

**East Central Iowa  
Council of Governments**

**RPA  
Region  
10**

**Comprehensive  
Economic  
Development  
Strategy**

**Long  
Range  
Transportation  
Plan**

# **COMPREHENSIVE REGIONAL DEVELOPMENT STRATEGY 2011**

**Created on behalf of the  
East Central Iowa  
Council of Governments  
Board of Directors  
and the  
Region 10 Regional Planning Affiliation  
Policy Committee**

**Includes the  
following counties:  
Benton  
Cedar  
Iowa  
Johnson  
Jones and  
Washington**

**ECICOG  
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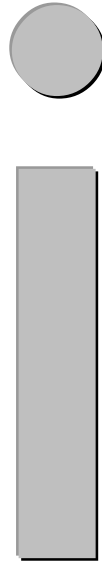
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**RESOLUTION OF  
ADOPTION**

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# INTRODUCTION

## OVERVIEW

The East Central Iowa Council of Governments (ECICOG) is a regional planning agency that provides planning and technical assistance to local governments in Benton, Iowa, Johnson, Jones, Linn and Washington Counties. Solid waste planning and transportation planning services are also provided in Tama and Cedar Counties, respectively. Transportation planning services are also offered to Cedar County, however transit services for Cedar County are operated by River Bend Transit from Davenport.

ECICOG was established in 1972 under Chapter 28E, and is designated as the planning agency for the six-county region under Chapter 28H of the Code of Iowa. Governed by a board of directors composed of elected officials and private citizens, ECICOG is also designated as a federal Economic Development District (EDD) by the Department of Commerce – Economic Development Administration.

## EDD

The East Central Iowa Council of Governments has developed a Comprehensive Regional Development Strategy (CRDS) to link economic and transportation initiatives into an overall regional strategy. Partnering with the Region 10 Regional Planning Affiliation, Corridor Business Alliance and Comprehensive Economic Development Strategy Committee, ECICOG has prepared the CRDS to guide the economic development, and transportation planning process for the Region 10 area.

In addition, ECICOG is the designated Economic Development District (ECICOG-EDD). EDDs were created by the Economic Development Administration (EDA) to organize and assist with the implementation of economic development activities within their regions. A primary function of EDD is the development and maintenance of a comprehensive Economic Development Strategy (CEDS).

### CEDS

The CEDS results from a comprehensive strategic planning process and is designed to serve as a guide for local practitioners seeking to leverage their region's assets, create thriving clusters of innovation, and address potential threats to economic stability and growth. It describes regional assets, assesses opportunities, and addresses regional challenges over a five-year horizon.

The document is developed to be consistent with section 302 of the Public Works and Economic Development Act of 1965 (42 U.S.C. § 3162) and EDA regulations at 13 C.F.R. part 303 governing CEDS development.

## RPA

ECICOG also staffs the **Regional Planning Affiliation (RPA)**.

The role of the RPA is to coordinate transportation planning activities for the region, this includes preparing plans and studies, including a Long Range Transportation Plan (LRTP), programming projects that federal transportation funds, and assisting cities and counties with grant applications.

The RPA includes the traditional six counties that ECICOG serves, as well as Cedar County.

### **LRTP**

The regional LRTP is a long range (20+ years) strategy and capital improvement program developed to guide the effective investment of public funds in multi-modal transportation facilities within the context of the regional vision.

The regional plan provides the context from which the region's Transportation Improvement Program (TIP), a short-range capital improvement program for implementing transportation projects, is drawn. The regional plan is updated every five years in consultation with interested parties.

The document is prepared in accordance with the federal Safe, Accountable, Flexible, and Efficient Transportation Equity Act—A Legacy for Users (SAFETEA-LU), Section 302 23 C.F.R. Parts 450 and 500 and 49 C.F.R. Part 613.

The development and content of the regional transportation plan is guided by eight planning factors:

1. Support the economic vitality of the region, especially by enabling global competitiveness, productivity, and efficiency
2. Increase the safety of the transportation system for motorized and non-motorized users
3. Increase the security of the transportation system for motorized and non-motorized users
4. Increase accessibility and mobility of people and freight
5. Protect and enhance the environment, promote energy conservation, improve the quality of life, and promote consistency between transportation improvements and State and local planned growth and economic development patterns
6. Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight
7. Promote efficient system management and operation
8. Emphasize the preservation of the existing system

## PROCESS

ECICOG completed an exhaustive and inclusive outreach to regional, county and municipal officials, residents, business and commercial interests and representatives, and administrators of institutions of higher education, and economic development groups. Ideas, issues, and recommendations were gathered and validated within additional group sessions with the Strategic Plan Steering Committee, the RPA Policy Committee, and at a regional summit representing diverse interests throughout the region. This interactive and proactive process included large conferences and small brainstorming meetings, individual interviews, group discussions, and voting and web surveys. Over 150 people participated directly in the successful identification of regional strengths and weaknesses, and offered realistic and achievable strategies for the future of the region.

To implement the planning process, ECICOG conducted a process similar to that recommended by the Iowa DOT Office of Systems Planning for the creation of Regional Planning Affiliations' Long Range Transportation Plans:

### 1.) *Plan the Planning Process*

In late 2010, ECICOG and the Corridor Business Alliance were both considering creating or updating regional economic development plans. As both agencies serve the same geographic areas, they decided to create a joint document. At the same time, ECICOG, home of the Region 10 Regional Planning Affiliation, was also beginning to update the regional Long Range Transportation Plan. Transportation plays an important role in economic development, and many commonalities exist between the Long Range Transportation Plan (LRTP) and the Comprehensive Economic Development Strategy (CEDS). The agencies researched the possibility of combining both types of plans and found that combined CEDS/LRTP documents are becoming increasingly common. ECICOG Executive Director Doug Elliott, along with staff of the Transportation and Community Development Departments, spent the early part of 2011 outlining a planning process and discussing an appropriate format for this new, joint document.

### 2.) *Get the Right People to the Table*

Combining an economic development plan with a transportation plan required the participation of large numbers of people, as well as more direct guidance from a smaller steering committee. The planning process began by inviting the ECICOG transportation region's Policy Committee, and Transportation Technical Advisory Committee members, and economic development professionals to attend introductory planning meetings held in the non-metro counties. A larger kick-off event, the Regional Economic Development Summit, was hosted by Kirkwood Community College, which provided a setting for over 100 people to participate in facilitated discussion following a keynote address by Robert Atkinson of the Information Technology and Innovation Foundation in Washington, D.C. Following these larger group meetings, a steering committee was assembled to provide more detailed commentary as the draft plan was developed.

### 3.) *Develop the Overall Direction for the Plan*

The direction of the plan was taken from a variety of sources, including guidance documentation published by the EDA and the Iowa DOT, as well as consideration of goals developed in ECICOG's previous LRTP and CEDS documents. Additionally, the CBA undertook an internal planning process to develop objectives and target areas. Public input opportunities were then structured in a manner that would meet the regulatory requirements and needs of the CEDS and LRTP.

### 4.) *Identify Key Trends*

Key trends were identified by the CBA members and during the various public input meetings. The trends identified by the CBA were used to outline the content of the work sessions held at the Regional Economic Development Summit, and included transportation, workforce development, land use, and access to capital. Key trends were also discussed at the individual county meetings, and were refined by ECICOG staff and the Steering Committee.

### 5.) *Conduct a SWOT Analysis*

Several SWOT analyses were conducted throughout this planning process. Early on in the process, the Corridor Business Alliance conducted a SWOT analysis among their members, and ECICOG staff conducted a SWOT analysis at each county meeting.

### 6.) *Identify Critical Issues*

The results of the SWOT analyses conducted were compiled and combined by ECICOG staff to identify the initial critical issues. These were supplemented by input received at the Regional Economic Development Summit, and a follow-up survey to specifically address transportation needs, and were used by the Steering Committee to guide the creation of the planning document.

### 7.) *Develop Alternatives to Address Critical Issues*

Alternatives to address the critical issues identified during the public input process were developed by the Steering Committee during several in person meetings. These meetings were held at Kirkwood Community College in Cedar Rapids and the University of Iowa in Coralville. The Steering Committee utilized surveys, large group and small group discussion to develop a variety of action steps.

### 8.) *Alternatives Selection and Action Planning*

After developing a wide variety of action steps during in-person meetings, ECICOG staff created a Google group for the Steering Committee and posted all new action steps, as well as action steps developed in the previous CEDS to the Google group for discussion. Some action steps were removed, others were refined, and a few new steps were identified during this, more detailed, review process.

### 9.) *Fiscal Plan*

The fiscal plan is only a requirement of the LRTP, and as such was only developed for transportation projects. These projects were identified by input received from the ECICOG region's county engineers and the Transportation Technical Advisory Committee. A draft list was compiled by ECICOG staff and presented to the ECICOG Policy Committee for review.

## 10.) Public Involvement

Multiple opportunities for public involvement were provided during the preparation of the Comprehensive Regional Development Strategy, which included county meetings, a Regional Economic Development Summit, three online surveys, and a two month public comment period.

## 11.) Final Document Preparation

Following the public comment period, ideas received from the public, Steering Committee and other ECICOG committee members, as well as the Iowa DOT, were discussed by ECICOG staff and the CRDS Steering Committee and incorporated into the final document as feasible.

## ACKNOWLEDGEMENTS

We want to acknowledge and thank the East Central Iowa Council of Governments Board of Directors, the Steering/CEDS Committee, RPA Transportation Technical Advisory Committee and Policy Committee, and the County Boards of Supervisors for Benton, Cedar, Iowa, Johnson, Jones, Linn and Washington Counties for their support and leadership in this effort.

The Steering/CEDS planning committee is comprised of the following members:

Dee Baird  
Joe Raso  
Kim Johnson  
Curt Nelson  
Lu Barron

Darrin Gage  
Alan Johnson  
Sandra Cronbaugh  
Sally Stutsman  
Ed Raber

In addition, we would like to thank the following organizations for their active participation and input:

Corridor Business Alliance  
Benton Economic Development Group  
Economic Development Administration  
Iowa City Area Development Group  
Iowa County Economic Development Commission

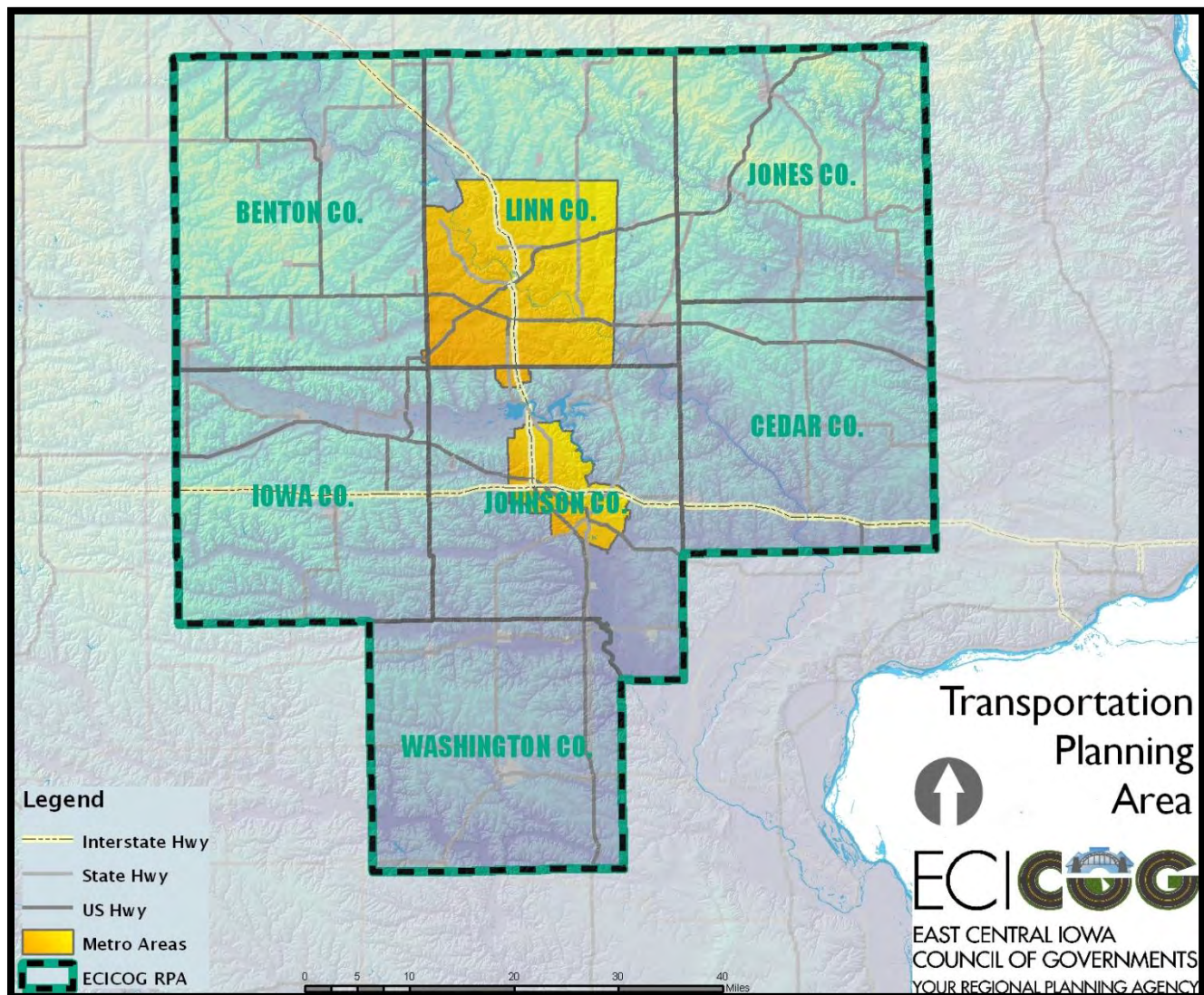
Iowa Department of Transportation  
Jones County Economic Development Commission  
Kirkwood Community College  
Priority One  
Washington Economic Development Group



## BACKGROUND – ECICOG RPA OVERVIEW

The ECICOG RPA region, shown in Figure I, is a geographic planning area including the counties of Benton, Cedar, Iowa, Johnson, Jones, Linn, and Washington. Located in east central Iowa, The ECICOG RPA encompasses about 4,400 square miles and is home to over 445,000 residents.

Figure I: ECICOG RPA Transportation Planning Region

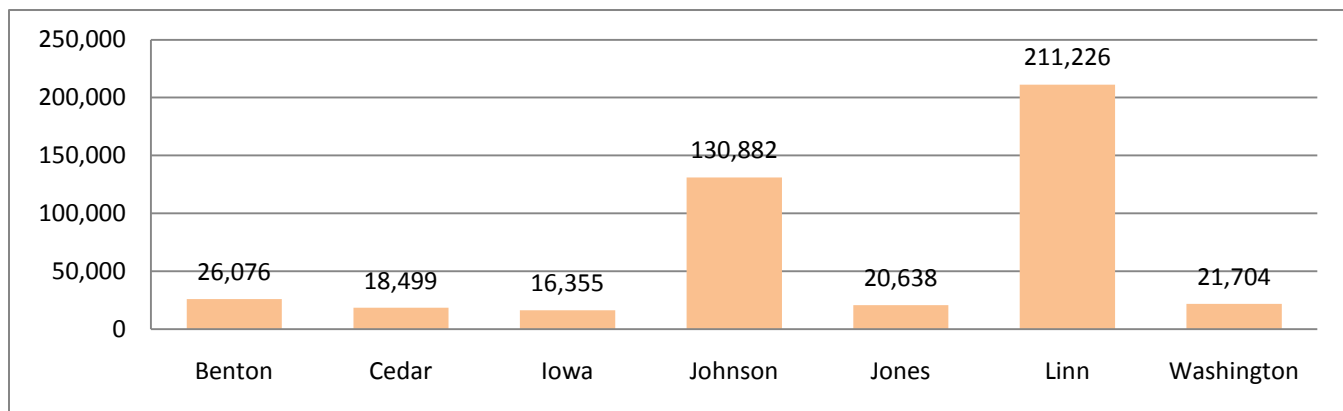


The ECICOG region is located in close proximity (less than 300 miles) to Chicago, Milwaukee, Minneapolis, Omaha, and St. Louis. Primary arteries linking these areas include Interstate 380 and US Highway 218, which runs north and south through the central part of the region. Interstate 80, and

major east-west route through the southern portion of the region, and US Highway 30 which serves as another east-west route in the northern part of the ECICOG RPA region, and US Highway 151, a north-south corridor bisecting the region. Access to markets is provided by the highway system and an extensive system of secondary roads, as well as by five freight rail carriers, one commercial airport, and six general aviation airports.

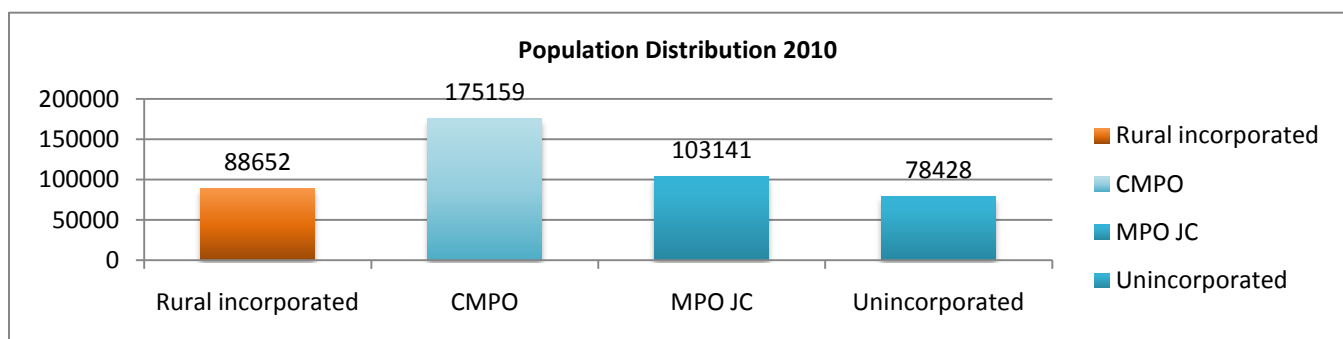
The ECICOG region is home to 445,380 people, or 14.6% of the state's total population. Among all regions in Iowa, ECICOG is unique in that it is the only region that experienced growth in all member counties between 2000 and 2010.

**Figure 2: 2010 Population by County**



Just over 82%, or 366,952 people, live in incorporated areas in the region. Two metropolitan planning agencies exist within the ECICOG region and are housed within their respective entitlement city (cities with populations in excess of 50,000) offices. These agencies are the Corridor MPO (CMPO), serving the Cedar Rapids metro area, and the MPO of Johnson County (MPOJC), serving the Iowa City metro area. The MPOs are tasked with planning for, reviewing and approving transportation investments within their service boundaries. MPO planning activities often include the topics of land use, open space and outdoor recreation, transportation, air quality, and infrastructure. Other entities within the ECICOG region that also produce plans relating to economic development, community development or transportation include the University of Iowa in Iowa City and the Eastern Iowa Airport in Cedar Rapids.

**Figure 3: Population Distribution by Planning Entity**





The ECICOG RPA region is characterized by two urban areas with numerous small towns and rural countryside. In addition to the seven counties, the region includes 73 municipalities and 30 public school districts. The region's largest municipalities are Cedar Rapids and Iowa City, located in central Linn County and Johnson County, respectively.

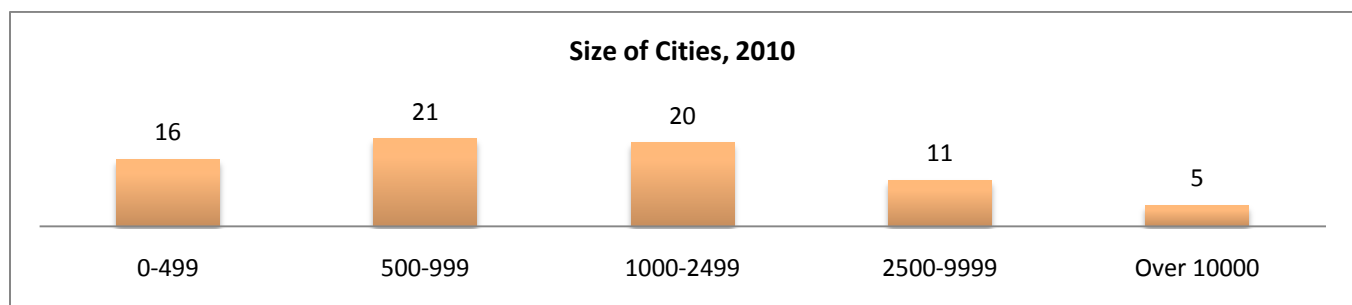
**Table 1: Member Jurisdictions**

Benton	Cedar	Iowa	Johnson	Jones	Linn	Washington
Atkins	Bennett	Ladora	**Coralville	Anamosa	Alburnett	Ainsworth
Belle Plaine	Clarence	Marengo	Hills	Center Junction	Bertram	Brighton
Blairstown	Durant	Millersburg	**Iowa City	Martelle	*Cedar Rapids	Crawfordsville
Garrison	Lowden	North English	Lone Tree	Monticello	Center Point	Kalona
Keystone	Mechanicsville	Parnell	**North Liberty	Morley	Central City	Riverside
Luzerne	Tipton	Williamsburg	Oxford	Olin	Coggon	Washington
Mt Auburn	West Branch	Victor	Shueyville	Onslow	*Ely	Wellman
Newhall			Solon	Oxford Junction	*Fairfax	West Chester
Norway			Swisher	Wyoming	*Hiawatha	
Shellsburg			**Tiffin		Lisbon	
Urbana			**University Heights		*Marion	
Van Horne					Mt Vernon	
Vinton					Palo	
Walford					Prairieburg	
					*Robins	
					Springville	
					Walker	

\*Corridor MPO Member (Cedar Rapids metropolitan area transportation planning agency).

\*\*MPO of Johnson County Member (Iowa City metropolitan area transportation planning agency). Also includes the University of Iowa.

**Table 2: Cities by Population Bracket**



The majority of cities within the region are under 2,500 residents, and these jurisdictions contain 52,148 residents, or 11.7% of the region's total population. Just 16 jurisdictions have more than 2,500 residents.

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**VISION**

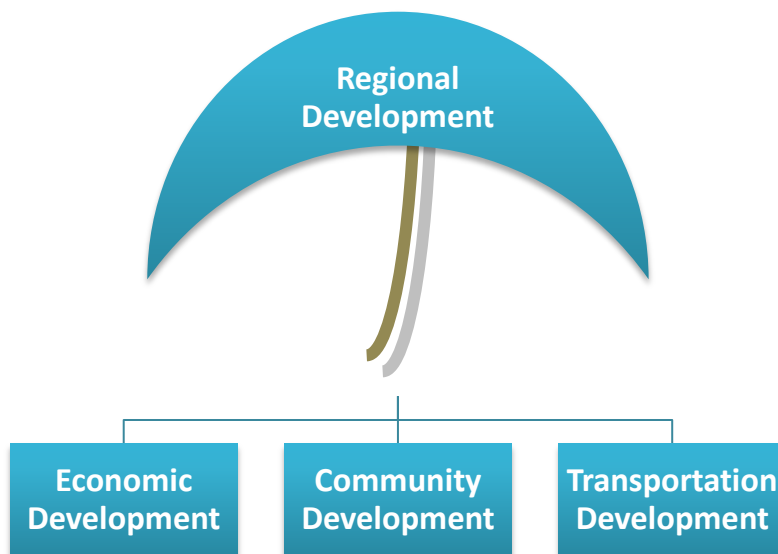
### FUTURE VISION

#### REGIONAL DEVELOPMENT

***“In 2040, The ECICOG region works collaboratively to be globally competitive, attracting new and diverse residents, businesses and investments. The region maintains and promotes a unique Midwest culture that includes a high quality of life, educated and skilled workforce, and strong civic engagement.”***

Regional development is a broad topic that is addressed in this document by organizing goals and objectives as they advance the economic development, community development or transportation development within the region.

Figure 4: Organizational Model



While not addressed in detail in the body of this document, issues of local development are critical to the overall development within the region and are often facilitated by interagency or regional cooperation. For a more detailed discussion of local issues of regional interest, please see Appendix 2.

## ECONOMIC DEVELOPMENT

***“In 2040, the economy of the ECICOG region enjoys global status that ensures job opportunities throughout the region for all socio-economic groups”***

Clearly, the need for additional funding and incentives for business start-ups was the biggest issue to come out of the four county meetings, the regional summit and the CBA plan with regards to capital formation. In addition, providing access to economic development support services and technical assistance (whether it's private, i.e. Priority One or ICAD, or public, i.e. ECICOG or local cities or counties) was another large issue. Based on the number of responses, these two issues could become the focus of future policies and strategies with regards to capital formation.

Other issues of note include the regional strengths that were discussed under the pretext of Capital Formation. These strengths crossed boundaries into the other topics (Land Use, Workforce Development, Transportation) as discussed during the four county meetings, the summit and the CBA plan – further substantiating the region's overall strengths.

Several topics arose during the workforce development discussions. The largest number of comments dealt with the region's highly educated workforce. This issue is clearly a strength that needs to be maintained and built upon in the region.

The other large issue dealt with the decreasing and aging workforce. Although highly educated, the region's workforce is aging and in 20 years a significant number of current employees will be retiring. The workforce is not being restocked as needed, however, as younger employees are increasingly leaving the State. This issue should be at the heart of future policies and strategies regarding the attracting of potential workforce into the region. Therefore, marketing becomes critical and should be a high priority.

### *Economic Development Challenges*

<ul style="list-style-type: none"><li>✓ Need for additional funding or incentive opportunities<ul style="list-style-type: none"><li>✓ Increase access to technical assistance</li><li>✓ Promotion of regional strengths</li></ul></li><li>✓ Restructuring of governmental assistance</li><li>✓ Need for additional investment groups, incentives and education</li><li>✓ Effective communication and information sharing</li><li>✓ Align regional educational curriculums with employer needs</li></ul>	<ul style="list-style-type: none"><li>✓ Decreasing/aging workforce and continuity of employees<ul style="list-style-type: none"><li>✓ Increase career education</li><li>✓ Retaining young adults</li></ul></li><li>✓ Increase local amenities/quality of life</li><li>✓ Create a sustainable tax base</li><li>✓ Availability of professional employment in rural areas<ul style="list-style-type: none"><li>✓ High cost of labor</li></ul></li></ul>
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## COMMUNITY DEVELOPMENT

***“In 2040, development in the region is sustainable, innovative and inclusive and will foster an educated, healthy, safe and involved populace.”***

Based on the available comments, planning and zoning issues dominated. Many times discussion focused on site-specific issues (i.e. the perceived need to rezone the Highway 30 corridor). However, general planning concerns like streamlining the local development process and understanding comprehensive planning and using the State’s new smart planning legislation were each important topics.

There were several important planning and zoning issues that weren’t discussed or were generally covered under the pretext of the smart planning legislation. Issues like in-fill development versus development on the outlying areas of a community or along a major transportation route; types of development (i.e. clustered or low impact designs vs. conventional site design) were all issues that weren’t discussed but should be addressed in some manner when formulating region-wide policies and strategies with regards to land use.

The second largest discussion point was the lack of available land for development and growth. Although a few comments suggested there are local spots with available space for expansion, the majority of comments focused on the lack of land availability within the region. This issue should be a focus of future policies and strategies with regards to regional land use and economic development.

Housing was discussed briefly - mainly under the pretext of workforce housing and providing enough housing stock to support economic expansion. Another topic – infrastructure - was also briefly mentioned. This issue, however, is critical as the region’s infrastructure is aging and investment will be necessary to foster economic development and growth, not to mention the safety of the public due to our aging infrastructure systems.

One issue that was discussed within the context of land use, but crossed into the other discussions includes the role of local government. Much like the comments received under capital formation and workforce development, the perceived role of government within the land use sector should be that of support and streamlining. Streamlining the development process, supporting public / private initiatives, and working with other local governments regionally in order to foster growth and development are all local government roles that were discussed.

Quality of life issues were also mentioned in the land use discussion, as well as regarding workforce development and transportation. Recreation and trails and the availability of local amenities are important issues that need to be addressed when discussing land use policies with regard to the retention and attraction of available labor.

## Community Development Challenges

<ul style="list-style-type: none"> <li>✓ Balancing urban growth and agricultural operations</li> <li>✓ Wide variety of land use regulations across region                             <ul style="list-style-type: none"> <li>✓ Complex land development processes</li> </ul> </li> <li>✓ Large amount of land available for development                             <ul style="list-style-type: none"> <li>✓ Small amount of developed land shovel ready</li> <li>✓ High cost of land</li> </ul> </li> <li>✓ Increase public/private partnerships and communication</li> </ul>	<ul style="list-style-type: none"> <li>✓ Meet housing needs of workforce (through new construction and rehabilitation programs)</li> <li>✓ Natural resources protection, including flood mitigation</li> <li>✓ High cost of developing and maintaining infrastructure                             <ul style="list-style-type: none"> <li>✓ Support alternative energy sources</li> <li>✓ Increase local amenities/quality of life</li> </ul> </li> </ul>
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## TRANSPORTATION DEVELOPMENT

***“In 2040, the ECICOG region has a safe, economical and dependable transportation system that provides modal options and aids in the mobility of people and products to enhance livability and economic vitality.”***

The most comments received during the transportation discussion revolved around two issues: rail and roads. Roads received the most comments. However, it seemed reasonable to split the road comments into two sub-sections (i.e. major highway issues and secondary, rural and local road issues). The major highway issues dealt mainly with specific projects on the region’s major transportation routes: Interstates 80 and 380, and Highways I, 30 and 151. The secondary, rural and local road issues dealt mainly with specific local issues.

Perhaps the two most critical issues discussed dealt with the regional transportation infrastructure and how to pay for it going forward. The aging regional transportation infrastructure is a safety issue that needs to be addressed.

The initial input received regarding transportation development was supplemented by a transportation values and assessment survey, which received more than 100 responses. The results of the survey reiterated much of what was heard at prior input sessions. There is a need to provide a safe and efficient transportation system to enhance the livability and economic vitality of the region. Congestion is not an issue, but survey respondents want to invest in transportation projects that positively impact the environment.

## Transportation Development Challenges

<ul style="list-style-type: none"> <li>✓ Maintain and preserve existing infrastructure                             <ul style="list-style-type: none"> <li>✓ Increase access to cargo rail</li> </ul> </li> <li>✓ Increase access to passenger rail to provide connections to other cities</li> <li>✓ Fund and complete road and bridge maintenance/repair projects</li> <li>✓ Increase capacity of regional transportation network</li> </ul>	<ul style="list-style-type: none"> <li>✓ Improve safety of regional transportation network                             <ul style="list-style-type: none"> <li>✓ Continue to develop regional trails system</li> </ul> </li> <li>✓ Provision of modal options – strong interest in facilities for bicyclists and pedestrians</li> <li>✓ Investment in new roads – federal and state funds will not cover this, so private/local investment is necessary</li> <li>✓ Increase efficiency and usability of transit resources</li> </ul>
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**DECISIONS**

## REGIONAL GOALS AND OBJECTIVES

The following goals are based on public input from the four county meetings, the Regional Economic Development Summit and the draft CBA Plan. They are organized under the four sub-sections of the CRDS (Regional Development, Economic Development, Community Development and Transportation Development). They are further organized under common themes within those plan sections. It is anticipated that overall policies for each theme will be established to enhance the goals contained herein.

### REGIONAL DEVELOPMENT

#### ***Branding***

- Continue efforts to identify a regional brand
- Market the regional brand to increase recognition both inside and outside of the region

#### ***Governmental Objectives***

- Improve intergovernmental cooperation
- Support public / private initiatives

### ECONOMIC DEVELOPMENT

#### ***Entrepreneurial Support Objectives***

- Increase the amount and diversity of capital formation opportunities and outlets
- Market success stories regarding entrepreneurial accomplishments within the region to entice potential investors
- Streamline economic development resources for entrepreneurs and investors
- Ensure resources are in place to meet needs of every state of company development
- Support entrepreneurship and enhance emerging businesses
- Increase the amount and depth of support services available for entrepreneurial development in the region
- Open lines of communication between local support services, banks, economic development groups and businesses

#### ***Interstate Commerce Objectives***

- Identify and increase potential incentives for investors and businesses
- Market success stories regarding interstate commerce accomplishments within the region to entice potential investors
- Identify and invest in key/most promising business sectors
- Retain and support existing industries
- Increase the amount and depth of support services available for interstate commerce development in the region



- Support local shovel-ready program and increase / establish funding for shovel-ready site certifications

## **Workforce Development Objectives**

- Maintain region's highly educated workforce
- Increase the number of younger workers into the workforce
- Increase marketing of the region to younger workers
- Narrow gap between the number of recent graduates and entry level jobs
- Develop talent pipeline in support of economic development objectives
- Increase quality of life amenities in the region to attract and retain employers
- Grow skills of lower income workers and job seekers
- Promote lifelong work opportunities

## *Economic Development Action Steps*

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- 1.) Support efforts to maintain and increase awareness of educational resources such as the Navigating the Corridor booklet.
- 2.) Work with local governments to identify and market underutilized or abandoned commercial or industrial sites appropriate for shovel ready certification and offer technical assistance in achieving that certification.
- 3.) In alignment with the Regional Economic Strategy, develop a regional workforce development plan and action agenda that:
  - Defines the workforce capability in the region
  - Engages regional stakeholders and commitments to the action agenda
  - Ensures the regional workforce has the skills and credentials to support current and future industry clusters
  - Supports workforce development programs and training, which result in skill attainment and credentials aligned with the current and future talent and skill needs of the region's employers.
  - Engages employers in a commitment to internships and job shadowing.
- 4.) Continue to invest and incentivize education and workforce systems that support employer linkages to high quality work-based learning experiences
- 5.) Leverage regional assets to attract, retain and grow more businesses and invest in human capital development. Assure that investments and policy incentives support both a regulatory and workforce climate conducive to business growth.
- 6.) Fully develop the industry clusters for our region by prioritizing clusters and selecting two focus clusters each year.

## COMMUNITY DEVELOPMENT

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### ***Land Use and Housing Objectives***

- Increase the amount of available land for commercial/industrial and housing development
- Support local planning efforts and utilize the State's smart planning legislation
- Protect the region's natural environmental features (i.e. steep slopes, wetlands, floodplains, prime farmland, etc.)
- Promote in-fill and low-impact development around the region
- Continue with regional flood mitigation efforts
- Focus on reuse and rehabilitation
- Capitalize on distinctive character of historic downtowns
- Work to streamline local government's development processes and foster sound land use policies and controls
- Ensure sufficient housing options for all current and potential residents of the region
- Address gaps in region's public sewer, water and street infrastructure
- Promote land development regulations that support alternative methods of energy generation such as wind- or solar-farms.

### ***Quality of Life Objectives***

- Support access to the region's high quality healthcare facilities
- Promote regional culture and diversity
- Increase access to recreational facilities, both indoor and outdoor

### *Community Development Action Steps*

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- 1.) Support the efforts of the Iowa Flood Center at the University of Iowa and organize to use the full potential of the center.
- 2.) Complete and implement the recommendations of the ECICOG Housing Needs Assessment 2011
- 3.) Increase the number of hospitals with critical access designations
- 4.) Streamline the land development process in contiguous, high growth areas by utilizing common development standards and applications.
- 5.) Promote use of Iowa's Smart Planning Legislation and other initiatives to increase sustainability
- 6.) Create a regional land use inventory
- 7.) Provide support through technical assistance to the region's housing trust funds
- 8.) Utilize CBDG funds to maintain and upgrade the region's infrastructure

- 9.) Promote multi-agency and multi-disciplinary planning processes and documents

## TRANSPORTATION DEVELOPMENT

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### ***Infrastructure Objectives***

- Maintain and improve regional transportation infrastructure and improve mobility of people (i.e. airports, roads, highways, bridges, rail corridors, etc.)
- Plan for, improve and maintain transportation connections to major routes (i.e. parallel highway corridors)

### ***Funding Objectives***

- Work with state legislators to establish alternative funding mechanisms for transportation infrastructure
- Increase revenue options for maintenance and improvements of the regional transportation infrastructure

### ***Mass Transit Objectives***

- Expand bus service through the corridor
- Increase multi-modal transportation options

### ***Rail Objectives***

- Increase access to cargo rail
- Increase access to passenger rail
- Reduce railway/roadway conflicts in the region for improved safety, air quality and traffic movement

### ***Quality of Life Objectives***

- Provide safe, economical, and dependable transportation service to the general public
- Provide modal service alternatives to expand the transportation service in our region, including highways, transit, trails, rail, and aviation services
- Increase quality of life amenities in the region (i.e. recreation trails and other opportunities)

## ***Roadway and Bridge Objectives***

- Maintain and improve regional transportation infrastructure and improve mobility of people and products
- Plan for, improve and maintain transportation connections to major routes (i.e. parallel highway corridors)
- Work with state legislators to establish alternative funding mechanisms for transportation infrastructure
- Increase revenue options for maintenance and improvements of the regional transportation infrastructure

## ***Public Transit Objectives***

- Maintain and improve regional transportation infrastructure and improve mobility of people
- Provide modal service alternatives to expand the transportation service in our region
- Expand bus service through the corridor
- Increase multi-modal transportation options

## ***Bicycle and Pedestrian Objectives***

- Maintain and improve regional transportation infrastructure and improve mobility of people
- Increase quality of life amenities in the region (i.e. recreation trails and other opportunities)
- Provide modal service alternatives to expand the transportation service in our region

## ***Aviation Objectives***

- Maintain and improve regional transportation infrastructure and improve mobility of people and products
- Provide modal service alternatives to expand the transportation service in our region

## ***Rail Objectives***

- Maintain and improve regional transportation infrastructure and improve mobility of people and products
- Provide modal service alternatives to expand the transportation service in our region
- Increase access to freight rail
- Increase access to passenger rail
- Reduce railway/roadway conflicts in the region for improved safety, air quality and traffic movement

## ***Safety and Security Objectives***

- Provide safe, economical, and dependable transportation service to the general public

## ***Transportation Development Action Steps***

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## ***Roadway and Bridges***

- 1.) Continue regional suballocation process to distribute regional transportation funds
- 2.) Support the Iowa DOT's efforts to improve the regional commercial and industrial network
- 3.) Continue to develop an annual Transportation Improvement Program
- 4.) Develop, upgrade and maintain parallel transportation routes

## ***Public Transit***

- 5.) Coordinate public transit among the region's systems and contractors to improve utilization of the numerous transportation resources currently available

## ***Bicycle and Pedestrian***

- 6.) Support the formation of the regional trails committee and their recommendations

## ***Aviation***

- 7.) Support a Regional Airport Authority to advance interstate commerce

## ***Rail***

- 8.) Support a Regional Airport Authority to advance interstate commerce
- 9.) Support the efforts of railways to maintain and upgrade tracks and facilities
- 10.) Monitor the progress of Iowa DOT to establish new passenger rail services within the region

## ***Safety and Security***

- 11.) Address transportation connections threatened at times of disaster
- 12.) Develop a Traffic Safety Committee to suggest site specific and disaster related transportation improvements

4

## REGIONAL OVERVIEW

### PARTNERSHIPS AND COLLABORATION

The Corridor Business Alliance (CBA) includes 13 organizations in the Cedar Rapids and Iowa City area that were interested in discussing a regional approach to economic development. The work of these groups has evolved into the formation of the Corridor Business Alliance (CBA). Members include Alliant Energy (Lisha Coffey), Cedar Rapids Area Chamber of Commerce/Priority One (Dee Baird), Entrepreneurial Development Center (Curt Nelson), Iowa City Area Chamber of Commerce (Nancy Quellhorst), Iowa City Area Development Group (Joe Raso), Kirkwood Community College (Kim Johnson), MidAmerican Energy (Greg Theis), Kirkwood's Small Business Development Center (Al Beach), The John Pappajohn Entrepreneurial Center at the University of Iowa (David Hensley), University of Iowa Research Foundation (Pam York), University of Iowa Small Business Development Center (Paul Heath) and East Central Iowa Council of Governments (Doug Elliott).

### MARKETING AND PROMOTION

The region is currently undergoing a branding initiative that originated from The Path to Regional Excellence meeting held on November 3, 2009, at Kirkwood Community College. The meeting, hosted by the Corridor Business Alliance and Corridor2020, was attended by over 350 community and business leaders and featured Michael Langley, a regional planning expert, who discussed the qualities of an effective region. Langley presented Five Regional Imperatives / Keys to Regional Excellence, one of which was the creation of a regional brand or image.

A consultant, North Star Destination Strategies, was selected as the firm to create a brand for the region over approximately 18 months. Primary financial support for the project is being provided by Kirkwood Community College, however the project receives the support of many other organizations including Alliant Energy, the Cedar Rapids Area Chamber of Commerce, the City of Cedar Rapids, the City of Marion, the Corridor Business Journal / Corridor Media Group, the Eastern Iowa Airport, Gazette Communications / Source Media Group, Iowa City Area Development Group, Iowa City Area Chamber of Commerce, Linn County, the Marion Chamber of Commerce, MEDCO, Priority One, and the University of Iowa.

The Corridor Business Journal's John Lohman detailed the importance of creating a regional brand as follows: "A brand is not created; it is discovered within the spirit of a place. Using qualitative and quantitative research tools, North Star will help us achieve a focused snapshot of our region's values, assets and priorities, which can then be articulated as our 'brand.'

"We will learn what are the strengths and weaknesses of our region. We will learn what we think of ourselves as well as what people outside the region think of us. We will get a better understand of which regions we compete with on a national and global stage.

Brands uncovered in this manner are endorsed and absorbed by their communities due to their fundamental truth. Because of this, they are exceedingly useful to community leaders in furthering the economic, political and social goals of the region. In other words, an honest, relevant, clearly and cleverly articulated brand can move our community from good to great.”

## TECHNICAL ASSISTANCE

The East Central Iowa Council of Governments and other members of the Corridor Business Alliance offer assistance to member entities in planning, grant applications, research and project management. The Navigating the Corridor document (available at <http://www.edcinc.org/pdf/nav-the-corridor.pdf>) provides a summary of the capabilities and services of the CBA member organizations.

## EDUCATION

Employers often look at the educational composition of the local workforce. This composition may influence employers’ location decisions and effect training costs. Educational attainment in the ECICOG region has consistently ranked above that of the state and nation. The region is home to a large number of higher education institutions, and as a result, the region produces more college graduates than entry level jobs to employ those graduates, many of whom leave the region or state to seek employment.

The region has a higher percentage than the state of Iowa in the number of individuals with a college degree or higher. The region also has a higher percentage of high school graduates than the state of Iowa. Table 3 below displays the educational attainment for the region, and indicates the region is nearly average with the State. For a county-by-county account of educational attainment, please refer to Table 4: Regional Educational Attainment by County on page 25 and **Error! Reference source not found.** on page **Error! Bookmark not defined.**

**Table 3: Educational Attainment ECICOG Region, 2000-2009**

Year	ECICOG Region (w/o Cedar Co)				State of Iowa			
	2000		2008		2000		2008	
Persons 25 Years and Older	211,190	100%	261,200	100%	1,895,856	100%	1,948,253	100%
Less than 9th grade	14,193	6.72%	6,536	2.50%	105,424	5.56%	79,558	4.08%
9 <sup>th</sup> to 12th grade, no diploma	18,381	8.70%	12,240	4.69%	158,012	8.33%	122,389	6.28%
High school graduate	71,045	33.64%	76,534	29.30%	683,942	36.08%	679,024	34.85%
Some college, no degree	38,092	18.04%	55,377	21.20%	405,748	21.40%	411,784	21.14%
Associate degree	17,559	8.31%	26,507	10.15%	140,640	7.42%	184,457	9.47%
Bachelor’s degree	33,812	16.01%	54,703	20.94%	278,350	14.68%	327,470	16.81%
Graduate or professional degree	18,135	8.59%	29,303	11.22%	123,740	6.53%	143,571	7.37%
% high school graduate or higher	<b>178,643</b>	<b>84.59%</b>	<b>242,424</b>	<b>92.81%</b>	<b>1,632,420</b>	<b>86.10%</b>	<b>1,746,306</b>	<b>89.63%</b>
% Bachelor’s degree or higher	<b>51,947</b>	<b>24.60%</b>	<b>84,006</b>	<b>32.16%</b>	<b>402,090</b>	<b>21.21%</b>	<b>471,041</b>	<b>24.18%</b>

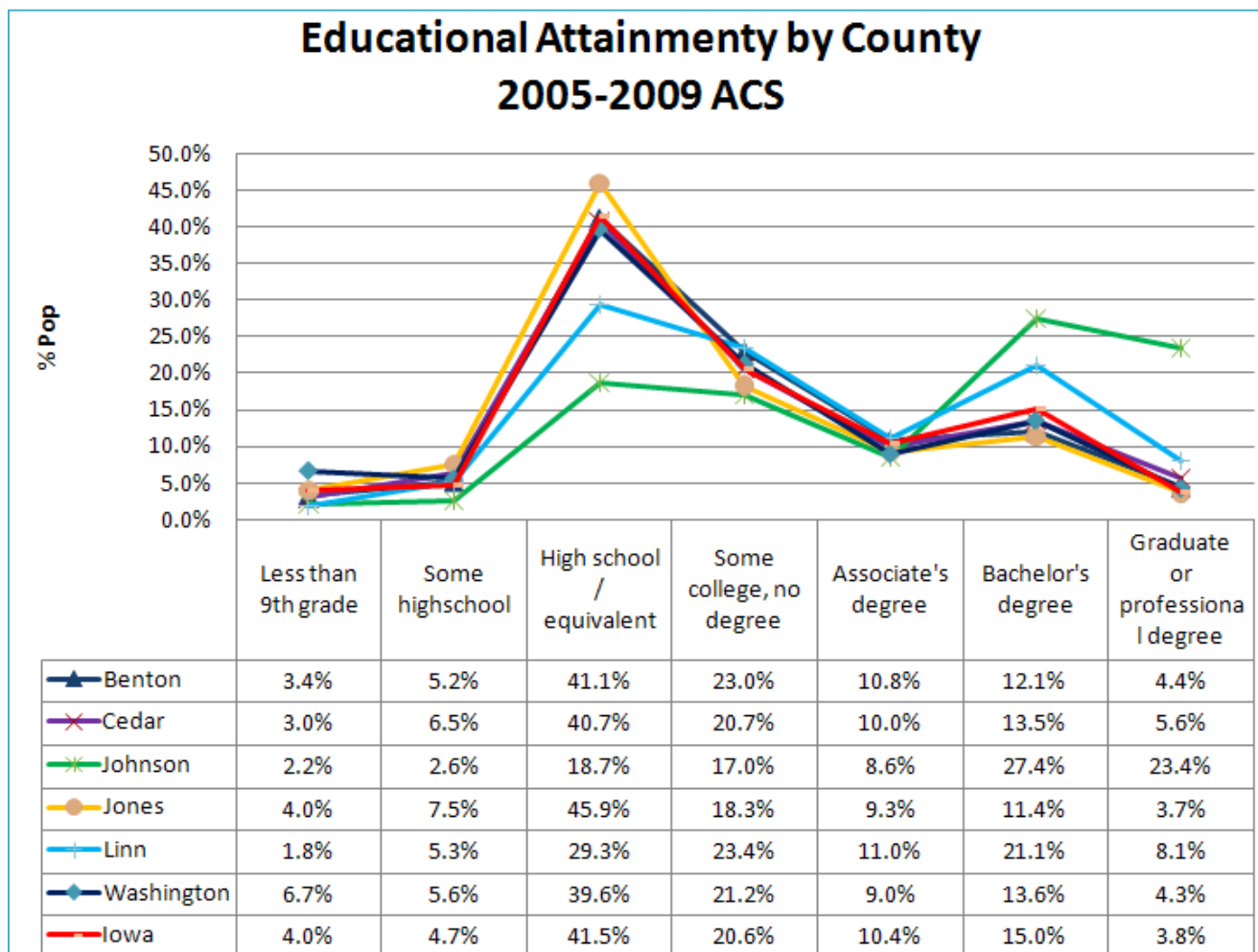


Source: 2000 U.S. Census, 2005-2009 American Community Survey

**Table 4: Regional Educational Attainment by County**

EDUCATIONAL ATTAINMENT	Benton	Cedar	Iowa	Johnson	Jones	Linn	Washington
Population 25 years and over	17,897	12,482	10,748	68,501	14,157	135,735	14,162
Less than 9th grade	607	371	426	1,528	564	2,460	951
9th to 12th grade, no diploma	930	806	505	1,799	1,064	7,149	793
High school graduate (includes equivalency)	7,361	5,084	4,464	12,808	6,497	39,793	5,611
Some college, no degree	4,113	2,580	2,209	11,667	2,592	31,792	3,004
Associate's degree	1,934	1,249	1,116	5,889	1,312	14,984	1,272
Bachelor's degree	2,159	1,688	1,616	18,777	1,607	28,622	1,922
Graduate or professional degree	793	704	412	16,033	521	10,935	609

**Figure 5: Educational Attainment by County**



Source: 2005-2009 American Community Survey

As detailed above, Johnson and Linn Counties have the highest percentages of population having completed some form of higher education. The remaining counties are nearer to the state average for similar educational achievement yet still above the national average for the same.

## *Regional Higher Education*

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### **University of Iowa (Iowa City)**

[www.uiowa.edu](http://www.uiowa.edu)

The University of Iowa, originally (and technically) named the State University of Iowa, began teaching in 1855 with just 124 students on 10 acres of land; today the University has an enrollment of approximately 30,000 and covers 1,900 acres. The University is highly regarded as a research institution, and had an endowment in February of 2007 of approximately \$830 million. The University of Iowa Hospitals and Clinics has been consistently rated as one of the top teaching hospitals in the nation for nearly two decades. UI is categorized as RU/VH Research University (very high research activity) in the Carnegie Classification of Institutions of Higher Education. US News and World Report rated Iowa as the 26<sup>th</sup> best public university in the nation for 2008 and 66<sup>th</sup> in the nation among all universities in 2009, with 21 graduate programs ranking in the 10 in the nation. Additionally, the Creative Writing program as well as the masters programs in Nursing Service Administration, Physicians Assistant and Speech-Language Pathology all currently rank #1 in the nation among public and private institutions. The University's athletic teams participate in NCAA Division I-A and the Big Ten Conference.

Endowment: over \$1 billion (2011)

Undergraduates: 20,574, 48% male, 52% female (2011)

Academic Staff: 1,700 FTE (2011)

Tuition and fees: \$7,417 in-state, \$23,713 out-of-state (2010-2011)

Acceptance Rate: 83% (Fall 2009)

### **Coe College (Cedar Rapids)**

[www.coe.edu](http://www.coe.edu)

Coe College is a four year, private, liberal arts college historically associated with the Presbyterian Church. Founded in 1851, Coe College is one of the oldest educational institutions in the area, and has had five names over the past century and a half. The college offers a variety of extra-curricular activities including a variety of sports and an active Greek community. Coe offers over 40 majors, and offers the degrees of Bachelor of Arts, Bachelor of Music, Bachelor of Science in Nursing and Master of Arts in Teaching. Coe is a well respected college, and in 2009, tied for 98<sup>th</sup> among national liberal arts colleges in a US News and World Report ranking.

Endowment: \$69.5 million (2009)

Undergraduates: 1,300, 47% male, 53% female (2011)

Academic Staff: 80 (2011)

Tuition and fees: \$30,860 (2010-2011)

Acceptance Rate: 65% (Fall 2009)

### **Cornell College (Mount Vernon)**

[www.cornellcollege.edu](http://www.cornellcollege.edu)

Cornell College was founded in 1853, and was originally named the Iowa Conference Seminary by its United Methodist Church founders. Cornell has a unique program of study that allows students to study one course at

a time, with the year divided into nine, four week blocks. Cornell has nineteen athletic teams that compete in NCAA Division III sports, and the wrestling team in particular has won eight national titles.

Endowment: \$54.2 million (2009)

Undergraduates: 1,113, 48% male, 52% female (2011)

Academic Staff: 113 (2011)

Tuition and fees: \$31,050 (2010-2011)

Acceptance Rate: 44% (Fall 2009)

## **Mount Mercy University (Cedar Rapids)**

[www.mtmercy.edu](http://www.mtmercy.edu)

Mount Mercy University is a four-year, co-educational private Catholic liberal arts college in a residential area of Cedar Rapids. Mount Mercy offers over 40 majors in liberal arts or professional studies programs. In 1997, Mount Mercy and Kirkwood Community College began a joint program known as ADVANCE designed meet the needs of working adults and provide important training in the areas of accounting, business and marketing for the community's workforce. In 2010, Mount Mercy College became Mount Mercy University.

Endowment: \$19.6 million (2009)

Undergraduates: 1,371 full time, 31% male, 69% female (2011)

Academic Staff: 80 FTE (2011)

Tuition and fees: \$23,260 (2010-2011)

Acceptance Rate: 77% (Fall 2009)

## **Kirkwood Community College**

[www.kirkwood.edu](http://www.kirkwood.edu)

Kirkwood Community College serves a large area of eastern Iowa with its multiple campuses, including its main campus in Cedar Rapids, and additional sites in Marion, Iowa City, Belle Plaine, Monticello, Tipton, Vinton, Washington and Williamsburg. Kirkwood is the home of the National Mass Fatalities Institute and a lead partner in AgrowKnowledge. Kirkwood offers more than 100 programs of study that lead to an associate of arts or science degree which is designed to allow students to transfer to one of the many four year schools in the area. Kirkwood also offers a variety of two year career and technical degrees for students who wish for a specialized degree.

Kirkwood Community College in Cedar Rapids provides maximum accessibility to post-secondary education through an "open-door" admissions policy and low tuition. The area college offers more than 100 programs of study to choose from including extensive technical and professional training, arts and sciences college transfer programs, and fun and enriching programs with year-round continuing education classes. Kirkwood not only offers most of these at its main campus, but twelve other locally based modern facility Kirkwood Centers

Workforce in the region is highly skilled, productive and educated. The Iowa City metropolitan area has, at times, been rated as the third most educated metropolitan area in the nation. Expansion of the above community colleges and technical schools into satellite locations within communities in the region has assisted in this. In addition, many major area employers assist in education and training to ensure their workforce continues to be highly trained. For area businesses, an educated workforce means a more motivated employee, lower start-up costs, lower training costs, fewer job-related accidents, and shorter training periods.

## Kaplan University

Kaplan University offers certification courses as well as associate's, bachelor's and master's degrees through online courses and on site instruction at their 10 campuses across the nation. Total enrollment of online and on-site students is over 66,000 nationally, with more than 3,600 staff. Kaplan's campus in the ECICOG region is located on the SW side of Cedar Rapids.

### Primary Education

The majority of the ECICOG region is served by the Grant Wood Area Education Agency (AEA), as shown on the following map. The AEA covers all of Linn County and the majority of all other counties in the ECICOG Region, and also extends slightly into some neighboring counties. The AEA is comprised of 32 public school districts, 22 approved non-public schools and 12 non-approved private schools with 250 school administrators and 5,800 teachers and staff. The 2009-2010 certified enrollment was 70,495 students.

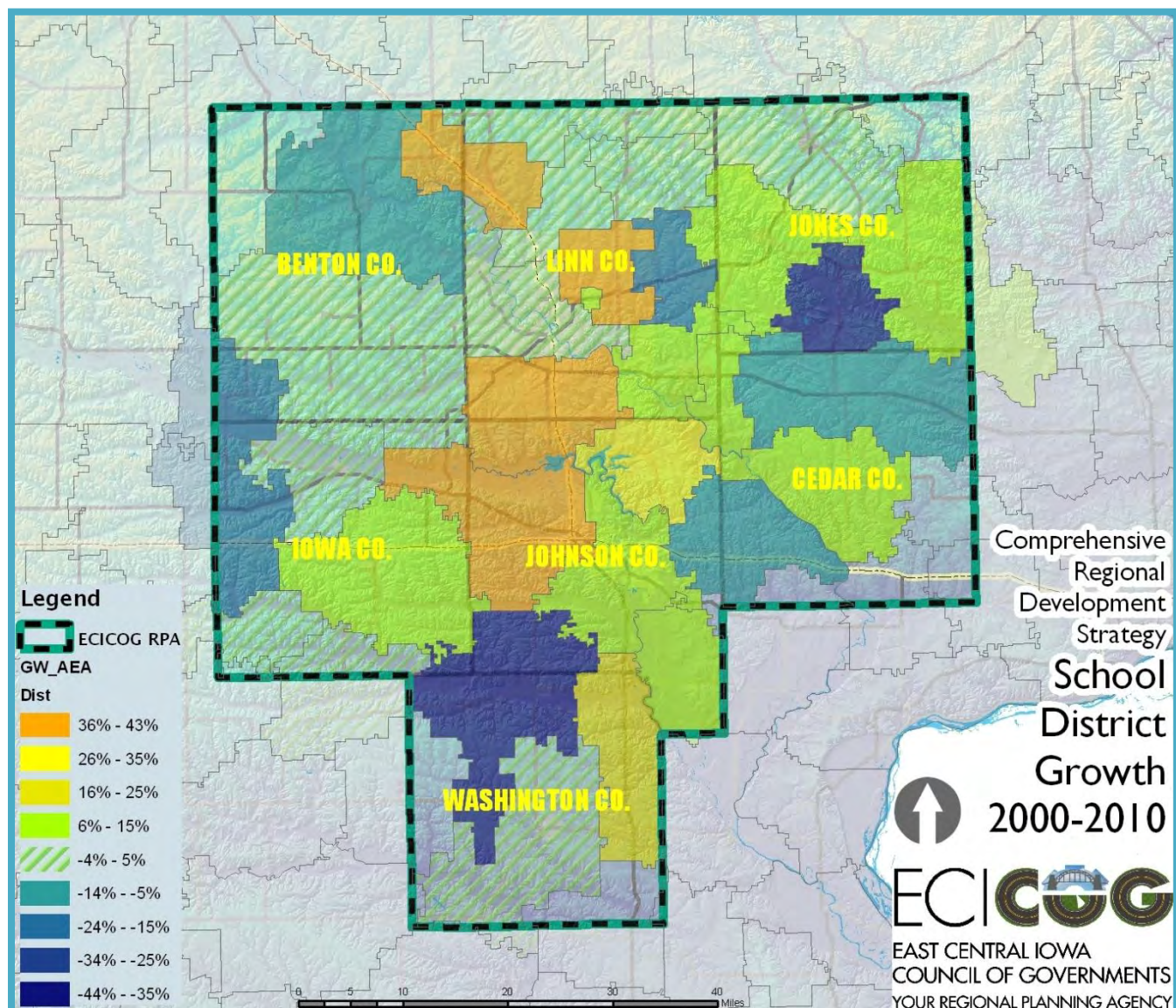
Figure 6: Grant Wood AEA



Source: Grant Wood AEA



Figure 7: Change in School District Enrollment



Over the past decade, many area school districts have experienced substantial changes in enrollment, as detailed above. Schools experiencing the most growth are generally located near the metro areas of Cedar Rapids and Iowa City, and more specifically areas along Interstate 380 and outside of the Cedar Rapids School District have experienced the highest levels of growth.

## ECONOMIC DEVELOPMENT

### ECONOMIC DEVELOPMENT ORGANIZATIONS

Economic development on a region-wide basis is growing in popularity in the ECICOG region. However, individual cities have maintained economic development organizations. Some of the most active organizations across the ECICOG region include:

Corridor Business Alliance, [www.corridor2020.com](http://www.corridor2020.com)  
Jones County Economic Development, [www.jonescountydevelopment.com](http://www.jonescountydevelopment.com)  
Benton Development Group, [www.bentoncountyiowa.com](http://www.bentoncountyiowa.com)  
Priority One, [www.priority1.com](http://www.priority1.com)  
Iowa City Area Development Group (ICAD), [www.iowacityareadevelopment.com/](http://www.iowacityareadevelopment.com/)  
Iowa County Area EDC, [www.iowacountyedc.org/](http://www.iowacountyedc.org/)  
Washington Economic Development Group (WEDG), [www.washingtoniowa.org](http://www.washingtoniowa.org)  
Alliant Energy, [www.alliantenergy.com](http://www.alliantenergy.com)  
MidAmerican Energy Company, [www.midamerican.com](http://www.midamerican.com)  
Entrepreneurial Development Center  
John Pappajohn Entrepreneurial Center  
Kirkwood Small Business Development Center  
Kirkwood Training and Outreach Services  
University of Iowa Research Foundation  
University of Iowa Small Business Development Center  
Anamosa Chamber of Commerce, [www.anamosachamber.com](http://www.anamosachamber.com)  
Belle Plaine Community Development, [www.belleplainecommunitydevelopment.com](http://www.belleplainecommunitydevelopment.com)  
Cedar Rapids Chamber of Commerce, [www.cedarrapids.org](http://www.cedarrapids.org)  
Iowa City Area Chamber of Commerce, [www.iowacityarea.com](http://www.iowacityarea.com)  
Kalona Chamber of Commerce, [www.kalonachamber.com](http://www.kalonachamber.com)  
Marengo Chamber of Commerce, [www.marengoiowa.com](http://www.marengoiowa.com)  
Marion Chamber of Commerce, [www.marioncc.org](http://www.marioncc.org)  
Monticello Chamber of Commerce, [www.macc-ia.us/](http://www.macc-ia.us/)  
Vinton Chamber of Commerce (Vinton Unlimited), [www.vintonia.org](http://www.vintonia.org)  
Washington Chamber of Commerce, [www.washingtoniowachamber.com](http://www.washingtoniowachamber.com)  
Williamsburg Chamber of Commerce, [www.williamsburgiowa.org](http://www.williamsburgiowa.org)

There are also many other organizations in the region such as, Kiwanis Clubs, Community Clubs, American Legion & Auxiliaries, Lions Clubs, etc., that have multifaceted involvement in the region's communities.

These organizations are involved in a variety of economic development efforts as well, including the maintenance of industrial parks, recruitment of new industries, and the promotion of economic opportunities to existing business and industry.

## LAND DEVELOPMENT

### *Development Processes*

The land development process within the ECICOG region can be vastly different from one municipality to the next. This can lead to confusion when developers work with different local governments.

However, generally speaking, when a development is proposed to a local community in the region, it follows a familiar path. First the developer will meet with the zoning administrator (which usually doubles as the city clerk in smaller communities) and provide the city with the appropriate application and plat information.

This information is then distributed to the local planning and zoning commission for deliberation. The planning and zoning commission will review the plat against the city's comprehensive plan and other development ordinances to ensure that the proposed development meets the goals and standards set forth within the community.

It is at this point that the land development process can vary greatly within the region. Development standards and requirements can be significantly different from city to city and county to county. Typically, a smaller community may have a standard zoning and subdivision ordinance in which the proposal must conform. A larger community may also have minimum levels of service that the proposal must meet at the time of development (i.e. must be within ¼ mile of hard surface road or must have shared wells, etc.)

In addition, a larger community may have a Land Evaluation and Site Assessment (LESA) system. This type of development review system will evaluate proposals based on a set criteria established by the local government.

The enforcement of a zoning and subdivision ordinance is often difficult for small to mid-size communities and for communities experiencing substantial growth. First, a small to mid-size town generally does not have the staff to provide administration *and* enforcement of a zoning ordinance. Second, a growing community may be handling a large number of subdivision, rezoning and annexation requests each month. Ensuring that all of these requests are adequately reviewed, are consistent with the community's comprehensive plan, and represent rational and orderly development can be a difficult task to accomplish.

However, after the planning and zoning commission reviews the proposed development against the community's development requirements, they will forward a recommendation on to the city council or county board of supervisors. The Council or supervisors will, ultimately, consider the commission's recommendation and make the final decision on the proposal.

The time from when the developer submits the proposal to approval could take anywhere from two to six months depending on any potential changes to the proposal and the differences in local development regulations.

## ACCESS TO CAPITAL

### *ECICOG RLF*

The ECICOG RLF was initially offered as a partnership between ECICOG, a generous grant from the Washington County Riverboat Foundation, and the Economic Development Administration (EDA). The EDA, a division of the U.S. Department of Commerce, has granted \$1.5 million dollars to the East Central Iowa Council of Governments (ECICOG) to establish the fund. To assist in meeting EDA matching requirements, ECICOG received a generous grant of \$85,000 from the Washington County Riverboat Foundation.

RLF funds are available to all qualifying for-profit businesses in the six-county ECICOG region and will offer below market interest rates and fixed terms. Initially, a significant portion of assistance provided through the RLF will be for the benefit of businesses and business sectors adversely impacted by the Natural Disasters of 2008. As the region's redevelopment progresses, the RLF will have the opportunity to assist in promoting various economic sectors.

Due to program demand, ECICOG loaned out the initial \$1.6 million dollars in approximately eighteen months. Current loan portfolio consists of 15 loans, an average loan amount of \$125,000, has created and/or retained more than 300 jobs, and has leveraged more than \$24 million dollars.

Currently, ECICOG is in the process of leveraging local match funds in the amount of \$195,000 to secure an additional \$2.9 million grant from EDA to recapitalize the fund. Recapitalization of this fund with an additional \$3 million dollars has the potential to create and/or retain over 600 jobs across our region over the next two to three years.

The RLF will make loans to businesses at a rate no less than 4% as capital is available to loan. Other terms may vary, depending on the purpose of the loan, which may include working capital, purchase of machinery and equipment, and/or purchase of real property. Initially, a significant portion of the assistance provided may be for the benefit of businesses and business sectors adversely impacted by the natural disasters. However, as the region's redevelopment progresses, the RLF will have the opportunity to support business development and start-up throughout the region.

### *State Programs*

#### ***Direct Assistance to a Company***

Assistance is provided in the form of loans and/or forgivable loans, based in part on job creation, capital investment, the ability to meet certain regional/county wage standards, quality of employment, and economic benefits for the state and local community. Applications are filed by cities, counties or community colleges on behalf of eligible businesses.

- [Grow Iowa Values Financial Assistance Program](#) — Serves as the funding source for projects that are focused on job creation or retention, value-added agriculture and entrepreneurial efforts. This program,



combined with Iowa's nationally recognized business climate, tax incentives and proactive state government make Iowa a great place to do business.

- [Demonstration Fund](#) — Provides pre-seed capital awards of up to \$150,000 to encourage prototype and concept development activities by small and medium-sized Iowa companies in the advanced manufacturing, biosciences, and information technology industries. The fund is designed to encourage commercialization of innovation to foster competitive, profitable companies that create high paying jobs and wealth in Iowa.
- [Information Technology Joint Venture Fund](#) — Provides up to \$100,000 in financial assistance to encourage Iowa companies to work together to develop IT innovations. The primary purpose of this program is to encourage Iowa IT-user companies and IT producer companies to work on joint R&D programs to develop the next generation of IT products and services.
- [Supply Chain Development](#) — Global competitiveness requires Iowa original equipment manufacturers (OEM) and their suppliers to adopt best practices to effectively and efficiently meet the requirements of their existing customers and to identify new customers. Targeted industries of biosciences, information technology, and advanced manufacturing now have access to financial assistance designed to identify and adopt performance improvement programs, create improved linkages to Iowa suppliers, their production capabilities and capacities, and technology commercialization services for supply chain development.
- [Value-Added Agriculture Component](#) — Seeks to increase the innovative utilization of Iowa's agricultural commodities

## Infrastructure Assistance

- **Infrastructure component** — Designed to financially assist capital-intensive infrastructure projects that create unique opportunities for quality, high-wage jobs and demonstrate a statewide impact. Both Iowa communities and new or existing businesses are eligible for this innovative program. The Infrastructure component is designed to take a comprehensive approach to address a wide variety of critical infrastructure needs. This program may also be used to remediate contaminated sites that have potential development opportunities contingent on the cleanup. Assistance is provided in the form of loans, forgivable loans and cost indemnification agreements.
- **Public Facilities Set-Aside (PFSA)** — The PFSA program provides financial assistance to cities with less than 50,000 in population and to counties for public infrastructure improvements that enable businesses to create new job opportunities. Projects that will create manufacturing jobs, add value to Iowa resources and/or increase out-of-state exports will be given priority. Eligible projects include adding or improving sanitary sewer systems, water systems, streets, roads, and storm sewers.

## FINANCIAL INCENTIVES

### *Job Training*

Kirkwood Community College is acknowledged by the United States General Accounting Office as a model for workforce development and training in recognition of the superior workforce development program developed

and implemented in the Iowa City area and beyond. This finding applauds the education, training and outreach efforts of the community college and area businesses.

Kirkwood Community College Training and Outreach Services (KTOS) provides business counseling and training services to help businesses achieve world-class performance through improved business practices, a highly-skilled workforce and appropriate use of technology. Learning Resources Network (LERN), a leading continuing education association, awarded Kirkwood continuing education and employment training efforts full certification and accreditation. Only three of the nearly 1,200 community colleges in the U.S. have a LERN certification designation.

Iowa's Employee Training Programs have evolved from a business expansion incentive tool into a comprehensive, targeted human resource tool available to all Iowa businesses. Iowa's industry-driven workforce development programs and services enhance Iowa's economic well-being by increasing the skills of an already productive Iowa workforce. Iowans, with their unmatched work ethic, are acquiring skills that will improve the competitiveness of Iowa businesses.

Iowa's industry-driven workforce development programs and services enhance Iowa's economic well-being by increasing the skills of an already productive Iowa workforce. Iowans, with their unmatched work ethic, are acquiring skills that will improve the competitiveness of Iowa businesses.

By leveraging training resources, filling funding gaps in human resource development initiatives, and sponsoring business consortia that address common employment training needs, the skills of Iowa's workers are enhanced, allowing its industries to grow.

State supported programs include:

- [Accelerated Career Education Program](#) — Assists Iowa's community colleges in establishing/expanding programs that train individuals in the occupations most needed by Iowa businesses.
- [Apprenticeship Program](#) — Funds projects that increase the skills of workers through a combination of classroom and on-the-job training.
- [Community College Business Network Training Program](#) — Provides funding assistance to two or more businesses participating in training programs based in one or more community colleges.
- [Community College Consortium](#) — Provides funding assistance for community college-sponsored employee training projects in which two or more businesses participate.
- [Information Technology Training Program](#) — With the increasing difficulties in finding workers with the right skills, it is important for information technology firms to develop, retool, refine, and broaden the skills of their existing workers. The rapidly changing and evolving nature of the industry requires a more flexible response than is currently provided under traditional job training programs. This program provides funds for IT firms in Iowa to upgrade the technical skills of existing high-level employees.
- [Iowa Industrial New Jobs Training Program \(260E\)](#) — Provides no-cost or reduced-cost job-training services to new employees of eligible businesses through Iowa's community college system.
- [Iowa Jobs Training Program \(260F\)](#) — Provides job training services to current employees of eligible businesses that are located in Iowa.

- [Iowa Student Internship Program](#) — The Iowa Student Internship Program links college students from Iowa schools to internship opportunities in small and medium sized firms in the biosciences, advanced manufacturing and information technology industries with the goal of transitioning the interns to full-time employment in the state upon graduation.

## **Tax Incentives**

Iowa is known as a very business-friendly state with regard to corporate taxes. Tax incentives and direct financial assistance support business growth.

### *Business Tax Credits*

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These tax reduction programs available through the state of Iowa may help your company experience higher profitability:

- [Assistive Device Tax Credit](#) — Reduces taxes for small businesses that incur costs through making physical changes to the workplace to help employees with disabilities to get or keep their job.
- [Brownfield/Grayfield Tax Credit Program](#) — Qualifying projects can receive tax credits for qualifying costs of a Brownfield project and if the project meets green building requirements. Grayfield projects can get tax credits for qualifying costs and projects that meet green building requirements.
- [Enterprise Zones](#) — Enterprise Zones are economically depressed areas in which state and/or local tax benefits are available to businesses and developers make new investments, create or retain jobs and build or rehabilitate housing in those areas. Businesses locating or expanding in an Enterprise Zone may receive property tax exemptions, funding for employee training, sales tax refunds, Iowa income tax credits, or other tax incentives.
- [High Quality Jobs Program](#) — This program is designed to promote the creation or retention of quality jobs by assisting businesses locating, expanding or modernizing their facilities in Iowa through a package of tax credits, exemptions, and/or refunds to approved businesses.
- **New Jobs Tax Credit** — The Iowa New Jobs Tax Credit is an Iowa corporate income tax credit and is available to a company that has entered into a New Jobs Training Agreement (260E) and expands their Iowa employment base by 10% or more. The amount of this one-time tax credit will depend upon the wages a company pays and the year in which the tax credit is first claimed. The maximum tax credit in 2011 will be \$1,482 per new employee. Unused tax credits may be carried forward up to ten years. The tax credit may be claimed on Form IA 133 found on the Iowa Department of Revenue Web site [[www.iowa.gov/tax/forms/corpinc.html](http://www.iowa.gov/tax/forms/corpinc.html)]
- **Research Activities Tax Credit** — Iowa is one of very few states to have continuously offered this refundable tax credit for increasing a company's research activities. Under certain conditions, this credit may be doubled. A company must meet the qualifications of the Federal Research Activities Credit in order to be eligible for the credit in Iowa.
- [Targeted Jobs Withholding Tax Credit Pilot Program](#) — The Targeted Jobs Withholding Tax Credit Pilot Program is a new pilot program enacted in 2006 which allows the diversion of withholding funds paid by an employer to be matched by a designated "pilot" city to create economic incentives that can

be directed toward the growth and expansion of targeted businesses located within Urban Renewal areas.

## *Investor Tax Credits*

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Three types of tax credits specifically related to venture capital investments in Iowa are listed below:

- [Endow Iowa](#) — Endow Iowa was developed to encourage the growth and development of community foundations and related organizations in the state, by encouraging donations to non-profit organizations. Individuals, businesses, and financial institutions are eligible for a state tax credit equal to 20% of the amount donated for donations to an Endow Iowa Qualified Community Foundation, or to a qualified Community Affiliate Organization, up to a maximum credit of \$100,000 per individual. There is \$2 million available for Endow Iowa per year for 2006, 2007, and 2008.
- [Iowa Community Based Seed Funds](#) — These funds encourage local investors to take equity positions in Iowa businesses. Investors may receive either a 6% tax credit for setting up a qualified seed fund or a 20% tax credit for investing in approved Iowa companies. To apply for this tax credit, visit the [the Department of Revenue Web site](#) [www.state.ia.us/tax/business/VentureCapital.html].
- **Revolving Loan Funds** — The Revolving Loan Program was developed to encourage the growth and development of economic development revolving loan funds in Iowa. Individuals, businesses, or non-profit organizations are eligible for a state tax credit equal to 20% of the amount they donate to the Revolving Loan Fund. The credit is refundable for organizations that are exempt from federal income tax pursuant to section 501(c)(3) of the IRS Code. There are over \$2 million per year in new credit authority.

## ENTREPRENEURSHIP

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Iowa offers many financial assistance programs to help entrepreneurs access necessary capital:

- [Grow Iowa Values Financial Assistance Program](#) — Serves as the funding source for projects that are focused on job creation or retention, value-added agriculture and entrepreneurial efforts. This program, combined with Iowa's nationally recognized business climate, tax incentives and proactive state government make Iowa a great place to do business.
- [Demonstration Fund](#) — Provides pre-seed capital awards of up to \$150,000 to encourage prototype and concept development activities by small and medium-sized Iowa companies in the advanced manufacturing, biosciences, and information technology industries. The fund is designed to encourage commercialization of innovation to foster competitive, profitable companies that create high paying jobs and wealth in Iowa.
- [Equity Funds in Iowa](#) — Learn about Equity Funds currently seeking investors and investments in Iowa. Find out more about the Venture Network of Iowa and the unique opportunity available for entrepreneurs to present their ideas to Iowa's savvy investment community.
- [Entrepreneurial Venture Component](#) — The entrepreneurial component provides financial assistance and/or technical assistance to early-stage businesses that are developing a new product or new technology.

- [Iowa Information Technology Joint Venture Fund](#) — Provides up to \$100,000 in financial and technical assistance to encourage joint-venture development of "orphan" IT innovations. The primary purpose of this program is to encourage Iowa IT-user companies and IT producer companies to work on joint R&D programs to develop the next generation of IT products and services.
- [Networking Fund](#) — The targeted industries networking fund establishes a program to provide financial assistance to support sponsorships of networking events for the creation of new deal flow within the targeted industries. Sponsors of networking events will bring together entrepreneurial businesses, established companies and members of the university research community to discuss new technologies and the innovations which the technologies support.
- [Targeted Small Business Assistance \(TSB\)](#) — Designed to assist in the creation and expansion of certain Iowa small businesses.

## INDUSTRIES

Three industries – biosciences, advanced manufacturing and information solutions – have been targeted at the state level major for growth and expansion via setting goals and initiatives. They are listed in more detail below:

*Biosciences* — Industries involved in the application of biological and biochemical sciences to plants, animals, processed foods and humans. This cluster includes NAICS codes associated with Agricultural Services, Agricultural Processing, Organic and Agricultural Chemicals, Drugs and Pharmaceuticals, Medical Equipment and Supplies, and Research and Testing.

*Advanced Manufacturing* — Industries dedicated to the rapid introduction of new processes, materials and technologies to manufacturing applications. This cluster includes NAICS codes associated with Active Chemical Agents, Aerospace and Defense, Automation Precision Machinery, Commercial and Industrial Motor Vehicles, Construction Components, Digital and Electronic Devices, Engineering and Related Services, Environment Control Systems, Industrial Chemicals, Industrial Metal Processing, Polymers and Coatings, Power Generation Equipment, and Printing and Packaging.

*Information Technology* — Businesses are experiencing huge growth in the insurance and financial services/ information technology industry. This cluster includes NAICS codes associated with Communications and Media Equipment, Communications Network Services, Computer and Peripheral Equipment, Internet and Data Services, Media Recording Equipment, Media Services, Semiconductor and Electronic Components, and Software and Computer Services.

Various Chamber and Economic Development groups have also taken a closer look at the ECICOG Region's existing industries, and broke down the above three sectors into four industry groups that are more closely defined and specific to the ECICOG region:

- Personal Products Manufacturing and Development
- Technical Support/ Educational Services
- Biotechnology/ Emerging Markets
- Insurance Financial Services

## Major Private Employers

In 2006, the ten largest employers in the ECICOG region were focused in the Manufacturing, Transportation, Health Services and Retail Trades industries. They are outlined in more detail in Table 5: Major Private Employers.

**Table 5: Major Private Employers 2006**

Rank	Company	Industry
1	Rockwell Collins	Manufacturing
2	Hy-Vee Food Stores	Retail Trade
3	Heartland Express	Transportation
4	CRST Inc	Transportation
5	Maytag Corporation	Manufacturing
6	St Luke's Methodist Hospital	Health Services
7	Live Investors Insurance Company	Finance and Insurance
8	Wal-Mart Stores	Retail Trade
9	Mercy Medical Center - Cedar Rapids	Health Services
10	NCS Pearson	Information

Source: Iowa Workforce Development

**Table 6: Major Employers, Manufacturing Industries, 2011**

Rank	Company	Industry	Employees (Feb 2011)
1	Rockwell Collins	Electronic Equipment and Design	9,470
2	Whirlpool Corporation	Process Manufacturing	2,225
3	Quaker Food & Snacks	Food Processing	1,018
4	International Automotive Components	Process Manufacturing	774
5	Procter & Gamble	Process Manufacturing	696
6	General Mills	Food Processing	687
7	Archer Daniels Midland	Bioprocessing/Food Ingredient	470
8	Oral B Laboratories	Process Manufacturing	470
9	PMX Industries, Inc	Process Manufacturing	396
10	Integrated DNA Technologies	Biotechnology	378
11	Centro	Process Manufacturing	266
12	Schneider Electric	Electronic Equipment and Design	347
13	International Paper	Process Manufacturing	344
14	Clipper WindPower	Equipment Manufacturing	299
15	Cargill, Inc	Bioprocessing/Food Ingredient	290

**Table 7: Major Employers, Service Industries, 2011**

Rank	Company	Industry	Employees (Feb 2011)
1	University of Iowa	Education	18,486
2	University of Iowa Hospitals and Clinics	Healthcare	7,791
3	AEGON USA	Insurance/Financial	3,872
4	St Luke's Hospital	Healthcare	3,184
5	Mercy Medical Center	Healthcare	2,312
6	Kirkwood Community College	Education	1,944
7	Pearson Education	Publishing	1,490
8	Veteran's Health Administration	Healthcare	1,351
9	Mercy Iowa City	Healthcare	1,266
10	ACT, Inc	Education	1,254
11	Yellowbook USA	Customer Service	933
12	Nordstrom Direct	Logistics/Distribution	912
13	Alliant Energy	Utility	820
14	Vangent	Information Services	800
15	APAC Customer Service	Customer Service	630

## Manufacturing

Manufacturing is Iowa's largest industry, accounting for 20.8 percent of the state's total GDP of \$135.7 billion. According to IWD, machinery, chemicals and food products contributed the largest dollar amount to the manufacturing share of the GDP. Manufactured goods comprise 89.5 percent of the state's \$9 billion in exports. While manufacturing and trade maintain a strong regional presence, the fastest growing occupations heavily favor the information technology sectors, including computer support specialists, computer software engineers, network & computer systems administrators, computer systems analysts, and desktop publishers.

In 1990, the region had 418 manufacturing establishments that employed 33,360 people. By 2000, the region had 425 manufacturing establishments that employed 32,777, a gain of only 7 manufacturing establishments and a loss of 583 employees from 1990. In 2008, the region was home to 447 firms employing between 28,747 and 31,246 people, representing a loss of 2,114 to 4,613 jobs in manufacturing over the past 18 years.

**Table 8: Number of Manufacturing Firms, 1990-2008**

Yr/Co	Benton	Iowa	Johnson	Jones	Linn	Washington	Total
1990	24	27	76	29	238	24	418
2000	28	27	75	24	237	34	425
2008	28	33	87	27	232	40	447



**Error! Not a valid bookmark self-reference.** displays the number of employees and manufacturing establishments for ECICOG Region excluding Cedar County.

**Table 9: Employees in Manufacturing Firms, 1990-2008**

Yr/Co	Benton	Iowa	Johnson	Jones	Linn	Washington	Total
1990	661	3,380	4,244	868	23,264	943	33,360
2000	579	5,259	4,989	971	19,735	1,244	32,777
2008	808	(2,500 - 4,999)	5,541	957	17,836	1,105	est. 29,497

Source: County Business Patterns 1990, 2000 and 2008. Does not include Cedar County

## Renewable Energy

The Iowa City area features the nation's first Wind Energy Supply Chain Campus: a 173 acre, rail-served campus located between Acciona Windpower and Clipper Windpower. Advantages to expanding renewable energy businesses in the region include: access to financing - \$2.8B in bonding capacity for construction capital; Proximity to University of Iowa research and IAWIND program; and proximity to existing businesses involved in renewable energy, including:

### **Clipper WindPower**

4401 Bowling St SW, Cedar Rapids, IA, USA

Employees: 315

Manufacture wind turbines

### **Alliant Energy-Interstate Power and Light**

625 1st St SE, Cedar Rapids, IA, USA

Employees: 881

Alliant Energy's utility operations serve more than 1.4 million customers in Iowa, Minnesota and Wisconsin. Our service territory covers 54,000 square miles in the heartland of America and includes 9,700 miles of electric transmission lines and 8,000 miles of natural gas main. We maintain a strong fleet of fossil fuel and renewable generating facilities across the upper Midwest, generating more than 31 million megawatt hours of electricity each year.

### **ITC Midwest**

635 Ruppert Road, Iowa City, IA, USA

Employees: 50

ITC Midwest is responsible for investing in, operating, and managing the region's electric transmission system to ensure it provides reliable and cost-effective electric transmission service for customers.

### **Acciona**

601 300th Street, West Branch, IA, USA

Employees: 135

ACCIONA is ranked among the leading wind-power developers and wind-turbine manufacturers, with more than 7,500 MW installed.



## WORKFORCE DEVELOPMENT

### *Employment Overview*

Iowa's unemployment rate has historically been lower than that of the nation as a whole. In the period between 1990 and 2000, the region's unemployment was steadily improving, with some of the highest participation rates in the nation. However, following record low unemployment rates in 1999, employment declined, as detailed in Figure 8, until 2004, when the economy stabilized following a brief recession in 2001. Unemployment rates dropped below 4% in 2006 and 2007 before increasing again during a larger, six quarter recession that began in December of 2007. For a graph of these trends, please see Figure 8: Statewide Unemployment Trends on page 41.

The region's unemployment rate, as well as, each county's unemployment rate, was at ten-year lows in 2000. As detailed in Table 10, county and regional unemployment rates had not yet returned to pre-2007 recession levels as of 2010. Indicators from March of 2011 suggest that unemployment rates are still increasing slightly, up 0.1% from February 2010. However, non-farm employment was increasing, with gains in manufacturing and several service providing industries. Table 5.2 on the following page displays the unemployment rates for each county in the region and the state of Iowa from 1990 to 2010.

**Figure 8: Statewide Unemployment Trends**

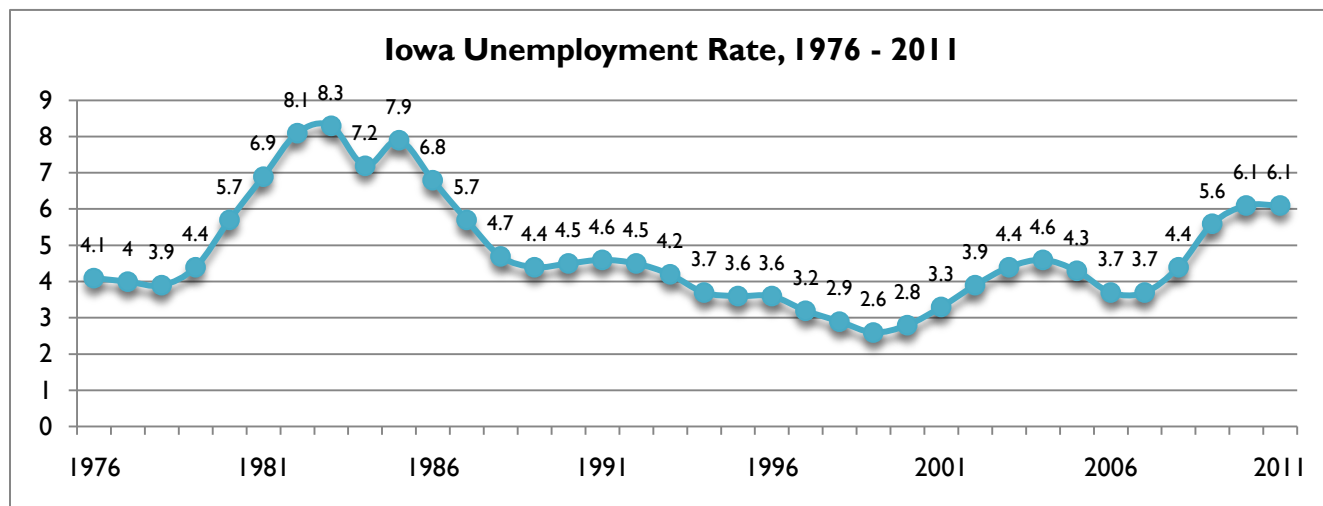


Figure 9: Regional and State Unemployment, 2001 - 2011

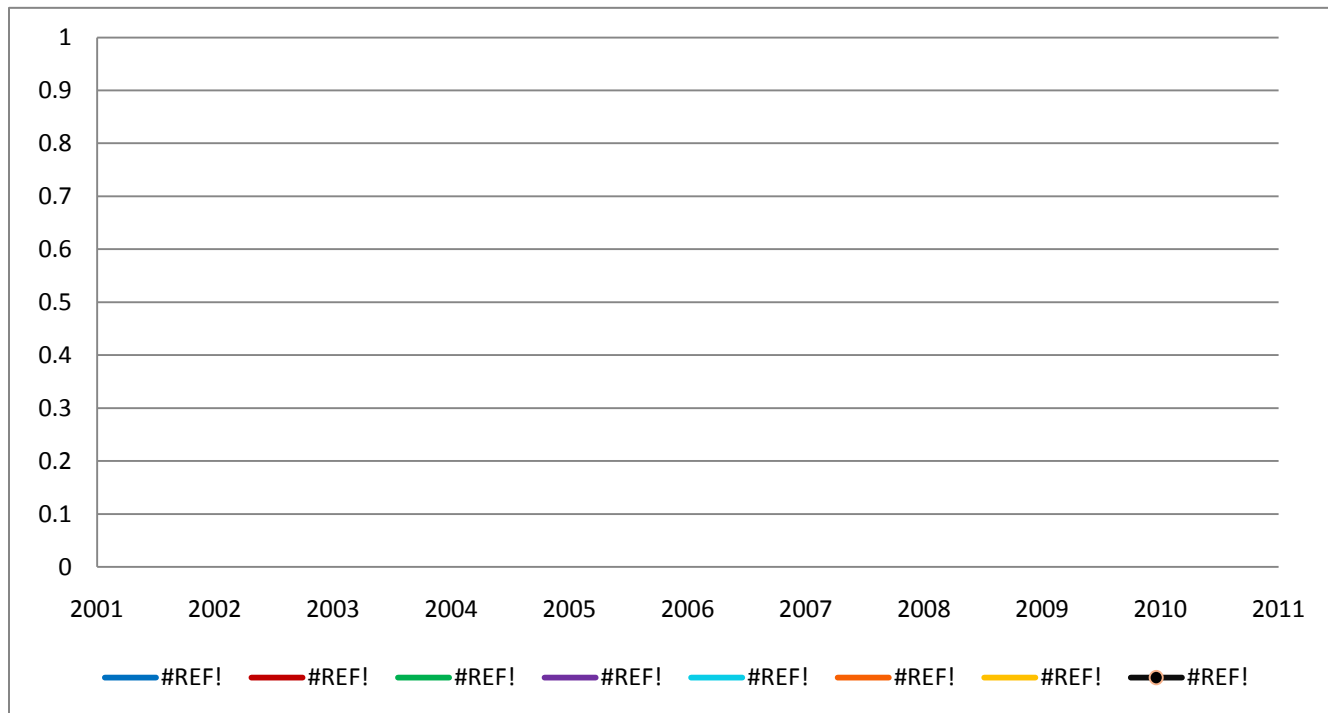


Table 10: Estimated Unemployment Rates for ECICOG Region, 1990-2010

County	1990	2000	2010 (March)
Benton	5.1%	2.9%	7.1%
Iowa	2.5%	2.3%	7.6%
Johnson	3.1%	3.9%	4.3%
Jones	4.7%	3.9%	8.6%
Linn	5.5%	3.5%	6.3%
Washington	2.7%	2.6%	6.2%
ECICOG Region 10	3.9%	3.2%	5.9%
State of Iowa	4.3%	4.2%	6.1%

Source: 2000 Iowa's Counties (1990 and 2000), Iowa Workforce Development (2010)

Classification of employment by industry shows that *Manufacturing and Retail Trade* are still vital employers in ECICOG Region, however, *Professional/ Scientific/ Management and Educational/ Health/ Social Services* have become top employers within the last ten years in the ECICOG Region. These four industry categories accounted for nearly 60 percent of the work force in 2000.

Several categories have seen growth since 1990, with *Services* growing the most at nearly 28 percent. *Construction, Education/ Health/ Social Services, Arts/ Entertainment/ Recreation* have grown over 30 percent since

1990. Four industry categories have seen decreases since 1990, *Transportation, Wholesale Trade, Retail Trade and the Finance Industry*. Table II displays the region's employment by industry for 1990 and 2009.

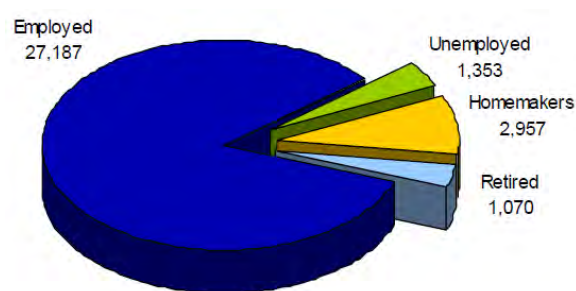
Table II: Employment by Industry, 1990-2009

Industry*	1990	% Total	2000	% Total	2009	% Total
Educational, Health, Social Services	4,850	2.72%	53,605	25.58%	60,437	27.12%
Arts, Entertainment, Recreation	1,940	1.09%	13,824	6.60%	17,957	8.06%
Construction	8,067	4.53%	12,030	5.74%	14,227	6.38%
Transportation, Warehousing, Utilities	5,680	3.19%	8,314	3.97%	9,861	4.42%
Finance, Insurance & Real Estate	8,885	4.99%	12,051	5.75%	14,490	6.50%
Other	16,671	9.35%	25,033	11.94%	22,163	9.95%
Manufacturing	32,731	18.37%	32,321	15.42%	30,737	13.79%
Wholesale Trade	6,805	3.82%	6,534	3.12%	6,241	2.80%
Retail Trade	30,534	17.13%	25,015	11.94%	25,648	11.51%
Agriculture, Forestry, Fishing/ Hunting, Mining	8,866	4.97%	5,347	2.55%	4,827	2.17%
Professional, Scientific, Management	53,186	29.84%	15,519	7.40%	16,260	7.30%
Totals	178,215	100.00%	209,593	100.00%	222,848	100.00%

Source: 2000 State Profile, does not include Cedar County

\*Note that reporting classifications changed between 1990 and 2000. This accounts for the large change between the Professional, Scientific, Management classification and the Educational, Health, Social Services classification, as many employees of the two state universities changed from one classification to the other.

Figure 10: Total Potential Labor Force, Benton Co Laborshed



IWD identified the Benton County Laborshed as containing 197,881 potential workers. Of those, 31,567 were willing to change employment.

13.5% are working multiple jobs

Averaging 42 hours per week

41 years of age

20% working in production, construction, material handling or service

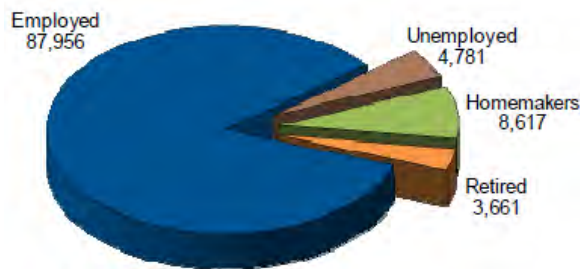
18.9% working in professional, paraprofessional or technical trades.

In the Benton County Laborshed, 1,356 people were identified by IWD as being underemployed in 2008, which accounts for 6.4% of the workforce. The top three reasons for underemployment were:

3.0% Inadequate hours (816 people)

- 2.0% Mismatch of skills (544 people)
- 2.5% Low income (680 people)

**Figure 11: Total Potential Labor Force, Cedar Rapids Metro Area Laborshed**



IWD identified the Cedar Rapids Metro Area Laborshed as containing 536,331 potential workers. Of those, 105,015 were willing to change employment.

10.6% are working multiple jobs

Averaging 41 hours per week

42 years of age

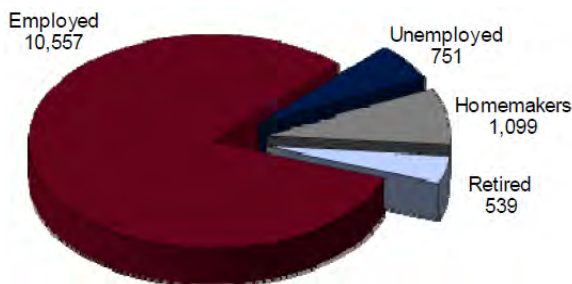
18.4% working in production, construction, material handling or service

25.2% working in professional, paraprofessional or technical trades.

In the Cedar Rapids Metro Area Laborshed, 4,662 people were identified by IWD as being underemployed in 2010, which accounts for 5.3% of the workforce. The top three reasons for underemployment were:

- 2.5% Inadequate hours (2,119 people)
- 2.7% Mismatch of skills (2,375 people)
- 1.7% Low income (1,495 people)

**Figure 12: Total Potential Labor Force, Cedar Co Laborshed**



IWD identified the Cedar County Laborshed as containing 115,314 potential workers. Of those, 12,946 were willing to change employment.

17.9% are working multiple jobs

Averaging 45 hours per week

47 years of age

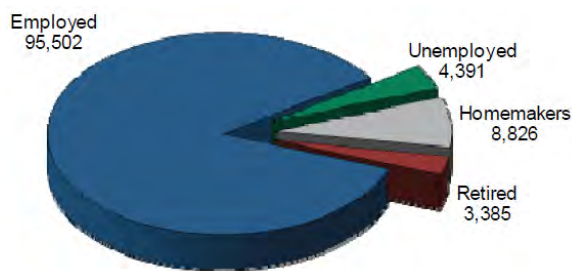
22.9% working in production, construction, material handling or service

25.7% working in professional, paraprofessional or technical trades.

In the Cedar County Laborshed, 391 people were identified by IWD as being underemployed in 2011, which accounts for 5.3% of the workforce. The top three reasons for underemployment were:

- 1.0% Inadequate hours (106 people)
- 2.2% Mismatch of skills (232 people)
- 1.2% Low income (127 people)

**Figure 13: Total Potential Labor Force, Iowa City Metro Area Laborshed**



IWD identified the Iowa City Metro Area Laborshed as containing 358,912 potential workers. Of those, 112,104 were willing to change employment.

10.2% are working multiple jobs

Averaging 41 hours per week

42 years of age

25.2% working in production, construction, material handling or service

23.4% working in professional, paraprofessional or technical trades.

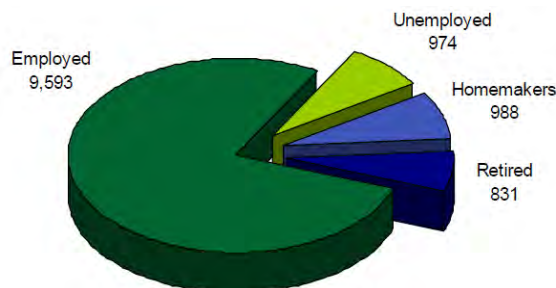
In the Iowa City Metro Area Laborshed, 4,775 people were identified by IWD as being underemployed in 2010, which accounts for 5.0% of the workforce. The top three reasons for underemployment were:

2.0% Inadequate hours (1,910 people)

3.2% Mismatch of skills (3,056 people)

1.5% Low income (1,433 people)

**Figure 14: Total Potential Labor Force, Jones Co Laborshed**



IWD identified the Jones County Laborshed as containing 107,611 potential workers. Of those, 12,386 were willing to change employment.

17.9% are working multiple jobs

Averaging 40 hours per week

41 years of age

23.8% working in production, construction, material handling or service

28.8% working in professional, paraprofessional or technical trades.

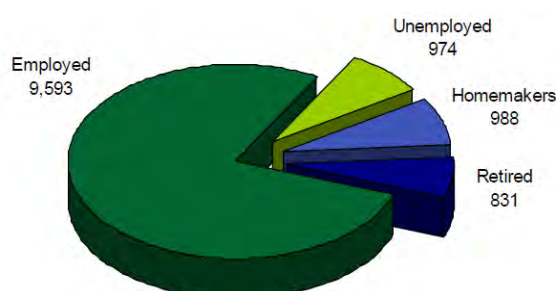
In the Jones County Laborshed, 384 people were identified by IWD as being underemployed in 2008, which accounts for 4.0% of the workforce. The top three reasons for underemployment were:

1.7% Inadequate hours (163 people)

1.0% Mismatch of skills (96 people)

1.7% Low income (163 people)

**Figure 15: Total Potential Labor Force, Washington Co Laborshed**



IWD identified the Washington County Laborshed as containing 133,666 potential workers. Of those, 15,616 were willing to change employment.

6.8% are working multiple jobs

Averaging 39 hours per week

44 years of age

19.2% working in production, construction, material handling or service

30.1% working in professional, paraprofessional or technical trades.

In the Washington County Laborshed, 635 people were identified by IWD as being underemployed in 2008, which accounts for 4.0% of the workforce. The top three reasons for underemployment were:

1.5% Inadequate hours (195 people) | 2.2% Mismatch of skills (285 people) | 2.2% Low income (285 people)

## Employment Projections

According to the Cedar Rapids/Iowa City Technology Corridor Report: *Skills 2010*, 5,117 new and 11,355 replacement workers (16,472 total workers) will be needed in the Corridor region in the next three years to account for growth, normal turnover and retirement. The table below indicates the industry clusters to which those jobs will be allocated.

**Table 12: Workforce Needs by Industry Cluster**

CLASSIFICATION	Current Employees	Pct of Current	Replacement Employees	Pct of Replacement	New Employees	Pct of New	New and Replacement	Pct New and Replacement
Advanced Manufacturing	20,117	35%	1,824	16%	1,860	36%	3,684	22%
Bioprocessing/Biotechnology	129	0%	10	0%	9	0%	19	0%
Consumer Products	459	1%	96	1%	149	3%	245	1%
Education	20,672	36%	4,310	38%	1,613	32%	5,923	36%
Government	1,177	2%	215	2%	55	1%	270	2%
Healthcare	3,958	7%	1,722	15%	130	3%	1,852	11%
Information Solutions	5,891	10%	1,692	15%	558	11%	2,250	14%
Logistics/Distribution	1,391	2%	418	4%	245	5%	663	4%
Packaging/Plastics	644	1%	256	2%	127	2%	383	2%
Printing	455	1%	302	3%	78	2%	380	2%
Trades	649	1%	78	1%	200	4%	278	2%
Other	1,895	3%	432	4%	93	2%	525	3%
<b>GRAND TOTAL</b>	<b>57,437</b>	<b>100%</b>	<b>11,355</b>	<b>100%</b>	<b>5,117</b>	<b>100%</b>	<b>16,472</b>	<b>100%</b>

Table source: *Skills 2010*

The *Skills 2010* report also documents what employers need from their workforce. Based on a survey of businesses that employ approximately 25% of the region's workforce, the following needs were identified:

- Seventy-three percent of employers indicated critical skills were missing from their applicant pools
- Fifty-nine percent indicated skills were missing from their incumbent worker pool
- Employers identify technical and essential foundational and soft skills as lacking in both applicant pool and among their existing workers.
- Seventy-three percent of all replacement and new jobs will require education beyond a high school diploma
- Sixty percent of employers provide work-based learning opportunities for students



- Sixteen percent of employers provide internships for high school students
- Almost all employers provide some type of training for their employees, and forty-eight percent have used online training tools.

The previous table, taken from the *Skills 2010* report, indicates that a substantial number of new employees will be needed to meet the demands of growth in new jobs

### *Certification*

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#### ***Skills Advantage***

Skills Advantage is Kirkwood Community College's response to an identified need for a more skilled workforce that, in turn, contributes to the dynamics and growth of The Cedar Rapids/Iowa City Technology Corridor.

The Skills Advantage Program has been designed to develop and communicate the skills needed for employment within the Technology Corridor through a series of assessments. Successful completion of these assessments allows individuals to attain Iowa's National Career Readiness Certificate.

#### ***The Iowa National Career Readiness Certificate***

The Iowa National Career Readiness Certificate (INCRC), a statewide workforce initiative administered regionally through Iowa Workforce Development, Kirkwood Community College and ACT, provides proof of job skills for local employers. Based on an individual's performance in one of three assessments, the Certificate is issued by ACT at one of four levels: Bronze, Silver, Gold or Platinum.

The Certificate measures skills critical to on-the-job success using three ACT WorkKeys® assessments: Applied Mathematics, Reading for Information, and Locating Information. WorkKeys has helped employers realize decreased turnover and training time for nearly 20 years.

The Certificate serves as a valuable tool in making employment and training decisions. It easily identifies the skill level of an applicant, and over 140 employers in the region are using the INCRC as part of their hiring process.

## COMMUNITY DEVELOPMENT

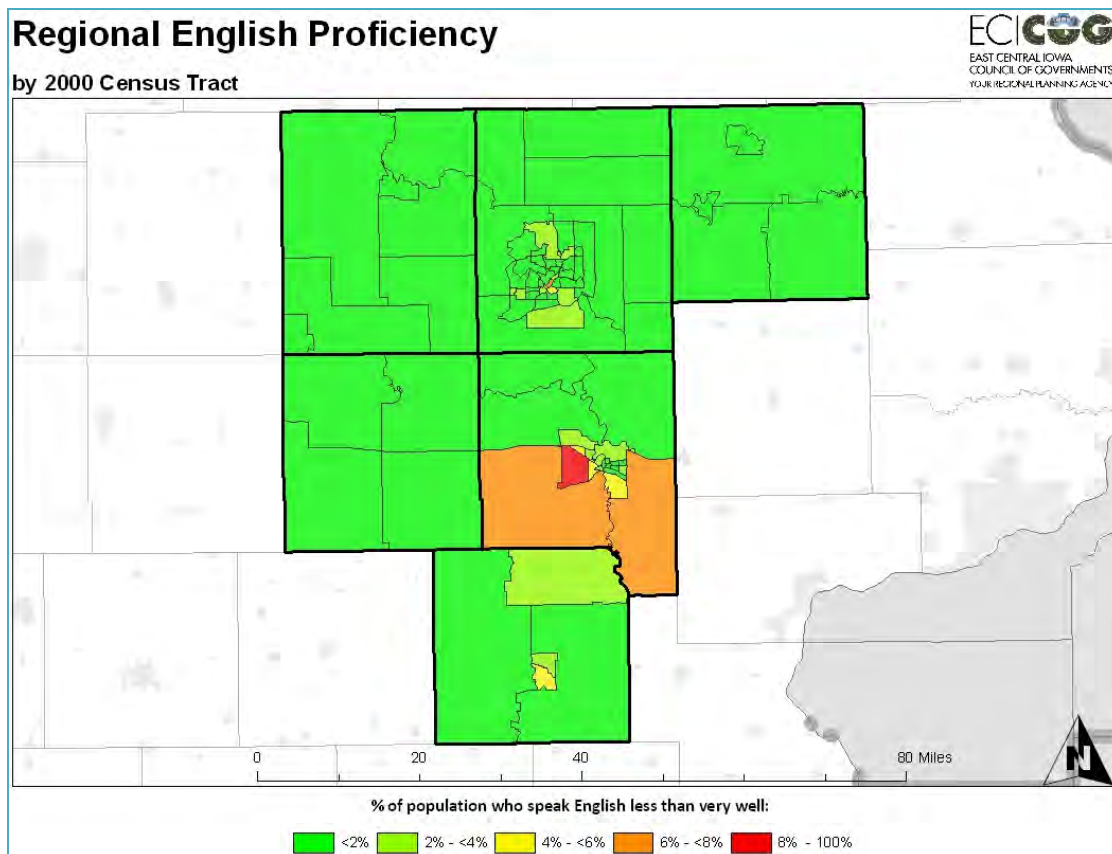
### DIVERSITY

Diversity is an important consideration in any planning effort, specifically for economic development and transportation planning. Diversity of thought and ideas is critical for innovation, creativity and entrepreneurship, and taking into account the diversity of a region is a requirement of the Federal Highway Administration (FHWA) in transportation planning.

**Table 13: Regional Racial Composition**

	Benton	Cedar	Iowa	Johnson	Jones	Linn	Washington	Region
<b>Total:</b>	26,076	18,499	16,355	130,882	20,638	211,226	21,704	445,380
<b>White</b>	25,569	18,090	16,002	112,083	19,901	191,884	20,796	404,325
<b>Black or African American</b>	102	52	57	6,305	408	8,346	146	15,416
<b>American Indian and Alaska Native</b>	45	29	27	287	49	565	56	1,058
<b>Asian</b>	66	85	56	6,819	90	3,806	72	10,994
<b>Other or of Multiple Races</b>	533	440	336	8,352	313	11,558	952	22,484

**Figure 16: English Proficiency**





## Population Age Profile

The population of the region is slightly older than the state average and national average, with the exception of Johnson County, where approximately 30,000 residents lower the median age to nearly a decade younger than the other counties in the region. All counties in the region, as well as the state and nation, are experiencing an aging population. Within the ECICOG region, the counties with the smallest total populations (Iowa, Benton and Cedar) are experiencing the largest increases in population median age, while the larger counties that are also experiencing larger growth rates are seeing smaller increases in median age. The difference in median age between men and women is not indicative of gender imbalance across all age cohorts. Rather, women tend to live longer than men, so the larger number of women living past age 65 (and particularly into years 80 and beyond) causes the median age of all women to be older than that of all men.

**Table 14: Age of Population**

Median age in years	Benton		Cedar		Iowa		Johnson		Jones		Linn		Washington	
	2008	+ from 2000	2008	+ from 2000	2008	+ from 2000	2008	+ from 2000	2008	+ from 2000	2008	+ from 2000	2008	+ from 2000
Both sexes	39.3	2.1	41.9	2.7	41.8	3	30	1.6	39.6	1.1	36.9	1.7	40.1	1.3
Male	38.5	2.2	40.6	2.4	41	2.9	29.7	1.7	38	0.8	36	1.8	38.8	1.4
Female	40	1.9	43.1	3.1	42.8	3.2	30.3	1.4	42	2	37.7	1.5	41.5	1.4

Source: 2000 Census and 2008 American Community Survey

## HUMAN SERVICES

### Benton County

Social services provided by Benton County include general relief, human services, mental health services, and public health nurse (which has been privatized through the hospital). Most programs are funded by Benton County, the State of Iowa, or a combination of both.

The Hawkeye Area Community Action Program has offices in Vinton and Belle Plaine. The offices provide assistance to low-income households with home energy bills, housing, winter weatherization, and access to a food bank. In addition, HACAP provides an information and referral program for crisis situations. HACAP runs a Head Start program at both of their offices in Benton County. HACAP also maintains a meals program for senior dining, home delivery, and frozen meals. During the holidays, HACAP supports a program for personal interaction called Care and Share.

Social services are often perceived to place financial burdens on the county, but are essential in creating an attractive and nurturing environment. This positive environment is a leading factor in encouraging people to live and work in Benton County. County officials have begun to work with other public and private organizations to help secure funding for the programs they offer, due to state and federal mandates.

## ***Iowa County***

The Iowa County Human Services Office in Marengo does case work and gives assistance regarding human needs. Programs such as Aid to Dependent Children, Title XIX, women's services, foster care, counseling, and nursing home oversight are directed from this office. The County also operates a fund for general relief in which residents who are having a difficult time paying rent and utilities bills can receive assistance.

The Hawkeye Area Community Action Program also has an office at 1021 Court Avenue in Marengo. HACAP offers such programs as congregate meals for elderly citizens, weatherization of homes and other human services.

## ***Johnson County***

Johnson County's Human Services office is located at 911 North Governor Street in Iowa City. The principal role for this agency is to provide funding for a wide range of human services to County residents in need. Johnson County also provides funding for the Mayor's Youth Employment Program, which helps youth of the County find work that benefits them and the area in which they are serving. This program is also funded in part by the City of Iowa City. The Hawkeye Area Community Action Program (HACAP) also aids in meeting human needs in the County. Their office is located in Coralville.

The Johnson County Council of Governments, located in Iowa City, staffs a human services planner to assist with county human service needs. There are approximately 30 additional agencies throughout the County, which provide human services to residents in need.

## ***Jones County***

The Jones County General Assistance Office administers county relief, veteran's affairs, and case management. The County offers help with rent, medical papers, utilities, and food orders. The case manager supervises general relief services and mental health services. The case manager also does social work for the county care facility and operates well child clinics.

The Hawkeye Area Community Action Program has offices in Anamosa and Monticello. The offices provide assistance with low-income home energy bills, housing, and access to a food bank. In addition, HACAP provides an Information and Referral program for crisis situations. HACAP runs a combination Head Start program at both of their offices in Jones County. HACAP also maintains a meals program for senior dining, home delivery, and frozen meals. During the holidays, HACAP supports a program for personal interaction called Care and Share.

## ***Linn County***

A variety of both public and private agencies provide human services in Linn County.

The Linn County Department of Human Resources Management (DHRM) is the umbrella agency providing financial management, administration, human services planning and program evaluation for County operated human services programs and other community human service activities and agencies.

The following departments are supported by DHRM. Linn County Case Management coordinates community-based services for the frail elderly to help them avoid inappropriate institutionalization. Linn County Day Care offers childcare and education to low income children and children with special needs. Linn County General Assistance provides temporary assistance to low income Linn County residents who are ineligible for other types of assistance or are awaiting approval and assistance from other sources. Linn County Home Health Program has two components: General Home Care Aide Services and Protective Home Care Aide Services. The General Home Care Aide Program enhances individuals' independence by providing services such as light housekeeping, laundry, meal planning and preparation, personal care and transportation to prevent or reduce inappropriate institutionalization to household members who, due to the incapacity, absence, or limitations of the homemaker, are experiencing stress or crisis. The Protective Home Care Aide Program focuses on improving the function of the family unit when it is threatened or disrupted by abuse or mental or emotional instability. The Linn Health Services Program provides access to outpatient health care for low-income Linn County residents without insurance, who are ineligible for other types of medical assistance. Options of Linn County offers daytime activities and employment services to adults with disabilities in a variety of settings, depending on the person's needs. Services for People with Disabilities funds a variety of services designed to address the needs of persons with mental illness, mental retardation and developmental disabilities. Youth Services of Linn County provides several different services to troubled youth and their families.

The Linn County Health Department was established in 1968. It exists to promote, protect, and ensure the health and well being of the people of Linn County. Through its wide range of direct services including the Environmental Services, Air Quality, Laboratory Services, Childhood Lead Poisoning, Nursing Services, and Dairy Services divisions, the department promotes wellness, maintains quality levels of health, and protects against health hazards and unsafe environments throughout the County.

Veterans of Linn County, their immediate family or surviving spouse may receive temporary assistance through Linn County Veteran Affairs.

The Linn County Department of Human Services provides financial and social services to eligible citizens of Linn County. Such services include Medicaid, Food Stamps, Family Investment Program (formerly ADC), Child and Dependent Adult Abuse/Neglect Assessments and Evaluations, Child Protection Services, and General Adult Services.

Linn County is also the home of the Iowa Department of Human Services Regional Office. The Regional Office of the Department provides general administrative oversight and specialized support services to its various cluster offices.

The Abbe Center for Community Mental Health is a private, non-profit outpatient facility with a professional staff of psychiatrists, psychologists, social workers and psychiatric nurses.

The Hawkeye Area Community Action Program (HACAP) is headquartered in Linn County and provides various types of assistance to low-income families residing in East Central Iowa. Services include: child development, nutritional services, housing stabilization, senior independence programs, and administration of other statewide assistance programs.

The United Way of East Central Iowa, also located in Linn County, funds over thirty non-profit social service agencies serving residents throughout the region.

## **Washington County**

Human services in Washington County are provided by several public and private organizations and departments. The Washington County Community Counseling and Education Center located in the City of Washington maintains a trained staff who provide counseling services to the county's citizens on issues such as depression, grief and loss, child abuse, low self-esteem, self motivation, sexual abuse, and marital problems. Educational services relating to stress management, suicide prevention, and child abuse prevention are also available to the county's residents. The Center's funding is provided Washington County and the various communities located throughout Washington County. In addition, the Bob Gray Outreach Center provides substance abuse counseling for area residents. The Center also maintains a very active chapter of Alcoholics Anonymous.

The local office of the Iowa Department of Human Services administers several programs including food stamps, Aid to Dependent Children (ADC), Title MY, family and adult services, referrals and financial assistance for day care, and employment assistance for ADC recipients.

The Washington County Public Health Director and Board of Health provide residents of Washington County with skilled nursing home visits, home health aide visits, homemaker service home visits, and overall health care promotion. In addition to these services, various clinics are provided to the citizens on a regular basis for immunizations, child health, blood pressure testing, maternal health, care for the elderly, and various programs for women, infants, and children. The funding for these services is provided through various grants, the County and through private citizen and/or organization donations. The office of the County sanitarian is associated with the County Board of Health, and is responsible for overseeing the environmental health in the county. The sanitarian's responsibilities include well inspections and closings, food inspections, and pool inspections.

The Washington County Social Welfare Program administers county programs for residents with various mental and physical disabilities. General relief for residents ineligible for state assistance programs is available through Social Welfare.

The Hawkeye Area Community Action Program, known as HACAP, maintains a service center in the City of Washington. Lending Hands Adult Day Care service is located in the City of Washington and provides an innovative adult day care program designed to prevent premature or unnecessary institutionalization of adults eighteen years of age and older with physical and/or psychological limitations. The Heritage Agency on Aging contracts for a number of services for the elderly residents of Washington County.

## HEALTHCARE

### ***Benton County***

There is one hospital that provides health care in Benton County, Virginia Gay in Vinton. A wide variety of services are provided through Virginia Gay's Acute Care Unit, Home Health Agency, Outpatient Services, and Long Term Care. Clinics and doctors are concentrated in Vinton and Belle Plaine, however, Integra Health assists in providing satellite facilities in Van Horne and Keystone. Full-time physician assistants staff these satellite facilities.

Those with advanced medical needs may go to either Mercy Medical Center or St. Luke's Hospital in Cedar Rapids or the University of Iowa Hospitals and Clinics in Iowa City. According to the University of Iowa College of Medicine Physician Information System there were only five physicians practicing in Benton County as of April 1996. This translates to roughly 4,900 patients for every doctor in the county. Most cities in the county have Emergency Medical Technicians (EMTs) and First Responders. These EMTs respond to medical emergencies in the areas served by local fire departments.

### ***Iowa County***

Health care is provided by several different services in the county. The only hospital in Iowa County is Marengo Memorial Hospital. However, St. Luke's Hospital and Mercy Medical Center approximately 40 miles away in Cedar Rapids. Iowa City, roughly 30 miles away, has three hospitals. Veterans Affairs Hospital, Mercy Hospital, and the University of Iowa Hospitals and Clinics all offer advanced health care services.

### ***Johnson County***

There are four hospitals and twelve clinics that provide health care to Johnson County, with a combined bed capacity of over 1,600 beds. Mercy Hospital, Veterans Affairs Medical Center and the University of Iowa Hospitals and Clinics are all located in Iowa City. The Department of Corrections Iowa Medical and Classification Center is located in Oakdale. According to the University of Iowa College of Medicine Physician Information System, there were 682 practicing physicians in the County in 1995. This total was the second highest in the State after Polk County's 885 practicing physicians.

### ***Jones County***

There is one hospital that provides health care in Jones County. Anamosa Community Hospital in Anamosa provides hospital services to injured or ailing persons in the county. Three clinics are operated in the county. The Monticello Medical Center, Wyoming's Medical Associates, and Anamosa's Integra Health provide basic medical needs. There are also several private practices in Jones County. Those with advanced medical needs may go to either Mercy Medical Center or St. Luke's Hospital in Cedar Rapids or the University of Iowa Hospitals and Clinics in Iowa City, approximately 50 miles away.

The County Home by rural Amber gives residential care to 46 residents. The facility is licensed by the State of Iowa. The county hires the County Care Administrator who is then responsible for oversight of the County

Home. In addition, Jones county has two private nursing homes which are run by the Health Care of Iowa organization. The Senior Home in Monticello and the Care Center in Anamosa have a capacity of 136 and 97 respectively.

Most cities in the county have Emergency Medical Technicians (EMTs). These EMTs respond to medical emergencies in the areas in which their fire departments operate.

## **Linn County**

According to the Iowa Physician Information System, there were 291 practicing physicians providing health care in Linn County in July of 1995. The approximate physician/population ratio at that time was 1 to 598. This is fewer physicians per capita than most of the other urban counties in Iowa. However, there were 682 physicians in nearby Johnson County where the physician/population ratio is 1 to 150.

Linn County's physician/population ratio appears more typical when compared to the state as a whole and to surrounding rural counties. Statewide, there is one physician for every 683 people. The other counties ECICOG Region, which include Iowa, Benton, Jones, and Washington, have physician/population ratios ranging from 1 to 1,345 up to 1 to 4,900.

The two hospitals in Linn County, Mercy Medical Center and St. Luke's Hospital, are located in Cedar Rapids. Three additional hospitals are available thirty miles south in Iowa City, and helicopter transportation between the two cities for health care purposes is available. Nurse education programs are available at Mount Mercy College, Kirkwood Community College, and St. Luke's Hospital, all located in Cedar Rapids.

The Abbe Center for Community Mental Health is a private, non-profit outpatient facility with a professional staff of psychiatrists, psychologists, social workers, and psychiatric nurses. Counseling services for the mentally ill and developmentally disabled are provided as well as counseling for marital problems, depression, child abuse, sexual abuse, and other problems. Self help groups and evening appointments are also available.

## **Washington County**

Washington County offers a full range of health services to its citizens. The Washington County Hospital, located in the City of Washington, was the first in the nation built with rural county tax funds. The original structure was completed in 1912 and currently houses the hospital's administrative offices. The acute care hospital was added in 1968 and maintains sixty-eight beds. The hospital currently employs a staff of two hundred that includes ten active physicians. The hospital operates on an annual budget of approximately \$6.3 million.

The Washington County Hospital provides several services, including surgical, intensive care, obstetrical, physical therapy, respiratory therapy, and 24-hour emergency room services. In addition, child health care, nutritional counseling, prenatal programs, home care, homemaker services, and health promotion services are offered in the county. The Washington County Ambulance Service, Rescue Unit, and First Response Units of the various communities provide emergency response services to the county's residents. The County contracts

with Air Care of Iowa City for emergency helicopter transportation service. The nearby Iowa City health services provide specialized and additional health care services to the residents of Washington County.

The Washington County Hospital complex also houses other health care facilities such as a long-term care facility, the M.L. McCreedy Home, the Washington Medical Clinic, and Washington Family Practice Clinic. The Washington Medical Clinic was constructed in 1976 and the Washington Family Practice Clinic was completed in 1990.

Orchard Hill ResCare, formerly the Washington County Care Facility, provides residential care services and is located near the City of Washington. Orchard Hill ResCare became a private service in 1988 and currently leases the building from Washington County. The facility provides care for the mentally and physically disabled, as well as for the elderly. Washington County continues to provide financial assistance to the facility.

The City of Kalona, located in the north-central portion of the county, currently offers the services of one full-time physician and a family nurse practitioner. The community of Wellman has a family practice medical facility that includes the services of one full-time physician and one part-time physician.

## RECREATION

Today, regional leaders are recognizing that it is not only tourism and recreation that attract people to a region; it is the overall quality of life. In the ECICOG area, a high quality of life is supported by a skilled workforce, developed supporting infrastructure, affordable housing, air and water quality, and some of the nation's top rated healthcare facilities.

The State of Iowa does not have many "natural" tourism attractions; the few present in the area are predominantly man made, such as planted forests or the creation of recreational areas through the damming of waterways. Therefore, the overall quality of life, at least in terms of recreational and cultural activities for the region, is highly dependent on the residents themselves of the ECICOG region. Culture, art, live musical and dramatic performances, historic and seasonal attractions and festivals continue vibrant traditions and draw visitors to the area.

The region has an assortment of recreational activities that continue to enhance the area's quality of life for residents and visitors. There are state and county parks with fishing, swimming, sailing, camping, rock climbing and hiking trails, as well as hunting and fishing opportunities. The State of Iowa offers more golf courses per capita than any other state. Trails have become a major movement in the ECICOG region, with trails expanding and connecting communities throughout the area. The Cedar Valley Nature Trail is 52 miles long and is built on a former railroad bed that connects two regions, including the communities of Cedar Rapids and Waterloo.

### ***Benton County Recreation***

Numerous parks are located in Benton County's 14 incorporated cities. Swimming pools are located in Franklin Park in Belle Plaine and in Riverside Park in Vinton. Vinton also has a Recreation Center located at 701 East A



Street. During the summer months, cities in Benton County host fairs, celebrations, and festivals. Most celebrations offer carnival rides and games. The Benton County Fairgrounds are located in Vinton.

The Benton County Conservation Board oversees 12 public areas. There are over 4,300 acres of land available for use by the public. Over 1,900 acres of this is maintained by the Iowa Department of Natural Resources at Pleasant Creek State Recreation Area. The park is located 2.5 miles northeast of Shellsburg. The County maintains several game areas, river accesses, and recreational areas. The majority of County Conservation Board land is located along the Cedar River in northeastern Benton County.

### ***Iowa County Recreation***

Several cities in Iowa County have annual fairs, festivals, and celebrations. The Amana Colonies in northeast Iowa County have several different festivals and shows throughout the year. The Colonies also are the primary cultural and tourist destination in county. Williamsburg has an outlet mall along Interstate 80, which is one of the largest malls in ECICOG Region.

The Iowa County Conservation Board has acquired nearly 14,000 acres in the county since its inception in 1957. The Conservation Board operates two river accesses, four wildlife areas, six timber preserves and conservation areas, and Lake Iowa Park. The park is located north of Millersburg along County Road V-52. Lake Iowa Park has 600 acres including a 97 acre lake. The park offers camping, beach and swimming area, shelter houses, picnic areas, boating, fishing, archery range, and a winter sports area.

### ***Johnson County Recreation***

The Johnson County Conservation Department oversees several parks and recreation facilities in the county. F.W. Kent Park is a 1,000 acre park offering such activities as swimming, picnic areas, camping, hiking, fishing, cross country skiing and ice skating. There is also a youth group camping facility located in the park. Scott Church Park is a five acre park offering a play area and picnic shelter. This park is located on U.S. Highway 6 only 4 miles southeast of Iowa City. Walker Park, six miles west of Lone Tree, is a historic preservation area with picnic tables. Also, River Junction and the Hills Access offer boat ramps to the Iowa River.

Coralville Lake provides residents with thirteen separate recreational areas. Although the primary function of the Coralville Lake and Dam is flood control, it provides many secondary benefits in recreational uses, fish and wildlife management, and water quality improvements. There are also three commercial concessions along this lake and two other public recreational areas adjacent to the lake.

There is one state park located in the County. Lake MacBride, which is run by the Iowa Department of Natural Resources (IDNR), provides camping, swimming, boating and hiking trails on 2,180 acres. This park is located ten miles north of Iowa City on County Road F28.

Neighboring Lake MacBride is the MacBride Natural Recreation Area. This recreation area is a 480 tract of land leased from the Army Corps of Engineers by the University of Iowa. It offers many recreational activities including but not limited to: camping, picnicking, hayrides, hiking and cross-country trails for both winter and



summer months. MacBride also offers a day camp for children from first grade through sixth grade, has an Environmental Education Program, boat storage, a sailing club, and a Raptor Center/Nature Center.

## ***Jones County Recreation***

Jones County offers several parks and recreational areas for the use of its residents and guests of Jones County. Central Park is the largest and most centrally located in the county. Central Park is a 217 acre facility offering such activities as camping, fishing, boating, and hiking, as well as providing picnic areas. Pictured Rocks Park is somewhat smaller at 26 acres, and is located four miles south of Monticello on Iowa Highway 38. Mon-Maq Dam is a 50 acre site lying just one mile northeast of Monticello. Mon-Maq Dam offers a river access for canoeing. Boating can be accessed through the Stone City Access (west of Anamosa), the Anamosa Boat ramp (southern edge of Anamosa), the Jungletown Access (three miles south of Hale), the Oxford Mills Access (just south of Oxford Junction), the Newport Mills Access (six miles northwest of Olin), and the Olin Access (just northeast of Olin). In addition, the I36 Access (seven miles south of Cascade on Iowa I36) offers boating and picnicking in close proximity to the towns of Cascade, Canton, and Onslow.

Wapsipinicon State Park, contiguous to Anamosa's southwestern boundary, is the only State- owned and operated park facility in Jones County. The 390 acre park features a modern camping facility with 15 electric and 15 non-electric campsites. Open and enclosed picnic facilities are available. The park also offers hiking trails, fishing, hunting, and a boat ramp.

## ***Linn County Recreation***

There are many recreational opportunities in Linn County, especially in and near the Cedar Rapids metropolitan area. The recreational demands of Linn County residents are met by state, county, and municipal facilities, where a full range of recreational activities are available.

The Iowa Department of Natural Resources maintains the Palisades-Kepler State Park in southeastern Linn County. Picnicking, camping, boating, fishing, and hiking opportunities are available on nearly 700 acres of park land.

The Linn County Conservation Department oversees over 4,400 acres of recreational areas. Many recreational activities, including camping, horseback riding, and hunting are available. These park areas are concentrated along the Wapsipinicon River in the northeast section of the county, and along the Cedar River.

The Linn County Conservation Education Center is located in Pinicon Ridge Park near Central City. Displays depicting the area's natural flora and fauna, as well as educational programs, are offered.

In addition to the state and county facilities, individual municipalities are responsible for the provision of recreational facilities to their residents. In the smaller incorporated areas of Linn County, these facilities fall in a wide range of sizes and activities. The Cedar Rapids metropolitan area, which includes Marion and Hiawatha, provides over 3,500 acres of park land for area residents.

Various sports venues offer entertainment as well. The Cedar Rapids Kernels, a minor league affiliate of the California Angels, play baseball at Veterans Memorial Stadium. The colleges and universities in the area offer a wide variety of sports and area high schools of all sizes participate in many sports as well.

## **Washington County**

Washington County is home to several state, county, and municipal recreation facilities. The Iowa Department of Natural Resources manages two recreation areas totaling, approximately one thousand five hundred acres. The largest area is Lake Darling State Park located in the southwest corner of the county. The facility consists of a 302 acre body of water and 1,085 acres of land. Lake Darling State Park provides recreational activities of boating, camping, fishing, hiking, picnicking, and swimming.

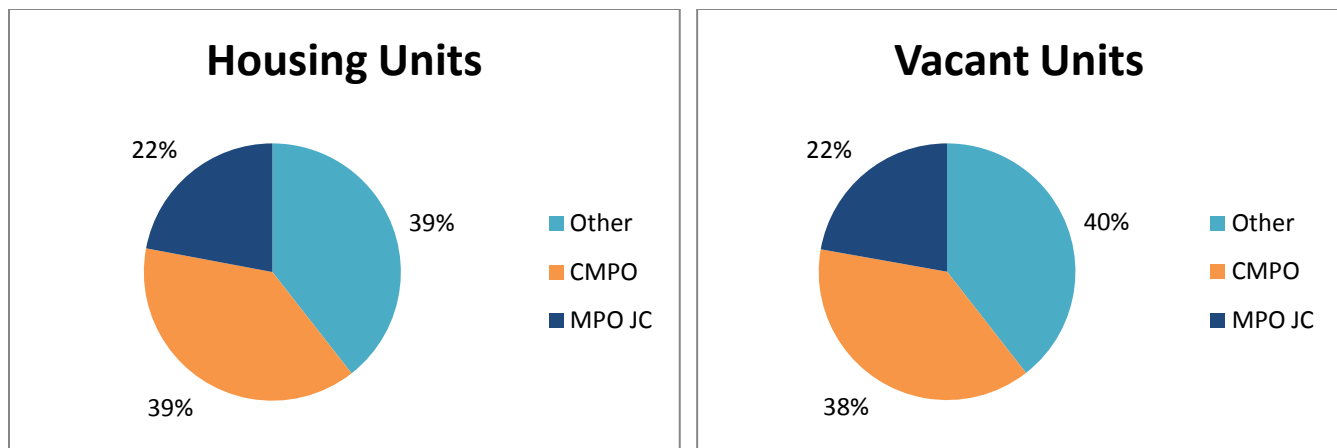
In 1962 the Washington County Conservation Board was formed. The Board is responsible for the development and implementation of various county recreation plans and outdoor recreation activities for the citizens of Washington County, as well as the promotion of conservation of the natural resources of Washington County through public recreation programs and activities. The Conservation Board is funded by a tax levy in an amount determined by the Washington County Board of Supervisors and through various grants and private and/or public donations.

The Washington County Conservation Board manages approximately eighteen hundred acres of county recreation areas. The following list includes several of these parks and environmental areas: Brighton River Access, Brinton Forest Area, English River Wildlife Area, Fem Cliff Area, Foster Woods, Hayes Timber, Iowa Township Park, Marr Park, McKain River Access, Sockum Ridge Park, Valley Wildlife Area, Coppock River Access, Kewash Nature Trail, and Statler Woods. Bicycling, boating, camping, cross-country skiing, fishing, hiking, and picnicking are among the activities available throughout the county.

The individual municipalities have several recreational areas and opportunities in addition to the state parks and county recreation areas. Activities and facilities such as baseball/softball diamonds, picnic facilities, community centers, various sports leagues, basketball courts, and swimming pools are also available throughout the county.

## HOUSING

According to the 2010 Census, the ECICOG RPA region contains 193,062 housing units. Of those, 180,251 were occupied and 12,801 or 7% were vacant. Vacancy rates within incorporated areas tend to be slightly lower, averaging around 6%. The following breakdown of vacancy rates applies to incorporated areas, where “other” indicates incorporated jurisdictions outside the planning areas of the Corridor Metropolitan Planning Organization and the Metropolitan Planning Organization of Johnson County.



Much of the region's housing stock, outside of the urban areas and those cities in excess of 2,500 residents have an older housing stock as well, with as much as 40% of the housing stock built before 1940 in some areas.

As detailed in a report commissioned by the CBA and written by Matt Fischer of the University of Iowa, information provided by the US Census Bureau regarding housing situations are taken from a random sample of the population. Previously, this was done as part of the long form of the Decennial Census, but now is only included in the American Community Survey, which has a smaller sample size and only estimates three year averages in most communities. In smaller counties such as Cedar and Iowa, ACS estimates are not available, and thus housing data will no longer be provided by the Census.

The report notes that in general, housing costs in the region are below the US Average, but slightly higher than the state average. In particular, rent in Johnson County has traditionally been higher than that of the state average, though the same is not consistently true for all other counties in the region. In 2009, rents in the region were noted as growing at a lower rate than in other areas of the state and the nation. While US and state rents grew by 15.5% and 13.9% respectively between 1990 and 2007, rents in Johnson County grew only 8.6% and in Linn County, by only 2.7%

Regarding owner occupied housing, the report also observes that owner occupied housing units across the region also fall below the national average in cost between 2006 and 2008, however historic figures for Johnson County tended to be above the state and national average. When compared to the state as a whole, cost of owner occupied housing within the region tended to be above average for those living in the two largest counties of Linn and Johnson, and near average for the more rural counties. This trend of higher housing costs in more populous areas is not unique to the region and is seen in other metropolitan areas in the state.

Although housing costs in the region tend to be slightly higher than the state average, incomes are also slightly above the state average, and as a result, the region's households spend approximately the same percent of their income on housing costs as the rest of the state (which, in 2006-2008 was 21.4%, 3.6% under the national average for owner occupied homes).

## INCOME

**Table 15: Education and Median Wage by Industry, Benton Co Laborshed**

Industry	Education			Median Wages	
	Beyond High School	Associate Degree	Undergraduate Degree or Higher	Salary Wages (per year)	Non-Salary Wages (per hour)
Agriculture	*	*	*	*	*
Construction	41.9%	3.2%	9.7%	\$45,000	\$19.00
Manufacturing	52.4%	9.5%	20.6%	\$60,000	\$15.58
Transportation, Communication, & Utilities	64.1%	17.9%	28.2%	\$50,000	\$15.80
Wholesale & Retail Trade	38.9%	11.1%	13.0%	\$40,000	\$8.25
Finance, Insurance, & Real Estate	79.2%	12.5%	29.2%	\$70,000	\$13.00
Health Care & Social Services	68.5%	20.4%	14.8%	\$35,000	\$12.35
Personal Services	68.7%	18.8%	31.3%	*	\$16.50
Entertainment & Recreation	*	*	*	*	*
Professional Services	75.0%	20.0%	30.0%	\$41,500	\$10.63
Public Administration & Government	86.7%	26.7%	20.0%	\$94,500	\$17.50
Education	90.5%	9.5%	64.3%	\$40,000	\$10.40

\* Indicates insufficient data, Data Source: IWD

**Table 16: Education and Median Wage by Industry, Cedar Rapids Metro Area Laborshed**

Industry	Education			Median Wages	
	Beyond High School	Associate Degree	Undergraduate Degree or Higher	Salary Wages (per year)	Non-Salary Wages (per hour)
Agriculture	*	*	*	*	*
Construction	38.1%	9.5%	19.1%	*	\$20.25
Manufacturing	57.9%	10.5%	23.6%	\$68,750	\$15.03
Transportation Communication & Utilities	71.4%	7.1%	42.9%	\$50,000	\$17.38
Wholesale & Retail Trade	61.3%	14.7%	17.3%	\$46,000	\$9.50
Finance, Insurance & Real Estate	87.5%	50.0%	37.5%	\$77,000	*
Health Care and Social Services	87.0%	19.5%	40.3%	\$49,500	\$14.75
Personal Services	66.7%	11.9%	30.9%	\$43,000	\$9.50
Entertainment & Recreation	*	*	*	*	*
Professional Services	79.4%	11.8%	47.1%	\$75,500	\$10.30
Public Administration and Government	76.7%	3.3%	46.7%	\$80,000	\$20.01
Education	90.0%	11.4%	67.1%	\$50,000	\$12.01

\* Indicates insufficient data, Data Source: IWD

**Table 17: Education and Median Wage by Industry, Cedar Co Laborshed**

Industry	Education			Median Wages	
	Beyond High School	Associate Degree	Undergraduate Degree or Higher	Salary Wages (per year)	Non-Salary Wages (per hour)
Agriculture	75.0%	25.0%	25.0%	\$40,000	*
Construction	58.8%	5.9%	29.4%	*	\$ 20.63
Manufacturing	54.3%	15.2%	13.1%	\$65,000	\$ 14.50
Transportation Communication & Utilities	56.5%	13.0%	21.7%	\$49,000	\$ 15.25
Wholesale & Retail Trade	67.4%	19.6%	23.9%	\$65,000	\$ 10.25
Finance, Insurance & Real Estate	83.3%	33.3%	25.0%	\$34,000	\$ 18.00
Health Care and Social Services	83.0%	22.6%	26.4%	\$42,000	\$ 14.00
Personal Services	66.7%	20.0%	6.7%	*	\$ 7.38
Entertainment & Recreation	*	*	*	*	*
Professional Services	80.0%	6.7%	60.0%	\$45,000	\$ 9.00
Public Administration and Government	70.0%	30.0%	20.0%	\$46,500	\$ 21.83
Education	78.3%	1.7%	60.0%	\$50,000	\$ 11.50

\* Indicates insufficient data, Data Source: IWD

**Table 18: Education and Median Wage by Industry, Iowa City Metro Area**

Industry	Education			Median Wages	
	Beyond High School	Associate Degree	Undergraduate Degree or Higher	Salary Wages (per year)	Non-Salary Wages (per hour)
Agriculture	*	*	*	*	*
Construction	50.0%	16.7%	16.7%	*	\$20.00
Manufacturing	56.9%	12.5%	22.2%	\$62,500	\$16.21
Transportation Communication & Utilities	81.5%	11.1%	55.5%	\$51,000	\$12.63
Wholesale & Retail Trade	56.9%	16.9%	20.0%	\$52,000	\$9.95
Finance, Insurance & Real Estate	86.7%	20.0%	60.0%	\$64,000	*
Health Care and Social Services	83.8%	18.9%	44.7%	\$45,000	\$12.18
Personal Services	74.3%	8.6%	28.6%	\$35,000	\$9.75
Entertainment & Recreation	*	*	*	*	*
Professional Services	66.7%	9.5%	23.8%	\$9	
Public Administration and Government	81.8%	4.5%	63.6%	\$75,000	\$17.38
Education	89.0%	8.8%	66.0%	\$50,000	\$11.51

\* Indicates insufficient data, Data Source: IWD

**Table 19: Education and Median Wage by Industry, Jones Co**

Industry	Education			Median Wages	
	Beyond High School	Associate Degree	Undergraduate Degree or Higher	Salary Wages (per year)	Non-Salary Wages (per hour)
Agriculture	52.2%	8.7%	30.3%	\$48,000	*
Construction	43.5%	8.7%	8.7%	*	\$20.14
Manufacturing	59.2%	14.1%	16.8%	\$45,500	\$16.15
Transportation Communication & Utilities	68.6%	22.9%	20.0%	\$50,000	\$14.91
Wholesale & Retail Trade	64.7%	15.7%	29.4%	\$40,000	\$9.69
Finance, Insurance & Real Estate	95.7%	30.4%	21.7%	\$41,500	\$12.05
Health Care and Social Services	84.9%	32.1%	30.2%	\$44,000	\$12.00
Personal Services	68.2%	13.6%	36.3%	\$36,000	\$11.38
Entertainment & Recreation	60.0%	40.0%	20.0%	*	*
Professional Services	72.7%	18.2%	36.3%	\$60,000	\$16.50
Public Administration and Government	78.6%	7.1%	46.5%	\$64,500	\$21.00
Education	94.6%	8.1%	78.3%	\$45,000	\$13.00

\* Indicates insufficient data, Data Source: IWD

**Table 20: Education and Median Wage by Industry, Washington Co**

Industry	Education			Median Wages	
	Beyond High School	Associate Degree	Undergraduate Degree or Higher	Salary Wages (per year)	Non-Salary Wages (per hour)
Agriculture	*	*	*	*	*
Construction	68.7%	12.5%	25.0%	\$37,500	\$17.25
Manufacturing	55.3%	10.6%	21.2%	\$55,500	\$14.00
Transportation Communication & Utilities	70.0%	5.0%	45.0%	\$50,000	\$21.00
Wholesale & Retail Trade	47.7%	15.9%	9.1%	\$42,000	\$9.15
Finance, Insurance & Real Estate	66.7%	11.1%	44.4%	\$46,000	*
Health Care and Social Services	77.1%	22.9%	29.1%	\$41,000	\$13.50
Personal Services	72.7%	13.6%	36.3%	\$36,000	*
Entertainment & Recreation	71.4%	0.0%	28.6%	*	15.5
Professional Services	64.3%	14.3%	35.7%	\$11	*
Public Administration and Government	64.7%	8.8%	38.2%	\$58,000	\$18.00
Education	83.6%	6.0%	65.7%	\$50,000	\$11.76

\* Indicates insufficient data, Data Source: IWD

## COST OF LIVING

The following wage data is provided by the Pennsylvania State University and was developed as part of the Living Wage Project. The data relating to income represent the BLS May 2007 Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates adjusted to 2008 dollars using the CPI-U. The wage is based on annual income converted to an hourly rate estimating full time employment as 2,080 hours worked per year.

The living wage is the income required to exceed the expenses associated with food, childcare, housing, medical, transportation, other and taxes. Because the living wage is dependent on expenses, family size is taken into consideration. The living wage shown below is for a one adult, one child household; wages listed in red do not, on average, meet the basic expenses of this household size and are considered to be below a living wage.

**Table 21: Living Wage by County**

Occupation	State	Benton	Cedar	Iowa	Johnson	Jones	Linn	Washington
<b>Living Wage</b>	<b>\$14.67</b>	<b>\$13.90</b>	<b>\$14.02</b>	<b>\$13.95</b>	<b>\$17.73</b>	<b>\$13.90</b>	<b>\$17.31</b>	<b>\$13.94</b>
Management	\$33.13	\$32.17	\$32.17	\$32.17	\$38.21	\$32.17	\$38.21	\$32.17
Business and Financial Operations	\$22.77	\$22.48	\$22.48	\$22.48	\$24.32	\$22.48	\$24.32	\$22.48
Computer and Mathematical	\$25.09	\$24.67	\$24.67	\$24.67	\$27.33	\$24.67	\$27.33	\$24.67
Architecture and Engineering	\$25.51	\$25.16	\$25.16	\$25.16	\$27.41	\$25.16	\$27.41	\$25.16
Life, Physical and Social Science	\$22.59	\$22.24	\$22.24	\$22.24	\$24.46	\$22.24	\$24.46	\$22.24
Community and Social Services	\$15.03	\$14.82	\$14.82	\$14.82	\$16.09	\$14.82	\$16.09	\$14.82
Legal	\$27.51	\$26.83	\$26.83	\$26.83	\$31.13	\$26.83	\$31.13	\$26.83
Education, Training and Library	\$16.81	\$15.98	\$15.98	\$15.98	\$21.18	\$15.98	\$21.18	\$15.98
Arts, Design, Entertainment, Sports and Media	\$13.44	\$12.96	\$12.96	\$12.96	\$15.98	\$12.96	\$15.98	\$12.96
Healthcare Practitioner and Technical	\$23.88	\$23.33	\$23.33	\$23.33	\$26.78	\$23.33	\$26.78	\$23.33
Healthcare Support	\$15.03	\$14.82	\$14.82	\$14.82	\$16.09	\$14.82	\$16.09	\$14.82
Protective Service	\$15.89	\$15.76	\$15.76	\$15.76	\$16.60	\$15.76	\$16.60	\$15.76
Food Preparation and Serving Related	\$8.00	\$7.92	\$7.92	\$7.92	\$8.41	\$7.92	\$8.41	\$7.92
Building and Grounds Cleaning and maintenance	\$10.26	\$10.18	\$10.18	\$10.18	\$10.70	\$10.18	\$10.70	\$10.18
Personal care and Services	\$9.05	\$8.89	\$8.89	\$8.89	\$9.86	\$8.89	\$9.86	\$8.89

Occupation	State	Benton	Cedar	Iowa	Johnson	Jones	Linn	Washington
Sales and Related	\$13.08	\$12.81	\$12.81	\$12.81	\$14.50	\$12.81	\$14.50	\$12.81
Office and Administrative Support	\$12.39	\$12.20	\$12.20	\$12.20	\$13.38	\$12.20	\$13.38	\$12.20
Farming, Fishing and Forestry	\$13.33	\$13.22	\$13.22	\$13.22	\$13.93	\$13.22	\$13.93	\$13.22
Construction and Extraction	\$16.17	\$15.80	\$15.80	\$15.80	\$18.12	\$15.80	\$18.12	\$15.80
Installation, Maintenance and Repair	\$16.15	\$15.92	\$15.92	\$15.92	\$17.32	\$15.92	\$17.32	\$15.92
Production	\$13.70	\$13.58	\$13.58	\$13.58	\$14.36	\$13.58	\$14.36	\$13.58
Transportation and Material Moving	\$13.45	\$13.41	\$13.41	\$13.41	\$13.62	\$13.41	\$13.62	\$13.41

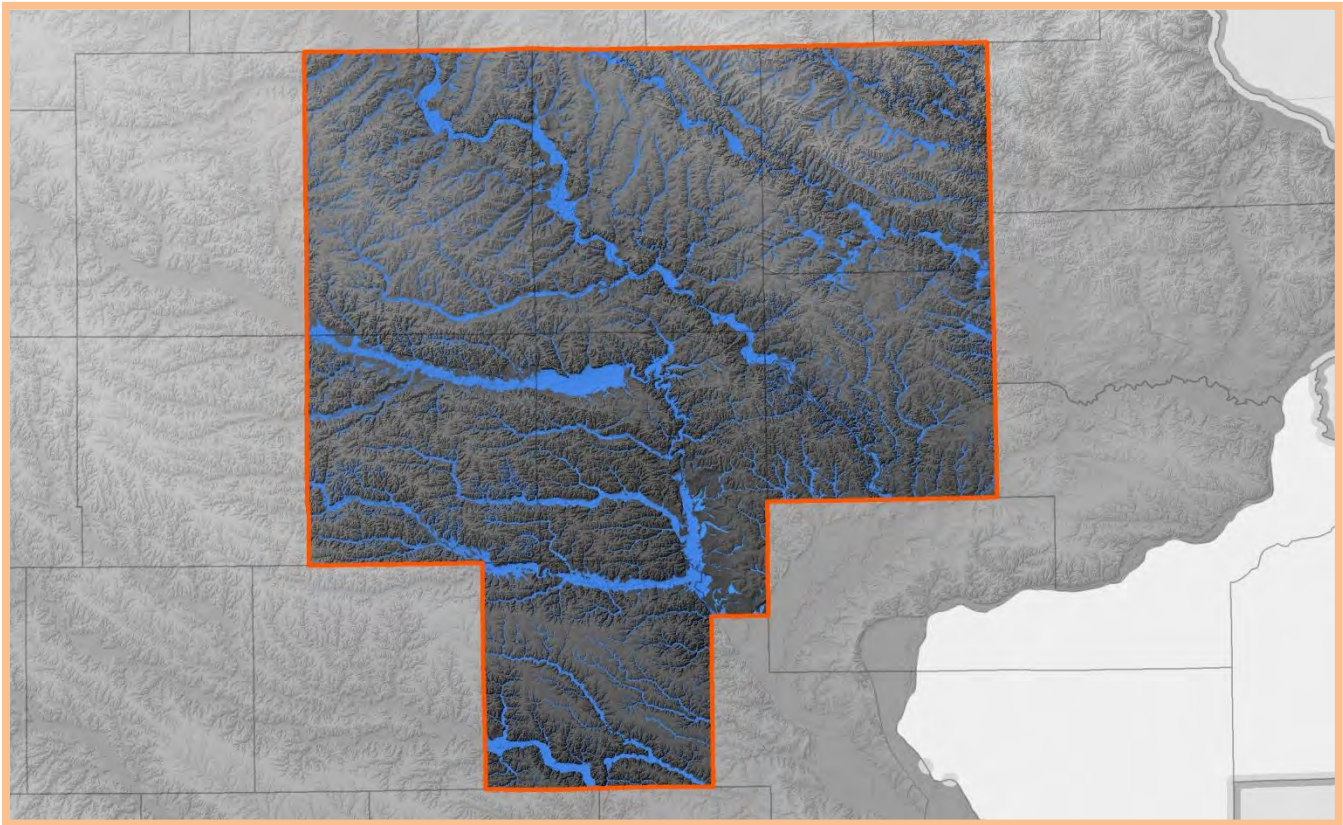
## LAND DESCRIPTION, REGULATION AND USE

Land use regulations vary substantially across the region. In general, the largest jurisdictions within the region have the most specific land use regulations. In Iowa, a jurisdiction must first have a land use plan in order to implement zoning. The level of detail on land use plans varies substantially, with some counties having only a map (Jones), while other counties have designated land use planning districts (Linn and Johnson). Still others have plans but no map (Benton). Within the six-county ECICOG region, Linn County and Johnson County have long standing zoning ordinances and detailed land use plans that provide targeted areas of residential growth for their respective metro areas as well as farm land protection and natural resources conservation. Washington County and Jones County have more recently developed zoning ordinances that primarily address farmland conservation. Benton and Iowa Counties do not have zoning. Regulations regarding land use are often related to the natural features of the jurisdiction in question. Some areas within the region tend to be flat with high CSR ratings, leading toward regulations that heavily favor protection of agricultural land, such as in Benton County. Other areas have woodlands and floodplain protected by planning designations and zoning.

The region is traversed by a number of rivers surrounded by wetland and floodplain. FEMA has produced flood maps for all counties and many cities in the ECICOG region. While some initial FIRMs were identified in the 1970s and 1980s, other counties such as Washington are currently undergoing mapping for the first time. At the time this plan was written, Washington County has been preliminarily mapped and is undergoing a second mapping using different algorithms and drainage areas, and as a result has no currently adopted FIRMs.

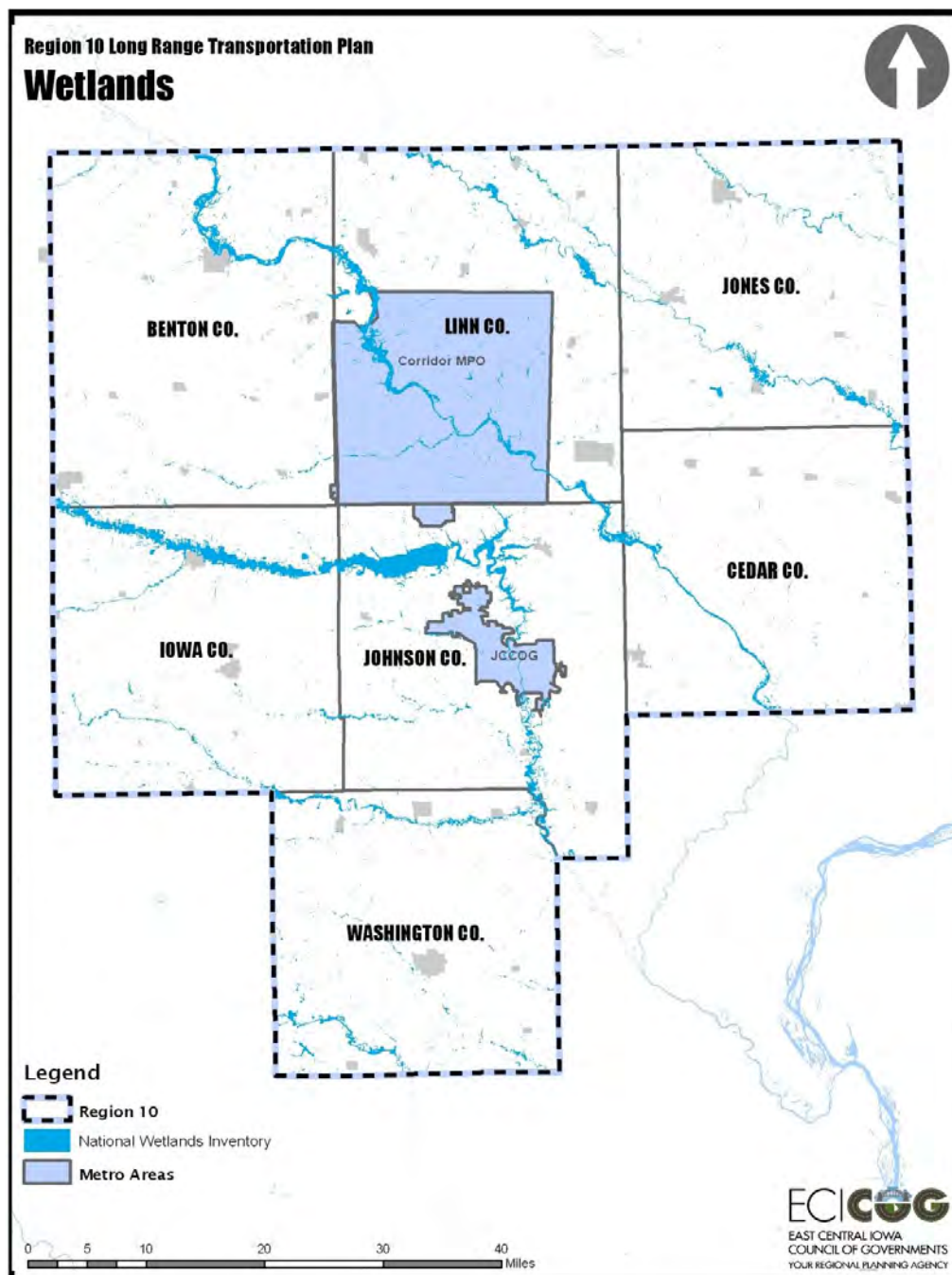


Figure 17: Regional Floodplain



In undeveloped areas, wetlands often still exist within the floodplains of rivers and streams and provide natural flood protection and water level regulation when undisturbed. As growth within the region extends into naturally sensitive areas such as wetlands, local level regulation of development within these areas is becoming increasingly common. Regulation at the federal level has been a requirement of the Clean Water Act and Rivers and Harbors Act for approximately four decades, though federal wetlands designations may be less stringent than those used at the local level.

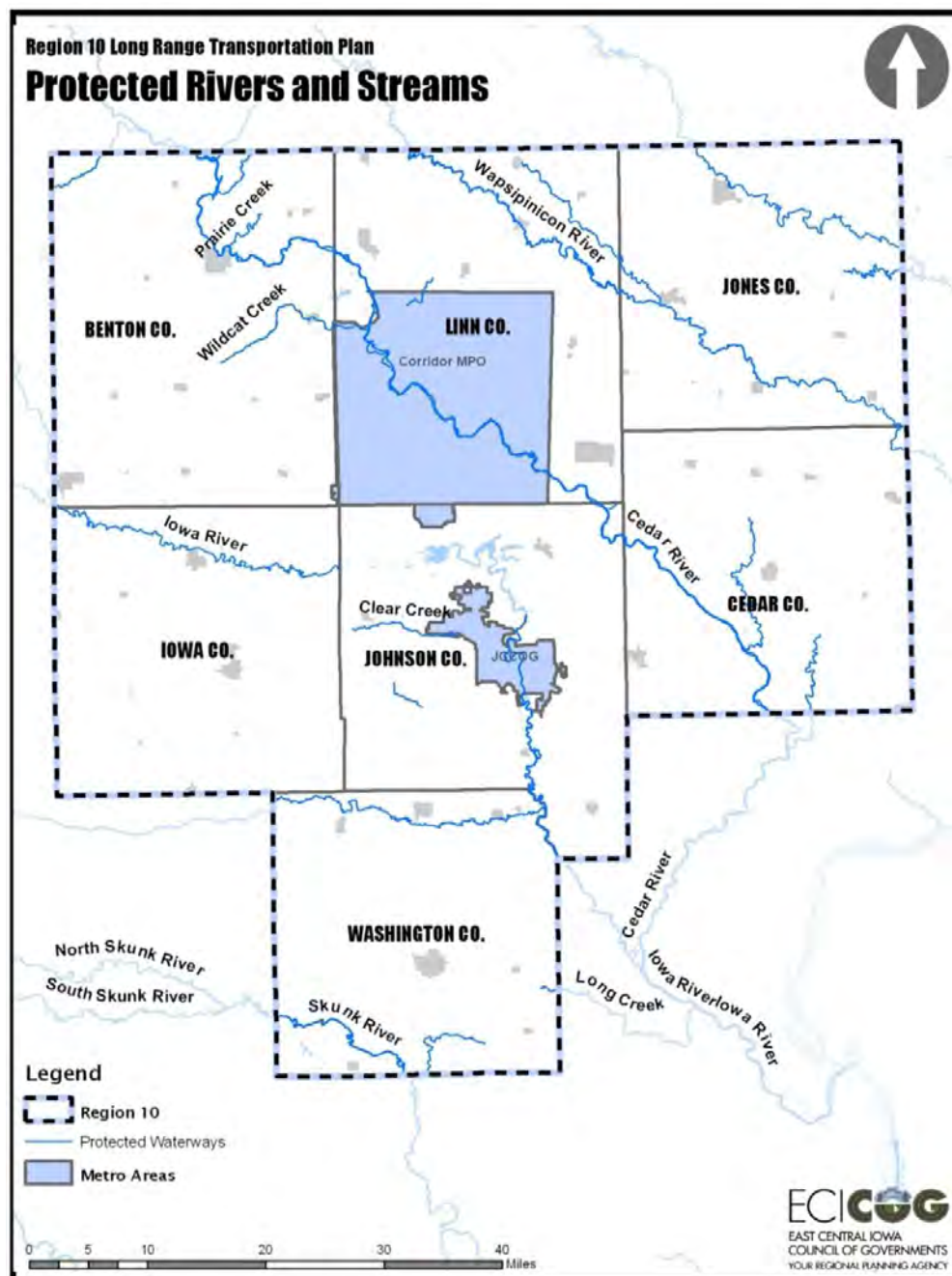
Figure 18: National Wetland Inventory



One reason for this difference is the source of the wetland designation itself; projects regulated by the US Army Corps of Engineers typically only consider wetlands adjacent to navigable waterways, while the US Fish and Wildlife service produces a larger listing of all wetlands without regard to access to a navigable waterway known as the National Wetlands Inventory (NWI). The following map displays NWI sites within the ECICOG RPA

region. Development within these areas varies by jurisdiction and may also be more stringent when certain types of grants are to fund the construction process.

Figure 19: Protected Rivers and Streams

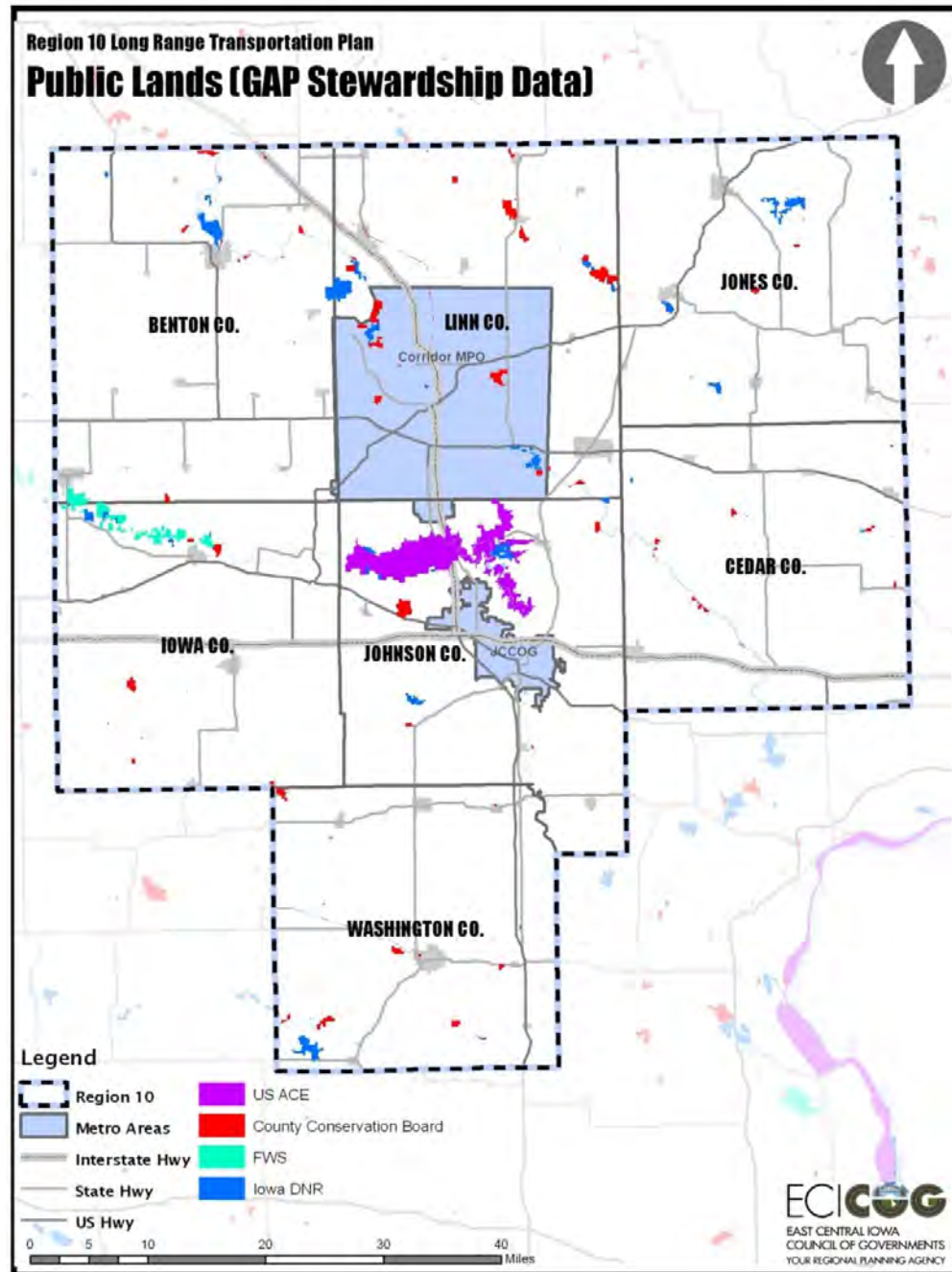


A number of rivers within the region are protected, including Prairie Creek, Wildcat Creek, the Cedar River, the Iowa River excepting that portion within Johnson County north of the Coralville dam, the English River, the Skunk River, and the Wapsipinicon River, which is also one of five rivers in Iowa designated as a Protected



Water Area. The Wapsi's PWA designation covers 177 miles from Sweet Marsh in Bremer County to its intersection with the Mississippi, a drainage area of 2,540 square miles. This designation indicates that the area has outstanding cultural and natural resource values and includes some of the state's most scenic natural areas.

Figure 20: Public Lands

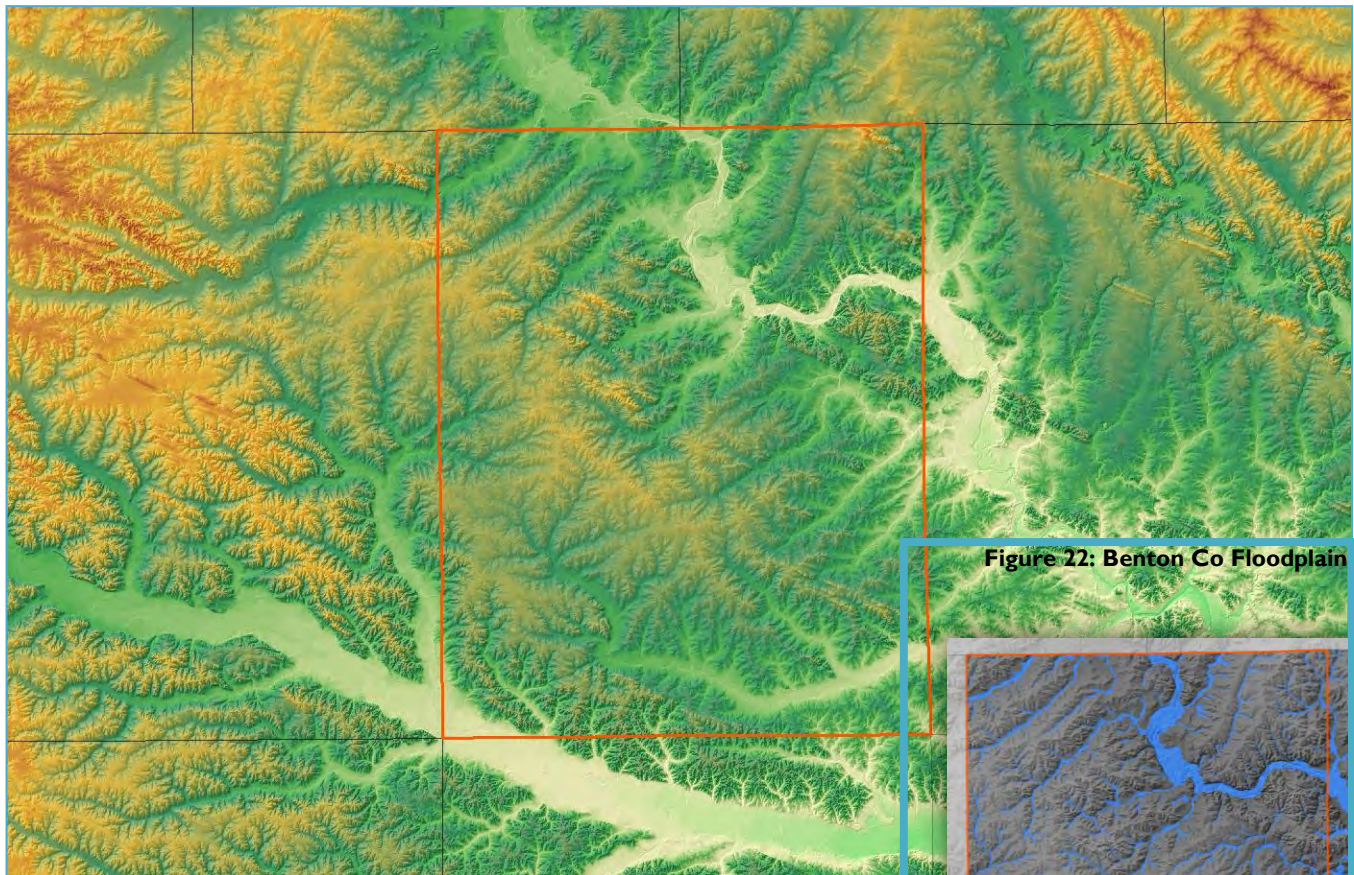


Additional land areas are regulated by public ownership. A variety of public entities own land within the region, and the owners of the most substantial amounts of land can be broadly categorized as County Conservation

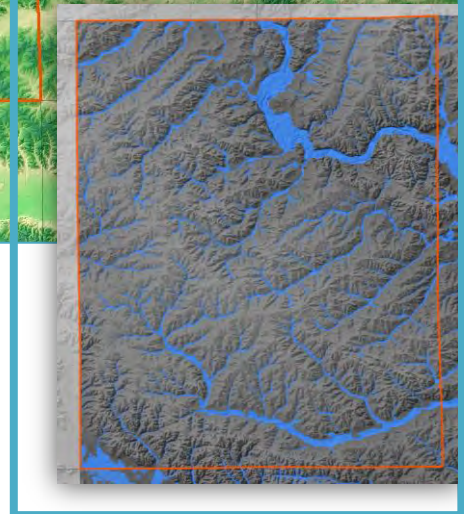
Boards, the Fish and Wildlife Service (primarily along the Iowa River in Iowa County), the Iowa DNR and the US Army Corps of Engineers, which owns more than 24,000 acres in Johnson County (over 6% of the entire county) in order to provide flood protection to the Iowa City metro area and beyond at the Coralville Dam.

## **Benton County**

**Figure 21: Elevation Changes in Benton Co**



**Figure 22: Benton Co Floodplain**



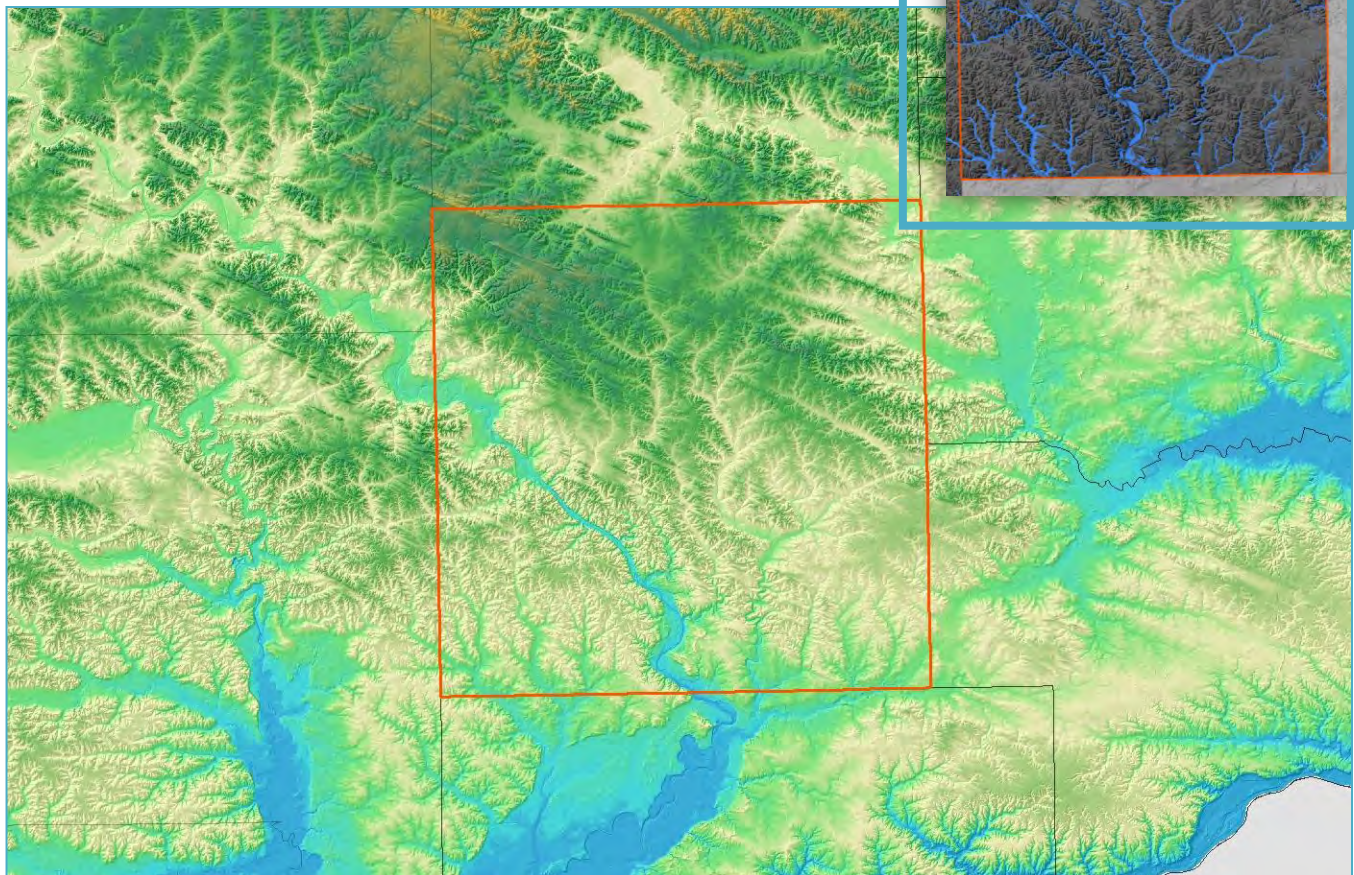
The County is on a loess-covered glacial till plain. The soils in the dominantly gently sloping and moderately sloping areas formed in loess and till under prairie vegetation. Two major drainage systems, the Iowa River and the Cedar River, receive runoff. The Cedar River and its tributaries drain nearly 90 percent of the county. Prairie Creek, a major tributary of the Cedar River, drains much of the southern part of the county. The Iowa River, which flows across the southwest corner, drains about 10 percent of the county. The highest areas in the county are located in Polk and Jackson townships and are 1,050 feet to 1,100 feet above sea level. The lowest areas are on bottom land along the Cedar River at the Benton-Linn County line and on the Iowa River bottom. The elevation of these areas is 700 feet to 750 feet above sea level.



The County manages growth and preserves productive agricultural land through the “Agricultural Land Preservation Ordinance.” Several amendments to the ordinance, including a change in the permit fee structure, were adopted in 1994. Otherwise, the ordinance remains as it was originally adopted in 1985. The agricultural land preservation ordinance is similar to zoning in most respects. The major difference is that the county is zoned entirely agricultural. Any other type of development in the unincorporated areas requires a variance or special permit.

## **Cedar County**

**Figure 24: Elevation Changes in Cedar Co**



Cedar County is the second lowest-lying county in the ECICOG RPA region after Washington County. The county is traversed by the Cedar River, running from the northwest corner through the south and central portions of the county. Cedar County is relatively flat and free of large areas of floodplain, contributing to the highest CSR rating of any county in the region, and the seventh highest in the entire state.



Cedar County has a land use plan, zoning ordinance and subdivision ordinance to regulate development within the unincorporated areas of the county. Zoning classifications broadly include agricultural, recreational, single family residential, multi-family residential, local and highway commercial and light and heavy industrial.

## Iowa County

Figure 25: Elevation Changes in Iowa Co

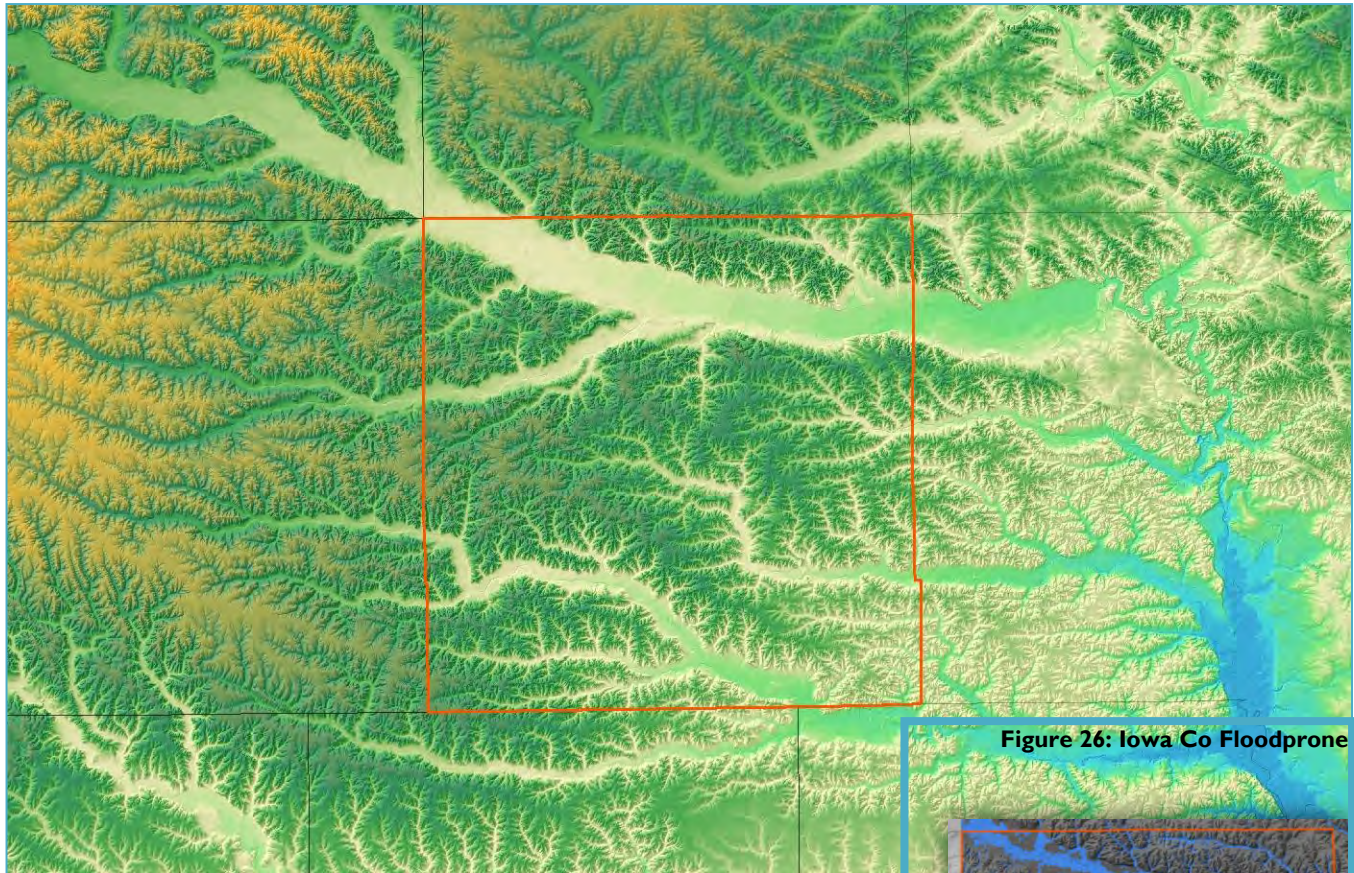


Figure 26: Iowa Co Floodprone



Iowa County is a gently rolling to steep upland plain, with many rivers and streams. The area north of the Iowa River is characterized by deep valleys and ravines that have steep slopes. Small streams extend back into the upland. The bottom lands along the Iowa River are nearly level. Hills on either side of the flood plain rise from 100 to 200 feet above the river.

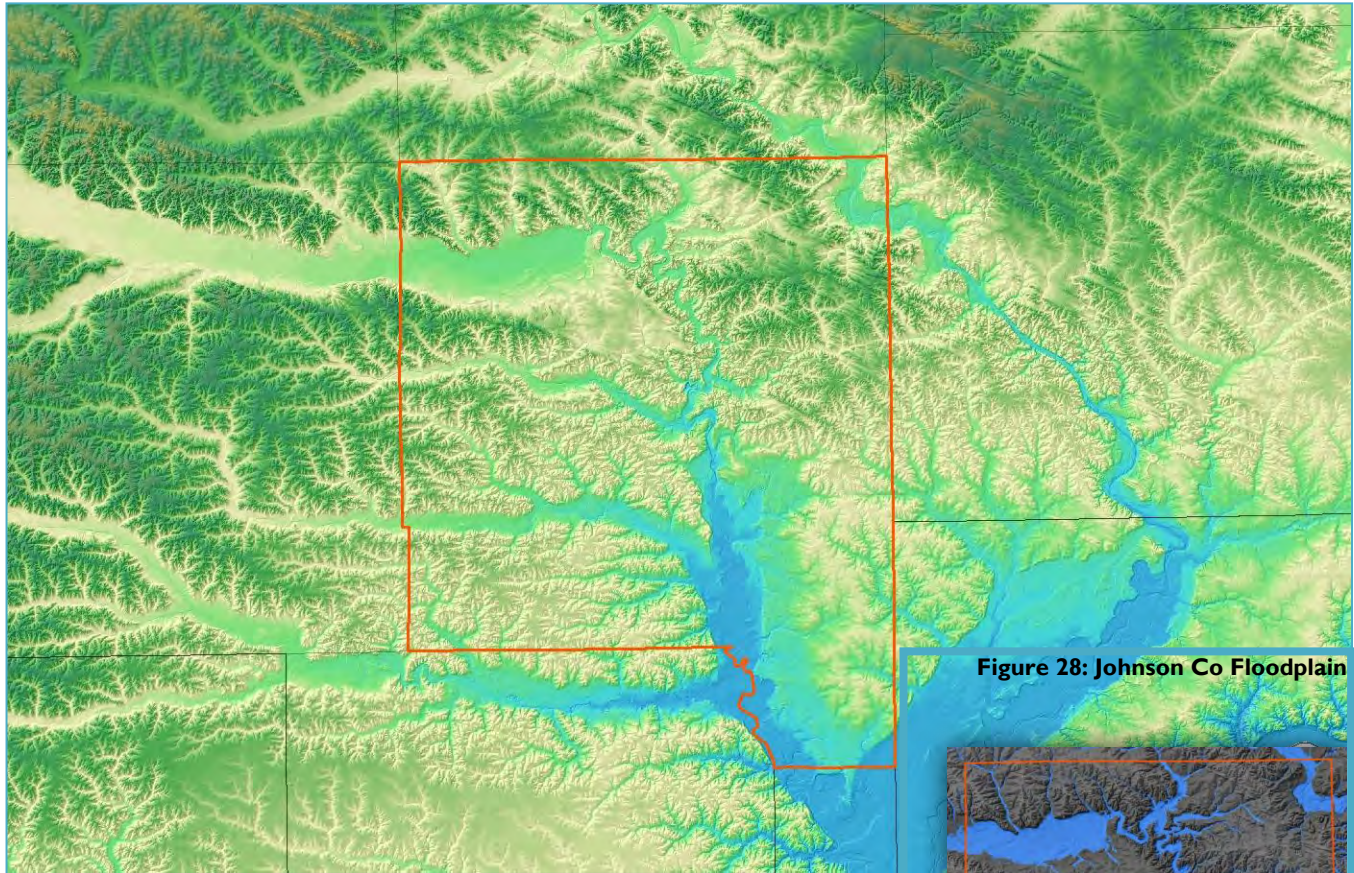
Streams and drainageways have dissected most all parts of the county. The Iowa River extends from west to east through the northern part.



Honey Creek, Big Bear Creek, and Little Bear Creek are the main tributaries flowing into the Iowa River from the south. Price Creek is the main tributary from the north. From Conroy eastward, the area is drained by Clear Creek, while the southern part of the county is drained by the English River and its tributaries.

## ***Johnson County***

**Figure 27: Elevation Changes in Johnson Co**



The county is located in the Mid-Western Upland Plains of the Central Lowlands. It is drained by two rivers that carry drainage water south-eastward toward the Mississippi River. The Iowa River is the principal watercourse; together with its tributaries, the Iowa River drains 95 percent of the county. The other major watercourse in Johnson County is the Cedar River. With its tributaries, the Cedar River drains the northeastern corner of the county.

The topography of the county is characterized by a generally rolling land

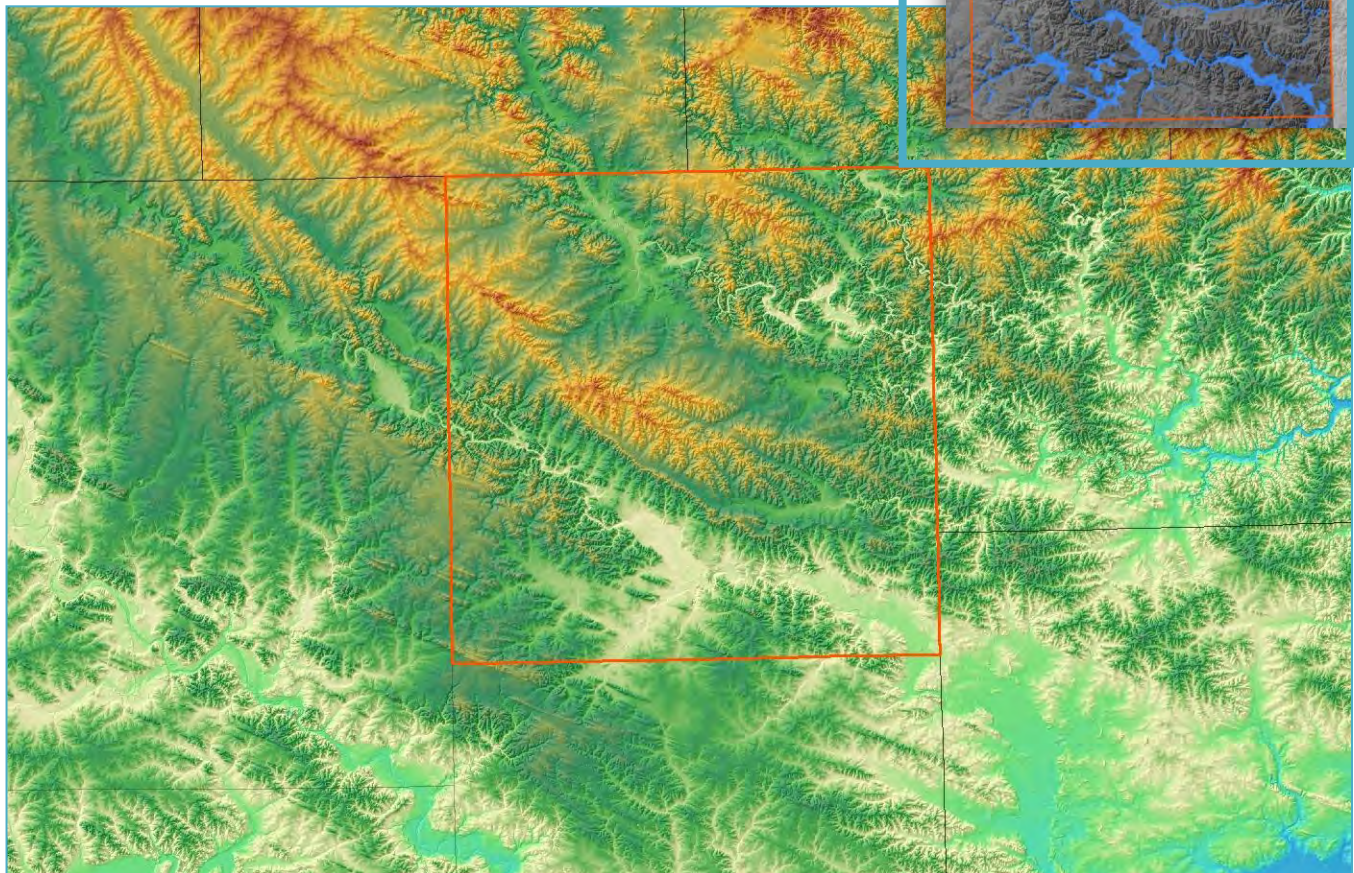


surface. The greatest relief occurs in areas adjacent to the major watercourses. There are areas in the county that have a dominantly level landscape, but they are not extensive and are considered prime agricultural land. The highest altitude, about 900 feet, is in the northwestern corner of the county. The lowest altitude, about 615 feet, is in the southeastern part of the county where the Iowa River crosses the county border.

The original vegetation of Johnson County consisted of a mixture of forests and prairie. Much of the county's remaining forests are federally owned by the U.S. Army Corps of Engineers and leased to the IDNR. Some wooded areas remain near the Coralville Reservoir and Lake MacBride in the north central part of the county, while smaller, forested areas are found near streams and in areas where cultivation is difficult or undesirable because of potentially serious erosion. Because these wooded areas in the northern part of the county are not suitable for farming, they have been largely contained within the residential growth area known as the North Corridor. Thus, as growth continues, these remaining woodlands will become more fragmented and the risk of soil erosion and waterway pollution will increase.

## ***Jones County***

**Figure 30: Elevation Changes in Jones Co**



**Figure 29: Jones Co Floodplain**

One of the most important natural resources in Jones County is soil. The value of soil as a factor in land use development is becoming more widely recognized. Soil analysis can reveal important factors relative to the potential of lands for residential, industrial, and recreational uses.

The soils of Jones County are grouped into four classes based on origin and location: drift, loess, terrace, and swamp and bottomland soils. Generally, the county's soils have only slight to moderate limitations for agricultural use, while having generally moderate, severe, or very severe limitations for other uses such as septic tanks, highway construction, recreational or cottage uses. Before developing any area in Jones County, a detailed soil survey is a precursor for determining the ideal use of a parcel of land.

Much of Jones County is typified by rolling hills and river valleys. Almost all of Jones County lies between 750 and 1050 feet above sea level. Most of Jones County's municipal water comes from two dominant rivers in the area: the Maquoketa and the Wapsipinicon. The Wapsipinicon River runs from the northwest corner along an east by southeasterly course which passes many of Jones County's southern towns including Anamosa, Olin, and Oxford Junction. The Maquoketa River runs in the same direction but enters from the northwestern portion of the county before heading toward Monticello and southeast towards Canton. These river valleys greatly affect the surface relief of Jones County. The river valleys lie between 700 and 800 feet above sea level throughout the county. The Northern Fork of the Maquoketa River also passes through the northeast corner of the county and provides added variation in the topography in that area. Flood prone areas in Jones County include all areas along the major rivers. Monticello's eastern edge, bordered by the Maquoketa River and one of its tributaries, is a potential flood area. Anamosa's southern and western edges are bordered by the Wapsipinicon River and Buffalo Creek, which are also prone to flood. The eastern portion of the Wapsipinicon River also affects many flatlands where flooding may spread over wide areas, including the City of Olin.



## Linn County

Figure 31: Elevation Changes in Linn Co

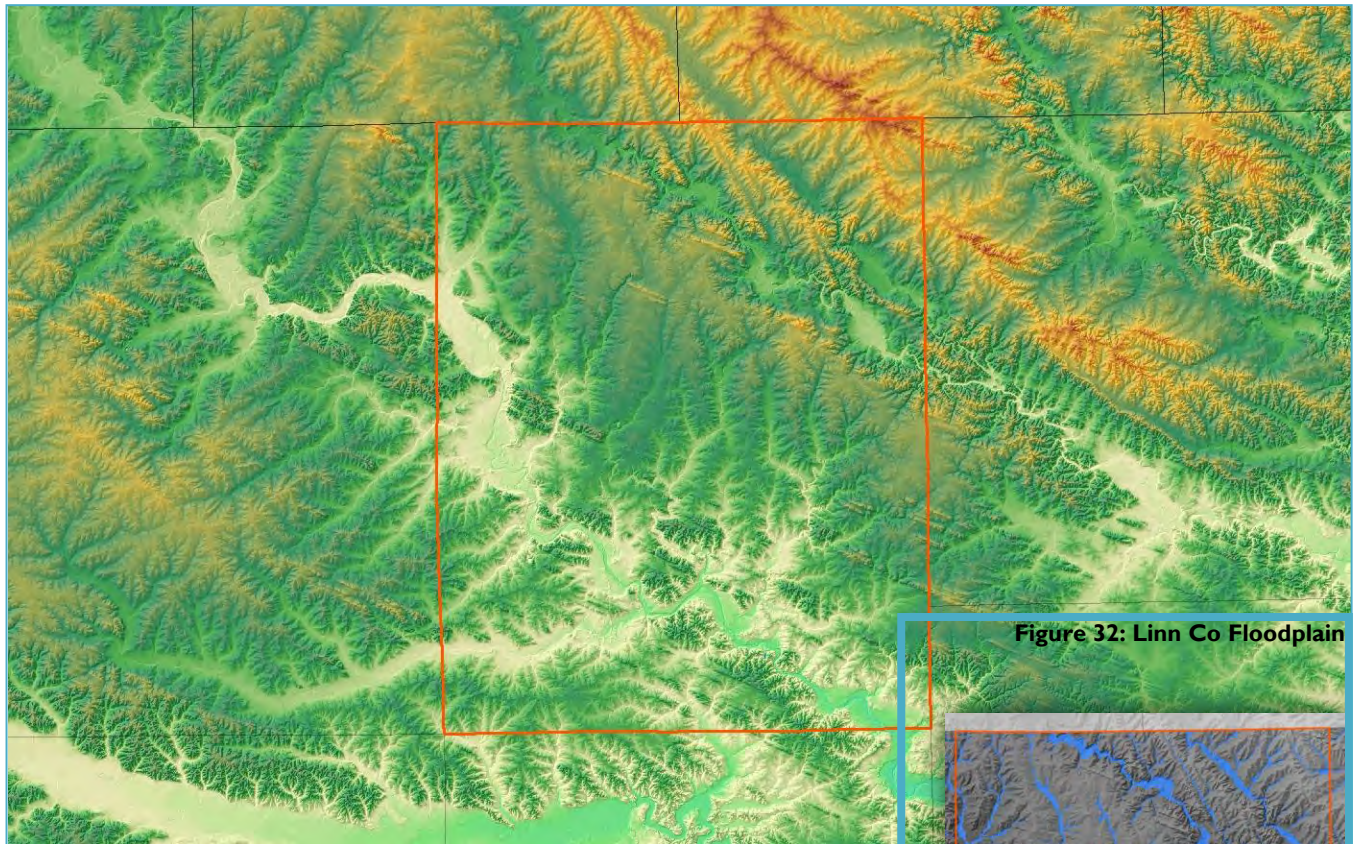
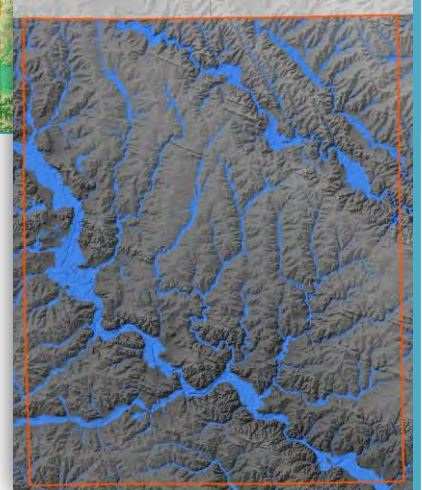


Figure 32: Linn Co Floodplain



Surface water throughout the county drains to four major drainage areas. Surface water in the southwestern part of the county drains to the Iowa River. The vast majority of surface water in the county drains to the Cedar River. Its drainage area cuts a swath from northwest to southeast. Its boundaries are from east of Walker, southeast to U.S. Highway 151's intersection with the eastern line of Linn County and from just north of Walford to Iowa Highway 1's intersection with Linn County's south boundary. Surface water in northeastern Linn County is drained by the Wapsipinicon and Maquoketa Rivers.

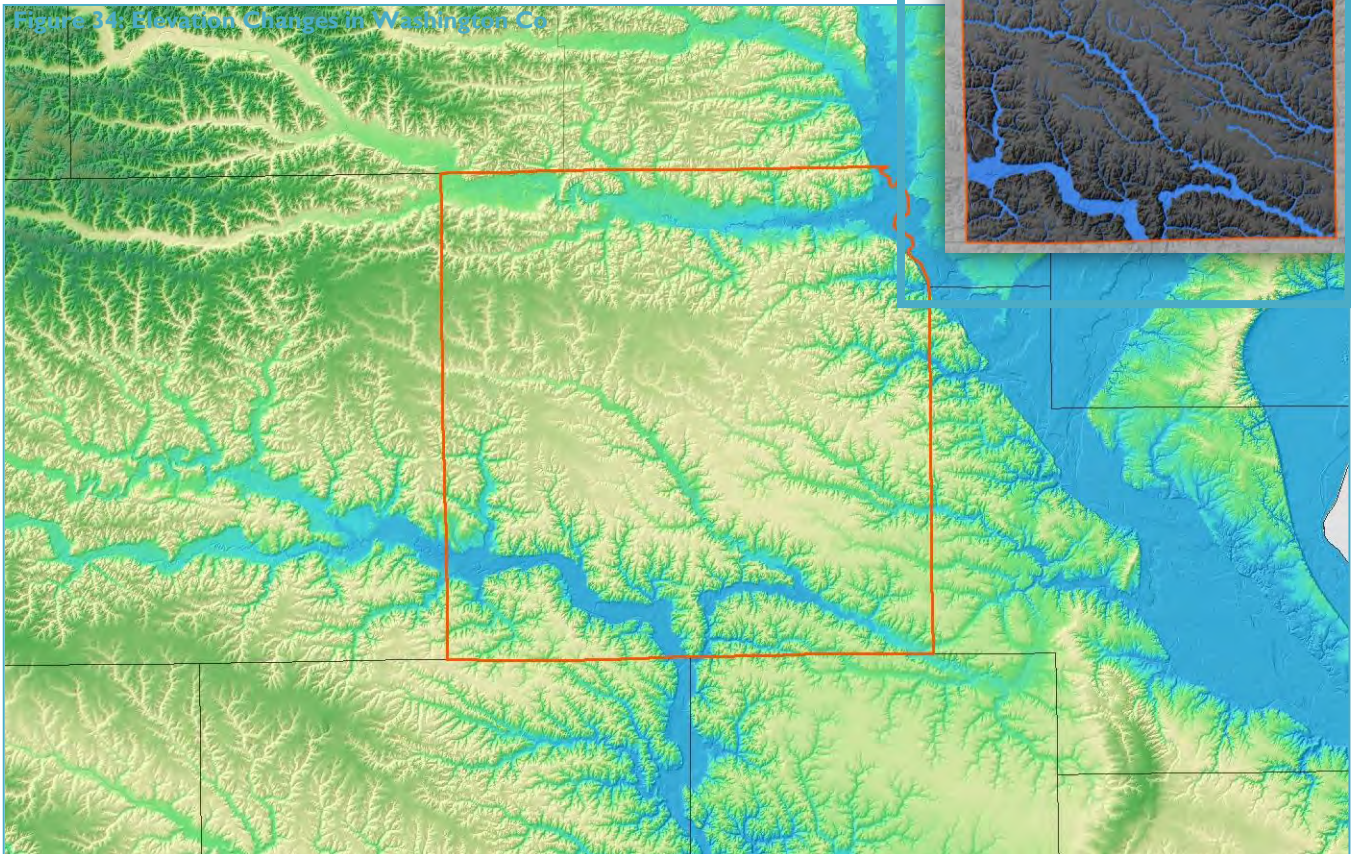
Over 69 percent of the soils in Linn County are from lowan drift. Mississippi loess soils are second in extent and cover 18 percent of the county. Terrace soils compose 6.4 percent of the county and bottom land soils cover 5.9 percent of the county. The topography of the county is composed of predominantly gently rolling hills. Higher areas are located in the north with lower areas in the south. The entire county slopes generally down to the southeast. Hills and ridges are prevalent along the Cedar River valley in the northern part of the



county and along the Wapsipinicon. Agricultural and urban development is difficult in these areas because of the rugged topography, numerous tree stands, and forested areas.

### ***Washington County Topography, Soils and Floodplain***

**Figure 34: Elevation Changes in Washington Co**



**Figure 33: Washington Co Floodprone**

The land in Washington County varies from gently rolling to rolling and is hilly along large streams. Between the Skunk and English Rivers lie broad level areas. The English River flows from west to east along the northern part of the county. The Skunk River runs through the southwest corner of the county from the northwest to the southeast.

The soil is rich in organic matter and is some of the best to be found in Iowa. The dark color of the soil in Washington County is caused by the presence of coal. The quality of the coal is poor and was rarely over two to three feet thick.

The Iowa River along the northeast corner of the county has wooded areas with many high bluffs. The average elevation is 700 feet above sea level. The highest point has an elevation of 750 feet and is in the northwest corner, and the lowest point is in the southeast corner, 660 feet above sea level.

## SUSTAINABILITY

### *Zoning and Smart Planning*

Communities in Iowa are required to adopt a land use or comprehensive plan in order to enforce zoning. In April of 2010, the Iowa legislature signed the Iowa Smart Planning Act into law. As stated in the Smart Planning Legislative Guide, this act outlines principles that must be considered and may be applied when local governments and state agencies deliberate all appropriate planning, zoning, development and resource management decisions. Application of these principles is intended to produce greater economic opportunity, enhance environmental integrity, improve public health outcomes, and safeguard Iowa's quality of life.

#### ***Iowa Smart Planning Legislation Summary***

The bill sets forth ten smart planning principles, and says that state agencies and local governments “shall consider and may apply” them during “deliberation of all appropriate planning, zoning, development and resource management decisions”:

1. ***Collaboration.*** Governmental, community, and individual stakeholders, including those outside the jurisdiction of the entity, are encouraged to be involved and provide comment during deliberation of planning, zoning, development, and resource management decisions and during implementation of such decisions. The state agency, local government, or other public entity is encouraged to develop and implement a strategy to facilitate such participation.

2. ***Efficiency, transparency, and consistency.*** Planning, zoning, development, and resource management should be undertaken to provide efficient, transparent, and consistent outcomes. Individuals, communities, regions, and governmental entities should share in the responsibility to promote the equitable distribution of development benefits and costs.

3. ***Clean, renewable, and efficient energy.*** Planning, zoning, development, and resource management should be undertaken to promote clean and renewable energy use and increased energy efficiency.

4. ***Occupational diversity.*** Planning, zoning, development, and resource management should promote increased diversity of employment and business opportunities, promote access to education and training, expand entrepreneurial opportunities, and promote the establishment of businesses in locations near existing housing, infrastructure, and transportation.

5. ***Revitalization.*** Planning, zoning, development, and resource management should facilitate the revitalization of established town centers and neighborhoods by promoting development that conserves land, protects historic resources, promotes pedestrian accessibility, and integrates different uses of property. Remediation and reuse of existing sites, structures, and infrastructure is preferred over new construction in undeveloped areas.

6. **Housing diversity.** Planning, zoning, development, and resource management should encourage diversity in the types of available housing, support the rehabilitation of existing housing, and promote the location of housing near public transportation and employment centers.

7. **Community character.** Planning, zoning, development, and resource management should promote activities and development that are consistent with the character and architectural style of the community and should respond to local values regarding the physical character of the community.

8. **Natural resources and agricultural protection.** Planning, zoning, development, and resource management should emphasize protection, preservation, and restoration of natural resources, agricultural land, and cultural and historic landscapes, and should increase the availability of open spaces and recreational facilities.

9. **Sustainable design.** Planning, zoning, development, and resource management should promote developments, buildings, and infrastructure that utilize sustainable design and construction standards and conserve natural resources by reducing waste and pollution through efficient use of land, energy, water, air, and materials.

10. **Transportation diversity.** Planning, zoning, development, and resource management should promote expanded transportation options for residents of the community. Consideration should be given to transportation options that maximize mobility, reduce congestion, conserve fuel, and improve air quality.

The bill also sets forth 13 planning elements that local governments “may include” when developing or amending comprehensive plans or “other local land development regulations” (it is significant because Iowa is one of the few states that never adopted the Standard City Planning Enabling Act, nor any other planning enabling legislation):

1. *Public Participation.* Information relating to public participation during the creation of the comprehensive plan or land development regulations, including documentation of the public participation process, a compilation of objectives, policies, and goals identified in the public comment received, and identification of the groups or individuals comprising any work groups or committees that were created to assist the planning and zoning commission or other appropriate decision-making body of the municipality.

2. *Local Characteristics.* Information relating to the primary characteristics of the municipality and a description of how each of those characteristics impacts future development of the municipality. Such information may include historical information about the municipality, the municipality’s geography, natural resources, natural hazards, population, demographics, types of employers and industry, labor force, political and community institutions, housing, transportation, educational resources, and cultural and recreational resources. The comprehensive plan or land development regulations may also identify characteristics and community aesthetics that are important to future development of the municipality.

3. *Land Use.* Objectives, information, and programs that identify current land uses within the municipality and that guide the future development and redevelopment of property, consistent with the municipality’s characteristics identified under paragraph “2”. The comprehensive plan or land development regulations may include information on the amount, type, intensity, and density of existing land use, trends in the market price of



land used for specific purposes, and plans for future land use throughout the municipality. The comprehensive plan or land development regulations may identify and include information on property that has the possibility for redevelopment, a map of existing and potential land use and land use conflicts, information and maps relating to the current and future provision of utilities within the municipality, information and maps that identify the current and future boundaries for areas reserved for soil conservation, water supply conservation, flood control, and surface water drainage and removal. Information provided under this paragraph may also include an analysis of the current and potential impacts on local watersheds and air quality.

4. *Housing.* Objectives, policies, and programs to further the vitality and character of established residential neighborhoods and new residential neighborhoods and plans to ensure an adequate housing supply that meets both the existing and forecasted housing demand. The comprehensive plan or land development regulations may include an inventory and analysis of the local housing stock and may include specific information such as age, condition, type, market value, occupancy, and historical characteristics of all the housing within the municipality. The comprehensive plan or land development regulations may identify specific policies and programs that promote the development of new housing and maintenance or rehabilitation of existing housing and that provide a range of housing choices that meet the needs of the residents of the municipality.

5. *Infrastructure.* Objectives, policies, and programs to guide future development of sanitary sewer service, storm water management, water supply, solid waste disposal, wastewater treatment technologies, recycling facilities, and telecommunications facilities. The comprehensive plan or land development regulations may include estimates regarding future demand for such utility services.

6. *Transportation.* Objectives, policies, and programs to guide the future development of a safe, convenient, efficient, and economical transportation system. Plans for such a transportation system may be coordinated with state and regional transportation plans and take into consideration the need for diverse modes of transportation, accessibility, improved air quality, and interconnectivity of the various modes of transportation.

7. *Economic Development.* Objectives, policies, and programs to promote the stabilization, retention, or expansion of economic development and employment opportunities. The comprehensive plan or land development regulations may include an analysis of current industries and economic activity and identify economic growth goals for the municipality. The comprehensive plan or land development regulations may also identify locations for future brownfield or grayfield development.

8. *Agricultural and Natural Resources.* Objectives, policies, and programs addressing preservation and protection of agricultural and natural resources.

9. *Government Facilities.* Objectives, policies, and programs to assist future development of educational facilities, cemeteries, health care facilities, child care facilities, law enforcement and fire protection facilities, libraries, and other governmental facilities that are necessary or desirable to meet the projected needs of the municipality.

10. *Quality of Life.* Objectives, policies, and programs to identify characteristics and qualities that make the municipality unique and that are important to the municipality's heritage and quality of life.



11. *Natural Hazards.* Objectives, policies, and programs that identify the natural and other hazards that have the greatest likelihood of impacting the municipality or that pose a risk of catastrophic damage as such hazards relate to land use and development decisions, as well as the steps necessary to mitigate risk after considering the local hazard mitigation plan approved by the federal emergency management agency.

12. *Joint Planning Efforts.* Objectives, policies, and programs for joint planning and joint decision making with other municipalities or governmental entities, including school districts and drainage districts, for siting and constructing public facilities and sharing public services. The comprehensive plan or land development regulations may identify existing or potential conflicts between the municipality and other local governments related to future development of the municipality and may include recommendations for resolving such conflicts. The comprehensive plan or land development regulations may also identify opportunities to collaborate and partner with neighboring jurisdictions and other entities in the region for projects of mutual interest.

13. *Implementation.* A compilation of programs and specific actions necessary to implement any provision of the comprehensive plan, including changes to any applicable land development regulations, official maps, or subdivision ordinances.

In addition, the bill creates a smart planning taskforce charged with a number of responsibilities, including the evaluation of state policies and practices for their conformance with the smart planning principles, the development of statewide goals for comprehensive planning consistent with the smart planning principles, the development of a “model regional comprehensive plan,” a review of local comprehensive plans to assess how they address hazard mitigation, and the centralization of information for comprehensive planning, and a central repository for comprehensive plans.

## *Environmental Mitigation*

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When developing transportation projects, the impact of those projects must be considered. Projects funded with federal funds are required to follow procedures outlined in the Nation Environmental Policy Act (NEPA) of 1969.

Impact analysis generally occurs during the preliminary engineering stage of a project when the location of the project is known. Project sponsors are encouraged to begin coordination with environmental, regulatory and resource agencies early in the project development process to afford the best possible transportation projects. As listed in 49 CFR Parts 622 and 623, there are three classes of impact analysis.

Class I – Environmental Impact Statements are required for new access controlled freeways, four or more lane highways on a new alignment, new fixed rail transit facilities, new separate roadways for busses or high occupancy vehicles, new intercity railroad on new rights-of-way, and new intermodal facilities requiring any of the previous actions.

Class II- Categorical Exclusions encompass “actions that do not individually or cumulatively have a significant environmental impact”. These may apply to activities such as nonconstruction activities, highway resurfacing, routine maintenance and equipment purchases, incorporation of ITS into existing transportation facilities,

highway and railroad safety activities, improvement of rest areas and weigh stations, car and vanpools, transit operating assistance, transit vehicle acquisition, bicycle accommodations within existing transportation right-of-way, and alterations for accessibility for disabled persons.

Class III-Environmental Assessments are conducted on projects that have no clear scope of environmental impact and result in the determination of a Finding of No Significant Impact (FONSI) or the need for an Environmental Impact Assessment (EIA).

Many of the projects noted in this document will be devoted to the maintenance of the existing transportation system. These activities generally meet the criteria for Categorical Exclusion.

### ***Other Impacts***

There are a number of environmental, cultural and social issues that must be considered in regard to planning. A summary of water resources, historical and cultural resources, endangered species and land uses are discussed in the Community Development section of Chapter 4.

### ***Environmental Justice***

Since 1964 it has been the policy of the federal government to ensure that federal funding programs or activities discriminate against no one. Title VI of the 1964 Civil Rights Act states that “each Federal agency is required to ensure that no person is excluded from participation in, denied the benefit of, or subjected to discrimination under any program or activity receiving Federal financial assistance on the basis of race, color, national origin, age, sex, disability, or religion”. In addition, the Civil Rights Restoration Act of 1987 required that recipients of federal aid, sub-recipients, and contractors also needed to comply with Title VI of the 1964 Civil Rights Act. And in 1994, Executive Order 12898 was signed by the President. This order requires federal agencies and those who work with federal agencies or receive funds from them to identify projects that have an adverse effect on minority or low-income populations. Furthermore, to the extent possible, these adverse effects need to be avoided or minimized.

In compliance with these regulations and the NEPA process, all transportation projects receiving federal aid will be reviewed to determine if the project will have an adverse impact on minority or low-income populations. Projects must identify any adverse effects they will have on minority or low-income populations. In the event that there are adverse impacts on either of the groups, projects must also identify mitigation actions being taken to minimize these impacts.

### ***Environmental Mitigation Needs and Issues***

In the past, the Region 10 area has met the National Ambient Air Quality Standards (NAAQS). This past year, air quality has, at times, exceeded the thresholds set for fine particulates and it is possible that the region could receive a non-attainment designation. Decision makers have begun to meet to discuss the implications of this designation, and current and future emission reduction methods.

## *Watershed Planning and Flood Mitigation*

Although interest in watershed planning and flood mitigation has been increasing in the ECICOG region for many years, the flooding that occurred in the region in the summer of 2008 sparked several watershed planning initiatives. One of the largest is the Iowa-Cedar Rivers Basin Study. In 2009, the Iowa-Cedar River Basin Study was initiated to provide a comprehensive watershed plan and process for interagency collaboration and public participation to address water resource and related land resource problems and opportunities in the Basin in the interests of increasing social and economic value, increasing ecological integrity, and managing risk.

According to the ICRB Interagency Watershed Coordination Team, “the Iowa-Cedar Rivers Basin is a 12,620 square mile mixed-use basin with a vibrant agricultural sector for crop and livestock production, major manufacturing and high tech industries, and three major growing urban centers (Cedar Rapids, Iowa City and Waterloo). The population living in the basin is approximately 1 million. Over the last several decades, changes in the landscape and in the hydrologic regime of the rivers have increased stress on fresh water sustainability leading to crises such as the Gulf hypoxia (due to excessive export of nutrient loading into the Mississippi River) and epic flooding (notably, the floods of 1993 and 2008). Water agencies, the public and the academia are increasingly partnering to face these crises by forging actionable interagency partnerships, building capacity and infrastructure, and mobilizing the local intellectual resources toward addressing and solving the pressing societal problems related to sustainable water resources.”

The team is currently creating a plan that will assess floodplain management, water quantity and allocation, water quality, fisheries, wildlife, native vegetation, water based recreation, urbanization, agriculture, energy production, cultural resource preservation and overall watershed management.

**Figure 35: Iowa Flood Center**



Another key area resource in watershed planning and flood mitigation is the Iowa Flood Center at the University of Iowa in Iowa City. The Flood Center describes itself as: “a concept rooted in the monumental efforts that took place on The University of Iowa (UI) campus in June 2008 before, during, and after the Iowa and Cedar Rivers crested in Eastern Iowa. In between filling sandbags and moving out of flood-endangered buildings, UI researchers began collecting time-sensitive data on many aspects of the flood — from high-resolution data to document flood water elevations, to contaminated sediments deposited by flood waters. The flood helped catalyze formation

of new teams of researchers from across the UI campus to work together on flood-related initiatives. They also sought funding from a variety of sources and in the first 12 months after the flood, The University of Iowa was awarded more than \$500,000 by the National Science Foundation for flood-related research.

“A central issue that emerged from this work was the realization that there is no central place in Iowa (or in the nation) for advanced research and education specifically related to floods. Thus came the discussion and formulation of a plan to establish an Iowa-based center for flood research and education. The University of Iowa

was the logical home for this center, based on its own experience during the flood and because it is home to IIHR—Hydroscience & Engineering, one of the preeminent hydraulics laboratories in the United States.

“In spring 2009, the state of Iowa established (and funded) the new Iowa Flood Center (IFC). This effort was spearheaded by several Iowa senators and representatives, with much behind-the-scenes work by Drs. Larry Weber and Witold Krajewski. A total of \$1,300,000 was appropriated for the Center in its first year (FY2010).

The IFC is now actively engaged in flood projects in several Iowa communities and employs several graduate and undergraduate students participating in flood-related research. IFC researchers are also currently designing a series of sensors for a sensor network to better monitor local river flow. A set of four X-band radars are also in preparation for deployment in Eastern Iowa to improve the use of radar data for precipitation measurement and to better predict small and large-scale flooding events. (See Current Projects for examples of other flood-related activities.)”

The Iowa Flood Center Bill outlines the creation of the flood center, and its purposes:

- a. To develop hydrologic models for physically-based flood frequency estimation and real-time forecasting of floods, including hydraulic models of flood plain inundation mapping.
- b. To establish community-based programs to improve flood monitoring and prediction along Iowa’s major waterways and to support ongoing flood research.
- c. To share resources and expertise of the Iowa flood center.
- d. To assist in the development of a workforce in the state knowledgeable regarding flood research, prediction, and mitigation strategies.
- e. To conduct the activities required by this chapter in cooperation with various state and federal agencies.

## *Water and Wastewater Infrastructure*

No complete survey of water and wastewater service has been conducted since the 1990 Census. Based on that data, 80% of the region received water from a common (shared, either public or private) water source. Another 18% of the region utilized an individual drilled well for water service, and approximately 1.3% utilized individual dug wells. Approximately 1,000 housing units within the region that are served by a shared water source do not have access to a public sewer system. Within the region, 19.7% of households were using a private septic system or cesspool, and 0.6% utilized some other method of wastewater disposal.

**Table 22: Water and Wastewater Infrastructure**

		Benton	Cedar	Iowa	Johnson	Jones	Linn	Washington	Region
	Housing Units	9125	7146	6003	37210	7366	68375	7866	143091
Water	Public System/Private Co	6048	4371	3947	30691	4419	59871	5370	114717
	Indiv. Drilled Well	2745	2618	1741	6129	2779	7870	2093	25975
	Indiv. Dug Well	311	112	245	286	126	424	385	1889

	Other	21	45	70	104	42	192	18	492
Wastewater	Public Sewer	5983	4319	3511	30903	4278	59697	5032	113723
	Septic/cesspool	3066	2739	2385	6149	2997	8072	2750	28158
	Other	76	88	107	158	91	318	84	922

While the ECICOG region has grown significantly since 1990, the data in Table 22: Water and Wastewater Infrastructure illustrates shared water supplies were slightly more common than shared wastewater systems, and this likely still holds true today, as some communities that offer public wastewater systems are unable to offer gravity flow service to all potential customers.

## **Benton County**

Within Benton County, many incorporated communities have water and sewage systems including Atkins, Belle Plaine, Blainstown, Garrison, Keystone, Mount Auburn, Newhall, Norway, Shellsburg, Urbana, Van Horne and Vinton. Luzerne receives its water from the Poweshiek Water Association, but has no sewage system. Walford does not have a municipal water or sewer system.

The Poweshiek Water Association (PWA) serves many rural residents in the southwest corner of Benton County. In 1994, the Board of Supervisors authorized PWA to serve the county's southern two tiers of townships. All of Iowa Township and parts of Kane, Leroy, and Union Townships are served by PWA. The area in and near the unincorporated community of Watkins desperately needs rural water service. There is much contamination of private water supplies by leaking septic systems and overlapping treatment fields. The county sanitarian has identified rural water as a viable alternative for persons with unsafe and unreliable sources of drinking water. Benton County applied for CDBG funding in 1998 to extend rural water in the southern two tiers of townships. Benton County submitted a CDBG pre-application again in 1999 for the same water extension project.

## **Iowa County**

Within Iowa County, many incorporated communities have water and sewage systems including Ladora, Marengo, Millersburg, North English, Victor, and Williamsburg. Conroy receives its water from the Conroy Service Company and Koszta receives its water from the Poweshiek Water Association; neither city has a sewage system. Parnell has a municipal sewer system, but does not have a municipal water system. The Poweshiek Water Association (PWA) serves many rural residents in the north and south western parts of Iowa County.

## ***Johnson County***

The Johnson County Department of Public Health regulates the construction of non-public water wells and on-site wastewater treatment and disposal systems in the county. The wastewater regulations, adopted in 1968, addressed the potential for wastewater contamination of Coralville Lake and Lake MacBride by setting minimum lot size requirements of three acres for lots located in the Coralville Lake watershed and five acres for lots located in Lake MacBride watershed.

From July 1992 to June 1994, the Public Health Department issued a total of 425 wastewater permits and 246 well permits in Johnson County. Much of the Public Health Department's activity lies within the North Corridor, where construction is occurring at a greater rate than in the rest of the county. In order to protect the public health and preserve the environmental quality of the county, the Johnson County Department of Public Health encourages the appropriate use of wastewater technologies such as centralized or shared wastewater systems. The Department also encourages the use of public water wells wherever possible.

Wastewater system maintenance is critical because it extends the life of a system and decreases the frequency of environmentally detrimental system failure. Maintenance becomes more important in the densely populated areas in the North Corridor where lots are small (some as small as one-quarter to one-half acre in size). The small lot sizes do not allow adequate area for replacement of wastewater systems when failure occurs. This means alternative systems that require more maintenance and monitoring must be installed instead. The Iowa Geological Survey (IGS) indicated that there have been water well quality problems in the North Corridor area. For this reason, the IGS recommends that all new wells in the North Corridor must be drilled to the Devonian or Silurian aquifers.

It should be noted that Wapello Rural Water Association has planned expansion of its service area to include the southern half of Johnson County. Also, Poweshiek Water Association has planned expansion of its service area to include the northern half of the county.

## ***Jones County***

Within Jones County, many incorporated communities have water and sewage systems including Anamosa, Cascade, Martelle, Monticello, Olin, Onslow, Oxford Junction' and Wyoming. Morley and Center Junction have water supplies, but no sewage system. Some of the smaller unincorporated communities that do not currently have municipal water and sewage systems include Amber, Stone City, Langworthy, Scotch Grove, and Hale. Rural well systems and cesspools are found throughout the county for many who do not have access to municipal systems.

In July 1997, The Iowa Rural Water Association (IRWA) completed a regional water framework study for eastern Iowa that covers 12 counties including Jones. A regional water system would expand the water infrastructure for Jones County and provide a reliable, safe, and efficient source of water, with a potential overall savings to the average consumer. According to IRWA, this service would eliminate the use of private wells providing water for human consumption, increase property values, and improve livestock production for the typical rural user. Anamosa and Monticello were identified as potential secondary municipal water sources.

Estimated cost to serve rural residents and communities with populations under 500 persons in all 12 counties was \$311.65 million.

## **Linn County**

Most of the incorporated communities in Linn County have water and sewage systems.

According to the Unified Development Code, homes in unincorporated areas designated as urban service areas are encouraged to link to municipal water and sewer services.

## **Washington County**

Most of the incorporated communities in Washington County have water and sewage systems.

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### *Solid Waste Disposal*

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The ECICOG Solid Waste Planning Area is defined as all cities and unincorporated areas in Benton County; all cities, excluding Victor, and unincorporated areas in Iowa County; all cities and unincorporated areas in Johnson County; all cities and unincorporated areas in Jones County; all cities and unincorporated areas in Linn County; all cities and unincorporated areas in Tama County; and the cities of Kalona and Riverside in Washington County.

Solid waste commissions in Jones, Benton, Tama, and Iowa counties oversee the landfills in their respective counties. Comprised of city/county elected officials and private citizens, these commissions are staffed by county employees. Iowa City, which owns the landfill in Johnson County, does not currently have a solid waste commission. The city council is responsible for landfill policy.

## **Planning Agencies in the ECICOG Solid Waste Planning Area**

- ECICOG is an intergovernmental council established in 1972 under Chapter 28E and provided for under Chapter 28H of the Code of Iowa. ECICOG was created to promote regional cooperation and to provide professional planning services to member governments. The solid waste planning division was created in 1990, and is responsible for maintaining and updating the *Regional Comprehensive Solid Waste Management Plan*.
- The Cedar Rapids/ Linn County Solid Waste Agency (formerly Bluestem) was formed in 1994 by the City of Cedar Rapids and Linn County under Iowa Code Chapter 28E to provide environmentally sound solid waste management activities in Linn County. The Agency oversees the operation of one landfill currently; a source separated composting site, the processing and marketing of recyclable materials, and countywide waste reduction and recycling education programs.
- The MPO of Johnson County Solid Waste Management Planning Division, established in 1990, assists member agencies in developing strategies for addressing solid waste issues. These issues include state mandated landfill regulations, recycling, hazardous waste disposal, and waste reduction. The division also assists in implementation of this plan.



## Sanitary Disposal Projects

There is at least one municipal solid waste landfill in each county of the ECICOG Solid Waste Planning Area. Table 23 describes the service area for each landfill, the current tipping fee at each facility, and the estimated remaining capacity.

**Table 23: Municipal Solid Waste Landfills in the ECICOG Planning Area**

Permitted Facility	Service Area	FY11 tipping fee (per ton)	FY11 per capita charge	Materials Banned by Ordinance	Years Remaining
Cedar Rapids Linn Co SWA Site 2	Linn County	\$38	none	Corrugated cardboard (1999)	28 years
CRLC SWA Site 3 (compost site)	Linn Co	\$18 trees, brush, clean wood	none	none	N/A
Benton County Landfill	Benton Co	\$50 (Construction & demolition waste <i>only</i> ; no tip fee for MSW)	\$24 city \$29 rural	Recyclables (2003)	9 years
Iowa City Landfill & Recycling Center (Johnson Co.)	Johnson Co & Kalona & Riverside in Washington Co	\$43.50 \$38.50 (Iowa City residents)	none	none	12 years
IC Landfill & Recycling Center (compost site)	Johnson Co & Kalona & Riverside in Washington Co	\$24 yard wastes	none	none	N/A
Jones County Transfer Station	Jones County	\$46	\$ 4.50	Recyclables (1991)	N/A
Iowa County Landfill	Iowa County (excluding Victor)	\$40 \$70 (Out-of-county residents)	\$ 16.00	none	4 years
Tama County Landfill	Tama County	\$35	\$ 11.00	none	35 years

Source: Landfill Representatives (2011)

## Other Waste Management Facilities

The ECICOG Solid Waste Planning Area has a number of recyclables processing and composting facilities. Table 24 summarizes information concerning waste management/recycling processing facilities other than the landfills described previously. Note that the information shown was obtained from each processing facility in October of 2010, and this table is not intended to be a complete listing.

**Table 24: Recycling and Composting Processing Facilities**

FY10

Facility Name	Description	Location	Service Area	Tonnage
Alter Scrap Processing	Metals processing [metal drums, various metal scrap, autos, industrial metals]	Cedar Rapids	Eastern Iowa	N/A
BES Industrial Service, Inc.	Plastics processing [#1-7 plastics, including drums]	Cedar Rapids	Eastern Iowa	N/A
BFC, Inc.	Combustion [wood waste, paper waste, grain]	Cedar Rapids	Linn County	34,675
CRLC SWA Compost Facility	Composting facility [yard waste, non-treated wood]	Cedar Rapids	Linn, Johnson, Benton, Iowa, & Tama Cos	30,729
CRLC SWA Pollution Control Center	HHM Facility [recycling, reuse, proper disposal of HHM]	Marion	Linn County	128
City Carton Recycling	Recyclables processing [paper, tin, glass, plastics]	Iowa City, Cedar Rapids	Johnson, Linn, Iowa, Benton, & Jones Cos	72,251
Coralville Recycling Center	Recyclables processing [paper, tin, plastics, metals]	Coralville	Coralville	551
Cedar Valley Recycling	Recyclables processing [paper, tin, plastics, glass]	Waterloo	Benton Co	516
Cox Sanitation & Recycling	Recyclables processing [paper, metals, plastics, glass, tires, appliances, brown goods]	North English	Iowa, Johnson, Tama, Benton, Linn Cos	4,359
Conservation Services Group (CSG)	Appliance demanufacturing facility	Cedar Rapids	Eastern Iowa	N/A
DeLong Recycling, Inc.	C&D Processing Facility [concrete, brick, cinder block]	Coralville	Eastern Iowa	30,000
Food Waste Solutions	Organics processing facility [breads, grains, cereals, vegetables]	Anamosa	Iowa and other states	130,975
Iowa City Landfill & Recycling Center Composting Facility	Composting [yard waste, clean wood, brush]	Iowa City	Johnson Co, Riverside and Kalona	10,569
Iowa City Landfill & Recycling Center HHM Collection	HHM Facility [recycling, reuse, proper disposal of HHM]	Iowa City	Johnson Co, Riverside and Kalona	195
LeGrand Sanitation	Recyclables processing [paper, tin, plastics, glass]	LeGrand	Tama & Marshall Counties	350
Liberty Tire	Tire recycling	Des Moines	Iowa and other states	646
Marion Iron	Metal scrap processing	Marion	Linn County and surrounding areas	16,000

Midwest Electronic Recovery	Electronic equipment	Walford	Eastern Iowa	2,904 <sup>1</sup>
Moor's Recycling	Appliance demanufacturing facility	Wisconsin	Iowa and other states	1,652
North Cedar Recycling	Recyclables processing	Stanwood	Eastern Iowa	10,000 <sup>2</sup>
Paltech Enterprises	Non-treated Wood [pallets and other wood scrap]	Urbana	Eastern Iowa	N/A
Petersen Iron & Metal Company	Metal scrap	Coralville	Eastern Iowa	N/A
Reliable Recycling	Electronic equipment	Cedar Rapids	Eastern Iowa	N/A
Roof to Road (R2R)	Shingle recyclers	Cedar Rapids	Linn Co	1,988
Rock Hard Concrete Recycling	Recyclables processing [concrete, brick]	West Branch	Eastern Iowa	N/A
S & J Sanitation	Recyclables processing [paper, tin, plastics, glass]	Marengo	Iowa Co	N/A
Stone City Iron & Metal Company	Metal scrap	Anamosa	Eastern Iowa	N/A
Silvercrest Recycling	Plastics [#1 – #7]	Cedar Rapids	Eastern Iowa	1,200

Based on an ECICOG survey, yard waste collected curbside in the majority of the region's small towns is deposited at the landfill, on city property, or on privately owned property.

Numerous businesses and non-profit organizations in the ECICOG Planning Area process various recyclables and/or manufacture recyclables into new products. Iowa Gold Distributing, for example, recycles oil filters and antifreeze. Recycled Products in Jones County makes windows, lumber, and lawn furniture from HDPE plastic. Riverside Pallets in Riverside uses wood waste to make its product. Recycling companies are listed in the recycling guides of both Johnson and Linn Counties.

Another source of information about Iowa manufacturers/distributors of recycled products is the *Iowa Recycled Product Directory*. Also available at the ECICOG office is *The Harris Directory*, a computer program that contains more than 900 listings and 2,500 recycled content building materials available in the U.S.

<sup>1</sup> This number includes all the e-waste that MER reclaims, including everything from the region's landfills

<sup>2</sup> This number includes a total of 14 counties, including Jones, Linn, Johnson, and Iowa.

## TRANSPORTATION DEVELOPMENT

### ALTERNATIVES DEVELOPMENT

In addition to public forums to gather input regarding transportation planning, more than 100 residents and businesses participated in an online survey in May 2011. Results from the survey were used to understand views on the current transportation conditions, identify alternatives for the future transportation network and prioritize transportation investment options.

In the online survey, residents and businesses evaluated the current transportation system. Most respondents disagreed or strongly disagreed that the existing road system is adequately maintained (59.4%), or that there is adequate infrastructure for walking and biking (57.6%). Most agreed or strongly agreed that current transit services can serve resident's most basic needs (58.1%).

Respondents also address preferred modal alternatives and their desires for the future, indicating that transportation projects that promote revitalization of existing development should be a priority (91.9%), followed by projects that reduce the region's dependence on oil (88.4%) and projects that emphasize maintenance of the existing highway system (83.6%).

Based on the alternatives offered, respondents indicated the following top five federal funding priorities:

- Maintenance/rehabilitation of the existing road system;
- Development of a passenger rail system;
- Bike paths, bike lanes, or sidewalks;
- Widening of existing roadways or develop new roadways; and
- Safety improvements on the existing system.

### Conclusions

Input was provided through public input forums and an online survey. The public forum attendees identified a number of planning and programming alternatives and the online survey tool identified the priority of those alternatives. The key messages were:

- Be good stewards of the transportation infrastructure – focus on maintaining what we have and operate the system efficiently.
- Set priorities that support economic vitality of the region – easy access to jobs and commerce.
- Offer modal choices to meet the needs of all residents, including passenger rail and facilities for pedestrians and bicyclists.
- Continue the region's commitment to a safe and secure transportation network.

The region's current highway infrastructure is one that has continued great potential for economic development. Each county within the region has a major highway that traverses through it. Interstate 80 in Johnson and Iowa Counties, Interstate 380/Highway 218 in Linn, Benton, Johnson and Washington Counties, Highway 151 through Jones County and Highway 30 in Benton and Linn Counties. These interstates and highways, along with other major highways within the region will serve to attract business, industry, residents, tourism and attraction, ultimately continuing economic development.

### SAFETY AND SECURITY

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The transportation network is an important part of the region's infrastructure. It allows for the efficient movement of people, and also serves as a critical link in times of emergencies or natural disasters. Accordingly, SAFETEA-LU requires that transportation plans address safety and security issues. The National Cooperative Highway Research Program (NCHRP) Report 525 distinguishes between safety and security. Safety is defined as the protection of persons or property from unintentional damage or destruction caused by accident or natural events. Security is the protection of persons or property from intentional damage or destruction caused by vandalism, criminal activity, or terrorist events. In Region 10, safety and security will be addressed on an ongoing basis.

#### *Region 10 Security Measures*

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Some modes of transportation are easier to secure than others. Transit and aviation can attempt to secure the facilities critical to their operation in order prevent disruption in service. Securing other modes, such as roadways and rail are more difficult. Instead, key areas or structures may be checked and alternative routes planned in the event of disruption.

East Central Iowa Transit has implemented a couple of measures intended to enhance the security of the regional public transit service. Regional transit vehicles in Linn and Johnson Counties are equipped with mobile data terminals to allow real-time communications with the respective dispatch office. In addition, the region has received grant funds to purchase video cameras in the upcoming year to monitor the interior of the transit vehicles.

The airports serving Region 10 all have security plans. These plans outline the measures to be taken at each facility to prevent incidents as well as responses to aviation emergencies such as stolen aircraft or suspicious individuals.

#### *Emergency Preparedness Planning*

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Jurisdictions within the Region 10 area have made a concerted effort to address security and emergency preparedness through the development of Hazard Mitigation Plans. To date, six of seven counties have completed or are working to complete a multi-jurisdictional plan, integrating the efforts of the county and communities within the county. Iowa County has not completed a multi-jurisdictional plan, but a number of communities within the county have approved Hazard Mitigation Plans. The table below summarizes the status of these plans within the Region 10 area.

**Table 25: Hazard Mitigation Plan Status**

County	Entity	Approved Hazard Mitigation Plan
<b>Benton</b>	Multi-jurisdictional	X
<b>Cedar</b>	Multi-jurisdictional	X
<b>Iowa</b>	Millersburg	X
<b>Iowa</b>	North English	X
<b>Iowa</b>	Parnell	X
<b>Iowa</b>	Victor	X
<b>Iowa</b>	Williamsburg	X
<b>Iowa</b>	Victor	X
<b>Johnson</b>	Multi-jurisdictional	In-progress
<b>Jones</b>	Multi-jurisdictional	X
<b>Linn</b>	Multi-jurisdictional	In-progress
<b>Washington</b>	Multi-jurisdictional	Pending approval

Source: Iowa Homeland Security

## *Nuclear Emergency Plan*

FPL Energy Duane Arnold Energy Center (DAEC) is Iowa's only nuclear generating station and is located nine miles northwest of Cedar Rapids, near Palo in Linn County. Although the DAEC has operated safely since 1974, extraordinary precautions have been taken to ensure the safety of the public in the unlikely event of an emergency at the plant. In accordance with federal regulations, the State, Linn County and Benton County governments have developed and widely distributed a Nuclear Emergency Plan detailing an alert system, protective actions and evacuation procedures.

## *Safety and Security Needs and Issues*

Input obtained through the CRDS planning process indicates that safety and security of the transportation network are a priority for the region. In reviewing area disaster mitigation plans, the transportation network, including the roadway system and public transit system, are also key components to the identified evacuation procedures. With the exception of Iowa County, every county in the region has or is completing a multijurisdictional Hazard Mitigation Plan.

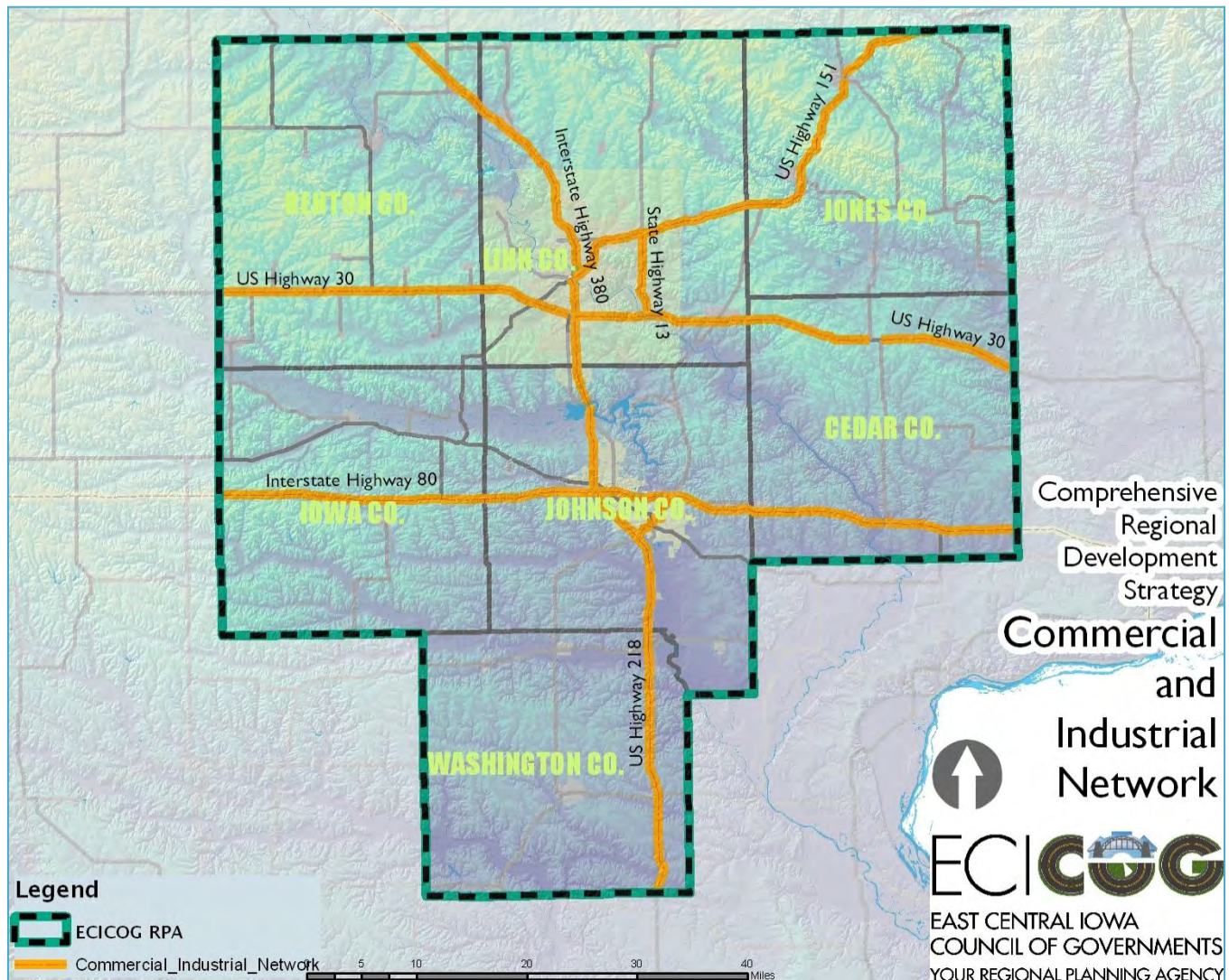
Two of four providers of the regional transit system have undertaken some measures to enhance security.

Security measures for any regional transportation mode may need to be enacted in response to federal and state mandates as well as in response to perceived threats.



## OVERVIEW OF THE REGIONAL TRANSPORTATION SYSTEM

Figure 36: Regional Commercial and Industrial Network



The region's transportation network consists of the interconnection of roadways and bridges, aviation, rail and public transit. The following is a summary of the existing network by mode, including identified issues, needs and alternatives.



## ROADWAY AND BRIDGE NETWORK

Highways and roads form the backbone of the transportation network within the region, as well as the state and the nation. The movement of goods and people requires a road network that allows efficient transport from origin to destination. Even movement by other modes of transportation, such as air, rail and transit, require the use of roads to move between their origin and destinations.

Highways and interstates that make up the National Highway System allow for high speed vehicle movement over long distances with few interruptions. These roadways make up the primary road network. A system of major/minor arterials and collectors form the secondary road system and connect the primary roads to the local street system. Table 26: Roadway Classification by Mileage, provides a breakdown of regional roadways by classification. Figure 37: Regional AADT and Figure 38: Regional Bridge Condition show the Annual Average Daily Traffic and Federal Functional Classification for the primary network.

**Table 26: Roadway Classification by Mileage**

Classification	Mileage
Interstates	93
Other Principal Arterials	308
Minor Arterials	274
Collectors	2,397
Local Roads	4,949
National Highway System	225

Source: Iowa DOT

The region is also home to a significant number of bridges, due in part to topography. Figure 38: Regional Bridge Condition and Table 27: Bridge Condition Summary provide a summary of bridge locations and sufficiency ratings.

**Table 27: Bridge Condition Summary**

Federal Funding Qualified	Rating Range	Count in Region (2009)
Replacement	0-50	372
Rehabilitation	51-80	520
Maintenance	81-100	1380

Figure 37: Regional AADT

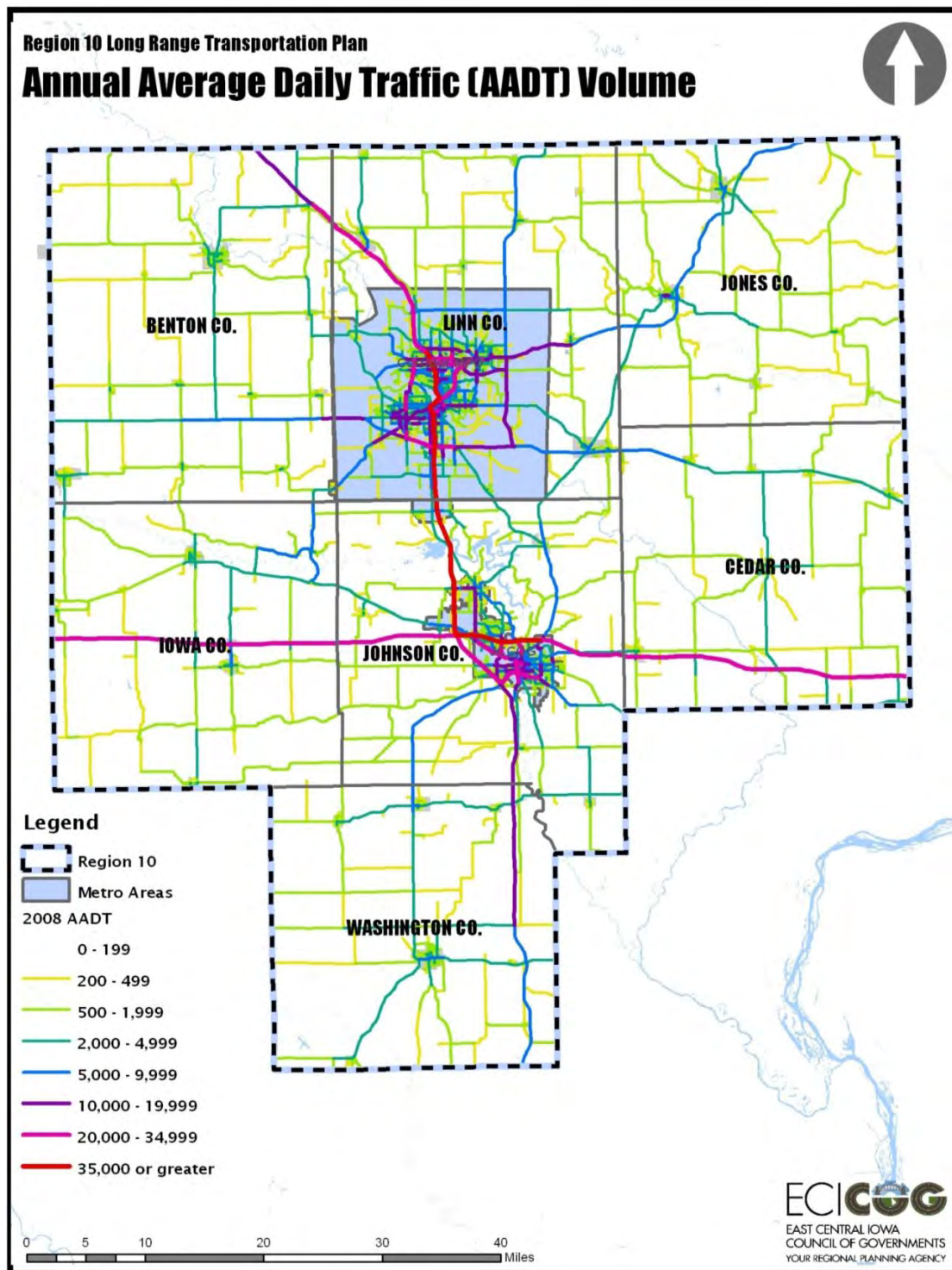
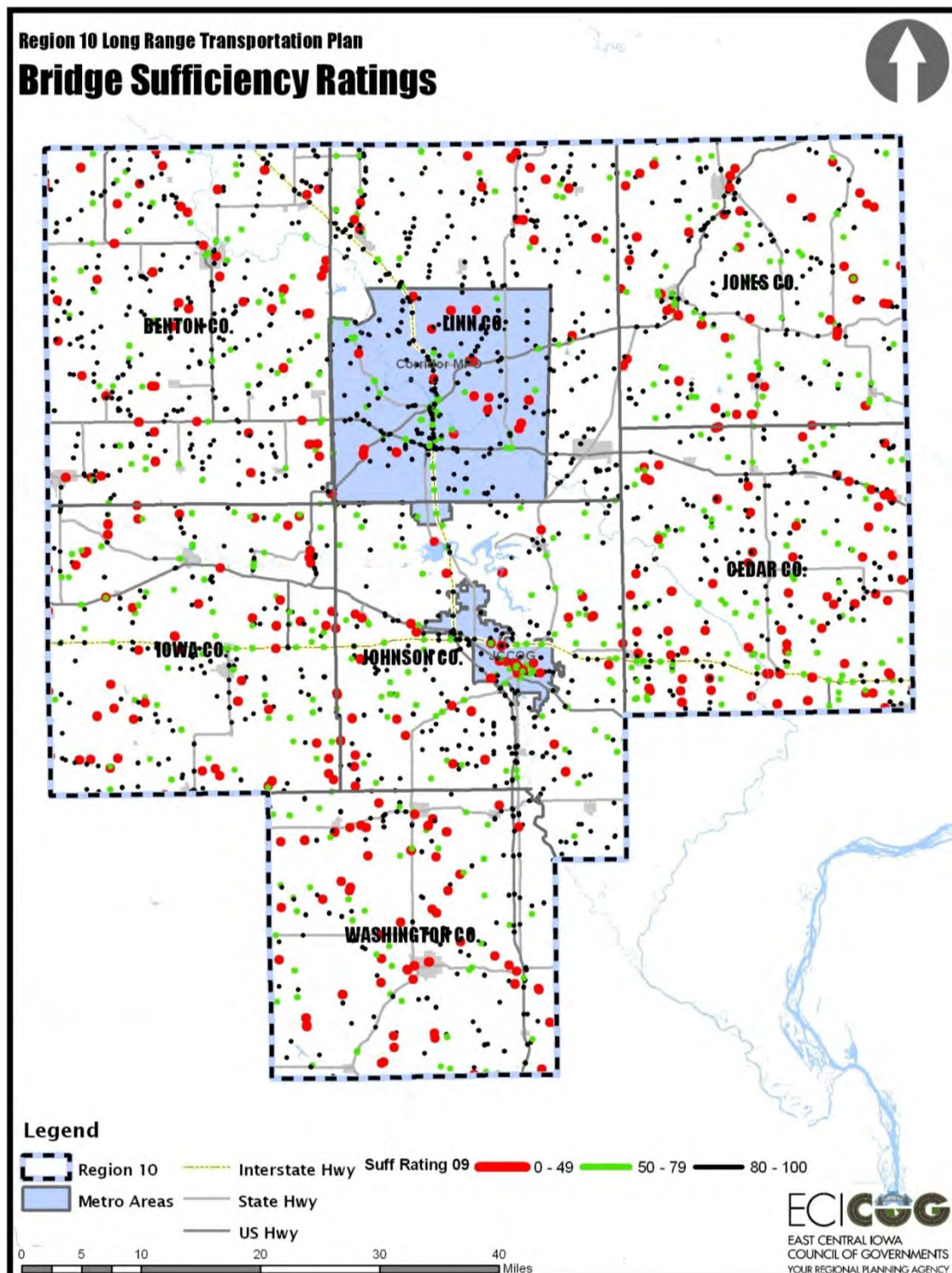


Figure 38: Regional Bridge Condition



## *Roadway and Bridge Needs and Issues*

Over the life of the plan, the region will grow and redevelop. As it does, developers will typically build new local and collector streets, generally at their own cost. However, the burden of arterial improvements and regular maintenance that result from development will be the responsibility of the local jurisdictions.

Historically, state and federal roads have been funded through state and federal gasoline taxes. However, the gasoline tax has remained unchanged for over 20 years. At the same time, cars are becoming more fuel efficient, so fewer gallons of gasoline are being purchased. The net result is fewer tax dollars are available.

At the same time, the roadway and bridge network is aging, and maintenance costs have and will increase. Because the roadway network and associated maintenance needs are distributed throughout the region, measures are needed to ensure that available funding is equitably distributed throughout the region. At the state level, available farm-to-market funds are distributed to entities using an agreed upon, needs-based formula. The region has previously agreed, and continues to agree, that this type of needs-based formula, or suballocation process should be replicated at the regional level to ensure funding to counties for maintenance projects.

## AVIATION

Aviation is an integral part of the region's economy and way of life. Air transportation provides needed connectivity and moves people and goods to their destinations quickly and efficiently. Aviation activities also accommodate important services that residents rely on such as aerial survey, national defense, air medical transport, and search and rescue operations. Support of flight operations and the movement of people and goods additionally stimulate the need for a broad range of products and services that create jobs and further stimulate the region's economy. See Figure 39: Regional Aviation Facilities for a map of regional aviation sites.

The Eastern Iowa Airport (CID) is the only commercial aviation airport located within the region, though additional airports are located in nearby in Moline, Waterloo, and Des Moines. The Eastern Iowa Airport is located approximately 5 miles southwest of Cedar Rapids and has two runways:

Airfield: Runway 09/27 – 8,600' x 150'

Runway 13/31 – 6,200' x 150'

Equipment: ILS, VOR, RVR, DME, NDB, GPS, terminal area and secondary surveillance radar

Passenger service is currently provided by American Airlines, Delta, United, and Allegiant. Prior to the recession, the airport was just over 1 million passengers per year, a figure that had decreased by approximately 10% by 2010.



**Table 28: CID Air Service Activity Summary**

Year	Air Cargo (lbs)	Passengers	Year	Air Cargo (lbs)	Passengers
1995	77,254,590	788,712	2003	55,190,523	921,986
1996	79,673,766	796,961	2004	47,706,000	938,555
1997	75,017,827	878,673	2005	48,051,224	1,004,265
1998	74,980,100	923,145	2006	52,314,000	1,023,872
1999	69,217,235	913,703	2007	54,660,599	1,060,120
2000	62,792,632	983,736	2008	55,187,914	991,512
2001	54,527,610	878,650	2009	47,191,324	945,350
2002	57,015,882	877,215	2010	50,292,912	912,319

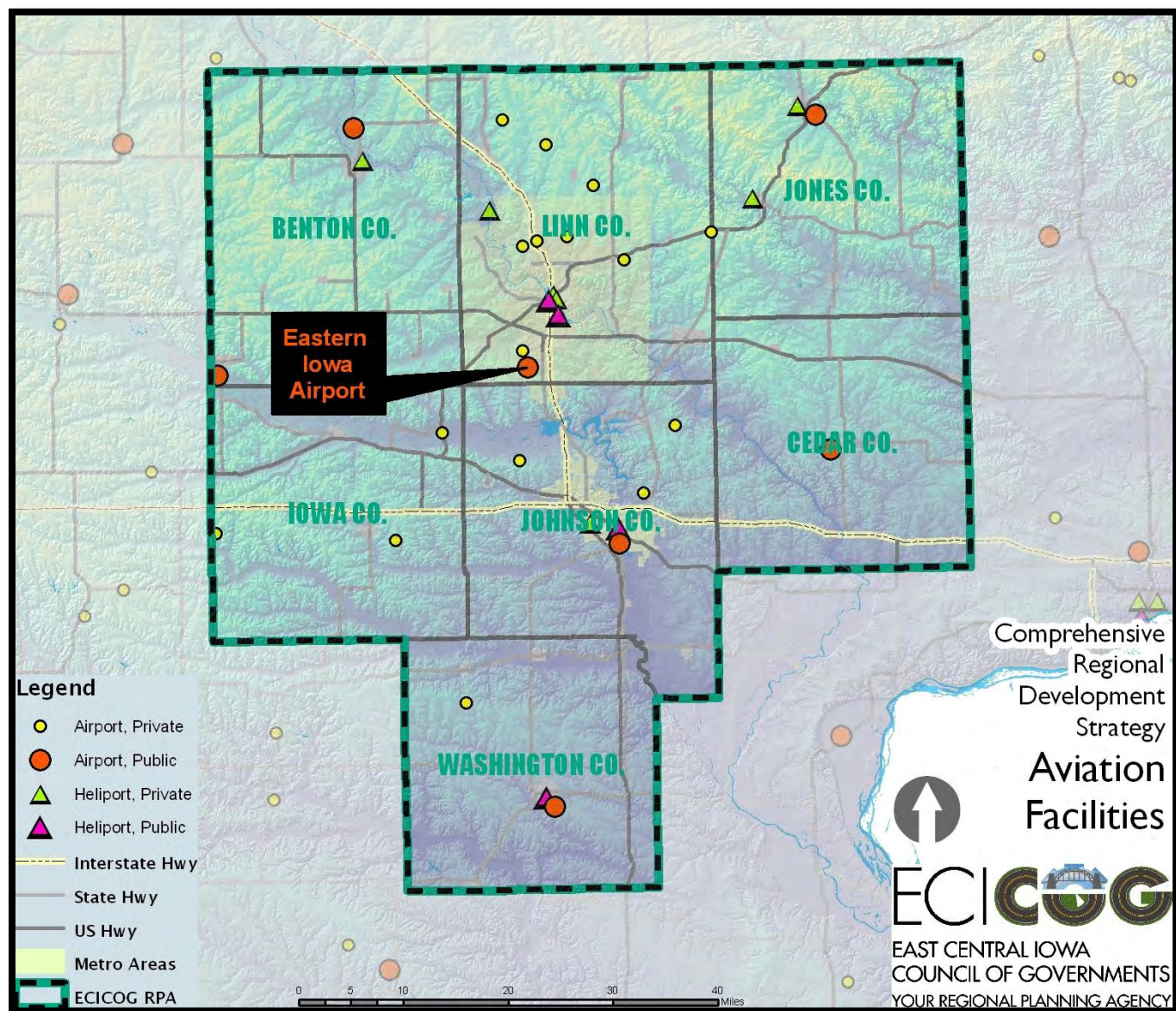
Source: The Eastern Iowa Airport via Priority One 2011 Demographics Report

General aviation services are provided by PS Air and Landmark Aviation. A number of T-hangers are available for lease on a monthly basis in a variety of sizes. The Eastern Iowa Airport handles over 36,000 tons of air freight and cargo annually, primarily through Airborne Express / DHL, Federal Express and the United Parcel Service (UPS). The airport is also a central input point for UPS Next Day Letter and Pak overnight freight service in the continental US.

Eight general aviation airports also operate in the region, as detailed Figure 39. With the exception of the Marion Airport, these are public airports. General aviation airports are important to businesses. They provide vital connections to their customers as well. These airports offer excellent opportunities for business flights where companies owned and operate their own airplanes.

In addition, there are six heliports located within the region. These heliports are primarily located adjacent to hospitals to increase the level of medical care in the region by providing rapid transport to patients in need of critical care and time sensitive equipment.

Figure 39: Regional Aviation Facilities



The 2010-2030 Iowa Aviation System Plan provides a detailed overview of the Iowa aviation system. It evaluates existing conditions and makes recommendations for future development of the air transportation system to meet the needs of users over the next 20 years. Federal, state and local decision makers use the plan as a guide for future investment and activity decisions to maintain and develop, as necessary, airports in the state of Iowa.

The plan also provides demand projections for area airports, as detailed in the following table.

Table 29: Summary of Airport Activity Projects

Airport	Based Aircraft				Operations Projections (Estimated)			
	2015	2020	2025	2030	2015	2020	2025	2030

	Based Aircraft				Operations Projections (Estimated)			
Amana	5	6	6	6	1,250	1,500	1,500	1,500
Belle Plaine	6	7	7	8	1,500	1,750	1,750	2,000
Cedar Rapids	144	153	163	173	54,308	58,529	63,200	68,375
Iowa City	90	96	102	109	31,500	33,600	35,700	38,150
Marion	53	57	60	64	18,550	19,950	21,000	22,400
Monticello	40	43	46	49	14,000	15,050	16,100	17,150
Tipton	11	11	12	13	2,750	2,750	3,000	3,250
Vinton	26	27	29	31	6,500	6,750	7,250	7,750
Washington	29	31	33	35	7,250	7,750	8,250	8,750

Source: Iowa Aviation System Plan, Airport manager survey, FAA Oder 5090.3C

## Aviation Needs and Issues

Through trend analysis, the Iowa Aviation System Plan indicates that demand for commercial and general aviation services at regional airports will generally increase over the next twenty years. In serving these additional operations, the quality of facilities and safety and security measures must continue as a priority. The plan encourages airport sponsors throughout the state and within the region to do the following: develop emergency response plans, actively work to mitigate approach obstructions, provide welcome signage and directional signage to and from business areas, develop five-year strategic plans, support wildlife mitigation, work with local governments to ensure compatible land uses around airports, emphasize pavement preservation and maintenance, and meet facility and service targets.

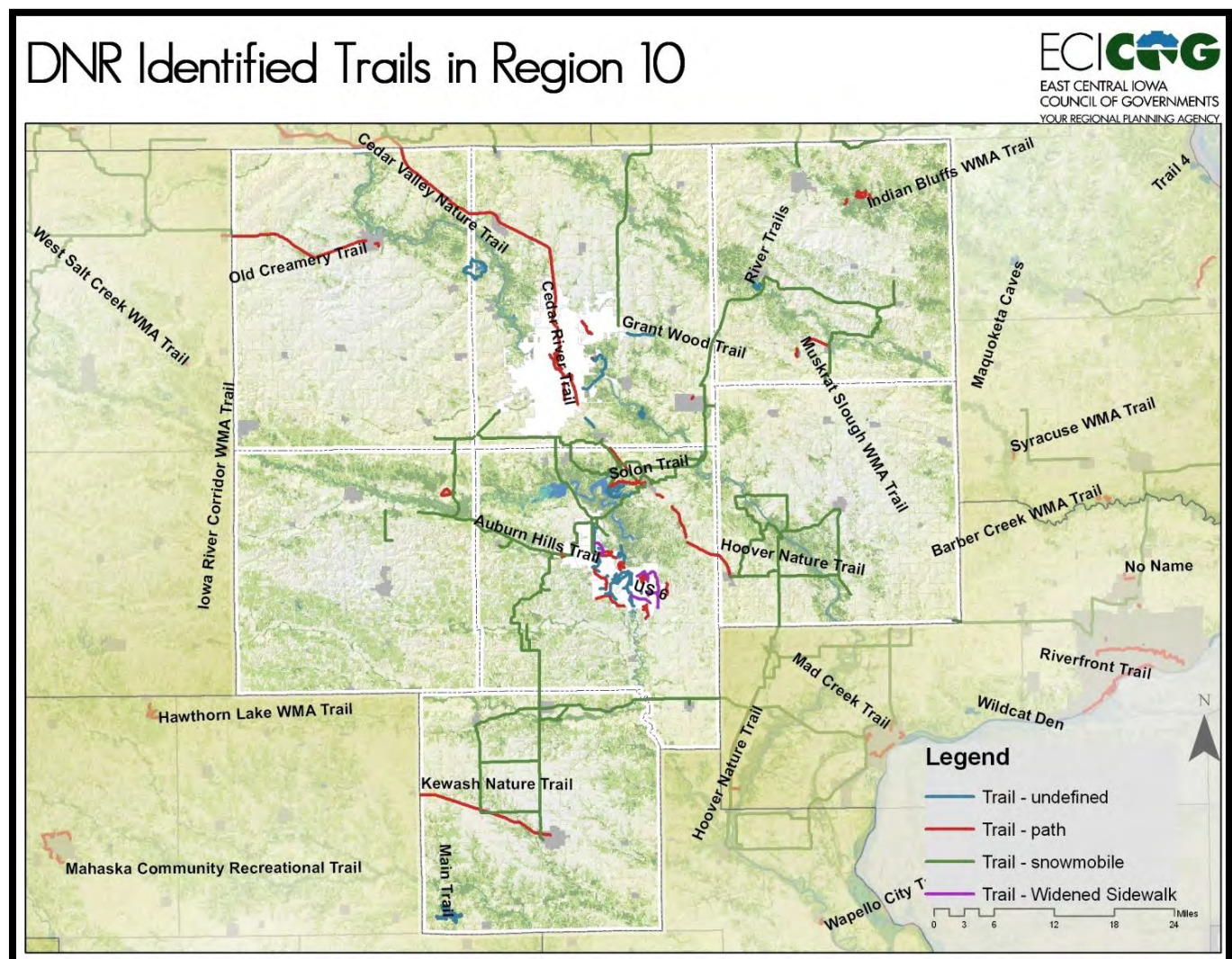
## BICYCLE/PEDESTRIAN

Bicycle and pedestrian development varies substantially across the region, and has historically been addressed on a local level. Placement of sidewalks is generally dictated by a city's subdivision ordinance. Development of trails typically occurs in areas with larger populations, and Johnson and Linn Counties have undertaken the largest amount of trail development within the region.

A number of separated trails exist within the region, and are shown in the map below. These include: the Old Creamery Trail in Benton County; the Cedar Valley Nature Trail in Benton and Linn Counties and the Cedar River Trail in Linn County, both part of the American Discovery Trail; the Hoover Nature Trail in Johnson and Cedar Counties, also part of the American Discovery Trail; and the Kewash Trail in Washington County. Both metro areas and many parks offer additional trails.



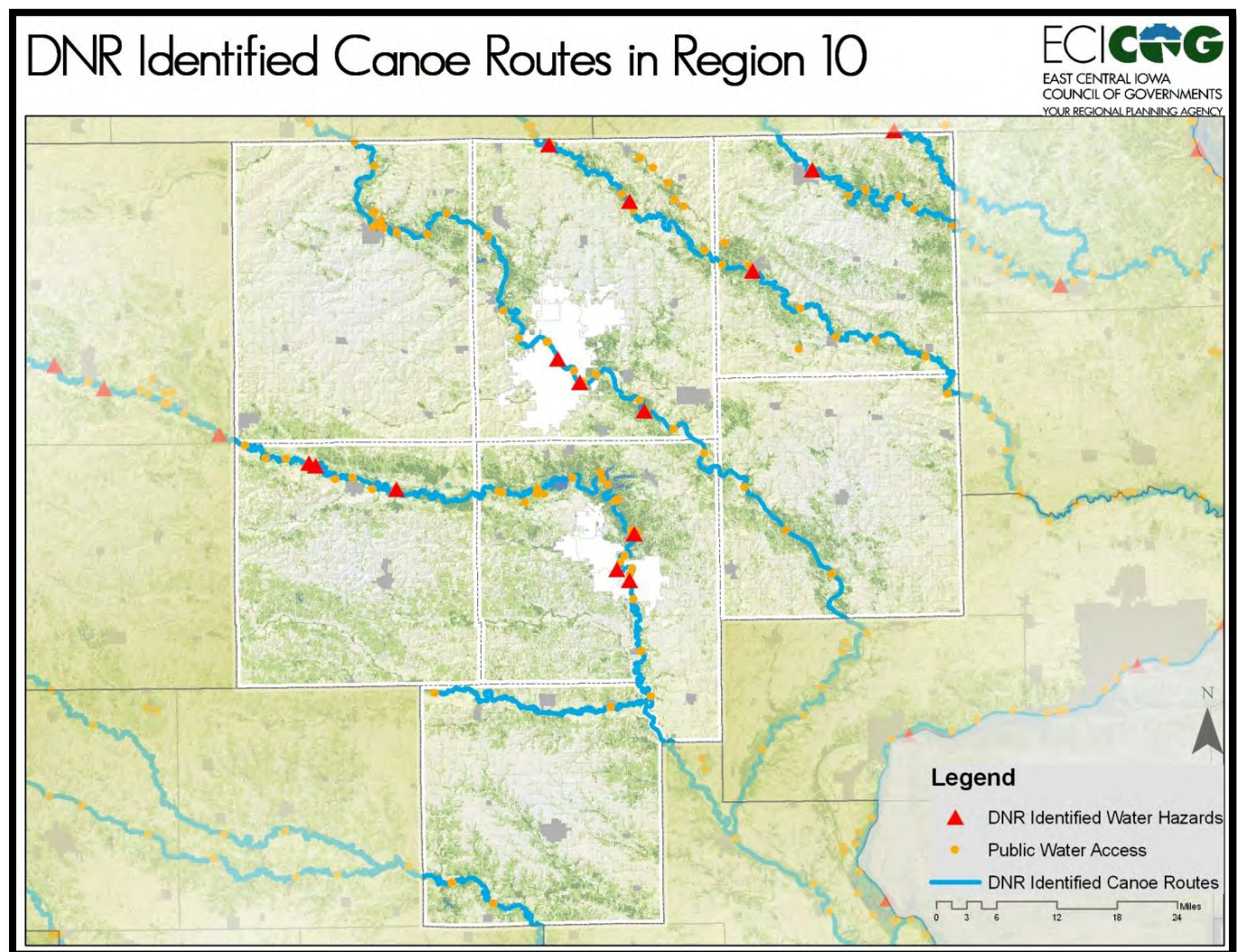
Figure 40: Trails in Region 10



Region 10 also contains a number of rivers that are designated as Canoe Routes by the Iowa DNR. Based on the Report on the Survey of Iowa Canoe, Kayak, and Innertube Liveries (IDNR, 2009), there are five liveries in Region 10. These liveries all offer canoe rental, and one livery also rents kayaks. No innertube rentals were available in Region 10. Many water trails users may chose not to make use of liveries, and there are a number of public water access sites within the region, as detailed in the following map.



Figure 41: Canoe Routes in Region 10



## *Bicycle/Pedestrian Needs and Issues*

In 2011, ECICOG completed the regional Trails Plan. The plan notes that bicycle and pedestrian facilities serve not only as a transportation modal option for residents and visitors, they are also recognized as a quality of life and economic vitality component for the region.

Trails that are most important to the region are those that appeal to a wide variety of potential users and enhance existing regional assets. Regionally significant trails should be planned to extend beyond local and even regional boundaries to enhance the potential user group.

Due to limited funding, regional and multi-county coordination is beneficial when planning, financing and maintaining facilities.

## FREIGHT RAIL

Existing and new rail sites are of great importance in our region as industry looks to expand and relocate. These existing, non-utilized rail lines are also being transformed into trail systems, some on a multi-regional level, further adding to the quality of life for the state. Discussions are also being held in regards to a future commuter rail system, developing an existing rail line between Iowa City and Cedar Rapids.

Five rail freight carriers – one Class I, one Class II, and three Class III operators, currently serve the Region 10 planning area. The Surface Transportation Board (STB) has classified these carriers based on their annual operating revenues. Classifications include:

- Class I - operating revenues greater than \$319.3 million;
- Class II - operating revenue greater than \$25.5 million, but less than \$319.3 million; and
- Class III – operating revenues less than \$25.5 million.

### ***Union Pacific Railroad Company***

Chartered in 1862 through an act of Congress, the Union Pacific Railroad Company is comprised of the original Union Pacific, Missouri Pacific, Chicago and North Western, and Southern Pacific railroads. The UP is a wholly owned subsidiary of the Union Pacific Corporation which is based in Omaha, NE.

The UP is the largest railroad in the U.S., operating 32,426 miles in 24 states in the western two-thirds of the United States. The UP operation link major West coast and Gulf ports with major gateways to the east including Chicago, St. Louis, Memphis, and New Orleans and is a primary connection between the United States and Mexico. The railroad operates 1,480 miles in Iowa including a main line from Clinton to Council Bluffs and another north-south route through central Iowa, along with many branch lines. The railroad employs 51,326 people system wide, with 1,850 located in Iowa.

The main products handled by the UP in Iowa include grain and grain products, food and food products, coal, chemicals/fertilizers, and miscellaneous mixed shipments.

### ***Iowa Interstate Railroad Ltd. (IAIS)***

The Iowa Interstate Railroad was founded in 1984 to operate the former Chicago, Rock Island & Pacific Railroad line between Chicago and Omaha. IAIS is a subsidiary of Railroad Development Corporation (RDC) that acquired both the railroad and the property from Heartland Rail Corporation in December 2003. RDC is headquartered in Pittsburgh, PA, and operates several overseas railroads. IAIS is headquartered in Cedar Rapids.

The railroad operates 580 miles of track from Chicago to Omaha through the Quad Cities, Iowa City and Des Moines, as well as several branch lines. Intermodal service is provided at Chicago, Council Bluffs, Newton and West Liberty. The IAIS operations in Iowa include 362 miles. Employees of the railroad total 196, with 129 located in Iowa.

The main products handled by the IAIS in Iowa include farm products, food products, waste and scrap products, lumber, and nonmetallic minerals.

### ***Cedar Rapids and Iowa City Railway Company (CIC)***

From 1904 until 1953, the railroad operated as a passenger line. The CIC is a wholly-owned subsidiary of Alliant Energy Transportation. The headquarters are located in Cedar Rapids.

The railroad operates 60 miles of track in eastern Iowa. The CIC's main line runs from Cedar Rapids to Iowa City. In 1981 the railroad expanded by purchasing 23 miles of the Milwaukee Road from Cedar Rapids to Homestead. It also purchased the Iowa City-to-Hills line from the Chicago, Rock Island & Pacific Railroad in 1982. The CIC also provides switching operations in Cedar Rapids. The railroad interchanges traffic with the Chicago, Central and Pacific Railroad; Iowa Northern Railway Company; and the Union Pacific Railroad in Cedar Rapids. The railroad interchanges with the Iowa Interstate Railroad in Homestead and Iowa City. The railroad employs 78 people, all located in Iowa.

The main products handled by the CIC include food products, coal, grain, and paper.

### ***Iowa Northern Railway Company (IANR)***

Incorporated in 1984, IANR is one of the first short-line railroads in the state. The IANR was formed from the bankrupt Chicago, Rock Island & Pacific Railroad. The railroad was originally owned by a group of grain elevators located along the line. The line was sold in 1994 to the current owners and is headquartered in Cedar Rapids, IA.

The IANR operates 169 miles in Iowa between Cedar Rapids and Manly in north central Iowa along with the line (18.8 miles) between Dewar and Oelwein under an operating agreement with the D&W Railroad. The railroad connects with the Cedar Rapids and Iowa City Railroad in Cedar Rapids; with the Chicago, Central and Pacific Railroad in Cedar Rapids and Waterloo; with the Dakota, Minnesota and Eastern Railroad in Nora Springs and Plymouth Jct.; with the Union Pacific in Cedar Rapids and Manly; and with the Dakota, Minnesota and Eastern Railroad in Manly. The railroad employs 45 people, all located in Iowa.

The main products handled by the IANR include grain, coal, chemicals/fertilizers, food products, and machinery.

### ***Dakota, Minnesota & Eastern Railroad Corporation (DME)***

The Dakota, Minnesota & Eastern Railroad was formed in 1986, taking over lines owned by the Chicago & North Western located in South Dakota and Minnesota. The railroad is based in Sioux Falls, South Dakota. In 2002, DME formed the Iowa, Chicago & Eastern Railroad (ICE) which took over the operations of the I & M Rail Link. Both DME and ICE are under the common management of Cedar American Rail Holdings, Inc. The DME currently has an application before the Surface Transportation Board to build 262 miles and rebuild 650 miles of track, allowing the railroad access to coal located in the Powder River Basin in Wyoming.

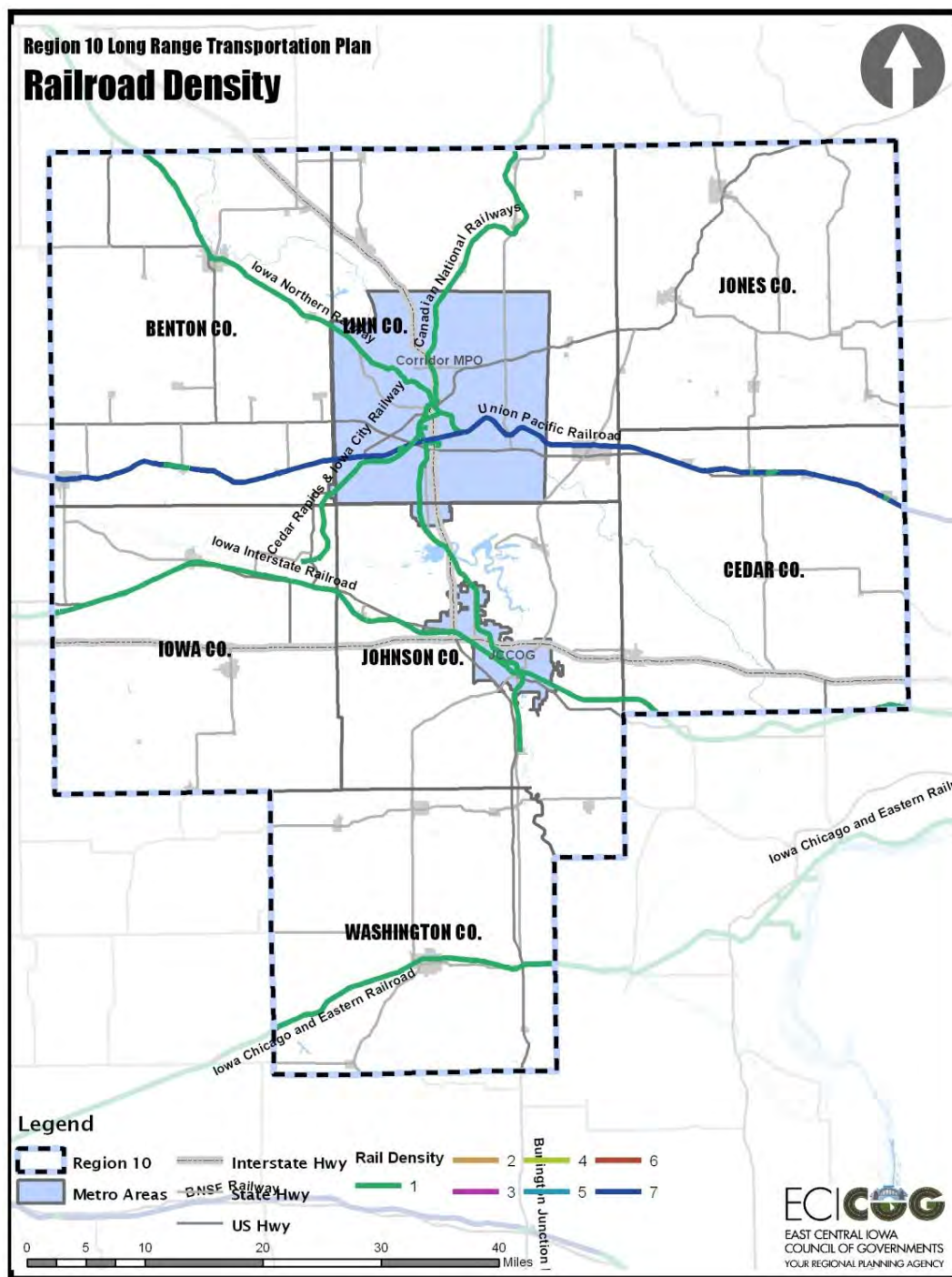
The DME operates more than 1,100 miles of track running from Rapid City, South Dakota to Winona, Minnesota, located on the Mississippi River. The railroad operates 24 miles in Iowa via trackage rights on the

Union Pacific Railroad line between Albert Lea, Minnesota, and Mason City. The DME currently employs 299 people, none of which are located in Iowa.

The main products handled by the DME in Iowa include food products, waste and scrap materials, and farm products.



Figure 42: Railroad Density

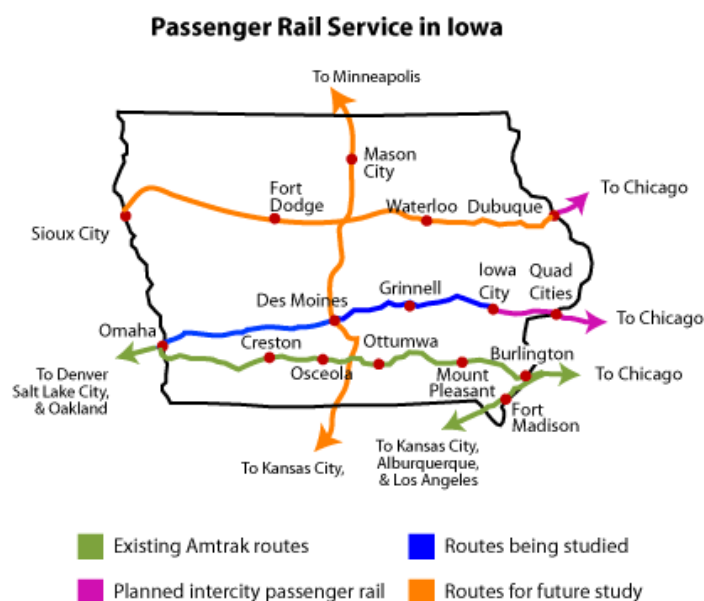


## PASSENGER RAIL

At this time, no passenger rail transportation is available in Region 10. An Amtrack routing, running from Chicago to Denver is accessible in the City of Mt. Pleasant, just to the south of the region.

In October 2010, the Iowa and Illinois DOT's were awarded \$230 million in federal funding to establish service on the Chicago to Iowa City (via Quad Cities) route.

Figure 43: Current and Potential Passenger Rail in Iowa



Map Source: IDOT

## *Rail Needs and Issues*

The 2009 Iowa Railroad System Plan noted that railroads are a vital component to the overall transportation system because they help to move freight and passengers safely and efficiently. To do so, however, commodities that move by rail must also move by other modes during part of their journey. For example, freight often moves to and from rail via truck and rail passengers must rely on another mode of transportation to access rail services. Therefore, rail is part of the much larger intermodal transportation network.

As the plan indicates, railroads are especially critical in the movement of various regional commodities (primarily agricultural) to national and international markets. In addition, passenger rail “can play a role in helping to address the ongoing challenges of unstable energy prices, higher levels of greenhouse gas emissions, and the growing mobility needs of Iowans.”

The 2009 Iowa Railroad System Plan identified the key issues facing Iowa railroad system today. The region concurs with the identified issues. These issues include the following:

## ***Both Freight and Passenger Rail***

- Improving the security of the Iowa rail network
- Increasing funding availability from state, federal and private sources
- Increasing safety and highway-railroad crossings

## ***Freight Rail***

- Increasing rail capacity to meet current and future demand
- Increasing rail access to accommodate business and industries considering locating or expanding in Iowa
- Upgrading branch lines to handle increasingly heavier rail cars

## ***Passenger Rail***

- Sustaining current passenger rail service on Amtrak long-distance service
- Expanding intercity passenger rail service to serve Iowa's population centers

## WATERWAYS

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The region has no water transportation facilities within its boundaries, but freight movers can access barge facilities within 1 ½ hours east of the region to barge terminals along the Mississippi River. The majority of water resources in the region are utilized for potable water supply, wildlife enhancement, recreation and agriculture.

## PUBLIC TRANSPORTATION

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### ***Public Transportation***

Publicly operated transit service is available to all persons residing within Region 10. Four large urban systems, not directly addressed in this document, serve the metropolitan areas of Cedar Rapids and Iowa City. Cedar Rapids Transit provides transit service to residents of Cedar Rapids, Marion, and Hiawatha. Iowa City Transit, Coralville Transit and University of Iowa CAMBUS serve the Iowa City metropolitan area. The remainder of the region is served by two regional transit systems: East Central Iowa Transit and Rover Bend Transit.

### ***East Central Iowa Transit***

ECICOG contracts with transit providers in six of the counties within Region 10 to provide public transit service on behalf of East Central Iowa Transit. In each county the providers are: Benton County Transportation; Iowa County Transportation; Johnson County Seats; Jones County JETS; Linn County LIFTS and Washington County Mini Bus. The six rural transit providers operate independently yet comprise the regional transit system known as ECI Transit. Services outside of the county of origination are also offered to provide access to essential services, which are often located in the metropolitan areas of Cedar Rapids and Iowa City.

## Rural Public Transportation Providers

ECICOG contracts with transit providers in six of the counties within Region 10 to provide public transit service on behalf of East Central Iowa Transit. In each county the providers are: Benton County Transportation; Iowa County Transportation; Johnson County SEATS; Jones County JETS; Linn County LIFTS and Washington County Mini Bus. The six rural transit providers operate independently yet comprise the regional transit system known as ECI Transit. Services outside of the county of origination are also offered to provide access to essential services, which are often located in the metropolitan areas of Cedar Rapids and Iowa City. As of 2010, all seven providers are utilizing RouteMatch Client Server as their dispatching software. All seven providers are also currently Medicaid transportation providers.

**Table 30: Transit System Fleet Size**

Transit System/Provider	Number of Vehicles	Number of Accessible Vehicles
East Central Iowa Transit	63	61
<i>Benton County Transportation</i>	10	10
<i>Iowa County Transportation</i>	8	6
<i>Johnson County SEATS</i>	10	10
<i>Jones County JETS</i>	9	9
<i>Linn County LIFTS</i>	11	11
<i>Washington County Mini Bus</i>	15	15
River Bend Transit	73	71

### *Benton County Transportation*

Benton County Transportation (BCT) is operated by the County and is governed by the Benton County Board of Supervisors. Located in Vinton, Iowa, Benton County Transportation provides demand-response transit services, Monday through Friday from 6:30 a.m. to 6:00 p.m., to residents throughout the county. BCT currently charges \$2 roundtrip within the county, \$10 roundtrip for scheduled trips to Cedar Rapids (Monday, Tuesday, Thursday & Friday) and \$20 an hour for special trips. In fiscal year 2009, this amounted to 28,962 general public trips and 95,279 revenue miles of service. BCT operates 10 accessible vehicles.

BCT is located in an administrative office building in Vinton that also houses the County Sheriff's Department. This location offers conference space and on-site, covered parking for vehicles. BCT also park and operate three vehicles in Belle Plaine, in an effort to minimize costs. BCT's Vinton offices were temporarily relocated following the flood of 2008, but they were able to move back in their administrative office building in January 2009. BCT staff is composed of 2 full-time and 11 part-time employees.

### *Cedar County: River Bend Transit*

In addition to Benton, Johnson, Jones, Iowa, Linn and Washington Counties, Cedar County is within ECICOG's planning area. River Bend Transit provides the public transportation service for Cedar County. River Bend Transit provides demand-response transit services to Cedar, Clinton, Muscatine and Scott Counties. River Bend

Transit (RBT) provided 10,371 demand-response trips and 39,068 revenue miles of service to Cedar County residents. RBT employs 10 full-time and 76 part-time staff. The two vehicles the RBT drivers operate in Cedar County remain in Cedar County in an effort to minimize costs.

The River Bend Transit facility has three maintenance bays, administrative offices and centralized dispatching. They have 73 revenue vehicles in their fleet of vehicles. Seventy-one of these vehicles are accessible. In rural areas, RBT serves a different portion of the county (which includes all of Cedar County) on a designated day, Monday through Friday. This process of providing service has been in place for several years. The cost of a round-trip ride is \$1.50 in town, \$3 for county service and \$6.50 for out of county service. On the trips RBT takes to a destination city, the \$6.50 fare pays for as many stops within that city that the rider needs to make. River Bend Transit has had and maintains a variety of contracts with schools and human services agencies.

### *Iowa County Transportation*

Iowa County Transportation (ICT) is a department of Iowa County. ICT's facility and administrative office is located in Marengo, Iowa. Most of ICT's vehicles are parked inside on this property with the exception of three that are parked in Williamsburg. Again, these vehicles operate from Williamsburg in an effort to minimize costs. ICT provides demand-response public transit service Monday through Friday from 6:00 a.m. to 5:30 p.m. ICT currently charges \$3 one-way for local trips. Other rates are dependent on mileage and destination.

In fiscal year 2009, ICT provided 27,538 rides; 15,812 general public rides and 11,726 rides provided through contracts with Rural Employment Agency (REA), a sheltered workshop for disabled persons. ICT also provides preschool transportation for 120 children. ICT completed 152,606 revenue miles with the 8 vehicles in their fleet. Six of these vehicles are accessible. ICT employs 1 full-time and 8 part-time staff.

### *Johnson County Seats*

Johnson County SEATS, operated by Johnson County, provided 74,908 demand-response trips and 309,944 revenue miles of service to rural residents of Johnson County. SEATS, whose drivers are unionized, employs 18 full-time and 29 part-time employees. SEATS operates 10 regional accessible vehicles from 8:30 a.m. to 4:30 p.m., Monday through Friday, servicing each rural community three days a week.

In addition, SEATS provided 28,642 rides and 118,510 revenue miles of complementary paratransit service to the metropolitan areas of Iowa City, Coralville, North Liberty and University Heights. SEATS operates 12 urban accessible vehicles from 6:00 a.m. to 10:30 p.m., Monday through Saturday, and from 8:00 a.m. to 2:00 p.m. on Sunday. Eligibility for the complementary paratransit service in Iowa City, Coralville, North Liberty and University Heights, is determined by each community transit system's ADA eligibility. The one-way fare for this service is \$1.50 in the metro areas and \$2.00 for non-metro rides.

A new Johnson County facility was completed in December 2008, and is shared by Johnson County SEATS and Johnson County Secondary Roads. The facility, located in Iowa City, has spacious administrative and meeting areas and an enclosed parking area for vehicles. SEATS also park and operate one vehicle from Solon and one from Lone Tree.



## *Jones County JETS*

Jones County JETS is a department of Jones County, and is governed by the Jones County Board of Supervisors. Located in Anamosa, Iowa, Jones County JETS offers demand-response public transit services, Monday through Friday, 7:00 a.m. to 5:00 p.m. JETS rates are \$2 one-way within a city, \$3 one-way outside a city (within Jones County), and \$25 an hour outside Jones County.

In fiscal year 2009, JETS provided 31,169 general public rides and completed 169,781 revenue miles. Jones County JETS operates 9 accessible vehicles and employs 2 full-time and 9 part-time staff. JETS administrative office is located in the basement of a nonprofit facility in Anamosa and their vehicles are parked in an adjacent lot. Jones County JETS and RSVP of Jones County, the county's volunteer transportation program, have an excellent relationship and often refer clients to one another to ensure the rider has the more appropriate transportation service.

## *Linn County LIFTS*

Linn County LIFTS provided 47,571 demand-response trips and 198,809 revenue miles of service to rural residents of Linn County in fiscal year 2009. In addition, LIFTS provided 36,450 rides and 140,524 revenue miles of complementary paratransit service to metropolitan areas of Linn County. LIFTS, employs 22 full-time and 2 part-time staff, and LIFTS' drivers are unionized. LIFTS operates 11 regional vehicles with daily routes going to rural Linn County, Monday through Friday. LIFTS also operates 13 urban vehicles from 6:30 a.m. to 6:00 p.m., Monday through Friday, and 8:00 a.m. to 5:00 p.m. on Saturday. All of LIFTS' vehicles are accessible. The LIFTS facility, located in Cedar Rapids, includes administrative offices, an employee break room & conference space, maintenance facility and outdoor parking for vehicles.

LIFTS provide complementary paratransit service on behalf of C.R. Transit in Cedar Rapids, Marion and Hiawatha. In Cedar Rapids, Marion, and Hiawatha, eligibility will be by C. R. Transit's ADA eligibility process (to be implemented in the summer of 2010). These metro-area fares are \$2 one-way. Rides outside the metro area are \$4 one-way. LIFTS offer a scheduled trip to Iowa City the 1<sup>st</sup> Wednesday and 3<sup>rd</sup> Thursday of each month. The cost for this service is \$4 one-way for elderly and disabled and \$7 one-way for general public.

## *Washington County Mini Bus*

Washington County Mini Bus provided 83,187 rides and 304,935 revenue miles to residents of Washington County. Mini Bus is the only regional service provider that maintains nonprofit status. The Washington County Mini Bus organization is governed by a Board of Directors, whose membership includes representatives of area service organizations and local citizens. The Mini Bus Board oversees the operation, which includes 15 accessible vehicles and 22 employees (6 full time and 16 part-time). The Mini Bus facility includes administrative offices, maintenance bays and indoor parking for vehicles.

Mini Bus offers demand-responsive service, Monday through Friday, 7:00 a.m. to 5:00 p.m. Fares are \$2.50 one-way for in-town rates and other rates are based on distance traveled. Mini Bus successfully pursued a one-cent local option sales tax to benefit transit service. Effective January 2003, Mini Bus receives 25 percent of the tax

revenue received by the City of Washington. Washington Mini provides school transportation for many children in Washington County, including over 200 preschool rides.

## *Transit Performance Factors*

The following section highlights transit performance factors for East Central Iowa Transit and its providers, as well as River Bend Transit. The factors include: annual revenue hours of service, riders per revenue vehicle hour, cost per ride, farebox to expense ratio, and operating deficit per trip.

**Table 31: Transit Performance Factors**

	ECI Transit	Benton Co Transportation	Iowa Co Transportation	Johnson Co SEATS	Jones Co JETS	Linn Co LIFTS	Washington Co MiniBus	Cedar Co / Riverbend Transit
Hours of Service	72,880	9,471	9,388	6,838	10,283	11,039	25,861	1,915
Riders/hr	3.17	2.65	2.91	2.11	2.94	4.63	3.33	1.6
\$/ride	\$10.52	\$9.78	\$9.83	\$22.88	\$9.26	\$15.88	\$6.44	\$20.72
Farebox expense ratio	19.29%	25.24%	24.81%	1.12%	15.23%	6.63%	43.46%	7.58%

Source: ECICOG and River Bend Transit

## *Urban Public Transit Providers*

The ECICOG region contains two urbanized areas surrounding the cities of Iowa City and Cedar Rapids. The Iowa City Metropolitan area is served by three transit systems: *Coralville Transit*, *Iowa City Transit* and the *University of Iowa Cambus*. All three systems operate wheelchair accessible, fixed routes that share a common transfer point in downtown Iowa City. Coralville provides transit services on behalf of the City of North Liberty. Both Iowa City and Coralville contract with Johnson County SEATS for complementary paratransit service for elderly and persons with disabilities. Iowa City and Coralville's buses are equipped with bike racks. The Cambus system provides paratransit with its own fleet of accessible vehicles.

The Cedar Rapids Metropolitan Area is serviced by *Cedar Rapids Transit*, which provides wheelchair accessible, fixed-route service within the cities of Cedar Rapids, Marion and Hiawatha. Cedar Rapids Transit also contracts with Linn County LIFTS to provide complementary paratransit service for elderly and persons with disabilities in the metro area. C.R. Transit's service hours are 5:30 a.m. to 6:40 p.m., Monday through Friday and 8:00 a.m. to 5:00 p.m. on Saturday. C.R. Transit employs 51 full-time employees that operate 34 fleet vehicles. These vehicles are equipped with bike racks that are utilized by transit riders. In fiscal year 2009, C.R. Transit provided 1,156,975 rides and 888,917 revenue miles of service. The Cedar Rapids Transit facility was displaced by the flood of 2008. Their administrative offices and dispatch are currently housed in a temporary building on the original property where they are also able to utilize the maintenance bays. The bus barn and transfer site is temporarily located at the corner of 12<sup>th</sup> Avenue & 2<sup>nd</sup> Street S.E.; several miles from the administrative offices.

## *Public Transit Needs and Issues*

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ECICOG prepares, and annually updates, the Passenger Transportation Plan (PTP) to address public transit needs and issues in coordination with area human service agencies. As documented in the PTP, transit coverage within the region is generally good, with eleven publicly-funded transit operators serving the seven-county area. Each provider, however, generally operates independently and service coordination amongst each of the providers is limited. A transit trip within a county or urban area is fairly simple, but transit travel from one end of the region to the next is complex and would require multiple transfers. The public transit needs and issues identified in the PTP indicate that consumers are looking for enhanced services and enhanced communication and education about the variety of public transit services available. The following is the list of needs and issues documented in the PTP:

- Expand, explore and improve transportation services and options available to low-income workers;
- Increase marketing and communication of transportation information;
- Maintain and expand services in the rural areas;
- Improve transportation to medical and dental appointments;
- Expand, explore and improve transportation services and options to elderly;
- Expand, explore and improve transportation services and options to persons with disabilities; and
- Ongoing education and training for HSTAG and transportation staff.

## TRANSPORTATION DETAIL MAPS

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County-level AADT and Bridge Condition maps are located on the following pages.

Figure 44: AADT, Benton Co

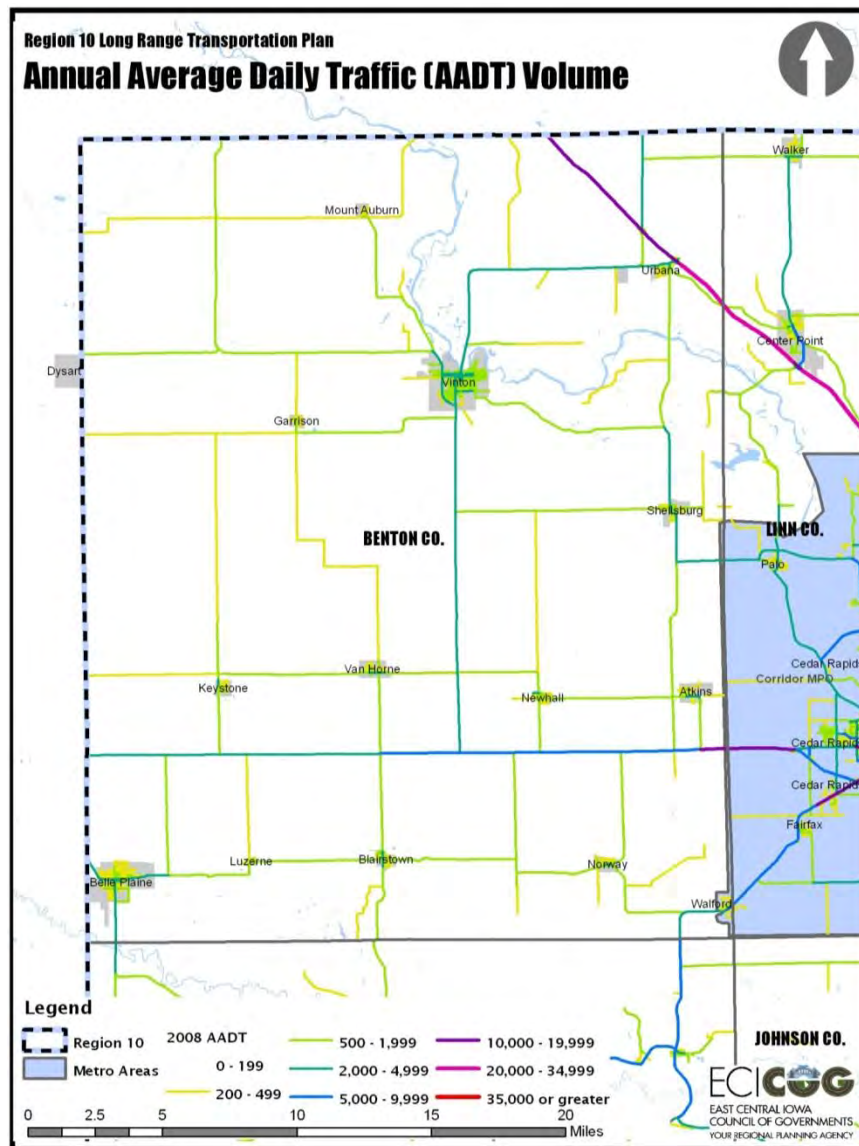


Figure 45: AADT, Cedar Co

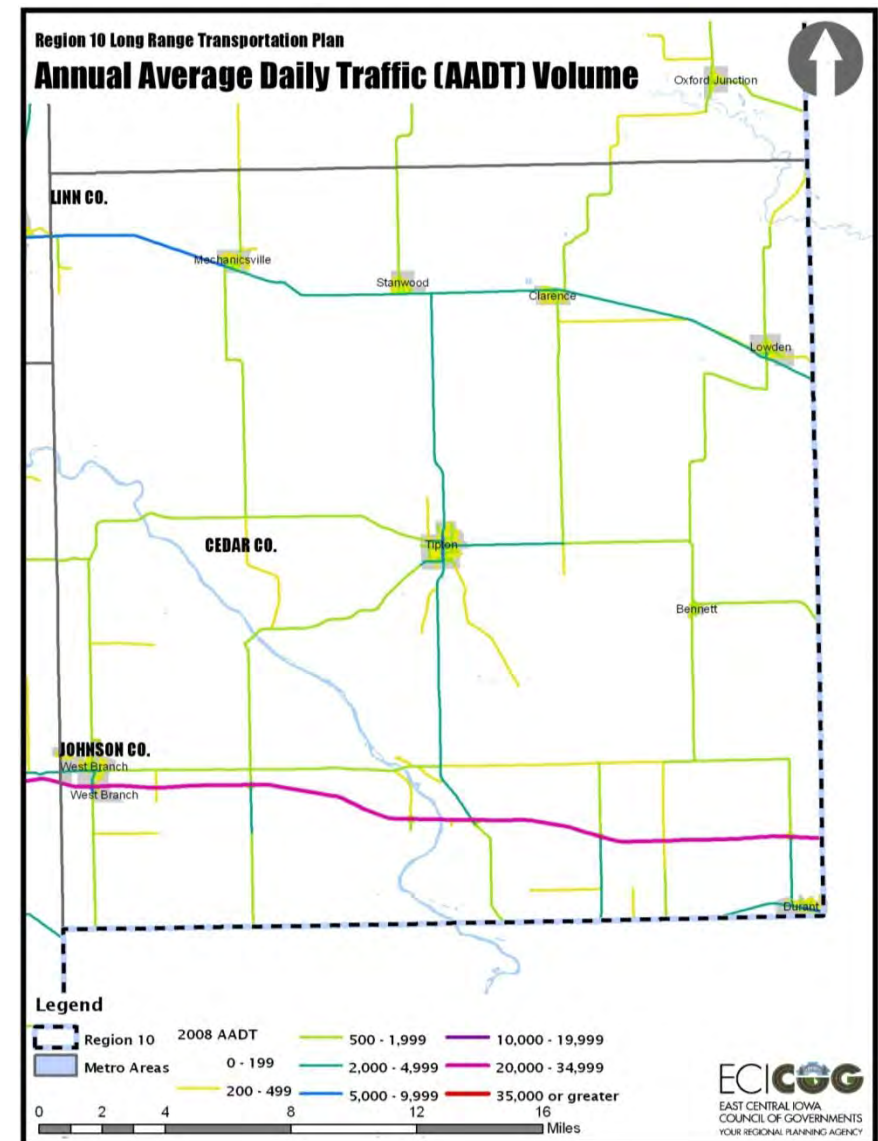




Figure 46: AADT Iowa Co

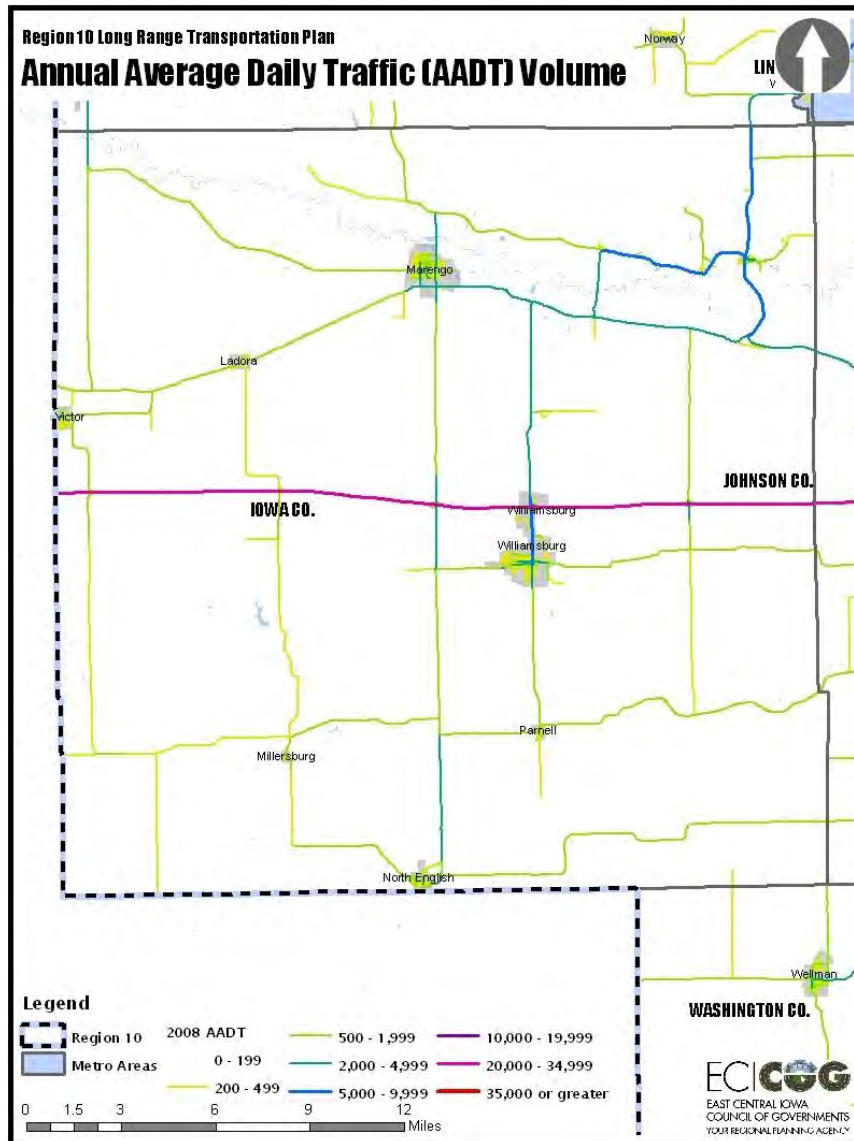


Figure 47: AADT Johnson Co

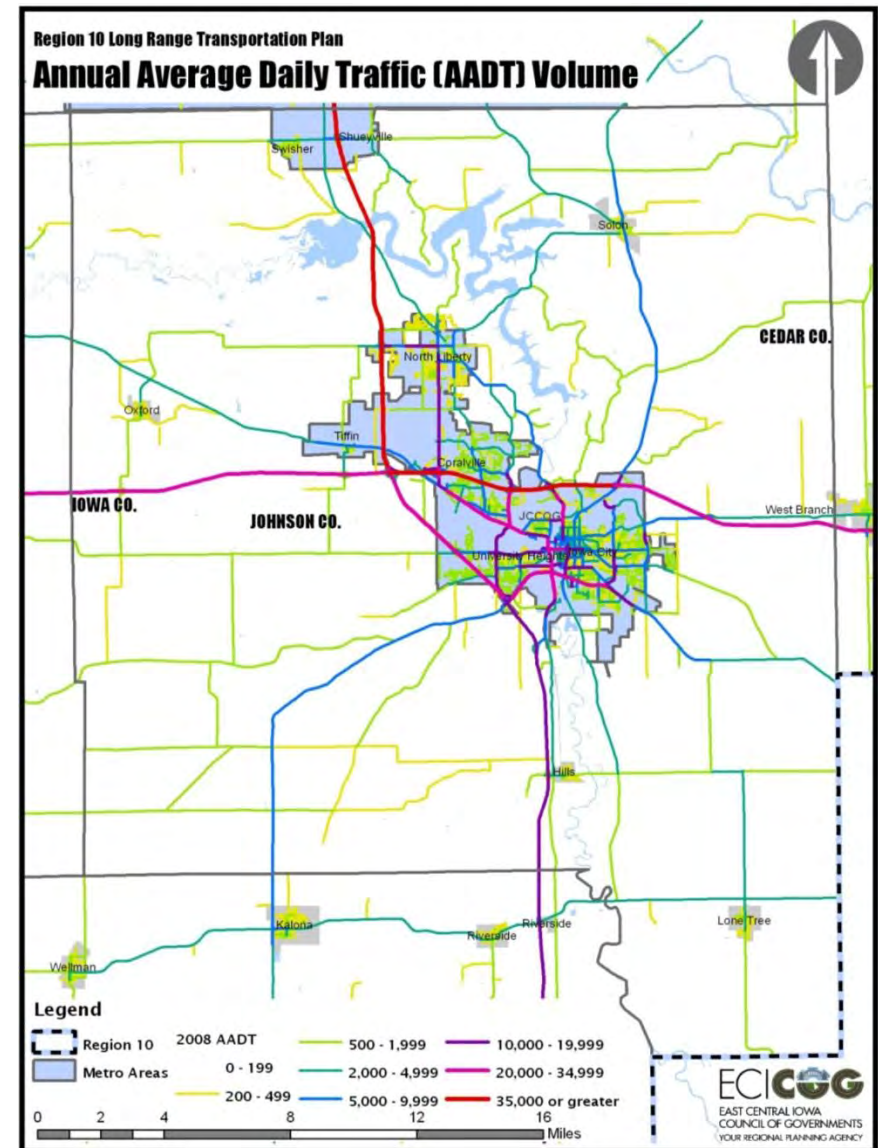




Figure 48: AADT Jones Co

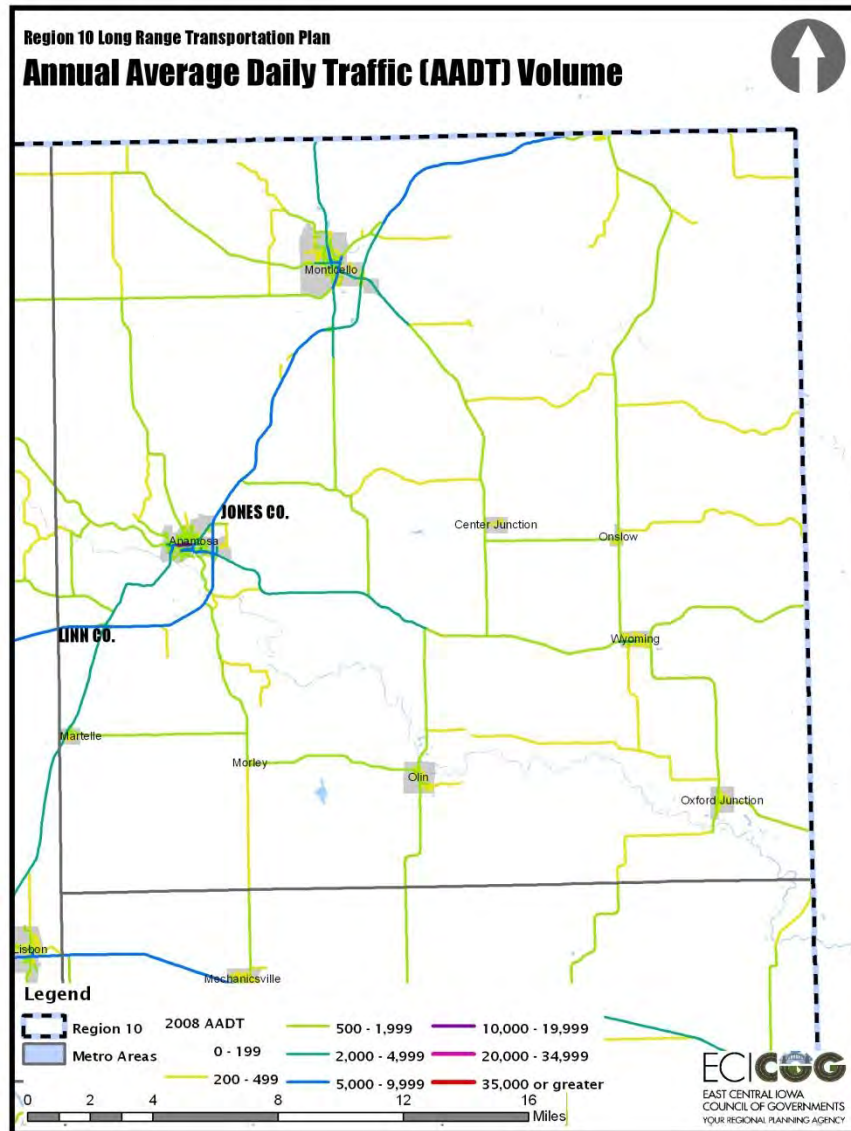


Figure 49: AADT Linn Co

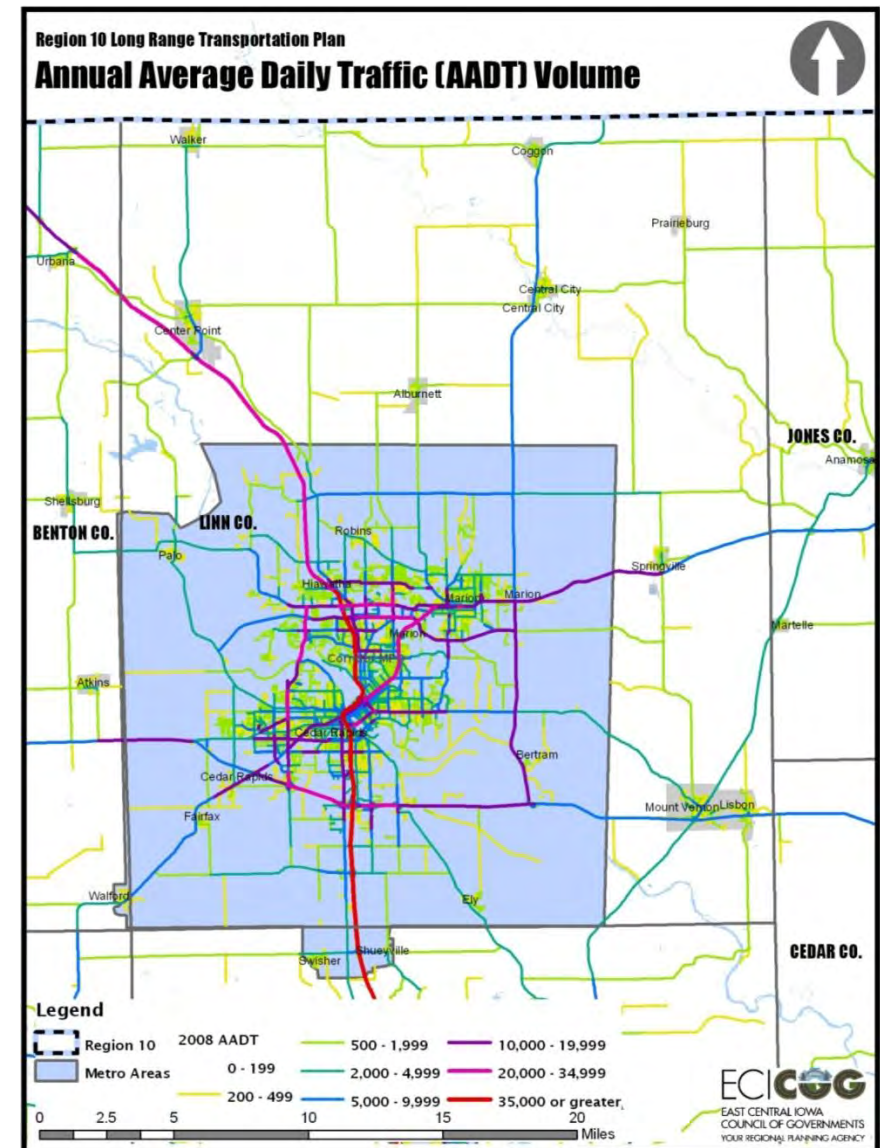


Figure 50: AADT Washington Co

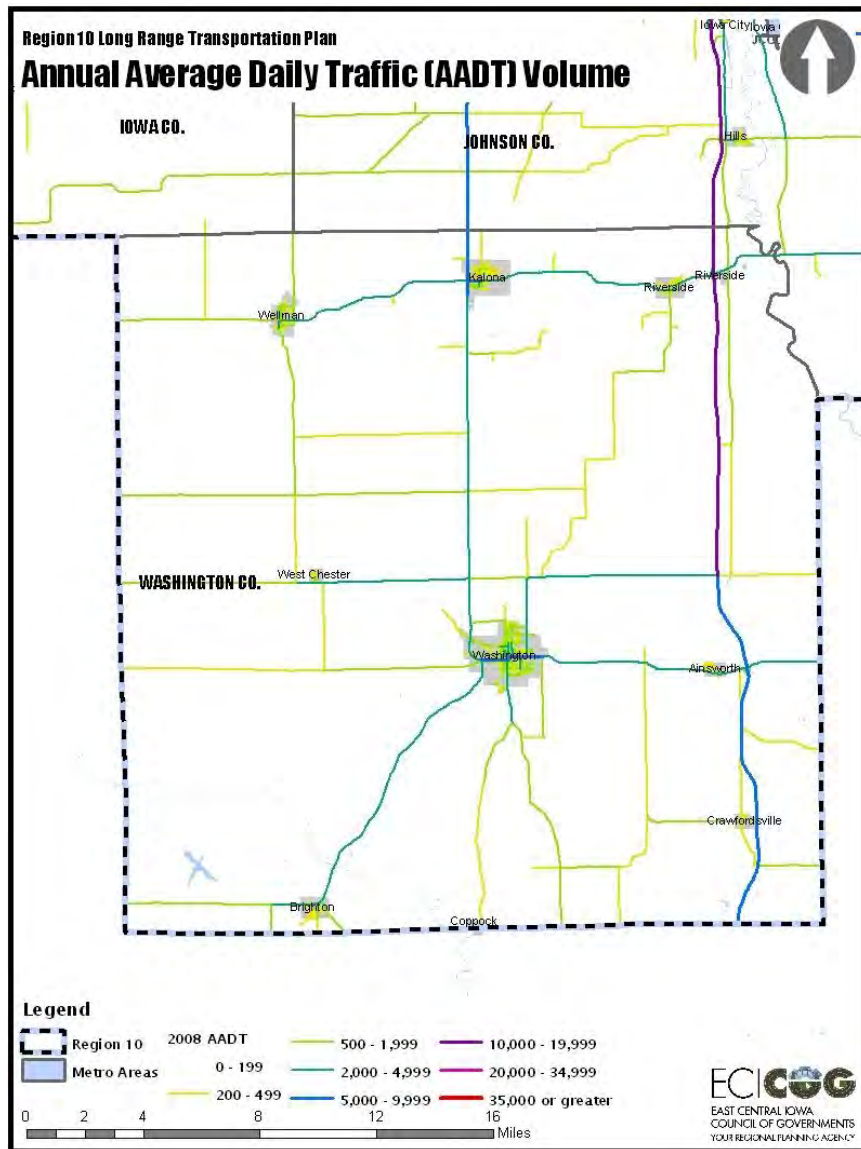


Figure 51: Bridge Condition Benton Co

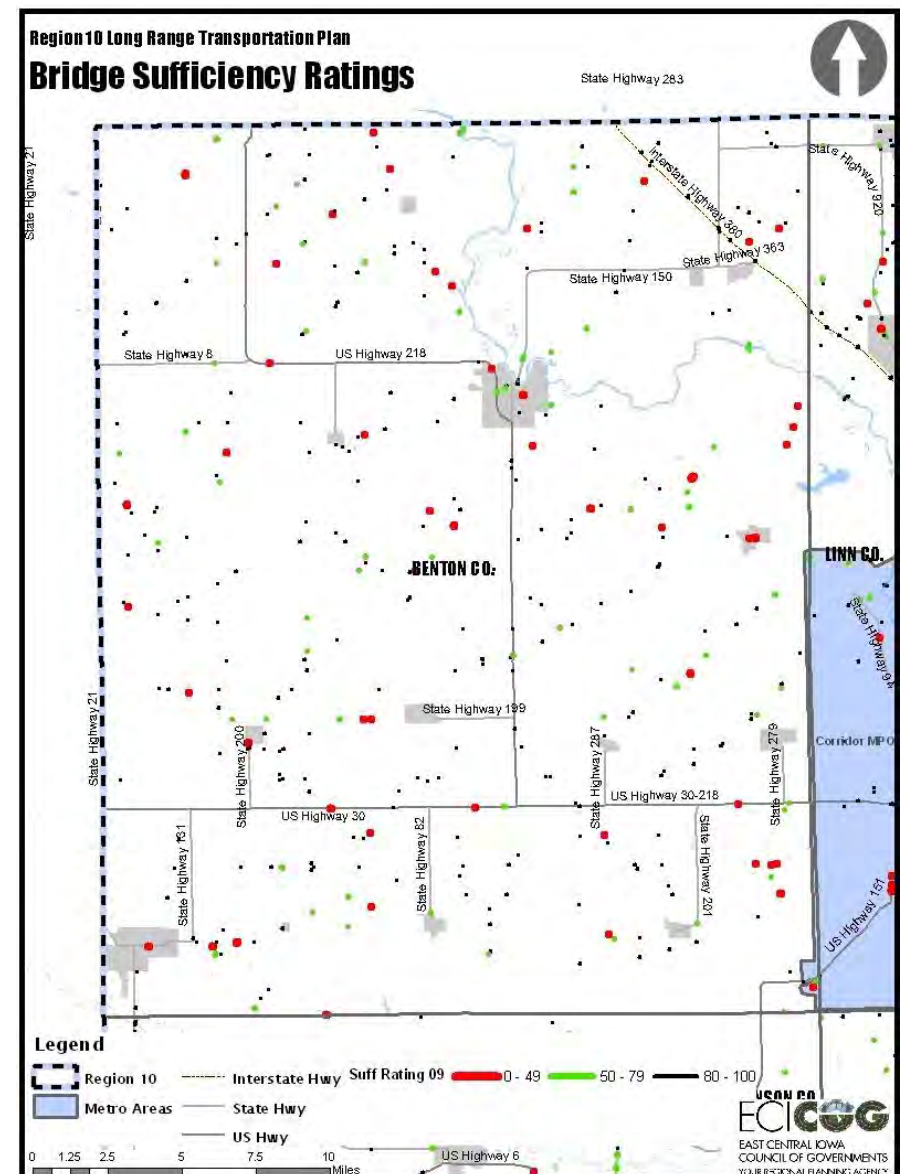




Figure 52: Bridge Condition Cedar Co

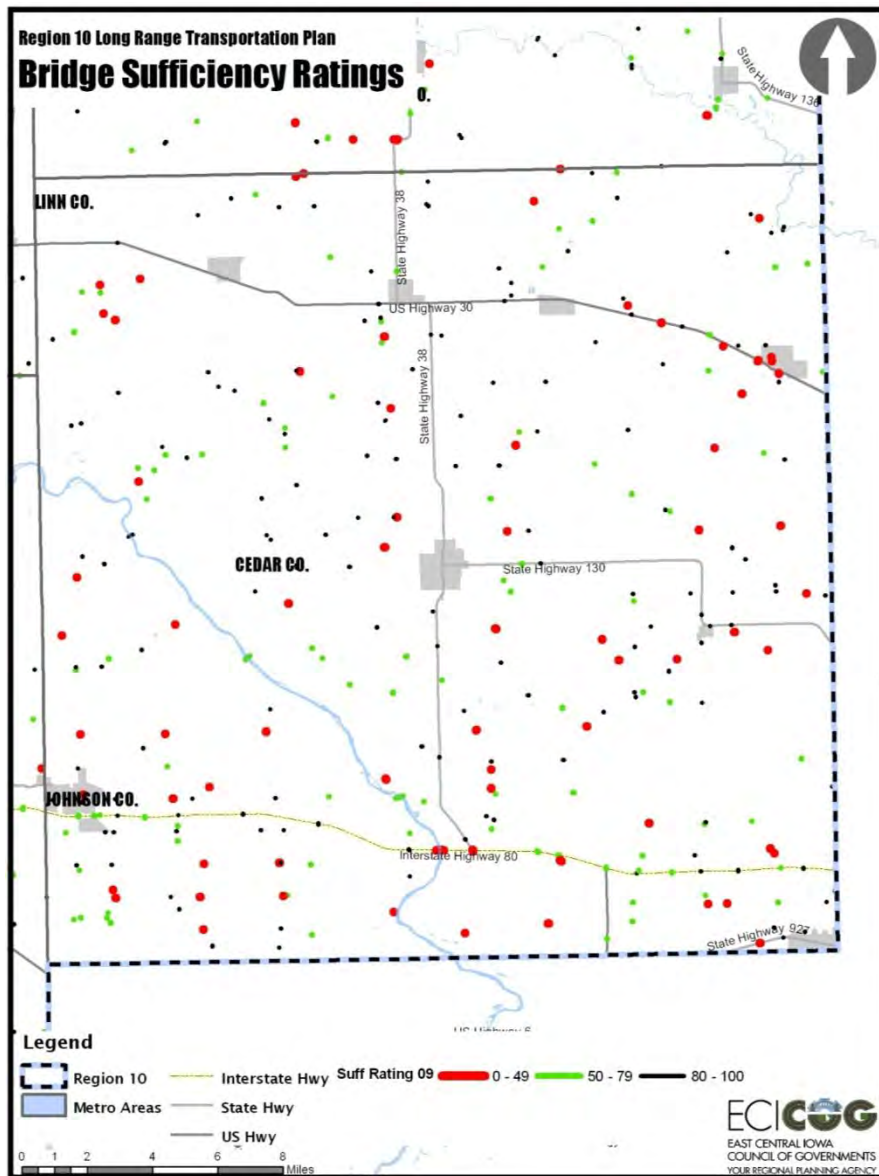


Figure 53: Bridge Condition Iowa Co

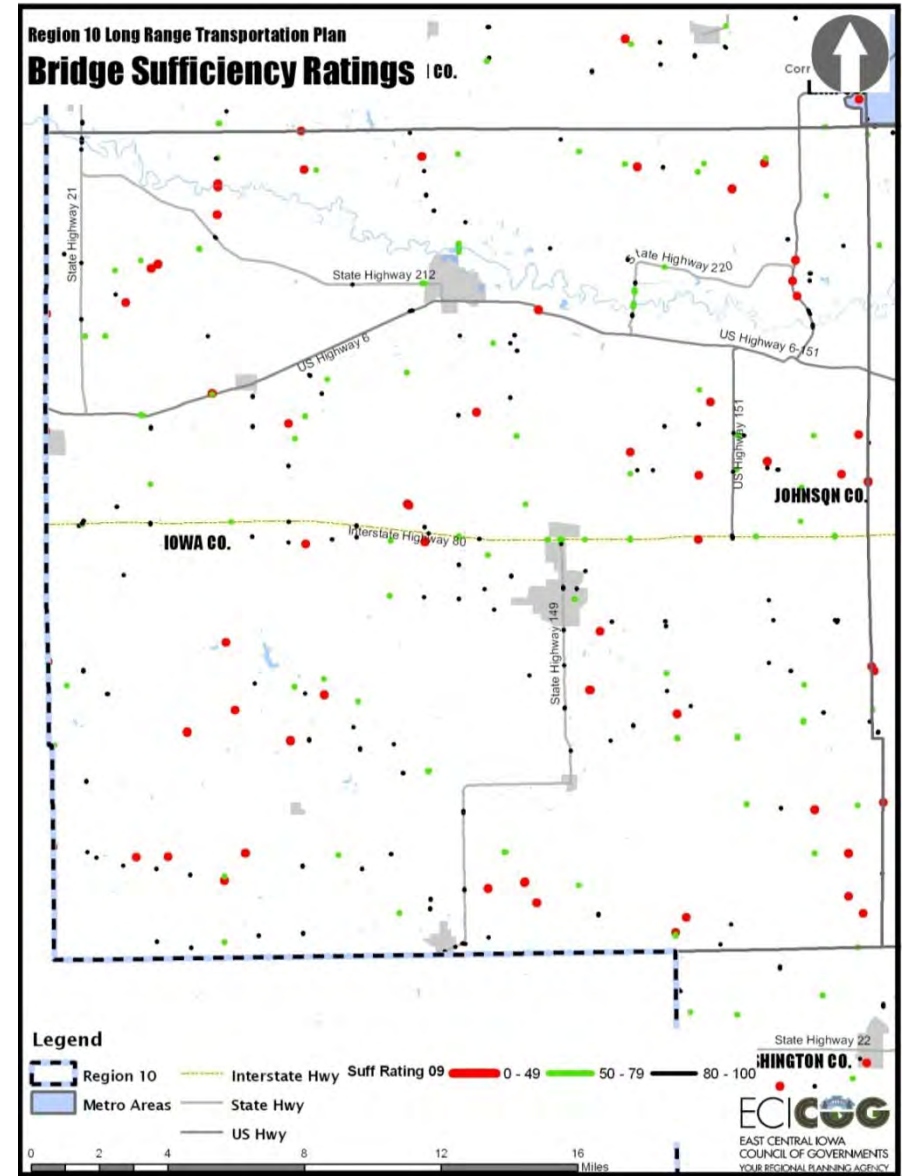


Figure 54: Bridge Condition Johnson Co

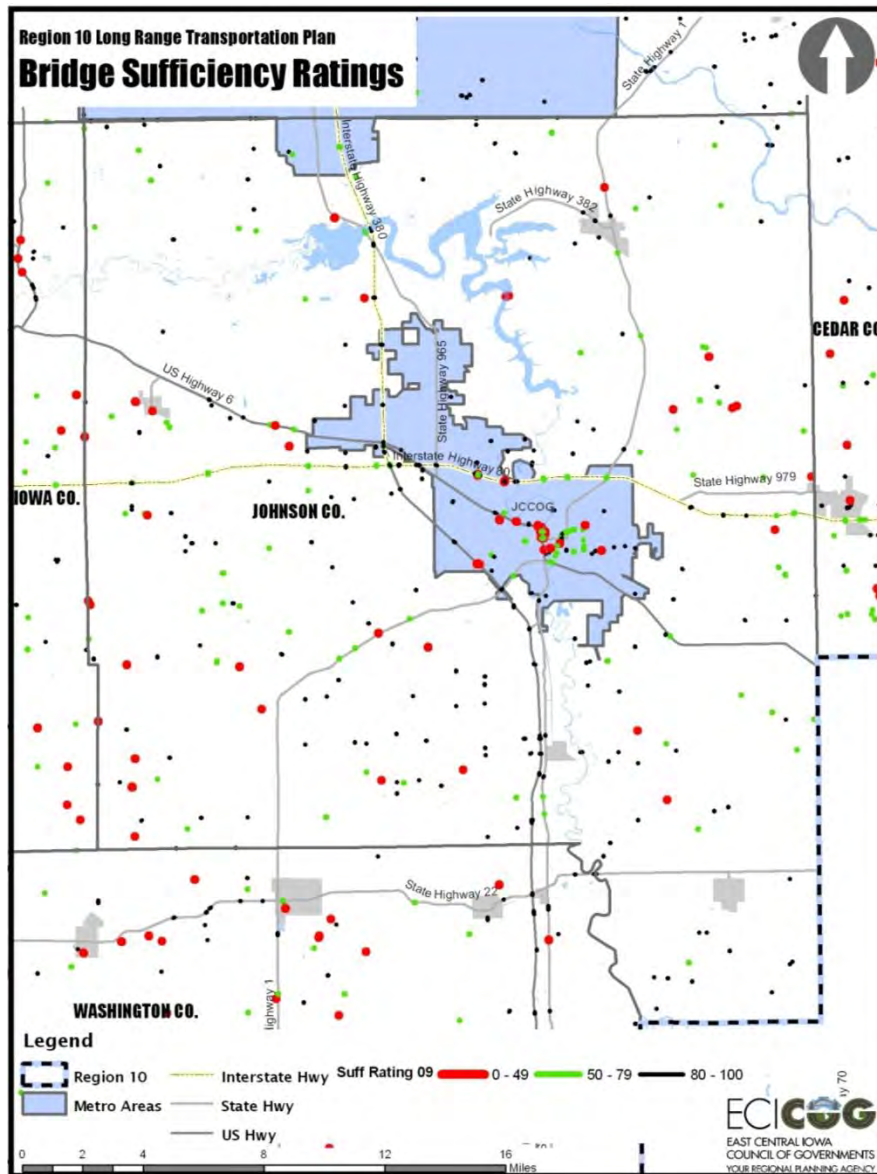


Figure 55: Bridge Condition Jones Co

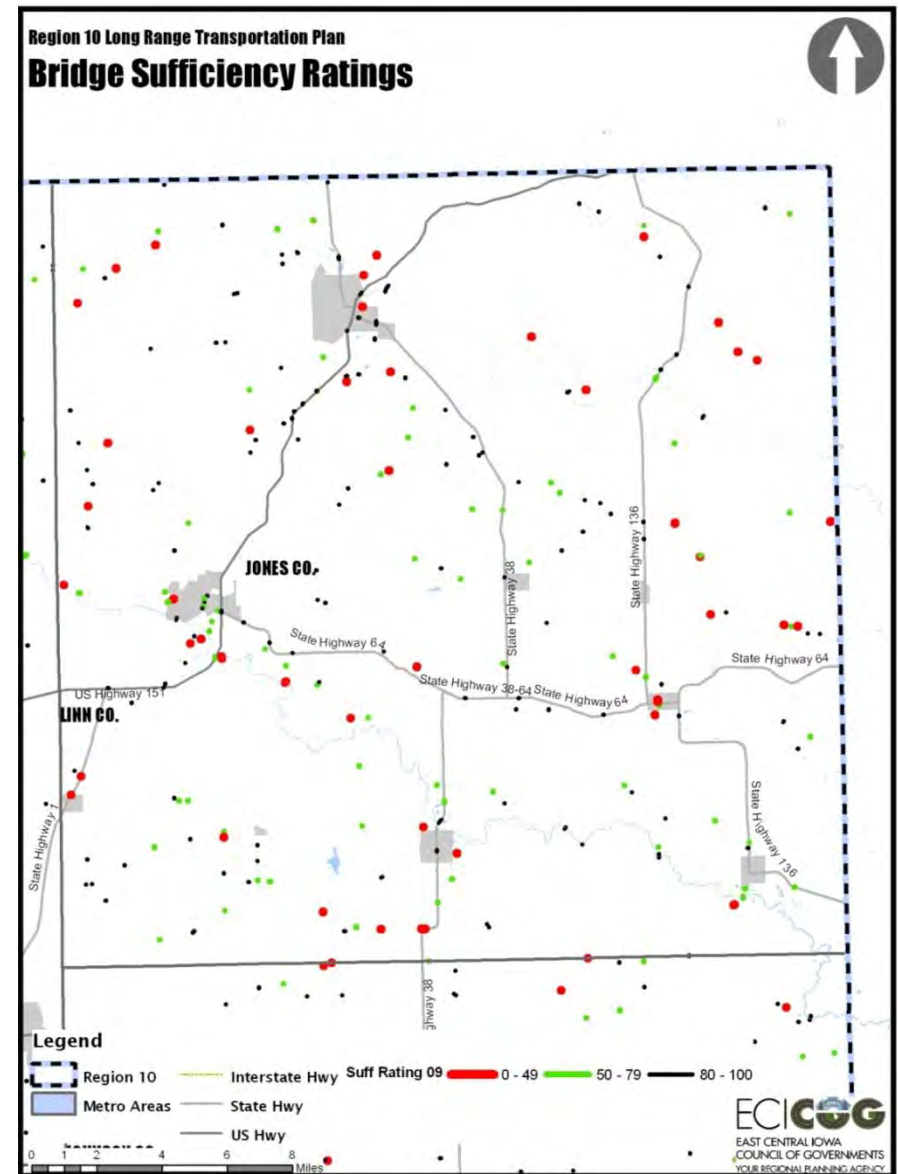




Figure 56: Bridge Condition Linn Co

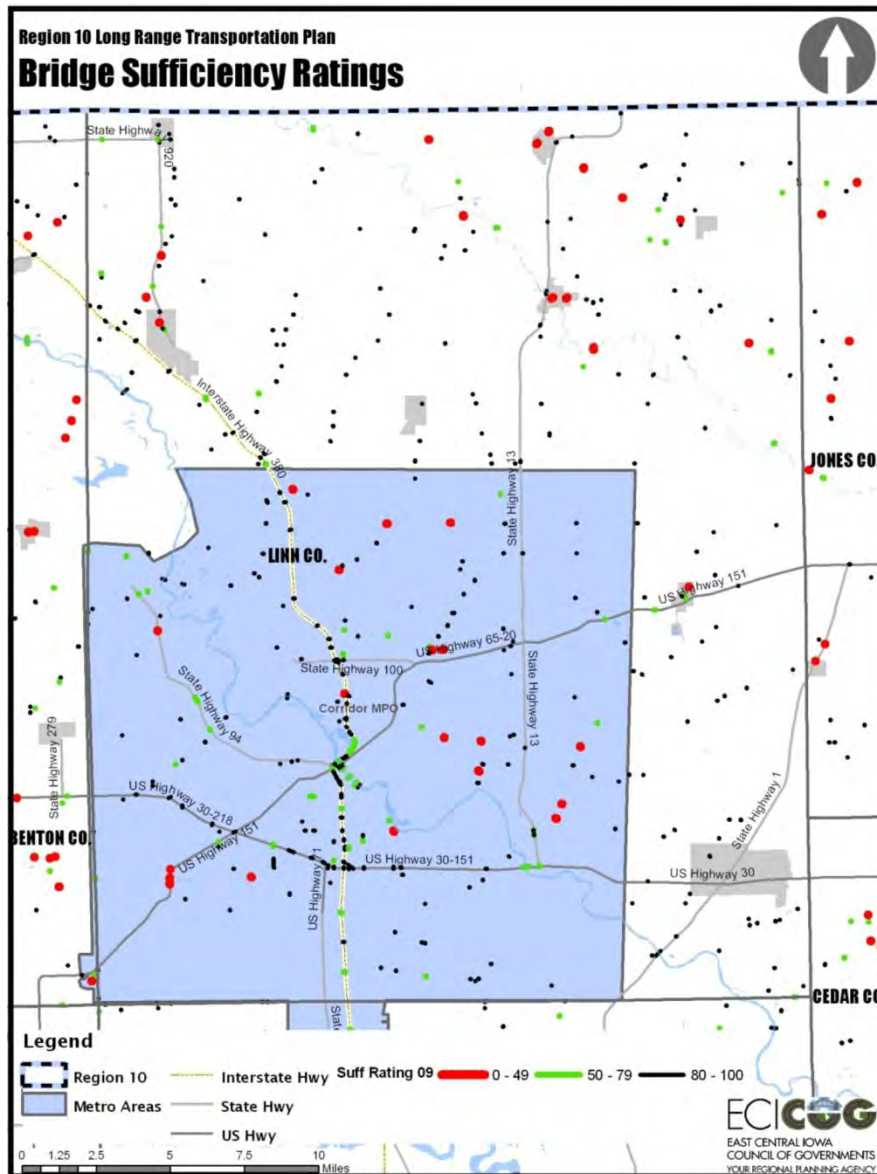
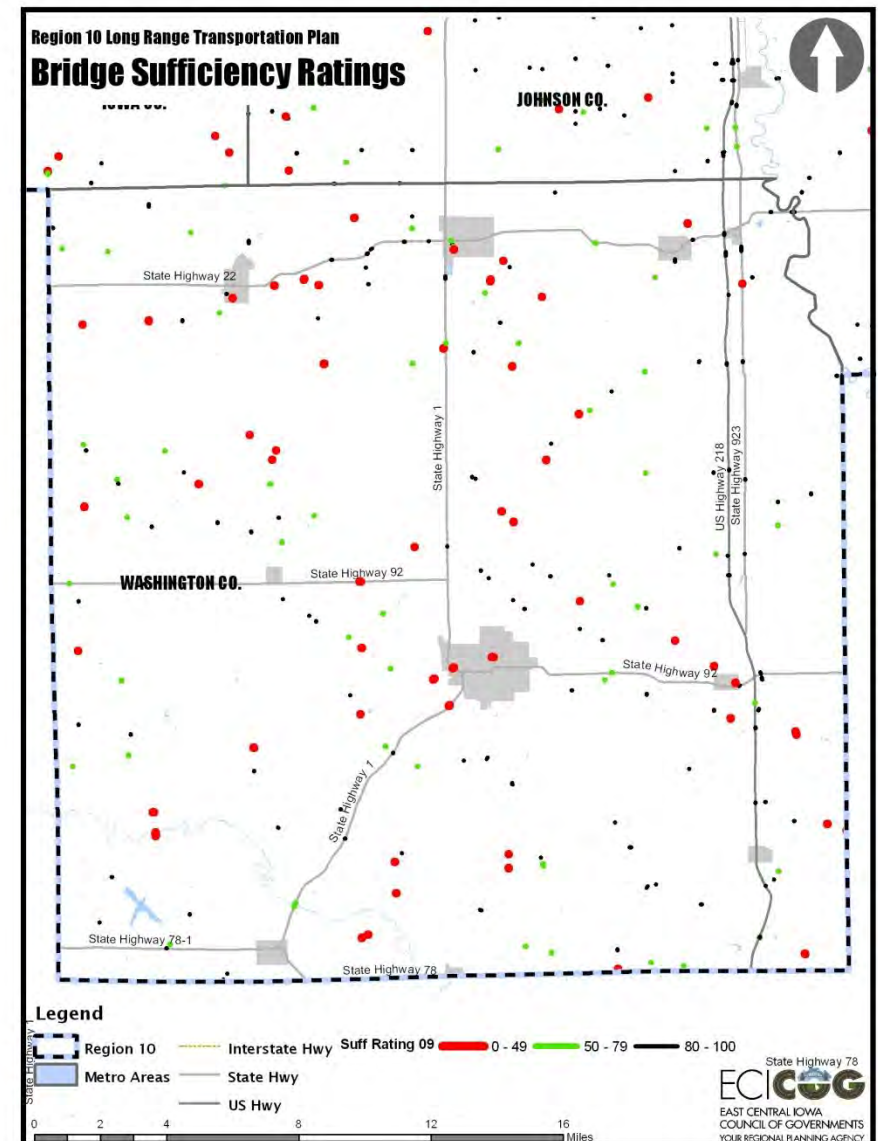


Figure 57: Bridge Condition Washington Co





- transportation staff.

5

**PROJECTS AND  
PROGRAMS**

## TRANSPORTATION FINANCIAL PLAN

A key component in the development and implementation of future transportation projects is the availability of funding. Funding mechanisms include a variety of federal, state and local programs. Forecasting future resources for transportation development is a difficult task. It is made more difficult due to a delay in the reauthorization of a federal transportation program following the expiration of SAFETEA-LU in 2009. The region is continuing, however, with the SAFETEA-LU requirement to develop a fiscally reasonable long range transportation plan. A fiscally reasonable plan must show that planned projects are fiscally possible within the plan's time horizon.

For the purpose of this plan, some general financial forecasting procedures and projections were used. Key assumptions have also been made about the availability and sources of future funding. The most significant assumption is that the federal government will continue to fund its existing transportation programs.

### FUNDING RESOURCES

The following is a summary of some of the financial resources used for transportation projects:

#### Federal Programs:

- Surface Transportation Program (STP)
- Highway Bridge Program
- High Risk Rural Roads
- Federal Transit Administration 5309, 5310, and 5311
- Job Access and Reverse Commute (JARC)
- Transportation Enhancement (TE)
- Safe Routes to School (SRTS)
- New Freedom
- Federal Discretionary funds

#### State Programs:

- State Highway Program
- Iowa Clean Air Attainment (ICAAP)
- Intelligent Transportation System (ITS)
- Transportation Safety Improvement Program

#### Other:

- Farm to Market
- Secondary Road Fund
- City Street Fund
- General Funds
- Special Taxes
- Fares or User Fees
- Local Option Sales Tax
- Other Local Resources

Some of these resources are discretionary and/or competitive programs. Some, because of their scope, may require direct appropriations from federal or state programs.

### FORECASTING METHODOLOGIES

The financial resources for Region 10 were estimated using a projection method. The process included an analysis of current and past Transportation Improvement Program (TIP) funding efforts, an

assessment of federal aid and non-federal aid revenues and expenditure data, and a review of program targets. Based on the results, an annual average of two percent was determined for transportation roadway and enhancement revenues. In addition, a four percent average annual increase was determined for roadway operations and maintenance expenses and system expansion costs. A three percent annual average increase was assessed to both transit revenues and transit expenses. The percentages above were applied to the base year 2010 and compounded annually through 2040 to project regional transit revenues and expenditures.

## **2040 Transportation Revenue Forecasts**

Table 32 summarizes the 2040 revenue forecast. A total of \$3,692,497,962 was estimated for roadway revenues, \$10,765,613 for TE revenues, and \$112,119,256 for transit revenues. These forecasts include various federal, state, and local funds.

## **Projected 2040 Transportation Expenditures**

Among the highest priorities in the Region 10 planning area is operating and maintaining the existing transportation network. It is estimated that 90% of roadway revenues will be expended on operation and maintenance of the existing transportation network. This includes: repairing/replacing existing roadways, bridges and structures, repairing /replacing existing trails, retaining the existing level of transit service, and replacing existing transit vehicles as they reach the end of their useful life. The remaining 10% of projected roadway expenses are anticipated for system expansion or capacity modification including projects requiring further analysis or feasibility studies and implementation of short and long term project needs. The distribution of estimated roadway expenses was derived from input received for the development of this plan. Table 32: Region 10 Financial Summary, summarizes the projected 2040 expenses for the Region 10 planning areas.

**Table 32: Region 10 Financial Summary**

Transportation Revenue Resources	2012-2040
Forecasted Roadway Revenues -Various Sources	\$3,692,497,962
Forecasted TE Revenues	\$10,765,613
Forecasted Transit Revenues (East Central Iowa Transit and River Bend Transit)	\$112,119,256
<b>Forecasted Transportation Resources Subtotal</b>	<b>\$3,815,382,831</b>
Transportation Expenses	2012-2040
Projected Operations and Maintenance (90%)	\$3,323,248,165
Projected System Expansion or Capacity Modification (10)%	\$369,249,796
Projected TE Projects	\$10,765,613
Projected Transit Operations and Maintenance (East Central Iowa Transit and River Bend Transit)	\$112,119,256
<b>Projected Transportation Expenses Subtotal</b>	<b>\$3,815,382,831</b>
<b>Financial Difference</b>	<b>\$0</b>