform the creation of targeted redevelopment strategies.

Goal ED.9: Retain Within the Muscatine Economy a Greater Percentage of the Wages Paid by Muscatine Employers

Grow the Muscatine economy by retaining within Muscatine more of the wages paid by Muscatine business establishments. By increasing the percentage of those who work in Muscatine also living in Muscatine over the next decade a higher percentage of those dollars earned in Muscatine should be spent in Muscatine.



Policy ED.9.A Recognize all the goals, policies, actions, and projects contained within the Comprehensive Plan intended to make Muscatine a more desirable place to live as critical implementation strategies to achieving the goal of increasing the percentage of the Muscatine workforce that reside in Muscatine.

Policy ED.9.B: The City of Muscatine will work to ensure that available and desirable housing stock serving all segments of the Muscatine workforce exist in Muscatine.

Action ED.9.C: Perform, on a regular basis, an analysis of the existing housing stock in the Muscatine area to determine if there are gaps in the existing housing stock that is causing some of those working in Muscatine to choose to reside outside of Muscatine.

Action ED.9.D: Work with community partners to study to determine what factors causing some with jobs in Muscatine to decide to live outside the Muscatine area and commute into Muscatine on a regular basis.

Action ED.9.E: Work with community partners to develop and then implement specifically targeted marketing of Muscatine as an ideal place to live to those relocating from out of the area to take a job in Muscatine.

Action ED.9.F: Work with community partners to develop and then implement a specifically targeted marketing of Muscatine as an ideal place to live whom already have a job in Muscatine and are commuting into Muscatine on a regular basis.

Goal ED.10: Workforce Development

Business establishments in Muscatine will be able to successfully staff existing and new positions with employees capable of meeting the needs of businesses.

Action ED.10.A: Actively support and facilitate continued efforts of the educational and business community to contribute to the health of Muscatine’s economy through post-secondary education plans, programs, and activities.

Action ED.10.B: Actively support and facilitate efforts to promote the development of Muscatine’s workforce.

Action ED.10.C: Actively support and facilitate efforts to promote the development of Muscatine’s workforce.

Action ED.11.D: Actively support and facilitate efforts to recruit workers with needed job skills.

Action ED.11.E: Support and participate in efforts to ensure businesses will be able to successfully staff existing and new positions with employees capable of meeting the needs of businesses will be a consideration in City policies, actions, and projects.



Goal ED.11: Economic Development Partnerships

Continue and grow cooperative partnerships for planning, monitoring, and implementing economic development plans and activities. The City of Muscatine should work with regional jurisdictions, community economic development organizations, the educational community, the business sector, neighborhood organizations, and citizens in order to help attain and sustain a healthy, diversified economy.

Action ED.11.A: The City will coordinate its economic development activities and plans for economic growth with other jurisdictions, businesses, citizens, and the educational community in order to help meet economic development goals.

Action ED.11.B: Build on the strengths of Muscatine’s diverse residents, businesses, and organizations to increase connections and relationships with other countries to grow Muscatine’s economy.

Action ED.11.C: Continue to support the Greater Muscatine Chamber of Commerce and Industry, the Muscatine Convention and Visitors Bureau, and all other relevant organizations and entities in their efforts to reinforce and strengthen the Muscatine economy.

Action ED.11.D: Work with regional jurisdictions, community economic development organizations, the educational community, the business sector, neighborhood organizations, and citizens to monitor the City’s economic vitality and revise economic development plans as needed.

Action ED.11.E: Provide a continuous, consistent, and comprehensive system of public/private communication to facilitate public/private cooperation.

Action ED.11.F: Ensure that local business officials are aware of and kept up to date on city, state, and federal programs, services, and activities that may be of use or assistance to local businesses

Action ED.11.G: Work with community partners to ensure the City’s marketing and development efforts are leveraging other such efforts in the community.

Goal ED.12: City of Muscatine Policies and Regulations

City of Muscatine policies and regulations will promote economic development and strike a balance between economic development, the maintenance of high quality municipal services, quality of life, and the financial health of city government.

Policy ED.12.A : The City of Muscatine land use regulations will be reasonable, predictable, and stable.



Action ED.12.B: The City will develop and adopt zoning, permitting, and financial incentives that encourage development consistent with the goals of the Comprehensive Plan.

Action ED.12.C: The City will periodically review and update its policies, land use regulations, and other efforts to ensure the City’s land use program is responsive to changes in the economic structure, and is adaptable to businesses changing development needs.

Goal ED.13: Public Infrastructure

The City of Muscatine will have the public infrastructure and offer the public services necessary to promote and sustain a positive business climate.

Policy ED.13.A: Maintain and construct the public infrastructure necessary to promote and sustain a positive business climate.

Policy ED.13.B: Offer the public services necessary to promote and sustain a positive business climate.

Policy ED.13.C: The public infrastructure and service needs of existing business and economic opportunities will a key consideration in the selection, design, and timing of public infrastructure projects undertaken by the City of Muscatine.

Action ED.13.D: Aggressively seek funding to extend or enhance the public infrastructure and services to serve areas where infill or greenfield development are designated to attract new or expanded commercial and industrial development.

Action ED.13.E: Support the expansion and development of sophisticated communication capabilities.

Action ED.13.F: The City will continue to pursue aggressive public safety programs designed to protect residents, businesses, and their investments.

Goal ED.14: Incentives

The City of Muscatine will effectively use incentives to promote economic development in a manner that is both consistent with the goals of the Comprehensive Plan, and financially sound.

Policy ED.14.A: The goals of the Comprehensive Plan will be part of criteria used in determining if the City of Muscatine should create an active program or provide incentives to particular economic development projects or actions. The more goals of a Comprehensive Plan that any potential economic development incentive program, project, or action can be demonstrated to help implement, the more supportable it is.

Action ED.14.B: Use incentives to encourage revitalization, modernization, or rehabilitation of deteriorated properties, buildings, and blighted areas for new economic activity.

Action ED.14.C: Use incentives to encourage business expansion, relocation, or retention in manner consistent with the goals of the Comprehensive Plan.



Goal ED.15: Adequate Supply of Land for Industrial and Commercial Development

Ensure there is an adequate supply of land that is readily available for commercial or industrial development. These sites should be located so that they are both attractive to industrial or commercial development, compatible with surrounding current and planned land uses, are zoned appropriately, and have the necessary infrastructure.

Policy ED.15.A: Maintaining an adequate supply of usable industrial and commercial land in appropriate locations will be a consideration in the preparation of a revised Zoning Ordinance.

Action ED.15.B: Conduct an assessment of the currently available supply of land that is useable for industrial and commercial development and project future demand for such land.

Action ED.15.C: Include a section that details how this goal is being met in the staff report that will accompany a revised Zoning Ordinance.

Action ED.15.C: The City of Muscatine will work with community partners to identify and promote sites that can be suitably developed for a variety of local employment projects including business and industrial parks, office and professional centers, and retail activities

Goal ED.16: Development and/or revitalization of specifically targeted areas

Seek development and/or revitalization of specifically targeted areas through partnerships with community stakeholders and by leveraging infrastructure improvements, aesthetic enhancements, incentives, and a review of land use regulations.

- Downtown
- Grandview Avenue Corridor
- Park Avenue Corridor

Action ED.16.A: Work with community and neighborhood stakeholders to develop plans to develop and revitalize specifically targeted areas through a partnership with community stakeholders and by leverage of infrastructure improvements, aesthetic enhancements, incentives, and a review of land use regulations.

Action ED.16.B: Provide incentives to encourage the revitalization and utilization of specifically targeted areas for redevelopment in accordance with the plans developed under action ED.16.A.

Action ED.16.C: Examine and make any necessary changes to zoning and zoning ordinances that are necessary to promote revitalization/development in the targeted areas in accordance with the plans developed under action ED.16.A.



Action ED.16.D: Work with community and neighborhood stakeholders in specifically targeted areas to make the aesthetic enhancements in accordance with the plans developed under action ED.16.A.

Action ED.16.E: Work with community partners to promote economic development in the specifically targeted areas.

Action ED.16.F: Support in efforts to ensure businesses will be able to successfully staff existing and new positions with employees capable to meet the need of businesses will be a consideration in City policies, actions, and projects.

Project ED.16.A: Infrastructure improvement necessary to develop the plans developed under action ED.16.A.

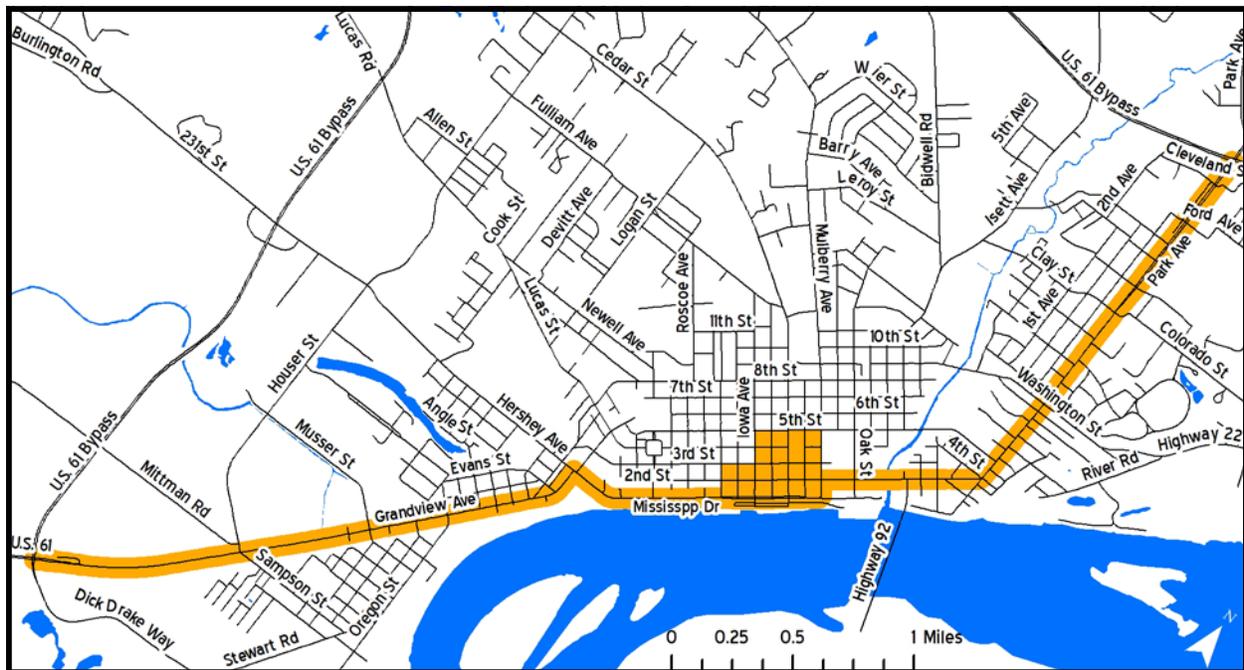


Figure 9: Area Targeted by Goal ED.16