



CRDS 2040

C O N N E C T I O N S

May 2017



COMPREHENSIVE REGIONAL DEVELOPMENT STRATEGY 2040

This document was prepared by the East Central Iowa Council of Governments on behalf of the Region 10 Regional Planning Affiliation and the Economic Development District.

ECICOG would like to thank the members of the Policy Committee, TTAC, PTAC, RTAC, and members of the Regional Vision Rising process, including members of the executive committee, the steering committee, and the technical advisory committee, and Steve Kappler for their work and assistance.

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WHAT IS THE CRDS 2040?



WHAT IS THE CRDS 2040?

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 1973 under Chapter 28E, and is designated as the planning agency for the six-county region under Chapter 28H of the Code of Iowa.

ECONOMIC DEVELOPMENT DISTRICT (EDD)

Governed by a board of directors composed of elected officials and private citizens, ECICOG is also designated as a federal EDD by the Department of Commerce – Economic Development Administration. 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).

REGIONAL PLANNING AFFILIATION (RPA)

ECICOG also staffs the Region 10 RPA. Iowa Department of Transportation (Iowa DOT) established 18 RPAs to allow for local participation in the State's federally-mandated transportation planning process. The RPAs complement the nine Metropolitan Planning Organizations (MPOs) that conduct transportation planning activities in the urban areas with more than 50,000 population. These include the urban areas of Ames, Cedar Rapids, Council Bluffs, Davenport, Des Moines, Dubuque, Iowa City, Sioux City, and Waterloo. RPAs conduct transportation planning for the non-metropolitan areas of the state and cover all 99 counties. 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 Region 10 RPA includes the traditional six counties that ECICOG serves, as well as Cedar County. The RPA is governed by a Policy Committee comprised of two elected officials from each of the participating counties. Policy Committee representatives are appointed by each of the affiliated county boards of supervisors. The Policy Committee has also established three advisory committees to assist in the planning process (see Appendix A for current committee member):

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TRANSPORTATION TECHNICAL ADVISORY COMMITTEE (TTAC)

The TTAC is comprised of three representatives from each county in the Region 10 area. They are appointed by the Board of Supervisors to three-year terms. The committee is comprised of persons with transportation knowledge or expertise to provide recommendations to the Region 10 Policy Committee regarding transportation planning and programming issues for the seven-county area.

PASSENGER TRANSPORTATION ADVISORY COMMITTEE (PTAC)

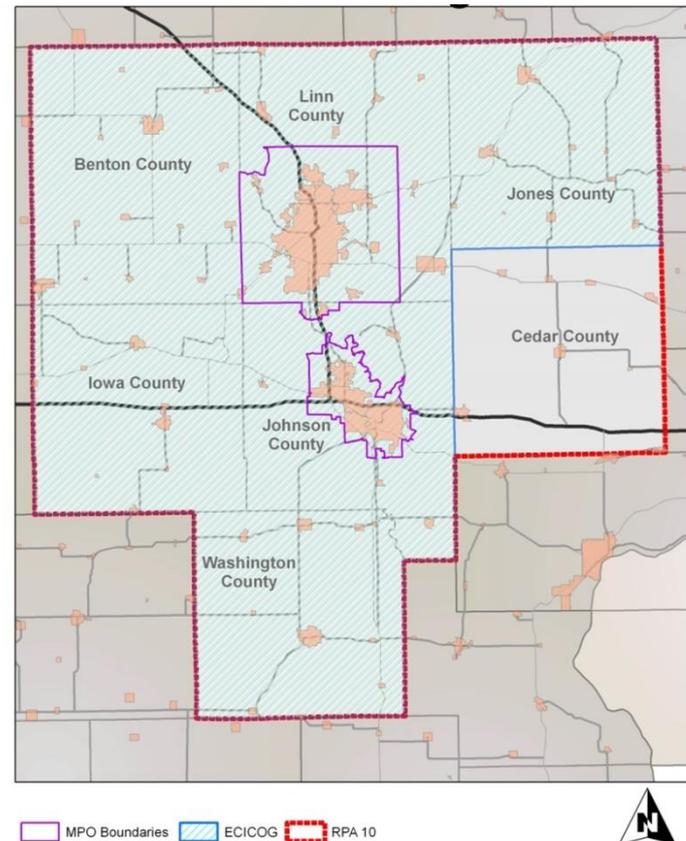
The PTAC is comprised of two representatives from each county in the Region 10 area. They are appointed by the Board of Supervisors to two-year terms. The committee is comprised of persons with passenger transportation knowledge or expertise to provide recommendations to the Region 10 Policy Committee regarding transit planning and programming issues for the seven-county region. It is recommended that the appointments include someone representing the local transit operation (transit manager) and someone representing human services (county central point of coordination).

REGIONAL TRAILS ADVISORY COMMITTEE (RTAC)

The RTAC is comprised of two representatives from each county in the Region 10 area. They are appointed by the Board of Supervisors to two-year terms. The committee is

comprised of persons with trails knowledge or expertise to provide recommendations to the Region 10 Policy Committee regarding trails planning and prioritization for the seven-county region.

FIGURE 11 ECICOG EDD AND REGION 10 RPA



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EDD

The EDD is governed by the ECICOG Board of Directors. The EDD boundary includes Benton, Iowa Johnson, Jones, Linn, and Washington Counties. The Cedar Rapids and Iowa City metropolitan areas are also included within the EDD's boundary.

RPA

The RPA is governed by a Policy Committee comprised of local elected officials, and advised by three technical committees – the Transportation Technical Advisory Committee (TTAC), the Passenger Transportation Advisory Committee (PTAC), and the Regional Trails Advisory Committee (RTAC). Current committee members are noted in Appendix G.

The RPA boundary includes Benton, Cedar, Iowa, Johnson, Jones, Linn, and Washington Counties. It does not include the Cedar Rapids and Iowa City metropolitan areas.

CRDS

In 2011, ECICOG completed the Comprehensive Regional Development Strategy (CRDS) to link economic and transportation initiatives, including the required elements for the CEDS and LRTP, into an overall regional strategy. Partnering with the Region 10 Regional Planning Affiliation, Corridor Business Alliance (CBA), and Comprehensive Economic Development Strategy Committee, ECICOG prepared the CRDS to guide the economic development, and transportation planning process for the Region 10 area.

A plan update is required every five years. The CRDS update, known as CRDS 2040, will once again serve as a joint document and overall regional strategy, and will be combined with a local strategic planning effort known as Regional Vision Rising. Where possible, public input from the Regional Vision Rising process will be incorporated into this update, including regional assessment information developed by Market Street Consultants.

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.

WHAT IS THE CRDS 2040?

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.

L RTP

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 Fixing America's Surface Transportation Act (FAST Act) Section 302 23 C.F.R. Parts 450.

TRANSPORTATION PLANNING WITHIN THE REGION

Three agencies are responsible for transportation planning in Region 10: the East Central Iowa Council of Governments (ECICOG), the MPO of Johnson County, and the Corridor Metropolitan Planning Organization (MPO). These three agencies work together to coordinate

transportation planning functions within the region; however, planning activities are divided among these agencies as follows:

ECICOG

The East Central Iowa Council of Governments (ECICOG) works closely with the County Boards of Supervisors, Policy Committee members, and TTAC members from the seven participating counties. Most recently, the RTAC was created to provide input regarding trail planning and regional Transportation Alternative Program project prioritization. In addition, the PTAC was created to provide input for the passenger transportation process. ECICOG prepares the Transportation Planning Work Program (TPWP), the Transportation Improvement Program (TIP), the Long Range Transportation Plan, the Passenger Transportation Plan (PTP), and other special studies as appropriate. In addition, ECICOG is responsible for the preparation of the region's Public Involvement Plan (PIP), the preparation of the public transit grant applications, And functions as the administrative agency for the regional transit system. The RPA and CRDS 2040 address transportation topics in the seven-county area, outside of the two MPOs noted below.



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MPO OF JOHNSON COUNTY

This is the designated MPO to provide transportation planning services for the University of Iowa and the cities of Coralville, Iowa City, University Heights, North Liberty, and Tiffin. The transportation planning activities are conducted by the Transportation Planning Division and include the annual preparation of the TPWP, TIP, and specialized reports, which address relevant transportation issues confronting the Iowa City Urbanized Area. The MPO of Johnson County is also responsible for the preparation of all federal and state grant applications for the three urbanized transit systems in the area.



CORRIDOR MPO

This is the designated MPO for the Cedar Rapids Urbanized Area, which includes the Cities of Cedar Rapids, Marion, Ely, Fairfax, Hiawatha, and Robins. Corridor MPO is responsible for the preparation of the Unified Work Plan Program and the TIP for the metropolitan area. Corridor MPO is also responsible for coordinating public transit planning and grant activities with Cedar Rapids Transit, the urbanized public transit system.



THE PLANNING PROCESS

As noted above, during the 2011 planning process, ECICOG partnered with the CBA to develop one document, known as the CRDS, to serve the interests of both organizations. Given the success of the earlier process, the two organizations intended to replicate it to develop the required five-year update, with the CBA taking the lead role. The update process, tentatively known as Regional Vision Rising, got underway in November 2015 under the facilitation of Market Street consultants who were tasked with completing stakeholder input, developing a regional assessment, completing a regional economic analysis, identifying a regional vision, and compiling a regional report. Market Street completed the first two tasks, and then the CBA changed its course and contracted with Steve Kappler, a local consultant to complete the remaining steps. The planned timeline for the Regional Vision Rising process was extended due to the change in direction, and become incompatible with ECICOG's timeline to complete their five-year update, so the joint process split. ECICOG effort, CRDS 2040, will focus on requirements specific to the CEDS and LRTP. The partners agreed to continue to share content and information, and to meet when both processes are complete to re-align both efforts, if possible. In addition, the established Regional Vision Rising committee members agreed to continue in their advisory role to the

WHAT IS THE CRDS 2040?

CRDS 2040 process. Keeping all of this in mind, the following is a summary of the regional planning process.

GETTING THE RIGHT PEOPLE TO THE TABLE

Combining the EDD and LRTP, coordinating the CBA's effort, and hiring a project consultant required the participation of large numbers of people, as well as more direct guidance from a smaller committee. CBA established an executive committee comprised of the United Way of East Central Iowa, the Greater Cedar Rapids Community Foundation, Metro Economic Alliance, Iowa City Area Development, and ECICOG to lead the initial effort. CBA also established a Steering Committee and Technical Committee (both committees included members of the RPA's policy and advisory committees) to provide more detailed commentary on the materials prepared by Market Street. Over 80 people, from both the public and private sectors, served on the established committees.

DEVELOPING THE OVERALL DIRECTION FOR THE PLAN

In November 2015, Market Street held a meeting with executive committee members to discuss the direction and timeline for the plan. The direction for the plan was rooted in CBA's internal planning process, but also took into account planning guidance provided by EDA and Iowa DOT. Public input opportunities were structured to meet the regulatory requirements of the CEDS and LRTP.

IDENTIFYING KEY TRENDS, REGIONAL ANALYSIS, AND CRITICAL ISSUES

From November 2015-February 2016, Market Street compiled demographic data, toured the area, and launched an online survey that was available to the general public from throughout the seven-county area. Over 2,000 survey responses were submitted. In addition, Market Street held focus group meetings with economic development professionals and stakeholder interviews with the area's larger employers and elected officials. The result of this work was the development of a regional assessment which provided a regional analysis, and outlined key trends and critical issues. The regional assessment was presented to all committee members for discussion and refinement.

ALTERNATIVES TO ADDRESS CRITICAL ISSUES AND ACTION PLANNING

The Executive Committee and ECICOG have led the process to develop critical issues and action planning related to the economic development portions of this plan, working in consultation with the Steering and Technical Committees. More detailed work and discussion related to economic development will continue throughout 2017, and will be incorporated into CRDS 2040 when complete.

The identification of critical issues and action planning

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related to workforce development was recently completed and discussed in the Regional Workforce Plan prepared by Kirkwood Community College on behalf of regional partners. Their work has been incorporated into the workforce development portions of CRDS 2040.

ECICOG has been responsible for completing the portion of CRDS 2040 related to the development of community development critical issues and action planning, including transportation. Where possible, ECICOG has incorporated work from prior regional planning efforts related to housing, watersheds, and resilience. Transportation issues and actions plans were developed in consultation with the Policy Committee, TTAC, PTAC, and RTAC.

FISCAL PLAN

The fiscal plan is only required of the LRTP, and as such, was only developed for the transportation portion of the plan. These projects and costs were identified by input received from the region's county engineers, and the TTAC, PTAC, and RTAC. The transportation funding outlook was estimated using 2016 expenditure and revenue figures provided by Iowa DOT. Draft figures were compiled by the ECICOG staff and presented to the Policy Committee for review.

PUBLIC INVOLVEMENT

Multiple opportunities for public involvement were provided during the preparation of CRDS 2040, which

included the online survey, focus group meetings, and stakeholder interviews completed by Market Street. The Steering and Technical Committees held four meetings in 2016 to review reports and public input summaries prepared by the consultant. The Policy Committee met monthly to discuss project updates, and provide an opportunity for public comment. ECICOG also provided regular updates on the agency website and in the agency newsletter. In addition, the draft document was made available to the public for nearly three months, and two public hearings were held prior to adoption of the plan.

FINAL DOCUMENT PREPARATION

Comments from the public comment period, ideas received from the Regional Vision Rising and RPA committees, and suggestions from Iowa DOT were discussed by the ECICOG staff and Policy Committee, and incorporated into the final document as feasible.

REVISION/AMENDMENT PROCESS

CRDS 2040 will be updated at least every five years, as prescribed by both the Iowa DOT and EDA. In addition, ECICOG may revise the plan at any time, at the direction of the Policy Committee, to reflect changes in the planning environment, related goals and/or objectives, or financial outlook. The process to revise or amend the document will conform to the procedures outlined in the region's Public Involvement Plan, specifically including a 15 day public

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comment period prior to adoption. CRDS 2040 (and any revision or amendment) will be reviewed and approved by the ECICOG Board and Policy Committee, and copies will be provided to EDA, Iowa DOT, the Federal Highway Administration (FHWA), and Federal Transit Administration (FTA).

THE PLANNING AREA



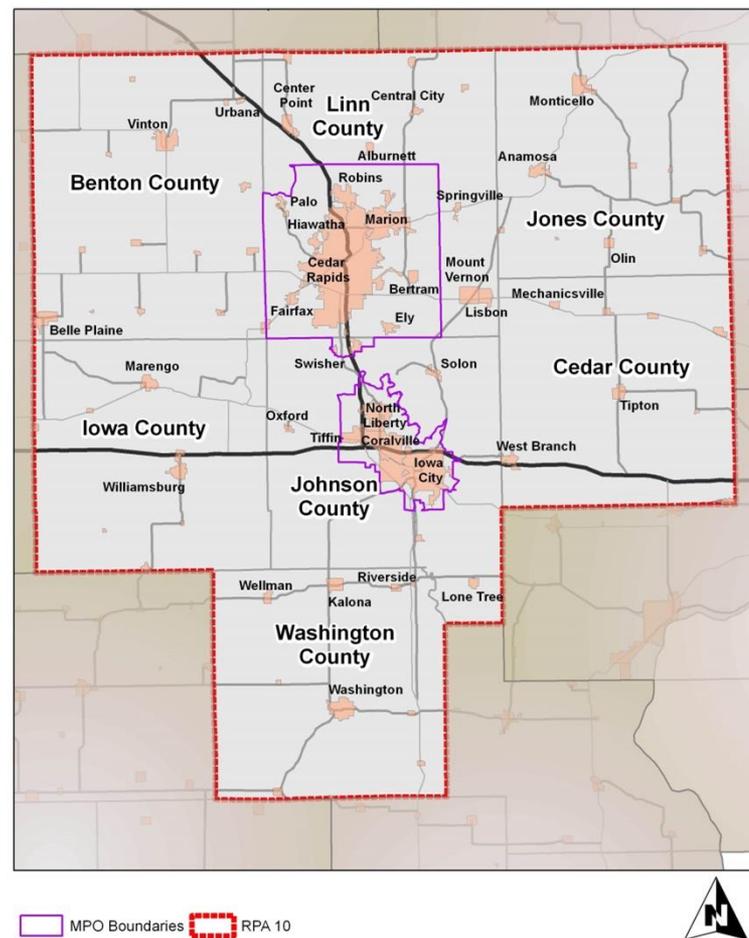
THE PLANNING AREA

RPA 10, also known as Iowa's Creative Corridor, is home to a half million residents and covers 4,400 square miles in Eastern Iowa, including the seven counties of Benton, Cedar, Iowa, Johnson, Jones, Linn and Washington.

The 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 is a major east-west route through the southern part of the region, and US Highway 30 serves as another east-west route through the northern part of the region. US Highway 151 is 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 six freight rail carriers, one commercial airport, and eight additional airports with varied federal classifications.

The Creative Corridor is characterized by two urban areas with numerous small towns and rural countryside. In addition to the seven counties, the region includes 72 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.

FIGURE 2.1 MAP OF PLANNING BOUNDARIES IN THE CREATIVE CORRIDOR



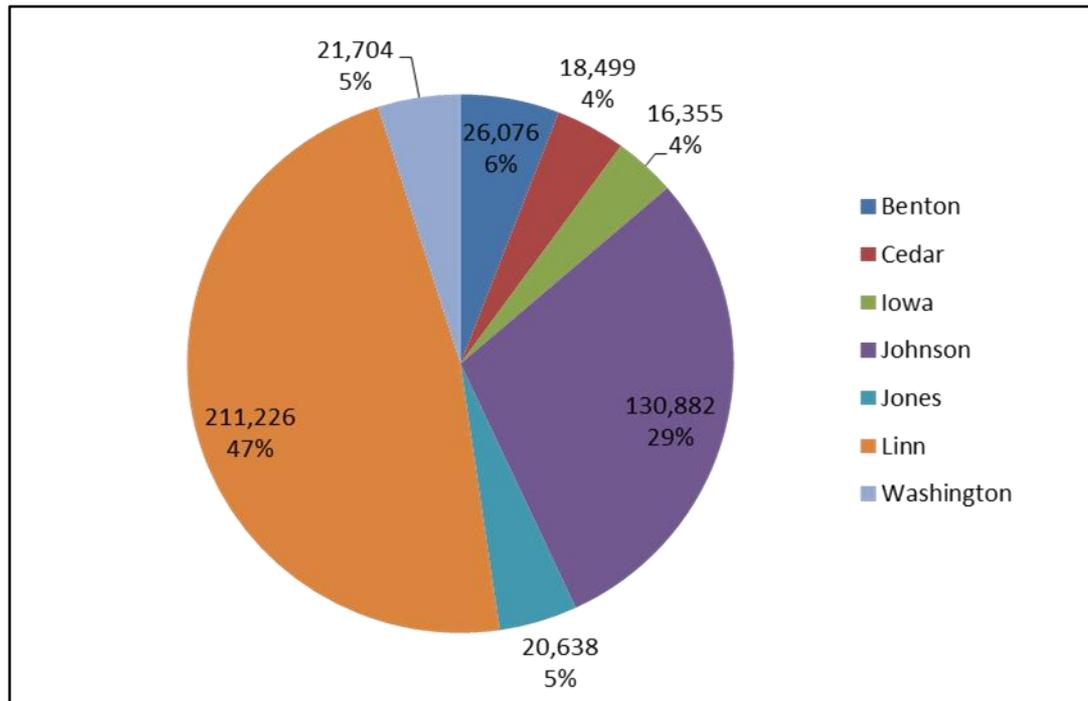
THE PLANNING AREA

POPULATION

According to the 2010 Census, the total population in the ECICOG region was 445,380. Nearly half (47%) of the region's total population resides in Linn County, and slightly less than one third (29%) of the region's

population is located in Johnson County. The remaining five rural counties are home to between 4% and 6% of the population each, with Iowa County being the least populous at 16,355 people and Benton County being the most populous rural county with 26,076 residents.

FIGURE 22 REGIONAL POPULATION DISTRIBUTION



Source: U.S. Census Bureau

THE PLANNING AREA

Unlike many areas in Iowa, the population in the Creative Corridor is growing as its population diversifies. The denser urban core counties of Johnson and Linn exhibited the fastest population growth, while more rural Corridor counties trailed – as noted in Table 2.1 below. Benton County actually saw a population decline over a ten-year period.

Population projections (notes in Figure 2.3) suggest population growth throughout the region, including Benton County, with continued faster growth in Johnson and Linn Counties. This growth is similar to projections in the Des Moines area, but is uncommon in the State where many counties are projected to experience population declines from 2010-2040.

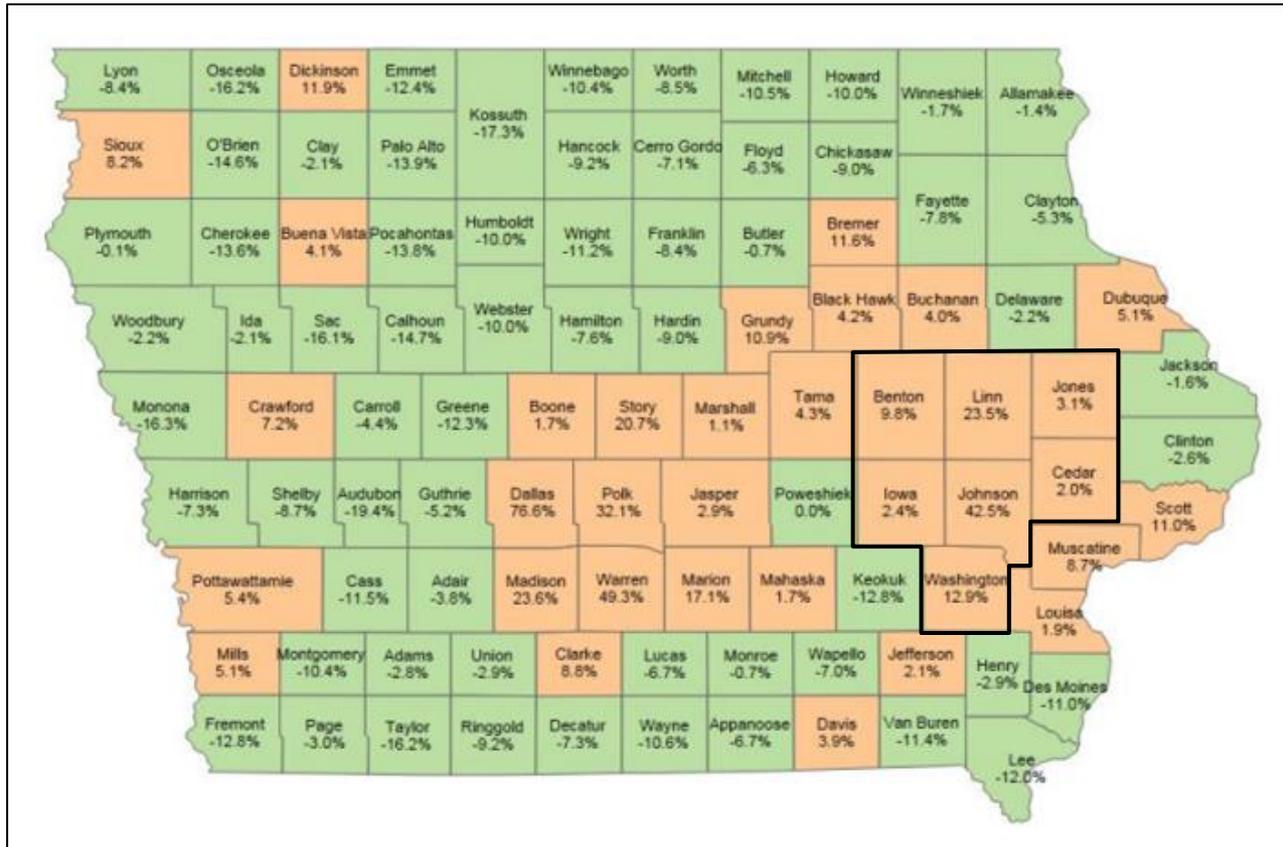
TABLE 2.1 POPULATION CHANGE BY COUNTY IN THE CREATIVE CORRIDOR, 2004-2014

	2004	2009	2014	5-year Change		10-year Change	
				#	%	#	%
Benton	26,478	26,720	25,680	(1,040)	-3.9%	(798)	-3.0%
Cedar	17,980	17,959	18,411	452	2.5%	431	2.4%
Iowa	15,787	15,763	16,375	612	3.9%	588	3.7%
Johnson	119,827	130,913	142,287	11,374	8.7%	22,460	18.7%
Jones	20,397	20,100	20,454	354	1.8%	57	0.3%
Linn	197,950	208,973	217,751	8,778	4.2%	19,801	10.0%
Washington	21,080	21,255	22,070	815	3.8%	990	4.7%
Total	419,499	441,683	463,028	21,345	5.0%	43,529	9.8%

Source: United States Census Bureau, Population Estimates

THE PLANNING AREA

FIGURE 23 COUNTY POPULATION CHANGE PROJECTED 2010-2040



Source: Woods & Poole Economics, Inc. 2014

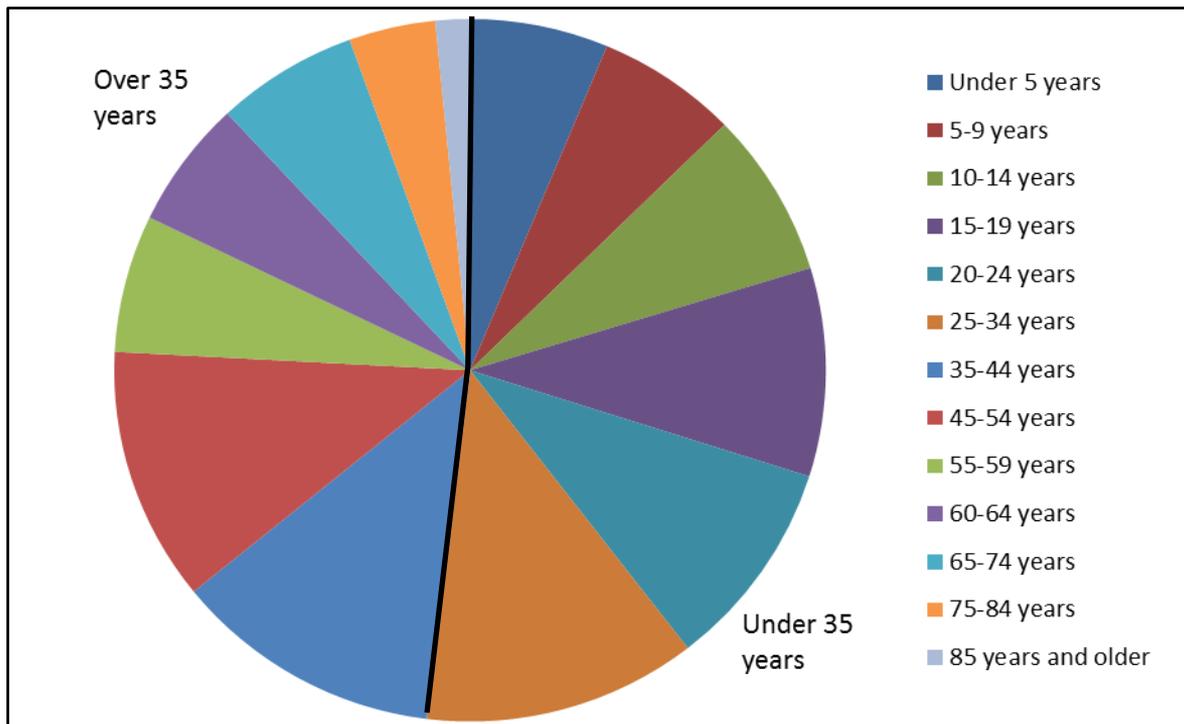
THE PLANNING AREA

AGE

The age distribution of the Creative Corridor shows that roughly half of residents are younger than age 35 and half are age 35 and older. However, a closer look at age-related growth trends (see Figure 2.4) shows that the

Creative Corridor's percentage of prime working age residents, noted in Table 2.2 is growing at a slower rate than the percentage of those over the age of 65, which is comparable to the State of Iowa as a whole.

FIGURE 2.4 CREATIVE CORRIDOR AGE DISTRIBUTION



Source: United States Census Bureau Population Estimates

THE PLANNING AREA

DIVERSITY

Like some of the national trends, Iowa's Creative Corridor is becoming more diverse; however, as noted in Table 2.3, it remains predominantly White, non-Hispanic. In addition, the majority of the region's population is proficient in English. Figure 2.5 summarizes the region's English proficiency by census tract, and indicates that there are one to two census tracts in Linn, Benton, and Washington Counties where 5.5-10 percent of the population speaks English less than "very well." A more significant portion of the population in Johnson County speaks English less than "very well", and this is likely attributable to the presence of the University of Iowa.

TABLE 2.2 POPULATION CHANGE BY AGE GROUP, 2009-2014

	Under 20	20-24	25-34	35-44	45-64	Over 65
Creative Corridor	0.6%	7.4%	3.3%	0.5%	4.5%	15.7%
State of Iowa	-0.5%	7.8%	4.0%	-1.4%	1.3%	9.2%

Source: United States Census Bureau, Population Estimates

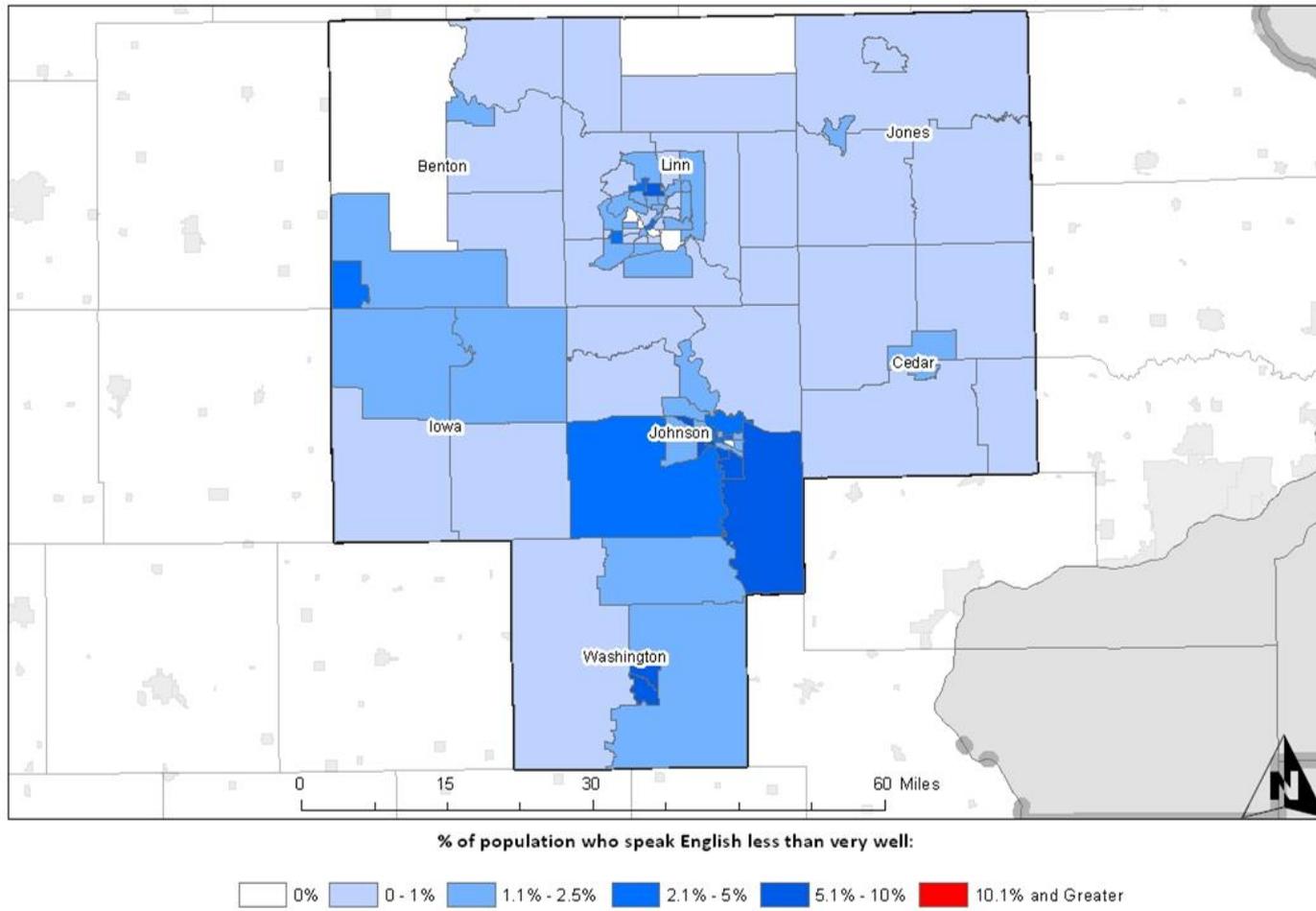
TABLE 2.3 REGIONAL RACIAL COMPOSITION IN IOWA'S CREATIVE CORRIDOR

	Benton	Cedar	Iowa	Johnson	Jones	Linn	Washington	Total
Total	26,076	18,499	16,355	130,882	20,635	211,226	21,704	463,028
White	25,802	18,27	16,117	114,745	20,021	196,499	21,103	394,332
Black or African American	208	116	108	7,549	455	11,230	238	19,904
American Indian or Alaska Native	126	98	69	916	90	1,625	138	3,062
Asian	98	130	76	7,873	115	4,866	123	13,281
Other or Multiple Races	93	89	113	2,979	87	2,279	438	6,078

Source: U.S. Census Bureau

THE PLANNING AREA

FIGURE 2.5 ENGLISH PROFICIENCY BY CENSUS TRACT



Source: American Community Survey

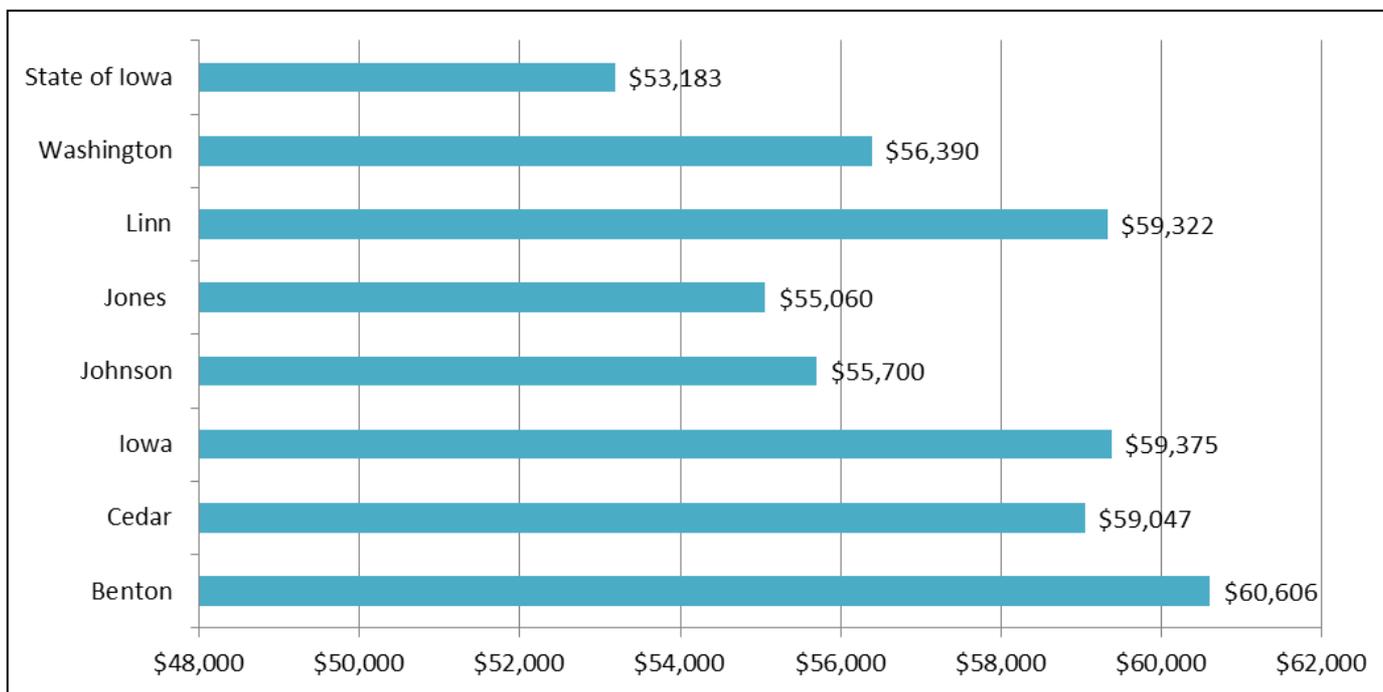
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HOUSEHOLD INCOME

The median household income in all counties in Iowa's Creative Corridor (noted in Figure 2.6) are greater than that of the State of Iowa. The median household income

for Johnson County is one of the lowest in the region, but is likely impacted by the significant University of Iowa student population.

FIGURE 2.6 REGIONAL RACIAL COMPOSITION IN IOWA'S CREATIVE CORRIDOR



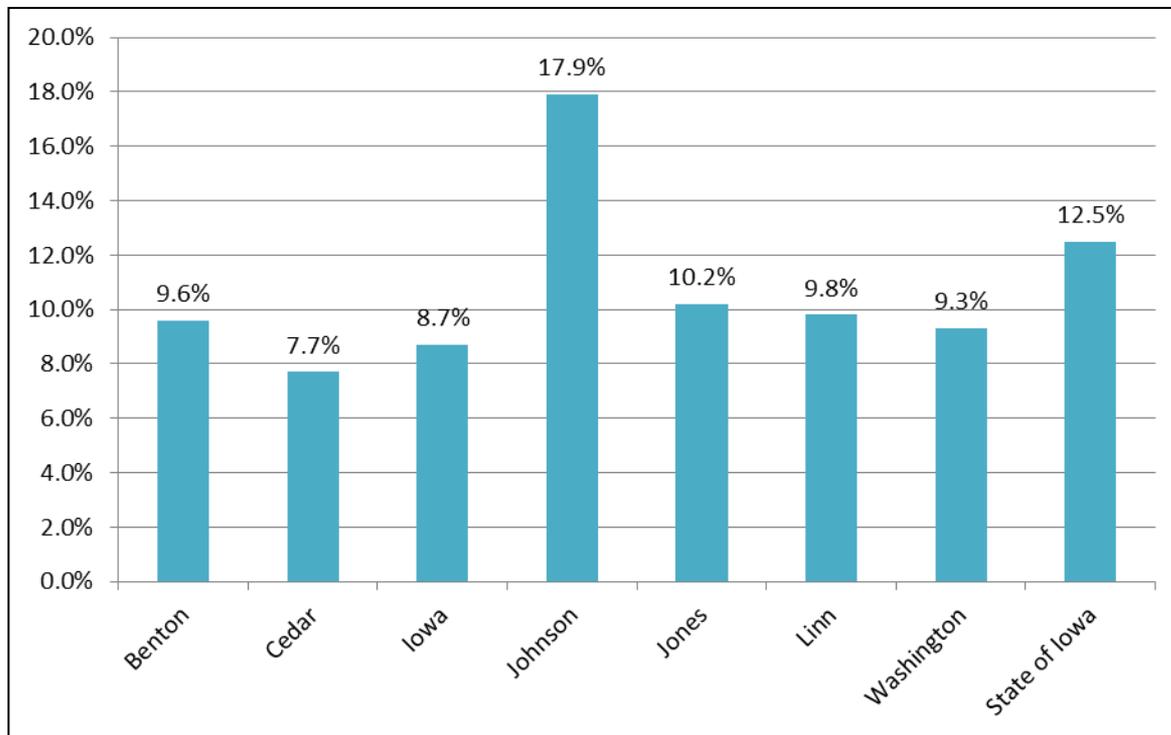
Source: U.S. Census Bureau

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Although the median household income in all counties in the region is greater than that of the State of Iowa, the poverty level in one county in the region is greater than that of the State at 12.5 percent. As noted in Figure 2.7,

17.9 percent of the population in Johnson County falls below the poverty level. This figure is again, however, impacted by the university student population in Johnson County.

FIGURE 2.7 POVERTY POPULATION IN IOWA'S CREATIVE CORRIDOR



Source: U.S. Census Bureau

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EMPLOYMENT

As can be seen in the table below, nearly all of the fifteen largest employers in the region are in Linn and Johnson Counties. A few major employers in the rural areas rank within the top fifty, and those locations draw both from the surrounding rural areas as well as nearby urban areas.

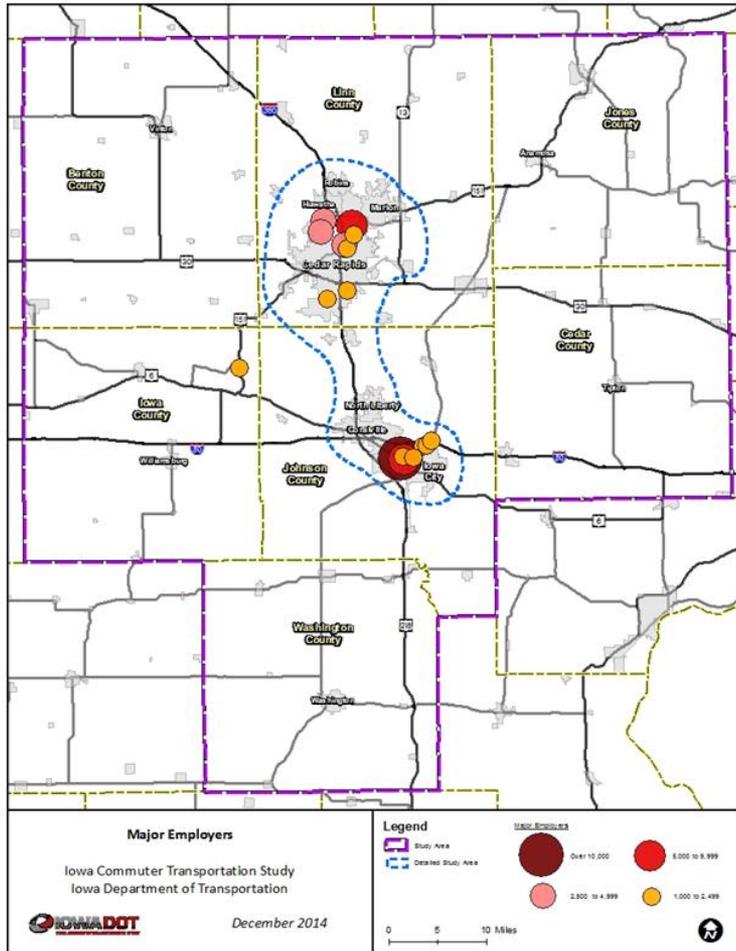
As Figure 2.8 demonstrates, the location of largest employers in the region is concentrated in the Cedar Rapids and Iowa City metro areas; the map in the figure was created in 2014 during the DOT study on commuter transportation.

TABLE 2.5 TOP 15 EMPLOYERS IN THE CREATIVE CORRIDOR

Company	Employees	Industry	Headquarters
University of Iowa	22,827	Education	Iowa City, Iowa
University of Iowa Hospitals and Clinics	11,551	Healthcare	Iowa City, Iowa
Rockwell Collins, Inc.	9,400	Electrical Equipment and Design	Cedar Rapids, Iowa
Transamerica	3,800	Insurance/Financial	The Hague, The Netherlands
Unity Point Health – St. Luke’s Hospital	2,979	Healthcare	Cedar Rapids, Iowa
Cedar Rapids Community School District	2,879	Education	Cedar Rapids, Iowa
Whirlpool	2,500	Equipment Manufacturing	Benton Harbor, Michigan
Nordstrom Direct	2,150	Logistics/Distribution	Seattle, Washington
Mercy Medical Center	2,140	Healthcare	Cedar Rapids, Iowa
Pearson	1,765	Publishing	Iowa City, Iowa
Iowa City Community School District	1,700	Education	Iowa City, Iowa
Veteran’s Health Administration	1,562	Healthcare	Iowa City, Iowa
City of Cedar Rapids	1,309	Government	Cedar Rapids, Iowa
ACT, Inc.	1,243	Education	Iowa City, Iowa
Four Oaks	1,100	Non-profit	Cedar Rapids, Iowa

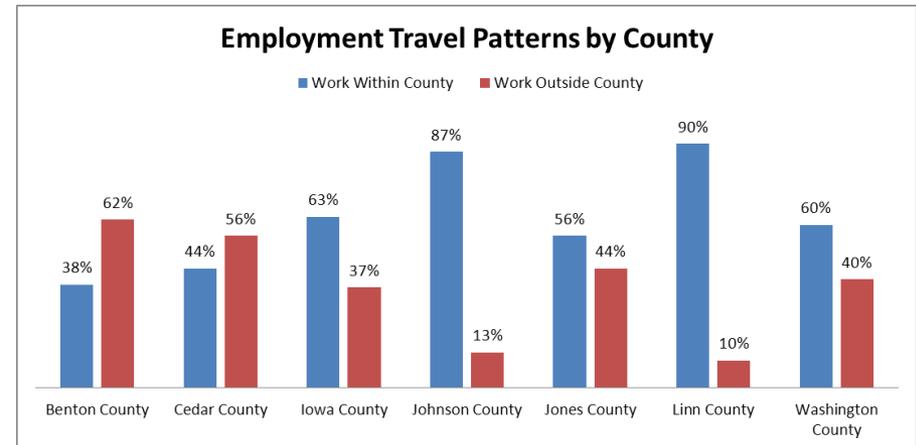
THE PLANNING AREA

FIGURE 2.8 MAP OF LARGEST EMPLOYERS IN IOWA'S CREATIVE CORRIDOR



Employment travel patterns in Iowa's Creative Corridor vary. As detailed below, the two urban counties (Johnson and Linn) display similarities, while the four rural counties show different trends. In Johnson County, 87% of workers lived and work in the county, and this number was slightly higher in Linn County, at 90%. The trend in rural counties was that fewer residents work in the county in which they live. This suggests that transportation to employment for those living in the rural counties consist of inter-county travel, and likely is due to more employment opportunities in the urban counties.

FIGURE 2.9 PLACE OF RESIDENCE AND EMPLOYMENT



Source: US Census Bureau

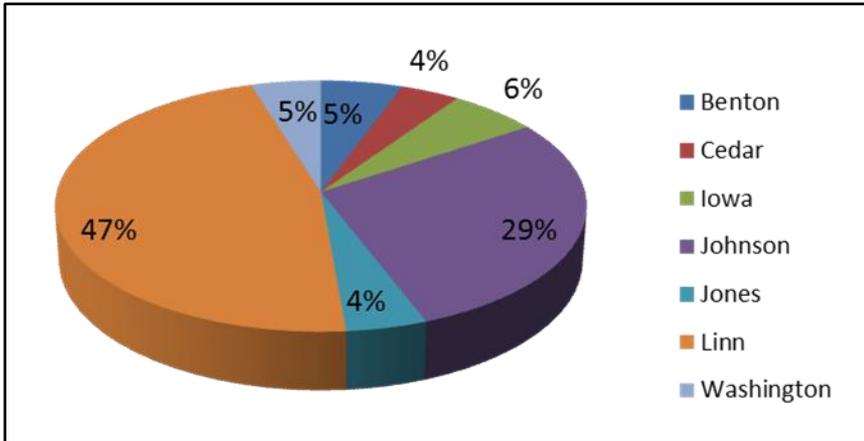
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HOUSING

Total housing units, depicted in Figure 2.10, in the region is 200,489. The percentage of units that were renter-occupied was 28.9 percent, which is only slightly higher than that for the state. Within the region, the percentage of renter-occupied units varied greatly, from 12 percent in Iowa County to over 40 percent in Johnson County, which isn't surprising given the presence of the University of Iowa in the Iowa City metropolitan area.

As noted in Figure 2.11, the vacancy rate for the Creative Corridor is 6.0%, while the State's was 8.6%. Johnson

FIGURE 2.10 HOUSING UNITS IN THE CREATIVE CORRIDOR

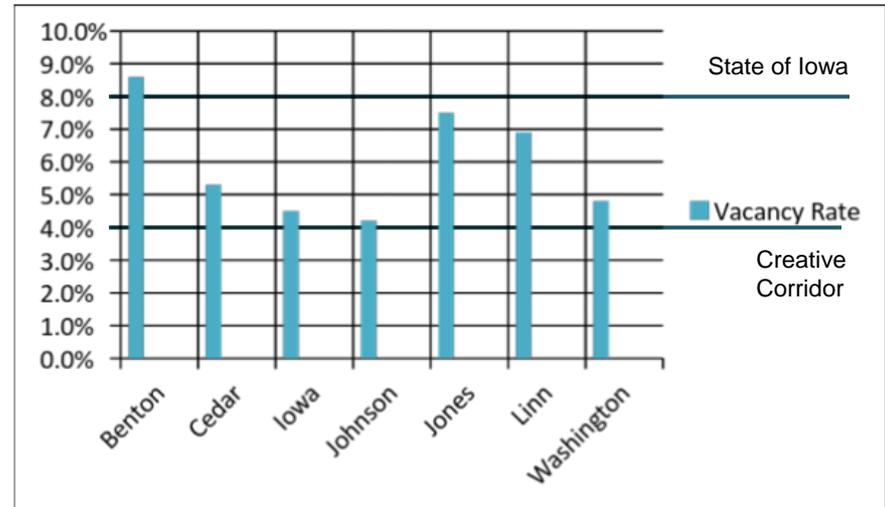


Source: American Community Survey, 2010-2014 Estimates

County had the lowest vacancy rate in the region, with 4.2%, which is influenced in part by the presence of the University of Iowa.

The age of housing stock can be an indication of condition of housing, if effort hasn't been made to make improvements to older homes. Age also indicates how much new construction is being done, which indicates growth. Nearly two percent of occupied housing stock has been built after 2004. This is slightly higher than that for the state; however, the proportion of newer units

FIGURE 2.11 VACANCY RATES IN THE CREATIVE CORRIDOR



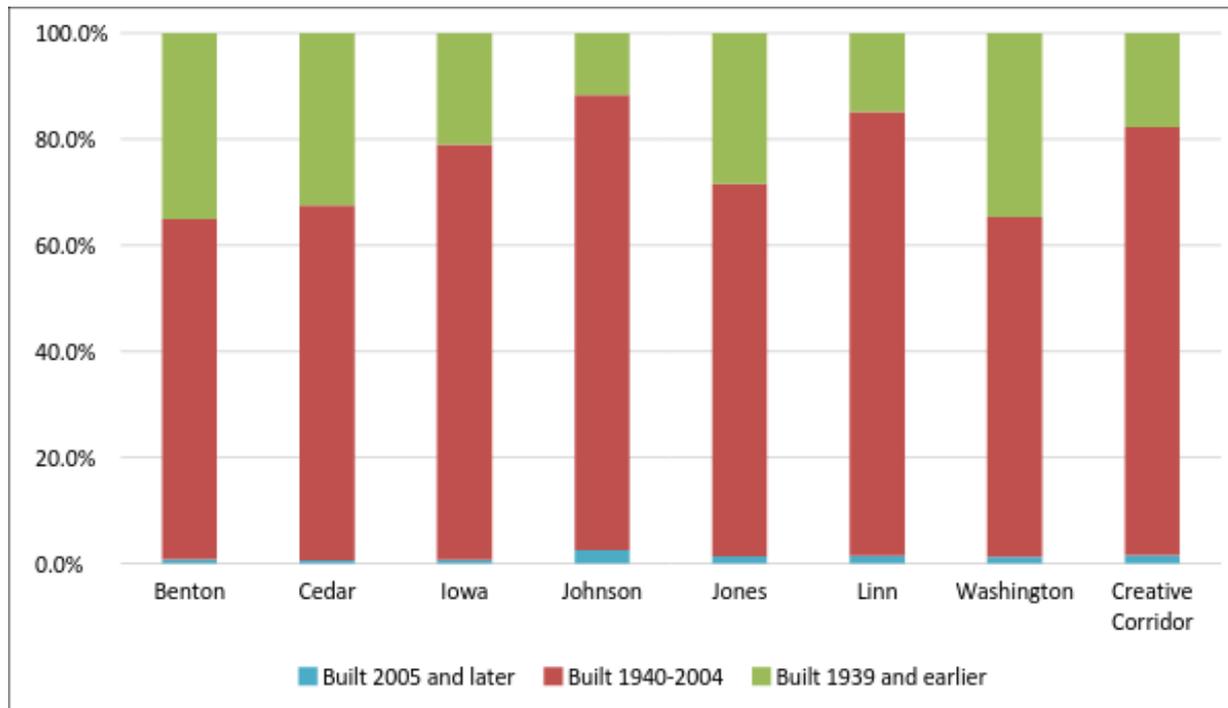
Source: American Community Survey, 2010-2014 Estimates

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built varies greatly among counties in the region. Less than one percent of housing units in Benton, Cedar, and Iowa Counties were newer units and 2.5% of Johnson County's units were built after 2004.

The median value of owner-occupied housing, shown in Figure 2.13, was slightly higher for the region, at \$137,100, than that for the entire state, at \$127,300. The values of the units are likely reflective of both the condition of housing and the vacancy rates.

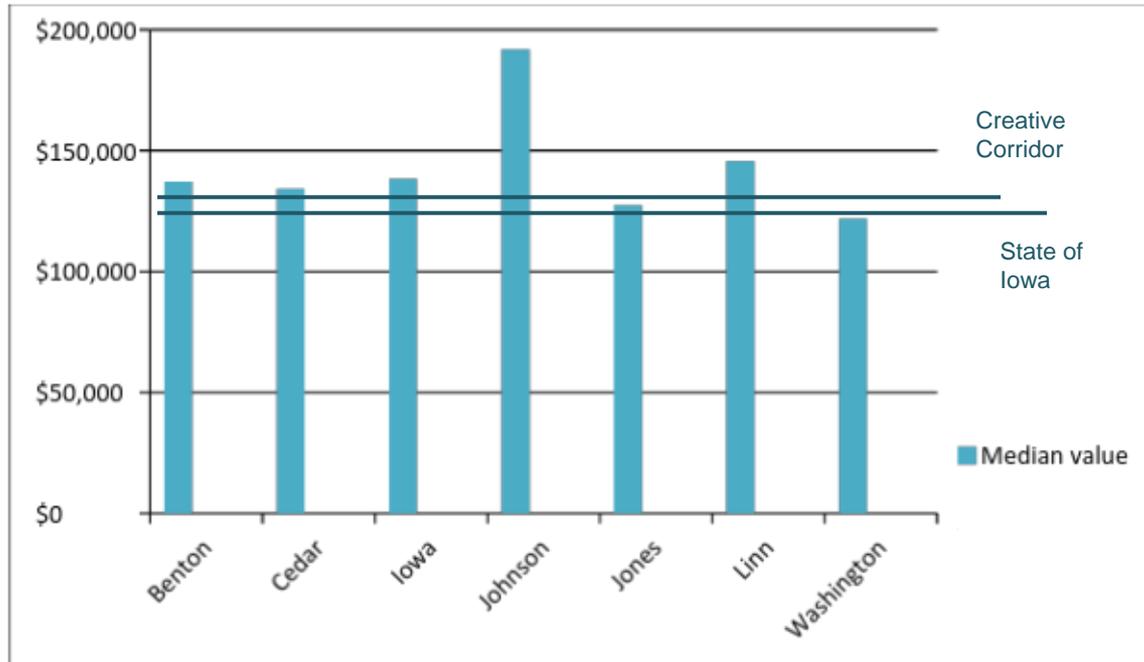
FIGURE 2.12 AGE OF THE HOUSING STOCK IN THE CREATIVE CORRIDOR



Source: American Community Survey, 2010-2014 Estimates

THE PLANNING AREA

FIGURE 2.13 MEDIAN VALUE OF OWNER-OCCUPIED UNITS IN THE CREATIVE CORRIDOR



Source: American Community Survey, 2010-2014 Estimates

LAND USE

Land use regulations vary substantially across Iowa's Creative Corridor. 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

THE PLANNING AREA

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 developed zoning ordinances that primarily address farmland conservation; however, Washington County's was rescinded in 2010. 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 corn suitability ratings (CSR), 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. Available land use maps are provided in Appendix B.

ENVIRONMENT

The region is typically characterized by generally rolling land, with some rolling hills and river valleys. The original vegetation consisted of a mixture of forests and prairies. One of the region's most valuable resources is its prime farmland. Cedar County, for example has one of the highest CSR in the entire state. The region contains a limited number of nonrenewable natural resources upon which to base the economy, including clay, coal, gypsum, sand, gravel, and limestone.

WATER

Water quality is a serious physical constraint to development within the region. Groundwater is readily available, but is either shallow (100-400 feet), or very deep (over 2,000 feet). Shallow wells are susceptible to surface pollution from fertilizers, manure, and pesticides. Many ground water and surface water supplies contain large quantities of calcium carbonate, iron compounds, manganese, salts, and other materials. In recent years, the region has taken crucial steps to protecting water quality through the formation of new watershed management authorities and watershed planning. Projects shown in the plan will be developed to comply with all applicable state and federal water quality standards. Figure 2-19 notes the regional watersheds and source waters.

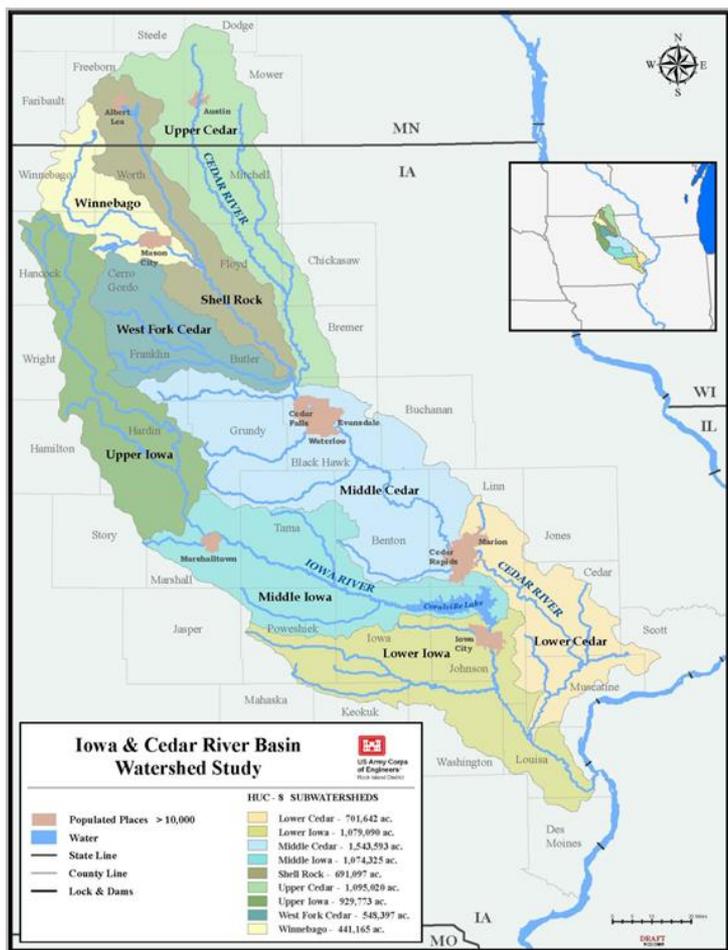
SOILS, RIVERS, AND RESOURCES

BENTON

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

THE PLANNING AREA

FIGURE 2.14 WATERSHEDS IN IOWA'S CREATIVE CORRIDOR



Source: US Army Corps of Engineers

of the southern part of the county. The Iowa River, which flows across the southwest corner, drains about 10 percent of the county.

CEDAR

The County is the second lowest-lying county in Iowa's Creative Corridor 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.

IOWA

The 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

THE PLANNING AREA

Creek, while the southern part of the county is drained by the English River and its tributaries.

JOHNSON

The County is located in the Mid-Western Upland Plains of the Central Lowlands. It is drained by two rivers that carry drainage water southeastward 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 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

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.

THE PLANNING AREA

LINN

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

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.

CLIMATE

The region's continental climate is characteristic of definite warm and cold periods separated by springs and falls of great temperature fluctuations. The climate is not overly restrictive to urban or rural development, but can pose seasonal concerns for structures that use large amounts of energy for heating/cooling. The frost-free growing period is approximately 145 days in length, which provide an excellent host for growing beans, corn, and other plants.

AIR

The region is currently in full attainment for air quality. According to the Department of Natural Resources

THE PLANNING AREA

statewide air monitoring data there are no areas of concern in the region at this time. There are, however, areas of near-nonattainment. The region will continue to monitor federal air quality standards for changes that could affect the current status.

CLIMATE CHANGE

Any climate changes during the time frame of this document are not expected to have a measurable impact on proposed projects.

PLANNING AREA CONCLUSIONS

Over the past ten years, the region has experience slow, but steady growth. This growth is projected to continue at a similar pace, and the region must be prepared to accommodate with employment opportunities, initiatives to maintain or enhance the desired quality of life, and necessary infrastructure.

The greatest area of population growth has been amongst older residents, with substantially slower growth amongst those of primary working age. Attracting workers to the area is already an issue and the region will need to continue to address the labor demands of area employers, and additional accommodations may be necessary to meet the needs of the aging population – including demands for more assisted living accommodations and public transportation options.

Although residents remain predominately White and English speaking, the population is diversifying. In addition, pockets of poverty exist within the region. As the workforce diversifies, the region may need to consider additional workforce training opportunities, including diversity training and English as a second language courses. Cost effective, public ridesharing options will need to be available for those with fewer financial resources.

While employment opportunities exist throughout the region, nearly all of the largest employers in Iowa's Creative Corridor are located in Linn and Johnson Counties. Regardless of location, however, employers are drawing workers from throughout, and beyond, the region. Maintaining adequate housing and transportation infrastructure is necessary to the region's economic vitality. From a transportation perspective, infrastructure must adequately move both people and freight.

Both land use and the environment can affect the quality of life in Iowa's Creative Corridor, and are important considerations in the planning process. In addition, all transportation projects completed with federal assistance must comply with the National Environmental Protection Act (NEPA). Accordingly, any development outlined in CRDS 2040 will need to take into account local land use plans and/or zoning ordinances, and consider environmental impacts.

REGIONAL ASSESSMENT



REGIONAL ASSESSMENT

FOCUS GROUPS, INTERVIEWS, SURVEYS AND DATA SOURCES

Market Street consultants completed a regional assessment report on behalf of partners in the Regional Vision Rising project and CRDS 2040 process – much of this assessment is drawn directly from the report (a full copy of the report is included in Appendix C). A series of focus groups and interviews with individuals from the region’s public, private, and non-profit sectors was conducted in February 2016. In addition, an online survey was open to the public for three weeks in February 2016. While the results of the survey are not considered a scientific sample, Market Street was confident that the perspectives not captured by the survey were informed by the one-on-one interviews. Market Street also cited a variety of public and private sources to develop the regional assessment. A great deal of information is drawn from the Census Bureau, and noted in the Chapter 2. Other public data sources include the Bureau of Labor Statistics (BLS), the Bureau of Economic Analysis (BEA), the National Center for Education Statistics (NCES), the Iowa Department of Education (IDoE), Federal Bureau of Investigation (FBI) and the Internal Revenue Service (IRS). Proprietary data covering economic composition (employment, wages, exports, etc.) are provided by Economic Modeling Specialists, Inc. (EMS).

These focus group meetings, interviews, surveys, and data analyses allowed Market Street to complete a thorough assessment of the region’s strengths, weaknesses, opportunities, and challenges described in this chapter.

THE CREATIVE CORRIDOR STORY

Trends and current conditions in the Creative Corridor were presented in this report through the lens of six “stories” designed to leverage a narrative format to communicate competitive realities and issues. The appendix includes the original report delivered Market Street in 2016. The following key stories for the region are taken from this report. They include:

STRONG, BUT UNEVEN POPULATION GROWTH AND CHANGE

- When viewed against its benchmark regions, the Creative Corridor’s population trends compare favorably, though population growth in the seven counties varied widely.
- Like some of the national trends, the Creative Corridor is becoming more diverse, however, it remains predominantly White, non-Hispanic.
- The age distribution of the Creative Corridor shows that roughly half of residents are younger than age 35 and half are age 35 and older. However, a closer look

REGIONAL ASSESSMENT

at age-related growth trends shows that the Creative Corridor's percentage of prime working age residents is growing at a slower rate than the percentage of those over the age of 65, which is comparable to the State of Iowa as a whole.

- The region's in-migrant profile shows that the Creative Corridor has been able to attract young, educated workers, but not in numbers sufficient to allay concerns over workforce sustainability.

QUALITY, BUT CONSTRAINED WORKFORCE WITH STRONG RESIDENT WELLBEING

- Educational attainment rates show that the Creative Corridor has a well-educated workforce, with nearly half of adults possessing an associate's degree or higher. The Creative Corridor's educational attainment rate of residents between the ages of 25 and 44 (Figure 3.1) rivaled that of the state and nation.
- Performance outcomes and measures support input regarding the Creative Corridor's strong PreK-16 talent pipeline. High proficiency rates and high school graduation rates coupled with low dropout rates make the Corridor's public systems competitive, although intra-regional performance is divergent.
- Higher education capacity is a regional strength in the Creative Corridor. Output of graduates is high, with the number of degrees and certificates awarded greater

than those of the state and nation – see Figure 3.2. Additionally, the University of Iowa acts as a strong attractor of talent.

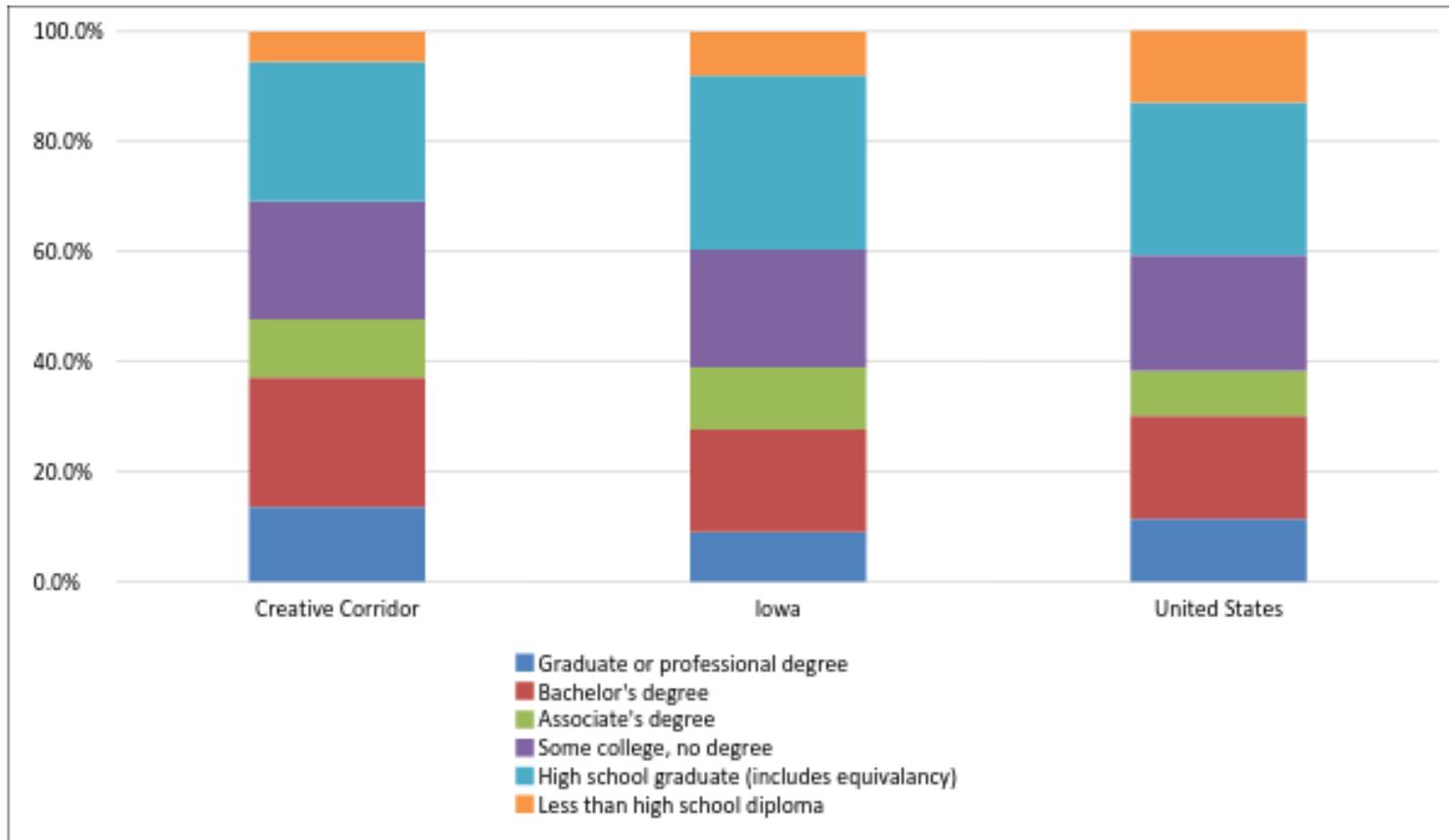
- Workforce capacity and availability are top concerns for the region. Growth in the Creative Corridor labor force has rebounded over the past ten years, after trailing the State of Iowa and nation.
- Population and employment growth trends have translated into higher wages and incomes in the Creative Corridor, and impressively low and slow-growing rates of poverty. These also indicate a more equitable wealth distribution than in the State of Iowa and nation as a whole.

RESILIENT, DIVERSE LOCAL ECONOMY AND COMPETITIVE BUSINESS CLIMATE

- The Creative Corridor's diverse economy proved resilient throughout the recession, while nearly every business sector has continued to add jobs since 2009 (see Figure 3.2).
- The low unemployment rates put upward pressure on average wages in the region (shown in Figure 3.4), which increased at 13.96%, a faster rate than the nation (12.74%) but not as fast as the State of Iowa's increase of 14.48%.

REGIONAL ASSESSMENT

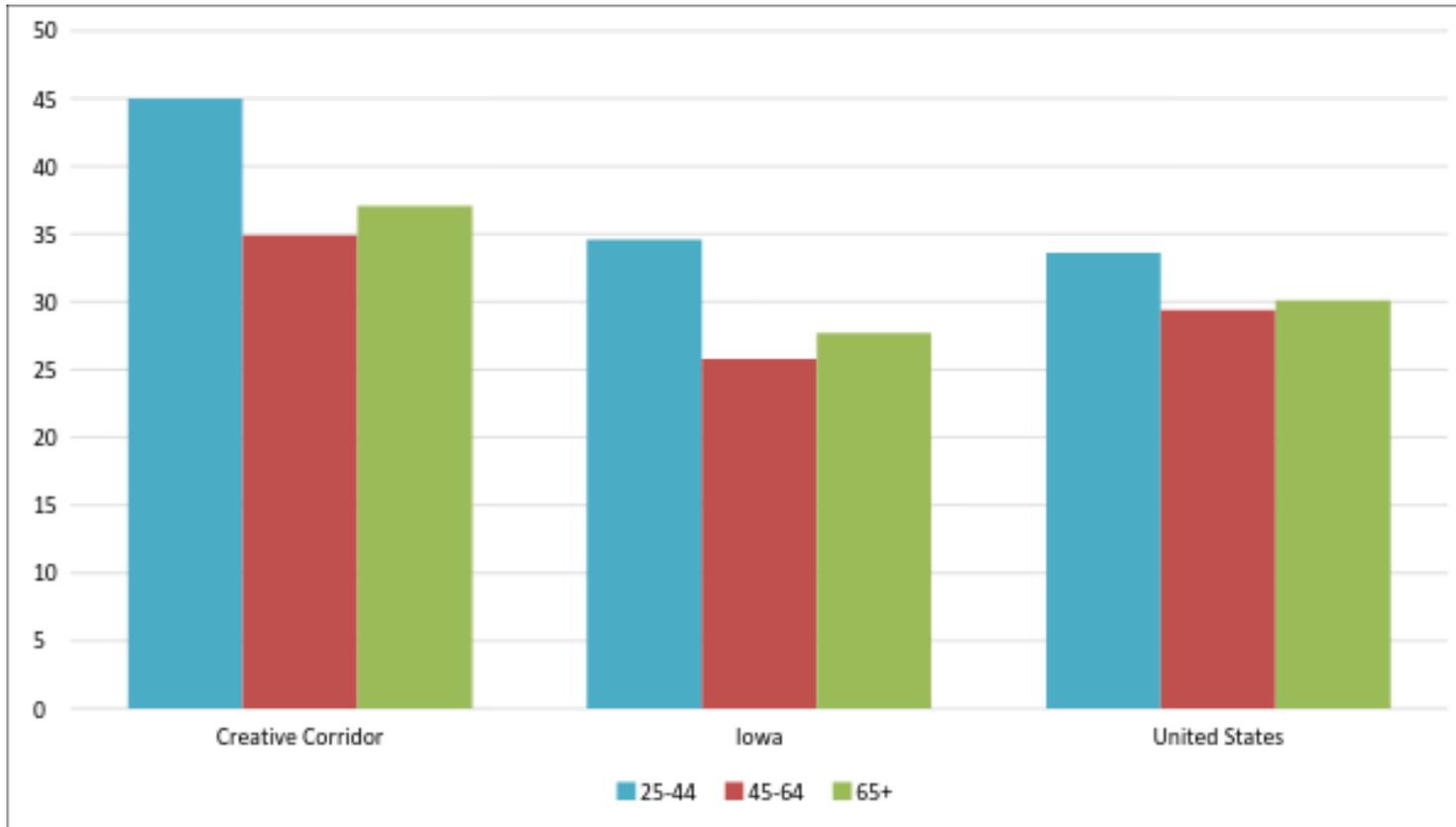
FIGURE 3.1 EDUCATIONAL ATTAINMENT, 2014



Source: United States Census Bureau, American Community Survey, 1 yr. estimates

REGIONAL ASSESSMENT

FIGURE 3.2 SHARE OF THE POPULATION WITH A BACHELOR'S DEGREE OR HIGHER BY AGE GROUP, 2014



Source: United States Census Bureau, American Community Survey 1 yr. estimates

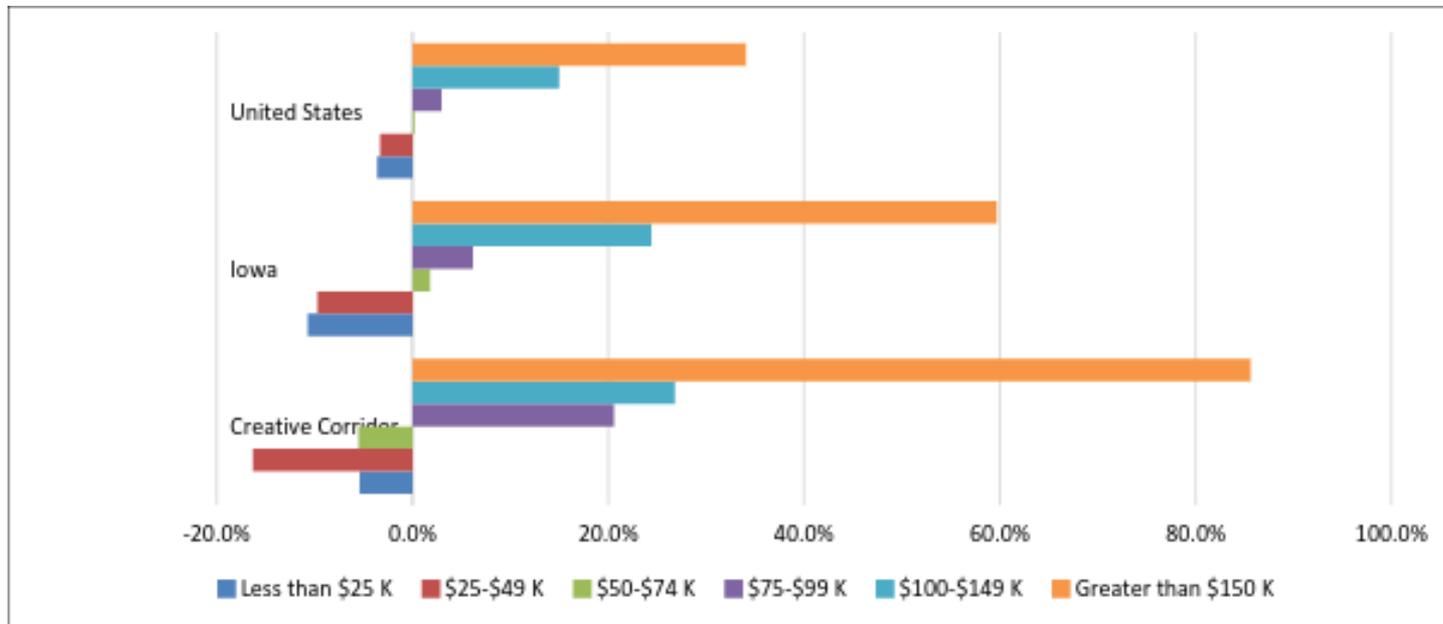
REGIONAL ASSESSMENT

TABLE 3.1 LABOR FORCE, 2004-2014

	2004	2009	2014	5-year change (2009-2014)		10-year change (2004-2014)	
				#	%	#	%
Creative Corridor	243,202	257,911	261,478	3,566	1.4%	18,275	7.5%
Iowa	1,626,857	1,677,918	1,707,126	29,208	1.7%	80,269	4.9%
United States	149,153,917	153,850,000	156,986,250	3,136,250	2.0%	7,832,333	5.3%

Source: Bureau of Labor Statistics (BLS)

FIGURE 3.3 HOUSEHOLD INCOME DISTRIBUTION CHANGE, 2009-2014



Source: United States Census Bureau, American Community Survey, 1 year estimates

REGIONAL ASSESSMENT

- The Creative Corridor has a competitive business climate to offer new and potential companies. Regional business leaders are optimistic about future hiring, but worry about the supply of available labor.

STRONG ENTREPRENEURIAL LEGACY WITH A STILL-EVOLVING STARTUP ECOSYSTEM

- The Creative Corridor has a slightly less robust base of small businesses as the state, nation, and Des Moines, and notably less capacity than acknowledged national startup hubs in Fort Collins, Colorado and Madison, Wisconsin, as noted in Table 3.3. Seen broadly, the small business momentum in the Creative Corridor in recent years has also been declining based on data examined.
- Creative Corridor entrepreneurs and small business owners ranked many of the components related to the entrepreneurial climate as “strong” or “very strong”

and felt that many of the pieces were in place to advance a growing startup ecosystem.

- Lack of available tech talent and investment capital were the top challenges identified by Creative Corridor entrepreneurs and small businesses. Lack of external perception of the Creative Corridor’s entrepreneurial sector was also noted as a deficit.

A NICE PLACE TO LIVE BUT NOT WITHOUT CHALLENGES

- Young professionals (YPs), one of the most coveted demographics by communities, are pleased with changes being made to Creative Corridor downtowns and other amenities, but identified the lack of affordable housing and the need for more entertainment options as challenges in the retention and recruitment of YPs. Vacancy rates, the age of the housing stock, and the median value of owner-occupied units are significant housing indicators.

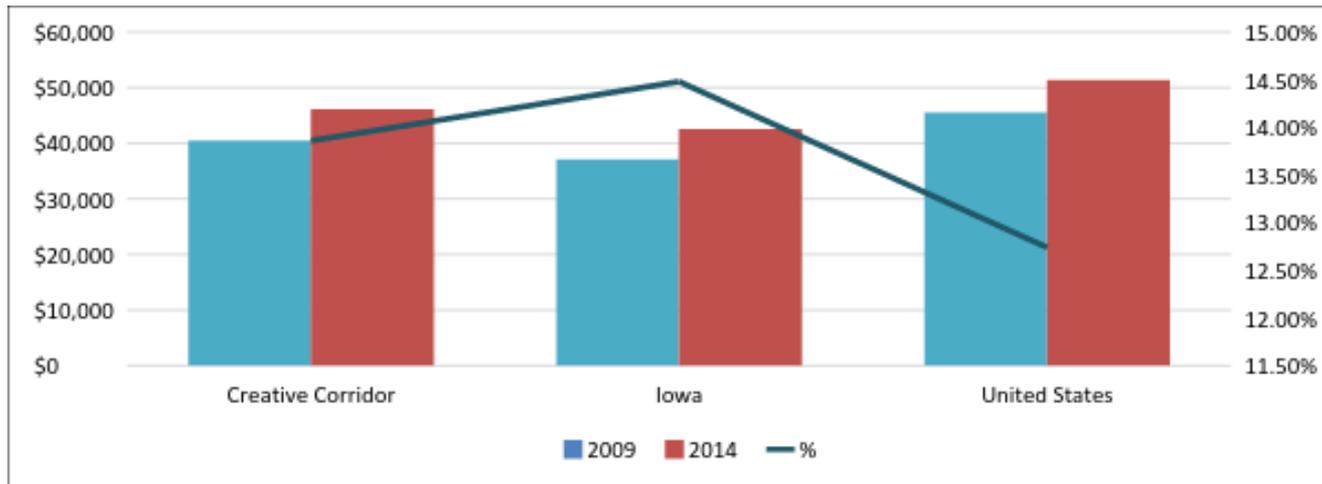
TABLE 3.2 TOTAL JOBS, 2005-2015

	2005	2010	2015	5-year change		10-year change	
				#	%	#	%
Creative Corridor	246,799	256,993	270,927	13,934	5.4%	24,128	9.8%
Iowa	1,644,967	1,629,819	1,735,685	105,866	6.5%	90,718	5.5%
United States	148,660,331	144,442,383	156,106,469	11,664,086	8.1%	7,446,138	5.0%

Source: Economic Modeling Specialists, Inc. (EMSI), economicmodeling.com

REGIONAL ASSESSMENT

FIGURE 3.4 AVERAGE ANNUAL WAGE



The average annual wage in the region has increased over the five-year period, and at a rate faster than the nation, but not as quickly as in the state

Source: BLS QCEW

TABLE 3.3 EMPLOYEES BY FIRM SIZE, Q4 2009-Q4 2014

	Q4 2014 Jobs		5-year % Change	
	At establishments with Fewer than 500 employees	At establishments with more than 500 employees	At establishments with Fewer than 500 employees	At establishments with More than 500 employees
Creative Corridor	97,356	104,947	1.2%	12.8%
Des Moines	134,888	168,988	7.3%	9.6%
Fort Collins, CO	67,746	43,688	11.8%	15.3%
Madison, WI	156,238	135,899	8.7%	10.5%
Iowa	677,402	613,908	2.0%	13.3%

Source: United States Census Bureau, Quarterly Workforce Indicators (QWI)

REGIONAL ASSESSMENT

- Existing residents responding to the online survey feel confident they will stay in the Creative Corridor, but are less sure their children will locate in the region when grown.
- Quality health care, public safety, low cost of living, and arts and culture capacity were all identified as quality of life strengths in the Creative Corridor.
- Challenges were said to be a lack of housing diversity, insufficient comparative shopping and nightlife amenities, and few viable mobility options besides driving.

NECESSARY, BUT ELUSIVE REGIONALISM

- Despite being a Combined Statistical Area by the United States Office of Management and Budget, a lack of perceived regionalism in the Creative Corridor can be a problem.
- Certain differences between Cedar Rapids and Iowa City are quantifiable, while others are based on perceived variations by stakeholders in both communities.
- Examples of intra-regional coordination are occurring more frequently, while many in the Creative Corridor feel that even the differences between Cedar Rapids and Iowa City are a positive because they provide residents and businesses with choices.

ASSESSMENT CONCLUSIONS

The assessment of a community's competitive position always leads to identification of opportunities to be leveraged and challenges to be addressed. Key conclusions from these narratives paint the picture of a Creative Corridor moving forward successfully but facing challenges that threaten to dampen or derail that success. However, strong, diverse economic fundamentals, stable anchor employers, dynamic institutional assets, an educated and motivated workforce, competitive demographic and quality of life factors, and the great, untapped potential of a unified regional presence bode well for a continued dynamism in the Creative Corridor for years to come.

TRANSPORTATION ASSESSMENT



TRANSPORTATION ASSESSMENT

Since this document will also serve as the region's LRTP, it requires additional information regarding the regional transportation system. Market Street was not responsible for preparing a detailed transportation assessment, so this transportation-related portion was prepared independent of the regional assessment. Market Street did, however, include a number of transportation-related questions in the regional survey and those responses are noted here.

THE TRANSPORTATION STORY

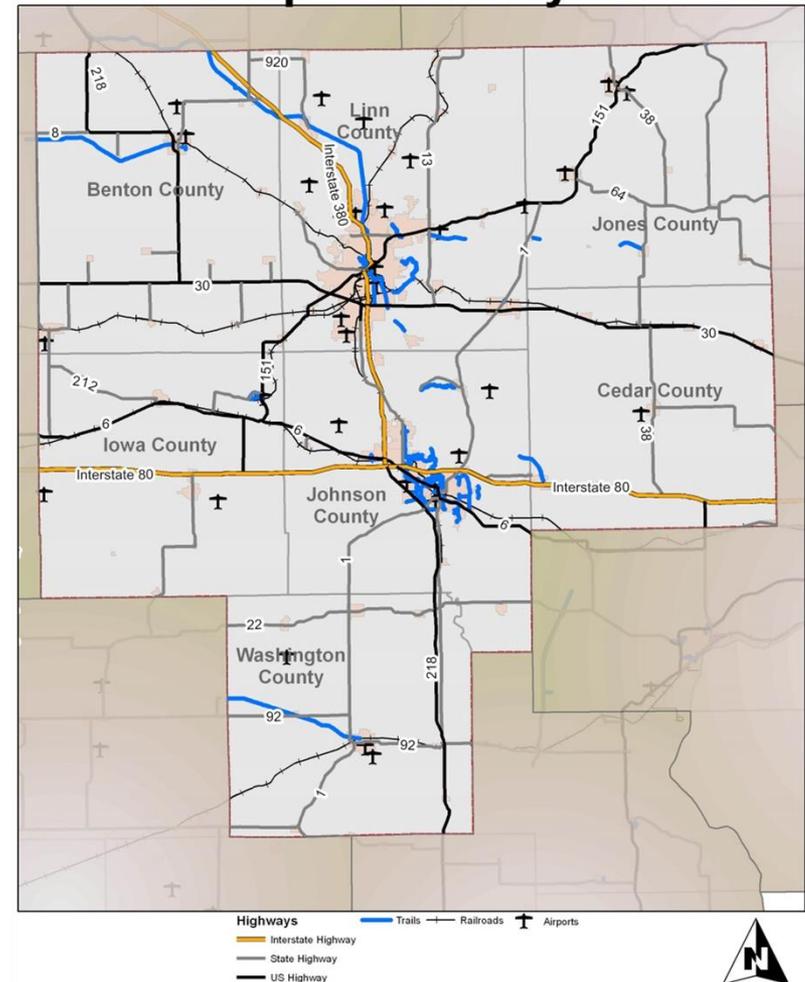
The regional transportation system consists of highways, local roads, airports, railroads, public transit, and trails. Figure 4.1 highlights the key components of the transportation system in the Creative Corridor.

ROADWAYS AND BRIDGES

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 destination.

Highways and interstates that make up the National Highway System allow for high-speed vehicle movement over long distances with few interruptions. These roads make up the primary road network. A system of

FIGURE 4.1 TRANSPORTATION SYSTEM IN THE CREATIVE



TRANSPORTATION ASSESSMENT

major/minor arterials and collectors form the secondary road system and connect the primary roads to the local street system. The Federal Functional Classification (FFC) system groups streets and highways into classes according to the service they provide. Road classifications include:

INTERSTATE

These roads are divided facilities with at least 4 lanes. They have full-controlled access and are designated by the Federal Highway Administration as part of the Interstate System.

ARTERIALS

These roads provide the highest level of mobility at the greatest vehicular speeds for the longest uninterrupted distances. Generally these roadway have higher design standards and feature multiple lanes with some degree of access control. The rural arterial network provides connections between cities, metropolitan areas, and bordering states. Arterials are divided into principal and minor, with principal arterials maintaining the highest speeds and uninterrupted distances.

COLLECTORS

These roadways provide a mixture of mobility and land access. Collector streets provide an intraregional level of mobility by connecting the arterial network to local

roadways. Rural collectors are subdivided into major and minor categories.

COLLECTORS

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LOCAL STREETS

The roadways represent the largest element of the road network in terms of mileage. Local streets provide the lowest level of mobility by accessing adjacent land use, serving local trip purposes, and connecting to higher order roadways. Vehicular speeds are slower than on arterial or collector streets

TABLE 41 CLASSIFICATION OF ROADWAYS IN IOWA'S CREATIVE CORRIDOR

Roadway Classification	Number of Miles
Interstate	87.35
Other Principal Arterials	275.64
Minor Arterials	255.30
Major Collector	1,130.05
Minor Collector	1,199.36
Local	4,664.20
Total	7,611.90

Source: Iowa Department of Transportation

TRANSPORTATION ASSESSMENT

Table 4.1 provides a summary of the regional roadways by classification. Roadways must be classified as major collectors and above to be eligible for federal funding. Regional FFC maps are provided in Appendix D.

ROAD USE

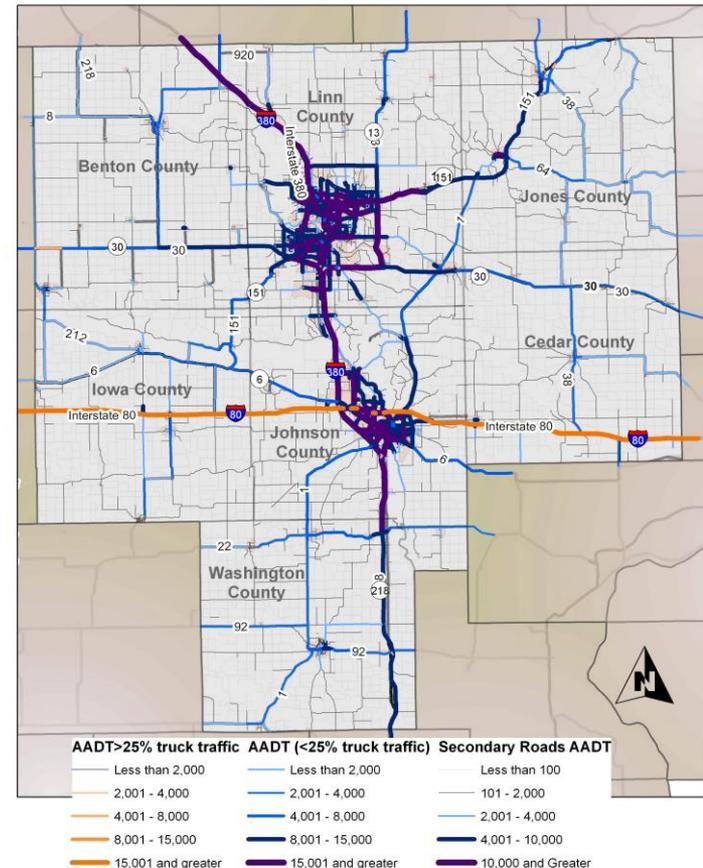
Road use is often measured by the approximate number of vehicles per day on a road section over a period of one year. This is referred to as the AADT. AADT information is updated every four years by Iowa DOT. Some cities and counties update their AADT more often. Figure 4.2 shows the AADT and large truck AADT for the roads in Iowa's Creative Corridor. Higher AADT, and particular AADT s with larger vehicles have a greater impact on roads.

Road use can also be measured by the number of vehicle miles traveled (VMT). Figure 4.3 shows the total VMT by county from 2004-2014. Linn and Johnson Counties have seen steady increases over time. All other counties in the Creative Corridor have experienced fairly stable stats. Overall, the region has seen an increase in the vehicle miles traveled.

PAVEMENT CONDITION

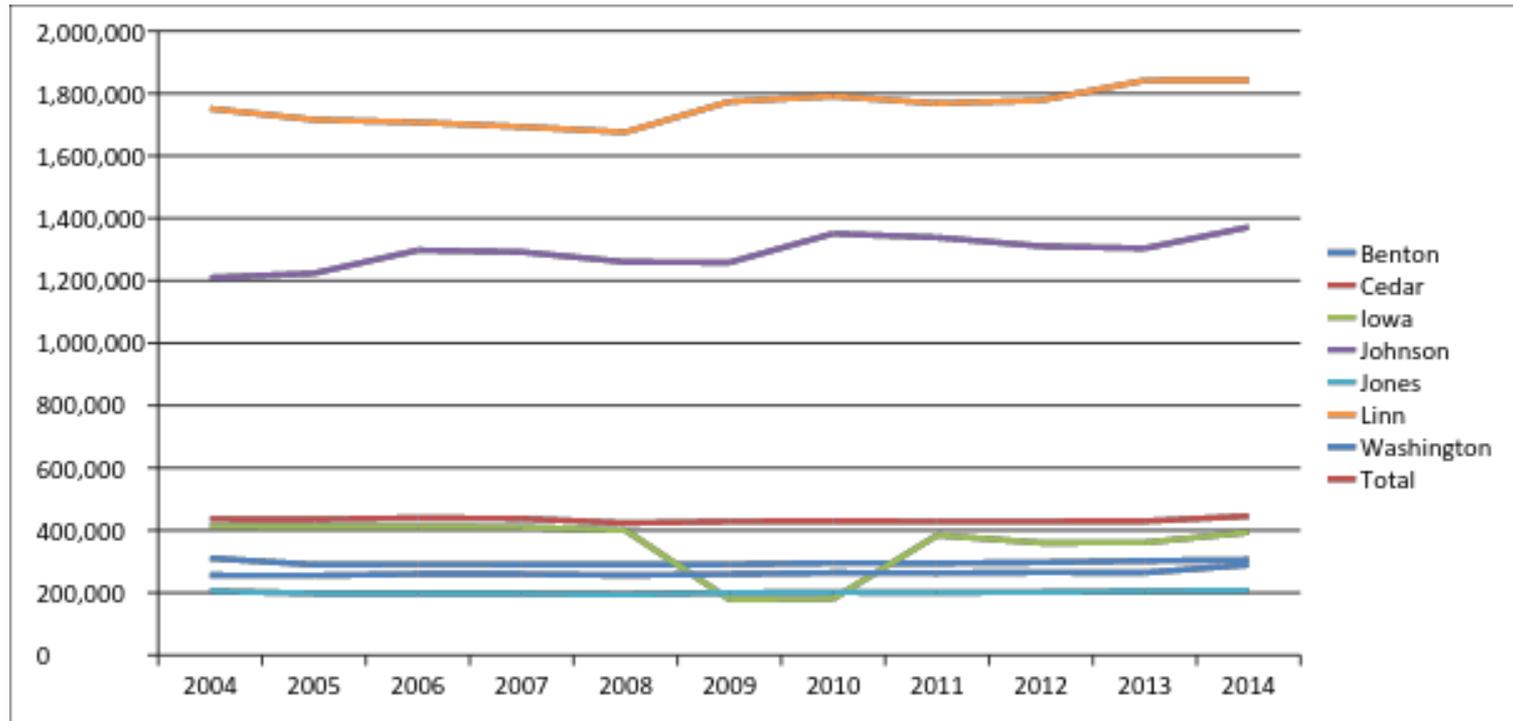
A roadways pavement condition is an important fact for consideration when making roadway improvements. Deteriorating pavement can be unsafe and can be contributing factor to crashes. Figure 4.4 indicates the

FIGURE 4.2 AVERAGE ANNUAL DAILY TRAFFIC IN THE CREATIVE CORRIDOR



TRANSPORTATION ASSESSMENT

FIGURE 4.3 VEHICLE MILES TRAVELED



Source: Iowa Department of Transportation
condition of pavement on all federally classified roads in the Creative Corridor.

The Iowa Department of Transportation (DOT) and the Institute for Transportation at Iowa State University

(InTrans) annually collect this pavement condition data for roads across the state. The data includes the Pavement Condition Index (PCI), which tells us the level of quality to expect when driving on the roadways. PCI scores range from 0 to 100, with 100 being the best possible score.

TRANSPORTATION ASSESSMENT

Figure 4.4 shows that road segments with “poor” or “very poor” pavement conditions exist throughout the region.

CRASH DATA

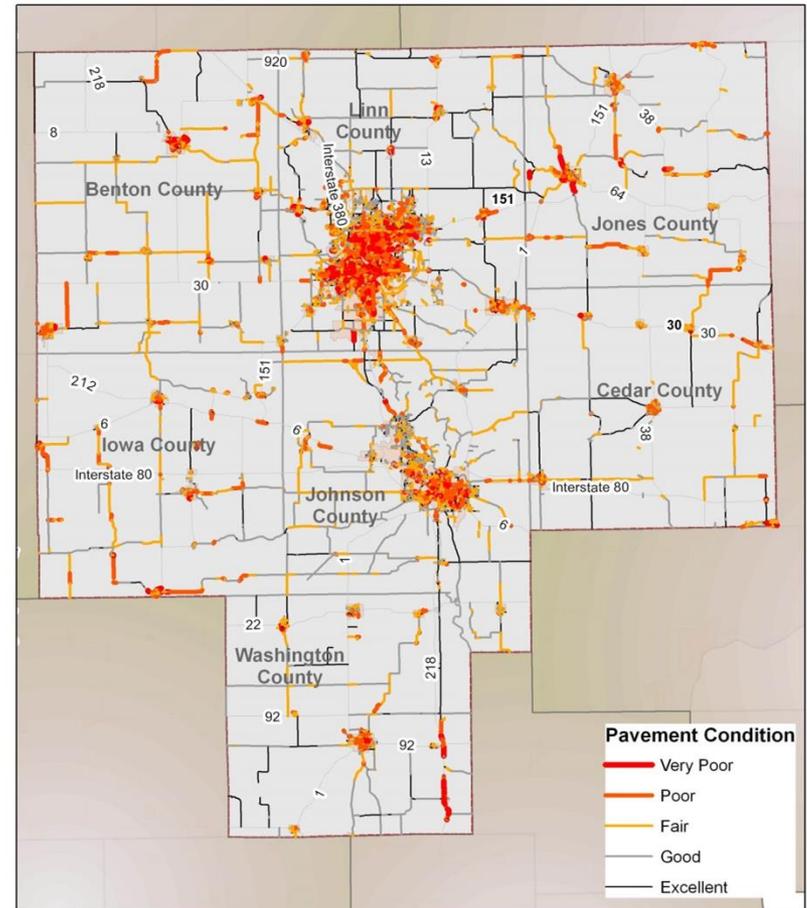
Contributing factors to roadway crashes can include road design, pavement condition, vehicle condition, driver behavior, driver condition, and animals in the roadway. These crash locations should be reviewed to determine if safety improvements are warranted. In recent years, Iowa DOT has developed Web SAVER, a web-based application to access and monitor statewide crash data. Table 4.2 summarizes the crash incidence data reported in Web SAVER for the region between 2010-2014. In this period, there were 33,672 crashes on the roadways, with 180 fatalities, 783 major injuries, and over \$207 million in property damage.

Figure 4.5 notes the location of the major injury and fatal accidents that occurred between 2010-2014. Of these, 27 percent of the major injury accidents and 35 percent of the fatal accidents occurred on the secondary road system.

BRIDGES

Bridges located on the primary roads are maintained by Iowa DOT. Cities and counties are responsible for bridges within their jurisdiction that are not located on the primary roads. Local jurisdictions are responsible for over 2,200 bridges in Iowa’s Creative Corridor. These bridge locations are shown in Figure 4.6.

FIGURE 4.4 PAVEMENT CONDITION IN THE CREATIVE CORRIDOR



Data shown for all Federal Aid Eligible Roads



TRANSPORTATION ASSESSMENT

TABLE 42 CRASH INCIDENCE SUMMARY IN THE CREATIVE CORRIDOR

Incidence	Number	Total Cost	Average Cost
Property Damage Only	24,676	\$207,057,193.00	\$6,149.24
Possible/Unknown	4,820		
Minor Injury	3,213		
Major Injury	783		
Fatal	180		
Total	33,672		

Source: Iowa Department of Transportation

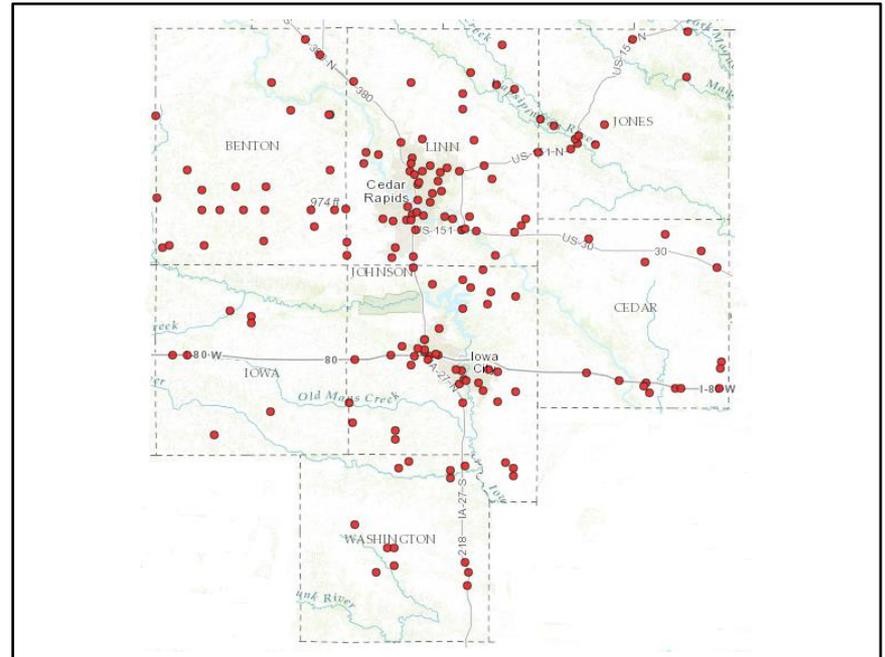
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Bridges are rated by a sufficiency rating that is an overall measure based on inspector ratings of many aspects of the bridge's top deck and underlying structure. According to the National Bridge Inventory, the worst bridges,

FIGURE 45 MAP OF FATAL AND MAJOR INJURY ACCIDENTS 2010-2014

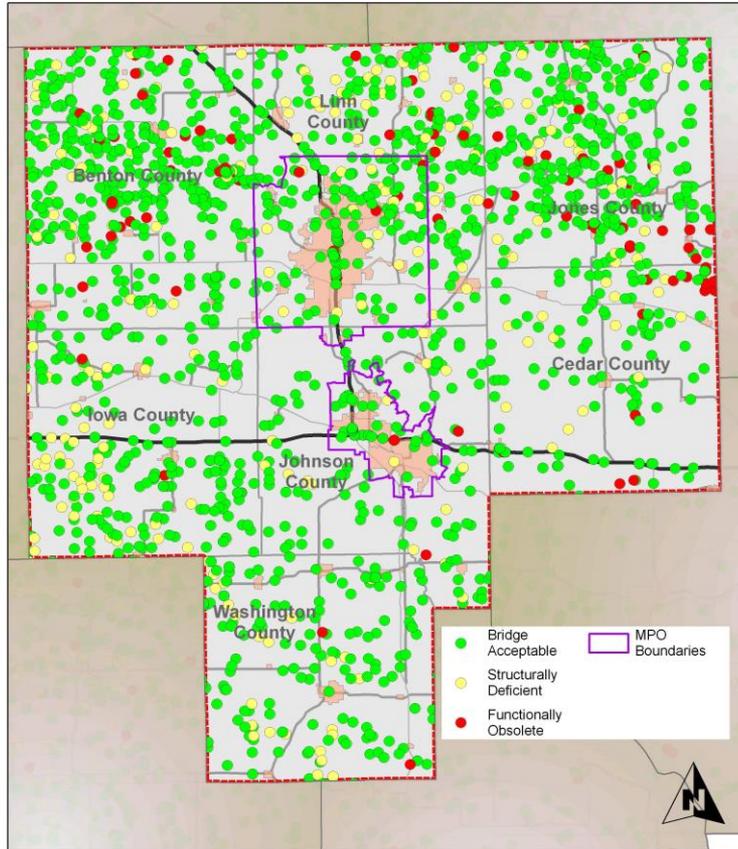


Source: Iowa Department of Transportation

generally with a score below 50 percent, are classified as “structurally deficient” due to at least one defect that requires attention. Bridges that are “functionally obsolete” cannot handle the required traffic needs. A low score does not mean that a bridge will fall, but it indicates that it needs repair.

TRANSPORTATION ASSESSMENT

FIGURE 4.6 BRIDGE LOCATIONS IN THE CREATIVE CORRIDOR



As noted in the following table (4.3), the system of roadways also includes 2,228 bridges, of which nearly 19% are defined as defective.

TABLE 4.3 BRIDGES IN THE CREATIVE CORRIDOR

Location	Bridges	Structurally Deficient	Functionally Obsolete	Total Defect	Percent Defect
Benton	365	61	5	66	18.1%
Cedar	308	75	9	81	26.3%
Iowa	257	37	15	52	20.2%
Johnson	365	46	27	73	20.0%
Jones	242	22	10	32	13.2%
Linn	474	32	33	65	13.7%
Washington	217	44	8	52	23.9%
Total	2,228	317	107	421	18.9%

Source: Iowa Department of Transportation

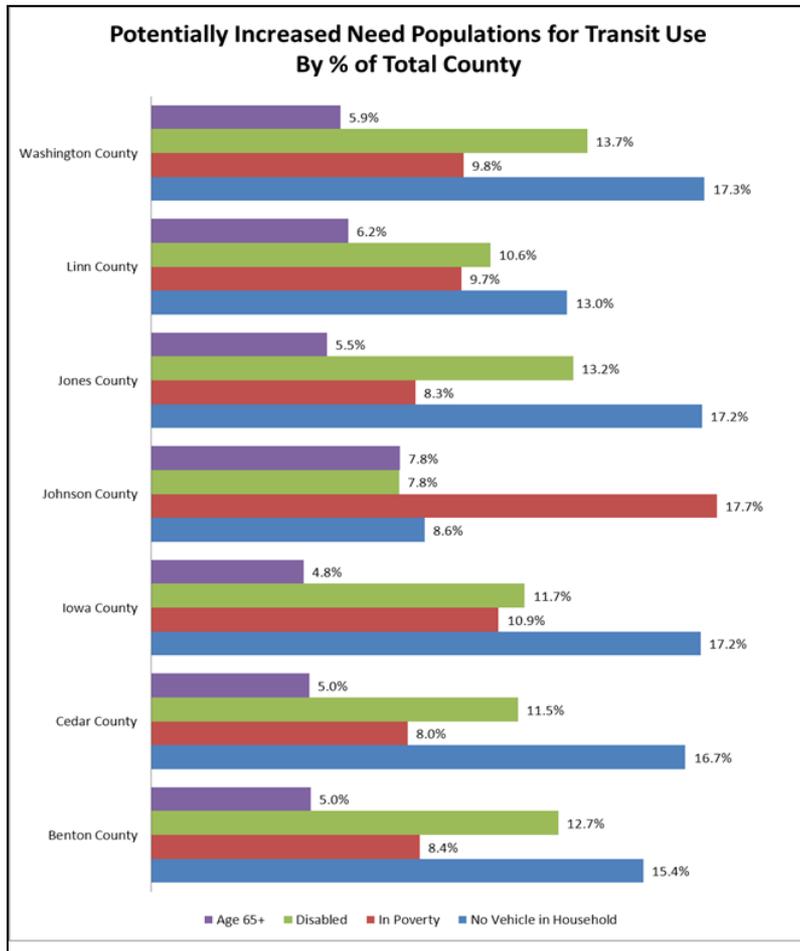
PUBLIC TRANSIT

Public transit is an important aspect of the transportation system. It enables people without access to vehicles or the ability to drive to travel, and provides a transportation alternative for people who choose not to drive for other reasons. Figure 4.7 summarizes those populations within the Creative Corridor that may have an increased need for transit use.

Iowa has a network of urban, small urban, and rural transportation systems that provide this service throughout the state. There are six designated public

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FIGURE 4.7 IDENTIFIED GROUPS WITH INCREASED LIKELIHOOD OF NEEDING TRANSIT SERVICES



transit services operating in Iowa’s Creative Corridor, including four small urban systems and two rural services.

SMALL URBAN SERVICES

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 ADA accessible, fixed routes that share a common transfer point in downtown Iowa City. Coralville also 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. Planning and programming functions for the Iowa City Metropolitan area are provided by the MPO of Johnson County.

CEDAR RAPIDS METROPOLITAN AREA is serviced by Cedar Rapids Transit, which provides ADA 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. Planning and programming functions for the Cedar Rapids Metropolitan area are provided by Corridor MPO.

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RURAL SERVICES

CORRIDORRIDES - ECICOG serves as the administrative agency for CorridorRides, which provides rural service in Benton, Iowa, Johnson, Jones, Linn and Washington Counties. ECICOG contracts with a provider in each county to operate the service. 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 CorridorRides. 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. Additional details on each provider are found below.



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. BCT is located in a building adjacent to the Benton County Jail in downtown Vinton. This location offers 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 1 full-time and 15 part-time employees.

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. 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. ICT has eight ADA accessible vehicles in their fleet, employs 1 full-time and 11 part-time staff.

JOHNSON COUNTY SEATS, operated by Johnson County, employs 21 full-time and 33 part-time employees. All drivers are unionized. 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. SEATS also provides complementary paratransit

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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 pm. 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 is \$2 for all 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.

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. JETS operates eleven accessible vehicles and employs 3 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, and at a county owned facility in Monticello.

LINN COUNTY LIFTS provides service to rural residents on behalf of CorridorRides, and also operates complementary paratransit service to the metropolitan areas in Linn County on behalf of Cedar Rapids Transit. 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 is determined by C. R. Transit's ADA eligibility process. These metro-area fares are \$3 one-way. Rides outside the metro area are \$6 one-way, with a discount for disabled and elderly passengers.

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, elected officials, and local

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citizens. The Mini Bus Board oversees the operation, which includes 15 accessible vehicles and 26 employees (6 full time and 20 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. Thursday 5:00 p.m. to 9:00 p.m. and Sunday 8:00 a.m. to 12:00 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.

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. RBT employs 8 full-time and 73 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 six maintenance bays, administrative offices and centralized dispatching. They have 67 revenue vehicles in their fleet of vehicles. All of these vehicles are ADA 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.

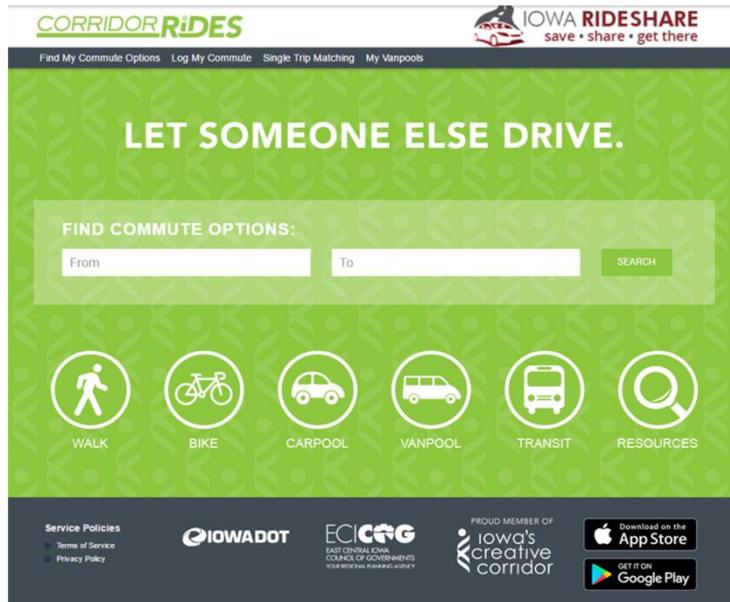
NEW ALTERNATIVE TRANSPORTATION PROGRAMS IN THE CREATIVE CORRIDOR



In October 2016, CorridorRides launched two new public transportation options, including vanpool and ridematching. Vanpool services are being provided via a

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third-party agreement with national operator, vRide. The ridematching program is offered online at corridorrides.com, and is part of Iowa Rideshare, the Iowa Department of Transportation's statewide ridesharing program. At the time this plan was prepared, the programs were too new to cite service statistics.



TRIP GENERATORS

Outside of the Cedar Rapids and Iowa City metropolitan areas, the region is primarily rural with small cities spread throughout. However, transportation destinations are not limited to the urbanized areas of the region. Figures 4.8

through 4.11 show the various services that are considered to be trip generators for the region. Figure 4.8 shows regional hospitals and would care clinics. Most services are clustered in the county seats and metropolitan areas.

Figure 4.9 displays the chemotherapy/radiation centers (shown in purple) and the dialysis sites (shown in blue) in the region. Note that the chemotherapy/radiation centers are only located in Cedar Rapids and Iowa City, which means that many clients have long and potentially costly trips associated with receiving this type of treatment. Because of both the frequency of dialysis treatment as well as the length of time required to complete one treatment, transportation to dialysis centers is a critical service offered by CorridorRides and other providers.

Figures 4.10 and 4.11 show the location of nutritional centers, including senior dining sites, and regional grocery stores and farmers' markets, respectively. Many of the county seats and smaller cities in the region offer important services, and the demand for shorter, single-purpose trips to these areas is likely greater than the demand for trips to the more distant metropolitan areas.

RURAL TRANSIT SERVICE STATISTICS IN THE CREATIVE CORRIDOR

In fiscal year 2014, transit ridership in the Creative Corridor totaled 204,182 rides. In addition to services to

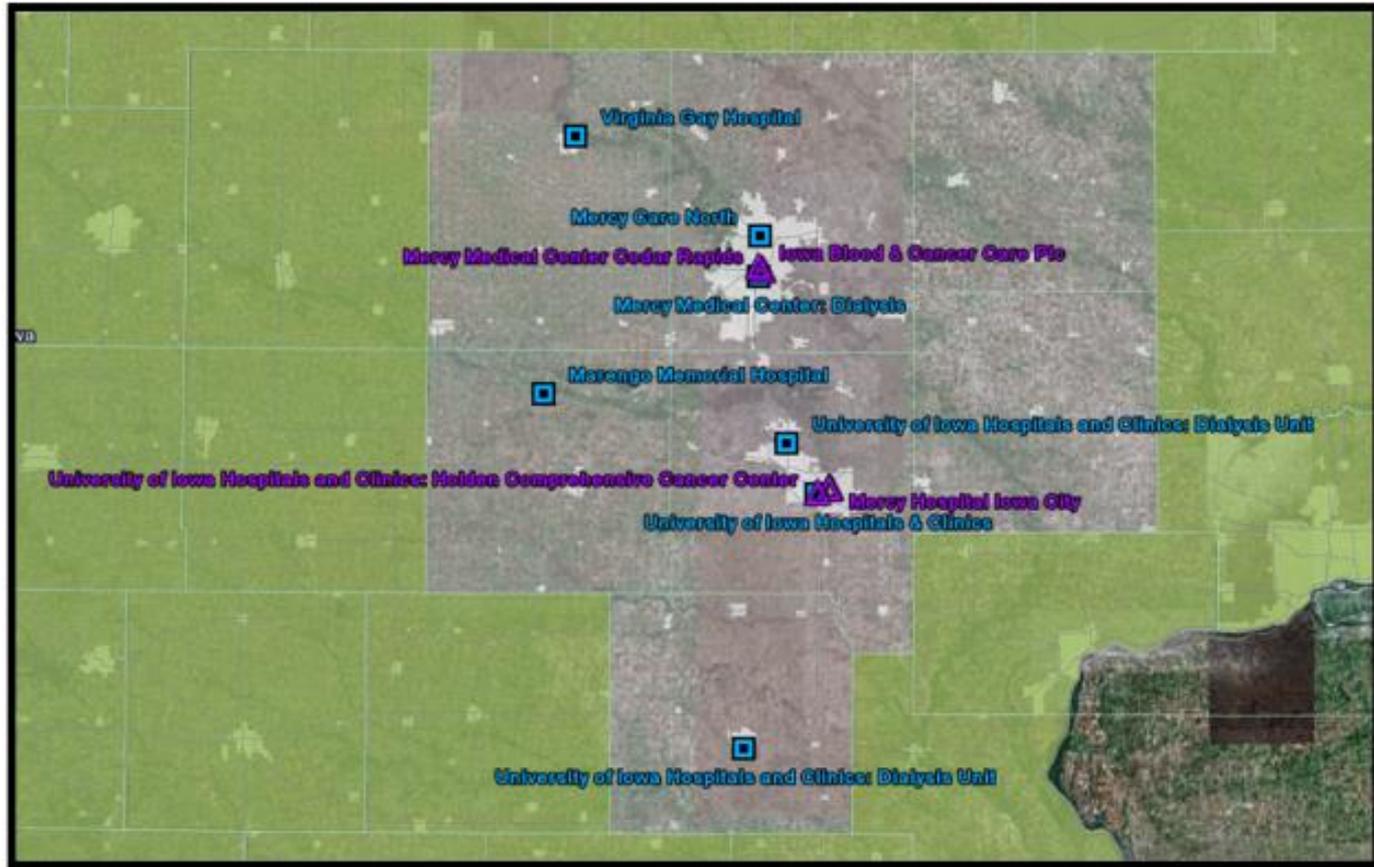
TRANSPORTATION ASSESSMENT

FIGURE 48 REGIONAL HOSPITALS AND WOUND CARE CLINICS



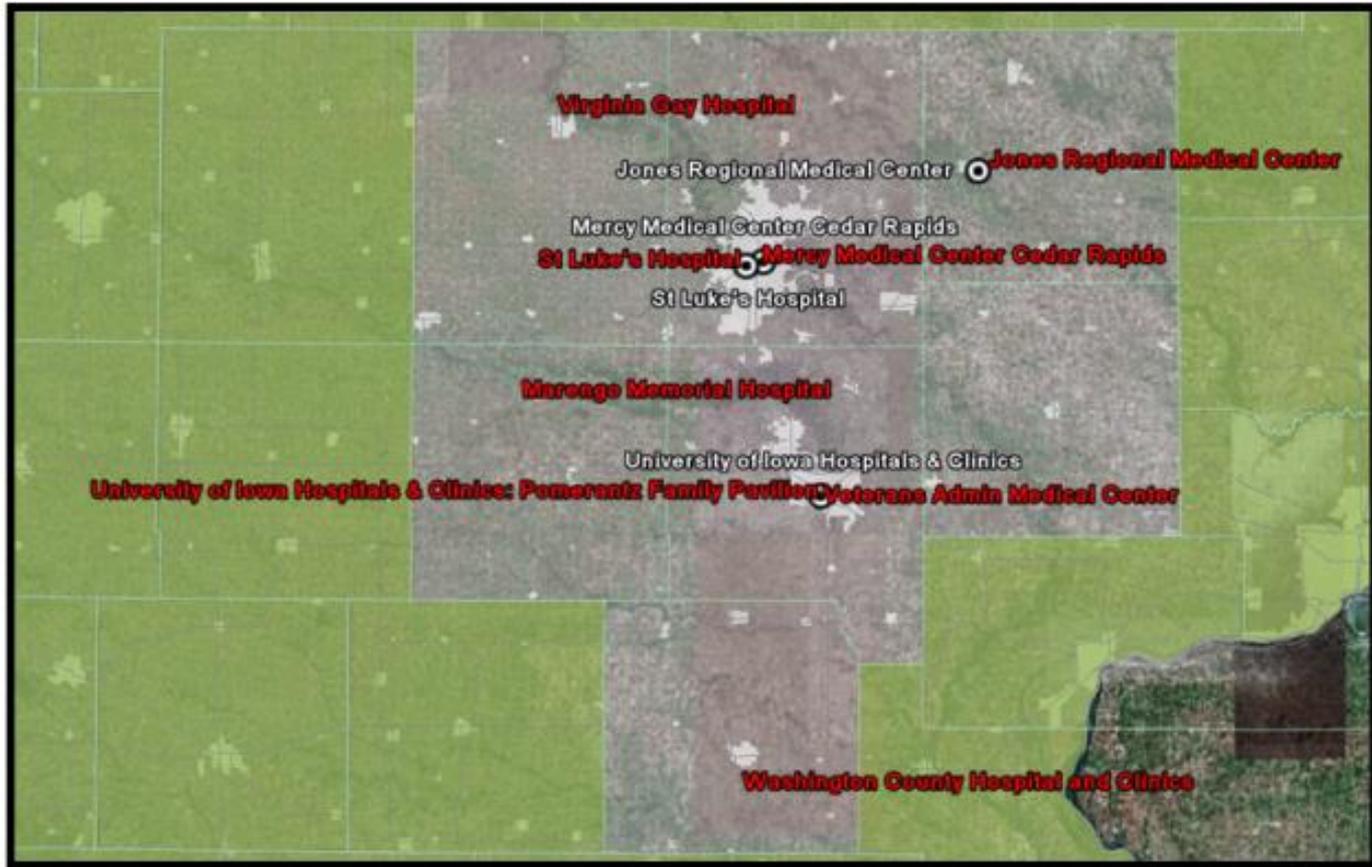
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FIGURE 4.9 CHEMOTHERAPY/RADIATION CENTERS AND DIALYSIS SITES



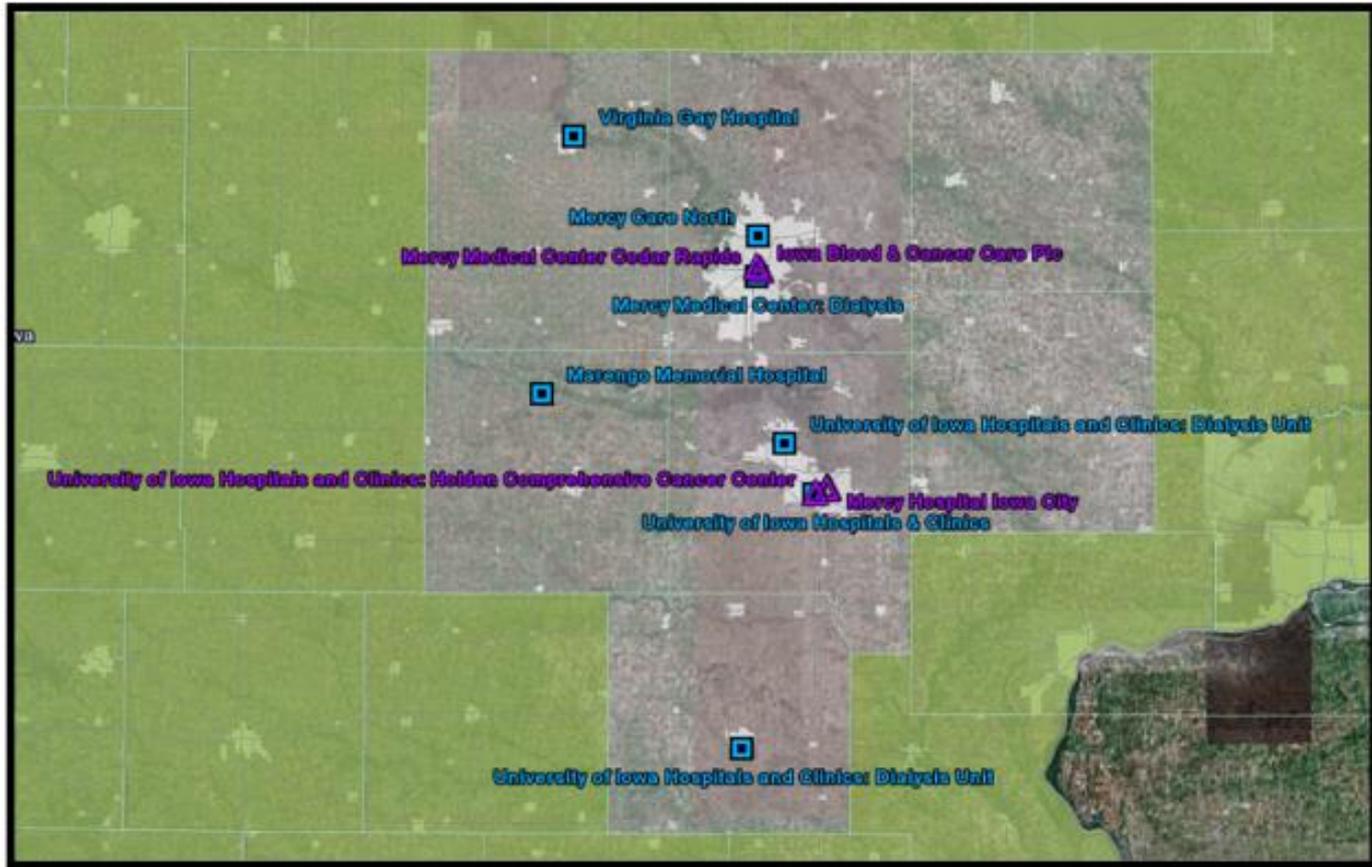
TRANSPORTATION ASSESSMENT

FIGURE 4.10 SENIOR DINING SITES



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FIGURE 4.11 REGIONAL GROCERY STORES AND FARMERS' MARKETS



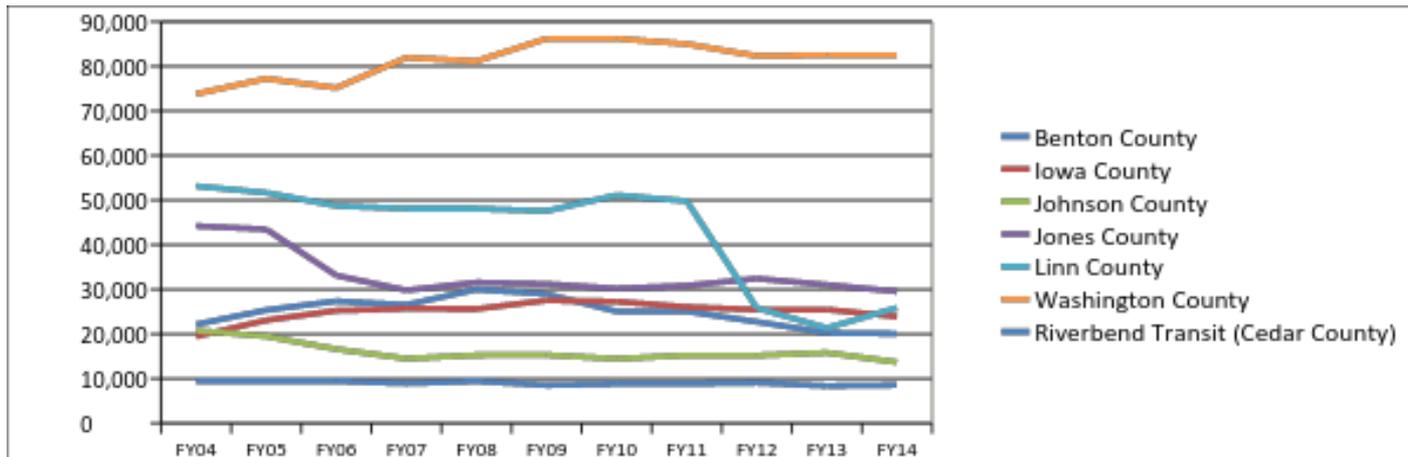
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the general public, this ridership includes services under contract to various sheltered workshops, daycares, and nursing homes. Over the past ten years, ridership has declined from a high of 242,930 rides in 2004 (noted in Figure 4.12). The primary cause for decline has been the shift of Medicaid, non-emergency medical transportation from the rural transit system to private transportation providers. Linn County has experienced the largest decline of nearly 50%. Additional information about passenger transportation services, including private transportation options, is available in the Passenger Transportation Plan 2016-2020.

TRANSIT REVENUES AND EXPENSES

The rural transit services rely upon a variety of revenue sources, including state and federal assistance, contract revenue, passenger fares, and local taxes. In fiscal year 2014, revenues totaled just over \$3 million. As noted In Figure 4.13, local taxes are the largest revenue source, approximately 38 percent of all revenues. State and federal assistance, however, accounts for 30 percent of all revenue, and provides a significant source of funds for the transit system.

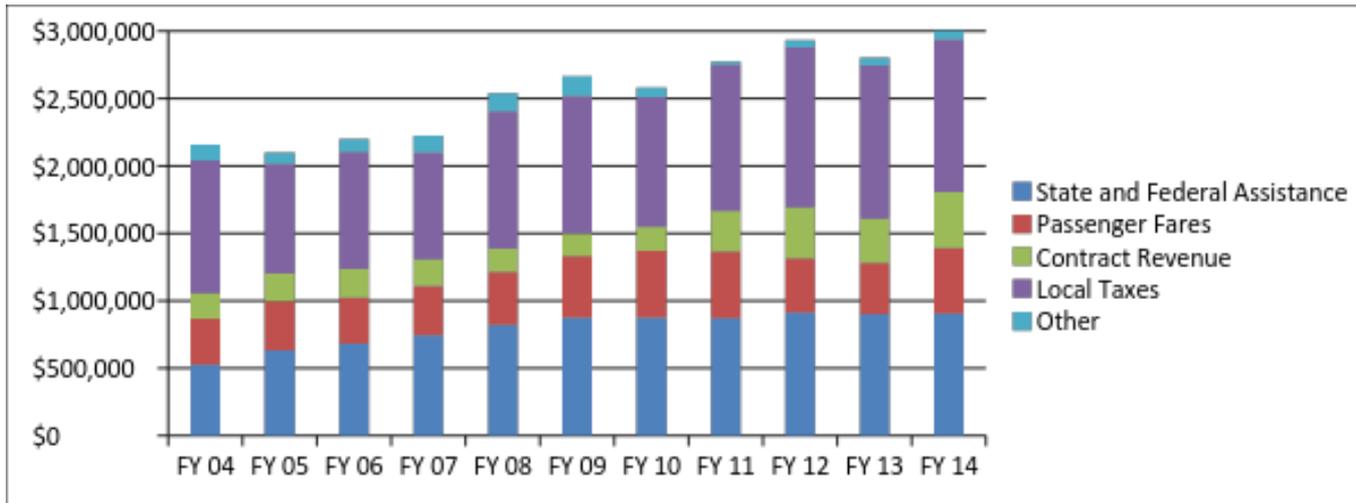
FIGURE 4.12 PUBLIC TRANSIT SERVICE STATISTICS, FY 2004-2014



Source: ECICOG and Riverbend Transit

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FIGURE 4.13 TRANSIT REVENUES, FY 2004-2014



Source: ECICOG and River Bend Transit

Operating expenses are typically comprised of wages paid to staff, fuel and maintenance costs, Buildings and utilities, and other miscellaneous expenses. Figure 4.14 provides a ten-year summary of regional operating costs. Fiscal year 2014 expenses have been detailed to show the breakdown of expenses. Wages represent the largest expense of approximately 78%.

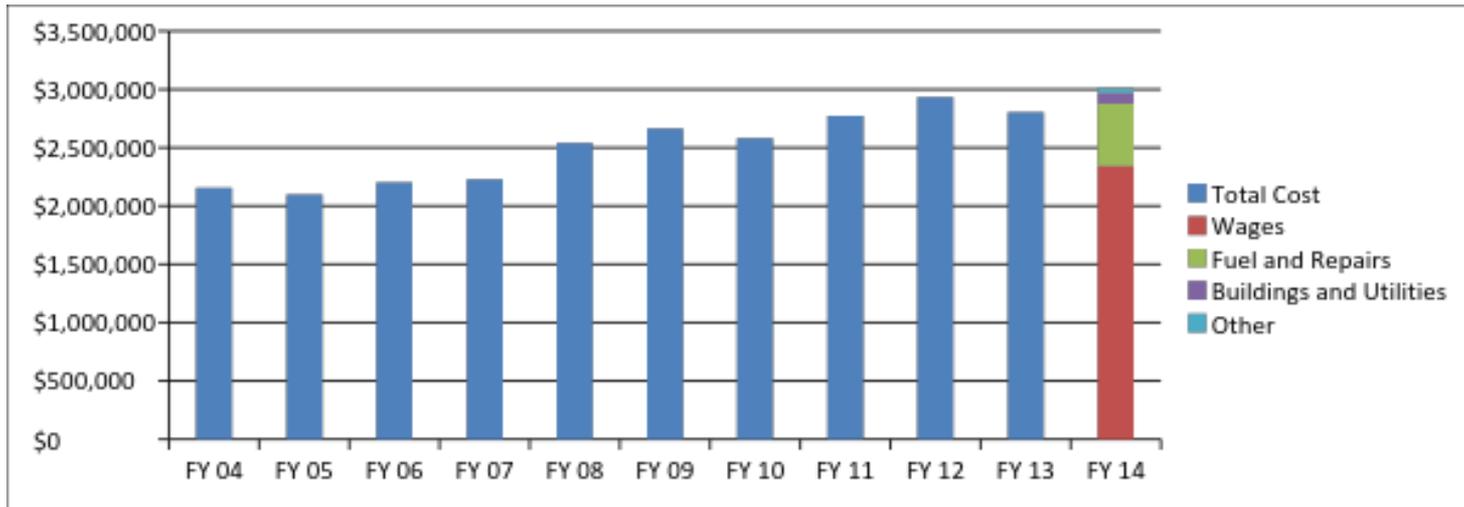
BICYCLE AND PEDESTRIAN

Nationwide, the number of people bicycling and walking as a means of transportation and recreation has increased

significantly. According to 2009 National Household Travel Survey data, the number of trips made by bicycle in the US increased from 3.2 billion in 2001 to 4.1 billion in 2009, a 27 percent increase. In the same timeframe, the number of walking trips increased roughly 33 billion to 41 billion. Growing desires to improve physical activity and promote healthier lifestyles have led to an increase in the construction of off-road trails, on-road bicycle accommodations, and complete streets elements. Responses to the survey prepared by Market Street, indicate a similar local desire for more bicycle and

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FIGURE 4.14 TRANSIT OPERATING EXPENSES, FY 2004-2014



Source: ECICOG and River Bend Transit

pedestrian accommodations. Extensive trail networks exist within the Creative Corridor. Much of the network, however, exists within the two metropolitan areas, and significant gaps exist elsewhere. As the ECICOG Trails Plan, 2011 notes, connecting the gaps is a regional priority, as is maintenance of the existing system.

BICYCLISTS SKILL LEVELS

An important consideration in the design and location of bicycle accommodations is the varying skill level of the users. The regional system is designed to include both off-

road and on-road to accommodate as many users as possible. The Federal Highway Administration (FHA) defines three general categories of bicycle users to assist planners in determining the impact of different facility types and roadway conditions on bicyclists. These categories include:

GROUP A – Advanced Bicyclists: Experienced riders who can operate under most traffic conditions. They comprise the majority of users of collector and arterial streets and are best served by the following:

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- Direct access to destinations usually via the existing street and highway systems
- The opportunity to operate at maximum speed and minimum delays
- Sufficient operating space on the roadway or shoulder to reduce the need for either the bicyclists or the motorists to change position when passing

GROUP B – Intermediate Bicyclists: Casual or new adult and teenage riders who are less confident of their ability to operate in traffic without special provisions for bicycles. These bicyclists prefer:

- Comfortable access to destinations, preferably by a direct route using either low-speed, low traffic volume streets or designated bicycle facilities
- Well-defined separation of bicycles and motor vehicles on arterial and collector streets such as bike lanes or shoulders, or grade separated bike paths

GROUP C – Beginner Bicyclists: Pre-teen riders whose roadway use is initially monitored by parents. Eventually they are accorded independent access to the system. They and their parents prefer the following:

- Access to key destinations surrounding residential areas, including schools, recreation facilities, shopping, or other residential areas

- Residential streets with low motor vehicle volumes and speeds
- Well-defined separation of bicyclists and motor vehicles on arterial and collector streets or separate bike paths

The Bicycle Federation of America estimates that out of nearly 100 million people in the United States that own bicycles, roughly 5 percent qualify as Group A bicyclists, with the remaining 95 percent in Group B or C categories. Paved shoulders can accommodate Group A bicyclists, but the region has focused much of its attention on separated facilities for Group B and C users.

TYPES OF BICYCLE FACILITIES

There are several type of bicycle facilities that can accommodate various types of bicyclists and trips purposes. While the regional trail system currently features predominately off-road trails, other types of accommodation could become more common in the future. The most common types of facilities are as follows:

- Signed/marked shared roadway – These roads are designated by bike route signs and/or pavement markings such as sharrows, generally either to provide continuity with other bicycle facilities, such as bike lanes, or to designate preferred routes.

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- Shared roadway without signage – Most minor city residential streets would qualify as shared roadways, as they have small amounts of low-speed traffic and therefore do not need any bicycle designations or accommodations.
- Paved shoulders – These are primarily implemented in rural areas, often on state and local highways. Paved shoulders provide a separated space for bicyclists, similar to bicycle lanes. A minimum of four feet is recommended.
- Bicycle lanes – Bicycle lanes are established by pavement markings and signage along streets where there is significant bicycle demand and the necessary street conditions to accommodate bike lanes. A minimum of five feet is recommended. Bicycle lanes can also be protected or buffered from traffic by adding a painted or landscaped space between the bike and vehicular traffic.
- Shared use path – These are generally referred to as trails or off-road accommodations. Shared use paths often serve corridors not served by roads, or where wide right-of-way exists next to the roadway, permitting their construction parallel to the road.

TRAIL SYSTEM

Figure 4.15, from the ECICIOG Trail Plan, 2011 depicts the existing and planned trail network. The majority of

trails in the region are off-road facilities connecting parks and other outdoor recreation destinations. Several trails use former railroad right-of-way as their alignment, such as the Cedar Valley Nature Trail and Old Creamery Nature Trail. Some trails are hard-surfaced with concrete or asphalt, but many are granular limestone. Because granular trails are less user-friendly and can't be used for some recreational activities, such as inline skating, the region supports hard-surfacing granular trails when funding is available.

Many communities in the region, and state and local parks, offer short trail segments that serve a local interest. The following is a summary of regionally significant separated trails:

OLD CREAMERY TRAIL IN BENTON COUNTY

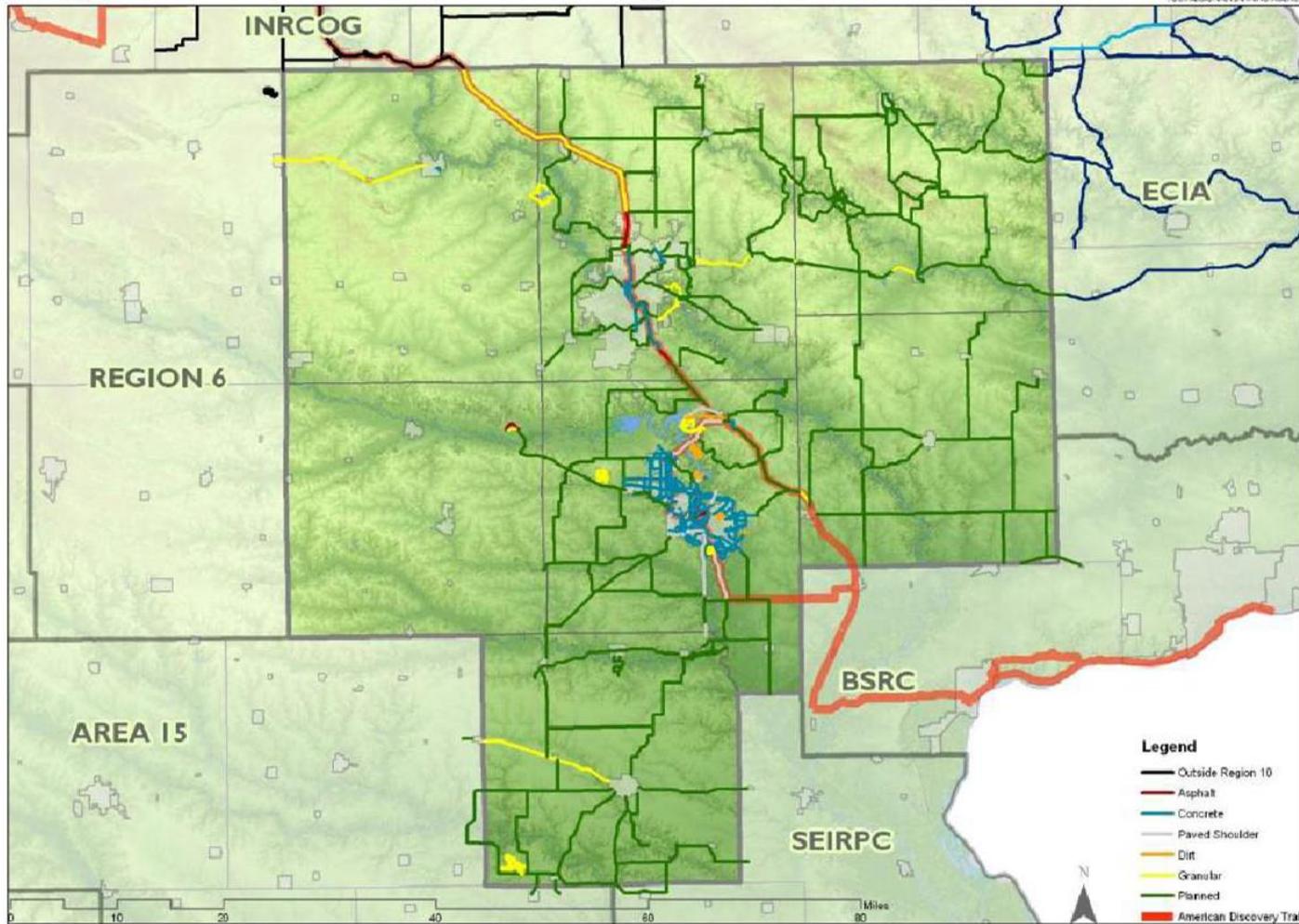
The Old Creamery Nature Trail was made from a converted rail bed running 14.5 miles from Vinton to Dysart, and passing through the small town of Garrison. The trail is surface is crushed limestone.

CEDAR VALLEY NATURE TRAIL IN BENTON & LINN COUNTIES (PART OF THE AMERICAN DISCOVERY TRAIL)

The Cedar Valley Nature Trail was designated as part of the American Discovery Trail in the 1990s. The trail represents the first rail to trail conversion in the state of Iowa. Opened in 1982, this 52-mile trail provides non-

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FIGURE 4.15 PLANNED AND EXISTING TRAIL NETWORK IN THE CREATIVE CORRIDOR



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miles of predominately agricultural areas of Benton and Linn Counties. The portion of the trail in Benton County is owned and operated by the Linn County Conservation Board. The trail is primarily paved, with the exception of 5.8 miles of crushed limestone on the northern end. In recent years, the regional partners have worked together to extend the trail through southern Linn County and connect to Johnson County and the Iowa City metropolitan area.

GRANT WOOD TRAIL IN JONES AND LINN COUNTIES

The Jones County portion of the trail is granular and runs 3.5 miles from the City of Olin into the rolling countryside along a converted rail bed. The Linn County portion of the trail is also granular and was gifted to the Linn County Conservation Board, and runs 3.25 miles along a former rail bed from Marion to Squaw Creek Park. When complete, the two trail segments will meet at Martelle, with plans to eventually link to the Mississippi River.

KEWASH NATURE TRAIL IN WASHINGTON COUNTY

The 13.8 mile trail passes through a variety of landscapes, including restored prairies between Keota and West Chester, and woodland between West Chester and Washington. The trail surface varies. Within the City of Washington the trail is paved. The remaining portion is crushed limestone.

MULTIMODAL FREIGHT TRANSPORTATION

The economic success of a region depends largely on its multimodal networks and its ability to move people and goods across and within its boundaries. Increased competition in the global economy often rewards those regions that actively plan and pursue these seamless and efficient multimodal connections. There are four modes of freight transportation in the region – truck, rail, air, and pipeline. In order to create the most efficient goods movements for various commodities, facilities to accommodate transfers between modes are vital.

Intermodal transfer facilities are identified in the planning process as critical parts of the state's rail and water freight networks. As they rely on trucking for pickup and delivery, they can produce significant freight traffic flowing to and from these locations. Types of transfer facilities include the following.

- **INTERMODAL CONTAINER FACILITY** refers to the transfer of freight using an intermodal container or trailer through multiple modes of transportation (rail, barge, and/or truck) without the handling of the freight itself when changing modes. This method improves security and transportation speed while reducing the damage and loss of goods. Container transfer facilities handle rail-to-truck and truck-to-rail transfers in sealed units such

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as trailer-on-flatcar (TOFC) or container-on-flatcar (COFC).

- **TRANSLOAD FACILITY** refers to the transfer of freight shipments, typically bulk, from the vehicle/container of one mode to that of another at a terminal interchange point. Transloading works for a variety of commodities, including finished and unfinished goods, fresh food, lumber, and bulk goods.
- **COAL-BURNING FACILITIES** are locations in the state that utilize coal as a power source. A large amount of Iowa electricity is generated by coal. These facilities are significant because they typically receive and distribute great quantities of coal by train and/or truck.
- **BARGE TERMINALS** are locations where commodities are transferred from barges to trucks and/or rail cars. These terminals are a staple of industries moving bulk products by river or inland waterway. Barges can be loaded and unloaded much more rapidly than packaging a bulk product and putting it in a truck, and can handle a larger amount of freight than both truck and rail.
- **BIODIESEL AND ETHANOL PLANTS** are production facilities for renewable fuels made with corn and soybeans and byproducts of corn and soybean production. These locations typically receive raw materials by truck and ship finished biodiesel/ ethanol by truck and/or rail. As

is the case with grain elevators, the multiple transportation options qualify these locations as transloads.

- **GRAIN ELEVATORS** are facilities that collect grain from farmers by tractor or truck. The grain is then stored and shipped to market via truck and/or rail. The opportunity to shift from one mode to another qualifies these locations as transloads. Iowa has a vast network of grain elevators to handle the large production of corn and soybeans each year before being transported to users.
- **WAREHOUSE** refers to a commercial building for storage of goods that can include any raw materials, packing materials, spare parts, components, or finished goods associated with agriculture, manufacturing, and production. Warehouses are used by manufacturers, importers, exporters, wholesalers, and transport businesses. Some warehouses include transloading capabilities to offer short- and long-term storage and handling of goods to give shippers a competitive advantage.
- **A DISTRIBUTION CENTER** is a warehouse or other specialized building, often with refrigeration or air conditioning, stocked with products to be redistributed to retailers, to wholesalers, or directly to consumers. A distribution center can also be called a warehouse and

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serve as the foundation of a supply network as they equip a single location with a large variety of goods.

INTERMODAL FACILITIES IN THE CREATIVE CORRIDOR

The intermodal options within the Creative Corridor include a number of warehouses and distribution centers that collect and distribute freight, as well as ethanol, biodiesel, and rail grain facilities. In addition, a transload facility is located in Cedar Rapids to transfer freight shipments. These locations can generate many truck trips from the shipping and receiving of commodities, which makes the facilities an important part of the planning process. Figure 4.16 produced by Iowa DOT depicts the facilities in the Creative Corridor and throughout the state.

INTERMODAL CONNECTORS

Many freight movements by air, rail, and water are intermodal, usually beginning and/or ending with a truck movement. These intermodal connections are critical to the region's competitive edge in the marketplace. Within the Creative Corridor, the Eastern Iowa Airport has been identified by Iowa DOT as one of these connections between a major intermodal facilities and the National Highway System. Iowa DOT's primary criteria for connectors are based on annual passenger volumes, annual freight volumes, or daily vehicular traffic on one or more principal routes that serve an intermodal facility.

PLANNED FACILITIES

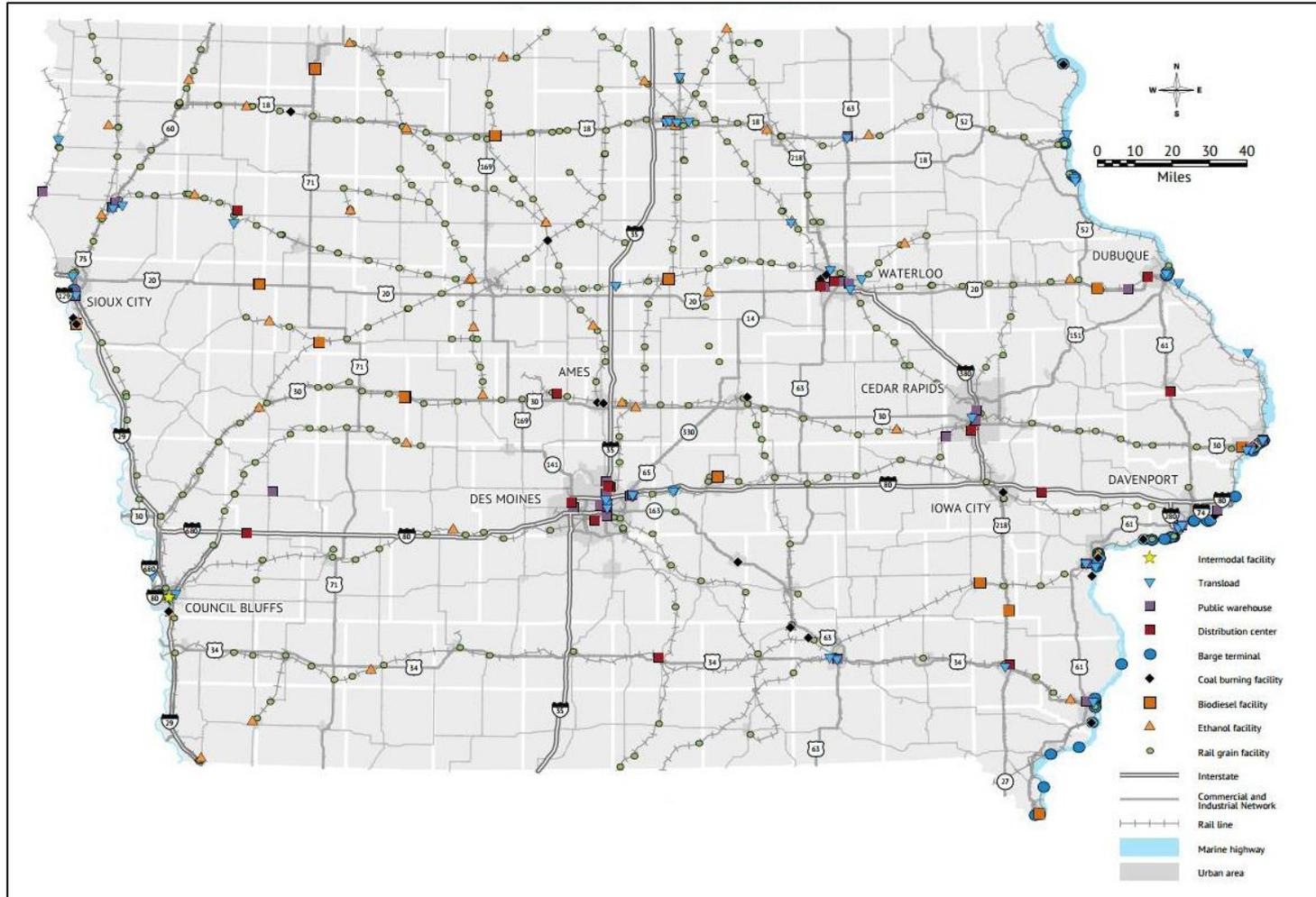
While intermodal facilities and connectors are critical for freight movements, Iowa DOT identified an additional need for a full-service intermodal and logistics terminal in east-central Iowa. A planned facility, to be located in the Creative Corridor, and known as the Cedar Rapids Logistics Park (CRLP) will provide this service from a 75-acre location north of the Eastern Iowa Airport in southwest Cedar Rapids. The facility is expected to include the following elements with the ability to expand as needed.

- Integrated facilities for a container intermodal terminal.
- A rail-to-truck transload facility for bulk commodities.
- Cross-dock facility for consolidating and redistributing truck loads, as well as loading and unloading containers.

The purpose of the intermodal element is to provide Iowa and the surrounding states with access to a high-capacity, efficient, and cost-competitive facility to move goods from truck to rail and vice versa. The transload element would consist of tracks separate from the intermodal facility with storage, loading aprons, and support equipment sufficient to load and unload any material between multiple railcars and trucks at grade. The cross-dock element would increase transportation efficiencies by combining partially

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FIGURE 4.16 INTERMODAL FACILITIES IN IOWA



Source: Iowa DOT, SRF

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FIGURE 4.17 PLANNED FACILITY IN IOWA



Source: Iowa DOT, SRF

loaded trucks into full loads, hence reducing vehicle miles traveled and the number of truck trips. These project elements are illustrated in Figure 4.17. The need for this project was reinforced through the identification of a private partner and a grant award of \$25.6 million from the U.S. DOT's Fostering Advancements in Shipping and Transportation for the Long-term Achievement of National Efficiencies (FASTLANE) Program. It is expected that this public-private partnership will lead to the successful opening of this new terminal within 2-3 years.

RAILROAD SYSTEM

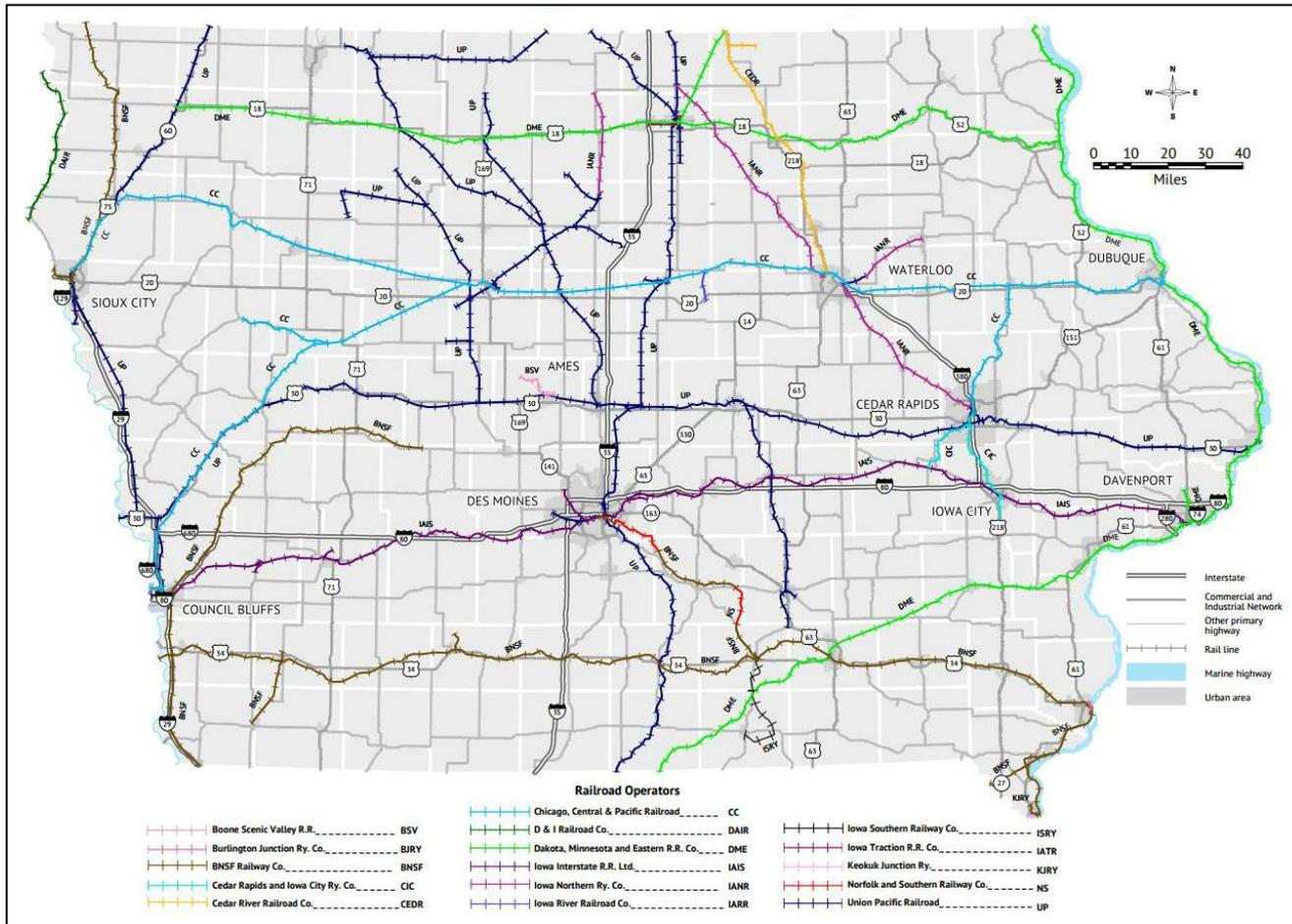
Railroads serve a vital role in moving freight safely and efficiently within the Creative Corridor, the state, and the nation. On its own, rail can effectively haul large-volume loads over long distances. In cooperation with other modes, primarily trucks, it becomes critical in moving bulk commodities produced and consumed in the region. While rail competes with other modes, it also cooperates with those modes to provide intermodal and transload services to the region and is critical to moving bulk commodities produced and consumed in the state.

RAILROADS IN THE CREATIVE CORRIDOR

Six railroad companies operate within the Creative Corridor. The Union Pacific Railroad (UP) is the only Class I carrier in the region. Within the State of Iowa, the UP and BSNF Railway (another Class I carrier) carry the largest volume of traffic in the state, operating over 1,900 miles of track combined, including double tracks running east-west across the state. The Class I carriers operate the vast majority of tracks and accrue most of the freight revenues in Iowa while financing the vast majority of rail infrastructure maintenance and improvement, which provides significant public benefit with limited public investment. Class II and III railroads often provide feeder

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FIGURE 4.18 TRANSIT OPERATING EXPENSES, FY 2004-2014



Source: Iowa DOT

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service to the Class I carriers. Figure 4.18 shows Iowa's current railroad service map, included those railroad services in the Creative Corridor.

CLASS I

Union Pacific (UP) -Union Pacific Railroad and the Chicago & North Western Transportation Co., which merged in 1995, have been part of the Iowa landscape since the 1850s. Today, UP's tracks span the length and breadth of the state. The east-west main line corridor provides a direct route from Chicago to the West Coast, while the north-south "Spine Line" main line running through Des Moines and Mason City connects Minneapolis-St. Paul and Kansas City. In northwest Iowa, an extensive branch line network exists.

CLASS II

Chicago, Central & Pacific (CC)- CC is owned by CN. CN operates in Iowa as the Cedar River Railroad and the Chicago Central and Pacific Railroad. CN is a Class I railroad providing rail service across the width of Canada and extending down to the Gulf of Mexico. Direct service to Pacific and Atlantic ports provide connections to Europe and the Far East.

Iowa Interstate (IAIS) -IAIS is one of the few regional railroads that connects with the entire Class I railroad

system (BNSF, UP, CN, CP, KCS, CSXT, and NS) at multiple locations. The IAIS main line operates from Council Bluffs through Des Moines, Iowa City, and Davenport, Iowa; to Chicago and Peoria, Illinois.

Dakota, Minnesota & Eastern (DME) -CP operates in Iowa as the Dakota, Minnesota and Eastern Railroad Corp. CP operates a transcontinental railroad network in the United States and Canada with a total of 14,000 route-miles. The CP network serves the ports of Montreal and Vancouver in Canada, and reaches key U.S. gateways, including Chicago, Minneapolis/St. Paul, Milwaukee, and Kansas City. CP's corporate headquarters are located in Calgary, Alberta, Canada, while its U.S. operations are based in Minneapolis. Iowa operations include a main route following the Mississippi River from the Minnesota border to Muscatine (crossing the Mississippi River at Sabula for route toward Chicago), then onto Ottumwa and the Missouri border, plus routes operating from Mason City west to Sheldon, east to Marquette, and north into Minnesota.

CLASS III

Cedar Rapids and Iowa City (CRANDIC) - is a shortline railroad providing freight rail service in the Cedar Rapids to Iowa City corridor. CRANDIC connects with two Class I (UP, CN) and two shortline railroads (IANR, IAIS). Priding

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itself on customer service and flexibility, CRANDIC has been instrumental in supporting economic development in eastern Iowa.

Iowa Northern (IANR) - IANR operates over 253 miles of track in northeast Iowa. Their line runs diagonally northwest to southeast from Manly to Cedar Rapids. Passing near or through Mason City, Waterloo, and Cedar Rapids. There are also two branch lines; one from Waterloo to Oelwein, and the other from Forest City south to Belmond.

RAIL COMMODITIES

Rail commodities in the Creative Corridor are comparable to those of the state. Iowa DOT has noted that while rail accounts for only 3 percent of Iowa's 130,000-mile freight system, it carries nearly 14 percent of the state's freight tonnage, consisting mostly of bulk commodities, such as grain, grain products, coal, biofuels, and fertilizers. These goods are typically moved in 100 to 110-ton cars and in trains that are often 100-plus cars long.

PASSENGER RAIL

Passenger rail is not currently available in the Creative Corridor. A study was commissioned to examine options for rail connectivity between Cedar Rapids and Iowa City, but the results of the report are not yet available.

AVIATION

Airports play an important role in the economic development of the Creative Corridor and in the quality of life for regional residents. Airports serve varying types of users and levels of demand. An airport's role in the aviation system depends on the aviation demand and type of facilities and services provided. As such, airports are categorized by one of five roles defined by the following criteria:

COMMERCIAL SERVICE AIRPORTS provide regularly scheduled commercial airline service and have the infrastructure and services to support a full range of general aviation activity.

ENHANCED SERVICE AIRPORTS have a paved runway 5,000 feet or longer with facilities and services to support most general aviation aircraft, including business jets, and have weather observation equipment. Enhanced service airports serve business aviation and are regional transportation centers.

GENERAL SERVICE AIRPORTS have a paved runway 4,000 feet or longer with facilities and services to support twin- and single-engine general aviation aircraft, as well as some business jets. General Service airports are important economic assets for their communities.

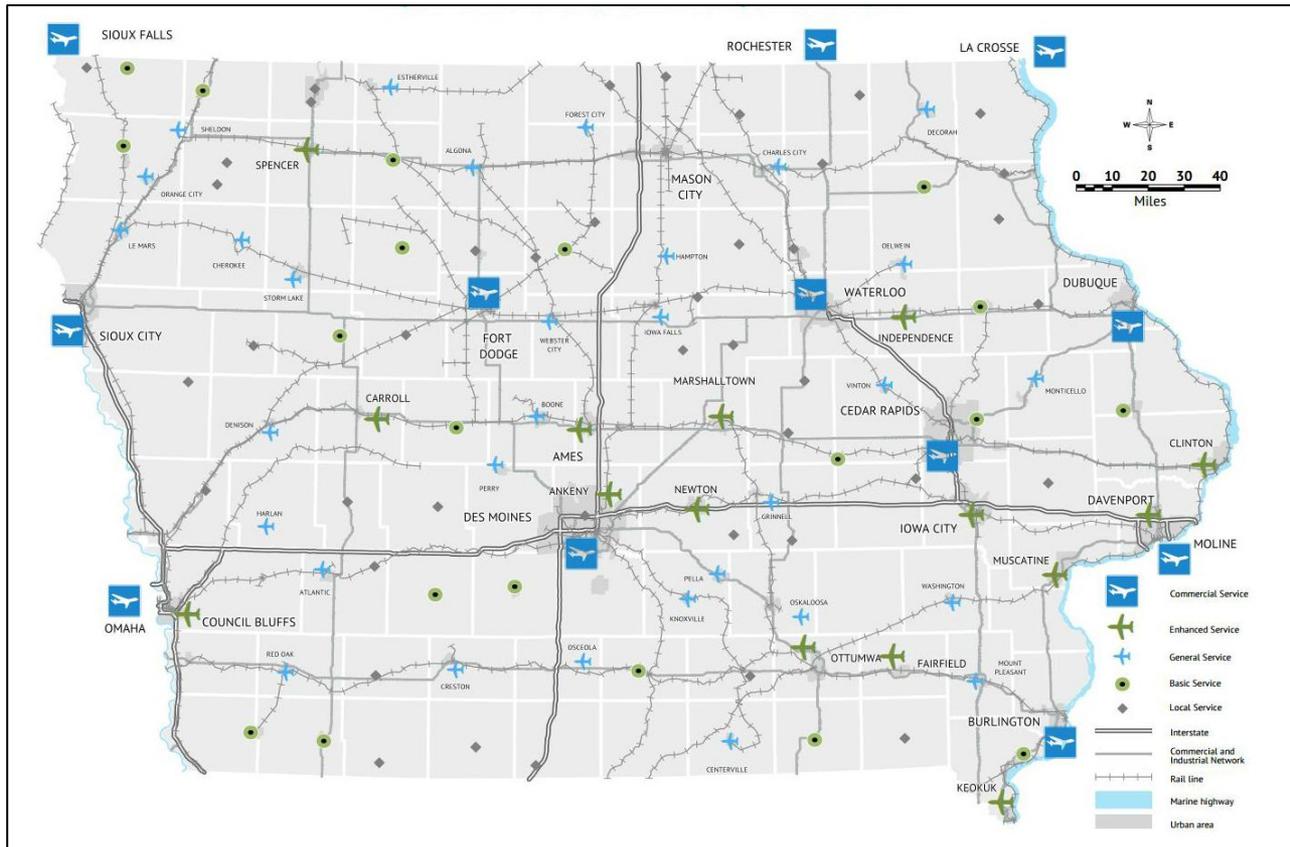
BASIC SERVICE AIRPORTS have a paved runway 3,000 feet or longer with facilities and services to support single-engine

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aircraft, as well as some smaller twin-engine aircraft, and provide fuel.

LOCAL SERVICE AIRPORTS have runways less than 3,000 feet, many of which are turf runways, and have little or no airport services.

FIGURE 4.19 AIRPORTS IN IOWA



Source: Iowa DOT

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AIR SERVICE IN THE CREATIVE CORRIDOR

The Creative Corridor is served by nine airports, including one commercial airport and eight general aviation airports. Figure 4.19 shows the location of all airports in the state, as well as those serving the Creative Corridor. Descriptions of each regional airport includes the following.

COMMERCIAL SERVICE

EASTERN IOWA AIRPORT

The Eastern Iowa Airport (CID) is owned by the City of Cedar Rapids and operated by the Cedar Rapids Airport Commission. The Commission is the policy-making body for CID. Commissioners are volunteers and are appointed by the Mayor of Cedar Rapids and approved by the City Council. The airport supports two runways, 6,200 feet in length and the other 8,600 feet. The runways are accessible under less-than-visual meteorological conditions, using a variety of navigational aids. Terminal facilities include a passenger terminal complex, air cargo facilities, general aviation facilities, an aircraft rescue and firefighting facility, air traffic control tower, and maintenance facilities.

The Eastern Iowa Airport provides general aviation and commercial services. General aviation services include

hanger rental, charter, aircraft rental, fuel, power and airframe repair, and pilot instruction.

COMMERCIAL AIRPORT ACTIVITY

Indicators of airport activity include: airport tenants, passenger enplanements, and based aircraft. The airport's 2014 Master Plan provides the following summary of activity.

AIRPORT TENANTS

The Eastern Iowa Airport is home to one fixed-based operator (Landmark Aviation), five airlines (Delta, United, American Airlines, Frontier Airlines, and Allegiant Air), the Transportation Security Administration (TSA), four rental car companies (Avis/Budget, Enterprise, Hertz, and Alamo/National), two restaurants, and two gift shops. Located outside of the terminal on airport property are a number of businesses, including Nordstrom, FedEx, UPS, and the USPS.

PASSENGER ENPLANEMENTS

The Eastern Iowa Airport has both scheduled and unscheduled passenger air service. The number of people that board a commercial aircraft, referred to as passenger enplanements. Nationally, passenger enplanements have fluctuated in recent years due, in part, to the economic downturn beginning in late 2008. Enplanement activity at

TRANSPORTATION ASSESSMENT

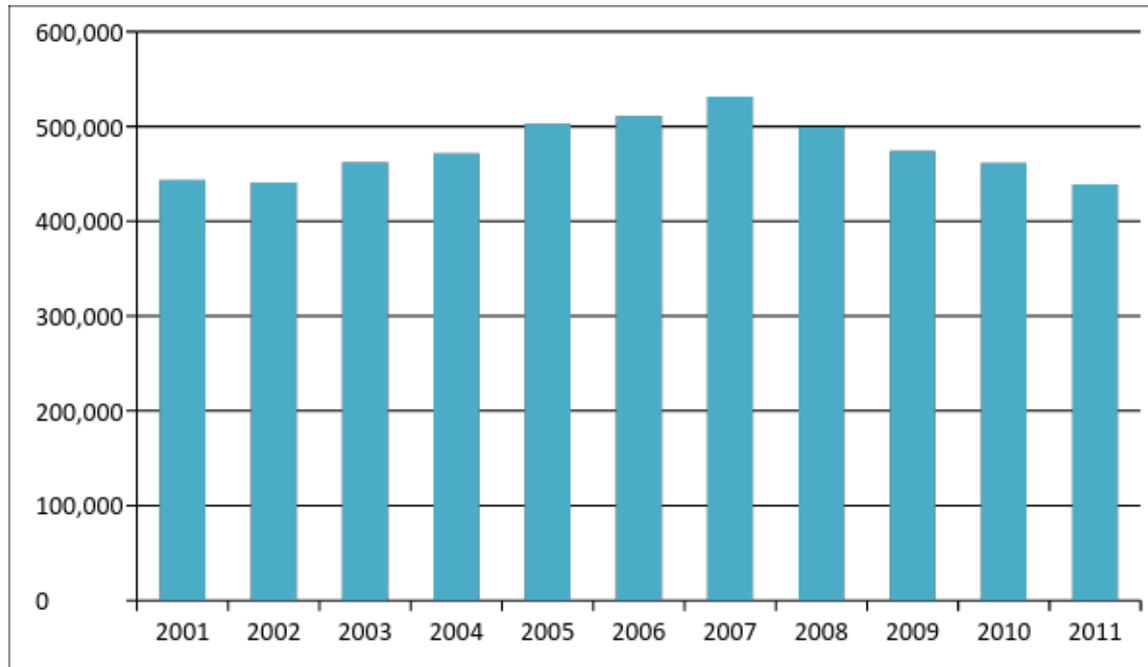
the Eastern Iowa Airport follows this trend as shown in Figure 4.20 Passenger enplanements peaked in 2007 at 531,256, and fell to 439,025 by 2011.

AIRCRAFT OPERATIONS

An aircraft operation is the departure or landing of an aircraft. Total aircraft operations include commercial air

carrier operations, general aviation operations, and military operations. The total number of commercial operations peaked in 2004 and has declined thereafter as airlines began replacing local fleet with increasingly larger aircraft with reduced flight frequencies. General aviation activity has generally declined over the entire period. Military operations significantly increased between 2006

FIGURE 4.20 EASTERN IOWA AIRPORT ENPLANEMENTS, 2001-2011



Source: Eastern Iowa Airport, 2014 Master Plan

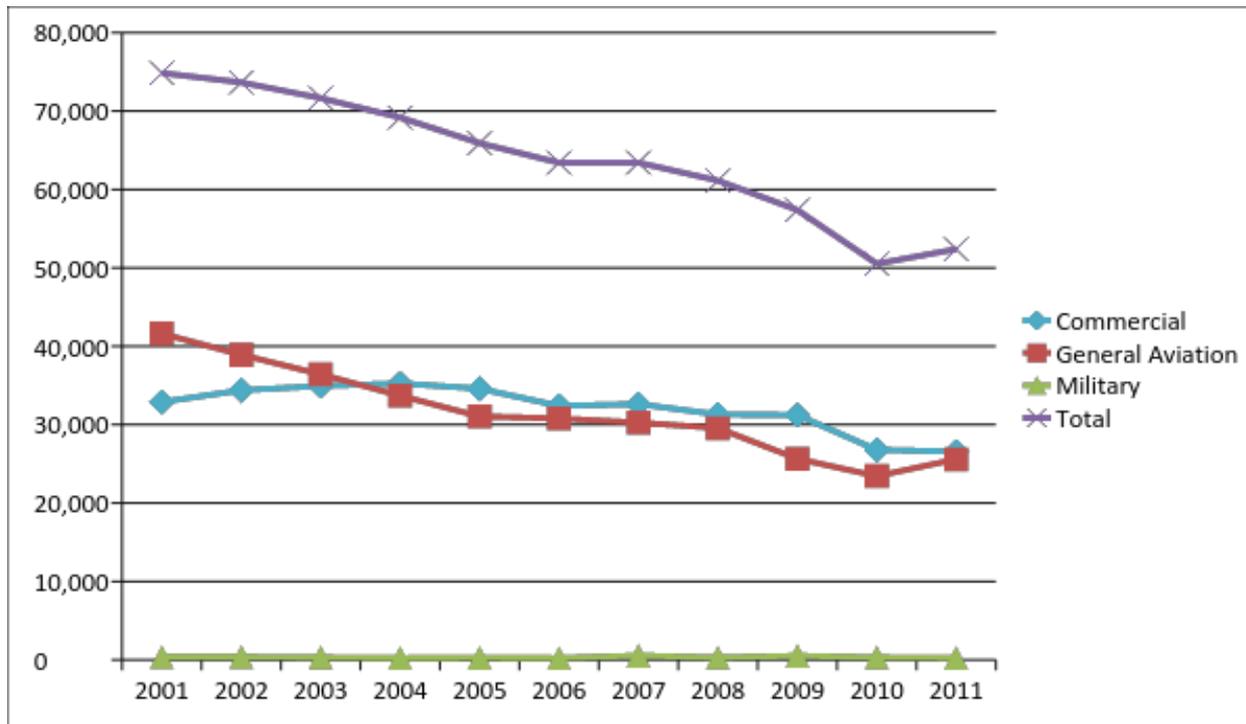
TRANSPORTATION ASSESSMENT

and 2007, and then peaked again in 2009. Generally, the total number of operations has continuously declined from 2001 as shown in Figure 4.21.

BASED AIRCRAFT

Based aircraft are aircraft stationed at an airport on a long-term basis. Figure 4.22 shows historic based aircraft

FIGURE 4.21 EASTERN IOWA AIRPORT OPERATIONS, 2001-2011



Source: Eastern Iowa Airport 2014 Master Plan

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at CID by aircraft type from 1980 to 2010. Based aircraft have fluctuated over this period, but have generally remained within the range of 130 to 170 total aircraft.

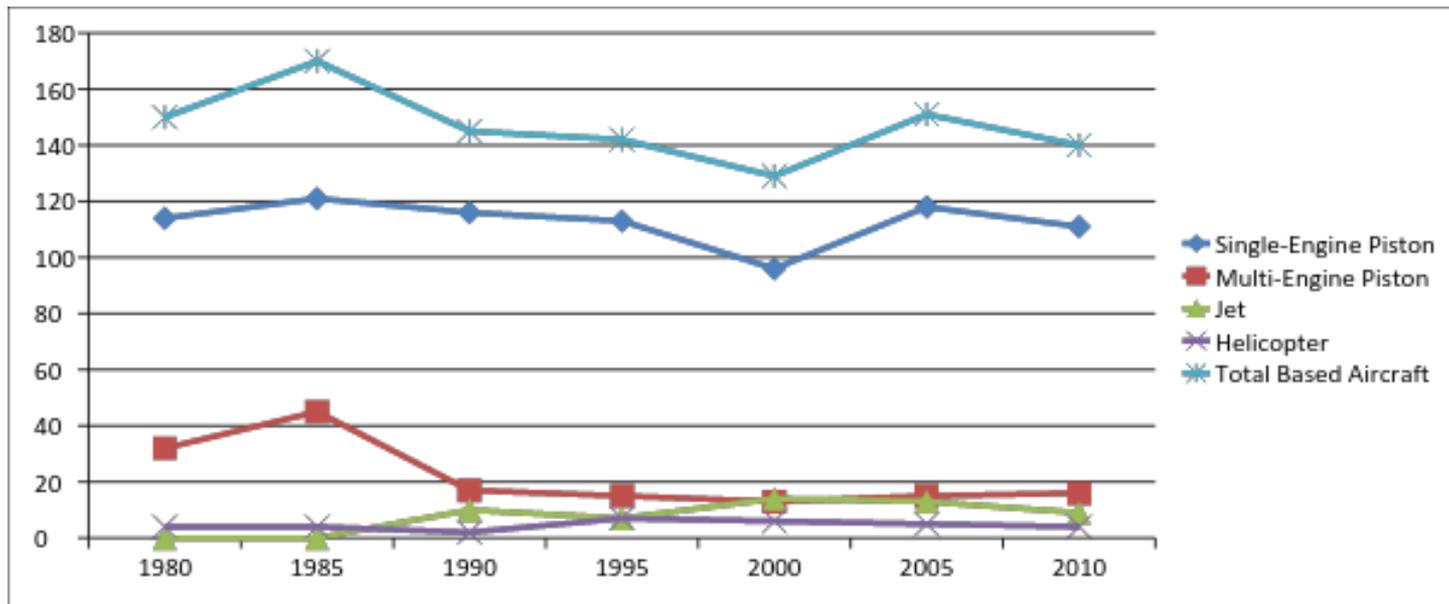
ENHANCED SERVICE

IOWA CITY

The Iowa City Municipal Airport is owned and operated by the City of Iowa City. An airport commission, with

members appointed by the city, was established to manage and operate the airport. The Iowa City Municipal Airport provides aviation service to Iowa City, Johnson County and the surrounding area. The airport is located in 3 miles southwest of the Iowa City central business district. Access to the airport is provided from US Highway 218, via Iowa Highway 1. There are two runways at the airport. They are 3,900 and 5,004 feet in length. In 2015,

FIGURE 4.22 EASTERN IOWA AIRPORT BASED AIRCRAFT, 1980-2010



Source: Eastern Iowa Airport 2014 Master Plan

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there were approximately 90 aircraft based at the airport, generating approximately 31,500 operations.

GENERAL SERVICE

MONTICELLO

The Monticello Regional Airport is owned and operated by the City of Monticello. An Airport Board was established to provide guidance for managing the airport. The Monticello Regional Airport is located approximately 2 miles southeast of Monticello's central business district. Access to the airport is provided from Iowa Highway 38. The airport has two runways. The first is 2,316 feet, and is closed in the winter months. The other is 4,400 feet in length. In 2015, there were approximately 40 aircraft based at the airport, generating approximately 14,000 operations.

VINTON

The Vinton Veterans Memorial Airport is owned and operated by the City of Vinton. An airport commission, with members appointed by the city, was established to manage and operate the airport. The Vinton Veterans Memorial Airport is located in Benton County approximately 3 miles north of the Vinton central business district. Access to the airport is provided by Iowa Highway 150. Airport runways are 2,500 feet and 4,000 feet in

length. In 2015, there were approximately 26 aircraft based at the airport, generating approximately 6,500 operations.

WASHINGTON

The Washington Municipal Airport is owned and operated by the City of Washington. An airport commission, with members appointed by the city, was established to manage and operate the airport. The Washington Municipal Airport is located 2 miles southeast of Washington's central business district. Access to the airport is provided from Iowa Highway 92 via County Road W61. The airport has two runways, one is 3,400 feet in length and the other is 4,000. In 2015, there were approximately 29 aircraft based at the airport, generating approximately 7,250 operations.

BASIC SERVICE

BELLE PLAINE

The Belle Plaine Municipal Airport is owned and operated by the City of Belle Plaine. An airport commission, with members appointed by the city, was established to manage and operate the airport. The airport has a single, 4,000 foot runway. In 2015, there were approximately six aircraft based at the airport, with approximately 1,500 annual operations.

TRANSPORTATION ASSESSMENT

MARION

The Marion Airport is privately owned. Located 1 mile east of the City of Marion, the airport has a single runway, 3,775 feet in length

LOCAL SERVICE

AMANA

The Amana airport is privately owned, but available for public use. Ultralight activity is discouraged. The single runway is 2,710 feet in length.

TIPTON - MATHEWS MEMORIAL AIRPORT

The Matthews Memorial Airport is owned and operated by the City of Tipton. An airport board established by the city provides guidance in managing the airport. Mathews Memorial Airport is located in Cedar County approximately 2 miles southwest of the City of Tipton. Access is provided via County Road F36. The airport has a single, 3,000 foot runway. In 2015, there were approximately 11 aircraft based at the airport, generating approximately 2,750 operations.

OTHER TRANSPORTATION CONSIDERATIONS

A wide variety of issues must be considered as the Creative Corridor plans the future transportation system. While several far-reaching subjects are identified in this chapter, these planning considerations do not represent

an exhaustive list, and new issues are likely to arise over the life of the Plan. This chapter will cover the following planning topics.

- Environment
- Safety and Security

ENVIRONMENT

Transportation often generates negative externalities affecting safety, human health, and the natural environment. For this reason, the environment is given additional consideration in this plan.

ENVIRONMENTAL JUSTICE (EJ)

According to the U.S. Environmental Protection Agency, EJ is defined as, "The fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. Fair treatment means that no group of people, including racial, ethnic, or socioeconomic group should bear a disproportionate share of the negative environmental consequences resulting from industrial, municipal, and commercial operations or the execution of federal, state, local, and tribal programs and policies."

EJ is the term used to describe the uneven environmental and social hardships that disadvantaged groups bear.

TRANSPORTATION ASSESSMENT

Within the realm of transportation, consideration of EJ is important given that impacts of transportation can be both beneficial (e.g., improved access and mobility) and burdensome (e.g., increased noise and congestion). Because of the diverse and potentially uneven transportation impacts, it is important that EJ be included throughout the transportation planning process, including short- and long-range planning and public participation outreach efforts. ECICOG will identify individuals and/or organizations who can assist with outreach efforts to these socially disadvantaged groups (e.g., minority and low-income). In addition, ECICOG shall maintain a Title VI program to effectively identify and resolve related complaints.

AMERICANS WITH DISABILITIES ACT (ADA)

Another issue closely tied to EJ under the umbrella of civil rights is that of compliance with ADA. Title II of this legislation emphasizes the accessibility of infrastructure within the public right of way. As an indirect recipient of federal transportation funds, ECICOG and its sub-recipients must comply with these requirements. The Region's plans, programs, and service will:

1. Identify physical obstacles limiting the accessibility of programs or activities to individuals with disabilities.
2. Describe in detail the methods that will be used to make facilities accessible.
3. Develop a schedule for achieving compliance.
4. Identify the Iowa DOT's ADA coordinator

5. Develop a grievance procedure to review complaints.
6. Initiate public involvement and provide community awareness.

In addition, ECICOG staff will perform periodic reviews of sub-recipients compliance with ADA requirements.

ENVIRONMENTAL MITIGATION - NEPA AND AIR QUALITY

National Environmental Policy Act (NEPA) defines the process used by decision-makers to make informed decisions on proposed federal actions, which includes federally funded regional actions. NEPA requires the examination and avoidance of potential impacts to the social and natural environment when considering approval of proposed transportation projects. The NEPA process is an approach to balanced transportation decision-making that takes into account the potential impacts on the human and natural environment and the public's need for safe and efficient transportation. For recipients of federal funds, this means that before proceeding with final design, right of way acquisition, and construction, the project sponsor must first disclose any environmental consequences and evaluate alternatives that would avoid or lessen the project's impacts. In addition to evaluating the potential environmental effects, transportation needs of the public must also be taken into account when reaching a decision that is in the best overall public interest. ECICOG will site this necessary step in its application process for regional STBG and TAP funds.

TRANSPORTATION ASSESSMENT

Two additional issues closely tied to the subject of environmental mitigation are air quality and climate change. These issues have received a considerable amount of attention in recent years. The Creative Corridor remains an attainment area, given current standards for air pollutants. Slight adjustments in the standards, however, could result in nonattainment status and could require additional transportation planning and programming requirements. Accordingly, ECICOG, in consultation with Iowa DOT, will continue to monitor the national standards.

As Iowa prepares for the possibility of increasing air quality regulation, the state is also preparing for the effects of a changing climate. These impacts, particularly extreme weather events, would not only affect the state in areas such as agriculture and public health, but could also result in serious implications for transportation infrastructure. Resiliency has become increasingly important at all levels of planning, from designing projects to withstand extreme weather events to having plans in place for responding to emergency weather situations. ECICOG will continue to work with local governments and watershed management authorities on resiliency planning efforts.

LAND USE AND LIVABILITY

The 2015 federal surface transportation reauthorization bill, Fixing America's Surface Transportation (FAST) Act, continued to emphasize the need to consider land use and quality of life in transportation planning. This planning factor, which states: "Protect and enhance the environment, promote energy conservation, improve quality of life, and promote consistency between transportation improvements and state and local planned growth and economic development patterns," resulted in the underlying decision to develop the CRDS as a joint planning document. CRDS input offered opportunity for these comprehensive discussions and the development of comprehensive regional solutions.

SAFETY AND SECURITY

The safety and security of the traveling public are top priorities for the region, the Iowa Department of Transportation (IADOT), the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA), and the cities and counties in the planning area. The region undertakes a number of activities address this priority.

TRANSPORTATION ASSESSMENT

ROADWAY SAFETY: The main safety focus considered in CRDS 2040 is motor vehicle safety. While safety is a concern across all modes, traffic crashes account for, by far, the most property damage, injuries, and death. Crashes are clearly a concern at the state level, and Iowa DOT has been involved in several initiatives related to improved safety. One method includes the development of a highway safety plan. Regional representatives participated in the development of the initial plan prepared in early 2000, and continue to monitor the ongoing effort. Regional representatives have also participated in Local Road Safety Workshop presented by Iowa DOT to educate planners, engineers, and law enforcement about safety.

In 2012, ECICOG also created a regional Multi-Disciplinary Safety Team to coordinate safety and security efforts in the Creative Corridor. Due to staffing changes at Iowa DOT and InTrans, both agencies that assisted with agenda items, regional MDST activities have lagged in the past year. In the coming year, staff will re-evaluate the interest and priorities of the group, with plans to reconvene to coordinate evacuation plans and other incident management activities.

TRANSIT: CorridorRides and Riverbend Transit provide transit services In the Creative Corridor. The following

are guidelines for the safe and secure operation of transit services within the region:

- Review county evacuation plans, transit systems security plans, and transit contractor security plans to ensure compatibility and clarity regarding responsibilities and procedures in the event of an incident.
- Review security measures against checklists developed by FTA and IPTA.
- Establish an ongoing means of communication with fire departments, police departments, and the county EMS to ensure sharing of crime and security information.
- Train all personnel in emergency response procedures and protocols, include annual refresher training.

Other security measures for the transit systems may include: installing cameras on buses (accident activated), having newer buses to be equipped with full time cameras, and equipping busses with mobile data terminals.

DISASTER PREPAREDNESS: Each county in the Creative Corridor has a multi-jurisdictional hazard mitigation developed in cooperation with transportation, law enforcement, and operational agencies. These plans address issues

TRANSPORTATION ASSESSMENT

such as evacuation, containment, and first-responder actions. In addition, Linn County is participating in a nation pilot project for the National Academies of Science, Engineering and Medicine, known as the Resilient America Roundtable to explore a variety of resilience priorities. ECICOG will continue to participate in these efforts to ensure regional preparedness.

TRANSPORTATION ASSESSMENT CONCLUSIONS

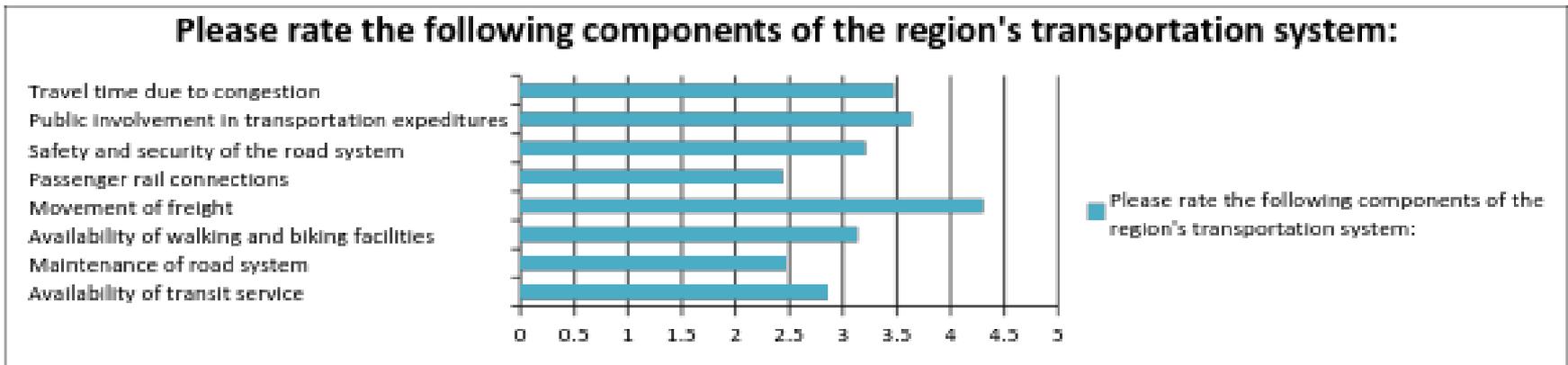
The transportation network is a valuable asset to the Creative Corridor. The system allows for the effective movement of people and products throughout the region. While preparing the regional assessment for the Regional

Vision Rising, Market Street included a number of transportation-related survey questions (as shown in Figure 4.23).

Respondents were asked to rate the current transportation system, and their responses are noted in the figure below. Ratings ranged from a score of one to indicate “poor”, to a score of five to indicate “excellent.”

Respondents rated the movement of freight in the region as relatively good. As noted above, respondents indicated that the maintenance of the roadway system requires attention. Maintenance will be of particular concern as the network ages, or maintenance is deferred. The region will need to develop new revenue sources and advocate for

FIGURE 4.23 MARKET STREET SURVEY, QUESTION 37



Source: Market Street

TRANSPORTATION ASSESSMENT

new state and federal revenues to address current and future needs.

Respondents also expressed a need for alternative modes of transportation, including public transit, passenger rail, and walking and biking facilities. A diverse transportation system is critical to keeping the region competitive and maintaining its quality of life.

REGIONAL VISION AND FOCUS AREAS



CREATING OUR PATH

Comments received during the regional assessment process relate back to one theme that represents the vision for the future of Iowa's Creative Corridor. Below is the vision, including key strategies from each of the three key focus areas that will work to achieve the vision. Since this document will also serve as the long range transportation plan, additional attention is given to transportation within the community development focus area.

YOUR REGIONAL VISION



REALIZING OUR VISION



REALIZING OUR VISION

Before moving forward, it is often helpful to look back. Looking backward can serve as a reminder of our potential for progress and as a foundation for future success. A number of accomplishments can be noted since the completion of the initial CRDS in 2011. Below is a summary of those accomplishments.

REGIONAL ACCOMPLISHMENTS SINCE THE LAST UPDATE

ECONOMIC DEVELOPMENT ACCOMPLISHMENTS

In 2012, the Corridor Business Alliance completed a rebranding process and is now implementing strategies to market the brand, including the hiring of a brand manager and the development of creativecorridor.co, a website to serve as a resource for those visiting, living or relocating to the region.

Since 2011, the ECICOG Revolving Loan Fund (RLF) has made 49 loans, valued at over six million dollars. These loans have resulted in the creation of 562 jobs in the Creative Corridor. In addition, ECICOG has partnered with area organizations to administer and underwrite multiple local revolving loan fund programs, including City of Cedar Rapids MicroLoan, Marion Economic Development Corporation RLF, Czech Village NewBo RLF, City of Cedar Rapids RLF, and City of Marion/Marion Chamber of Commerce RLF.

WORKFORCE DEVELOPMENT ACCOMPLISHMENTS

In 2015, with input from over 200 participants, a Workforce Development Plan was developed for Iowa's Creative Corridor to ensure that the region's current and future workforce meets the needs of regional employers. Action items from the plan have been incorporated into the tasks noted later in this chapter. In addition, the creativecorridor.co website has been developed to serve as a one-stop resource for those living in, or considering a move to, Iowa's Creative Corridor.

COMMUNITY DEVELOPMENT ACCOMPLISHMENTS

Housing: Since 2011, housing trust funds have been established to serve all counties in the region. The Housing Fund for Linn County (HFfLC) and Housing Trust Fund of Johnson County (HTFJC) serve Linn and Johnson Counties, respectively. All other counties are served by the East Central Iowa Housing Trust Fund (ECIHTF). In the past five years, the three housing trust funds have been awarded over \$4.7 million from the Iowa Finance Authority's Local Housing Trust Fund Program. These funds, combined with contributions from local lenders and local governments, have assisted in the development or preservation of over 1,000 affordable housing units.

Natural Environment and Resiliency: Since the catastrophic floods in 2008, Cedar Rapids and Linn County have made significant progress toward recovery,

REALIZING OUR VISION

have come back stronger, and are continuing efforts to become more prepared and build resilience to future flood events and other hazards. In recent years, Linn County has partnered with Resilient America Roundtable to explore a variety of resilience priorities, including:

- Understand and build on current community strengths
- Engage diverse voices in resilience building efforts
- Build resilience within vulnerable populations
- Effectively communicate risk to the public
- Build trust within the community
- Build multi-stakeholder, multi-generational partnerships
- Develop real-time decision making capability during a disaster

This project, which serves a national pilot project for the National Academies of Science, Engineering and Medicine can also serve as a local pilot, when complete, to replicate in other counties throughout the region.

Since 2011, each county in Iowa's Creative Corridor has also completed a Multi-Jurisdictional Hazard Mitigation Plan to identify hazards and plan for recovery and/or mitigation techniques.

In that time, a number of Watershed Management Authorities (WMAs) have formed in the region to manage water resources and water quality. New WMAs include Indian Creek WMA, Clear Creek Watershed Coalition,

English River WMA and Middle Cedar WMA.

TRANSPORTATION ACCOMPLISHMENTS

Since the completion of the plan in 2011, the region has investigated and implemented a number of new modal options in Iowa's Creative Corridor. The Iowa Commuter Transportation Study indicated that a variety of public transit options, including carpool, vanpool, express bus, and subscription bus, should be feasible for the region. In October 2016, the CorridorRides brand was launched. The brand includes the CorridorRides.com website that provides an online opportunity for carpool matching and a regional vanpool program operated by vRide. The regional transit system, formerly known as East Central Iowa Transit, has also been rebranded as CorridorRides.

In the past five years, the region has formed two new advisory committees to enhance the regional transportation planning process. The Regional Trails Advisory Committee (RTAC) was established to assist in regional trail planning efforts and to review and recommend regional Transportation Alternative Program (TAP) priorities. The Passenger Transportation Advisory Committee (PTAC) provides input on the region's Passenger Transportation Plan and its annual updates.

Other accomplishments include the organization of a regional Multi-Disciplinary Safety Team (MDST), the rehabilitation or reconstruction of 16 bridges and 22 roadways, the construction or resurfacing of four trail

REALIZING OUR VISION

segments, and advocacy for multiple primary road projects. Iowa DOT has also completed portions of the long-planned US Highway 100 project in Linn County.

In addition, Iowa DOT has entered into a partnership with HERE North America, the University of Iowa, and Iowa State University to develop strategies that further the research, development, testing, operation, and implementation of automated vehicles in the State of Iowa. A portion of I-380 is slated as a test site. The site was chosen because of the relatively high traffic volume, and because it provides an example of both rural and urban traffic.

MOVING TOWARD OUR VISION

As we move forward, key strategies have been identified for each of the focus areas to help us fulfill the region's vision for the future. The strategies and action items outlined on the following pages were determined based on the regional trends as shown by data in this plan and from public comments listed in the regional assessment.

Economic Development

Realizing our vision



ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT KEY STRATEGIES

Iowa's Creative Corridor's economy is diverse and growing, but must better capitalize on its assets and opportunities. Therefore...

WE WILL GROW AND SUSTAIN OUR REGIONAL ECONOMY BY:

- Improving our competitive climate for business.
- Better assisting our existing employers.
- Strengthening our entrepreneurial ecosystem.

Iowa's Creative Corridor must strive to identify and capitalize on its most catalytic potential economic opportunities. Therefore...

WE WILL DEFINE OUR GLOBAL BRAND BY:

- Confirming the economic opportunity through research and outreach to top regional experts.
- Pursuing the economic opportunity through development of an actionable plan for growth.

The Creative Corridor is fortunate to have a truly diverse economy. This diversity was the key to not only surviving an economic downturn in 2008, but doing so while experiencing one of the worst natural disasters in Iowa history. The region should embrace and celebrate the strength and resilience of an economy that's been diversified significantly since the 1980s when the farm crisis devastated the regional economy that at the time didn't enjoy that kind of diversity.

ECONOMIC DEVELOPMENT

That foundational economy of the region does not, however, portend a dramatically different future. It should be sustained, nurtured, and aided to consistent and steady growth. But to gain the kind of growth that will fundamentally change the economic path of the region, the Creative Corridor must do more than rely on that foundation alone. It must seek opportunities for exponential growth in focused sectors where the region holds (or can develop) a unique advantage over other regions. In some cases, those may be foundational sectors that also happen to be poised for growth. In other cases, there may be emerging sectors in which proactive strategies can get the Creative Corridor into new opportunities.

Essentially there are three key aspects to regional economic development. They include:

- Existing business retention and expansion
- Entrepreneurial development
- Marketing and attraction of outside business

While separate and distinct organizations, infrastructure, programs, and strategies may drive these three aspects, all need to be coordinated, ideally around economic sectors identified as key growth or emerging markets. The shared focus on key drivers allows the region to be proactive in its economic development outreach and build common support sectors.

IOWA'S CREATIVE CORRIDOR ECONOMIC SECTORS

The Creative Corridor economic development plan includes proactive and reactive strategies around both vertical and horizontal “threads.”

Vertical threads are the key economic sectors with potential to drive exponential growth in the region. Each vertical thread has: a foundational presence in more than one specific area in the Creative Corridor; the potential for exponential, rapid and transformational growth; a component that allows this region to leverage a unique advantage over other regions.

Horizontal threads are both the support structures and enablers for the vertical threads. Literally, the vertical threads cannot thrive or even survive without them. Horizontal threads may have growth potential as well, and are certainly essential to the sustainable, resilient nature of the regional economy. Strategies and tactics around attraction, retention, creation and growth of horizontal sectors very likely differ from those of the vertical sectors. But the threads are unmistakably intertwined and interdependent.

These sectors have been identified through interviews with key leaders and the analysis of regional economic data from the Regional Assessment Report and other sources.

ECONOMIC DEVELOPMENT

CREATIVE CORRIDOR HORIZONTAL THREADS

1. Health Care
2. IT
3. Business Services
4. Insurance & Finance

CREATIVE CORRIDOR VERTICAL TREADS

1. Life Sciences (Bio, Ag, and Food Science and Technology)
2. Educational Services and Technology
3. Innovative Production Technology (also referred to as advanced manufacturing)
4. Transportation and Logistics

DESCRIPTION OF HORIZONTAL THREADS IN THE CREATIVE CORRIDOR

Vertical threads are the key economic sectors with potential to drive exponential growth in the region. Each vertical thread has: a foundational presence in more than one specific area in the Creative Corridor; the potential for exponential, rapid and transformational growth; a component that allows this region to leverage a unique advantage over other regions.

HEALTH SERVICES

The health services sub-sectors in the Creative Corridor employ over 20,000 people and serve as critical

contributors to the local economy. It is very likely that the Creative Corridor, its two major health systems, and largest hospitals attract patients from outside the seven-county regional geography; but to truly represent a “traded” opportunity, health services would need to have a more expansive reach and impact. Critical efforts like the MedQuarter Regional Medical District are important strategies to expand health care companies in the Creative Corridor and build supportive assets for existing employers. To compete with traded health services regions such as Rochester, Minnesota, however, is unrealistic in the context of an external marketing campaign. For comparison, Rochester’s plan to grow its health services economy – branded Destination Medical Center (DMC) – is a \$6 billion public-private initiative to transform Downtown Rochester and the Mayo Clinic campus into a world-class destination for “health tourism.”

INFORMATION TECHNOLOGY

At its core, information technology (IT) is a platform with applications to all industries. However, some subsectors position IT as their principal employment focus, while others use IT as a key yet supportive component of their operations. For the purposes of this report, the IT sector contains Creative Corridor firms that leverage technology as their principal product or service. The definition includes software development and publishing, data storage, computer system design and programming, data

ECONOMIC DEVELOPMENT

and web hosting, and data analytics.

LOCAL EMPLOYERS: Involta, GoDaddy, Leepfrog Technologies, MediRevv, Siemens PLM Software, General Dynamics Information Technology (previously Vangent), Higher Learning Technologies, Ruffalo Noel Levitz, and Connect Five, among others.

BUSINESS SERVICES/ INSURANCE & FINANCIAL

The Creative Corridor's business services sector encompasses companies that are engaged primarily in insurance related activities and back office functions such as customer care and support operations. As a prime source of "white collar" employment, ranging from accountants to general operations managers, the business services sector is often instrumental in retaining recent college graduates as well as attracting professionals into a community. The sector is important because it offers points of workforce entry for multiple classes of skill set, experience level, and educational attainment. Ensuring a steady supply of young professional in-migration and rooting recent high school, college and soon-to-be college graduates in the Creative Corridor will be paramount to the resiliency of its business services sector.

Of the business services subsectors, insurance is one of the most stable and is less tied to the rise and fall of economic cycles as banking, mortgage financing,

brokerages, investment houses, and other services dependent on disposable income.

In fact, insurance-based investment tools like annuities are safe havens when national and international financial markets become volatile.

LOCAL EMPLOYERS: Transamerica, GEICO, United Fire Group, U.S. Cellular, Hibu, Verizon Business, and TrueNorth, among others.

DESCRIPTION OF VERTICAL THREADS IN THE CREATIVE CORRIDOR

LIFE SCIENCES (BIO, AG, AND FOOD SCIENCE AND TECHNOLOGY)

The Creative Corridor boasts a wealth of resources related to life sciences. The region's proximity to raw materials and crops used in research and production, the distribution networks to move product inputs to processing facilities, highly concentrated manufacturing employment, and health care services and research activities at the University of Iowa and the University of Iowa Hospitals and Clinics System strategically position the Creative Corridor to compete aggressively for growth in life sciences. In this way, the Creative Corridor can apply many of its competitive strengths – agriculture, manufacturing, logistics, research, and services – to the advancement of the life sciences sector. All Creative Corridor counties contain concentrations of life sciences jobs ranging from a few dozen to a few hundred. Of all its

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opportunities, life sciences provides the best chance to connect Corridor communities across the full spectrum of the employment value chain. From the farmers that harvest the crops to the scientists studying new uses for it, life sciences is a common thread that unites the region. The Biotechnology Industry Organization (BIO) estimates that for every job created in the renewable chemicals or biofuel industry, another five positions are generated in the rural economy.

LOCAL EMPLOYERS: Cargill, Archer Daniels Midland Co. , Integrated DNA Technologies, DuPont Industrial Biosciences, Diamond V, KemPharm, Viewpoint Molecular Targeting, Emmyon, Lesaffre Group, Ingredion, Penford, the University of Iowa Pharmaceuticals, and J. Rettenmaier & Söhne GmbH, among others.

EDUCATIONAL SERVICES AND TECHNOLOGY

Despite the daunting competition, the Creative Corridor has the legitimate capacity to become a player in this sphere. This is largely because of the large presence of the headquarters of ACT and major educational measurement operations of Pearson. In fact, the region has the highest density of psychometricians in the nation. Additionally, the University of Iowa has an Educational Measurement and Statistics Program, and the MA and the PhD in Psychological and Quantitative Foundations offer a focus in Educational Measurement & Statistics.

Employment growth in educational measurement has largely been fueled by the growing focus on measurement and assessment in state and national educational policy.

Because its growth is projected to be so exponential, many U.S. and global regions are building the capacity to compete in the subsector, including New York, Austin, Research Triangle, Silicon Valley, Los Angeles, Atlanta, and others. This further escalates the competitive dynamics for growth in this niche.

LOCAL EMPLOYERS: ACT, Pearson, HLT, Ruffalo Noel Levitz, LeapFrog, Pear Deck, Stamats, College Raptor, among others.

INNOVATIVE PRODUCTION TECHNOLOGY

(ALSO REFERRED TO AS ADVANCED MANUFACTURING)

Overall, the regional manufacturing sector exported approximately \$13 billion in products in 2013, accounting for nearly a third of the Creative Corridor's total exports. Electronics manufacturing alone accounted for roughly 11 percent of total exports. One of the main strengths of manufacturing is that it is primarily export-oriented; thus it serves as one of the main drivers for wealth creation in the Creative Corridor. Additional revenue particularly benefits locally-owned companies. The region's strengths are particularly highlighted in the significant exports within its top differentiated subsectors:

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- Navigational, Measuring, Electromedical, and Control Instruments Manufacturing: \$2.7 billion
- Household Appliance Manufacturing: \$882 million
- Soap, Cleaning Compound, and Toilet Preparation Manufacturing: \$618 million

LOCAL EMPLOYERS: Though not an exhaustive list, the following companies highlight local firms in the most concentrated subsectors:

- Electronics: Rockwell Collins, Schneider Electric, Hupp Electric, Clipper Wind Power, and Whirlpool
- Consumer Goods: Raining Rose, Procter & Gamble/Oral B Laboratories, ALPLA, and Evergreen Packaging
- Other Products: Kinze Manufacturing, International Automotive Components, PMX Industries, Centro, Bazooka Farmstar, Apache Hose & Belting, and Loparex

TRANSPORTATION AND LOGISTICS

The logistics sector includes companies providing transportation services (truck, rail, and air), warehousing and storage, and wholesale trade. Establishments operating in these industries are engaged in the storage and activities related to the management of the flow of materials and goods. Products begin as a series of raw materials that must first be transported to a manufacturer

for production, and then to the next user – a consumer, business, or another manufacturer – as a final good or product. Any activity along the way that involves the movement or storage of goods is captured in the logistics target. Additionally, wholesale activities fall under logistics because they are an integral, intermediate step in the distribution of products from producer to consumer. Overall, establishments in logistics are primarily captured in three areas: transportation, wholesale trade, and warehousing and storage.

TRANSPORTATION

- This section is not solely transportation as might normally be discussed but inclusive of two key subsectors:
 - Autonomous vehicles (self-driving cars)
 - Avionics

LOGISTICS (REGION IS A HUB, 4-5 HOURS FROM KEY MIDWESTERN CITIES)

- The Creative Corridor's central location in the US, interstate connectivity, railroad access, available sites, flat topography, and lower cost structure make the region competitive for capturing future growth in logistics. Additionally, its agriculture base and production economy drives the movement of raw materials, agricultural crops, and finished goods, providing a strong basis for two-way shipping operations.

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DISTRIBUTION CENTERS

- Companies that operate in distribution are engaged in the storage and management of the flow of materials. Additionally, the wholesale process serves as the intermediate step in the distribution of merchandise from product to consumers. Online sales have enabled retailers to grow their customer base, increase their volume, and expand their product offerings. Given the dynamics of distribution operations, business services, logistics, and IT are all relevant to distribution.
- Additionally, while the products that are being moved may vary throughout the Creative Corridor, distribution services are a relevant and complementary to the region's other areas of economic activity.

LOCAL EMPLOYERS: Rockwell Collins, CRST, Inc., Heartland Express, Nordstrom Direct, Clickstop, United Natural Foods Inc. (UNFI), NIS, BHFO, Worley Warehousing, Van Meter Inc., DHL, FedEx, and Capstone Logistics, among others.

ENTREPRENEURIAL DEVELOPMENT AND REVOLVING LOAN FUNDS (RLFS)

As one stakeholder commented during interviews with Market Street, “The bedrock of our community has been what we’ve built ourselves.” The Creative Corridor boasts a number of homegrown companies and established entrepreneurs. Companies like Rockwell Collins, CRST,

Hupp Electric Motors, True North, ACT, Apache, and Diamond V, all got their start in the region and have continued to provide jobs for thousands of local residents and serve as critical assets for worker retention and attraction.

While conceptions about what constitutes a “small business” vary, the Small Business Administration (SBA) Office of Advocacy defines them as companies with fewer than 500 employees. According to the Office of Advocacy, 63 percent of net new jobs created between 1993 and mid-2013 stemmed from these small businesses. As noted in the figure below, slightly under half of the Creative Corridor’s jobs are in SBA-defined small businesses, with their growth from 2009 to 2014 trailing Des Moines and the State of Iowa.

FIGURE 5-1: EMPLOYEES BY FORM SIZE, Q4 2009-2014

	Q4 2014 Jobs		5-year % Change	
	At Establishments with fewer than 500 employees			
Creative Corridor	97,356	104,947	1.2%	12.8%
Des Moines	134,888	168,988	7.3%	9.6%
Iowa	677,402	613,908	2.0%	13.3%

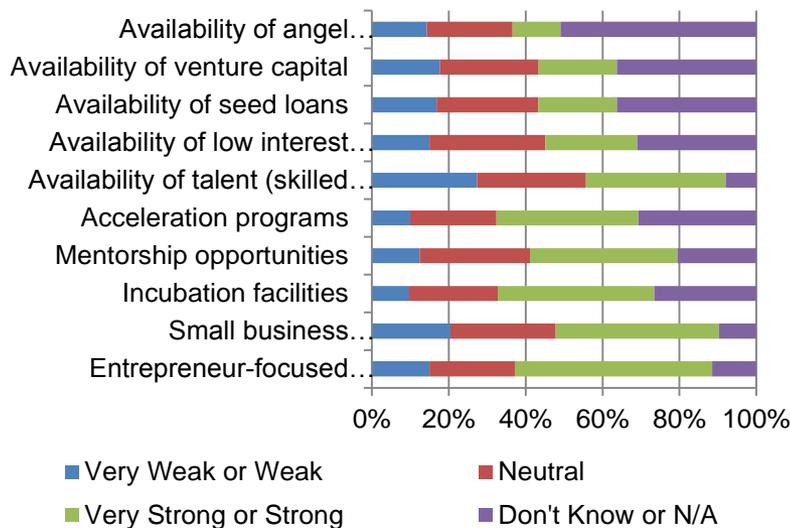
Source: US Census Bureau, Quarterly Workforce Indicators (QWI)

Additional data cited in Market Street’s assessment indicates that the Creative Corridor has a slightly less

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robust base of small businesses as the State of Iowa and Des Moines, and seen broadly, the small business momentum in the Creative Corridor is declining. Despite this conclusion, there have been recent success stories. These include Clickstop, which launched in 2005, Involta in 2007, Health Solutions in 2004, and Ready Wireless in 2008. Each of these firms has been on Inc.'s 5,000 fastest-growing private companies in America lists.

FIGURE 5-2: PLEASE RATE THE FOLLOWING COMPONENTS OF THE CREATIVE CORRIDOR'S ENTREPRENEURIAL CLIMATE



Source: Market Street Services, Creative Corridor Regional Vision Strategy (2016)

On the whole, public input participants were complimentary of the Creative Corridor's startup ecosystem and hopeful for the future. Figure 5-2 displays the viewpoints from the online survey completed by Market Street.

Three principal challenges were identified by survey participants as the most pressing issues faced by regional entrepreneurs – talent, perceptions, and capital. Availability of talent and skilled employees had the largest percentage of respondents ranking it “weak”. A lack of programmers and coders was singled out as a need. Surveyed entrepreneurs also noted how difficult it was to compete for talent against large, established companies that can afford to pay premiums for the most in-demand talent. The lack of capital – especially in post-seed rounds – was noted by focus group and interview participants and online survey respondents.

RLFS

The establishment of several local and regional RLFs since the natural disasters of 2008 has provided additional access to capital. As part of the regional economic recovery, ECICOG established a regional RLF with funding from the Economic Development Administration (EDA) with a capital base of nearly \$4 million that provides low interest loans to business throughout the EDD. More recently, several locally-based funds have also been established, including city-funded programs in Cedar

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Rapids, Marion, and Iowa City. Additional RLFs have been established by economic development organizations such as MEDCO in Marion and Czech Village/New Bohemia Mainstreet District. With the exception of the Iowa City fund, these programs are being administered and underwritten by ECICOG. The following are goals and objectives of ECICOG's RLF program:

- Support entrepreneurship and business growth within the Creative Corridor
 - Provide gap financing for new and expanding businesses that create or retain job opportunities
 - Provide referral resources to entrepreneurs interested in locating in the Creative Corridor (Small Business Development Center, SCORE, Iowa Source Link, local lenders)
- Provide public financing tools to enhance business assistance programs and services in the Creative Corridor
 - Continue to administer locally funded revolving loan funds
 - Look for opportunities to expand ECICOG's lending capabilities
 - Assist local communities or organization to establish additional locally-funded revolving loan funds
- Market success stories regarding entrepreneurial

accomplishments with the region to entice potential investors

- Cite RLF-funded businesses in ECICOG newsletters and social media
 - Advertise availability of RFL funds in local media and business publications
 - Continue to attend regional job fairs and business development expos to promote the availability of RLF funds
- Open lines of communication between local supports services, banks, economic development groups and businesses
 - Meet with local lenders
 - Attend business summits
 - Meet with area public and private investors

REGIONAL BRAND

Iowa's Creative Corridor, the regional brand, was created to allow the region to gain economic growth and a competitive edge. Moving from brand, however, to an aligned coherent strategy will require that the concepts that informed the Creative Corridor label be expanded to a complete focus on all aspects of the seven-county region's competitive position, key challenges and opportunities, and vision for its successful future.

In addition, the plan has been formulated to provide

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provide solutions to the following issues listed as priorities by the brand drivers:

- Give leaders and stakeholders a common identity and message around which to rally
- Promote a culture of innovation throughout ICC
- Foster an appreciation for thinking and acting regionally, and promote a larger sense of regionalism and the benefits of regional thinking and action
- Provide common messaging and extended reach for area economic development and entrepreneurial development
- Provide a messaging framework for major area corporations and institutions to frame area assets for recruiting purposes
- Promote the University of Iowa as a major asset not only for athletics, but also for commercialization of research products and for entrepreneurial development
- Expand support and reach of the region's entertainment, culture and tourism assets and events
- Renew residents' appreciation of the areas assets – natural, educational, cultural, and economic
- Expand tourism market and help maximize tourism potential

- Celebrate regional history, industry, innovation, and culture
- Recruit and retain more young people to live in Iowa's Creative Corridor

BRAND NARRATIVE

The following brand narrative takes the foundation of the brand platform and breathes life into it through an artistic interpretation of language. Its purpose is to help residents and consumers connect and embrace the emotional story of the brand to their own lives. It represents inspiring language meant to describe the Creative Corridor's assets as they relate to your new brand and to garner excitement among brand drivers, brand partners, and regional stakeholders. Here is the Creative Corridor Brand Narrative:

The rich, fertile fields of amber grain belie the roaring waves of cultural, technological and industrial impact that ripple across the country. The winds of change blow out from east central Iowa across the prairies and states to touch the far corners of the world. In fact, listen closely and you can hear the voice of Iowa's Creative Corridor all the way from the East Coast to the Far East. Because, here, the evolution and growth of pioneering ideas that advance and improve life are the norm.

ECONOMIC DEVELOPMENT

lives in many thousands of ways. By cultivating a culture of innovation, the seeds are sown for transformational thinking. And ideas are grown that sustain the world. In the urban and rural areas that lay along the corridor between Iowa City and Cedar Rapids, knowledge gets turned into power by a thriving creative network and powerfully connected entrepreneurial community that nurtures and supports idea generation and execution.

A remarkable combination of resources has conspired to make Iowa's Creative Corridor a wellspring of intellectual and artistic pursuits, as well as science, commerce and industry. The highly-esteemed Iowa Writers' Workshop, and iconic American brands such as Quaker Oats, General Mills and Rockwell Collins, have generated a strong current of talent and influence that continues to flow consistently from the region, touching and persuading lives of people everywhere. The mark they have left on our academic, literary, business and scientific landscapes is indelible.

Recognized as a center of creative and economic renaissance, Iowa's Creative Corridor draws innovators ranging from Pulitzer-Prize winning writers to research engineers and digital cottage industries to some of the world's most advanced companies. Here, their inspiration and energy are ignited, new directions are encouraged and positive change is generated.

A seed planted here in the rich soil of Iowa's Creative

Corridor not only grows to its potential but its fruit finds its way to the far corners of the globe while its roots stabilize, support, and sustain an entire region.

STRATEGIC BRAND PLATFORM

The strategic brand platform is used as a filter for the formation of creative concepts and implementation tactics. All communications, actions and product developments should connect to the essence of this relevant and defining statement.

FOR THOSE SEEKING A PLACE WITH INFINITE POSSIBILITIES, THE REGION FROM CEDAR RAPIDS TO IOWA CITY AND THE SURROUNDING COUNTIES, PROVIDES A CONDUIT THAT SPARKS KNOWLEDGE TO POWER, THAT MOTIVATES BOTH LEARNING AND LIVING, SO EVERY PERSON, EVERY IDEA, EVERY BUSINESS AND EVERY CITY IS EXPONENTIALLY MORE SUCCESSFUL.

BRAND THEMES

The planning process will also produce several brand themes and key words that will serve to inspire the region. The Steering committee will work to develop a key statement that will capture the essence of the Creative Corridor. As point of reference they will be similar to the following statements:

- Iowa's Creative Corridor: Where cutting edge innovation meets middle America
- Iowa's Creative Corridor: A culture of innovation and diverse collaboration
- Iowa's Creative Corridor: An assortment of assets sparking creative growth

ECONOMIC DEVELOPMENT

BRAND ATTRIBUTES & DRIVERS

Brand attributes are those areas in which you are differentiated from those with which you compete. In reviewing the findings and reports, Iowa's Creative Corridor has several key distinctive points:

1. **INNOVATION** – within the vertical and horizontal economic sectors
2. **DIVERSITY** – in the economic, workforce, and community development areas
3. **EDUCATION** – is a key, as it is both an economic driver *and* an important support structure
4. **STEM** – is a common thread in both economic and workforce development

IOWA'S CREATIVE CORRIDOR BRAND OBJECTIVES

The brand objectives will be utilized to build the brand/marketing portion of the plan.

1. Establish an organizational structure for promoting and developing the brand
2. Establish the region as a center of creative innovation
3. Jump start the brand through the members of the Corridor Business Alliance
4. Develop a greater sense of regionalism through brand projects
5. Attract, support and retain business on a regional basis using the brand as a rallying cry

6. Integrate the Iowa's Creative Corridor brand into regional community infrastructure and initiatives
7. Attract and retain college graduates with the brand
8. Achieve tourism goals through brand-based initiatives
9. Gather your regional stories of innovation and transformation and share them via a structured public relations strategy

NEXT STEPS

Sectors: The next steps will be to reimagine the approach to economic development given these new drivers. Given the focus, it is time to ask some key economic development questions, like what are companies located elsewhere within these sectors that would be a good fit for relocation? Or, who are some of the suppliers within these sectors that work with several companies located in the Creative Corridor that would benefit from a presence here? Do we go after specific companies if they don't fit into one of these sectors? These are just a few of the questions that those tasked with economic development in the region need to ask and build their plans around. Some of this thinking and these discussions are part of the planning process being undertaken by the Steering Committee for the Regional Vision Strategy. The Steering Committee will be working in the coming months to form working groups tasked with these discussions and the build out of action plans.

ECONOMIC DEVELOPMENT

RLFS: The ECICOG RLF Administrative Plan will need to be updated to reflect changes to goals and priorities addressed in CRDS 2040.

BRANDING: The key is to refine the above terminology into a logical set of drivers, attributes and more importantly develop the talking points needed for all to utilize. One of the working groups being formed will continue this work.

ROLE OF ECICOG – As the administrator of a number of RLFs within the region, ECICOG can assist with the financing of established and entrepreneurial opportunities that result in job growth or retention.

EDD – The EDD can assist businesses and organizations in the Creative Corridor to access federal programs for new starts, expansions that result in job growth or retention.

RPA – The RPA will be responsible for assisting with the preservation, improvement, and upgrading of the regional transportation system for efficient movement of goods and services in the Creative Corridor. The RPA can also assist in efforts to bring autonomous vehicle proving grounds to the Creative Corridor, and efforts to locate an intermodal hub in the region.

Workforce Development

Realizing our vision



WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT KEY STRATEGIES

Iowa's Creative Corridor is experiencing a talent-availability crisis. Therefore...

WE WILL ENHANCE OUR REGIONAL TALENT BASE BY:

- Formalizing cradle-to-career talent pipelines for regional youth.
- Enabling all residents to participate in the region's economy, leadership, and governance.

Iowa's Creative Corridor would benefit from greater talent in-migration and direct investment from home and abroad. Therefore...

WE WILL PROMOTE OUR REGION TO PROSPECTIVE TALENT AND CAPITAL INVESTMENT BY:

- Optimizing online tools, electronic messaging, and external relationship-building.

The people in a community are its greatest asset, which is why workforce capacity is a top concern for regions across the country. Because every business requires qualified, reliable employees, workforce availability and quality are key site location components and the most important competitive criteria in today's knowledge-based economy. Regions must ensure they are effectively satisfying employer needs in all sectors by effectively formalizing integrated college and career preparation "pipelines" as well as attracting top talent to the community. Opportunities should be provided for all residents regardless of race, class, ethnicity, age, gender, or personal background. Like the regional economic diversity, the Creative Corridor enjoys workforce diversity, which will be a key driver in growing a region's economy.

WORKFORCE DEVELOPMENT

The most established indicator of a region's workforce skills capacity is its rate of educational attainment. Some of the top "talent hubs" in the nation now feature upwards of 40 to 50 percent of the working-age population with at least a bachelor's degree. However, the number of adults with two-year degrees and career-specific certificates is also critical to accommodating the labor demands of employers in production fields and other sectors.

Data show that higher levels of education lead to higher wages, lower unemployment rates, and, ultimately, higher levels of personal well-being and prosperity. In 2014, the average US unemployment rate for adults with a high school diploma was six percent with weekly earnings averaging \$668. For workers with a bachelor's degree, unemployment dropped to roughly 3.5 percent while earnings rose to \$1,101 per week. On average, a full-time worker in 2014 with a bachelor's degree would have earned approximately \$22,500 more than one with only a high school diploma.

Attainment rates show that the Creative Corridor has a well-educated workforce, with nearly half of adults possessing an associate's degree or higher. Compared to the benchmark communities, the Creative Corridor has a greater share of residents with an associate's degree or higher than Des Moines, Iowa, and the US. The region's percentage of bachelor's-plus degree holders notably trails Fort Collins, Colorado and Madison, Wisconsin, but

it should be noted that these communities represent some of the best educated workforces in the nation. This is partially a reflection of the regions' dominant sectors; Madison has a large concentration of jobs in information and management of company's sectors while Fort Collins is especially strong in professional, scientific, and technical services employment. Overall, the Creative Corridor's bachelor's-and-above attainment rate of over 37 percent compares very favorably with most US regions.

Unlike many communities in Iowa, the Creative Corridor population is growing as its population diversifies. This is a positive and notable trend, although certain dynamics of this population growth and sub-regional variations in growth are potential concerns.

Population growth is often seen as a fundamental indicator of a region's attractiveness as a place to live, work, and play, though the components of population change are also important. For example, growth may be flat overall, but the percentage of higher-skilled residents may be increasing. In the case of the Creative Corridor, both overall growth and the dynamics of that growth are positive. This indicates that there are factors like job availability, quality of life, cost of living, and other elements that are compelling factors for talent retention and attraction.

WORKFORCE DEVELOPMENT

The key moving forward is to continue the fine work being done while incorporating new thinking and plans related to the economic drivers defined for the region in the previous sections. Knowing that the drivers are different in than in the past, how do we modify existing plans to meet the new demands for workforce development in the future? This will be the task put forth to the committee working on the plan and implementation of workforce development strategies. What follows is the current workforce development plan.

IOWA'S CREATIVE CORRIDOR REGIONAL WORKFORCE DEVELOPMENT PLAN

A regional, aligned approach to workforce strategies in the corridor to ensure the region's current and future workforce meets the needs of the employers in the Creative Corridor. Currently through Kirkwood Community College, Iowa City Area Development, and the Cedar Rapids Metro Economic Alliance an aggressive workforce development plan has been developed. This plan is in place and currently being measured and evaluated for success. The following are the goals and objectives.

1. **GOAL 1:** Invest in the region's current and future workforce to grow capacity and align capabilities to meet key corridor needs.

a. **OBJECTIVE 1.1:** Increase communication and collaboration between education, employers and economic development officials to focus on increasing the alignment between education and workforce needs.

i. **LEAD ORGANIZATION:** Kirkwood Community College, Cedar Rapids Metro Economic Alliance, Economic Alliance Education Task Force, Metro Superintendents Group, Regional Superintendents Group

ii. **SUPPORT ORGANIZATIONS:** Corridor Alliance

iii. **TIMELINE:** Launch by early 2015

iv. **PROGRESS INDICATORS:** Robust participation by students and employers. Students going into in-demand occupations. All high schools hold college/career nights.

b. **OBJECTIVE 1.2:** Increase the number of K-12 and post-secondary students and employers participating in internships, job shadowing, and other career exploration opportunities.

i. **LEAD ORGANIZATION:** Higher Education Connection, Workplace Learning Connection, University of Iowa

ii. **SUPPORT ORGANIZATIONS:** Eastern Iowa Human Resource Association (EIHRA), Corridor Alliance, United Way of East Central Iowa, United Way of Johnson and Washington Counties, Industry Sector Boards (Advanced Manufacturing, Information Technology, Financial and Customer Services, Health Care), Junior Achievement of Eastern Iowa, IWD Skilled Iowa

iii. **TIMELINE:** July 2016

iv. **PROGRESS INDICATORS:** Increase number of students participating, employer participation

v. **SUGGESTED STRATEGIES:** Target students and parents to raise their awareness and knowledge of the broad range

WORKFORCE DEVELOPMENT

of career opportunities in the Creative Corridor region and the skills, education and training required for those careers.

2. **GOAL 2:** Promote and enhance the region's image as a place to live, work, and thrive.

a. **OBJECTIVE 2.1:** Expand coordinated marketing efforts to internal and external audiences promoting the Creative Corridor as a place to work and live.

i. **LEAD ORGANIZATION:** Corridor Business Alliance

ii. **SUPPORT ORGANIZATIONS:** Corridor Alliance

iii. **TIMELINE:** September 2014

iv. **PROGRESS INDICATORS:** To be determined by the Corridor Business Alliance

b. **OBJECTIVE 2.2:** Continue to develop appropriate informational materials and tools for employers to utilize in their employee recruitment efforts.

i. **LEAD ORGANIZATION:** Cedar Rapids Metro Economic Alliance and Iowa City Area Development Group

ii. **SUPPORT ORGANIZATIONS:** Corridor Alliance

iii. **TIMELINE:** In progress

iv. **PROGRESS INDICATORS:** Increase the number of employers using tools by 20% in one year.

c. **OBJECTIVE 2.3:** Expand the resources available to regional employers to share best practices, products, processes and tools to enhance their workforce, recruitment and retention strategies.

i. **LEAD ORGANIZATION:** Iowa City Area Development Group

ii. **SUPPORT ORGANIZATIONS:** Eastern Iowa Human Resource Association, Iowa SHRM State Council, Iowa City HR Roundtable, Verisight Roundtable, IWD Employers' Council of Iowa

iii. **TIMELINE:** January 2015

iv. **PROGRESS INDICATORS:** Development of an online tool, employer usage of the tool

3. **GOAL 3:** Reduce barriers to workforce participation and engagement.

a. **OBJECTIVE 3.1:** Create an initiative that fosters diversity and inclusion in the Creative Corridor region and recognizes employers for their efforts.

i. **LEAD ORGANIZATION:** Iowa City Area Development Group, Diversity Focus

ii. **SUPPORT ORGANIZATIONS:** Employers, Kirkwood Community College, City of Cedar Rapids, Cedar Rapids Metro Economic Alliance, Corridor Alliance

iii. **TIMELINE:** August 2014

iv. **PROGRESS INDICATORS:** Number of employers participating

b. **OBJECTIVE 3.2:** Increase availability of training and resources focused on fundamentals of personal finance: financial literacy, credit repair, and debt management.

i. **LEAD ORGANIZATION:** United Way of East Central Iowa and United Way of Johnson and Washington Counties

WORKFORCE DEVELOPMENT

ii. **SUPPORT ORGANIZATIONS:** Financial institutions, Iowa State University Extension and Outreach, Kirkwood Community College, Horizons

iii. **TIMELINE:** Ongoing

iv. **PROGRESS INDICATORS:** Increase participation

NEXT STEPS

The next steps will be the continued monitoring of the Regional Workforce Development Plan Dashboard and Scorecard. Many of the above goals and objectives are underway and working effectively. The committee charged with development of the initial plan should begin the review of the economic development section thinking about the vertical and horizontal sectors to determine if any midcourse modifications are necessary to ensure alignment between these two key areas. As stated previously, regional growth will come with the alignment of education, workforce development, and the economic drivers.

ROLE OF ECICOG – While ECICOG may not have a direct role in workforce development, a number of agency programs affect the quality of life for those working, or planning to work in the Creative Corridor, and therefore assist in the efforts of those in the region who are directly involved in workforce development efforts. Continued coordination and communication with these organizations, including Kirkwood Community College and the Corridor Business Alliance are essential.

EDD – The EDD can support the efforts of entrepreneurs and existing business to expand or retain employment opportunities in the Creative Corridor.

RPA – The RPA will make the Creative Corridor a better place to live and work by offering multiple transportation choices that are safe, accessible, and convenient.

Community Development

Realizing our vision



COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT KEY STRATEGIES

Iowa's Creative Corridor can improve talent retention and attraction by becoming a more dynamic place to live and play. Therefore...

WE WILL ENRICH OUR REGIONAL QUALITY OF LIFE BY:

- Connecting and enhancing arts and cultural assets.
- Supporting the development of a diverse housing stock.
- Safeguarding our natural environment and resiliency.

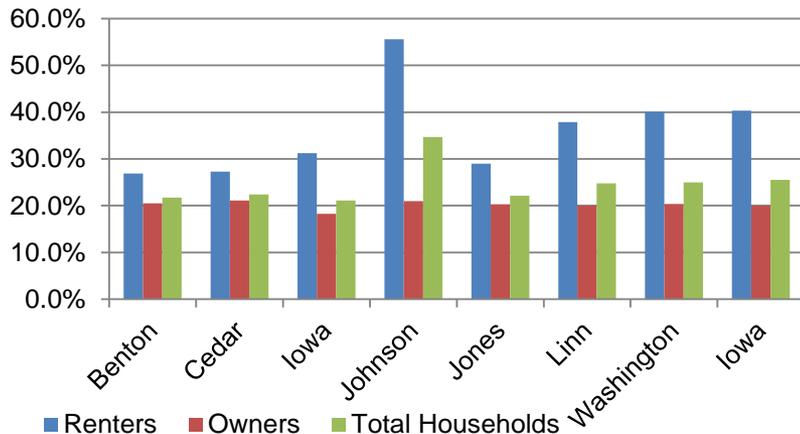
Community development can mean many things. In this case, it refers to the quality of life in the region relative to drawing and retaining of both new employers and a quality workforce. With the competition for talent more intense than ever and the trend of young professionals choosing a place to live before finding a job, community and economic development professionals have no choice but to consider quality of life and quality of place factors when assessing their own communities. An employment opportunity and job offer is no longer enough to attract workers; today's talent is demanding more from the communities they call home. Trends show that the presence of walkable neighborhoods, cultural activities, entertainment options, as well as old standbys such as good schools and safe streets are high on the lists of not only talent but also businesses looking for places to call home. Above all, the cultivation of community assets, amenities, and resources should provide a wide range of choices for individuals whatever their stage of life, race and ethnicity, personal or political preferences, or religions.

A key demographic to consider when thinking about quality of life and place is the young professional cohort. This cohort represents the future and will largely determine the long-term sustainability of regional businesses across multiple sectors. Without sufficient capacity of next-generation talent, employers will go elsewhere. Certainly, the University of Iowa is a major asset for the attraction of YPs in that thousands of students come to the Creative Corridor every year to enter the university. Doing everything possible to ensure that university graduates have options to stay if desired has been and

COMMUNITY DEVELOPMENT

markets are proving to be viable location alternatives for many individuals and firms priced out of higher-cost markets. In public input, feedback on relative housing-cost burden varied between the northern and southern nodes of the Creative Corridor. As noted in Figure 5-4, housing-cost burden is most significant in Johnson County, where 34.7 percent of all households (owners and renters) are paying more than 30 percent of their income toward housing costs. However, this issue is most significant for renters in Johnson and Washington Counties, where the percentage is 55.6 and 40.1 percent, respectively.

FIGURE 5-4: PLEASE RATE THE FOLLOWING COMPONENTS OF THE CREATIVE CORRIDOR'S ENTREPRENEURIAL CLIMATE



Source: U Of I Public Policy Center: Policy Report on Housing Affordability in Iowa Counties, April 2015

Three housing trust funds have been established in the Creative Corridor to address housing needs – the Housing Fund for Linn County (HFfLC), the Housing Trust Fund of Johnson County (HTFJC) and the East Central Iowa Housing Trust Fund (ECIHTF). The following goals and action steps have been established for the housing trust funds.

GOAL 1: Increase resources for leveraging state housing trust fund dollars

- Pursue lender or larger community financial support for history of work done in their areas (ECIHTF)
- Increase the number of requests for funding to larger cities in metro area, foundations, and large employers (HFfLC)
- Maintain current local government support and make more requests for contributions to lenders (HTFJC)

GOAL 2: Increase the number of safe, decent, and affordable housing units

- Award projects that secure other funding, lowering the per unit investment by the housing trust funds (ECIHTF and HTFJC)
- Give priority to new unit construction and improving unsafe housing (HFfLC)

COMMUNITY DEVELOPMENT

GOAL 3: Increase local and state awareness of housing trust funds

- Continue to meeting annually with Boards of Supervisors, and increase attendance at other entity meetings (ECIHTF)
- Increase attendance at local organization meetings and plan small gatherings for lenders, community leaders, or developers (HFfLC)
- Continue to support educational/advocacy work of the Affordable Housing Coalition and attend local meetings (HTFJC)

GOAL 4: Re-visit ECICOG 2011 Regional Housing Assessment

- Promote development of senior housing options (all housing trust funds)
- Prepare land use regulation accordingly for future housing needs (all housing trust funds)
- Continue support for rehabilitation of existing rural and urban homes (all housing trust funds)

NATURAL ENVIRONMENT AND RESILIENCE

While the natural environment and resilience weren't significantly addressed during the public input process, leaders and residents of the Creative Corridor have grown to recognize their significance following the natural disasters of 2008. Each county in the Creative Corridor has prepared a multi-jurisdictional hazard mitigation plan.

Efforts have been undertaken better manage storm water and protect communities during natural disasters. The region has also come to recognize the need to coordinate solid waste management efforts to remain resilient.

GOAL 1: Protect and improve surface and groundwater quality

- Encourage and implement practices to reduce nutrient export
- Encourage and implement stormwater management practices to hold water from a 2.5 inch or less rain event
- Encourage and implement practices to reduce E.coli bacteria in waterways
- Encourage policies and practices to protect drinking water sources.

GOAL 2: Protect human life, property and surface water systems that could be damaged by natural disasters

- Review and replicate the work of the Linn County/Resilient America Roundtable in counties throughout the region and/or encourage regular updates to Hazard Mitigation Plans
- Encourage cities to go beyond floodplain management requirements
- Update policies and strategies to minimize damage in the 500-year floodplain
- Encourage and implement practices to reduce peak flows

COMMUNITY DEVELOPMENT

- Coordinate flood risk management strategies among communities in a watershed

GOAL 3: Coordinate, to the extent possible. With the Iowa Watershed Approach (a program of the HUD-NDRC)

- Assist the Clear Creek Watershed Coalition in watershed planning and grant administration
- Assist the Middle Cedar Watershed Management Authority in watershed planning and grant administration

GOAL 4: Support opportunities for regional cooperation in solid waste management and waste diversion programs

- Provide a regional forum for solid waste planning area members to cooperate on training, safety, materials management, diversion programs, and grant opportunities
- Provide technical assistance and facilitate the contracting process for member waste facilities to manage materials, such as tire, appliances, and household hazardous materials
- Provide specific assistance to member cities, counties and solid waste commissions related to integrated waste management (contracts, 28E agreements, grant applications, DNR's Financial and Business Assistance programs, etc.)
- Preserve permitted solid waste disposal capacity through operation improvements, recycling, and other diversion programs (USDA grant, Technical Advisory Committee)

NEXT STEPS

The Regional Vision Rising planning process will continue throughout 2017. Working groups are being organized to buildout action plans for those areas identified by the work of Market Street, but not addressed in this plan – including arts, entertainment, culture and public safety. ECICOG staff will be assessing the need for an update to the housing needs assessment, and coordinating over the next five years with local governments on watershed planning and grant administration. Once the Linn County Resilient America Roundtable work is complete in Linn County, staff will, if possible, assist with the replication of the process throughout the region and/or assist with the continued development of hazard mitigation plans.

ROLE OF ECICOG – ECICOG will continue to serve as staff for the Housing Fund for Linn County and the East Central Iowa Housing Trust Fund, and provide planning and administrative assistance to area watershed management authorities and the like.

EDD - The EDD will consider the quality of life opportunities necessary to retain and attract residents to the Creative Corridor.

RPA – The RPA will improve the transportation system to make it a safe place to travel for all users. The RPA will also make the Creative Corridor a better place to travel and live by offering multiple transportation choices.

Transportation

Realizing our vision



TRANSPORTATION

TRANSPORTATION KEY STRATEGIES

Iowa's Creative Corridor can improve talent retention and attraction by becoming a more dynamic place to live and play. Therefore...

WE WILL ENRICH OUR REGIONAL QUALITY OF LIFE BY:

- Offering multiple transportation choices
- Making the system safe for all users
- Preserving the existing transportation system
- Maximizing available financial resources.

The movement of goods and people around a region and connectivity to outside markets are important concerns for employers and residents. In public input, while congestion on I-380 was highlighted as a weakness, 45.5 percent of survey respondents still felt that overall mobility was a strength in the region. While some complained of the time necessary to commute from one end of the Creative Corridor to another, others with perspective on benchmark regions acknowledged that travel times across were manageable. Per the data, only Iowa drivers spent less time commuting than Creative Corridor residents. In fact, almost 80 percent of Corridor commutes take less than 30 minutes. This is compared to a little over 63 percent at the U.S. level.

Commuting options in the Corridor have been enhanced by new CorridorRides carpool and vanpool programs, and may be furthered by a new express bus service between Cedar Rapids and Iowa City slated to launch in the summer of 2018. While an exact route has yet to be formalized, expected stops include downtown Cedar Rapids, Kirkwood Community College in Cedar Rapids, perhaps Coralville, the University of Iowa medical campus, and downtown Iowa City. A study was also commissioned to examine options for rail connectivity between Cedar Rapids and Iowa City, but the results of the report are not yet available.

As noted in the Transportation Assessment section, the Market Street survey were asked to rate the current transportation system. Most responses centered on maintaining the current transportation network and expanding the

TRANSPORTATION

system to allow for modal options. Based upon this input and the results of the assessment, the following transportation goals were developed.

GOAL 1: Make Iowa's Creative Corridor a better place to travel, live, work and operate business by offering multiple transportation choices that are safe, accessible and convenient

- Continue work to implement the recommendations outlined in the Iowa Commuter Transportation Study, including express bus service between Cedar Rapids and Iowa City
- Maintain and market existing modal services, including public transit, carpool, and vanpool.
- Promote corridorrides.com to inform residents and visitors about transportation options.
- Complete construction of the trail connection between Cedar Rapids and Iowa City
- Coordinate with Jones County to designate and complete regional segments of the Grant Wood Loop Trail.
- Coordinate with adjacent counties to complete a plan for the American Discovery Trail Eastern Iowa Parkway Plan
- Work with partners to maintain and enhance the Cedar Valley Nature Trail
- Work with regional partners to update the regional trails plan and assist with implementation of local trails plans.

- Assist in the maintenance and enhancement of commercial air service at the Eastern Iowa Airport
- Work with regional airports to assist with implementation of master plans.
- Continue to assist with rebranding of regional transportation services
- Develop annual Passenger Transportation Plan to identify regional transit needs and opportunities for collaboration/efficiencies.
- Coordinate with Iowa DOT and area partners on passenger rail opportunities.

GOAL 2: Improve the regional transportation system to make it a safe place to travel for all users

- Re-invigorate the Multi-Disciplinary Safety Team
- Participate in Iowa City Traffic Incident Management meetings to ensure effective coordination during Interstate 80/380 construction projects
- Identify and secure funding sources to implement needed safety improvements
- Participate in statewide traffic safety workshops and forums

GOAL 3: Preserve, improve and upgrade the regional transportation system for efficient movement of goods and services

- Coordinate with Iowa DOT on development and construction of new Intermodal Hub in the region

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- Coordinate with Iowa DOT to ensure the timely completion of Highway 30 4-lane project in Benton County
- Coordinate with Iowa DOT on the completion of Interstate 80/380 interchange reconstruction
- Coordinate with Iowa DOT on the completion of Highway 100 from Edgewood Rd. to Highway 30 in Linn County
- Coordinate with Iowa DOT on the completion of Forevergreen Road interchange in Johnson County
- Coordinate with Iowa DOT on possible 6-lane expansion of I-80 in Johnson and Cedar Counties
- Coordinate with Iowa DOT on possible 4-lane expansion of Highway 30 in Linn and Cedar Counties
- Assist Iowa DOT with the associated mapping or other support needed for future autonomous vehicle efforts

GOAL 4: Preserve existing transportation infrastructure and maintain the system

- Educate regional partners on current best practices for transportation preservation
- Create plan for bridges that are fundamentally obsolete or structurally deficient
- Identify and secure funding sources to implement preservation projects
- Encourage regional partners to preserve, replace or upgrade existing infrastructure before building new infrastructure
- Prioritize regional funding applications for

preservation/maintenance projects

GOAL 5: Maximize the use of available financial resources and identify new opportunities for funding transportation improvements

- Work with local governments and agencies to pursue eligible federal, state, and local funding sources as well as new funding sources that arise
- Maintain a regional process that ensures geographic equity in the programming of STBG funding (see Appendix H)
- Work with state and federal legislators to increase existing or establish alternative funding mechanisms for all transportation infrastructure and services
- Work with state and federal legislators to pass a stable, long range transportation bill that will provide adequate programs and funding for rural areas
- Educate regional agencies on all transportation funding opportunities that are currently available

NEXT STEPS

The RPA regularly updates necessary plans and programs, but survey input suggests that additional attention should be given to regional trail planning efforts. Following completion of the CRDS, staff will begin working to update the Region 10 Regional Trails Plan that was last approved in 2011.

The RPA may be required to implement transportation

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performance measures, some initial strategies are detailed in the Measuring our Progress section of this document. Accordingly, additional staff efforts will focus on creating possible baseline data, establishing an implementation timeline, and possibly maintaining and monitoring a database of these measures.

ROLE OF ECICOG – ECICOG has designated the Policy Committee and designated staff to carry out the functions of the RPA.

ROLE OF THE EDD – The EDD will relay and help to identify the freight and employment-related transportation needs of area businesses.

ROLE OF THE RPA – The RPA will develop the plans and programs necessary to assure the effectiveness of the region's transportation network. The RPA will also meet regularly to discuss transportation issues of mutual importance, and coordinate with area MPO's and adjacent RPA's to cooperate on transportation issues that cross jurisdictional lines.

MEASURING OUR PROGRESS



MEASURING OUR PROGRESS

New planning requirements mean that the region may be required to incorporate performance measures in the CRDS 2040. These measures will allow the agency to demonstrate how well it is performing relative to the stated goals and expectations. Since this is a new requirement, possible measures are noted below. Additional steps will be taken to develop performance targets, a timeline for implementation, and to develop a database to monitor these measures.

ECONOMIC DEVELOPMENT PERFORMANCE MEASURES

Measurables for the economic sectors and branding will continue to be discussed in the Regional Vision Rising process and incorporated into CRDS 2040 when complete. Measurables and targets for the RLF are noted below.

RLF:

- Number of jobs created or retained
- Amount of private investment
- Number of times the original grant funds have revolved

WORKFORCE DEVELOPMENT PERFORMANCE MEASURES

Performance measures for workforce development were identified in the Workforce Development Plan. Those measures are noted below. Specific targets will continue to be discussed in the Regional Vision Rising process,

and incorporated into the CRDS when complete.

Measurables include:

- Number of participants in student college career nights
- Number of participants in internships, job shadowing opportunities
- Number of employers using recruitment tools
- Number of participants in personal finance workshops
- Number of participants at diversity event

COMMUNITY DEVELOPMENT PERFORMANCE MEASURES

Measurables for many of the Community Development issues will continue to be discussed in the Regional Vision Rising process and incorporated into CRDS 2040 when complete. Measurables for Housing, the Natural Environment and Resilience are noted below.

Housing:

- Number of new housing units in the region
 - Number of housing units repaired or rehabilitated
 - Number of with local governments
 - Number of meetings with banks or local investors
- Natural Environment and Resilience
- Maintenance of DNR measure of waste diversion percentage (currently 38%, the state's goal is 50%)
 - Number of watershed education activities completed
 - Number of BMPs (best management practices – watershed speak) completed

MEASURING OUR PROGRESS

TRANSPORTATION PERFORMANCE MEASURES

The RPA does not have a current requirement to implement performance measures. Should the requirement be implemented, the RPA has identified multiple, possible measures to understand how well we are managing our transportation infrastructure. These cover all aspects of the transportation system, including bridge safety, public transportation vehicles, and roadway condition. The RPA will look at these various elements to better understand how the transportation system as a whole is operating. The measures that will help the RPA track its progress in managing and optimizing transportation infrastructure and services include:

- Maintain a pavement condition index
- Average bridge sufficiency
- Number of accidents resulting in fatal or major injuries
- Percentage of deficient bridges
- Average age of the CorridorRides public transit fleet
- Number of transit riders
- Number of new regional vanpools
- Number of registered ridesharing participants in the CorridorRides.com site

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ECONOMIC DEVELOPMENT FUNDING RESOURCES

NATURAL ENVIRONMENT AND RESILIENCE

- Iowa DNR Solid Waste Alternatives Program
- USDA Rural Development – Solid Waste Grants
- Hazard Mitigation Grant Program (HMGP)
- Pre-Disaster Mitigation (PDM)
- Flood Mitigation Assistance (FMA)
- Water Quality Initiative
- Watershed Development and Planning Grants
- Water Protection Fund & Watershed Protection Fund
- Watershed Improvement Review Board
- Vision Iowa
- Community Development Block Grants
- 319 Watershed Planning & 319 Implementation Grants
- Land and Water Conservation Fund (LWCF)
- Resource Enhancement and Protection (REAP)
- Clean Water State Revolving Fund
- Storm Water Loan Program
- Water Resource Restoration Sponsored Program
- Environmental Quality Incentive Program (EQIP)
- Conservation Reserve Program (CRP)
- Wetland Reserve Program (WRP)
- Grassland Reserve Program (GRP)
- Agricultural Conservation Easement Program (ACEP)
- Wildlife Habitat Incentive Program (WHIP)

HOUSING

- Direct Housing Loans, Section 502
- Guaranteed Housing Loans, Section 502
- Mutual Self-Help Housing Loans, Section 502
- Housing Repair Grants, Section 504
- Self-Help Technical Assistance Grants, Section 523
- Housing Preservation Grants, Section 533
- Rural Rental Multi-Family Housing, Section 515
- Farm Labor Housing Loans and Grants, Section 514
- Housing Fund (CDBG & HOME)
- Affordable Housing Subsidy
- Community Investment Advance (Loan) Program
- Capital Advances for Housing for Disabled/Elderly
- Section 8 Rental Housing Assistance for Low and Very Low-Income Families Living in Private Housing
- VA – Acquired Houses
- Local Housing Assistance Program (LHAP)
- First Time Home Buyer Loan Program
- Military Homeownership Assistance Program
- The Home & Community-Based Service Subsidy Program
- State Housing Trust Fund
- Homeless Shelter Assistance Grant Program
- Low Income Housing Tax Credit Program

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HOUSING CONT.

- East Central Iowa Housing Trust Fund
- Linn County Housing Trust Fund
- Housing Trust Fund for Johnson County

TRANSPORTATION FUNDING RESOURCES

- Surface Transportation Block Grant (STBG)
- Surface Transportation Block Grant Highway Bridge Program (STBG-HBP)
- Transportation Alternatives Program (TAP)
- National Highway Performance Program
- Highway Safety Improvement Program (HSIP)
- Iowa Clean Air Attainment Program (ICAAP)
- Federal Transit Administration (5310, 5311 and 5339)
- Transportation Safety Improvement Program (TSIP)
- All City Sign Replacement Program
- Traffic Engineering Assistance Program (TEAP)
- County and City Bridge Fund
- Revitalize Iowa Sound Economy (RISE)
- Rail Revolving Loan and Grant Program
- State and Federal Air Improvement Program
- Airport Vertical Infrastructure Program
- Iowa DOT/DNR Fund
- Living Roadway Trust Fund
- Federal Recreational Trails

- State Recreational Trails
- State Transit Assistance (STA)
- Iowa Road Use Tax Fund (RUTF)
- Local Option Sales Tax (LOST)
- Property Tax
- Other Local Resources

TRANSPORTATION FUNDS PROGRAMMED OR PRIORITIZED BY THE RPA IN IOWA'S CREATIVE CORRIDOR

Many of the funding programs previously listed have assisted in the completion of projects within Iowa's Creative Corridor. The RPA, however, is only responsible for the programming or prioritization of a few. Below is a summary and description of these programs.

STBG - This program is designed to address specific issues identified by Congress and provides flexible funding for projects to preserve or improve the condition and performance of a number of transportation facilities including federal-aid highway or public road bridge. The Iowa DOT provides programming authority for allocations of STBG funds to RPAs and MPOs. The flexible nature of STBG funds allow them to be used for all types of transportation projects including roadway projects on federal-aid eligible routes, bridge projects on any public

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road, transit capital improvements, TAP eligible activities, and planning activities.

STBG-HBP – While the Highway Bridge Program was eliminated under a previous federal authorization, a portion of Iowa’s STBG will continue to be targeted directly to counties and dedicated specifically to county bridge projects. A portion of these funds are required to be obligated to off-system bridges. The remaining funds can be used on either on- or off-system bridges.

TAP – This program provides funding to expand travel choice and to improve the transportation experience. TAP projects improve the cultural, historic, aesthetic, and environmental aspects of the transportation infrastructure. In prior years, each RPA and MPO received an allocation of TAP funds from Iowa DOT to program eligible projects. In 2017, the process will be revised, and it appears that the RPA or MPO will prioritize local projects with final programming by Iowa DOT. Projects can include the creation of bicycle and pedestrian facilities and the restoration of historic transportation facilities, among others.

5310 - This program was established to provide federal funding for support of transit activities in rural areas and in urban areas, to serve the special needs of transit-dependent populations beyond traditional public transit services and Americans with Disabilities Act (ADA)

complementary paratransit services.

5311 - This program provides federal funding for support of transit activities in rural areas and in urban areas of less than 50,000 in population (operating, capital, planning, and job access and reverse commute assistance).

5339 – This program provides federal assistance for transit capital improvements including new and expanded rail, bus rapid transit, and ferry system projects that will expand the core capacity of existing fixed guideway corridors. The program also includes provision for streamlining aspects of the New Starts process.

SHORT TERM REGIONAL TRANSPORTATION PLAN

ECICOG annually prepares the Region 10 Transportation Improvement Program (TIP). The TIP is developed by compiling all city, county and state transportation projects of regional significance that are receiving federal-aid funds. To develop the TIP, the region receives an annual allocation of STBG and TAP funding. In turn, the RPA sub-allocates STBG funding to each affiliated county for projects from throughout the respective county. TAP funds are competitively awarded based on a regional review process. Final approval of projects for inclusion into the TIP is the sole responsibility of the RPA’s Policy Committee. The TIP is fiscally constrained by adjusting the region’s recommended projects to match best the estimated target of available federal STBG and TAP

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funds. Below in Figures 7-1 and 7-2 are detailed lists of expected projects to be completed in the short term (over the next 4 years) utilizing regional STBG and TAP funds.

FIGURE 7-1: REGIONAL STBG PROGRAM

Sponsor	Project Description	Local Funding	Federal Aid	Total Cost
RPA 10 - ECICOG	Planning	96,000	377,000	473,000
City of Shellsburg	W. Main St. from Iowa Northern RR, east to Park Street	175,000	400,000	575,000
Iowa County	V52, from I-80 to Hwy 6	400,000	1,800,000	2,200,000
City of Anamosa	S. Elm, from W Main St. to Wapsipinicon Bridge	198,105	791,895	990,000
Cedar County	X64, from I-80 to F44	715,000	1,460,000	2,175,000
Washington County	W61, from G36 to G26	840,000	1,360,000	2,200,000
Washington County	W61, from Riverside to Spruce Ave.	255,000	1,020,000	1,275,000
Benton County	V66, from Hwy 30 to Blairstown	175,000	450,000	625,000
Benton County	D65, over Spring Creek	110,000	440,000	550,000
Linn County	Mt. Vernon Rd., from Hwy 13 to 44 th St.	235,000	938,000	1,173,000
City of Urbana	Hutton Dr., at Hwy 150 intersection	280,600	246,400	527,000
City of Vinton	3 rd St., from 3 rd to 9 th Aves.	886,773	892,227	1,779,000
Iowa County	F46, from V48 to V52	326,000	884,000	1,210,000
Benton County	E24, from Vinton to W26	100,000	400,000	500,000
Benton County	V66, from Hwy 30 to Blairstown	230,000	920,000	1,150,000
City of Urbana	Sunset St., from Ash Ave. to I-380	84,400	193,600	278,000
Johnson County	W60, from North Liberty to Croy Rd.	875,000	3,500,000	4,375,000
Linn County	County Home Rd., from N Center Point Rd. to Indian Creek Bridge	974,000	3,896,000	4,870,000
Washington County	W64, from 320 th St. to 282 nd St.	275,000	1,100,000	1,375,000
Cedar County	Y14, from F44 to Hwy 130	700,000	1,100,000	1,800,000
City of Washington	W Buchanan, from current termination to South Ave. E	731,562	1,826,438	2,558,000
Project Totals		8,662,440	23,995,560	32,658,000
Estimated STBG Funding			14,071,170	
STBG Carryover Balance from Prior Years			16,284,726	
Anticipated Regional STBG Balance			6,360,336	

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FIGURE 7-2: REGIONAL TAP PROGRAM

Sponsor	Project Description	Local Funding	Federal Aid	Total Cost
Washington County	Trail from Kalona Park to Richmond Community Park	305,277	294,723	600,000
Washington CCB	Kewash Nature Trail, from Hwy 1 to Crooked Creek Bridge, and 1900' spur to Kirkwood Reg. Ctr.	880,463	342,537	1,223,000
Jones CCB	Mon Moq Dam on Maquoketa River Water Trail	877,000	341,000	1,218,000
Johnson County	Mehaffey Bridge Road Separated Trail	1,519,712	1,080,288	2,600,000
City of Riverside	Safe Routes to School sidewalks on Ash St./Tupelo Blvd.	224,000	96,000	320,000
City of Urbana	Safe Routes to School sidewalks on Main St.	99,000	50,000	149,000
Jones County	Wapsipinicon Trail on Shaw Rd.	720,000	280,000	1,000,000
Linn CCB	Cedar Valley Nature Trail Bridge over E Blue Creek	432,000	168,000	600,000
Cedar CCB	Hoover Trail Bridge over Wapsinonoc Creek	31,000	154,000	185,000
Linn CCB	Grant Wood Trail, from Hwy 13 to Oxley Rd.	55,000	220,000	275,000
Project Totals		\$5,143,452	\$3,026,548	\$8,170,000
Estimated TAP Funding			\$834,421	
TAP Carryover Balance from Prior Years			\$2,192,168	
Anticipated Regional TAP Balance			\$41	

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TRANSPORTATION FUNDING OUTLOOK

While difficult to predict future revenues and expenditures in all of these areas, some general forecasting can be made for transportation funding due to past history of funding and annual funding allocations provided to the region. This will provide some reference for proposed projects and their feasibility over the next 20 years. The financial outlook used is a simple process of evaluating current and past federal aid and non-federal aid for transportation funding in Iowa's Creative Corridor, including:

- State Road Use Tax Fund (RUTF) revenues to cities and counties
- Farm-to-Market and Secondary Road Fund revenues to counties
- Federal Surface Transportation Block Grant (STBG) and Transportation Alternative Program (TAP) funding available to RPA 10
- Local, State and Federal Transit Revenues for CorridorRides
- Estimated grant program funding

Over the past five programming cycles, the RPA has documented an annual funding deficit, indicating that transportation expenses have exceeded available state and federal funding, and required additional local contribution and programming flexibility. Figure 7.3, below summarizes transportation funding in the past five years in Iowa's Creative Corridor.

FUNDING THE PLAN

FIGURE 7-3: FUNDING HISTORY IN IOWA'S CREATIVE CORRIDOR, FY 2010-2014

Revenues	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
City Road Use Tax Fund Revenues	\$7,081,970	\$7,421,277	\$8,064,433	\$8,135,770	\$8,431,793
County Farm to Market and Secondary Road Fund Revenues	\$50,999,272	\$56,949,033	\$62,161,453	\$61,842,544	\$60,128,364
Transportation Alternative (TAP) Revenues	\$261,874	\$277,262	\$313,003	\$300,649	\$204,584
Surface Transportation Block Grant (STBG) Revenues	\$3,380,952	\$3,876,554	\$3,996,300	\$3,812,911	\$3,374,175
Transit Revenues (CorridorRides and Riverbend Transit)	\$874,068	\$410,455	\$888,027	\$768,724	\$904,937
Total Transportation Revenues	\$62,598,136.00	\$68,934,581.00	\$75,423,216.00	\$74,860,598.00	\$73,043,853.00

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Expenditures	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
City Road Use Tax Fund Expenditures	\$11,132,883	\$13,212,379	\$11,943,623	\$12,155,989	\$12,760,626
County Farm to Market and Secondary Road Fund Expenditures	\$56,473,908	\$57,104,040	\$62,833,887	\$66,716,879	\$64,003,986
Transportation Alternative (TAP) Expenditures	\$261,874	\$277,262	\$313,003	\$300,649	\$204,584
Surface Transportation Block Grant (STBG) Expenditures	\$3,380,952	\$3,876,554	\$3,996,300	\$3,812,911	\$3,374,175
Transit Expenditures(CorridorRi des and Riverbend Transit)	\$2,581,571	\$1,281,219	\$2,932,663	\$2,802,218	\$3,005,390
Total Transportation Expenditures	\$73,831,188	\$75,751,454	\$82,019,476	\$85,788,646	\$83,348,761

Based on this historical perspective, the transportation funding outlook was forecasted for FY 2018-2040 as noted in Figures 7-4 through 7-6. Fiscal year 2014, from Figure 7.3 above, was used as the base year, and a four percent annual average increase was application to each of the funding elements listed above. As seen in the following figure, there is an expected deficit of over \$441 million, showing the need for additional transportation revenue in the future.

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FIGURE 7-4: TRANSPORTATION REVENUES

Forecasted City Road Use Tax Fund Revenues	\$361,199,044
Forecasted County Farm to Market and Secondary Road Fund Revenues	\$2,575,763,849
Forecasted Transportation Alternative (TAP) Revenues	\$8,763,918
Forecasted Surface Transportation Block Grant (STBG) Revenues	\$144,542,066
Forecasted Transit Revenues (CorridorRides and Riverbend Transit)	\$38,765,465
Total Forecasted Transportation Revenues 2018-2040	\$3,129,034,343

FIGURE 7-6: TRANSPORTATION FISCAL OUTLOOK 2018-2040

Forecasted City Operations and Maintenance Deficit	(\$185,437,468)
Forecasted County Operations and Maintenance Deficit	(\$166,022,928)
Forecasted TAP Deficit	-
Forecasted STBG Deficit	-
Forecasted Transit Deficit (CorridorRides and Riverbend Transit)	(\$89,978,681)
Total Forecasted Transportation Deficit 2018-2040	(\$441,439,077)

FIGURE 7-5: TRANSPORTATION EXPENDITURES

Forecasted City Operations and Maintenance Expenditures	\$546,636,512
Forecasted County Operations and Maintenance Expenditures	\$2,741,786,777
Forecasted TAP Expenditures	\$8,763,918
Forecasted STBG Expenditures	\$144,542,066
Forecasted Transit Expenditures (CorridorRides and Riverbend Transit)	\$128,744,147
Total Forecasted Transportation Expenditures 2018-2040	\$3,570,473,420

APPENDICES



APPENDIX A

REGION 10 TRANSPORTATION POLICY COMMITTEE

The Policy Committee was established in 1994 with the membership comprised of representatives of Benton, Cedar, Iowa, Johnson, Jones, Linn, and Washington Counties. Members include two elected officials from each affiliated county, and are appointed by their respective Board of Supervisors.

Member	Title	Representation
Todd Wiley	County Supervisor	Benton County
Duane Eldred < Secretary	Urbana Mayor	Benton County
Brad Gaul	County Supervisor	Cedar County
Rob Fangmann	County Engineer	Cedar County
Kevin Heitshusen	County Supervisor	Iowa County
Vicki Pope	County Supervisor	Iowa County
Tom Brase	Johnson County SEATS Director	Johnson County
Mike Carberry	County Supervisor	Johnson County
Jon Zirklebach	County Supervisor	Jones County
Doug Herman	City Administrator	Jones County
Ben Rogers	County Supervisor	Linn County
John Harris	County Supervisor	Linn County
Bob Yoder, Vice Chairperson	County Supervisor	Washington County
Brent Hinson, Chairperson	City Administrator	Washington County
Cathy Cutler	Iowa DOT	Ex Officio
Darla Hugaboom	FHWA – Iowa Division	Ex Officio
Mark Bechtel	FTA – Region 7	Ex Officio

APPENDIX A

REGION 10 TRANSPORTATION TECHNICAL ADVISORY COMMITTEE

The Transportation Technical Advisory Committee (TTAC) was formed by the RPA. Members include three representatives from each of the affiliated counties, and are appointed by their respective Board of Supervisors. The TTAC reviews all transportation plans and programs, and provides recommendations to the Policy Committee on all aspects of these plans and programs.

Member	Title	Representation
Myron Parizek	County Engineer	Benton County
Ben Vierling	Assistant to County Engineer	Benton County
Rick Erickson	City Engineer	Benton County
Rob Fangmann	County Engineer	Cedar County
Alex Anderson	Assistant to County Engineer	Cedar County
Steve Nash	City of Tiffin	Cedar County
Nick Amelon	County Engineer	Iowa County
Matt Amelon	Assistant to County Engineer	Iowa County
Kevin Heitshusen	County Supervisor	Iowa County
Greg Parker	County Engineer	Johnson County
Rob Winstead, Secretary	Assistant to County Engineer	Johnson County
Mike Carberry	County Supervisor	Johnson County
Derek Snead, Vice Chairperson	County Engineer	Jones County
Todd Postel	Assistant to County Engineer	Jones County
Brenda Leonard	Emergency Management	Jones County
Steve Gannon	County Engineer	Linn County
Randy Burke	Planner	Linn County
Brad Ketels, Chairperson	Assistant to County Engineer	Linn County
Jacob Thorius	County Engineer	Washington County
Jeremy Mc Laughlin	Assistant to the County Engineer	Washington County
Leland Belding	Consultant to City of Washington	Washington County
Cathy Cutler	Iowa DOT	Ex Officio
Darla Hugaboom	FHWA – Iowa Division	Ex Officio
Mark Bechtel	FTA – Region 7	Ex Officio

APPENDIX A

REGION 10 PASSENGER TRANSPORTATION ADVISORY COMMITTEE

The Passenger Transportation Advisory Committee (PTAC) was formed by the RPA. Members include two representatives from each of the affiliated counties, and are appointed by their respective Board of Supervisors. The PTAC reviews all transit plans and programs, and provides recommendations to the Policy Committee on all aspects of these plans and programs.

Member	Title	Representation
Dana Burmeister	Benton County Transportation	Benton County
Carol Zander	Benton County Social Services	Benton County
Jon Bell	Board of Supervisors	Cedar County
Julie Tischuk	Cedar County Social Services	Cedar County
Aaron Sandersfeld	Iowa County Transportation	Iowa County
Marilyn Austin	Citizen	Iowa County
Tom Brase	Johnson County SEATS Director	Johnson County
Mike Carberry	County Supervisor	Johnson County
Kathy Koerperich	Jones County JETS	Jones County
Deb Schultz	Jones County Social Services	Jones County
Ann Hearn	County Community Services	Linn County
Tom Hardecopf	Linn County LIFTS	Linn County
Bobbi Wolf	Washington County Social Services	Washington County
Cris Gaughan	Washington County MiniBus	Washington County
Cathy Cutler	Iowa DOT	Ex Officio
Darla Hugaboom	FHWA – Iowa Division	Ex Officio
Mark Bechtel	FTA – Region 7	Ex Officio

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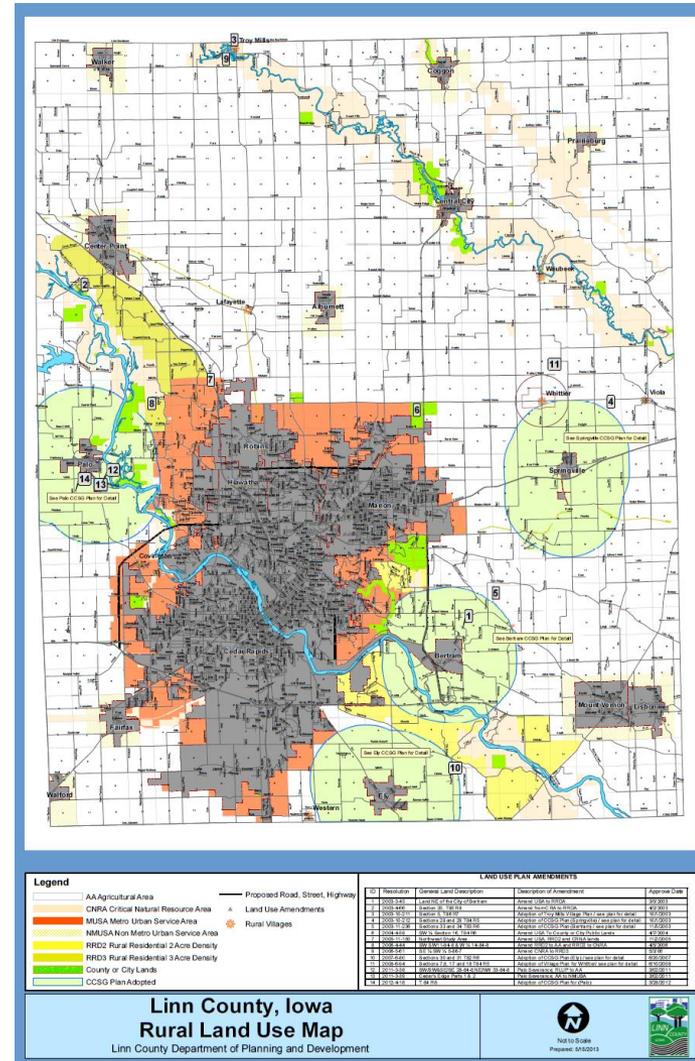
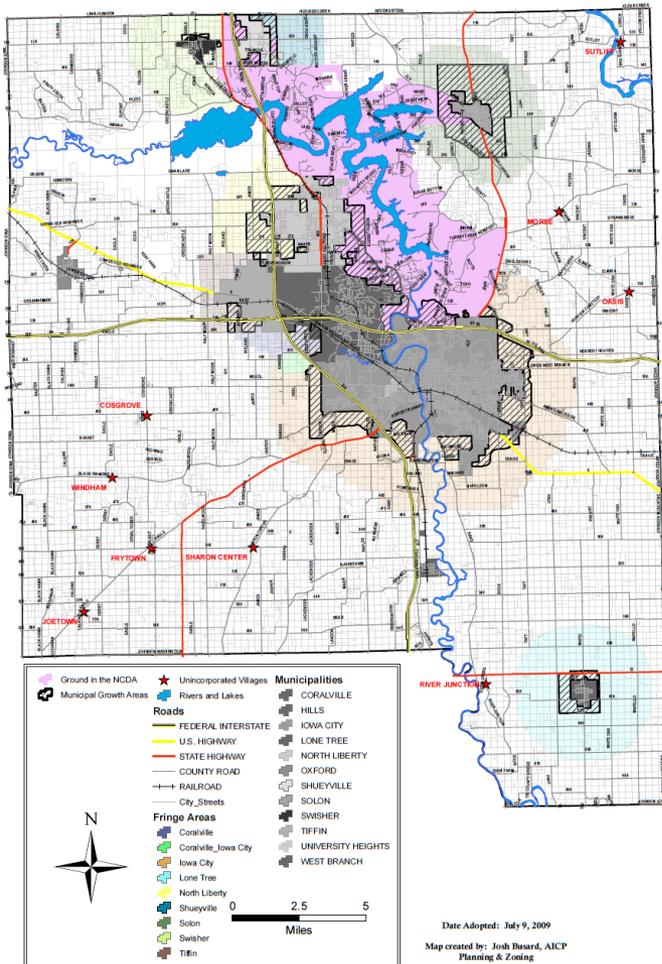
REGION 10 REGIONAL TRAILS ADVISORY COMMITTEE

The Regional Trails Advisory Committee (RTAC) was formed by the RPA. Members include two representatives from each of the affiliated counties, and are appointed by their respective Board of Supervisors. The RTAC reviews all trails-related plans and programs, and TAP applications and provides recommendations to the Policy Committee on all aspects of these plans and programs.

Member	Title	Representation
Randy Scheel	Citizen	Benton County
Mark Pigenot	County Conservation Board	Benton County
Rob Fangmann	County Engineer	Cedar County
Mike Dauber	County Conservation Director	Cedar County
vacant		Iowa County
Matt Amelon	Assistant to County Engineer	Iowa County
Brad Freidhof	Conservation	Johnson County
Becky Soglin	Sustainability Office	Johnson County
Brad Mormann, Vice Chairperson	County Conservation Director	Jones County
Reed Stockman	Citizen	Jones County
Randy Burke, Chairperson	Linn County Conservation	Linn County
Ryan Schlader	Linn County Conservation	Linn County
Steve Anderson	County Conservation Director	Washington County
Mike Driscoll	Citizen	Washington County
Cathy Cutler	Iowa DOT	Ex Officio
Darla Hugaboom	FHWA – Iowa Division	Ex Officio
Mark Bechtel	FTA – Region 7	Ex Officio

APPENDIX B

Johnson County Land Use Map



APPENDIX B

JONES COUNTY, IOWA Title VI - PROPERTY & LAND USE Zoning Ordinance

A - AGRICULTURAL
The Agricultural District is intended to protect agricultural land from encroachment of urban land uses. It is also intended to preserve the rural character of this area by restricting the development of new uses, use farm buildings and limiting the amount of land that can be used for a building site. It is further the intent of these regulations to protect the groundwater resource to the maximum extent practical through the proper management of secess and control of contamination within the district.

C1 - COMMERCIAL
The C1 District is intended to establish and promote a business district convenient and attractive for a wide range of retail uses and businesses, government and professional offices, and places of amusement in a setting conducive to and safe for pedestrian traffic. The uses permitted are generally low intensity in nature due to the small size of the principal building, low number of employees, and low traffic generators.

C2 - HIGHWAY COMMERCIAL
The C2 District is intended to establish and promote high impact commercial areas consisting of shopping centers and commercial strips where customers reach individual business establishments primarily by automobile. The uses permitted are generally high intensity in nature due to the large size of the principal building, high number of employees, and high traffic generators.

CRAO - CRITICAL RESOURCE AREA OVERLAY
The intent of this Section is to provide orderly development of residential and recreational uses within the designated sections located in the County. In addition, it is the County's intent to conserve the natural and scenic beauty of the designated sections as well as to conserve the natural resources of the designated sections. Also, it is the intent to provide for the compatibility of different land uses and the most appropriate use of land throughout the Critical Resource Areas.

I1 - INDUSTRY
To establish and preserve areas for industrial and related uses of such a nature that they do not create serious problems of compatibility with other kinds of land uses.

I2 - HEAVY INDUSTRY
To establish and preserve areas for necessary industrial and related uses of such a nature that they require isolation from many other kinds of land uses.

P - PUBLIC
It is intended that the Public District provide reference on the zoning map to public uses of land. This land owned by the United States Federal Government, the State of Iowa, Jones County, Cities, or Public School Districts will be designated Public Use.

R - RESIDENTIAL (INCLUDES R1, R2, R3, R4, R5, R6, R7, R8, R9, R10, R11, R12, R13, R14, R15, R16, R17, R18, R19, R20, R21, R22, R23, R24, R25, R26, R27, R28, R29, R30, R31, R32, R33, R34, R35, R36, R37, R38, R39, R40, R41, R42, R43, R44, R45, R46, R47, R48, R49, R50, R51, R52, R53, R54, R55, R56, R57, R58, R59, R60, R61, R62, R63, R64, R65, R66, R67, R68, R69, R70, R71, R72, R73, R74, R75, R76, R77, R78, R79, R80, R81, R82, R83, R84, R85, R86, R87, R88, R89, R90, R91, R92, R93, R94, R95, R96, R97, R98, R99, R100)
The Residential District is intended to provide separate locations for rural residential development. Development within a Residential District shall be designed to protect the rural character of nearby properties, be sufficiently compatible with adjoining properties, preserve natural resources, and have access to adequate infrastructure. This district is meant to include the Planned Unincorporated Villages of Jones County.

- Platted Unincorporated Villages of Jones County**
1. Anker, as per the recorded plat named Blue Cat Road Addition to Blue Cat.
 2. Canton, as per the recorded plat named Canton.
 3. Farnow, as per the recorded plats named Farnow, Addition to Farnow, Wilcox's Addition to the Town of Farnow.
 4. Hays, as per the recorded maps named Hays Village, Pleasant's Addition to Hays.
 5. Langworthy, as per the recorded plats named Langworthy, Preservation Acres, Langworthy School Place.
 6. Oxford Mills, as per the recorded plats named Oxford Mills, Alice Langworthy Addition to Oxford Mills, McDonald's 1st Addition to the Town of Oxford Mills, Scotch Grove as per the recorded plat named Scotch Grove.

RM1 - RESIDENTIAL MANUFACTURED HOUSING
The purpose of the RM1 - Residential Manufactured Housing District is to provide for the location of mobile homes, modular homes, manufactured housing and the development of manufactured housing parks. It is further intended to provide for the placement of such residences on individual subdivided lots.

Legend

- CRAC - Critical Resource Area Overlay
- River Accesses (P)
- P - Public
- R - Residential
- A - Agricultural
- Corporated Areas

Effective April 20, 2007
Revised by RCL

This map was produced from data maintained in the Jones County Geographic Information System by the Auditor's Office. For further information regarding maps, fees, requests or the availability of GIS products and services, please contact the Jones County Auditor's Office at (319) 462-2282.

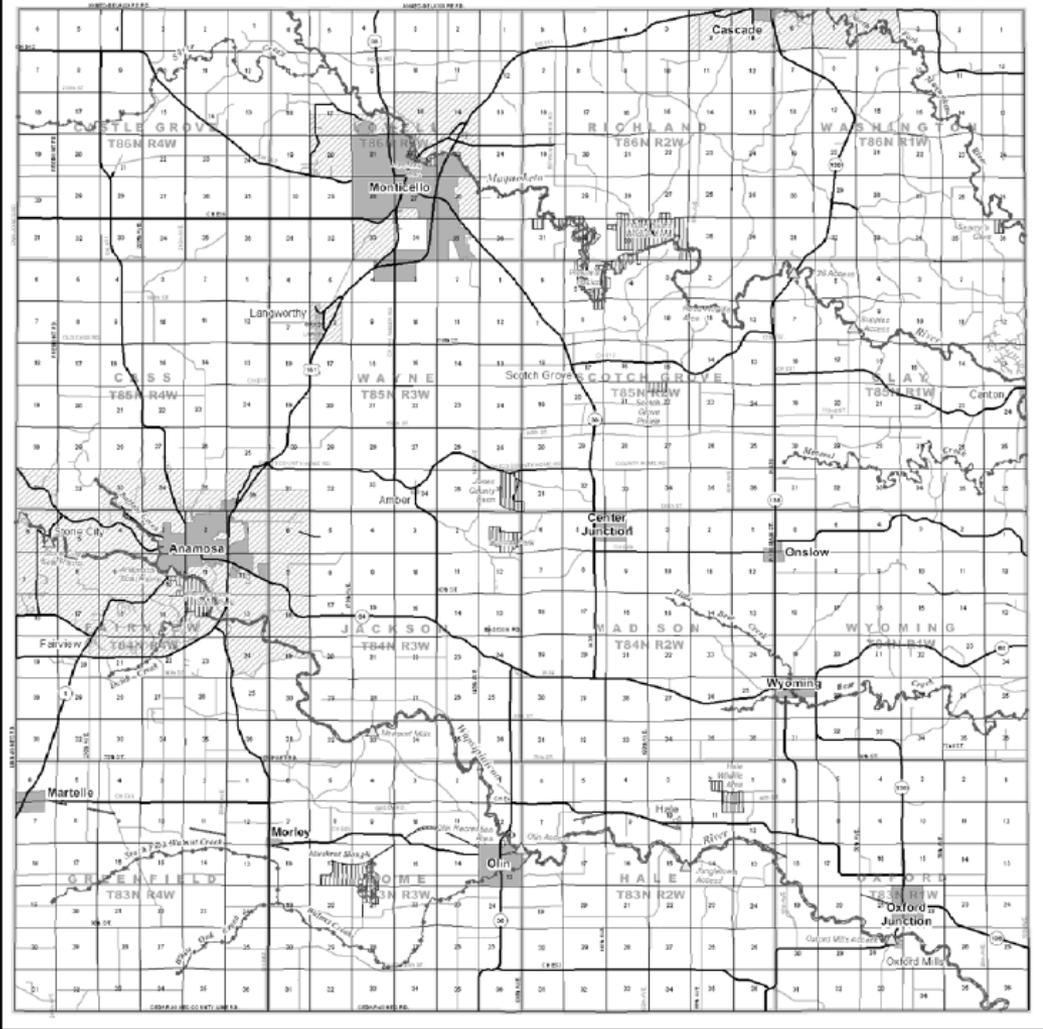
Jones County assumes no liability whatsoever associated with the use or misuse of this map, nor does it make any representation or warranty with the accuracy of this map. This map is compiled from official records and only contains information required for local government purposes.

Please direct all questions or comments to the Jones County Land Use Administrator at (319) 462-2735 or luj@iowa-jones.com.

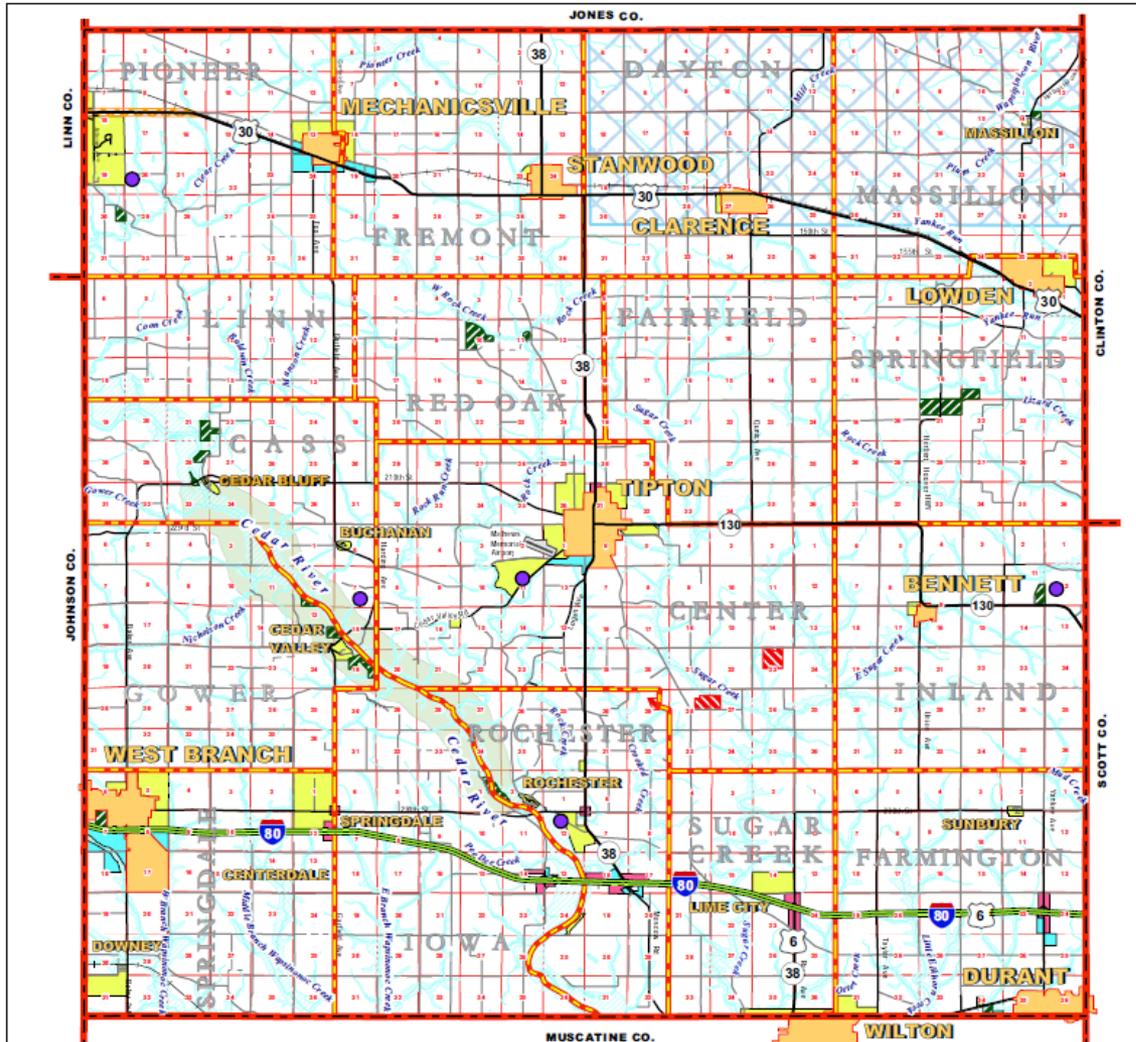
This is to certify that this is the "Official Zoning Map" of Jones County, Iowa, adopted this 3rd day of April, 2007.

Joe Cruise, Chairman
Jones County Board of Supervisors

Attest: Janine Subner
Jones County Auditor



APPENDIX B



Legend

- Agricultural Area
- Residential Area
- Commercial Area
- Industrial Area
- Recreational Area
- Public Park Area
- Restricted Development Area
- Old Landfill / Dump Site
- Bluff Land Protection Area
- Cedar County 100-yr Flood Plain
- No Flood Plain Data Available
- City Area
- County Border
- Township Boundary
- Section Lines
- I-80
- US & IA Highways
- Paved Roads
- Gravel Roads
- Class "B" Roads
- Rivers & Lakes
- Railroad



CEDAR COUNTY, IA Future Land Use Map



Map 10

Sources: IA DOT Data; IA DNR 2009 Aerials & Topography; Bluff Land & Flood Plains by ECIA Staff 2004 (Not for Legal Use)
Map Revised: 4/8/19 - 37 -

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RPA 10, also known as Iowa's Creative Corridor, is home to a half million residents and covers 4,400 square miles in eastern Iowa, including the seven counties of Benton, Cedar, Iowa, Johnson, Jones, Linn and Washington.

The 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 is a major east-west route through the southern part of the region, and US Highway 30 serves as another east-west route through the northern part of the region. US Highway is 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 region is characterized by two urban areas with numerous small towns and rural countryside. In addition to the seven counties, the region includes 72 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.

FOCUS GROUPS, INTERVIEWS, SURVEYS AND DATA SOURCES

Market Street consultants completed a regional assessment report on behalf of partners in the Regional

Vision Rising project and CRDS 2040 – much of this is assessment is drawn from the report. A series of focus groups and interviews with individuals from the region's public, private, and non-profit sectors was conducted in February 2016. In addition, an online survey was open to the public for three weeks in February 2016. While the results of the survey are not considered a scientific sample, Market Street was confident that perspective not captured by the survey were informed by the one-on-one interviews

Market Street also cited a variety of public and private sources to develop the regional assessment. A great deal of information is drawn from the Census Bureau. Other public data sources include the Bureau of Labor Statistics (BLS), the Bureau of Economic Analysis (BEA), the National Center for Education Statistics (NCES), the Iowa Department of Education (IDoE), Federal Bureau of Investigation (FBI) and the Internal Revenue Service (IRS). Proprietary data covering economic composition (employment, wages, exports, etc.) are provided by Economic Modeling Specialists, Inc. (EMS).

These focus group meetings, interviews, surveys, and data analysis allowed Market Street to complete a thorough assessment of the region's strengths, weaknesses, opportunities, and challenges described in this chapter.

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THE CREATIVE CORRIDOR STORY

The trends and conditions of the Creative Corridor region were summarized by Market Street as six “stories” to organize key issues and takeaways. Strong, but uneven population growth and change quality, but constrained workforce with strong resident wellbeing.

Unlike many areas in Iowa, the Creative Corridor region’s population is growing as its population diversifies. Population growth is often seen as a fundamental indicator of a region’s attractiveness as a place to live, work and play, although the components of population change are also important. In the case of the Creative Corridor region, both overall growth and the dynamics of that growth are positive. This indicates that there are factors like job availability, quality of life, cost of living, and other elements that are compelling factors for talent retention and attraction.

In the Creative Corridor region, population growth trends in the seven counties varies widely. National post-recession trends have shown a growing preference for millennials and baby boomers to live in urban communities that boast walkable neighborhoods, bike paths, entertainment options, and other amenities. Population growths in the region mirror this trend. The denser, urban core counties of Linn and Johnson exhibited the fastest population growth, while more rural

counties trailed. Benton County actually saw a population decline over a ten-year period and post-recession timeframe. While the University of Iowa student population comprises a large share of Johnson County’s population, enrollment growth was not the reason for the county’s large population increase. In fact, student enrollment at the University of Iowa actually decreased slightly (-0.6%) between 2009-2014.

In order to understand more about the sustainability of population trends and how they affect workforce capacity, it is important to examine the components of population change. Population growth stems from two sources – natural change (the number of births minus the number of deaths) and net migration (domestic and international). These components offer insight to how a particular region is growing. In the Creative Corridor, much of the region’s population growth (62.3%) can be attributed to natural changes rather than net migration. Of its net migration, the majority of new residents to the Creative Corridor came from overseas. It is likely that Iowa’s manufacturing and agriculture employment base, its public and private universities, and the state’s long history of refugee resettlement have been key components to attracting international migrants to Iowa.

While overall population growth is a positive development, the challenge for the Creative Corridor region is attracting migrants from elsewhere in the US. Numerous public input

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respondents commented on the challenges of attracting talent to the Creative Corridor. Largely, these centered around either a lack of or misconception of the region to outsiders or the lack of critical mass of quality of life amenities that one might find in a larger metropolitan area. Roughly 60 percent of survey respondents who reported living in the region for less than five years indicated that being closer to family or better employment opportunities brought them to the Creative Corridor.

As the Creative Corridor grows, it is also becoming more diverse. This mirrors the trends seen in cities and states across the nation. The US Census Bureau predicts that by 2044, no one racial or ethnic group will make up the majority or the population, and that by 2020, over half of US children will be a minority race or ethnic group. Similar trends are already occurring in the Creative Corridor, where the younger population is more diverse. In 2014, roughly 87 percent of residents were White, non-Hispanic, while 77.5 percent of children under the age of 10 were White, non-Hispanic. That said, the Creative Corridor, and Iowa, still have a White majority, and neither features a minority population about 18 percent.

Input participants cited the Creative Corridor's increasing diversity as a positive, but noted that more could be done to embrace it. Survey respondent's opinions on diversity varied by geographic perspective and race/ethnicity. Iowa City was seen as more diverse – largely attributable to the

university – while Cedar Rapids and other cities in the region were less so. Many input participants felt that there were not enough cross-community events to bring people from different cultural backgrounds together. Of survey respondents who self-identified as members of minority groups, sentiments on regional inclusion were less positive, roughly 45 percent of minorities agreed that “opportunities, communities, and networks in the region are accessible and open to a diverse range of people and cultures. Just over 38 percent agreed that “the Creative Corridor is a welcoming place,” compared to 68.4 percent of White, non-Hispanics. A smaller percentage of minorities, 32.3 percent, felt that the Creative Corridor was inclusive.

Looking at a region's age dynamics can provide additional perspective in its growth trends and workforce sustainability. Roughly half of the residents of the Creative Corridor are younger than age 35 and half are age 35 and older. The prime working age cohort – adults age 25 to 44 – represent 26 percent of the regional population. Comparing the number of younger workers with those nearing retirement age can highlight potential labor force sustainability issues. The Creative Corridor's 25 to 44 year old workforce is slightly larger than the group ages 45-64. However, a closer look at age-related growth trends shows that the percentage of prime working age residents is growing more slowly than the state average. Issues of attracting talent to the Creative Corridor is not new and

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“brain drain” of the region’s graduates and young adults are not new. A number of initiatives aimed at retaining and attracting new talent to the region have been launched in recent years.

Because labor force availability was the top competitive issue cited by focus groups and other input participants, the attraction and retention of young workers was a corollary to those discussions. Interestingly, young professional focus group participants felt that more emphasis and effort should be put on “rooting”, rather than “recruiting” young professionals. Many participants felt transplants to the region could be lost to other regions because they don’t have any roots to the community – and the first three to six months were critical to getting new young professionals integrated into regional networks.

KEY TAKEAWAYS:

- The Creative Corridor region’s population trends are positive, though population growth in the seven counties varies widely.
- The majority of population growth stemmed from natural change, while international migration accounted for a larger portion of net migration.
- The Creative Corridor region is becoming more diverse, yet still remains predominately White, non-Hispanic.
- While the Creative Corridor region’s 25 to 44 year old

workforce is slightly larger than the group ages 45 to 64, growth trends indicate that the region’s percentage of prime working age residents is growing at a slower rate than the state average.

- The region’s in-migration profile shows that the Creative Corridor has been able to attract young educated workers, but not in numbers sufficient to allay concerns about workforce sustainability.

RESILIENT, DIVERSE LOCAL ECONOMY AND COMPETITIVE BUSINESS CLIMATE

The people in a community are its greatest asset, which is why workforce capacity is a top concern for regions across the country. Because every business requires qualified, reliable employees, workforce availability and quality are key site location components and the most important competitive criteria in today’s knowledge-based economy. Regions must ensure they are effectively satisfying employer needs in all sectors by effectively formalizing integrated college and career preparation “pipelines” as well as attracting top talent to the community. Opportunities should be provided for all residents regardless of race, class, ethnicity, age, gender, or personal background.

The most established indicator of a region’s workforce skills capacity is its rate of educational attainment. Some of the top “talent hubs” in the nation now feature upwards

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of 40 to 50 percent of the working-age population with at least a bachelor's degree. However, the number of adults with two-year degrees and career-specific certificates is also critical to accommodating the labor demands of employers in production fields and other sectors.

Attainment rates show that the Creative Corridor has a well-educated workforce, with nearly half of adults possessing an associate's degree or higher. Overall, the region's bachelor's-and-above attainment rate of over 37% compares favorably with most US regions.

The Creative Corridor region has seen increases in the educational attainment of its residents over the past five years. Between 2009 and 2014, the region experienced a 14.3 percent increase in the number of residents with a bachelor's degree or higher. A very positive trend is the percentage of Creative Corridor residents ages 25 to 44 with a bachelor's degree or above. This bodes well for the skill capacity of the region's future workforce although, as noted earlier, the current availability of qualified workers is a challenge in the region.

Because of its lower net in-migration rates, the onus on the Creative Corridor to develop its incumbent workforce is even greater. Both data and qualitative feedback demonstrate that the region's Pre-K to 12 pipeline is doing a sufficient job preparing students for college and careers. At 61.3 percent, the Creative Corridor's percentage of

three- and four-year olds enrolled in Pre-K was well over the national average of 47 percent, and 14 percent higher than its in-state comparison of Des Moines. These results are partially attributable to the state of Iowa's investment in Pre-K and early childhood education. Clearly, Creative Corridor parents are taking advantage of these programs.

Overall, as of the fall of 2014, there were roughly 70,000 students enrolled in all Creative Corridor school districts. Growth in K-12 student enrollment has been slow, which is reflective of the relatively slower overall growth in population at large. Approximately 32.2 percent of students in the region are eligible for free and reduced lunches (F&RL) – a common proxy for a district's lower-income student population. There are district-level variations in this figure. The district in the region with the highest rate of eligibility is Olin Consolidated in Jones County at 74.1 percent. Other rural districts also featured higher assistance levels; Midland and Anamosa districts, also in Jones County, had F&RL percentages of 46.5 and 45.7 percent, respectively, while the Washington district in Washington County had 47.1 percent of its students eligible for this aid.

As seen in Figure 7, nearly 90 percent of the district four-year cohorts are graduating, with a corresponding 2.5 percent dropout rate. According to 2014-2015 Adequate Yearly Progress (AYP) report, students in the region

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performed well. Roughly 77 percent of 8th graders were proficient in reading and math. Likewise, 11th graders also had high proficiency rates. Roughly 82 percent of 11th graders were proficient in reading on the 2014-2015 AYP report, while 86 percent were proficient in math. Statewide, 80.9 percent of 11th graders were proficient in reading and 84.5 percent were proficient in math.

Public input participants spoke highly of the region's educational offerings, citing the quality options from Pre-K to PhD levels for residents across the Creative Corridor region. Though feedback regarding the public school systems was overall positive, some input participants felt that more could be done to effectively manage the growing diversity in the school systems, with staff better trained and more intentional in accommodating diverse student populations.

Higher education capacity is a strength of the Creative Corridor region given the presence of the University of Iowa and the comprehensive region-wide programs offered by Kirkwood Community College. The region's per capita enrollment figure exceeds both Iowa and US figures. This strong degree output bodes well for workforce sustainability, if degree programs are aligned with employer needs, and graduates can be retained in the region.

Many input participants, particularly those from the

business community, cited Kirkwood for its industry partnerships, and noted it as one of the key strengths in the region. As expected, a high percentage of public input respondents also identified the University of Iowa as a major regional strength, if not its key asset – noting its role as a talent attractor to the potential, the potential to retain its graduates to work in the local economy, and the amenities and urban assets being developed in downtown Iowa City.

The top competitive issue in the Creative Corridor region is well known to business, economic development professionals, education and training officials, and government. There is a workforce availability challenge in the Creative Corridor that is threatening the region's ability to grow sustainably and profitably. Data supports these concerns – between 2004 and 2014 jobs in the region grew by 5.4 percent the population increased by 4.8 percent, but the labor force only increased by 1.4 percent. Available employment is likely being absorbed by the existing labor force, a trend supported by rising incomes from wages as described in the following section of this plan.

Every few years, Kirkwood Community College produces a Skills Report to identify gaps between the talent needs of industry and the existing skills of the workforce. The 2014 Skills Report found that more than 75 percent of the region's new and replacement jobs will require some form

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of post-secondary educations. Employers also estimate that 65 percent of future job openings will stem from replacement needs either from employee churn or retirements. Roughly three-quarters of employers responding to the 2014 Skills Report felt that the area had strong job applicants and a current workforce with the soft skills and occupational skills necessary to be effective employees. These results imply that the region's current workforce meets businesses' needs, but there are simply not enough available adults to satisfy businesses demands.

This assessment was echoed by input participants, and by online survey respondents that identified as manager, executive, or business owner – 46 percent of whom reported problems finding qualified employees locally, or trouble recruiting workers from outside the region to the Creative Corridor.

While not always the case of economies experiencing population and employment growth, the Creative Corridor region has experienced higher wages and incomes, with low and slow-growing rates of poverty. In the region, per capita income – which is the most basic indicator typically used to measure the average well-being of residents, increased by 39.2 percent between 2004 and 2014. The region's per capita income also exceeded the rate of inflation over the ten-year time period, indicating that residents experienced a real gain in their purchasing

power. Furthermore, a higher percentage of that income was derived from wages, as opposed to investment income or transfer receipts – positive signs that a high degree of adults are employed in the region.

In addition to per capita income, median household incomes also increased in the region over the most recently reported five-year period. Income among households in the region was also more equitably distributed. Roughly 41.5 percent of households had an income of less than \$50,000.

Rising per capita and household incomes, strong labor force participation and a stable, growing economy have all combined to keep poverty rates low in the Creative Corridor region. As seen in the following figure, both total and youth poverty rates in the region are lower than those of the state of Iowa and the nation.

KEY TAKEAWAYS

- The Creative Corridor region has a well-educated workforce, with nearly half of adults possessing an associate's degree or higher.
- High proficiency rates and high school graduation rates coupled with low dropout rates make the region's public school systems competitive, and create a strong Pre-K-12 talent pipeline.
- Higher education capacity is a regional strength in the Creative Corridor.

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- Workforce capacity and availability are top concerns in the region.
- Population and employment growth trends have translated into higher wages and incomes in the region, and impressively low and slow-growing rates of poverty.

RESILIENT, DIVERSE LOCAL ECONOMY & COMPETITIVE BUSINESS CLIMATE

The Great Recession changed everything about the U.S. economy and its metropolitan areas. Six years after the official end of the recession, 93 percent of U.S. counties still have not fully recovered from their lost employment. Between December 2007 and June 2009, the Creative Corridor region had a net loss of only 1,400 jobs, representing a 0.6 percent decline, while many other areas in the country faced declines of over 10 percent. The region's stability during the recession meant it had a shallower hole to dig out of when the U.S. economy began to expand again. Between 2005 and 2015, the number of jobs in the region increased by 9.8 percent, outpacing figures for Iowa and the U.S. However, growth in the past five years has been less robust.

A look at the economic structure of the Creative Corridor region provides some clues as to why the region's recessionary performance was so consistent. The presence of the University of Iowa was a stabilizing force for the region during and after the recession, as were the

region's health care and government employers. Over the five-year period noted in Figure 15, the largest net gains in the regional economy were classified under government, which includes public universities and colleges.

Employment at Pre-K to 12 public school districts, University of Iowa Hospital and Clinics, and local, state, and federal government are also covered under the government sector. Of government's net gain of 2,816 jobs, roughly 2,600 stemmed from employment in State Government from Education and Hospitals.

In testament to the diversity and sustainability of the region's economy, nearly every regional sector grew jobs from 2010 to 2015. Similar to national trends, retail trade and accommodation and food services comprised a large portion of the region's job growth in recent years. Combined, the sectors of government, construction, retail trade, and accommodation and food services, accounted for 60 percent of net job growth in the Creative Corridor region. While these sectors are typically low paying, the high average wages for government and construction jobs helped bolster overall incomes in the region during this five-year period.

The Creative Corridor region is not overly dependent on a handful of sectors but rather, takes advantage of a strong base of employment in multiple sectors to drive its economy. The list of largest employers is dominated by

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education, governments, and healthcare employers, with a strong base also found in equipment design and construction because of the presence of Rockwell Collins and related firms.

While conceptions about what constitutes a “small business” vary, the SBA Office of Advocacy defines them as companies with fewer than 500 employees. Slightly under half of the region’s jobs are in SBA-defined small businesses.

Regional business leaders were optimistic about their future in the Creative Corridor region. Roughly 68 percent of the nearly 800 business representatives responding to the online survey reported that it was “likely” or “highly likely” that their business will add employees in the region. Even more encouraging, 91.4 percent reported that it was “unlikely” or “highly unlikely” that their business will relocate from the region and move elsewhere. Figure 17 also notes survey results from a question related to regional advantages and disadvantages to existing or prospective businesses.

As one input participant said, “The bedrock of our community has been what we’ve built for ourselves.” The Creative Corridor region boasts a number of homegrown companies and established entrepreneurs, with the business sectors they operate in as diverse as the overall economy itself. Although several established entrepreneurial firms are now large, third- or

fourth-generation family-owned companies, others have since merged or been taken over by multi-national corporations.

Companies like Rockwell Collins, CRST, Hupp Electric Motors, TrueNorth, ACT, Apache, and Diamond V, to name a few all got their start in the region and continue to provide jobs for thousands of local residents and serve as critical assets for worker retention and attraction. While the region’s entrepreneurial “ecosystem” in the modern tech economy is still evolving, the presence of the University of Iowa, research-intensive companies, established entrepreneurial mentors, capital availability (for those who know where to look), and an active event and networking culture provide a solid base for future expansion.

Input participants felt that entrepreneur-focused regional events and meetups were strong, as were small business development, incubation facilities, mentorship opportunities, and acceleration programs. Three principal challenges included talent, perceptions and capital.

KEY TAKEAWAYS

- The region’s diverse economy proved resilient through the recession, while nearly every business sector has continued to add jobs since 2009.
- The Creative Corridor region has a constrained labor market with an extremely low unemployment rate.

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- The Creative Corridor region has a competitive business climate to offer new and potential companies. Regional business leaders are optimistic about future hiring, worry about the supply of available labor.
- The small business momentum in the region in recent years has been declining.
- Regional entrepreneurs and small business owners ranked many of the components related to the entrepreneurial climate as “strong” or “very strong” and felt that many of the pieces were in place to advance a growing startup ecosystem.
- Available tech talent and investment capital were the top challenges identified by entrepreneurs and small businesses.

A NICE PLACE TO LIVE BUT NOT WITHOUT CHALLENGES

Choosing a place to live is rooted in more than employment opportunities. Quality of life and quality of place are important considerations. National trends show that the presence of walkable neighborhoods, cultural activities, entertainment options, as well as old standbys such as good schools and safe streets are all high on the list when looking for a place to call home. Figure 19 provides a summary of the survey responses rating quality of life issues in the Creative Corridor region.

HEALTH CARE – Hospitals and other health care sub-sectors comprise one of the largest employment categories in the

Creative Corridor. With the presence of the medical school at the University of Iowa, University of Iowa Hospital and Clinics system, the Iowa City VA Health Care system and Mercy Hospital in Iowa City, and UnityPoint Health- St. Luke’s and Mercy Medical Center in Cedar Rapids, the region provides a very competitive and accessible array of choices for patients.

PUBLIC SAFETY – Perceptions and realities of public safety are key criteria considered by residents and businesses when comparing communities as places to live, work, and conduct business. This is especially true for families. Data shows that both violent and property crime in the Creative Corridor region are slightly below that of the State of Iowa and the nation.

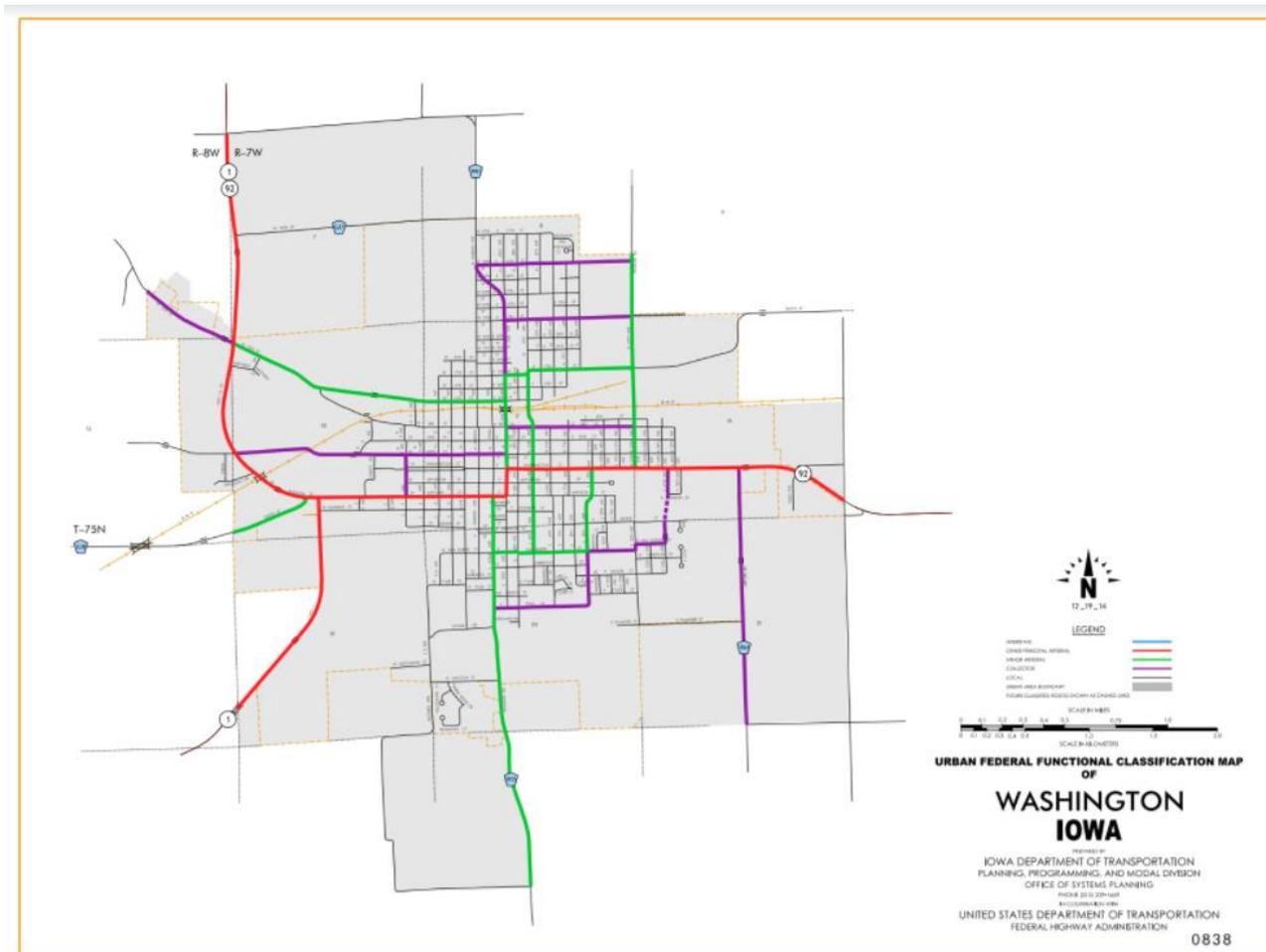
LIFESTYLE AMENITIES – Very often, where larger communities have advantages over smaller places is in the breadth and variety of amenities, such as arts and culture facilities and programs, diverse nightlife, top-ranked restaurants, and the availability of retail brands. The presence of the University of Iowa has driven the development of amenities in the Iowa City area that rival those found in larger cities. Additional quality of life attractions are distributed throughout the region. Nearly half of online survey respondents said the region’s arts facilities and programs were “above average” or “excellent.” But survey respondents were less encouraged by the region’s nightlife amenities.

APPENDIX C

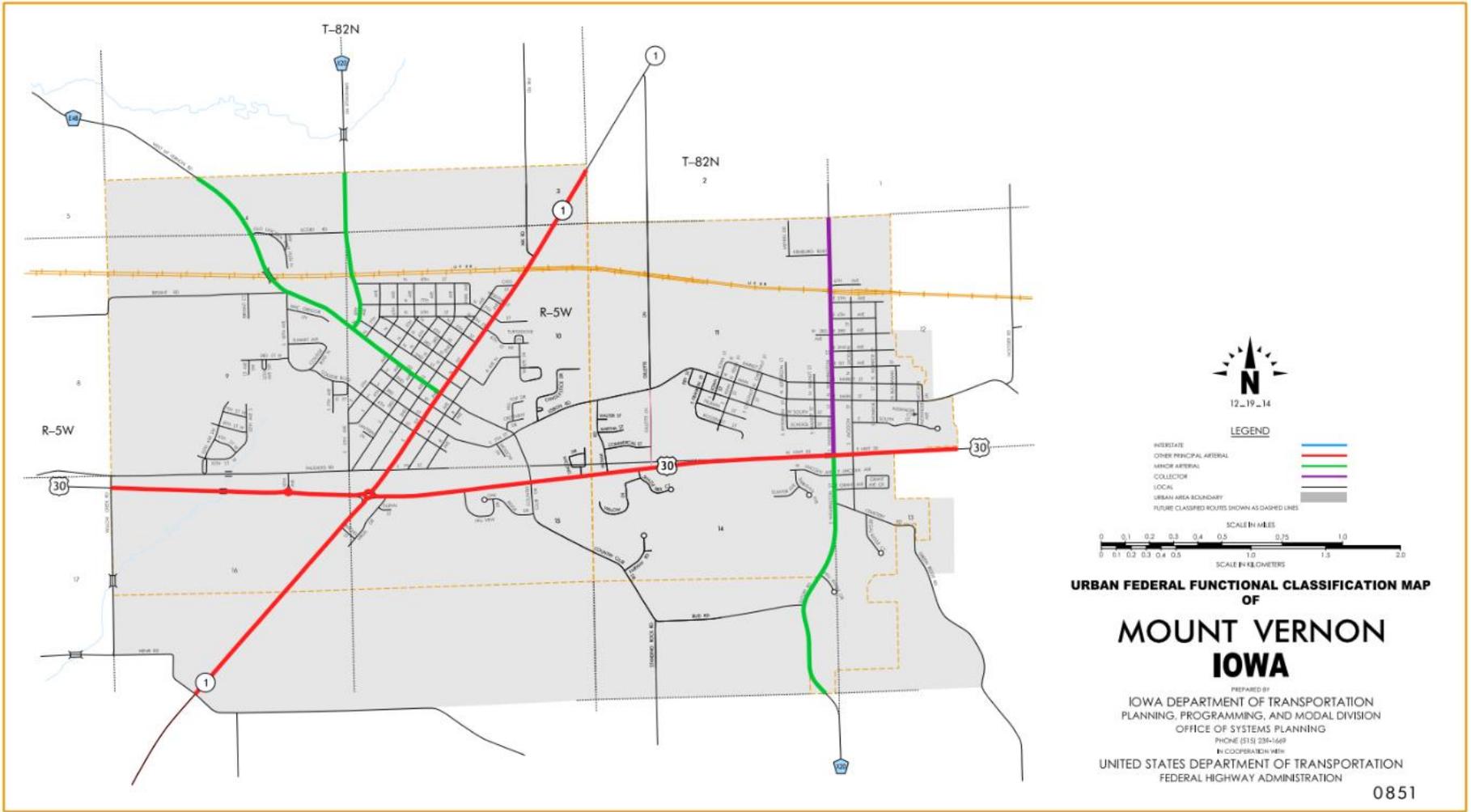
CONCLUSIONS

Key conclusions from these narratives paint the picture of a Creative Corridor region moving forward successfully, but facing challenges that threaten to dampen or derail that success. However, the strong and diverse economic fundamentals, stable anchor employers, dynamic institutional assets, competitive demographic and quality of life factors, and the under-tapped potential of a unified regional presence bode well for a continued dynamism in the Creative Corridor for years to come.

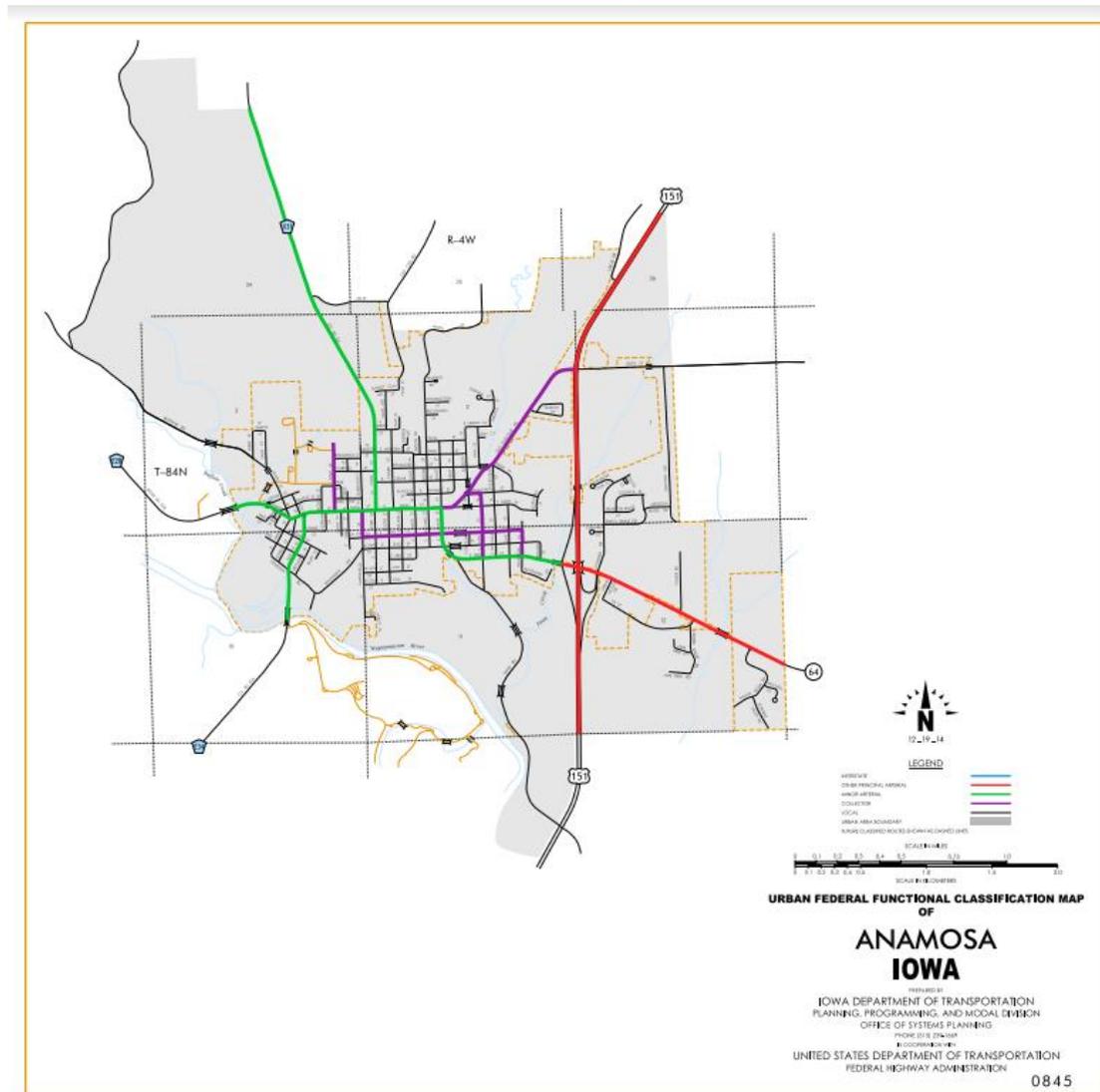
APPENDIX D



APPENDIX D



APPENDIX D



APPENDIX E

CREATIVE CORRIDOR REGIONAL VISION STRATEGY

This appendix contains every response to the Creative Corridor Regional Vision Strategy survey conducted by Market Street. These answers provide a well-rounded and in-depth study of citizens' opinions.

This document is available for review online: [here](#)

APPENDIX F

Iowa's Creative Corridor Regional Workforce Development Plan Overview of the Planning Process

Overview

The overarching goal of the Iowa's Creative Corridor's Regional Workforce Development Plan is to better align the region's current and future workforce to meet the needs of the employers in the seven-county region made up of Benton, Cedar, Iowa, Johnson, Jones, Linn and Washington counties. The Regional Workforce Development Plan was developed through an extensive process involving countless employers and organizations from across the region. The planning process was initiated by Kirkwood Community College, Cedar Rapids Metro Economic Alliance and Iowa City Area Development Group. Throughout the process the three organizations have provided leadership and overall project management.

A critical initial step in the planning process was the completion of a multi-faceted situational analysis designed to gain a greater understanding of the region's workforce characteristics and to identify the needs of key industry clusters in the Creative Corridor Region. One important component of the situational analysis was the completion of the *Clusters Employment and Staffing Pattern Summary for the Corridor Alliance* by the University of Northern Iowa's Institute for Decision Making and Iowa Workforce Development. The report contains a detailed review of the composition and characteristics of the workforce within the region's thirteen primary industry clusters based on key employers in the region.

A second important component of the situational analysis was the completion of 18 focus groups (July to October 2013) held around the region. Over 200 individuals participated representing employers, educational institutions, community-based organizations, long-term unemployed individuals and underemployed individuals and younger workers (Millennials). In the focus groups the participant were asked to react to the results of the *Clusters Employment and Staffing Pattern Summary for the Corridor Alliance* and provide input on workforce challenges employers face and potential workforce solutions to be considered to address those challenges. Five overall themes emerged out of the focus group input (See **Box 1**)

Box 1: Themes Identified by Focus Groups

1. A need for greater flexibility and innovation (hiring and education)
2. A need to increase interaction and collaboration (employers and education)
3. A need to market the region and the opportunities it has to offer
4. A need to enhance the basic foundational skills of the region's workforce
5. A need to better prepare students for success in their careers and in the workforce

Plan Development

To assist in developing the Regional Workforce Development Plan, a Regional Workforce Development Coalition was established. The Coalition's members represent regional employers and businesses, school districts, higher education, government, workforce development agencies, non-profit organizations and economic development organizations. The Regional Workforce Coalition held three planning sessions. In the first session, the Coalition focused on

understanding the workforce situation, critical workforce issues and potential opportunities identified through the situational analysis. Coalition members reached consensus on the priority workforce issues they felt should be addressed in the Regional Workforce Development Plan.

The Coalition's second planning session focused on validating the Plan's three Goals (see **Box 2**) and identifying strategies currently underway or that could be undertaken in order to accomplish

- #### **Box 2: Goals**
- Goal 1:** Invest in the region's current and future workforce to grow capacity and align capabilities to meet key corridor needs.
 - Goal 2:** Promote and enhance the region's image as a place to live, work, and thrive.
 - Goal 3:** Reduce barriers to workforce participation and engagement.

those three goals. Those strategies were developed into draft Objectives. Coalition members also identified potential Lead and Support organizations for each draft Objective as well as potential timelines and progress indicators. In the final planning session the Coalition finalized the draft Regional Workforce Development Plan, discussed an Endorsement and Adoption Process for meeting with the potential implementing organizations and discussed the long-term governance for the Plan.

Plan Adoption, Endorsement and Ongoing Implementation

With the development of the draft Regional Workforce Development Plan, the Workforce Coalition will finalize the creation of a Governance Team that will provide oversight for Plan implementation. The Governance Team will coordinate the outreach to the potential Lead and Support Organizations identified in the draft Plan requesting those organizations provide feedback regarding the draft Plan and to formally adopt and endorse the Plan.

The Governance Team will work with the Lead Organizations to develop measurable metrics for each of the Plan's Objectives. These metrics will help indicate progress being made toward implementation.

The Governance Team will publicly unveil the Regional Workforce Development Plan after the the potential Lead and Support Organizations have had an opportunity to provide feedback and have agreed to an implementation role. After the unveiling of the Plan the Governance Team will coordinate progress updates with the Lead and Support Organizations and will provide regular communication and progress updates to the broader community.

- #### **Box 3: Roles of Organizations**
- Lead Organization** – Agrees to serve as a key implementer and as a primary coordinator for implementation of a specific Objective. It will work with the Support Organizations to identify appropriate implementation strategies, the timelines for action and the assignment of responsibility.
 - Support Organization** – Agrees to serve a role in helping accomplish a specific Objective. It will work closely with Lead Organizations to determine what implementation strategies should be undertaken, the timeline for action and their appropriate implementation roles.

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Goals and Objectives

Goal 1: Invest in the region's current and future workforce to grow capacity and align capabilities to meet key corridor needs.

Objective 1.1: Increase communication and collaboration between education, employers and economic development officials to focus on increasing the alignment between education and workforce needs.

Lead Organization: Kirkwood Community College, Cedar Rapids Metro Economic Alliance, Economic Alliance Education Task Force, Metro Superintendents Group, Regional Superintendents Group

Support Organizations: Corridor Alliance

Timeline: Launch by early 2015

Progress Indicators: Robust participation by students and employers. Students going into in-demand occupations. All high schools hold college/career nights

Objective 1.2: Increase the number of K-12 and post-secondary students and employers participating in internships, job shadowing and other career exploration opportunities.

Lead Organization: Higher Education Connection, Workplace Learning Connection, University of Iowa

Support Organizations: Eastern Iowa Human Resource Association (EIHRA), Corridor Alliance, United Way of East Central Iowa, United Way of Johnson and Washington Counties, Industry Sector Boards (Advanced Manufacturing, Information Technology, Financial & Customer Services, Health Care), Junior Achievement of Eastern Iowa, IWD Skilled Iowa

Timeline: July 2016

Progress Indicators: Increase number of students participating, employer participation

Suggested Strategies:

- Target students and parents to raise their awareness and knowledge of the broad range of career opportunities in the Creative Corridor region and the skills, education and training required for those careers.

Goal 2: Promote and enhance the region's image as a place to live, work, and thrive.

Objective 2.1: Expand coordinated marketing efforts to internal and external audiences promoting the Creative Corridor as a place to work and live.

Lead Organization: Corridor Business Alliance

Support Organizations: Corridor Alliance

Timeline: September 2014

Progress Indicators: To be determined by the Corridor Business Alliance

Objective 2.2: Continue to develop appropriate informational materials and tools for employers to utilize in their employee recruitment efforts.

Lead Organization: Cedar Rapids Metro Economic Alliance and Iowa City Area Development Group

Support Organizations: Corridor Alliance

Timeline: In progress

Progress Indicators: Increase the number of employers using tools by 20% in one year.

Objective 2.3: Expand the resources available to regional employers to share best practices, products, processes and tools to enhance their workforce, recruitment and retention strategies.

Lead Organization: Iowa City Area Development Group

Support Organizations: Eastern Iowa Human Resource Association, Iowa SHRM State Council, Iowa City HR Roundtable, Verisight Roundtable, IWD Employers' Council of Iowa

Timeline: January 2015

Progress Indicators: Development of an online tool, employer usage of the tool

Goal 3: Reduce barriers to workforce participation and engagement.

Objective 3.1: Create an initiative that fosters diversity and inclusion in the Creative Corridor region and recognizes employers for their efforts.

Lead Organization: Iowa City Area Development Group, Diversity Focus

Support Organizations: Employers, Kirkwood Community College, City of Cedar Rapids, Cedar Rapids Metro Economic Alliance, Corridor Alliance

Timeline: August 2014

Progress Indicators: Number of employers participating

Objective 3.2: Increase availability of training and resources focused on fundamentals of personal finance: financial literacy, credit repair and debt management.

Lead Organization: United Way of East Central Iowa and United Way of Johnson and Washington Counties

Support Organizations: Financial institutions, Iowa State University Extension and Outreach, Kirkwood Community College, Horizons

Timeline: Ongoing

Progress Indicators: Increase participation

APPENDIX F

Regional Workforce Development Plan
Dashboard Indicators Scorecard

DRAFT 1.8
October 2016

Goal	Beginning Benchmark January 2015	Current Benchmark October 2016	Goal January 2016	Future Benchmark October 2017
Talent Development				
<i>Objective 1.1</i>				
Increase the number of regional employers engaged with the IT Sector Board (KCC)	14	30	20	30
Increase the number of students in two-year degree programs enrolled/graduating/employed in IT (KCC)	435	439	500	500
Increase the number of high school students enrolled in priority industry cluster pathways of: Manufacturing, Healthcare, IT, Financial Services/Customer Service (KCC), STEM	3475	6497	5000	7000
Track the number of regional school districts participating in College & Career Nights (EA)	2	10	33	TBD
<i>Objective 1.2</i>				
Increase the number of regional students attending "Connecting in the Corridor" (EA)	234	165	260	300
Increase the number of employers attending post-secondary student career experiences & internship events (ICAD & EA)	70	92	84	TBD
Increase the number of K-12 student career experiences (WPLC)	26,000 (FY15)	26,415 (FY16)	28,000	27,100
Increase students graduating that stay in the region (TBD - UNI)	TBD	on back page	TBD	TBD
Increase the number of employers committing to K-12 student career experiences (WPLC)	926 (FY15)	1115 (FY16)	1,018	1,025
Workforce Attraction				
<i>Objective 2.1</i>				
Increase the number of branding partners with Iowa's Creative Corridor Regional Brand (KCC)	16	53 employers/2800 subscribers	300	
Increase the number of applications for corridor jobs received on JobRush site (EA)	4,000	10,576	6,500	TBD
Increase the number of site hits for the JobRush site (EA)	40,000	71,578	60,000	TBD
Increase engagement of www.pickyourpace.com pages per session, average session duration and overall page views	7,400	On hold/integrate with creativecorridor.co	9,000	TBD
<i>Objective 2.2</i>				
Increase Corridor Connector Job Seekers	640	102	750	TBD
Increase Corridor Connector Members (LinkedIn)	130	476	150	TBD
Increase Corridor Connector Job Connections	--	15	--	TBD
<i>Objective 2.3</i>				
Grow membership in the Corridor HR Advisory Network monthly meetings/ LinkedIn Group participation (ICAD)	181	249	200	TBD

APPENDIX F

Goal	Beginning Benchmark January 2015	Current Benchmark October 2016	Goal January 2016	Future Benchmark October 2017
Workforce Diversity and Retention				
<i>Objective 3.1</i>				
Increase the number of companies that sign the TEAM Centered Workplaces Pledge (ICAD)	24	35	30	TBD
Increase full-day participants for Workplace (R)evolution (ICAD)	230 (2015) / 145 (2014)	June 2016	300	TBD
Meet the goal for Employee Onboarding Training sessions/participants (EA)		450	25/1000	TBD
<i>Objective 3.2</i>				
Support financial literacy and self-sufficiency through education and training pathways for regional stituents currently in poverty				
Kirkwood Pathways for Academic Education and Employment; GAP Certificate Programs		256		300
Increase attendance at financial literacy fairs (UW & WPLC)	4,528 (Spring 2015)	4800	per class sizes	per class sizes

Regional Workforce Metrics -

1) Grow the 25 to 44 years of age workforce population by 3.5% by 2019

25 to 44 Population by County/Year

County	2010	2013	2014	2015	2016	2017	2018	2019	% Change	Goal
Benton	6,289	5,405	5,670	5,644					-10.26%	
Cedar	4,238	3,800	4,129	4,106					-3.11%	
Iowa	3,742	3,411	3,598	3,571					-4.57%	
Johnson	37,452	39,447	40,053	40,101					7.07%	
Jones	4,952	4,798	4,693	4,700					-5.09%	
Linn	56,607	57,123	57,412	57,846					2.19%	
Washington	4,954	4,820	4,831	4,875					-1.59%	
Region	118,234	118,804	120,386	120,843				124,599	2.21%	3.50%

http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?_af=bcmk

Annual Estimates of the Resident Population for Selected Age Groups by Sex: April 1, 2010 to July 1, 2014

United States Census Bureau

Population Estimates

2) Increase the number of post-secondary graduates staying in the region to live, work, and play

Establish Baseline

College/University	13-14 # graduating undergrads (respondents)	Living/Working in Iowa (total projected)	Living/Working in the Corridor (total projected)
Coe	280 (224)	148 (168)	
Cornell	262 (262)	36 (36)	26
Kaplan	412 (412)	391 (391)	350
Kirkwood	2356 (344)	148 (1130)	110 (753)
Mount Mercy	435 (293)	266 (391)	243 (357)
University of Iowa	4843 (3215)	1083 (1598)	812 (1210)
Total	8588 (4750)	2072 (3714)	1541 (2696)

APPENDIX F

Goal	Beginning Benchmark January 2015	Current Benchmark October 2016	Goal January 2016	Future Benchmark October 2017
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Iowa's Creative Corridor Future Ready Goal

XX% of region's laborforce will have an education beyond high school by 2025

	2014Q2-2015Q1	2014Q3-2015Q2	2014Q4-2015Q3	2014Q4-2015Q3
% education level beyond high school	58.60%	61.40%	62.10%	
Less than high school/high school equivalent/no college	94,841	131,714	73,201	
Some college/Associates Degree/Bachelors/Advanced Degree	161,854	214,444	119,743	

Local Employment Dynamics' Quarterly Workforce Indicator (LED Extraction Tool)

The goal for the Des Moines area is 75% by 2025.

APPENDIX G

ECICOG'S CREATIVE CORRIDOR REVOLVING LOAN FUNDS

ECICOG RLF:

The ECICOG revolving loan fund (RLF) is a loan pool established by the East Central Iowa Council of Governments to assist new and existing businesses within our six county region (Benton, Iowa, Johnson, Jones, Linn, and Washington Counties) in development and expansion. Funds are used in conjunction with local lenders to serve as gap financing for proposals, in which the lender serves as the primary source of funding. As loans are repaid into the pool, the fund revolves back out to other candidates for the program.

CITY OF CEDAR RAPIDS RLF:

The City of Cedar Rapids established an RLF to assist businesses in or relocating to the 2008 flood inundation zone of Cedar Rapids. Businesses are eligible if they are located in or are relocating to the 2008 flood inundation zone; or have previously received disaster assistance and be within the corporate limits of Cedar Rapids.

CITY OF CEDAR RAPIDS MICROLOAN:

A micro loan is a small, short-term loan for businesses. Micro loans were developed to help small businesses grow, but they can also help businesses looking to make minor changes to further their business goals within the City of Cedar Rapids.

CZECH VILLAGE NEW BO RLF:

The CVNB RLF was created by the CVNB Main Street District to support a diversified economy including small locally owned businesses in the retail, office, services, nonprofit, and food markets.

To do this they want to assist new and existing businesses within the Main Street District in development and expansion efforts of locally owned businesses.

CITY OF MARION/MARION CHAMBER OF COMMERCE RLF:

The RLF intends to create new and retain existing jobs, aid small business development, increase per capita income, increase the tax base, stabilize and diversify the area economy, and redevelop or reuse vacant land in diversified economies both organizations already support by business creation and expansion assistance for small businesses located within the City of Marion boundaries.

MARION ECONOMIC DEVELOPMENT CORPORATION RLF:

The MEDCO RLF supports businesses engaged in the manufacturing or service industries, and was established to increase employment opportunities and diversify the community's economic composition within the City of Marion's boundaries.as

APPENDIX H

FUNDING EQUITY GUIDANCE

DRAFTED MAY 5, 2017

Since 1995, the counties of Benton, Cedar, Iowa, Johnson, Jones, Linn, and Washington having been working together as the Region 10 Regional Planning Affiliation (RPA) to address regional transportation issues. In response to a request from Iowa DOT to enhance and clarify the current Transportation Improvement Program (TIP) development process, and specifically the use of Surface Transportation Block Grant (STBG) funds, the RPA has developed this funding guidance. This guidance will serve as documentation of the RPA's STBG process, and its intent to ensure funding equity between the participating jurisdictions. The guidance also provides suggested criteria that can be used as a tool to identify priority projects that are consistent with the goals and objectives of the long range transportation plan.

In the early years of the RPA, as relationships were forming, the region chose to identify STBG (formerly known as STP) funding "targets" to remove perceived competition that strained the formation of new and necessary governmental relationships. The RPA provided targets to the seven counties and three cities with a population greater than 5,000, based upon pre-ISTEA funding allocation formulas. Over time, the basis for the targets have been adjusted. Jurisdictional partners have maintained the intent for the targets to be geographically

equitable, as the equity in programming has enabled a level of trust that has resulted in number of regional transportation planning success stories; including the completion of a regional trails plan, the construction of at least five multi-jurisdictional road projects, the formation of a regional multi-disciplinary safety team, and the recent implementation of a regional vanpool program. The current basis for these targets is as followings:

Targets for cities with a population > 5,000: population based, if the city has 5% of the regional population, their annual target is 5% of the available regional STBG funds.

Targets for counties: their annual target is based on the same formula used to distribute Road Use Tax Funds (RUTF) to the counties. The RUTF formula takes into account changes in population, mileage, lineal feet of bridges, and traffic levels as they occur over time. The formula was developed by a committee comprised of county engineers, county supervisors, and DOT representatives, and approved by the legislature.

These targets are intended to be stable, to recognize that transportation needs are distributed throughout the region, and to be sensitive to the diverse nature of the participating counties and cities. In the past, the RPA has referred to these targets as suballocations, but has come to realize that the term is not appropriate for a variety of reasons.

APPENDIX H

First, the county targets are not allocated to solely for county projects; they are targets for projects from throughout the county, including those from cities within the respective county. Each year, new applications are submitted to ECICOG. ECICOG has the responsibility to review each application to ensure that:

- The application submitted is for new construction or reconstruction
- The work proposed is federal-aid eligible
- The funds requested are within the RPAs funding limitations

On behalf of the RPA, ECICOG forwards all applications from within each county to their respective county board of supervisors.

Second, the boards of supervisors (BOS) are responsible for prioritizing all applications received from within their county. While the BOS can establish their own criteria, the RPA provides the following criteria for consideration, based on the goals and objectives outlined in the Comprehensive Regional Development Strategy (the region's long range transportation plan):

- Maintenance of the existing system
- Service to traffic (volumes for program year and forecast year)
- Capacity improvement levels
- Reduction in system deficiencies

- Multi-jurisdictional nature of the projects
- Safety improvements
- Enhancement or maintenance of regional economic vitality

County priorities are then forwarded to the Transportation Technical Advisory Committee for review, and final approval by the Policy Committee. All applications are shared, reviewed, and discussed by these committees.

And finally, these targets are not strict suballocations, because programming is based on readiness and need. Projects with substantial regional, county, or city significance or that result in a potential cost savings to the sponsor may be programmed sooner. Such projects benefit by programming regional STBG funds over and above a county's or city's target available annual target, while still maintaining the region's fiscal constraint. This also allows the region to reduce the carryover of unprogrammed STBG funds while sponsors wait for several years' worth of targets needed in order to fund a large project.

APPENDIX I

Region 10 RPA Draft TAP Application Prioritization Guidance

Prior to the FY2018-2021 application cycle, regional TAP applications were solicited, received, reviewed, and programmed by the RPA, based upon a TAP funding target provided by Iowa DOT. Due to guidance provided to Iowa DOT by the Federal Highway Administration (FHWA), the Iowa DOT must be responsible for final programming of TAP projects, based upon project priorities established by the RPA.

In addition to the changes required by Iowa DOT, the region has also discussed the need for changes to the regional TAP process to allow for additional consideration for non-trail projects, and projects that are not eligible for state or federal trail funding.

Accordingly, the following application process is being proposed, with a requirement that it be reviewed and approved annually by both the Regional Trails Advisory Committee (RTAC) and Policy Committee.

Funding Guidelines

New projects applying for funding as part of the FY 2018-2021 TIP programming cycle must meet the following requirements:

- 1) Required commitment of local sponsor (city or county) to maintain project for 20 years.
- 2) Required ability to obligate funds in year programmed.
- 3) TAP funding may not be used for engineering or architectural related services during design or project construction.
- 4) The region has established the following funding requirements:
 - a) Safe Routes to Schools (SRTS) and eligible scenic byway projects*:
 - Projects must have a minimum total project cost of \$75,000
 - Projects must have a minimum 20% local match
 - Projects must have a minimum federal aid participation level of 50%.

Example:	Total Project Cost:	\$100,000
	Minimum local match required (20%):	\$20,000 (Could be more, but never less)
	Maximum federal aid request (80%):	\$80,000 (in this example, the federal aid requested could range from \$50,000- \$80,000)

*Iowa DOT may have matching funds available for SRTS or eligible scenic byway projects to ensure 80% federal participation.

b) All other trail projects:

- Projects must have a minimum total project cost of \$75,000
- Projects must have a minimum 20% local match
- Projects must have a minimum federal aid participation level of 50%. The minimum federal participation level of 50% may be waived for projects with a total cost great than \$250,000.

5) All projects must be eligible for TAP funds under the FAST Act. Regional TAP projects should be limited to capital improvements in the following specific areas:

- a. Multi-use, non-motorized trails and essential support facilities and on-road improvements to enhance bicycle/pedestrian use
- b. Bicycle and pedestrian accommodations associated with a federal aid roadway project
- c. Historic preservation of transportation structures with preference given to their functional use
- d. Aesthetic and environmental enhancements to public roadways

e. Pedestrian improvements related to routes to school or safety issues

6) Projects that would be competitive at the state level may be programmed for Regional TAP funds, but should compete for statewide or other funding sources (e.g., REAP, State Recreational Trails Program, etc.) whenever appropriate. Should sufficient other funding be awarded, regional TAP funds will be returned to the program to be reallocated.

Projects that do not meet these guidelines but are eligible under the FAST Act TAP guidelines are allowed to be submitted, but there would need to be a significant extenuating circumstance in order for them to be considered for funding. This determination will be at the discretion of the RPA.

TAP Application Criteria

Projects will be ranked and recommended for funding based on the following criteria:

- **Jurisdiction Ability To Complete Project**
 - Ability to meet federal requirements
 - Ability to meet programming timelines
- **Project Readiness**
 - Status of matching funds
 - Public acceptance of project
 - Right of way constraints
- **Relationship to Transportation System**
 - Ability to enhance safety
 - Connectivity to existing facilities
 - Enhancement to existing transportation system
 - Inclusion in state, regional, and local plans
- **Associated Benefits**
 - Environmental and social impacts
 - Regional economic development impact
 - Regional tourism impact
 - Sustainability elements of project
- **Other**
 - Cost in relation to public benefit
 - Involvement of multiple jurisdictions and other local partners (i.e. chambers of commerce, tourism & visitors bureau)
 - Predicted usage relative to population

Project sponsors will be asked to identify which criteria their project relates to, and provide a brief (one to two sentences) description of the relationship.

Regional Prioritization Process

Applications will be distributed July 1, and due back to ECICOG August 1. Projects will be ranked at a meeting of the RTAC, to be held the first Wednesday in September, via a comparison process. As part of the application process, each project sponsor will be asked to document which criteria their project relates to, and each sponsor will be given a chance to present their project at the meeting. All projects will be directly compared to each other, with a priority being chosen from each pair. Each time a project is chosen as the priority, it will receive a point. Once all projects are compared, points will be totaled, which will enable the creation of a ranked priority list for funding (see example on next page).

APPENDIX I

Projects will be ranked by entities present at the meeting. Entities shall vote on rankings as follows:

- Each county shall have up to two votes
- ECICOG and the Iowa DOT will not vote, but will provide staff recommendations if requested.

Once ranked, projects shall be recommended for funding based upon the rankings and taking into account the time and funding constraints of the TAP program. The RTAC has the discretion to recommend projects in a different order than the rankings if adequate justification to do so exists. Once priorities are determined, projects will be recommended to the Policy Committee for submittal to Iowa DOT for final programming.

Example Ranking – 4 Projects Submitted

Person 1

Project A / Project B

Project A / Project C

Project A / Project D

Project B / Project C

Project B / Project D

Project C / Project D

Ranking:

Project A – 0 votes
 Project B – 3 votes
 Project C – 2 votes
 Project D – 1 vote

Person 2

Project A / Project B

Project A / Project C

Project A / Project D

Project B / Project C

Project B / Project D

Project C / Project D

Ranking:

Project A – 2 votes
 Project B – 2 votes
 Project C – 2 votes
 Project D – 0 votes

Person 3

Project A / Project B

Project A / Project C

Project A / Project D

Project B / Project C

Project B / Project D

Project C / Project D

Ranking:

Project A – 0 votes
 Project B – 2 votes
 Project C – 2 votes
 Project D – 2 votes

<p>Overall Ranking</p> <p>Project B – 7 votes</p> <p>Project C – 6 votes</p> <p>Project D – 3 vote</p> <p>Project A – 2 votes</p>
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APPENDIX J

GLOSSARY OF TERMS

AA DT – Average Annual Daily Traffic
ADA – Americans with Disabilities Act
CBA – Corridor Business Alliance
BEA – Bureau of Economic Analysis
BLS – Bureau of Labor and Statistics
CE DS – Comprehensive Economic Development Strategy
CR DS 2040 – Comprehensive Regional Development Strategy 2040
CRLP – Cedar Rapids Logistics Park
ECICOG – East Central Iowa Council of Governments
ECIHTF – East Central Iowa Housing Trust Fund
EDA – Economic Development Administration
EDD – Economic Development District
EJ – Environmental Justice
EMSI – Economic Modeling Specialists, Inc.
FBI – Federal Bureau of Investigation
FHWA – Federal Highway Administration
Fast Act – Fixing America’s Surface Transportation Act
FTA – Federal Transit Administration
HTFJC – Housing Trust Fund of Johnson County
HFfLC – Housing Fund for Linn County

IDoE – Iowa Department of Education
Iowa DOT – Iowa Department of Transportation
LRTP – Long Range Transportation Plan
MPO – Metropolitan Planning Organization
NCES – National Center for Educational Statistics
PCI – Pavement Condition Index
PIP – Public Involvement Plan
PTAC – Public Transit Advisory Committee
PTP – Passenger Transportation Plan
RPA – Regional Planning Affiliation
RLF – Revolving Loan Fund
RTAC – Regional Trails Advisory Committee
STBG – Surface Transportation Block Grant
STEM – Science, Technology, Engineering, Math
TAP – Transportation Alternatives Program
TIP – Transportation Improvement Program
TPWP – Transportation Planning Work Program
TTAC – Transportation Technical Advisory Committee
USDA – U.S. Department of Agriculture
VMT – Vehicle Miles Traveled
YP – Young professional