Regional Vision

A COMPREHENSIVE REGIONAL DEVELOPMENT STRATEGY FOR:

BENTON
CEDAR
IOWA
JOHNSON
JONES
LINN
WASHINGTON
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A RESOLUTION ADOPTING THE REGIONAL VISION
COMPREHENSIVE REGIONAL DEVELOPMENT STRATEGY
(REGIONAL VISION)

WHEREAS, the East Central Iowa Council of Governments (ECICOG) is
the regional planning agency serving the counties of Benton, Iowa, Johnson, Jones, Linn, and Washington; and

WHEREAS, ECICOG has been designated as an Economic
Development District (EDD) by the Department of Commerce –
Economic Development Administration; and

WHEREAS, the development of a Comprehensive Economic Development
Strategy (CEDS) to guide regional economic investment and regional
revolving loan funds is the responsibility of the EDD; and

WHEREAS, the Regional Vision has been developed to unify the
elements of the region’s long range transportation plan and CEDS; and

WHEREAS, the ECICOG Board and the public have had an
opportunity to review and comment on the proposed plan;

BE IT RESOLVED, that the ECICOG Board adopts the Regional Vision.

Adopted this 28th day of June, 2018, and signed this 28th day of June,
2018 by the ECICOG Board chairperson.

Kathleen VanSteenhuyse, Chairperson

Attested
Responsible Parties

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 MPOs noted.

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.

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 Technical 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 Technical 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.
Economic Development District (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.

Regional Planning Authority (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).

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.
What is the Regional Vision?

Our Regional Vision is a Comprehensive Regional Development Strategy (CRDS). This document links the planning process for economic and transportation initiatives, combining the required elements for the CEDS and LRTP into an overall regional strategy.

Partnering with the Region 10 Regional Planning Affiliation and a wide variety of regional stakeholders, ECICOG prepared the CRDS to guide the economic development, and transportation planning process for the Region 10 area.

The CEDS results from a comprehensive strategic planning process and is designed to serve as a guide for local practitioners seeking to leverage their region's assets, create thriving clusters of innovation, and address potential threats to economic stability and growth.

It describes regional assets, assesses opportunities, and addresses regional challenges over a five-year horizon. The document is developed to be consistent with section 302 of the Public Works and Economic Development Act of 1965 (42 U.S.C. § 3162) and EDA regulations at 13 C.F.R. part 303 governing CEDS development.

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.

A plan update is required every five years. This document will serve as a joint document and overall regional strategy. This process has been facilitated by a variety of organizations.

Created with the support of an Action Committee composed of stakeholders; this document will also serve as a regional action plan for various agencies within the region. With enumerated goals in workforce, business, and community development, this document will foster an ongoing process which will continue to shape our region.
The Planning Process

This document is a combination of many years of work, building off the 2011 process during which ECICOG partnered with the Corridor Business Alliance (CBA) to develop one document, known as the CRDS, to serve the interests of both organization.

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 had become incompatible with ECICOG’s timeline to complete their five-year update, so the joint process split.

ECICOG developed a new comprehensive plan, CRDS 2040, which focused on the requirements will specific to the CEDS and LRTP.

As the process continued, a new Action Committee was formed composed of regional stakeholders capable of investing a significant amount of time to providing input about important regional economic sectors, the SWOT analysis, and to help create actionable next steps.

This Action Committee identified important branches and sub-branches of regional economic development and identified action items to facilitate strategic growth.

There were some setbacks during the initial processed that caused timeline changes.

**Initial Framework**
October 30th

The initial framework will be distributed to the leadership groups for discussion.

**Worksheet Completion**
January-March 31st

The information from the various focus groups will be compiled for review by the leadership group.

**Final Framework**
April-May 31st

The finalized information and format will be compiled and made available for review.

**Document Published**
June 30th

The document will be published and submitted for official approval.
Regional Background
About the RPA

RPA 10, also known as ICR Iowa, 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.

ICR Iowa 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.

### 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 each home to between 4% and 6% of the population.

Unlike many other areas in Iowa, Region 10 is growing as its population diversifies. Population projections suggest continued growth throughout the region.

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2014</th>
<th># change</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benton</td>
<td>26,720</td>
<td>25,680</td>
<td>1,040</td>
<td>-3.90%</td>
</tr>
<tr>
<td>Cedar</td>
<td>17,959</td>
<td>18,411</td>
<td>452</td>
<td>2.50%</td>
</tr>
<tr>
<td>Iowa</td>
<td>15,763</td>
<td>16,375</td>
<td>612</td>
<td>3.90%</td>
</tr>
<tr>
<td>Johnson</td>
<td>130,913</td>
<td>142,287</td>
<td>11,374</td>
<td>8.70%</td>
</tr>
<tr>
<td>Jones</td>
<td>20,100</td>
<td>20,454</td>
<td>354</td>
<td>1.80%</td>
</tr>
<tr>
<td>Linn</td>
<td>208,973</td>
<td>217,751</td>
<td>8,778</td>
<td>4.20%</td>
</tr>
<tr>
<td>Washington</td>
<td>21,255</td>
<td>22,070</td>
<td>815</td>
<td>3.80%</td>
</tr>
<tr>
<td>Total</td>
<td>441,683</td>
<td>463,028</td>
<td>21,345</td>
<td>5.00%</td>
</tr>
</tbody>
</table>
Age

The age distribution 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 shows that the 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.

Diversity

Region 10 is slowly becoming more diverse; however, it remains predominantly White, non-Hispanic.

Household Income

The median household income in all counties in ICR Iowa is 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.

The region has relatively low poverty rates. The notable aberration is Johnson County, where 17.9 percent of the population falls below the poverty level. This figure is again, however, impacted by the university student population in Johnson County.

Race Distribution

<table>
<thead>
<tr>
<th></th>
<th>Benton</th>
<th>Cedar</th>
<th>Iowa</th>
<th>Johnson</th>
<th>Jones</th>
<th>Linn</th>
<th>Washington</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>26,076</td>
<td>18,499</td>
<td>16,355</td>
<td>130,882</td>
<td>20,635</td>
<td>211,226</td>
<td>21,704</td>
<td>463,028</td>
</tr>
<tr>
<td>White</td>
<td>25,802</td>
<td>1,827</td>
<td>16,117</td>
<td>114,745</td>
<td>20,021</td>
<td>196,499</td>
<td>21,103</td>
<td>394,332</td>
</tr>
<tr>
<td>Black or African American</td>
<td>208</td>
<td>116</td>
<td>108</td>
<td>7,549</td>
<td>455</td>
<td>11,230</td>
<td>238</td>
<td>19,904</td>
</tr>
<tr>
<td>American Indian or Native American</td>
<td>126</td>
<td>98</td>
<td>69</td>
<td>976</td>
<td>90</td>
<td>1,325</td>
<td>138</td>
<td>3,062</td>
</tr>
<tr>
<td>Asian</td>
<td>98</td>
<td>130</td>
<td>76</td>
<td>7,873</td>
<td>115</td>
<td>7,866</td>
<td>123</td>
<td>13,281</td>
</tr>
<tr>
<td>Other/Multiple</td>
<td>93</td>
<td>89</td>
<td>113</td>
<td>2,979</td>
<td>87</td>
<td>2,279</td>
<td>438</td>
<td>3,078</td>
</tr>
</tbody>
</table>

Source: US Census

Although these results encompass the region; the numbers do not indicate the level of disparity between ethnic groups, education levels, and specific communities. There is a disproportionality in poverty rates which is documented in the appendices and which the plan addresses.
Top 15 Regional Employers

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

Employment

The region is home to a variety of industries and employers. The 15 largest employers in the region are primarily located in Linn and Johnson Counties, drawing their workforce from all of the surrounding counties.

Commuter travel patterns in the region vary by county and are affected primarily by employment opportunities.

Housing

Total housing units 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.

The vacancy rate for the region is 6.0%, while the state's was 8.6%.

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 of the state; however, the proportion of newer units 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 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.
Housing Units by County

Source: American Community Survey, 2010-2014

Housing Units by Age

Source: American Community Survey, 2010-2014
Land Use

Land use regulations vary substantially across the region. In general, the largest jurisdictions within the region have the most specific land use regulations. In Iowa, a jurisdiction must first have a land use plan in order to implement zoning. The level of detail on land use plans varies substantially, with some counties having only a map (Jones), while other counties have designated land use planning districts (Linn and Johnson). Still others have plans but no map (Benton). Within the six-county ECICOG region, Linn County and Johnson County have long standing zoning ordinances and detailed land use plans that provide targeted areas of residential growth for their respective metro areas as well as farmland 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.

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.

The region’s continental climate is characteristic of definite warm and cold periods separated by springs and falls of great

Source: US Army Corp of Engineer

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.

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. Much of the water supply contains large quantities of calcium carbonate, iron compounds, manganese, salts, etc. In recent years, the region has taken crucial steps to protecting water quality.
The SWOT is a strategic planning tool used by organizations to ensure that there is a clear objective informed by a comprehensive understanding of a region’s capabilities and capacity.

The data used in this SWOT analysis is pulled from data gathered by the Market Street consultants hired for the original CRDS 2040 process, and from the Regional Vision Action Committee who provided a great deal of background information related to the SWOT analysis concerning a variety of sectors.

**SWOT Analysis**

We kept these factors in mind when choosing action items while determining our strategic direction, and we will continue to monitor our progress in weakness, our growth in opportunities, our mitigation of threats, and our maintenance and growth of strengths while monitoring the progress of our plan implementation throughout the next five years.

### Strengths
- Educational Attainment
- Highway & Rail Systems, Air Service
- Regional Economic Collaboration
- High Wages / Low Poverty
- Diverse Economy
- Start-Up Ecosystem
- Quality of Life

### Weaknesses
- Aging Workforce
- Inclusion of Race / Culture
- Lack of Diverse Housing Options
- Fully-Connected Public Transit
- Lack of Regional Identity
- Attracting Young Talent

### Opportunities
- Increasing Entrepreneurship
- Maintaining Students to Employment
- Inter-Agency Cooperation
- Increase in Economic Diversity
- Becoming a Global Hub for Major Regional Industries

### Threats
- Competition Within the Global Economy
- Workforce Retirement
- Lack of State & Federal Funding
- Lack of Funding for Flood Protection
- Water Quality
- Losing Young Professionals
Strategic Direction

In order to successfully develop a region-wide action plan that inclusively encompassed our economic health, an Action Committee of stakeholders was created. This Action Committee developed an overall Regional Vision and spearheaded sub-plan development for various branches of our planning framework. Although each branch of the framework has unique obstacles and goals, all connect through education, diversity, mobility, and resilience.

Each branch presents its own goals, action items, evaluation metrics, and relationship to the regional resiliency and mobility.

Many of the branches connect to one another creating a web of partners and resources for responsible parties to consider when moving forward with the economic development process.

PLANNING FRAMEWORK

VISION: In 2040 we will achieve sustainable and equitable prosperity in East Central Iowa

We will do this by adopting strategies in business, workforce, and community development.

By supporting a vibrant, entrepreneurial economy, empowering residents and fostering local businesses, and creating a vibrant, healthy and enjoyable environment we will generate diversity, education, mobility, and resilience within the planning area.
Action Committee Members

Although a large number of organizations contributed to the development of the action plan, the Action Committee consisted of eight major stakeholders.
Developing Action Items

The Action Committee members, as seen in our planning framework, were assigned various branches based on their organization’s area of focus.

They were then given six major tasks:

1. Assemble a workgroup of individuals and organizations that brings expertise related, specifically or indirectly, to that planning area, which has a diverse membership of the seven-county region

2. Schedule workgroup meetings

3. Research and provide information on background materials and pre-existing efforts in this planning area

4. Facilitate workgroup discussions and provide action items, with information on cost and a potential timeline when available

5. Submit this information in accordance with the planning timeline

6. Serve as a resource to staff as provided information is being incorporated in the planning document

The information provided about pre-existing efforts is included in this document where applicable and appended for further information along with additional raw notes from the workgroups.

Many Action Committee members and workgroup attendees were already taking part in important work relevant to the regional visioning process. These actions, although already underway and budgeted for, are now considered part of the economic development plan and will be monitored for success by their assigned metrics.

In many cases, the workgroup members agreed to maintain a formal relationship after the planning process to continue goalsetting, collaborate more effectively, and to monitor the success of their action items. For example, the Housing Workgroup from the Community Development branch is a fruit of this process.

Additionally, as seen in the planning framework, for branches to flourish, every action item will both create and require education, diversity, mobility, and resilience.

As each workgroup presents their action item, its impact on regional economic resilience will be presented.
Business Development was split into four branches: Fostering Entrepreneurship, Business Retention, Business Attraction, and Regional Brand.

There are already significant activities underway to promote these areas. The region boasts a robust entrepreneurial support network with several key entities providing significant resources. There is a constant and growing level of opportunity for people to learn about, engage with, and become part of the startup community.

For example, Business Development resources are available through NewBoCo and Iowa’s Small Business Development Center.

The University of Iowa John Pappajohn Entrepreneurial Center (Iowa JPEC) also works with its university and community partners to foster a vibrant regional entrepreneurial ecosystem and accelerate the creation and growth of entrepreneurs, including: Venture School, Faculty/Student Business Consulting, International Business Support, Student Internships and Placement, John Pappajohn Iowa Entrepreneurial Venture Competition, Wellmark Venture Capital Fund, and Networking/Connections.

Additionally, ECICOG has an established regional Revolving Loan Fund (RLF), created with funding from the Economic Development Administration. With an established base of nearly $4 million, the RLF provides low interest loans to businesses throughout the EDD to encourage new and/or expanded development. More recently, several locally-based funds have also been established, including city-funded programs in Cedar Rapids, Iowa City, Marion, and Swisher. Other RLFs include MEDCO and Czech Village/New Bohemia Main Street District being administered and underwritten by ECICOG and other agencies.
Fostering Entrepreneurship

Goal: Strengthen the entrepreneurial ecosystem to encourage new enterprise.

The startup community as part of the emerging economy will only have success if it is strongly tied to education and welcoming to diversity of all types. Thus far we are seeing more female and minority founders than national norms and we must work to continue advancing this trend. Efforts to support microenterprise will be bolstered to assist lower income individuals become business owners to increase socioeconomic mobility. By having a stronger culture of entrepreneurship and innovation the ICR Iowa will continue to create its own economic opportunities which will provide resilience from changes to existing employers as technology and trends alter the employment makeup of the region.

Action 1: Develop a stronger network of support, mentoring, training and guidance that aligns with the stage, potential and personality of the startup and emerging companies in our region.

   Timeline: Ongoing to five years  
   Cost: $200,000-300,000/ year  
   Responsible Parties: JPEC, EDC, NewBoCo, ECICOG, ICAD, Entrepreneurial Community

Action 2: Develop more robust capitalization options for companies at all stages of growth.

   Timeline: Ongoing to five years  
   Cost: $250,000-500,000/ year  
   Responsible Parties: EDC, NewBoCo, ICAD, JPEC, SBDC, ECICOG, CRMEA, Banking Partners, IEDA

Action 3: Develop programs to fill the specific talent needs of the startup community, specifically executive talent and software development.

   Timeline: 2-10 years  
   Cost: $500,000-$2,000,000  
   Responsible Parties: ICR IOWA, NewBoCo, JPEC, ICAD, CRMEA, EDC, Regional Economic Development Entities

Action 4: Develop innovative ways to connect our startup ecosystem to other tech hubs around the globe. Start to think beyond our geographic borders to find ways to grow jobs and wealth locally.

   Timeline: 2-10 years  
   Cost: Uncertain  
   Responsible Parties: ICR IOWA, CRMEA, ICAD, NewBoCo, TAI, IEDA

The success of a startup ecosystem is best judged by the number and success of startups within the region. During the next 5 years, and for every 5 years thereafter, the specified stakeholders will revisit the success of the current and soon-to-be implemented methods and judge next steps based on data collected from entrepreneurs, public input, and other stakeholders throughout the region.
Business Retention

Goal: We will support a diverse economy by assisting the growth of existing employers.

As our existing companies continue to innovate, grow and create jobs they will offer our region more resiliency and provide economic mobility for more citizens. Our existing industry efforts will align with the workforce efforts to create a more inclusive workplace that supports and grows leaders. To be successful in the long term, we will align the needs of our existing companies with the educational systems who are creating the talent they need to succeed.

**Action 1:** Continue developing specialized industry clusters that are actionable in expanding networks, aligning talent pipeline needs and create innovative means to solve problems and make the entire network stronger.

- **Timeline:** 1-4 years
- **Cost:** $100,000/year
- **Responsible Parties:** Kirkwood Community College, Regional Economic Development Organizations, Regional Utility Companies

**Action 2:** Develop more support for companies to expand their international trade and export.

- **Timeline:** Ongoing
- **Cost:** $100,000-$300,000/year
- **Responsible Parties:** IEDA, Regional Economic Development Organizations, Regional Utility Companies

**Action 3:** The Eastern Iowa Airport (CID) is a vital regional asset that is essential in strengthening and sustaining regional economic development efforts. Collectively we will leverage individual business travel and vendors/suppliers spend through CID to retain existing service and foster new service opportunities.

- **Timeline:** Ongoing
- **Cost:** $50,000
- **Responsible Parties:** CID, CVB, Regional Economic Development Organizations, Regional Utility Companies

Understanding that our existing companies are the backbone of our economy and generate the bulk of all new jobs, we will be the region that has the most robust innovative approaches to keeping these companies strong, growing and connected in a quickly changing, global economy. This work is day to day. We must focus on a variety of issues and seek constant feedback. Our metrics of success will literally be the percentage of businesses retained.
Business Attraction

Seek new investment to build on existing capacity and develop industry sectors where the region has a distinctive advantage and can experience dramatic growth.

An increase in inter-state companies will continue to strengthen and diversify our regional economy, providing additional resilience

Action 1: Research and confirm industry clusters.

- **Timeline:** Completed by spring of 2018
- **Cost:** Cost already included in ICR Iowa budget
- **Responsible Parties:** ICR IOWA

Action 2: Establish industry cluster Business Intelligence Councils with CEOs who can provide industry-specific information to drive business attraction strategy.

- **Timeline:** Completed by spring of 2018
- **Cost:** Cost already included in ICR Iowa budget
- **Responsible Parties:** ICR IOWA

Action 3: Develop and implement marketing and sales strategies for each industry cluster.

- **Timeline:** Strategy completed and implementation to begin summer 2018
- **Cost:** $200,000
- **Responsible Parties:** ICR Iowa

Action 4: Develop and implement projects that will continue to strengthen the region for targeted industry clusters.

- **Timeline:** Projects identified by summer of 2018 and then implementation to begin.
- **Cost:** Cost already included in ICR Iowa budget
- **Responsible Parties:** ICR IOWA for exploration. Partners may be needed for implementation.

The best way to judge our success in this area is with exact metrics: the number of new inter-state company branching or moving to the region, the amount of capital investment, the number of jobs created, and the amount of new tax generated. This group of stakeholders will be responsible for implementing these changes and measure the progress and success of these initiatives during the next five years.
Regional Brand

Build a globally recognized and respected brand for the region.

Increased awareness for the regional brand will help strengthen individual’s and business’s link to the area, increasing the likelihood that they will remain within ICR Iowa. Additionally, a globally recognized brand draws in new businesses and workers, fostering growth, creating diversity, and—ultimately—resilience.

Action 1: Review NorthStar report, historic and current regional brands, and external perceptions of the region.

- **Timeline:** Completed winter of 2017
- **Cost:** Cost already paid
- **Responsible Parties:** ICR IOWA

Action 2: Establish Creative Team and complete a branding charrette to generate ideas for a regional brand and marketing campaign for targeted business and talent attraction. Share ideas with stakeholder groups and confirm brand and campaign.

- **Timeline:** Completed winter of 2017
- **Cost:** $20,000
- **Responsible Parties:** ICR IOWA and creative team

Action 3: Develop designs for new brand and campaign, website, and market strategies for business and talent attraction.

- **Timeline:** Designs completed by spring of 2018, website and strategies completed by summer 2018, implementation to begin summer of 2018
- **Cost:** $40,000
- **Responsible Parties:** ICR IOWA

Action 4: Implement marketing strategies for talent and business attraction.

- **Timeline:** Begins summer 2018
- **Cost:** $200,000/year
- **Responsible Parties:** ICR IOWA

Metrics for success will include: brand awareness nationally and internationally, inter-state company project lead generation, resumes from professional candidates currently not living in the area, especially in targeted professions and populations.
Workforce Development branched into three main areas: Workforce Attraction, Workforce Retention & Expansion, and Cradle to Career Pipeline.

A considerable amount of work has already begun to expand educational opportunities, promote the region as a great place to work, live, and do business, and to keep workers in the area.
Cradle to Career Pipeline

**Formalize a ‘cradle to career’ talent pipeline that will serve regional youth and adults seeking entry into the workforce.**

These strategies are designed to better align our education system with the needs of our employers. This provides a diverse but workforce-ready population on hand to take jobs. This is especially important as more of our current workforce begins to retire. This will make for a resilient and self-sustaining job environment ready for expansion.

**Action 1:** Collect and review workforce forecast data to identify careers most in-demand. Share data with education and social service partners, parents, and students.

- **Timeline:** Complete by spring of 2018
- **Cost:** Cost already included in ICR Iowa budget
- **Responsible Parties:** Kirkwood and ICR IOWA

**Action 2:** Create a coalition of educators, employers, and career-connect learning partners to develop strategies to support career-connected learning for middle and high school students in alignment with the region’s most critically needed careers.

- **Timeline:** Coalition formed and projects confirmed by spring of 2018.
- **Cost:** Cost already included in ICR Iowa budget
- **Responsible Parties:** ICR IOWA

**Action 3:** Develop an online hub to serve as the central resource for career development and resource information for ICR educators, parents, students, and employers.

- **Timeline:** Hub to be launched by fall of 2018
- **Cost:** $10,000
- **Responsible Parties:** ICR IOWA

**Action 4:** Increase the number of high school job shadow and internship opportunities completed by students, especially in the critical career pathways.

- **Timeline:** Annual goals will be established beginning in 2019
- **Cost:** NA
- **Responsible Parties:** ICR IOWA, Kirkwood Community College – Workplace Learning Connection

**Action 5:** Support regional school districts in the development of career pathway curriculum.

- **Timeline:** Pilot to begin by spring of 2018
- **Cost:** NA
- **Responsible Parties:** ICR IOWA, Kirkwood Community College, Grantwood AEA

Several metrics will be used to measure success in this area; including: number of school districts who adopt pathway curriculum, number of students who decide to pursue a critical career path, number of students who achieve a post-secondary certification or degree in a critical career path. These metrics will continue to be measured by economic development stakeholders over the next five years.
Workforce Retention & Expansion

Enable all residents to participate in the region’s economy, leadership, and governance.

The retention of diverse professionals is an important component of this strategy. By creating an environment in which employees want to and can remain, the region’s economy thrives; not only through consistency but also through growth.

**Action 1:** Develop and implement strategies to support the retention of people of color within ICR.

- **Timeline:** Strategy completed by summer of 2018. Implementation to begin by fall of 2018.
- **Cost:** Cost already included in ICR Iowa budget
- **Responsible Parties:** ICR IOWA

**Action 2:** Develop and implement strategies to increase the number of college internships offered in ICR.

- **Timeline:** Strategy to be completed by summer of 2018. Implementation to begin fall of 2018.
- **Cost:** Cost already included in ICR Iowa budget
- **Responsible Parties:** ICR IOWA

**Action 3:** Develop and implement strategies that increase the number of college interns in ICR who choose to stay for full-time employment post-graduation.

- **Timeline:** Strategy to be completed by summer of 2018. Implementation to begin fall of 2018.
- **Cost:** Cost already included in ICR Iowa budget
- **Responsible Parties:** ICR IOWA, Regional Chambers of Commerce

**Action 4:** Develop and implement a program to strengthen and promote positive workplace cultures.

- **Timeline:** development to be completed in 2018 and implementation to begin in 2019
- **Cost:** Cost already included in ICR Iowa budget
- **Responsible Parties:** NewBoCo, CRMEA, and ICAD

**Action 5:** Create pathways to greater civic engagement for young professionals and people of color that increase retention.

- **Timeline:** Pilot program: Fall 2018
- **Cost:** $10,000
- **Responsible Parties:** United Ways, Young Leaders Society, Impact CR, ERGC

The stakeholders will continue to measure a variety of metrics; including: number of diverse candidates who accept a position in ICR and are retained for 3 years or longer, number of college student internship, number of college students who accept full-time positions in ICR post-graduation, and number of companies who are rated as having positive cultures by employees.
Workforce Attraction

Support employer recruitment efforts when employees are needed from outside the region.

By creating an area in which people want to live and work, we will cultivate a diverse and growing workforce which will promote both economic and cultural resiliency.

**Action 1:** Confirm target audiences and skill sets for talent attraction based on critical career data and employer input.

- **Timeline:** Complete by spring of 2018
- **Cost:** NA
- **Responsible Parties:** ICR Iowa

**Action 2:** Complete a talent attraction marketing strategy for each target audience.

- **Timeline:** Complete by summer 2018
- **Cost:** $50,000
- **Responsible Parties:** ICR Iowa

**Action 3:** Implement the talent attraction marketing strategy for each target audience.

- **Timeline:** To begin summer 2018
- **Cost:** Cost already included in ICR Iowa budget
- **Responsible Parties:** ICR Iowa

**Action 4:** Develop community concierge services designed to support recruiters during the talent attraction process.

- **Timeline:** Development to be completed by summer 2018 with implementation by early 2019
- **Cost:** Cost already included in ICR Iowa budget
- **Responsible Parties:** ICR Iowa

The ability to attract a workforce is of great importance to the continued success of our region. The economic development stakeholders will continue to monitor the number of targeted candidates who accept a position in the region, as well as population fluctuation, and will work with employers to determine where to target candidates.
The diverse area of Community Development currently provides a broad spectrum of resources.

Within the region there are seven watershed management authorities, as well as soil and water conservation districts and conservation departments in each county. In addition, the two MPOs and ECICOG are involved in a variety of environmental planning issues, including solid waste, watershed and hazard mitigation. The region is also home to the Corridor Conservation Coalition. The coalition was originally formed in 2005 to share information and band together to address environmental concerns in the community. In 2018, thirty representatives of environmental groups, students, businesses and city and county staff met for the rebirth of the organization. They have been revitalized to face watershed and water quality concerns, climate change, infill development and other environmental issues.

The region is served by three housing trust funds – The Housing Fund for Linn County, the East Central Iowa Housing Trust Fund, and the Johnson County Housing Trust Fund. In addition, the Cities of Cedar Rapids and Iowa City have dedicated departments to address housing issues.

Other resources include the National Association of Home Builders 2016 Code and Regulation Report, the Cedar Rapids Housing Market Study, Study completed by U of I/ Coralville, Iowa City, Linn County Continuum of Care Housing Needs Assessment, 2014 Update to the Affordable Housing Market Study for Iowa City Metro Area and various United Way reports.

The Iowa Cultural Corridor Alliance (ICCA) is a partnership of cultural organizations throughout eleven counties in and around the region. The mission of ICCA is to promote the varied cultural activities of its partner organizations and to nurture a sustainable cultural community. It is the community resource for Arts, Culture and Entertainment, offering our members and the community advocacy-focused events, educational programming, professional development, and arts and culture awareness. There have been recent efforts to reinvigorate the efforts of ICCA.

The United Ways have been focused on education, financial stability, and health because they are the essential building blocks for a good quality of life. For purposes of the plan, they have narrowed the focus to building work skills and education, which a focus on populations that are typically underrepresented and face disproportionate barriers to economic mobility and financial stability. In previous work, they established a community goal to increase the number of financially stable households by 15% by 2020. Financial stability is defined as earnings at or above 250% of the Federal Poverty Line (FPL). This goal was set this goal at 250% FPL because achieving this level of income allows families to meet basic needs like food, housing, and transportation needs, as well as move past benefit gaps that make long-term progress difficult.

Progress towards the goal is calculated using 5-year estimates from the U.S. Census Bureau American Community Survey Data table B19131. This is calculated assuming a 3-person household size for families to assess the percent of households below 100% (less than $19,999), 100% - 250% ($20,000 - $49,999), and above 250% (More than $50,000) of the Federal Poverty Line (FPL). The goal is calculated for the 5-County area: Benton, Cedar, Jones, Iowa, and Linn County and for the Cedar Rapids Metro Area: Cedar Rapids, Marion, Hiawatha, and Robins.
Housing

Enhance the vibrancy in support the development of a diverse housing stock.

Providing safe, decent, affordable housing for all residents as a determining factor in increasing a household’s ability to gain wealth and education. The idea of creating a more diverse housing opportunity creates neighborhood diversity and creates more sustainable communities.

**Action 1:** Develop new and/or preserve existing safe, decent, and affordable housing by encouraging innovative ideas that promote diverse, affordable housing options for all income levels.

- **Timeline:** In five years, and every five years thereafter, demonstrate an increase in the number of affordable, safe, decent, housing units created or preserved, with an emphasis on those that provide diverse options.
- **Cost:** Primary costs already accounted for, additional costs TBD
- **Responsible Parties:** Regional Housing Work Group, ECICOG

**Action 2:** Increase education efforts in regard to affordable housing. Each effort would create a message that takes into consideration the audience and why education is needed.

- **Timeline:** In five years, and every five years thereafter, demonstrate an increase in the educational opportunities available.
- **Cost:** TBD
- **Responsible Parties:** Regional Housing Work Group, ECICOG

**Action 3:** Encourage creation of neighborhoods that: offer a mix of land uses, offer a variety of type and size of housing, promote unique character, promote safety and a sense of community, create walkable environments with other accessible transportation options available.

- **Timeline:** In five years, and every five years thereafter, demonstrate an increase in neighborhoods that offer the above.
- **Cost:** Costs already included in program budgets, additional costs TBD
- **Responsible Parties:** Regional Housing Work Group, ECICOG

**Action 4:** Encourage cities and counties to create more diverse, affordable housing options through regional cooperation. This cooperation would foster the creation of more universal building codes, development regulations, and developer incentives intended to lower the cost of affordable housing development and preservation.

- **Timeline:** In five years, and every five years thereafter, a demonstration of the collaborative efforts can be shown through initiatives that have been implemented by the joint local governments.
- **Cost:** Costs already included in program budgets, additional costs TBD
- **Responsible Parties:** Regional Housing Work Group, ECICOG

Each of the strategies created different metrics for measurements, but for the most part, the actual number that has increased as a result of the strategy would be the metric. In some cases, the dollars committed by local governments and others in order to achieve a strategy is also a metric. These will be regularly monitored and reported.
Natural Environment

Enhance the vibrancy of cultural assets for the support and safeguard the environment.

The health of the natural environment is paramount to the region’s resiliency. Creating a safe natural environment betters the health of citizens, makes the region more attractive, and mitigates future natural disasters, especially flooding.

Action 1: Increase connectivity of regional and local trail systems by formalizing the opportunity for joint planning among Corridor MPO, MPO of Johnson County, and Region 10 RPA, increasing transportation alternatives, and continuing public awareness of CorridorRides.

- **Timeline:** Ongoing
- **Cost:** $30,000-$40,000/year
- **Responsible Parties:** MPOs, RPA, Iowa DOT, FTA, FHWA, ECICOG

Action 2: Increase funding for trails and other recreational resources by, advocating for the appropriation of the 3/8 cent sales tax increase to fund the Natural Resources and Outdoor Recreation trust fund, minimize intra-regional competition for state and federal resources, and continuing the cooperation of WMAs.

- **Timeline:** Ongoing
- **Cost:** $500,000-$600,000
- **Responsible Parties:** County conservation, cities, counties, advocacy groups, ICAD, CRMEA, ICR Iowa, WMAs

Action 3: Quantify and raise the visibility of trails and other recreational resources as factors in the region’s ability to attract and retain workforce

- **Timeline:** October 2018-December 2018
- **Cost:** $27,000
- **Responsible Parties:** Corridor Conservation Coalition

Action 4: Increase the diversity of the population utilizing natural and recreational resources

- **Timeline:** July 2018-December 2018
- **Cost:** $20,000 for weekly summer service in 7 counties
- **Responsible Parties:** County conservation, United Way, public transit

Action 5: Support the watershed approach to improving water quality and reducing flood risk.

- **Timeline:** As needed
- **Cost:** NA
- **Responsible Parties:** WMAs, cities, counties, Soil and Water Conservation districts, landowners

There are ongoing initiatives that constantly monitor many important metrics like water quality, the possibility of flooding, and the use of trails. These efforts will continue and expand throughout the next five years.
Arts & Culture

Enhance the vibrancy of arts and cultural assets.

Strengthening ICCA will enhance outreach to diverse audiences and to a broader range of arts and culture organizations. The initiative on STEM will enrich educational opportunities. Strengthened partnerships across sectors will increase opportunities for collaboration, which will result in enhanced resiliency of arts and culture and the region.

**Action 1:** Integrate the art and culture sectors into existing community efforts, by: completing an arts and prosperity stud; and, working with local school districts to find ways to transform STEM to STEAM.

- **Timeline:** Ongoing
- **Cost:** $9,000
- **Responsible Parties:** ICCA should take the lead, strengthening existing partnerships and building new partnerships, taking advantage of the new opportunity to work with ICR Iowa.

**Action 2:** Enumerate the value of the arts, identify and promote the value of the “social capital” generated by the arts, and advocate for broader public funding to support the arts.

- **Timeline:** TBD
- **Cost:** TBD
- **Responsible Parties:** ICCA, in collaboration with GoCR and the Think Iowa City.

**Action 3:** Strengthen the capacity of ICCA as an arts hub.

- **Timeline:** Begin discussions now with January 2019 as a target date for implementation.
- **Cost:** TBD
- **Responsible Parties:** ICCA, in collaboration with ICR, GoCR, the Think Iowa City

The committee will continue to monitor jobs created, web traffic and postings data, buy in from local governments, and economic development groups to determine the success and value of these actions throughout the next five years.
Advancement of Opportunity Populations

*Support the maintenance of a vibrant, growing workforce and create a successful environment accessible to all citizens.*

Increasing and deepening workforce participation in higher skilled/higher paid employment— with a focus on populations that typically are underrepresented and face disproportionate barriers to economic mobility and financial stability.

**Action 1:** Long-term, culturally fluent, trauma informed network of services and support that stabilizes individuals and increase work readiness and participation.

- **Timeline:** Ongoing
- **Cost:** NA
- **Responsible Parties:** United Ways, Kirkwood Community College, Cedar Rapids Public Library, Hawkeye Area Community Action Program, 6th Judicial District

**Action 2:** Create network of engaged employers.

- **Timeline:** Ongoing
- **Cost:** Included in United Ways and ICR IOWA budget
- **Responsible Parties:** Kirkwood Community College, Iowa Works, ICR IOWA

**Action 3:** Legislative agenda and advocacy plan that addresses barriers to workforce participation including: The Cliff Effect, Ban the Box, childcare access and affordability.

- **Timeline:** Ongoing
- **Cost:** Included in stakeholder budgets
- **Responsible Parties:** United Ways, Kirkwood Community College, Skills2Compete stakeholders

The metrics used to measure the success of these initiatives over the next five years will include: the decrease in unemployment by subgroups, the change in median income/self-sustaining wages, the decrease in employee turnover rates/business relocation rates, and the enhanced/changed employee demographics in regional businesses. These changes will increase the resilience of local residents and the diversity of workforce participation and success.
A Regional Vision webpage has been establish to ensure the public availability and distribution of this information.

This website will be continuously monitored and updated until the next CRDS update in 5 years.

The Action Committee will be responsible for ensuring the implementation of the action plans for their respective branches. As items are underway or completed, the webpage will be updated with progress.

The framework for evaluation is the metrics each branch chose. Successfully meeting these metrics is essential to fostering diversity, education, mobility, and resilience.

Engaging in economic planning inherently fosters resiliency, creating a steady and responsive economic environment; indicative of both economic strength and progress.

The Action Committee will also be responsible for ensuring the maintenance of the connections and growth this process championed. A more-connected region set on progress in each of our branches is naturally resilient.

Therefore, in addition to updating each branch in comparison to the evaluation framework and the action plan, the webpages will also demonstrate how they have added to regional resiliency.
Diversity

Fostering diversity is an important part of our plan; creating a diverse workforce, generating opportunities for diverse candidates, and constructing a sound and diverse business environment that will sustain the regional economy.

Attracting and retaining a diverse workforce is a critical factor to regional economic success.

One of the many projects in the region aimed at improving diversity is the Inclusive ICR partnership between ICR IOWA and the Employee Resource Group Consortium.

This coalition will develop and implement strategies to attract and retain a more diverse workforce in the region.

As Inclusive ICR generates strategies and metrics, our Action Committee will be able to measure the success of our plans to foster diversity.

With well-qualified candidates and an attractive regional economy, we will see improvements, not only in workforce diversity, but also in the businesses that chose ICR Iowa for their operations.

Education

The quality of education at all levels is an important aspect of the region’s current well-being and is essential to the region’s future. Education is truly an element that cuts across and supports success in all elements of the plan: economic development, workforce development and community development.

A Regional Asset

As shown in the regional assessment compiled by Market Street, the region is recognized for a high level of educational achievement. The Market Street data show that the region enjoys a high 4-year graduation rate and is home to a higher proportion of individuals with associate or higher degrees than the state of Iowa or the nation. Its proportion of such individuals is comparable with regions around the country where a highly educated workforce is a source of competitive advantage.

Educational Institutions and Economic Development

Educational institutions are major employers, and educational technology is an important sector in the region’s economy. Public sector employment, which includes employees in public school districts, Kirkwood and the University of Iowa, is shown by Market Street as 51,673, an increase of 5.8% over 2010. Employment in the educational services sector outside public institutions is shown as 6,590 in 2015, an increase of 15.8% over 2010.

Educational institutions are a source of ideas that can spur new business and enhance the growth of existing business. For example, the creation of ACT arose from research and development activities at the University of Iowa. The Market Street data show that there is considerable potential for additional technology transfer from the University of Iowa when patent activity related to university research is compared to activity at similar research universities in the Midwest.

Educational Institutions and Workforce Development

Community school districts, Kirkwood Community College and the region’s public and private universities play a crucial role in workforce development. Kirkwood and the region’s community school districts are referenced elsewhere in this plan for the important role they play and will play in meeting employer
meeting employer demands for skilled workers. The public and private universities provide candidates for professional and managerial positions and are critical to areas such as health care. Market Street reports that in 2013-14, higher education enrollment in the region per 1,000 citizens was higher than the rate for the state of Iowa and for the nation. The proximity of the other state university campuses and multiple private colleges and universities is an advantage for the region.

Educational Institutions and Community Development

Educational institutions are major providers of artistic and cultural opportunities at the local and regional level. Schools are hubs of local community activity, and colleges and universities enhance the quality of community life in the communities they serve. The colleges and universities support community and environmental agencies through their research, community service and degree program activities.

Sustaining Educational Excellence

Educational institutions at all levels deserve strong support if they are to continue to play a vital role in the region’s development. In the face of economic and demographic change, it is imperative that education remain relevant to the needs of students and their families as well as to the needs of employers and their communities.

Data gathered and distributed by the United Ways shows gaps in education achievement by ethnic background, family income, household status and neighborhood. That data indicate that as few as 15% of students in some core neighborhoods are deemed ready for kindergarten when they enter. Residents of those neighborhoods show dramatically lower levels of educational achievement than is true of the region at large.

A number of promising initiatives have been implemented in the region have been implemented to address the school achievement challenge. For example, those initiatives include the Every Learner Future Ready initiative in the Cedar Rapids Community School District, the Reading into Success initiatives in the Metro Cedar Rapids area, and the Kids on Course and Kids on Course University programs in Cedar Rapids. The Early Literacy initiative in Johnson County focuses on elementary students at Title I schools, reaching more diverse, lower income students.

Academic achievement begins with children being ready to learn when they enter school. It involves their acquiring basic skills in reading and math before the reach advanced grades in elementary school and it involves a challenging middle and high school experience that is responsive to the needs of students with diverse interests and learning styles. The Grant Wood Area Education Agency has stated that “Every child who graduates from an Iowa school will be prepared for success in post-secondary studies, a career and citizenship”. To align with the Agency’s resulting goals (see link in Appendix), the region needs to pursue the following goals:

Goal 1: Create a network of services and learning opportunities that will assure that children are ready to learn by the time they reach kindergarten.

Goal 2: Sustain a network of services that will support the ability of children to develop grade-level reading and math skills by grade 3.

Goal 3: Develop the capacity of schools to assure that children of diverse backgrounds and learning styles can be successful.
In the spring and summer of 2008, months of snowmelt and heavy rainfall in Iowa saturated the Upper Mississippi River basin, the Cedar River, and the Iowa River, and brought the worst flooding in the region’s history. When the floodwaters slowly receded at the end of June, residents returned to decimated homes, neighborhoods, schools, roads, and businesses. Since then, the region has made significant progress toward recovery. The region has come back stronger, and is continuing its efforts to become more prepared and to build both economic and environmental resilience to future flood events and other hazards.

Economic resilience is enhanced by strategies that promote entrepreneurialism, business retention, and business attraction; concentrate on limited, but varied, industry sectors; and identify linkages between education and workforce development efforts.

Environmental resilience is enhanced by strategies that break the cycle of disaster damage. Since 2008, each county in the region has prepared a multi-jurisdictional hazard mitigation plan, and efforts have been undertaken to better manage storm water. In addition, Linn County has worked in partnership with the National Academies of Sciences/Resilient America Roundtable to explore a variety of resilience priorities. When complete, their work may be replicated throughout the region. Other measures implemented on a jurisdictional or regional basis to enhance environmental resiliency include, but are not limited to:

- Coordinating, to the extent possible with the Iowa Watershed Approach (a HUD/ NRCS-funded program), including the formation of watershed management authorities and the creation of watershed plans for the Indian Creek, Middle Cedar River, Lower Cedar River, Clear Creek, and English River watersheds.

- Participating in the Linn Area Partners Active in Disaster (LAP-AID), a community organization that activates when a disaster takes place in Linn County, and similar efforts in other counties; and

- Supporting opportunities for regional cooperation in solid waste management and waste diversion programs, especially in times of recovery from natural disasters.

Links to many of these regional resources and efforts are provided in the Appendices.

The expectation for resilience created by each branch in this plan is mentioned in the paragraph above the action steps on each branch’s page. In addition, the organizational partnerships and the planning framework established for creation of this plan have established the infrastructure for its implementation. By its very nature, it has established an information network among the various stakeholders in the region and created a commitment to active communication among the private, public, education, and non-profit sectors.
Since this document will also serve as the region’s LRTP, it requires additional information regarding the regional transportation system. The following is an assessment of the region’s transportation network, and the plan for moving forward to meet the region’s mobility needs.

**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 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.

**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.

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<th>Roadway Classification</th>
<th>Number of Miles</th>
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<td>Interstate</td>
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<tr>
<td>Other Principal Arterials</td>
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<td>Minor Arterials</td>
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Source: Iowa DOT
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 the region. Higher AADT, and particular AADTs 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 region 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.

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.

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.

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 the region.

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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, 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 fail, but it indicates that it needs repair.
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.

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

Small Urban Services

The Iowa City metropolitan area is served by three transit systems: Coralville Transit, Iowa City Transit and the University of Iowa Cambus. All three systems operate 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.

The 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.

Rural Services

ECICOG serves as the administrative agency for CorridorRides, which provides rural dial-a-ride 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.

Benton County Transportation 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.

Iowa County Transportation 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..

Johnson County 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 service to the metropolitan areas of Iowa City, Coralville, North Liberty and University Heights.

Jones County JETS 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, 7:00a.m. to 5:00p.m.
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.

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.

Washington County MiniBus 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 citizens.

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.

These services allow commuters to share trips to work or anywhere within the region. ECICOG has been working throughout the past year to market these programs to increase ridership.

Transportation Alternatives

Additionally, through CorridorRides, ECICOG offers several other services, including ride-matching for carpooling and vanpooling.
Bike & Pedestrian

Nationwide, the number of people bicycling and walking as a means of transportation and recreation has increased significantly.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 prepare by Market Street, indicate a similar local desire for more bicycle and pedestrian accommodations. Extensive trail networks exist within the region. Much of the network, however, exists within the two metropolitan areas, and significant gaps exist elsewhere.

Trail System

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 the serve a local interest. The following is a summary of regionally significant separated trails:

♦ 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.

♦ 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-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 is a 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.

Region 10 Trails
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.

♦ 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.

♦ 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.

♦ Biodiesel and ethanol plants are production facilities for renewable fuels made with corn and soybeans and byproducts of corn and soybean production.

♦ 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.

♦ 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.

♦ 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.

Intermodal Facilities

The intermodal options within Region 10 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.

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. 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 region, 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 loaded trucks into full loads, hence reducing vehicle miles traveled and the number of truck trips.

Railroad Systems

Railroads serve a vital role in moving freight safely and efficiently within the region, 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 state.

Six railroad companies operate within Region 10. The Union Pacific Railroad (UP) is the only Class I carrier in the region. Within the State of Iowa, the UP and BNSF 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 service to the Class I carriers.

Rail commodities in the region 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.
Aviation

Airports play an important role in the mobility and economic development of the region 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.

♦ 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 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.

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 runway, 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 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), and four rental car companies (Avis/Budget, Enterprise, Hertz, and Alamo/National).

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.
**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.

**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.

**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.

**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.

**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.

**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**

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. Matthews 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.
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 region 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 region residents. In fact, almost 80 percent of regional commutes take less than 30 minutes. This is compared to a little over 63 percent at the U.S. level.

Commuting options in the region 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.

During the regional assessment phase, Market Street’s survey asked respondents, the Market Street survey were asked to rate the current transportation system. Most responses centered on maintaining the current transportation network and expanding the system to allow for modal options. Based upon this input and the results of the assessment, the following transportation goals were developed.
Mobility Moving Forward

**GOAL 1:** Make the region a better place to travel, live, work and operate business by offering multiple transportation choices that are safe, accessible and convenient

**Action 1:** Continue work to implement the recommendations outlined in the Iowa Commuter Transportation Study, including express bus service between Cedar Rapids and Iowa City
- **Timeline:** Fully implemented in 2018
- **Cost:** $1,124,800 annually
- **Responsible Parties:** ECICOG, Iowa DOT, CorridorRides Commuter Steering Committee

**Action 2:** Maintain and market existing modal services, including public transit, carpool, and vanpool
- **Timeline:** Ongoing
- **Cost:** $75,000 annually
- **Responsible Parties:** ECICOG

**Action 3:** Promote corridorrides.com to inform residents and visitors about transportation options
- **Timeline:** Ongoing
- **Cost:** $45,000
- **Responsible Parties:** ECICOG

**Action 4:** Complete construction of the trail connection between Cedar Rapids and Iowa City
- **Timeline:** 1-3 years
- **Cost:** unknown, preliminary design work is underway
- **Responsible Parties:** Johnson County Conservation

**Action 5:** Enhance trail network
- **Timeline:** Ongoing
- **Cost:** Unknown
- **Responsible Parties:** Regional Trails Advisory Committee, cities, counties, county conservation

**Action 6:** Assist in the maintenance and enhancement of commercial air service at the Eastern Iowa Airport
- **Timeline:** Unknown
- **Cost:** Unknown
- **Responsible Parties:** Eastern Iowa Airport Commission, Corridor MPO

**Action 7:** Work with regional airports to assist with implementation of master plans
- **Timeline:** 5-10 years
- **Cost:** Unknown
- **Responsible Parties:** Airport commissions, Iowa DOT Office of Aviation
Mobility Moving Forward

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

**Action 1:** Re-invigorate the Multi-Disciplinary Safety Team
- Timeline: First quarter 2019
- Cost: none
- Responsible Parties: ECICOG, Transportation Technical Advisory Committee

**Action 2:** Participate in Iowa City Traffic Incident Management meetings to ensure effective coordination during Interstate 80/380 construction projects
- Timeline: Quarterly, or as necessary
- Cost: none
- Responsible Parties: ECICOG

**Action 3:** Identify and secure funding sources to implement needed safety improvements
- Timeline: ongoing
- Cost: unknown
- Responsible Parties: Cities and counties, ECICOG

**Action 4:** Participate in statewide traffic safety workshops and forums
- Timeline: Annually
- Cost: none
- Responsible Parties: ECICOG, city and counties staffs
Mobility Moving Forward

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

**Action 1:** Coordinate with Iowa DOT on development and construction of new Intermodal Hub in the region
- **Timeline:** Complete in 2019/2020
- **Cost:** none
- **Responsible Parties:** Interested parties

**Action 2:** Coordinate with Iowa DOT to ensure the timely completion of Highway 30 4-lane project in Benton County
- **Timeline:** 1-5 years
- **Cost:** none
- **Responsible Parties:** ECICOG, Benton County elected officials and staff, Cities of Belle Plaine, Van Horne, Blairstown, Keystone, Luzerne

**Action 3:** Coordinate with Iowa DOT on the completion of Interstate 80/380 interchange reconstruction
- **Timeline:** 1-5 years
- **Cost:** none
- **Responsible Parties:** ECICOG, Linn and Johnson County elected officials and staff

**Action 4:** Coordinate with Iowa DOT on the completion of Highway 100 from Edgewood Rd. to Highway 30 in Linn County
- **Timeline:** Wrapping up in 2018
- **Cost:** none
- **Responsible Parties:** ECICOG, Linn County elected officials and staff

**Action 5:** Coordinate with Iowa DOT on the completion of Forevergreen Road interchange in Johnson County
- **Timeline:** Through 2019
- **Cost:** none
- **Responsible Parties:** ECICOG, Johnson County elected official and staff, North Liberty elected officials and staff

**Action 6:** Coordinate with Iowa DOT on possible 6-lane expansion of I-80 in Johnson and Cedar Counties
- **Timeline:** 1-10 years
- **Cost:** none
- **Responsible Parties:** ECICOG, Johnson County elected officials and staff, Cedar County elected officials and staff

**Action 7:** Coordinate with Iowa DOT on possible 4-lane expansion of Highway 30 in Linn and Cedar Counties
- **Timeline:** 1-10 years
- **Cost:** none
- **Responsible Parties:** ECICOG, Linn County elected officials and staff, Cedar County elected officials and staff

**Action 8:** Assist Iowa DOT with the associated mapping or other support needed for future autonomous vehicle efforts
- **Timeline:** 1-40 years
- **Cost:** unknown
- **Responsible Parties:** Iowa DOT, U of I, ECICOG, MPO JC, Corridor MPO, Johnson and Linn County elected officials and staff, Iowa State Patrol
Mobility Moving Forward

**GOAL 4:** Preserve existing transportation infrastructure and maintain the system

**Action 1:** Educate regional partners on current best practices for transportation preservation

- Timeline: ongoing
- Cost: none
- Responsible Parties: City and county engineers, InTrans

**Action 2:** Create a plan for bridges that are fundamentally obsolete or structurally deficient

- Timeline: 1-10 years
- Cost: unknown
- Responsible Parties: City and county engineers, Iowa DOT, County Engineers Association

**Action 3:** Identify and secure funding sources to implement preservation projects

- Timeline: 1-10 years
- Cost: unknown
- Responsible Parties: City and county engineers, Iowa DOT, County Engineers Association

**Action 4:** Encourage regional partners to preserve, replace or upgrade existing infrastructure before building new infrastructure

- Timeline: Ongoing
- Cost: none
- Responsible Parties: ECICOG, Iowa DOT, city and county staff

**Action 5:** Prioritize regional funding applications for future autonomous vehicle efforts

- Timeline: Unknown
- Cost: none
- Responsible Parties: ECICOG, Transportation Technical Advisory Committee, Regional Trails Advisory Committee, Passenger Transportation Advisory Committee, Policy Committee
**Goal 5:** Preservation/maintenance projects. Maximize the use of available financial resources and identify new opportunities for funding transportation improvements

**Action 1:** Work with local governments and agencies to pursue eligible federal, state, and local funding sources as well as new funding sources that arise
- **Timeline:** Ongoing
- **Cost:** Unknown
- **Responsible Parties:** ECICOG, cities, counties

**Action 2:** Maintain a regional process that ensures geographic equity in the programming of STBG funding (see Appendix)
- **Timeline:** Ongoing
- **Cost:** none
- **Responsible Parties:** ECICOG, Transportation Technical Advisory Committee, Policy Committee

**Action 3:** Work with state and federal legislators to increase existing or establish alternative funding mechanisms for all transportation infrastructure and services
- **Timeline:** 1-10 years
- **Cost:** unknown
- **Responsible Parties:** Local elected officials, county and city engineers, League of Cities, ISAC

**Action 4:** Work with state and federal legislators to pass a stable, long range transportation bill that will provide adequate programs and funding for rural areas
- **Timeline:** 1-5 years
- **Cost:** none

**Action 5:** Educate regional agencies on all transportation funding opportunities that are currently available
- **Timeline:** Ongoing
- **Cost:** $2,000 annually
- **Responsible Parties:** ECICOG
Appendices

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Regional Economic Disparity Research
United Ways Progress Report
Transportation to Work Data
Transportation Funding Plan
Social Vulnerability Data
Regional Maps
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Branch Meeting Attendees
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Regional Workforce Development Plan
Cedar Rapids/Linn County Resilient America Partnership on Community Resilience
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ICR IOWA Talent Attraction & Retention Strategies
ICR IOWA Talent Development Strategies
ICR Iowa Business Attraction Strategies
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2016 Regional Assessment
Region 10 Draft TAP Application Guidance
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2017 Socioeconomic Disparities Study
Grant Wood AEA Mission and Goals
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Linn Area Partners Active in Disaster
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