



City of Maquoketa 2040 Comprehensive Plan

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RESOLUTION NO. 2019-95

A RESOLUTION ADOPTING THE MAQUOKETA 2040 COMPREHENSIVE PLAN

WHEREAS, a Comprehensive Plan is a statement of goals, policies, and aspiration of the community; and

WHEREAS, the Comprehensive Plan should be reviewed and updated periodically; and

WHEREAS, the City has taken such efforts and has developed the Maquoketa 2040 Comprehensive Plan, and

WHEREAS, a Steering Committee actively participated in the development of the plan relying on substantial input from residents and property owners; and

WHEREAS, the Maquoketa 2040 Comprehensive Plan considers new economic, social and environmental challenges and opportunities that may be appropriately addressed by the community; and

WHEREAS, the Maquoketa 2014 Comprehensive Plan sets forth a general vision and a broad set of goals describing a more economically, socially and environmentally sustainable community; and

WHEREAS, the Planning and Zoning Commission has reviewed the Maquoketa 2040 Comprehensive Plan and determined that it appropriately expresses the future direction of the community.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF MAQUOKETA, IOWA, THAT:
The Maquoketa 2040 Comprehensive Plan be adopted.

PASSED AND APPROVED this 16th day of December, 2019.



Don Schwenker, Mayor

ATTEST:



Gerald Smith, City Manager

CERTIFICATION

I, Gerald Smith, City Manager, do hereby certify the above is a true and correct copy of Resolution No. 2019-95 which was passed by the Maquoketa City Council this 16th day of December, 2019.



Gerald Smith, City Manager

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ACKNOWLEDGEMENTS

The City of Maquoketa would like to thank all the people that gave their time to help make this plan possible. The City would like to give special thanks to the citizens that gave their time to participate in the planning process and help build a stronger community.

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Ronald Horan, 1st Ward Representative
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Chapter I

Introduction

COMMUNITY OVERVIEW

The City of Maquoketa is a community of about 6,000 people located in east central Iowa. The city is located along US Highway 61 about halfway between the Quad Cities (40 miles) and Dubuque (32 miles) and is 60 miles east of Cedar Rapids. Maquoketa is the county seat of Jackson County and is located on the Maquoketa River.

Maquoketa is rich in history and culture, is surrounded by scenic natural beauty, and is home to a strong arts community. The community's identity is intertwined in these qualities and is enhanced by the close-knit, small town feel.

The history of Maquoketa has been well preserved in a number of beautiful homes and structures.

The city itself hosts nearly 40 sites listed on the National Register of Historic Places. In addition to the Maquoketa River, the community boasts many recreational facilities including Maquoketa Caves State Park, Prairie Creek Recreation Area, Hurstville Interpretive Center, and Horseshoe Pond County Park. Cultural facilities include the Maquoketa Art Experience, the Ohnward Fine Arts Center, and the Old City Hall Gallery.

Maquoketa is historically an agricultural town, but light industry and distribution facilities are also important to the regional economy. As the county seat, many workers are employed in administrative and healthcare jobs that serve the surrounding region.

PURPOSE

The City of Maquoketa 2040 Comprehensive Plan provides the City Council with a twenty year guide for future decision making. The comprehensive plan establishes the community's vision for the future and identifies a recommended set of actions that the community can take to realize that vision. The plan focuses on all issues relevant to the development of the community, including land development, housing, economic growth, and infrastructure maintenance. The comprehensive plan is not a legal regulatory document. Instead, it is a roadmap for the future of the community that has been agreed upon by its citizens and leaders.

To achieve the vision set forth in the 2040 Comprehensive Plan, the community must actively work to incorporate the recommendations of the plan into its budgets, policies, and ordinances. Many of the recommendations listed in the plan will require additional research, analysis, public input, and consideration from the City Council before they can be implemented. When choosing how to implement the Comprehensive Plan, the City Council should consider all relevant factors and weigh the public good with the cost and impact on the community.

Once adopted, the comprehensive plan is not an infallible or unchangeable document. The plan should be updated every five to ten years, or when necessary, so that it continues to provide an accurate picture of how the community wishes to grow, develop, and prosper.

IOWA SMART PLANNING

The Iowa Smart Planning Act was signed into law in 2010, as a way to guide and encourage the development of local comprehensive plans. The bill articulates ten smart planning principles and thirteen potential elements for application in local comprehensive plan development and public decision making. These guidelines are intended to improve economic opportunities, preserve the natural environment, protect quality of life and ensure equitable decision making processes. The Maquoketa Comprehensive Plan addresses all Smart Planning principles and elements, but is organized in a way that best fits the City of Maquoketa's needs.

Iowa Smart Planning Principles

1. Collaboration
2. Efficiency, transparency, and consistency
3. Clean, renewable, and efficient energy
4. Occupational diversity
5. Revitalization
6. Housing diversity
7. Community character
8. Natural resources and agricultural protection
9. Sustainable design
10. Transportation diversity

Comprehensive Planning Elements

- a. Public participation
- b. Community characteristics
- c. Land use
- d. Housing
- e. Public infrastructure and utilities
- f. Transportation system
- g. Economic development
- h. Agricultural and natural resources
- i. Community facilities
- j. Unique and/or important community qualities
- k. Hazards
- l. Intergovernmental collaboration
- m. Implementation

COMMUNITY HISTORY

Maquoketa has a rich history as the commercial and cultural center of the surrounding area. The area's first European settler, J.E. Goodenow, arrived in 1838 and established a village that he called Springfield. In 1850 a city was platted and recorded under the name Maquoketa. The City of Maquoketa was officially incorporated as a city by special act of the Iowa State Legislature in 1857.

Prior to European settlement the area was home to Sauk and Fox Native American tribes. The name of the city was derived from the native word "Makwok-eteg" which roughly translates to "there are bears."

Maquoketa was established as the county seat of Jackson County in 1873. Prior to that, the county seat was located in Andrew. In the early days of the city, growth was spurred by the extension of railroads to Maquoketa in 1873. The city experienced generally steady population growth through 1970, when the population leveled off at about 6,000. The 2000 census population of 6,112 increased slightly to 6,141 in 2010.



Downtown Maquoketa, 1914

PLANNING HISTORY

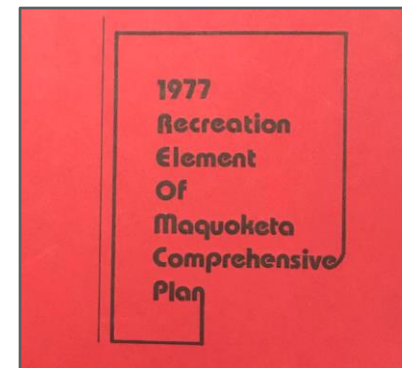
The City of Maquoketa adopted its first comprehensive plan in April 1964. The City hired Harland Bartholomew and Associates to create the initial comprehensive plan, and the City hired the same firm again in 1975 to revise the plan. The City adopted an update of the plan's recreation element in 1977. City staff completed the next plan revision entitled *Maquoketa, Iowa Comprehensive Plan 1981 – 2001* in August 1981. With the assistance from the Institute of Decision Making, a Vision 2000 plan was created in 1989.

The City completed a Community Builder Plan in 1991, and revised it in 1997. In 1999 with the assistance of People's Natural Gas Company, the City adopted *Housing Maquoketa – Report of the People's Natural Gas Community Housing Assessment Team*. The City adopted a hazard mitigation plan in 2001. The hazard mitigation plan has been revised several times with the most recent update completed in 2019.

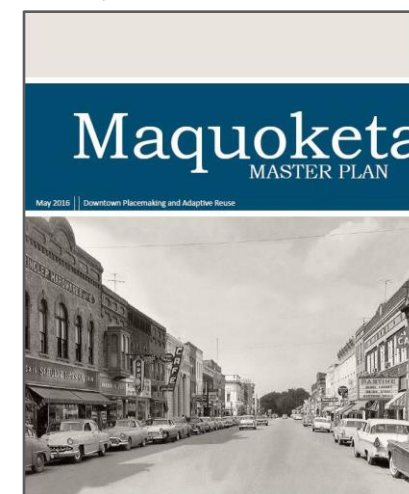
In 2019 Maquoketa, along with partners in Dubuque, Jackson, and Jones Counties, completed the Grant Wood Loop Master Plan (GWLMP). The GWLMP is a roadmap for collaboration toward a shared vision within the region to enhance, promote, sustain, and connect our region's cultural, natural, and parks and other recreation assets over the next 20 years.

In 2015, the City participated in the development of a county-wide housing needs assessment called *Housing Needs Assessment, Jackson County, Iowa*. In 2016, the City adopted a master plan for downtown entitled *Maquoketa Master Plan: Downtown Placemaking and Adaptive Reuse*.

The City has had Zoning and Subdivision Ordinances, including extraterritorial subdivision review authority, for many years.



Maquoketa Comprehensive Plan Recreation Element, 1977



Maquoketa Masterplan: Downtown Placemaking and Adaptive Reuse



Grant Wood Loop Master Plan

VISION 2020

In October 2011, the Maquoketa Area Chamber of Commerce with support from the City of Maquoketa entered into a partnership with Iowa State University (ISU) Community and Economic Development Extension and Outreach for a two-year project to develop a vision for Maquoketa's future called *Maquoketa's Future Choices*.

The Maquoketa Area Vision Steering Committee was created, made up of local business leaders, elected officials, and city and chamber staff, to provide local leadership and direction in developing a community vision. The Steering Committee met numerous times to provide direction, engage the community, and discuss and analyze the data gathered by ISU.

The Steering Committee, after assessing all citizen and business input, information gathered, and economic analyses, utilized a ranking process to determine the community's top three goals for the future. These three goals became the heart of Vision 2020: 1) Revitalizing the downtown area; 2) Supporting and growing existing businesses and industries, and working to attract new professionals; and 3) Working to attract and expand new arts, recreation, and tourism opportunities. For the top three goals, the community identified several strategies.

Downtown Revitalization:

- Perform reconstruction of streets, sidewalks, and public infrastructure.
- Work with property owners on implementing store front improvements and occupancy of buildings.
- Work with the owner of the Mitchell Maskrey Building on a redevelopment plan.
- Utilize the green space as a gathering point for community events until the space is redeveloped.

Retain and Expand Existing Business and Industry:

- Implement an ongoing communication program utilizing the existing Synchronist platform with local businesses and industries to determine needs, concerns and opportunities.
- Develop programs for assisting local businesses and industries in attracting and retaining professionals.
- Identify categories of businesses and/or industry with great realistic economic potential for the Maquoketa market.

The goals of Vision 2020 served as the starting point for the Maquoketa Comprehensive Plan. Vision 2020 undertook an extensive community input process that produced a list of goals and strategies that were tailored to the needs of the community and have served as an important guide for the years since it was adopted.

The Comprehensive Plan seeks to expand on Vision 2020's goals and strategies. In some cases, Vision 2020 projects have been completed. But in others, more work is needed. Input collected for Vision 2020 also served as a benchmark for public opinion on certain issues. As input was collected for the Comprehensive Plan, the steering committee could look back at Vision 2020 to see how the community's feelings had changed in the years since Vision 2020 was completed.

Recreation, Arts and Tourism:

- Develop a master plan for expansion of recreational opportunities including an outdoor water facility.
- Develop a master plan for the expansion of the trail system connecting existing assets.
- Develop a master plan for riverfront development.
- Make the arts a focal point of the community.

Maquoketa's Future Choices

A partnership between Maquoketa Area Chamber of Commerce,
Office of Economic Development, and Iowa State University
Community and Economic Development Extension and Outreach



IOWA STATE UNIVERSITY
Extension and Outreach

Maquoketa's Future Choices (Vision 2020)

The image is a full-page background photograph of a forest. In the foreground, a wooden staircase with railings leads up a hill covered in dense green foliage. The trees in the background are tall and have bright green leaves, suggesting a spring or summer setting. A semi-transparent dark green rectangular box is overlaid on the upper half of the image, containing the chapter title in white text.

Chapter 2

Community Vision

INTRODUCTION

The purpose of the comprehensive plan is to present a vision for the future of all activities that affect the growth and development of the community. Community engagement is critical to the development of that vision and to the comprehensive planning process. Citizens of Maquoketa played a part in the creation of the Maquoketa Comprehensive Plan. This chapter outlines Maquoketa's vision for the future and summarizes the community engagement process used to develop it.

COMMUNITY ENGAGEMENT

Steering Committee

The Steering Committee, consisting of community members appointed by the City Council, was the primary contributor to the planning process. The Committee met nearly monthly throughout the process. Meetings were open to the public and were recorded and broadcast on the City of Maquoketa's local access TV channel. At its meetings, the Steering Committee reviewed plan progress, worked on vision statements, identified issues, and provided feedback on draft documents.

The Committee members served as representatives of the broader community. Early in the process, the committee participated in brainstorming sessions to identify ideas for the future of the community. As the planning process moved forward the Committee's role shifted to reviewing and providing feedback on draft chapters.

The Steering Committee helped design public engagement activities like the Maquoketa Community Survey. Committee members developed survey questions and helped promote and distribute survey forms across the community. Following the completion of the survey, the Steering Committee reviewed the results and worked to incorporate survey information into the community's vision for the future. Members of the committee also met with individuals and groups in Maquoketa and reported their findings back to the full committee.















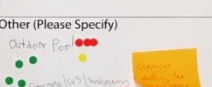
Community Workshop

A community-wide workshop was held on November 15, 2018 at the Maquoketa Art Experience. Residents were invited to review draft development principles, draft land use maps, and to provide their input on the future direction of the Community.

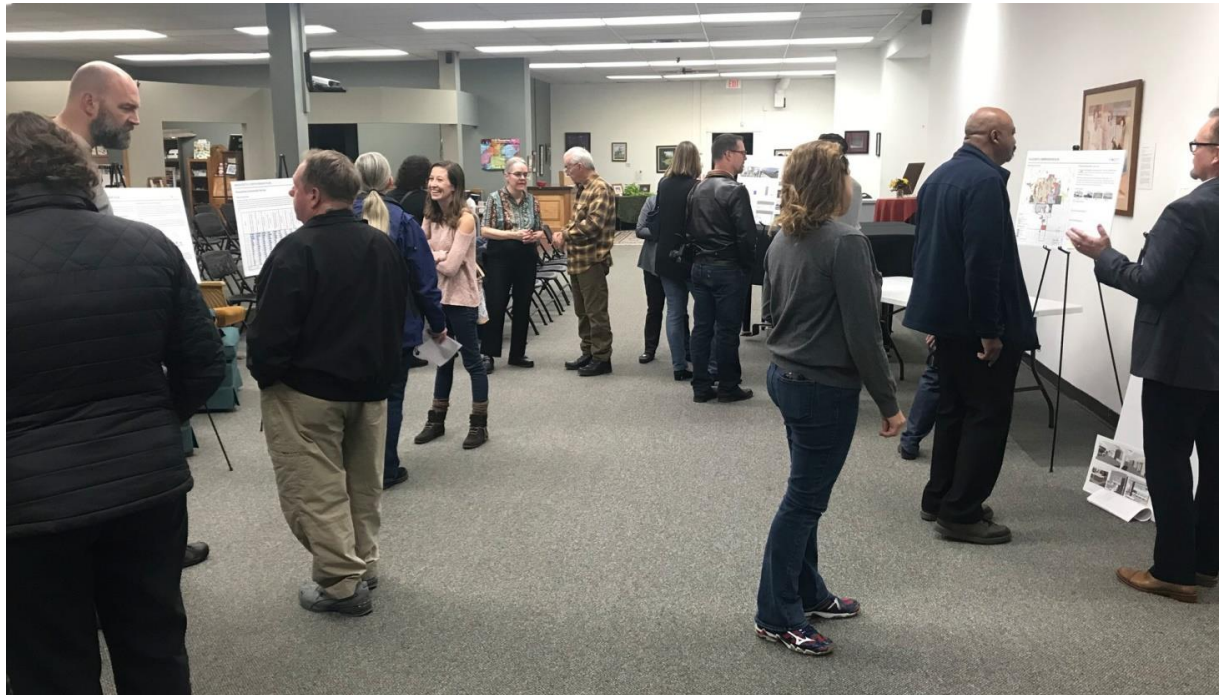
CITY OF MAQUOKETA
COUNTY OF WAUKESHA

What do you want to see in the Downtown Green Space?
If the Green Space was used as a park or community gathering place, what elements would you like to see there? Use the color coded stickers to let us know what things would like to see in each area. Use the sticky notes to identify other uses that are not currently listed.

● Green = Yes ● Yellow = Maybe ● Red = No Way

Town Square 		Band Shell 	
Winter Skating Rink 		Farmers Market 	
Playground 		Public Art 	
Community Garden 		Other (Please Specify) 	

Results from an input activity conducted at a community workshop



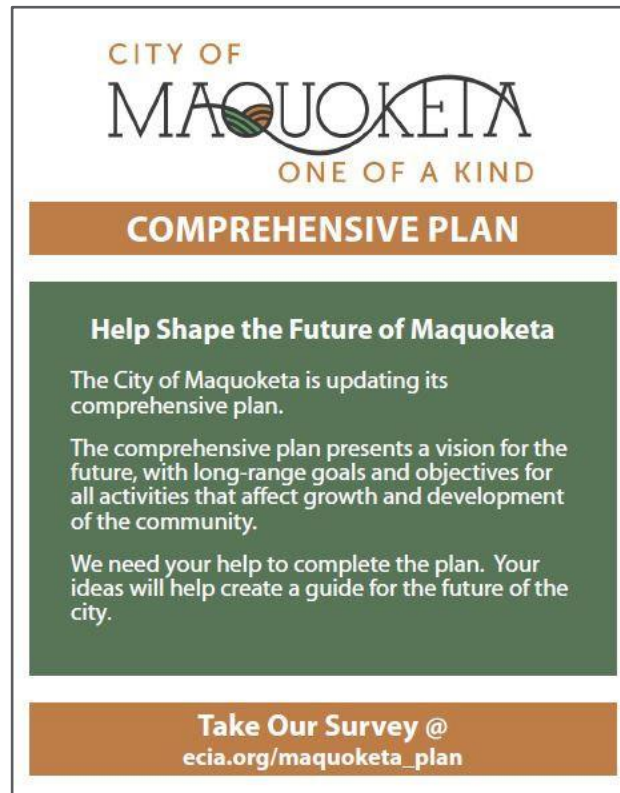
Maquoketa residents attend a community workshop

Project Website

The project website was used to distribute information about the planning process and collect community input. Surveys, meeting information, reports and other information were posted on the website. The website also included a feature that allowed people to submit input on the plan.

Plan Promotion

Promotion activities for the plan included presentations to the City Council and other community groups, public notices, flyers, and social media posts. The plan also received coverage from various local media outlets including newspaper, radio, and local access TV.



Flyer used to promote the community survey

Community Survey

A community survey was used as a method for collecting community input for the Comprehensive Plan. The survey was conducted between June 23 and July 16, 2018. A team that included the City of Maquoketa, East Central Intergovernmental Association (ECIA), and the Comprehensive Plan Steering Committee developed a list of questions that focused on existing and desired future conditions in Maquoketa. A total of 615 people responded to the thirty-question survey.

The City of Maquoketa and the members of the Steering Committee used various communications channels to publicize the survey including word of mouth, online, and local access TV. The Maquoketa Sentinel-Press published several articles about the plan and included instructions on how to fill out the survey.

The online survey form was published on the project website and the City of Maquoketa made paper forms available at City Hall, the Maquoketa Chamber of Commerce, and the Maquoketa Public Library. City staff and committee members distributed paper forms to interested individuals and community groups.

Following the completion of the survey, ECIA developed a report summarizing the results. The Steering Committee used the report as a guide for developing the Comprehensive Plan. The *Maquoketa Community Survey Final Report* is included as Attachment 2 to the Comprehensive Plan.

Student Survey

Results of the Community Survey indicated that very few people under age 18 participated. The Steering Committee felt it was important to include young people in planning the future of the community. The Committee developed a student survey as a way to collect information from this demographic. The Maquoketa Community School District assisted by distributing the survey to all middle and high school students in the district. A total of 502 students responded to the Survey. Full Results of the student survey are included as Attachment 3 to the Comprehensive Plan document.

Final Presentation and Adoption

The completed plan was provided to the Planning and Zoning Commission for review on November 21, 2019; they voted unanimously to recommend the plan for adoption. The plan was then made available online for public comment. On December 16, 2019 a public hearing was held regarding the *City of Maquoketa 2040 Comprehensive Plan*. Following the hearing the Maquoketa City Council voted unanimously to adopt the plan.

VISION AND DEVELOPMENT PRINCIPLES

After considering all the input collected from the community through the planning process, the City of Maquoketa and the Comprehensive Plan Steering Committee developed a vision for the future of the community.

Distilled down to its most basic level, the vision of the Maquoketa Comprehensive Plan is to make Maquoketa a better place. To help achieve this mission, the plan includes the following eight development principles. The principles represent the most important topics that emerged through public input sessions and work with the Comprehensive Plan Steering Committee.

1. Tell the Story of Maquoketa

Today we have access to vast amounts of information on every topic imaginable. While very useful, the amount of information can make it difficult to keep sight of the big picture. The Comprehensive Plan collects information from a wide range of sources and processes it into a story that tells how Maquoketa got where it is today and maps out the path to the community's vision for the future. Moving forward, the City should adopt a communication strategy that tells the story of the community's next chapter, identifying the unique assets that define the community's character, establishing a sense of place, and minimizing negative perceptions.

2. Invest in Maquoketa

The Comprehensive Plan maps out a long-term investment strategy that will help Maquoketa achieve its vision for the future by getting the most return out of its limited resources. The chapters of the plan provide information to help the community prioritize projects. The plan focuses on helping the community invest its limited resources wisely by helping the City budget for long-term maintenance, and helping the City understand the risks and rewards of potential investment strategies. The City should also remember that it can leverage its public investments to promote private sector investments. Public investments in infrastructure or parks could help attract new industry and private sector investment.

3. Make Economic Progress

A diverse vibrant economy is a critical component of the foundation of a strong community. Jobs that pay a good wage and access to goods and services are important factors in measuring a community's quality of life. Maquoketa will work to build a highly skilled workforce through training and education opportunities and recruiting new workers to the City. The Comprehensive Plan includes strategies to create jobs and expand the city's tax base by recruiting new businesses that are suited to the community, retaining and expanding existing local businesses, and increasing the number of new businesses by encouraging local entrepreneurship.

4. Improve Quality of Life

Quality of life issues will be critical to the future of Maquoketa. People are increasingly making the choice of where to live based on quality of life criteria such as access to recreation, shopping, restaurants, and community organizations. The Maquoketa area is home to several wonderful amenities. The City will work to improve quality of life by expanding on, marketing, and connecting existing amenities.

5. Get Everyone Involved

Success of the initiatives contained in the Comprehensive Plan will depend on buy-in from members of the community. People who are involved in the decision making process will be more likely to become invested in the success of the community. The Comprehensive Plan's public input process attempts to give all members of the community an opportunity to be involved in planning the future of the City. The City should continue to keep people involved in the process as it implements the plan's recommendations. The City can ensure that future projects reflect the attitudes of the community by focusing on actively reaching out to people who don't normally participate in local government, welcoming newcomers, and involving them in the things the community has to offer.

6. Maintain and Improve the Transportation System

Maquoketa's transportation system is vital to everyday life in the community. The system allows residents to get from their homes to jobs, schools, shopping, and medical care. The system also facilitates local economic activity allowing businesses to move goods and commodities quickly and efficiently. Maintaining the transportation system will be critical for the future of Maquoketa. The City will seek to maintain and improve its network of streets, bridges, walking paths, and bicycle trails.

7. Invest in Good Quality Housing

Good-quality housing is the foundation of a stable community and is an important issue for people, families, and city government. For people and families, housing fulfills the basic need for shelter and is usually the household's largest expense. For homeowners, housing is usually the largest source of personal wealth. Residential property tax revenues account for a large portion of the city budget and housing occupies over half the city's area. The City of Maquoketa will promote the creation and maintenance of an adequate supply of sound affordable housing by providing opportunities for new housing construction and encouraging investment in the City's existing housing stock and neighborhoods.

8. Plan for Future Land Use

Land use planning is one of the most important and complex tasks for local governments. Transportation, economic development, housing, community facilities, and utilities are all related to land use. The City of Maquoketa will plan for its future by producing land use policies and ordinances that promote economic development, a good quality of life, and allow the city to provide services in the most efficient manner possible over the long term.

Chapter 3

Community Character



INTRODUCTION

Community character is determined by the people, characteristics, landmarks, and intangible elements that make the community a great place to live. While there is no exact formula for community character, a community's unique characteristics are often a key reason of why people choose to live where they do or why they choose to visit certain locations.

Having a particular community identity, especially in terms of what the community looks like, is becoming even more important in a world where everyplace tends to look like everyplace else. Places with strong community character break the trend of blandness and sameness, giving the community a strong sense of place and identity. Communities with unique, identifiable characteristics are more attractive to people and businesses.

Throughout the input process many residents listed the small town atmosphere and the closeness of the people as things they liked most about Maquoketa. The goal of this chapter is to identify and build on the community's unique characteristics.

POPULATION DEMOGRAPHICS

A fundamental part of understanding a city is understanding the people that make up the community. The field of demography is the statistical study of human populations. Analysis of demographic information and understanding trends revealed by that information is key to understanding the community and planning for its future needs.

Population

Total population is the most important piece of demographic information for a city. A basic count of people helps city leaders understand the community's needs for infrastructure and services. Throughout its history as a city, Maquoketa has experienced extended periods of steady population growth, followed by long periods of very little growth. Historical decennial census counts in Figure 1 reveal that Maquoketa is currently in a slow growth period. Maquoketa's population has changed very little since 1990, increasing by only eleven people over 20 years. Annual population estimates produced by the Census Bureau's American Community Survey (ACS) indicate a continuation of this trend through 2020, showing a slight decline in the city's total population between 2010 and 2017.

COMMUNITY CHARACTER

Lack of population growth is not a problem that is unique to Maquoketa. Across Iowa and the Midwest small and medium sized cities are dealing with the challenges related to slow population growth or decline. In general, small town and rural populations are getting smaller while metropolitan area populations continue to grow larger.

Having the ability to attract new residents and maintaining population is important for small communities. Population growth encourages economic growth by creating demand for housing and expanding the customer base for local businesses. Local employers also depend on the area's population to fill their workforce.

Population growth can also help the city financially. Increased economic activity ultimately leads to a larger tax base that allows the community to expand services while keeping tax rates low.

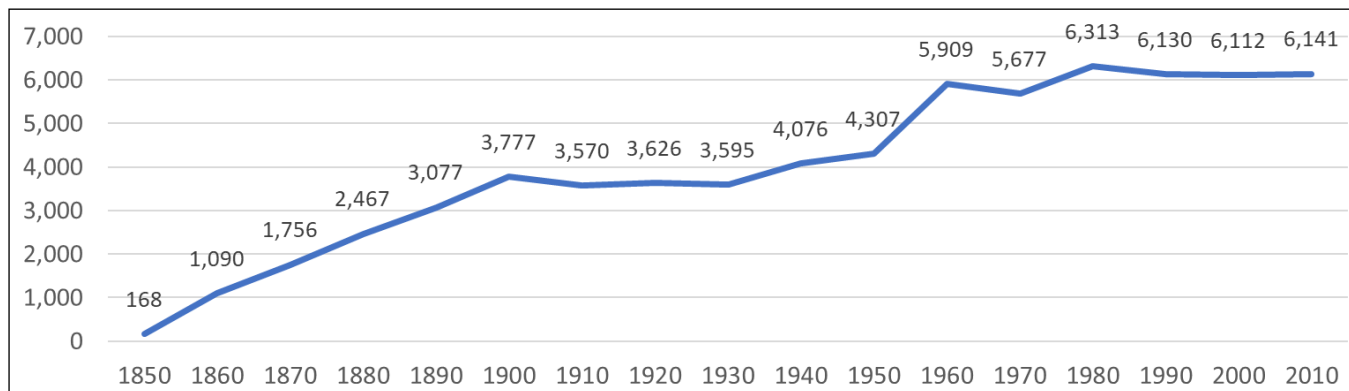


Figure 1. Maquoketa Historical Population

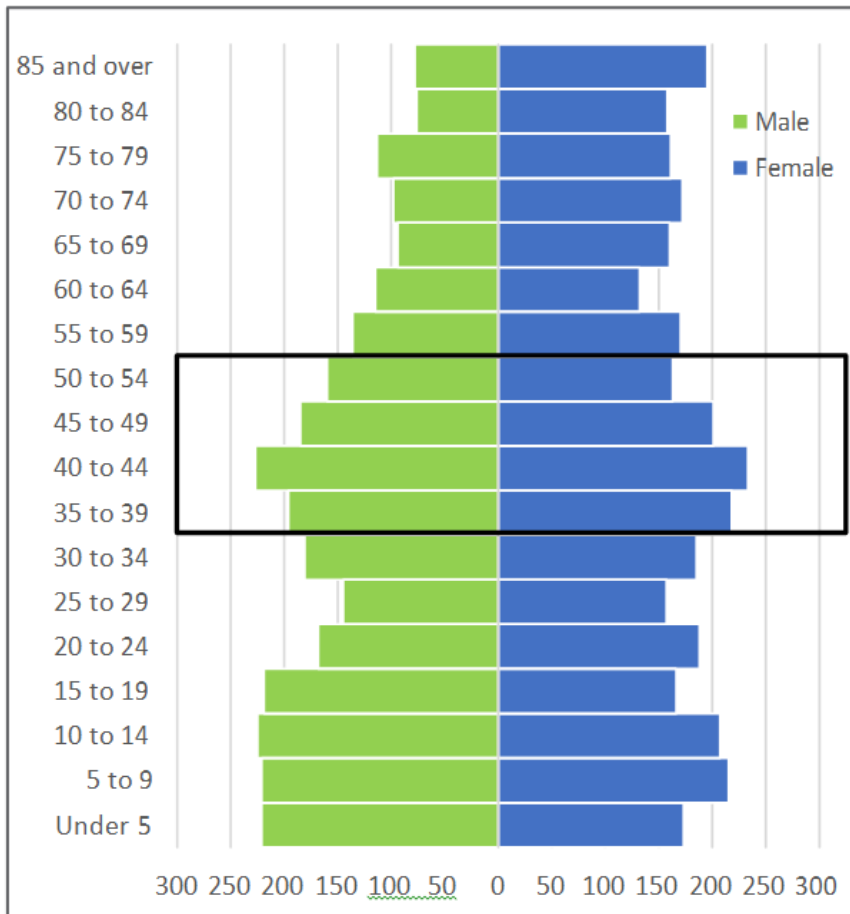
3.

Addressing population growth will be one of the most important issues for Maquoketa's future and should be accounted for in all components of the comprehensive plan. The first step to addressing population is understanding the underlying factors behind the current population trend. Many of Maquoketa's demographic trends in recent years have been driven by changes in the makeup of the city's population, especially related to age. According to Census counts, Maquoketa's population is getting older on average. In the 2000 Census, the median age in Maquoketa was 39.7. By 2010, the median age had increased to 41.0.

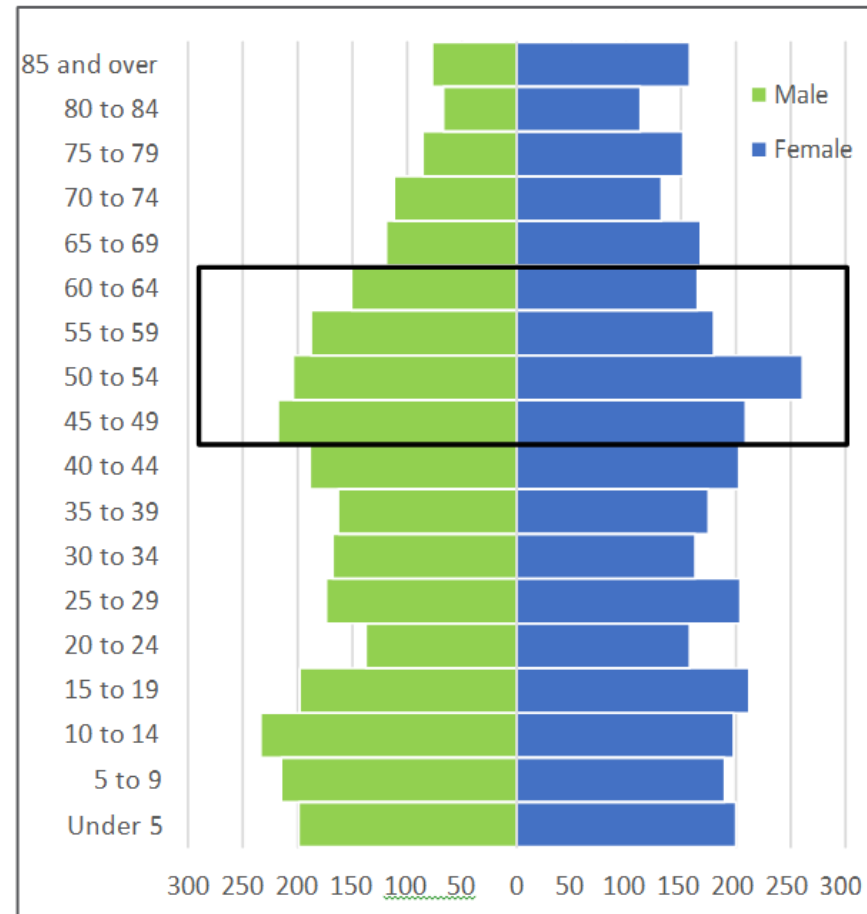
The increase of median age is due in part to longer lifespans, lower birth rates, and the aging of the Baby Boomer Generation. The term Baby Boomer Generation refers to the demographic cohort that was born in the two decades following World War II (approximately 1946-1964). During this period, birth rates increased significantly across the United States resulting in an age cohort that is much larger than the generations before or after.

COMMUNITY CHARACTER

Breaking Maquoketa's 2010 census population into five-year age groups in Figure 2, the Baby Boomers are represented by the large bump in the 35-54 year-old age groups. Moving forward ten years to the 2010 Census in Figure 3, the bump from the Baby Boomers has moved ahead and is now in the 45-64 age group. As we approach the 2020 Census, the chart will again move forward ten years and the Baby Boomers will be 55-75 years old.



Source: US Census Bureau, Decennial Census 2000
Figure 2. 2000 Population by 5-Year Age Groups



Source: US Census Bureau, Decennial Census 2000
Figure 3. 2010 Population by 5-Year Age Groups

3.

Population Change

The aging trend impacts the city's total population in several ways. First, having a large population cohort move into ages 65 and beyond will affect population change. The three basic factors of population change are births, deaths, and migration. Births and deaths are sometimes referred to as natural population change. With an older population death rates tend to be higher and birth rates lower. Table I shows the number of Maquoketa births and deaths as reported by the Iowa Department of Public Health from 1999 to 2017. Maquoketa has had more deaths than births every year going back to 1999. With more deaths than births, Maquoketa has relied on the third factor of population change, migration, to maintain or grow its population.

Of the three population change factors, migration is the most difficult to measure. People move from place to place often and there is no official way to track who is coming and going. However, we can create an estimate of migration by comparing Census population counts with birth and death records.

In 2000, Maquoketa's population was 6,112. Between 2000 and 2009 the city had 796 births and 1,065 deaths. If no migration had occurred, the City's population would have fallen to by 296 to 5,816. However, population did not fall during this time, it grew to 6,141. The difference between the 2020 population predicted by natural change and the 2010 population reported by the Census is assumed to be the result of migration. Based on this estimate, we can assume that between 2000 and 2010 325 more people moved in to Maquoketa than moved out. The chart in Figure 4 illustrates the migration estimate.

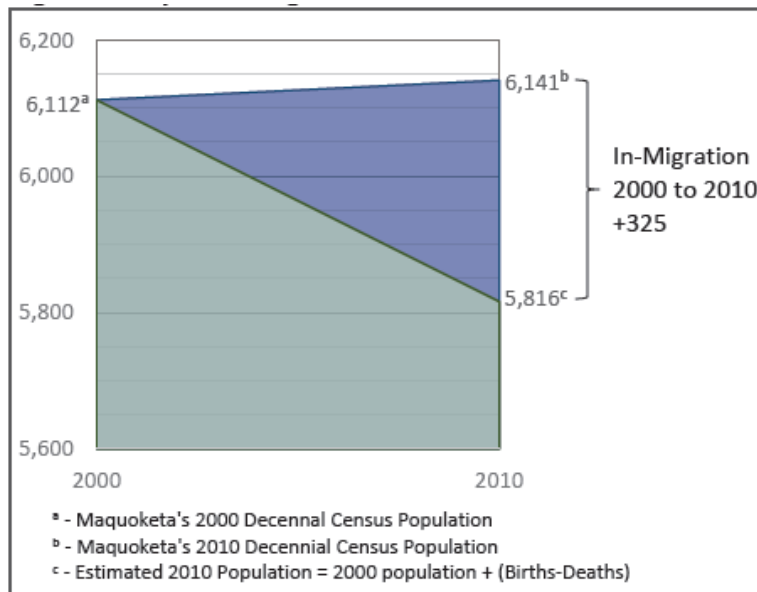


Figure 4. Maquoketa Migration Estimate 2000-2010

The take-away from the migration estimate is that Maquoketa depends heavily on migration for population growth. With negative natural migration, the city has needed people to move into the community to make up the difference. Looking ahead, the trend of negative natural population change will likely accelerate. By 2040, the youngest Baby Boomers will be 75 and the oldest will be 95. As this large group continues to age, the community can expect to see more deaths than births and the community will need even more migration to maintain its population.

COMMUNITY CHARACTER

Table I. Maquoketa Births and Deaths

Year	Births	Deaths	Net
2017	88	90	-2
2016	68	74	-6
2015	83	108	-25
2014	79	109	-30
2013	66	100	-34
2012	86	111	-25
2011	80	100	-20
2010	63	105	-42
2009	91	117	-26
2008	68	106	-38
2007	88	91	-3
2006	84	114	-30
2005	65	120	-55
2004	67	102	-35
2003	85	102	-17
2002	70	106	-36
2001	80	102	-22
2000	71	105	-34
1999	69	104	-35

Source: Iowa Department of Public Health¹

Population Impacts on Housing

The aging trend impacts household size, demand for housing, and available housing units. Older populations tend to live in smaller households. For many older people, children have grown up and moved out, and one or two person households are common. The city needs in-migration to compensate for natural population decline, but smaller household size keeps most housing occupied. This means that there are not enough available housing units in the City to house enough newcomers to significantly grow the City's total population. Adding housing will be crucial to growing the City's population. Issues related to future housing strategies are discussed in detail in the Housing Chapter.

Quality of Life

In addition to adding housing, addressing quality of life is essential for attracting new residents to the community. For many people, location of work determines the general area where a person may live, but the exact location they choose to make their home within that often comes down to quality of life factors.

A unique community identity along with improving amenities like shopping, indoor and outdoor recreation, and a vibrant downtown would provide opportunities for Maquoketa to differentiate itself from other communities in the area and attract more people to the community. Organizations like Maquoketa Hometown Pride can help by engaging residents of the community and identifying the things that make Maquoketa unique. These groups can also help promote the City and help the community create strategies to build on existing assets.

Active Resident Recruitment

Efforts to improve the quality of the life can be bolstered by efforts to promote the city's unique aspects and encourage new people to move to the community. Many communities have established programs to attract employers, but few have implemented similar programs to recruit new residents. University of Minnesota Extension has conducted research on rural migration and resident recruitment². The researchers have compiled a list of resident recruitment strategies implemented by various communities.

- Organizing volunteers to welcome new people to the community. This could be as simple as taking new residents out to lunch as a way to welcome them to the community and learn about their interests and talents.
- Working with local community organizations like the Rotary Club or other groups to involve new residents and match up their talents and passions with community needs.
- Building housing for the elderly to free up single family homes, which would then be matched with young families moving to the community.
- Offering newcomers free passes to municipal recreation facilities, discounts from local merchants, and several months' free utility service.
- Courting alumni at school reunions by informing them of retiring businesses and homes for sale.
- Use marketing to promote the positive aspects of living in a small community like Maquoketa vs. living in a larger city.

Jackson County Tomorrow

In the spring of 2018, The Iowa Initiative for Sustainable Communities, part of the University of Iowa's School of Urban and Regional Planning, published a report entitled Jackson County Tomorrow. Jackson County Tomorrow is a strategic plan focused on attracting young families to live in Jackson County. A team of University of Iowa students spent several months engaging community leaders and speaking directly with local families to develop a list of recommendations for young family attraction and retention. Jackson County Tomorrow recommendations include:

- Ensure that Jackson County residents of today and tomorrow have a variety of well-maintained housing options.
- Ensure that high-quality childcare opportunities are available and affordable to all residents.
- Promote engagement and entrepreneurship among the county's youth, including professional development opportunities for young workers.
- Increase the region's ability to financially invest in itself and ensure that business transitions proceed smoothly.
- Connect both current and potential residents with the resources and information they want with the most up-to-date methods available.



Maquoketa Farmer's Market

ARTS AND ENTERTAINMENT

Throughout the public engagement process, Maquoketa residents identified an abundance of opportunities to engage in artistic and entertainment offerings throughout the year. Maquoketa can use the arts as a tool to further develop the community's unique identity.

Public Art

Communities can use public art to gain cultural, social and economic value. Public art can be a key factor in establishing a unique and culturally active place. It can create civic icons, but can also transform everyday spaces like playgrounds, hospitals, water treatment facilities, and streets into expressions of culture and creativity.

Ohnward Fine Arts Center

The Ohnward Fine Arts Center is a 29,800 square foot performing arts venue located on E. Platt Street. Opened in 2004, the center was built using a combination of community donations, grant funding, and volunteer labor. The center's theater seats 841 and hosts music and theatrical performances throughout the year.



Mural on Main Street

Maquoketa Art Experience

The Maquoketa Art Experiences is a non-profit organization that is dedicated to arts education, fostering appreciation of the arts and to building community by engaging the residents of Maquoketa and surrounding areas in diverse creative activities. The MAE opened its facility at 124 S. Main Street in 2008. The MAE hosts various workshops, classes, demonstrations, presentations, performances and events. The MAE also features a gallery with rotating exhibits.

Community Festivals and Events

Throughout the year Maquoketa hosts a series of events that provide entertainment and bring the community together. Events include the Summer Concert Series, the Jackson County Fair, the Timber City Adventure Race, Maqtoberfest, and several others.

Codfish Hollow

Codfish Hollow is a unique live music venue located just outside of Maquoketa. The venue attracts people from all over the country to see musicians perform in a barn.



"Gables" Art Installation in the Greenspace

COMMUNITY CHARACTER

Tri-county vendors are also on site at Codfish Hollow selling local, hand crafted artisan/ artist produced arts and crafts, in addition to local food vendors.

Old City Hall Gallery

Old City Hall Gallery is an art gallery located in a three story building that was once Maquoketa's city hall. The gallery features works by owners Rose Frantzen and Charles Morris.



2019 Timber City Adventure Race



Nathaniel Rateliff and the Night Sweats perform at Codfish Hollow

COMMUNITY HISTORY

Over its 162 years Maquoketa has developed a rich culture that makes the City an interesting and unique place. Today, evidence of the community's history can be found throughout the City. Historical buildings, museums, and landmarks all serve as a reminder of the important people and events that have shaped Maquoketa into the community we know today.

Preserving and celebrating Maquoketa's unique historical features is an important part of the city's future plans. Maquoketa's historical buildings and neighborhoods give the community a strong sense of place that sets Maquoketa apart from other similar cities.

Historical Buildings

Maquoketa has twenty-seven buildings listed on the National Register of Historic Places. Most of the buildings listed on the National Register date to the late 19th and early 20th centuries. Maquoketa grew rapidly in its first fifty years as a city, and as a result, the city is home to many examples of commercial and residential architecture from this period. Prominent listings include the Decker Hotel, the Hurst Hotel, the First National Bank Building, the Maquoketa Public Library, and the West Pleasant Street Historic District. In addition to its National register listings, the city also has many historically significant buildings and structures. The City has applied to have the Downtown District listed on the National register of Historic Places. The National Parks Service is currently reviewing the application.



Main Street Maquoketa in the 1950s



First National Bank Building, Built 1920

Historic Preservation

Preserving the community's important historical features requires effort from the community and funding. Several programs are available to help the community with its preservation efforts.

Maquoketa Historic Preservation Commission

The City of Maquoketa created the Maquoketa Historic Preservation Commission to promote the educational, cultural, economic and general welfare of the public through the recognition, enhancement, and perpetuation of sites and districts of historical and cultural significance. The five member volunteer board has several powers including: conduct inventory studies, recommend listing of districts or sites in the National Register of Historic Places, acquire historic properties, and preserve, restore, maintain, and operate historic properties owned by the commission.

Tax Incentives

Tax credits and exemptions are available to encourage the reuse of historic properties, while retaining historic character-defining features. The State Tax Credit, Federal Tax Credit and County Tax Exemption programs contribute to the revitalization and preservation of historic properties across the state. The three programs use the Secretary of the Interior's Standards for Rehabilitation of Historic Buildings and the Guidelines for Rehabilitating Historic Buildings. Multiple program use is encouraged.³

State Tax Credit

The State Historic Preservation Office of Iowa administers the State Historic Preservation and Cultural and Entertainment District Tax Credit Program (HPCED) in partnership with the Iowa Economic Development Authority (IEDA). The program has a multi-part application process which offers a fully refundable and transferable tax benefit for up to 25% of the qualified rehabilitation expenses for the sensitive rehabilitation of historic buildings.

Federal Tax Credit

The State Historic Preservation Office partners with the National Park Service (NPS) and the Internal Revenue Service (IRS) who administers the Federal Historic 20% Rehabilitation Tax Credit. The amount of credit available under this program equals 20% of the qualifying expenses of the rehabilitation.

Property Tax Exemption

The State Historic Preservation Office administers the County Historic Property Tax Exemption Program in partnership with County Boards of Supervisors. The program offers a local property tax incentive for the sensitive "substantial rehabilitation" of historic buildings. It includes a four year "freeze" on the property tax increase, followed by phasing in the increased tax for the adjusted value post rehabilitation by one fourth each year over the next four years.



Clinton Engines Museum

Clinton Engines

At its peak Clinton Engines was major part of Maquoketa's economy. Now it is part of the community's history. The factory, located on a twelve acre site on the south side of Maquoketa, produced over 18 million small engines between 1950 and 1999. The Administration Building is the only surviving building on the site and is listed on the National Register of Historic Places. The building was donated to the City of Maquoketa in 2000 and houses the Clinton Engines Museum. The museum features exhibits and activities ranging from an interactive go-kart race to building your own model engine.⁴

The Clinton Engines Museum is also home to the LaMotte Depot. The depot was built in La Motte in 1910 but left empty after the rail line closed in 1936. The Jackson County Historical Society acquired the building and moved it to the Clinton Engines site in 2015. Volunteers donated 2,250 hours to restore the depot and the Historical Society opened it to the public in September 2017. The Iowa State Historical Society lists the LaMotte Depot as the last remaining narrow-gauge depot in the state.⁵



LaMotte Depot

COMMUNITY SAFETY

By nearly all measurable standards, Maquoketa is a safe community. For violent crime and property crime, the City is at or below average rates for Iowa and the United States.⁶ However, most people define safety based on how they feel rather than crime statistics. Do people feel safe in their homes, neighborhoods, workplaces, and schools? Are people able to move through the community without concern for personal safety? Perceptions of safety can vary from person to person, and in many cases addressing safety goes beyond policing and law enforcement.

Results of the Community Survey indicate that most people feel Maquoketa is a safe city overall, but there are some areas of concern. When asked if Maquoketa was safe place to live 12% strongly agreed, 66% agreed, 16% disagreed and 4% strongly disagreed. Elsewhere in the survey, respondents ranked Reduce Crime / Substance Abuse the second out of a list of fifteen important priorities for the future of the community.

Communication among neighbors is key for community safety. Neighbors can work together to defuse conflicts before they escalate to a level where police need to be involved. Community events like festivals and concerts can help build community. These events also provide opportunities for law enforcement to develop rapport with the community.

Building community pride by improving the appearance of neighborhoods can make people feel safer within neighborhoods. Improving neglected properties and cleaning up litter can improve perceptions of safety and events like Maquoketa Spring Clean Up Day encourage residents to take pride in ownership of their neighborhood.

The Maquoketa Police Department employs a School Resource Officer that provides police service to schools and works to develop a positive rapport between the police department and students. The SRO acts in a preventative and responsive capacity but also assists students with problem solving and decision making techniques.

Many Maquoketa residents reported concerns relating to substance abuse and mental health. These issues have been growing across the United States, but are difficult to address because of limited public understanding and lack of critical services. In many cases law enforcement must deal with issues that could have been more appropriately addressed by healthcare professionals. Improving access to services can save lives, improve overall public health, and reduce crime. The Area Substance Abuse Council provides prevention, treatment, and recovery services to the community.

HOUSEHOLD DISPOSAL OPPORTUNITIES

Bring items for disposal or recycling to Public Works on May 11th from 8am-11am.

Items not accepted at Public Works: hazardous household waste, remodeling material, rocks, bricks, concrete. See website for more details.

ALL AGES EVENT!

VOLUNTEERS NEEDED!

SPRING CLEAN UP DAY
SATURDAY, MAY 11
8AM-11AM

Sign up online or come to the YMCA at 7:30am for coffee, donuts and your assignment. Please bring gardening gloves, rakes, and protective clothing.

THANK YOU LUNCH IN THE GREENSPACE: 11AM

MAQHTP.COM
maquoketahtp@gmail.com | 563.652.4549

Poster for Maquoketa Spring Clean Up Day

COMMUNITY CHARACTER RECOMMENDATIONS

The following recommendations are intended to guide the City of Maquoketa in strengthening the elements that make the city a unique and wonderful place.

Community Character

- Enhance the quality of life of Maquoketa by identifying and enhancing the elements that give the community its sense of place and identity.
- Leverage the city's unique culture, historic elements, and contributions from artists for economic development, community marketing, and resident attraction and retention.

Population

- Establish a resident recruitment program focused on promoting Maquoketa, welcoming newcomers, and attracting people to live in the community.
- Encourage the creation of the housing needed to grow the city's population.

Arts and Entertainment

- Work with community organizations to provide festivals and events that bring the community together.
- Support community organizations that provide arts education and venues for artistic performances.
- Look for opportunities to expand the City's collection of public art.

Community History

- Safeguard Maquoketa's historic sites, buildings, and cultural resources.
- Rehabilitate existing buildings in a way that preserves their historic significance while allowing their use for modern purposes such as office space, retail, or housing.

Community Safety

- Ensure the fair, equitable, and uniform enforcement of rules, regulations, and laws.
- Use community activities, partnerships, and outreach to foster positive relationships, good citizenship, and cooperation with public safety efforts.
- Encourage community events like Spring Clean-Up Day that bring people together and build community pride.
- Focus resources on access to substance abuse and mental health services.
- Review ordinances to identify the department responsible for enforcement and adjust as needed to improve community safety.



Maqtoberfest Poster

Notes

1. See "Vital Statistics of Iowa Annual Report"
2. See "A Rural Brain Gain Migration"
3. See "Tax Incentives"
4. See "Jackson County Historical Society"
5. See Rezab.
6. See "Uniform Crime Reporting 2016"

Chapter 4

Economic Development



INTRODUCTION

A diverse and vibrant regional economy is a critical component of a strong community. Good jobs that pay a living wage and access to goods and services are important factors in measuring a community's quality of life. Economic development planning is the process by which a community organizes, analyzes, plans, and then applies its energies to the tasks of improving the economic well-being and quality of life for those in the community. The nature of economics is cyclical, based on a combination of factors, including product life cycles, applications of technology, and government policy changes. Communities that have a good economic development strategy in place are able to successfully respond to constantly changing economic conditions, and remain competitive during down economic cycles.

Economic Development is a broad term that encompasses anything that improves economic conditions in the community. Directly or indirectly, all the projects and policies recommended in the Comprehensive Plan have some economic impact. Economic development can include anything from a water and sewer project that allows a new manufacturer to locate in the City's industrial park, to a new park project that improves quality of life and helps the community attract new workers.

This chapter describes current economic conditions in Maquoketa and identifies the organizations, projects, and policies that will help the community address issues of employment, industry, and commerce in an effective way.

ECONOMIC INDICATORS

The information presented in this section provides a snapshot of current economic conditions in Maquoketa.

Employment

Since 2001, Jackson County has experienced some fluctuation in total employment, but overall, the area has seen positive employment growth since the end of the 2008 recession. The total number of jobs peaked at 6,688 in 2001, fell to 5,973 in 2010, and increased to 6,342 in 2018. Figure 5 illustrates the trend in total employment since 2001.

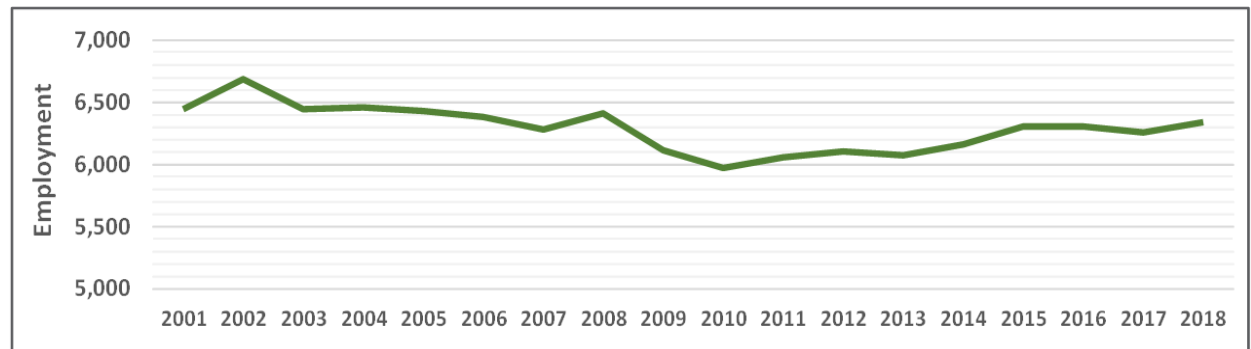


Figure 5. Annual Average Employment, Jackson County 2001-2018 Source: US Bureau of Labor Statistics

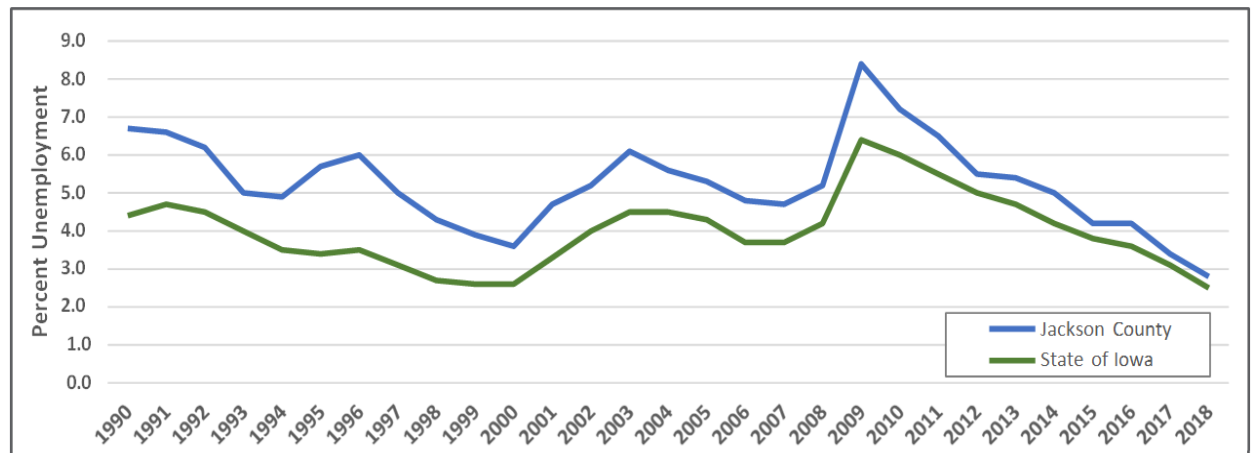


Figure 6. Annual Average Unemployment Rate Source: US Bureau of Labor Statistics

Industries

The Manufacturing, Health Care & Social Assistance, and Retail Trade industries employ the largest number of workers in Jackson County. Figure 7 shows Jackson County Employment by industry.

ECONOMIC PROSPERITY

Growing the number of good quality jobs is a top priority for Maquoketa. Total employment has increased since 2010, but the rate of growth has been slow and in some cases the new jobs created don't pay as well as jobs that were lost in prior years.

Adding more good paying jobs came up frequently in public comments and survey responses. Maquoketa residents are focused on increasing the number of good paying jobs, attracting new employers to town, and improving the attractiveness of the City to workers.

In addition to growing the number of jobs, Maquoketa is also focused on improving occupational diversity. Occupational diversity describes the types of occupations available in a community such as sales or office jobs. Communities with diverse economies that include a good mix of industries and types of jobs are less vulnerable to national economic volatility and more likely to experience economic growth.

Achieving job growth and economic prosperity will require a creative and comprehensive approach. The following sections of this chapter describe topics that are most important for expanding employment and growing the local economy.

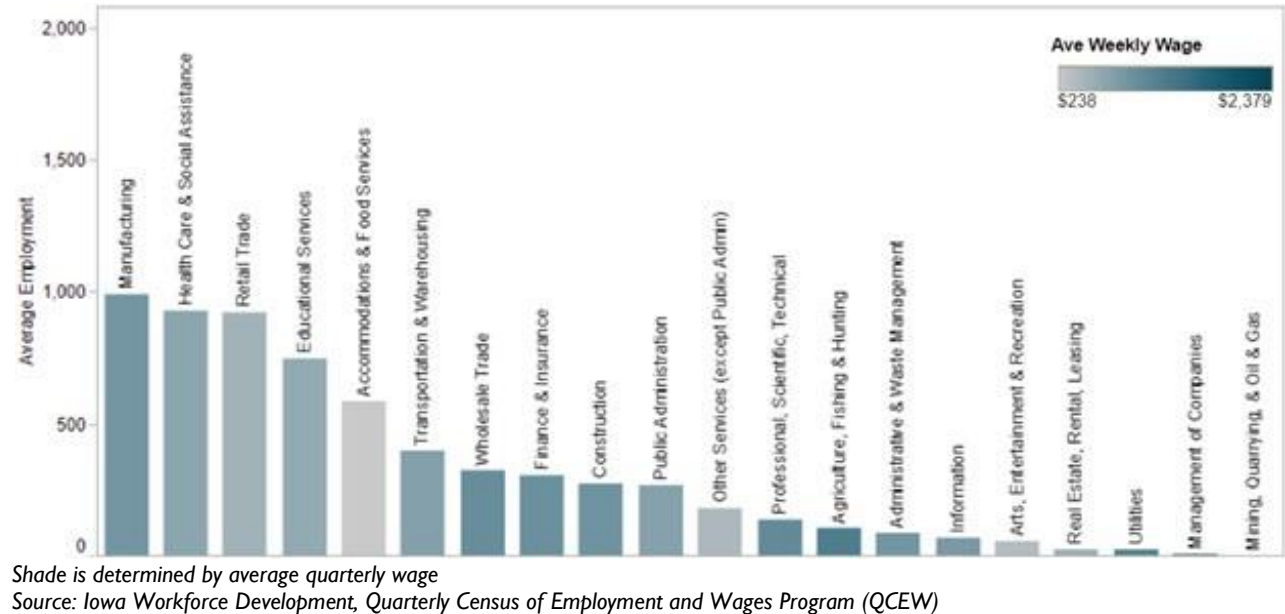


Figure 7. Jackson County Employment by Industry, 2018 Q4



Inside a Maquoketa manufacturing facility

COMMUTING

The relationship between where people live and where they work is significant issue that impacts economic development, transportation, and housing. People choose where to live based on a complex series of factors that are unique to each individual or family. However, it is likely that the location of work and transportation to work are important factors for many people. Understanding regional commuting patterns will help Maquoketa map out its future land use patterns and guide the City's future policy decisions.

Researchers use the term laborshed to describe the area that supplies a city with workers. Iowa Workforce Development completed a laborshed area analysis for the City of Maquoketa in 2018 that provides an in-depth review of Maquoketa's labor market. According to the study, the laborshed area mapped in Figure 8 has a population of 92,615 and a labor force of 78,541.¹

Many workers commute to Maquoketa from nearby communities and surrounding rural areas. Figure 9 shows the number of workers commuting into and out of Maquoketa.



Source for figures 8-10: U.S. Census Bureau's OnTheMap <http://onthemap.ces.census.gov> on 11/2018

Figure 9. 2015 Maquoketa Worker Flows

The figure shows that a large number of the community's workers commute out of town for work, while a proportionate number of workers commute in. The figure shows that a relatively smaller number of workers both live and work in the City of Maquoketa.

Workers leaving Maquoketa for work are likely commuting to other communities within Jackson, Dubuque, Clinton and Scott Counties or to larger urban areas such as Dubuque or the Quad Cities. Figure 10 shows the home location of workers who work in Maquoketa. Figure 11 shows the work location of workers who live in Maquoketa. Each dot on the maps represents a Census Block. The larger the dot the more workers live at that location.

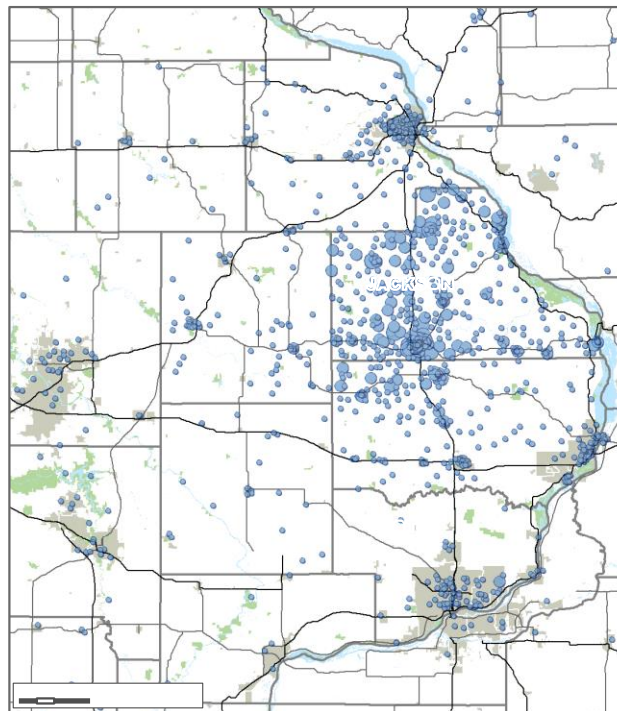
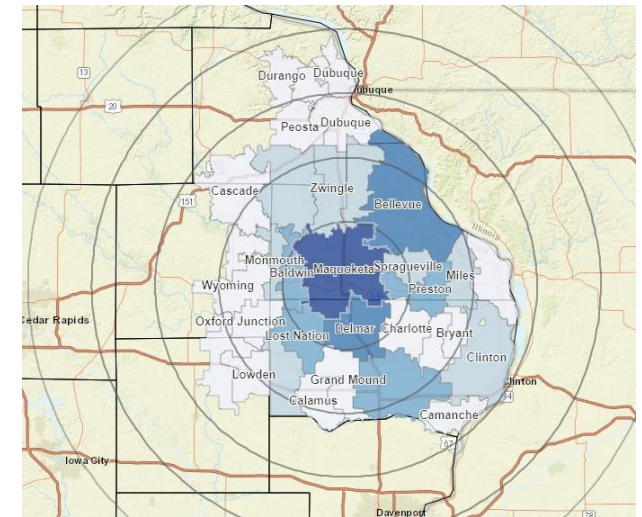


Figure 10. Home Location of Workers that Work in Maquoketa



Source: Maquoketa, IA Laborshed Area Analysis, 2018

Figure 8. Maquoketa Laborshed Area

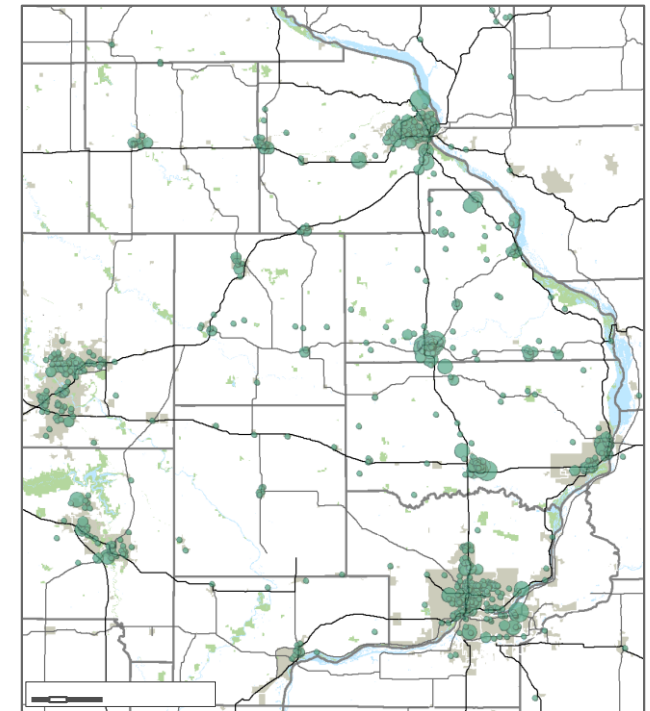


Figure 11. Work Location of Workers that Live in Maquoketa

ECONOMIC DEVELOPMENT PARTNERS

The City of Maquoketa partners with several public and private organizations to help improve the local and regional economy. These organizations provide aid to small businesses, administer state and federal programs, and help create and implement effective local policies to foster economic growth and prosperity.

Jackson County Economic Alliance

Jackson County Economic Alliance (JCEA) is a private non-profit economic development resource for the county, businesses, and communities in Jackson County. JCEA's mission is to facilitate, lead and promote organized economic growth to improve the quality of life and to protect and create jobs. JCEA's areas of emphasis are business, community, and workforce development.

Maquoketa Chamber of Commerce

The Maquoketa Chamber of Commerce plays an important economic development role in Maquoketa. The Chamber is an organization of businesses that work to further the needs of other businesses and promote tourism activities. The Chamber works to bring businesses together and develop strong social networks. The Chamber also works with the city, county, and other organizations to help create pro-business initiatives.

Maquoketa Betterment Corporation

The Maquoketa Betterment Corporation is a not-for-profit organization that works closely with government, business, and other partner organizations to promote community development.

Community Foundation of Jackson County

The Community Foundation of Jackson County, an affiliate of the Community Foundation of Greater Dubuque, is an organization that works to create a strong, thriving and vibrant region by inspiring community members to give, making grants to strengthen nonprofits, and investing in long-term community initiatives. In 2018 the Foundation awarded more than \$375,000 in grants and scholarships to support projects and organizations in Maquoketa and across Jackson County.

Maquoketa Industrial Development Assistance Service (MIDAS)

MIDAS operates a revolving loan program that seeks to create or retain jobs and to expand the local economy.

ECONOMIC DEVELOPMENT

East Central Intergovernmental Association (ECIA)

ECIA manages a number of economic development programs. ECIA Business Growth Inc., a non-profit corporation formed in 1982, provides low-interest loans to businesses for expansion that creates new or retains current jobs. Business Growth, Inc. operates business loan programs including the SBA 504 Program and the Jackson County Revolving Loan Fund. Since 1983, the ECIA Business Growth Board of Directors has approved 283 loans totaling \$84,038,699, resulting in the creation or retention of 4,917 jobs.

Prosperity Eastern Iowa

ECIA also manages Prosperity Eastern Iowa (PEI). PEI is a partnership of economic development stakeholders that leverage financial and human resources to achieve efficiencies, utilizing our natural, cultural, and physical assets to strive for the economic prosperity of the region. PEI covers a four-county region including Delaware, Dubuque, Jackson, and Jones Counties and the city of DeWitt.



Local leaders tour a Maquoketa manufacturing facility

BUSINESS DEVELOPMENT

Business development is the core function of community economic development efforts. Business development efforts are divided into two broad categories, business retention and expansion and business attraction.

Business Retention and Expansion

Business retention and expansion programs are designed to support existing businesses and prevent them from leaving the community or going out of business. It is estimated that 85 percent of new employment within a community is generated by the existing businesses. Existing businesses form the foundation of the community's employment opportunities and stabilize the tax base. JCEA uses the Synchronist survey program to gather information from businesses and respond to their needs. This program assists existing businesses as they encounter challenges or opportunities.

Business Attraction

Business attraction activities are designed to encourage businesses that are expanding or planning to relocate, to choose your community. New businesses enhance and diversify the economic base, and improve the quality of life. While business attraction efforts have historically targeted manufacturing businesses, today communities also seek to attract retail, tourism, technology, service sector, and entertainment venues to diversify and expand their business clusters and community. JCEA manages the County's LocationOne profile to market available buildings and sites.

Incentive Programs

In most cases, the goal of the community's business development efforts is to make the community attractive to investment by reducing the cost of doing business in the community. Maquoketa has a variety of programs available to help encourage business growth. In some cases, the city administers these incentive programs directly, in other cases incentive programs are managed by other organizations like JCEA or ECIA.

This section lists some incentive programs available in Maquoketa. JCEA maintains an updated inventory of available incentive programs on its website www.thejeca.org.

City of Maquoketa Incentives

The City of Maquoketa offers a variety of incentive programs aimed at generating local economic activity. Some of these programs are targeted to a specific area, such as the downtown or entrance corridors, while others can be applied anywhere in the community.

Tax Increment Financing (TIF)

An incentive program which captures the increased property taxes a business pays from improving their property. This incentive can be used to help pay for needed infrastructure improvements or to provide grants/rebates to the business. Maquoketa has established a unified urban renewal area. The urban renewal area allows the City to use TIF to target property tax dollars to finance projects within the area.

Low Interest Loans

Loans for building improvements are available if a qualified project locates within certain areas of the community. Locally, loans may be available through the Jackson County Revolving Loan Fund or U.S. Small Business Association (SBA)

State of Iowa Programs

High Quality Jobs, Certified Sites, Revitalize Iowa's Sound Economy (RISE), and the Economic Development Set-Aside (EDSA) programs are available from the State of Iowa for qualifying projects.

Jobs Training

The State of Iowa's 260E and 260F programs provide employee training through Iowa's fifteen community colleges. 260E provides training to businesses that are expanding their Iowa workforces, and 260F provides training to existing Iowa businesses. Eastern Iowa Community College assists businesses with the development of training programs.

Industrial Parks

The city has two industrial parks. Both have sites and buildings available with access to transportation and utilities. The first major industrial area is located east of South Clark St., between East Platt and East Summit Streets. The industrial uses here range from moderate to heavy industrial. The second major industrial area is located on the City's south side. Development and annexation of this area was initiated by the City following the reconstruction of Highway 61 and the location of a new interchange at South Main Street.

Opportunity Zones

The Opportunity Zones incentive is designed to encourage long-term, private investments in low-income census tracts by providing a federal tax incentive for taxpayers who reinvest unrealized capital gains into Opportunity Funds, which are then invested into opportunity zones. The west side of Maquoketa has been designated as an Opportunity Zone.

Marketing

In order to attract new businesses, a community must provide a competitive and attractive environment. The City can use marketing to promote the positive business climate, environment, and services available for targeted businesses.

There are a wide range of marketing and promotion activities that can be used to reach a target audience and attract potential investors. The City should work with partners such as JCEA and the Chamber to develop a marketing strategy that displays a consistent message and image of the community. Maquoketa has many features that could serve as the subject of a marketing campaign including tourist attractions, shopping, historic downtown, available commercial properties, and many others.

WORKFORCE

Maquoketa needs an educated workforce to stay competitive, to keep existing businesses strong, to keep young people in the community, and to raise residents' quality of life.

Education and Training

Building a skilled workforce starts with education and training. Education starts with the basic skills developed as part of an individual's elementary and middle school education and builds to include the "hard" technical and analytical skills needed to do specific jobs and the "soft" interpersonal skills needed to navigate the workplace. According to a 2017 Workforce Needs Assessment, 12.4 percent of employers in the region perceive a lack of basic skills among job applicants, 29.7 percent perceive a lack of hard skills, and 25.8 percent perceive a lack of soft skills.² Addressing workforce related issues will require a partnership that includes the Maquoketa School District, Clinton Community College, the City of Maquoketa, and local economic developers.



Clinton Community College Maquoketa Center

Housing

Housing presents a challenge for the area's efforts to expand its workforce. As documented in the Housing Chapter, construction of new housing in the Maquoketa area has been limited in recent years, and the aging of the area's population means that many of the City's housing units are occupied by retired seniors who are no longer in the workforce.

If the community wishes to expand its resident workforce, it must find ways to add housing units that meet the needs of the workforce and are affordable. Housing strategies include: new subdivision development, new construction in existing neighborhoods, rehabilitation of existing units, and redevelopment of existing buildings into housing. Planned projects such as the Bear River Cottages pocket neighborhood and the Downtown Upper Story Housing Project were created as a way to boost the City's supply of workforce housing.



Bear River Cottages Home Design

Quality of Life and Resident Recruitment

In addition to education and housing, addressing quality of life and new resident recruitment will be essential for expanding the Maquoketa's workforce. The City should continue to leverage its unique character, parks, arts, and tourist attractions to attract new residents to the area. The community can maximize these resources by creating programs that promote the benefits of living in Maquoketa and actively recruit workers to move to the community and become long-term residents.



Hurstville Interpretive Center

DOWNTOWN

For the last several years, Maquoketa has been very active in planning to revitalize its downtown area. The focus on Downtown Maquoketa began with the Vision 2020 process, where the community identified Downtown Revitalization as one of its top three priorities. The community continued its planning efforts in 2016 with the creation of a downtown master plan entitled Maquoketa Masterplan: Downtown Placemaking and Adaptive Reuse.³ The Downtown Masterplan lays out a list of specific projects, all intended to help make Downtown Maquoketa a more vibrant place.

The Downtown Masterplan identified 15 projects representing a total investment of \$6.275 million in Downtown Maquoketa. As of mid-2019, seven projects worth \$838,000 had been completed and three projects worth \$632,000 were in progress. These investments were made on top of the nearly \$4 million Main Street reconstruction and streetscaping project that was completed in 2016. Table 2 provides the status of Downtown Masterplan projects.

In addition to major projects, the City has also invested in Downtown through a series of targeted incentives. Programs like the Façade Grant, Commercial Interior Grant, Blade Sign Grant, Consultant Grant, Acquisition Grant, Upper Story Renovation, and Low Interest Loan are useful tools to stimulate additional investment in Downtown Maquoketa.

Recent investment in downtown projects has affected how residents perceive Downtown Maquoketa. Surveys in 2012 and 2018 asked participants to respond to the statement: “Maquoketa stands out when compared with other Iowa towns because Main Street is an attractive place to be.” In 2012, only 12 percent of participants agreed or strongly agreed with that

statement. Asking the same question six years later revealed a significant shift in public opinion. In 2018, 56 percent agreed or strongly agreed that Main Street is an attractive place to be. Table 3 includes a comparison of the 2012 and 2018 survey questions.

Moving forward, downtown Maquoketa will continue to be an important commercial and cultural center for the community. Maquoketa should build on recent investments by continuing

to invest in the downtown to leverage its unique character for quality of life, tourism, and business and worker recruitment. The economic health of downtown hinges on a balance of retail, office, entertainment, restaurant, and residential uses. The City can encourage additional investment and promote a vibrant mix of uses through continued implementation of the 2016 Downtown Masterplan. The plan should be regularly evaluated and adjusted for changing conditions and priorities.

Table 2. Status of Downtown Masterplan Projects 2019

Project	Status	Estimated Budget
124 S. Main Street Façade Rehabilitation	Complete	\$320,000
Green Space Public Art	Complete	\$30,000
Planters and Light Poles	Complete	\$390,000
Public Address System	Complete	\$41,000
Banners and Holiday Lights	Complete	\$5,000
Wayfinding Signage	Complete	\$46,000
Function Art	Complete	\$6,000
Total Complete		\$838,000
110 S. Main Rehabilitation	In Progress	\$500,000
Lyon Building Façade Rehabilitation	In Progress	\$120,000
Downtown Historic District Creation	In Progress	\$12,000
Facade Program	In Progress	\$1,000,000
Total In Progress		\$1,632,000
Downtown Upper Story Housing	0-3 years	\$900,000
Lyon Building Apartment Buildout	0-3 years	\$200,000
Green Space Renovation	0-3 years	\$150,000
West Pleasant Historic District Improvements	0-3 years	\$55,000
Mitchel Maskrey Mill Rehabilitation	3-10 years	\$2,500,000
Decker Hotel Façade Rehabilitation	3-10 years	\$1,900,000
Total Planned Projects		\$5,705,000
Total All Projects		\$8,175,000

Table 3. Appearance of Downtown Survey Question

Maquoketa stands out when compared to other Iowa towns because.....		Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
2018	Main Street is an attractive place to be	7%	49%	32%	8%	3%
2012	Main Street is an attractive place to be	2%	10%	41%	31%	16%
	Difference	5%	39%	-8%	-23%	-13%

TOURISM

Tourism is an important part of Maquoketa's local economy. According a report from the Iowa Tourism Office, tourism expenditures in Jackson County totaled \$32.52 million in 2017. Tourism spending supported 2,400 jobs in the county and generated \$6.9 million in local taxes.⁴

The Maquoketa area is home to a variety of unique attractions that draw people from all over the United States. Maquoketa Caves State Park, the Hurstville Interpretive Center, the Clinton Engines Museum, Prairie Creek Recreation Area, and the 61 Drive-In Theatre are examples of some of the local attractions that draw in tourists and infuse money into the local economy.

Attractions are the engine that drives the tourism economy. People do not usually leave home and travel some distance just to stay in a hotel or eat at a restaurant. Most of the time, the desire to go to a destination is stimulated by its attractions.

Maquoketa can use continued investment in local attractions as an important economic development strategy. The Grant Wood Loop Master Plan⁵ highlights the importance of a formal, regional, collaborative effort to ensure the long-term survival of the area's long-term natural, cultural, and recreational resources. The plan proposes to do this through the following activities.

- Develop a sustainable regional organization advocating for parks funding
- Include operating and maintenance support in all project budgets
- Develop working relationships with state parks staff, decision-makers and legislators
- Celebrate successes and build public support for parks, natural resources, and culture
- Identify funding opportunities for key projects, necessary upgrades, and operating support

In addition to investment in the maintenance and improvement of local attractions, Maquoketa can also boost tourism by promoting the area and its attractions through marketing. GWLoop.com is a regional marketing initiative that came out of the Grant Wood Loop Master Plan. GWLoop.com is an interactive website that promotes the region's attractions and encourages users to build their own experiences when traveling in the region. Continued support of GWLoop.com and other marketing initiatives will help Maquoketa grow its tourism economy by building on its existing attractions.

Improved wayfinding is also a priority for the area. A coordinated system of wayfinding signs can help visitors find Maquoketa's best attractions. Making the community easy to navigate will help improve the experience for visitors and encourage them to return in the future.



Hurstville Lime Kilns



Maquoketa Caves State Park



The 61 Drive-In is one of four remaining drive-in theaters in Iowa



Ohnward Fine Arts Center

ENTREPRENEURSHIP

Entrepreneurship, the development of new business, has become increasingly significant in economic development policy. The US Small Business Administration estimates that small businesses employ 48.3 percent of all Iowa employees.⁶

Small businesses are important for small town economies because they have the ability to innovate and respond quickly to rapid changes in the market. They also have strong ties to the community and less willingness to relocate, and high profit margins if successful. Encouraging small business development diversifies the local economy and creates new jobs

Failure rates are high for start-up businesses. Typically, only half of start-ups survive the first five years.⁷ As a result, building an effective support system for small and emerging businesses will be important for Maquoketa's economic future. This support is most effectively accomplished through partnerships with other business development resources.

Incubator, Accelerator, and Co-working Spaces

Business incubators, accelerators, and co-working facilities are strategies that a community can use to help support start-up businesses. While slightly different, all three strategies focus on providing low-cost space and support services for start-up businesses. Besides direct job creation, business incubators can foster community development by nurturing companies and building skills of local residents. In many cases incubators are created in partnership with a community college.

BUSINESS SUCCESSION PLANNING

The health of small businesses is critical to small town economies. They not only provide jobs but also important goods and services needed for community quality of life. Beyond economic contribution, small businesses play a crucial role in the civic and philanthropic life of rural communities. For small business owners in rural areas, the community is not just where they conduct business, it is also their home. The economic and civic structure of the community benefits from their success. University of Minnesota Extension has conducted studies of successful business succession strategies.⁸



Photos of the North Iowa Business Incubator in Mason City Iowa

ECONOMIC DEVELOPMENT

Steps to promoting successful successions include:

- Identify a local champion team (two or more people) to initiate business succession efforts. These champions could include paid staff of the city or chamber, local bankers, accountants, attorneys or other volunteers
- Conduct an inventory of existing businesses to identify owners nearing retirement.
- Create awareness of the importance of succession planning.
- Promote business health prior to sale.
- Promote successful ownership transition.
- Promote successful leadership transition.

ECONOMIC DEVELOPMENT RECOMMENDATIONS

Business Attraction, Retention, and Expansion

- Assist local firms in finding financing and appropriate development sites for expansion.
- Encourage access to economic incentives for quality job creation and tax base enhancement.
- Continue to work with public and private sector partners to achieve the community's economic development goals.
- Support construction and maintenance of an infrastructure that supports economic development including: housing, transportation, and utility systems.
- Promote business succession planning.

Workforce

- Coordinate with local businesses and educational institutions to ensure access to necessary job skills training.
- Cooperate with local businesses and educational institutions to ensure that training and skills requirements meet the needs of local employers.
- Support construction of homes needed to house an expanded workforce.
- Attract new residents and retain existing residents by continuing to improve quality of life in the community.

Downtown

- Encourage revitalization and redevelopment of downtown buildings.
- Encourage businesses to locate in Downtown Maquoketa.
- Encourage residential development in Downtown Maquoketa.

Tourism

- Support continued investment in the area's tourist attractions.
- Continue to market the area's attractions.

Entrepreneurship

- Cooperate with other agencies and educational institutions to identify programs and services to assist in the creation of new small businesses.
- Promote programs that provide start-up businesses with financial and technical assistance.

Marketing

- Work with community partners such as JCEA and the Chamber to develop a marketing strategy that displays a consistent message and image of the community.
- Identify community features that could be features of a marketing campaign.

Notes

1. See "Maquoketa, IA Laborshed Area Analysis."
2. See. "Workforce Needs Assessment"
3. "Maquoketa Masterplan: Downtown Placemaking and Adaptive Reuse."
4. See "The Economic Impact of Travel on Iowa Counties."
5. See "The Grant Wood Loop Master Plan" p. 25.
6. See "2018 Small Business Profile, Iowa"
7. See "Do economic or industry factors affect business survival?"
8. See "Supporting Rural Business Succession" for more details on how to promote successful business succession.

Chapter 5

Outdoor Recreation and Environment



INTRODUCTION

The Maquoketa area is home to a picturesque natural landscape that includes rolling hills, limestone cliffs, forests, and rich farmland. These natural features drew people to the area long before Maquoketa was incorporated as a city in 1857. Native American artifacts discovered in the area indicate that people have been in the Maquoketa area for hundreds, if not thousands of years. In City of Maquoketa's early days, the resources that attracted people to the area were vital to its development. Early industries manufactured products from locally harvested limestone and timber in factories powered by the Maquoketa River.

While Maquoketa has changed significantly in the more than 160 years since it was founded, the area's natural features are still critical to the city's culture and economy. One example, Maquoketa Caves State Park, attracts thousands of visitors every year and is consistently listed as one of the state's top tourist attractions.

The natural environment is an important issue for Maquoketa, but it can also be something people take for granted. The Outdoor Recreation and Environment chapter will focus on three main areas: 1) Protect the natural environment and ensure that all Maquoketa residents have access to clean air, water, and soil; 2) Plan for and mitigate damage from natural hazards, especially flooding; and 3) Build and maintain the facilities that allow residents and visitors to gather and enjoy the area's unique natural features.

AIR QUALITY

Overall, Maquoketa has very good air quality. Because of its rural setting, the City tends to have better air quality than heavily populated urban areas. However, poor air quality does occur in the Maquoketa area. Poor air quality is unhealthy for everyone, especially children, the elderly, and people with respiratory conditions like asthma. Clean air requires local and regional efforts. To maintain the area's good air quality and to reduce the number of poor air quality days, community members will need to work together and with the Iowa Department of Natural Resources (DNR) and the US Environmental Protection Agency (USEPA) to create workable solutions for air quality issues.

Air pollution comes from a combination of different sources including forest fires, cars and trucks, wood burning stoves, open burning, and industrial sources. Weather is also an important factor. Winds can quickly disperse smoke from a fire, but stable wind conditions can keep smoke close to the ground for an extended time. Wind can also carry air pollution over long distances. In recent years Iowa has seen several poor air quality days caused by wildfires in California and Canada.

The Clean Air in the River Valley (CLE4R) program is a collaborative between the University of Iowa and East Central Intergovernmental Association to improve air quality in the Upper Mississippi Valley. The goal of CLE4R is to use technology and education to improve air quality, which makes for healthier living and can attract businesses to the area.

OUTDOOR RECREATION AND ENVIRONMENT

CLE4R suggests several actions that can be taken to address air quality issues including:

- Know where to find information about air quality such as the Air Quality Index (AQI) www.airnow.gov.
- Know and watch out for sensitive groups including people with heart and lung disease, the elderly, children, and pregnant women
- Limit backyard burning and follow all local ordinances.
- Use water or other dust control on construction sites.
- Support street sweeping programs and dust suppression on dirt roads.

The City of Maquoketa protects air quality by limiting open burning in the city. The City's ordinance prohibits burning except for specific instances such as recreation and cooking, and limits other types of burning to times when weather conditions are favorable.

In addition to addressing sources of air pollution directly by limiting burning and protecting sensitive groups, Maquoketa can prevent air quality issues over the long-term through land use planning. The City's Future Land Use Map is an effective tool for mitigating air emissions exposure. When identifying areas for commercial and industrial development, the City should consider the air quality impact of potential future development on adjacent residential areas.

Zoning is another effective tool for addressing air quality issues. The City can use zoning to prevent emissions producing uses and residential uses from locating next to each other. The City could also work with property owners through the zoning approval process to design facilities in a way that mitigates air quality risks.

The Iowa DNR lists several examples of solutions to reduce air quality impacts on its website¹:

- Placing a process vent away from the direction of the local playground.
- Requiring setbacks between the project fence line and the population center.
- Limiting the hours of operation of a facility.
- A dry cleaner could open a storefront operation in a community with actual cleaning operations performed at a remote location away from residential areas.
- Enhanced building ventilation or filtering systems in schools or senior care centers can reduce ambient air from nearby busy arterials.
- Landscaping and regular watering can be used to reduce dust at a building construction site near a schoolyard.

WATER QUALITY

Clean water is important to human health, but is also necessary for many other reasons such as aquatic life, recreational use, wildlife habitat, economic value, and aesthetic value. Water quality is measured by various standards, but primarily involves studies concerned with excessive sediment and nutrient deposits or bacteria levels. Clean and clear waters ultimately limit aerobic bacteria, which consume dissolved oxygen. Higher dissolved oxygen levels within aquatic habitats allow for a more diverse range of aquatic life and a healthier atmosphere for the land animals and humans who frequent these environments.

Within Maquoketa, storm water runs into small streams and creeks that eventually flow into larger streams like Prairie Creek, the Maquoketa River and eventually the Mississippi River. The land area drained by streams and rivers is called a watershed.



The Maquoketa River

The area's watersheds play critical roles in protecting water quality. As rainwater or snow melt runs through the watershed it can pick up pollutants and deposit them in streams, lakes, or groundwater. Addressing sources of pollution throughout a watershed is key because most sources of pollution are widespread across a watershed area.

The City of Maquoketa and other local agencies have taken steps to address water issues at the watershed level by participating in the Maquoketa River Watershed Management Authority (MR WMA). MR WMA is one of 20 WMAs across Iowa. WMAs are voluntary, intergovernmental agreements between counties, cities and soil and water conservation districts that conduct watershed-based planning. The MR WMA was formed in September 2017 and has 38 members including the City of Maquoketa. The MR WMA serves as an advisory committee to help educate and inform community leaders and residents within the Maquoketa River Watershed. The MR WMA coordinates informational meetings with expert presenters, volunteer river clean-up events, and volunteer water quality testing.

SOIL QUALITY

Water quality is often closely tied to soil quality. Soil contamination from old industrial sites or old storage tanks causes problems when it leaches into groundwater or rivers. The soil itself can also contaminate water. Increased sediment in rivers and lakes caused by erosion can have adverse effects on water quality. The community can help improve soil quality by identifying and mitigating soil contamination and by preventing soil erosion.

Soils and vegetation can act as a water filter. As storm water slowly percolates through good quality soil, pollutants and sediment are filtered out before they can contaminate ground water.

HAZARD MITIGATION

A key step in developing future community plans is identifying potential hazards and ensuring that the community grows in a way that mitigates the impacts of those hazards. Hazard mitigation is a multi-jurisdictional process that includes federal, state and local governments, volunteer organizations, and businesses. Jackson County Emergency Management Agency (EMA) coordinates these efforts in Jackson County.

Jackson County EMA and partner jurisdictions, including the City of Maquoketa, lay out the area's hazard mitigation strategies in the Jackson County Multi-Jurisdictional Hazard Mitigation Plan (MJHMP).²

The Jackson County MJHMP assesses the risks to communities from natural hazards and identifies actions that can be taken in advance to reduce future losses. The law requires all local governments and districts to have an approved Multi-Jurisdictional Hazard Mitigation Plan to be eligible for federal disaster assistance and hazard mitigation funding programs. The plan identifies risks from a wide range of hazards, but lists levy failure, flash flooding, and river flooding as the top hazards for the City of Maquoketa.

Flooding

Floods are among the most frequent and costly natural disasters in terms of human hardship and economic loss. Eastern Iowa has experienced numerous flood events and the loss of millions of dollars in property and crop damage over the past 25 years.

The two primary types of flood events are river and flash flooding. River flooding is typically the result of a large amount of rainfall or snow melt that causes river levels to rise and overtop their banks. Flash flooding is usually caused by intense thunderstorms that dump a large amount of rain on an area in a short amount of time.

River flooding is typically more predictable than flash flooding. River flooding usually occurs in flood plains that have been previously mapped, and the National Weather Service monitors and forecasts river levels and issues flood warnings.

Flash flood events tend to be faster moving and less predictable. During intense thunderstorms, dam failure, or ice jams, flooding can occur in a matter of minutes creating very dangerous situations.

OUTDOOR RECREATION AND ENVIRONMENT

Floodplain areas susceptible to river flooding are also at risk of flash flooding, but flash flooding can occur in areas outside the floodplain. During heavy rain events, storm water can overwhelm drainage systems causing flash flooding. The Jackson County MJHMP identifies Maquoketa locations with a history of flash flooding:

- South Fifth and Washington streets
- Eddy and South Vermont streets
- 200th Avenue and Family Dollar Parkway
- Horseshoe Pond Park

The City of Maquoketa has an earthen levee that runs along the Maquoketa River. According to the MJHMP, the Maquoketa River and Prairie Creek flood a minimum of four times annually. While the levee has not failed, it has been topped and the potential for failure exists. In 2010 when the Lake Delhi Dam, upriver from Maquoketa in Delaware County, failed, there was also significant flooding in the City of Maquoketa. As a result, the City administrative team has worked extensively on flood mitigation. On the south side of Main Street, between the sewage plant and Hurstville Road, the City extended the levee to prevent back flow.

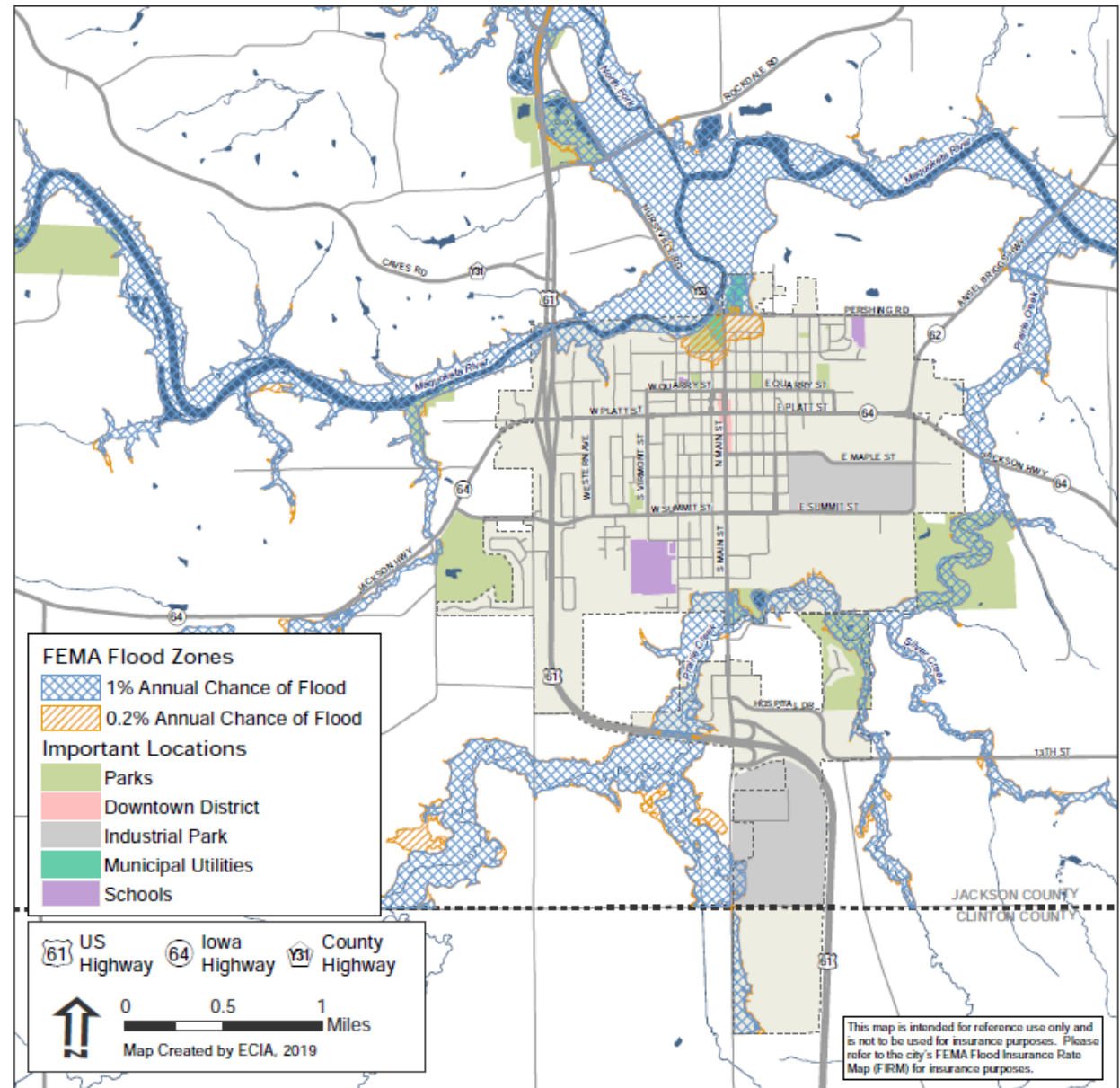
OUTDOOR RECREATION AND ENVIRONMENT

Flood Map

Figure 12 maps Maquoketa's floodplains as determined by the Federal Emergency Management Administration (FEMA).³ FEMA published preliminary updates to Jackson County's floodplain maps in the fall of 2018. As of spring 2019 FEMA had not yet finalized these maps.

Observations from the flood map.

- Municipal utilities are at risk of flooding. The city's water plant, wastewater plant, and light plant are located within the 1% or 0.2% flood risk zones.
- Flooding could impact future development areas on the city's south side. The area west of S. Main Street and south of the existing city has been identified as a future development area. Portions of this area are at risk from flooding from Prairie Creek.



Source: FEMA Preliminary FIRM maps.

Figure 12. Maquoketa Flood Risk Map

STORMWATER INFRASTRUCTURE

Managing stormwater within a city requires a well-designed and maintained storm drainage system. Stormwater management is necessary because the city's buildings, streets, and parking lots create impervious surfaces that do not allow rain water to soak into the soil as it would if it fell on a natural landscape. A good stormwater management system can help reduce flooding and protect water quality.

Engineers design storm drainage systems based on the amount of rain runoff expected from the land. Runoff quantity is determined by several factors including the amount of rain expected, soil conditions, vegetation, and the percent of the area covered by impervious surfaces.⁴ A parcel of land's runoff coefficient estimates the amount of water falling on the surface that will not be absorbed. Down-town areas may have a runoff coefficient as high as 95 percent while forested areas may have a runoff coefficient as low as 5 percent.⁵

A typical city storm drainage system consists of street gutters and storm sewers that carry water to a natural channel, ditch, stream, or river. The system may also include detention basins or ponds that collect stormwater during a rainstorm and release it slowly to prevent flooding and to allow some sediment and other pollutants to settle out. The City works with developers to install storm drainage infrastructure as land is subdivided and developed. The city is then responsible for maintaining the system after the development is complete.

Maintenance of stormwater infrastructure is a challenge for all cities, Maquoketa included. Many of the City's existing storm sewers are undersized and in need of replacement. The City should include stormwater infrastructure in its CIP

process and look for opportunities to combine it with other infrastructure projects. With the Iowa 64/Platt Street Corridor Project, the City is taking the opportunity to replace all of the infrastructure as the street is reconstructed.

Green Infrastructure

In addition to a well designed and maintained storm sewer system, Maquoketa can also look to improve water quality and reduce flooding by managing stormwater through natural processes. In the stormwater management world, natural features like soils and vegetation are often referred to as "green infrastructure."

Green infrastructure can include natural landscapes such as wetlands, forests, and prairies that hold the soil, slow the flow of runoff, filter out pollutants and promote infiltration and evapotranspiration. Green infrastructure can also include human-built features that mimic natural processes. Figure 13 provides examples of green infrastructure.

OUTDOOR RECREATION AND ENVIRONMENT

Many green infrastructure strategies serve multiple purposes. For example, Hurstville Interpretive Center's pond, prairie, and wetland areas provide great recreation and education opportunities while also serving as green infrastructure that helps manage stormwater. The City can choose from a wide variety of green infrastructure strategies. Some examples include:

- Acquiring land and conserving natural features like wetlands.
- Planting trees.
- Including green infrastructure elements in the design of buildings and streets.
- Providing training and incentives for residents to install rain gardens, permeable pavements, or rain barrels on their property.



Figure 13. Green Infrastructure Examples

PARKS

Parks provide opportunities for residents and visitors to experience the area's unique natural features. Parks can also serve as gathering spaces. From a small family celebration at a local park to a summer concert in the Downtown Greenspace, outdoor gathering spaces allow people in the community to interact and build relationships that are the foundation of a strong community. Table 4 includes a summary of the City's parks amenities.

City of Maquoketa Parks

Maquoketa has nine parks that offer a variety of recreational amenities. A five-member park board oversees the City's parks related activities.

First Ward Park

Maquoketa's First Ward Park is located on E. Quarry Street between Eliza Street and Otto Street. The park features playground equipment, a picnic shelter, basketball courts and restrooms.

Fifth Ward Park

Fifth Ward Park is located on W. Summit Street. The park features playground equipment, tennis courts, a softball field, a picnic shelter, and restrooms.

Second Ward Park – Little Bear Park

Located on W. Quarry Street next to Briggs Elementary School, Little Bear Park features a playground that was redesigned and rebuilt by the Maquoketa community in 2013. The park also features horseshoes, a picnic shelter, paved parking and restrooms.

Crawford Park

Crawford Park is a small neighborhood park located between N. Dearborn Street and N. Walnut Street. The park features playground equipment. Recently, members of the community have identified Crawford Park as needing improvement. Some have suggested that the City should sell the park and invest resources elsewhere. Others see the parks as opportunities for investment. The City Council and Park Commission should work together to come up with a future plan for the park.

Horseshoe Pond Campground

Horseshoe Pond Campground is located on S. Main Street on Maquoketa's south side. Originally constructed by the Izaak Walton league in the 1930s, the park's two-acre pond was acquired by the City of Maquoketa in 1985. The park's campground has 22 electrical sites and 5 primitive sites. In addition to camping and fishing, the park also features playground equipment, picnic shelters, and volleyball.

City Ball Park and Skate Park

The park is located on the north side of on Old Highway 61 adjacent to the Maquoketa River. The park is located on the Maquoketa River Trail near the bicycle and pedestrian bridge over the Maquoketa River.

Maquoketa YMCA

The Maquoketa YMCA is owned by the City and provides many recreational amenities including a full-size gym and indoor aquatic center. More information on the YMCA is provided in the community facilities chapter.

Table 4. Maquoketa Park Amenities

Name	Location	Picnic Tables	Restrooms	Campsites	Sanitary Dump Stations	Shower Facilities	Fishing Pond	Boat Access	Playground Equipment	Horseshoes	Basketball Court	Ball Fields	Volleyball Area	Tennis Courts	Batting Cage	Concession Stand	Soccer Fields	Skate Park	Pickleball	RC Park	Race Track
1st Ward Park	East Quarry & East Apple	x	x						x		x										
2nd Ward Park Little Bear Park	West Quarry & West Apple	x	x						x	x											
5th Ward Park	West Summit	x	x						x		x	x		x							
City Ball Park & Skate Park	West Grove Street		x					x	x			x			x	x	x	x			
Crawford Park	North Dearborn Street								x												
Burlingame Park	County Fairgrounds		x						x			x			x	x				x	
Horseshoe Pond	South Main	x	x	x	x	x	x		x				x								
Soccer Fields	County Fairgrounds																x				
Maquoketa Speedway	County Fairgrounds																				x

Jackson County Parks

Jackson County Conservation manages 38 sites totaling 2,200 acres in Jackson County. Jackson County Conservation's parks, natural areas, timber preserves, historic sites, river accesses, and campgrounds provide recreational opportunities in close proximity to Maquoketa. The parks listed in this section are located within five miles of the city.

Prairie Creek Recreation Area

Prairie Creek Recreation Area is a 237-acre property located on the southeast side of Maquoketa. Jackson County Conservation accepted the land by donation in 2014 and has made several improvements to the area since taking ownership. The park features a picnic pavilion with fireplace and restrooms, over five miles of hiking trails, a 2-acre fishing pond, archery hunting, and 1.5 miles of Prairie Creek.

Hurstville Interpretive Center

The Hurstville Interpretive Center is located one mile north of Maquoketa on the east side of US Highway 61. The Hurstville Interpretive Center is a multi-use facility that promotes environmental education and resource protection. The Center is open Monday – Friday 9:00 a.m. to 4:00 p.m. with weekend hours from April to November. The nature area surrounding the center includes several features including a fishing pond, the Hurstville Marsh, and the historic Hurstville Lime Kilns.

Joinerville Park

Situated along the Maquoketa River, Joinerville Park is a major recovery point for paddlers that float down the Maquoketa River Water Trail. The park is located four miles west of Maquoketa on Iowa Highway 64. The park features a concrete boat ramp, boat dock, picnic area, and camping.

Hurstville Fishing Pond

The Hurstville Fishing Pond is a 2 acre borrow pit stocked with bluegill, catfish and large mouth bass. The pond is located one mile north of Maquoketa on the west side of US Highway 61 opposite the Hurstville Interpretive Center at the intersection with 63rd Street. The park features a handicapped accessible dock, picnic shelter, and paved parking lot.

Blackhawk Wildlife Area

This 180-acre public hunting area along the South Fork of the Maquoketa River was purchased in four different parcels, including a former Boy Scout camp. The area features two miles of hiking trail, cross country skiing, forested hunting, equestrian use, and bird watching.

Maquoketa River Water Trail

Canoe and kayak enthusiasts can take advantage of a well-developed and maintained river trail system along the Maquoketa River in Jackson County. The two forks of the Maquoketa River meander some 50 miles through the county, meeting at Maquoketa. The river then flows another 30 miles until it reaches the Mississippi River. Paddlers can access the Maquoketa River at numerous places throughout the county. Signs along roadways direct motorists to river access points and signs at each access point provide information for the next access point. The Maquoketa River Water Trail has several recreational features along the route including picnicking, primitive camping, fishing, boating, swimming and canoe and shuttle service from private outfitters. The City of Maquoketa's river access is located on the City's north side off of Shoreline Drive, near City Ball Park.



Kayakers Participate in the Timber City Adventure Race



Kayaker on the Maquoketa River

Maquoketa Caves State Park

Maquoketa Caves State Park is located on Iowa Highway 428 seven miles northwest of Maquoketa. The park's caves, limestone formations and rugged bluffs make it one of Iowa's most unique state parks.

The park contains more caves than any other state park in Iowa. The caves are all different sizes and shapes. Some can be explored by walking while others can best be seen by crawling. A six-mile trail system links the caves, formations, and overlooks while providing an exciting hiking experience. Trail highlights include the dramatic "Natural Bridge" which stands nearly 50 feet above Raccoon Creek, and the 17-ton "Balanced Rock."

The park's interpretive center contains detailed information about the geology of cave formations, park history, and a background of the early inhabitants of the park. Other features include bird watching, camping, hiking, picnic shelters, playground, restrooms, and showers.

Grant Wood Mississippi River Region

The Grant Wood Mississippi River Region (GWMRR) is a multi-jurisdictional, bipartisan, public-private partnership intended to create exceptional places and experiences for Iowans and visitors alike. This collaboration, Iowa's first Parks to People initiative, is working together to erase the boundaries and "enhance, promote, sustain, and connect" the region's cultural, natural and park assets. The region encompasses the three-county area of Dubuque, Jackson and Jones County, known as the Grant Wood Loop.

Since its founding in 2015, GWMRR has helped implement numerous projects across the region including several in the Maquoketa area. The GWMRR has provided financial assistance to projects including: the Hurstville Trail and pedestrian bridge, and improvements at Prairie Creek Recreation Area, Maquoketa Caves State Park, and the Hurstville Interpretive Center.

The GWMRR continues to work towards implementation of the projects in its 2016 master plan. The Grant Wood Loop Master Plan (GWL Master Plan) is a roadmap and living document for collaboration toward a shared vision within the region to be enacted over the next 20 years. The plan includes five priority initiatives that were selected as the kick-off to implementation. One of these initiatives, Prairie Creek Connections, aims to create an activity hub in the heart of the region by linking Prairie Creek Recreation Area, the City of Maquoketa, Hurstville Interpretive Center, Camp Shalom, and Maquoketa Caves State Park with a pedestrian/bike route.



Entrance to Maquoketa Caves State Park

FUTURE RECREATION PROJECTS

Hurstville Trail

The Hurstville Interpretive Center serves as one of the region's premier interpretive and learning centers within Eastern Iowa. A trail connection between Hurstville, City of Maquoketa, and Maquoketa Caves State Park will help encourage community members to walk or ride to the Center and serve as an important link for cyclists within the region. The project was originally conceived as part of the GWL Master Plan.

Jackson County completed the first of three phases of trail construction in 2018. Phase One included the construction of a bicycle and pedestrian bridge and the first section of trail. The bridge provides a safe crossing at the Maquoketa River and connects the City of Maquoketa's River Trail to the Hurstville Trail. The ten-foot-wide paved trail runs from the new bridge to 55th Street along Hurstville Road.

Phase Two will be constructed in 2020, and continue the trail along Hurstville Road from 55th Street up to 63rd Street, and then continue along the North Side of 63rd Street to the Hurstville Interpretive Center. Phase Two also includes on-street bicycle improvements in Maquoketa. The final phase of the Hurstville Trail will connect the Hurstville Interpretive Center to Maquoketa Caves State Park by adding a five-foot paved shoulder along 63rd Street and Caves Road.

Downtown Green Space

The Downtown Green Space is a half-acre site on S. Main Street in downtown Maquoketa that was left vacant following a fire in 2008. Initial efforts to redevelop the site for commercial use did not come together and in recent years the site has been home to community events and public art.

While community members have many ideas for the Green Space, the majority of input collected through the community survey, input meetings and public comments indicated that community would be best served by making the Green Space a park or community gathering place.

Results from the 2018 Community survey found that 66.9 percent of residents preferred that the Green Space be used as a community gathering place or park.

The community developed the following list of recommendations for the Green Space based on the input collected during this planning process.

- **Community Gathering Place.** The Green Space should be a multipurpose venue where the community can come together for events such as festivals, concerts, or a farmers market. This type of use fits with the Green Space's central location.
- **Shade.** Trees would provide a long term solution, but in the short term tents or other shade structures could be used during events.
- **Paved walkways.** Paved walkways through the green space would improve accessibility.
- **Public restrooms.** Currently there are no public restrooms in the Main Street area. Portable restrooms are brought in for special events. More permanent restrooms could be used during special events and would benefit downtown visitors and shoppers the rest of the time.

Outdoor Swimming Pool

Community input collected for the plan indicated that the community was fairly divided on the idea of an outdoor swimming pool. Many residents strongly support the idea of a public pool, while others have concerns about the up-front construction costs and ongoing operations and maintenance costs.

OUTDOOR RECREATION AND ENVIRONMENT

Based on the level of interest from the community, the City should continue to evaluate options for an outdoor pool, but it should also consider other types of facilities like splash pads. In its evaluations, the City should also consider the potential effect a new outdoor pool could have on existing recreational facilities like the YMCA.

Teen Space

One of the reasons that many residents supported the outdoor pool was that they felt it would provide a place for the community's teenagers to gather. An outdoor pool is one option for providing a space for teenagers, but the community can evaluate other ideas as well. Possible ideas include an improved skate park, recreation programs targeted at teenagers, and renovating a vacant building into a teen space.



Maquoketa River Bike and Pedestrian Bridge

OUTDOOR RECREATION AND ENVIRONMENT RECOMMENDATIONS

Clean Air, Water, and Soil

- Consider impacts of future development on air and water quality in the land use planning process.
- Use the city's zoning ordinance to prevent air quality issues by separating incompatible uses and designing facilities to mitigate risks to residential areas and sensitive populations.
- Continue to work with the Maquoketa River Watershed Management Authority on watershed conservation projects throughout the area.
- Promote awareness of the effects of air quality on public health, especially for sensitive populations.
- Consider green infrastructure elements when designing buildings and infrastructure.

Hazard Mitigation

- Design buildings, parking lots, and streets that manage and minimize storm water runoff.
- Steer development away from hazardous areas through policies, ordinances, or incentives.
- Reduce flood hazards by enhancing protective natural green infrastructure like wetlands, vegetation on steep slopes, and other natural areas that promote ground water infiltration.
- Periodically review and revise the Jackson County Multi-Jurisdictional Hazard Mitigation Plan.

Parks

- Provide an integrated system of parks, trails, and gathering spaces that provide city residents and visitors with the opportunity to experience the area's unique natural features.
- Continue to coordinate with regional partners such as Jackson County Conservation, the Grant Wood Mississippi River Region, and the Iowa DNR to improve the area's parks.
- Look for opportunities to acquire and preserve lands that contribute to the area's natural character.
- Support continuing improvement programs for park maintenance, equipment, and facilities.
- Encourage city residents to participate in community beautification through community clean-up events, gardening clubs, friends groups, and other volunteer opportunities.

Notes

1. See "Community Land Use Planning for Air Quality" 9-11.
2. See "Jackson County Multi-Jurisdictional Hazard Mitigation Plan."
3. The flood map included in this plan is to be used for reference purposes only. Official FIRM maps should be used for insurance purposes. FEMA distributes FIRM maps through its online Flood Map Service Center. <https://msc.fema.gov/portal/home>
4. Impervious surfaces do not permit the passage of fluids. Streets, parking lots, buildings, and some types of soils like silt and clay are examples of impervious surfaces.
5. See Anderson Chapter 6 for a detailed explanation of how storm drainage systems are designed.

Chapter 6

Housing



INTRODUCTION

Housing is a basic need for all people, and is an important factor in community planning efforts. Housing is many homeowners' largest source of personal wealth and is usually their largest expenditure. According to the US Bureau of Labor Statistics, in 2010 housing accounted for more than 35% of consumer spending. Housing has a large impact on individual quality of life within a community. Where people live affects who their friends are, where their children go to school, job opportunities, and many other aspects of daily life.

Housing is one of local government's most important issues. In cities, housing can account for 50% of land uses, and residential property tax revenues make up a large portion of local government budgets. Because of its high level of importance, housing affects all other planning elements listed in this plan. Public services people require, how much those services cost, and who should pay for them all depend on where, how, and at what densities people live. Of the services provided by local governments, transportation is one of the most impacted by housing. Individual travel behavior is greatly affected by where people live, and as a result, housing and transportation planning must be closely coordinated.

Housing serves an important role in the regional economy, as it affects employers' ability to attract and retain good quality employees. If housing costs are too high or if supply is limited, employers may lose employees to other regions. The housing sector also employs many workers within the region. Builders, lenders, construction workers, and real estate brokers are an important part of the regional economy.

Quality housing is the foundation of a stable community. To be effective, community planning efforts must be integrated into a community's housing policies. The objective of this chapter is to encourage a diverse housing stock that serves people at all income levels and at all stages of life.

HOUSING OCCUPANCY

The US Census Bureau provides information on housing through the Decennial Census and the American Community Survey (ACS). The following tables from the Census and from the City and County depict the most important aspects of housing in the City of Maquoketa.

Housing Occupancy

As of the 2010 Census, the City of Maquoketa had 2,856 housing units, an increase of 59 units from the 2000 Census. Of the 2,865 total units, 201 were vacant, resulting in a vacancy rate of 7.0 percent.

Table 5. Maquoketa Housing Occupancy

	2000		2010		2017	
	Number	Percent	Number	Percent	Number	Percent
Total Housing Units	2,797	-	2,856	-	2,937	-
Occupied Housing Units	2,614	93.5%	2,655	93.0%	2,643	90.0%
Vacant Housing Units	183	6.5%	201	7.0%	294	10.0%

Source: US Census Bureau Decennial Census 2000, 2010 and ACS Estimates 2013-2017.

Table 6. Maquoketa Housing Tenure

	2000		2010		2017	
	Number	Percent	Number	Percent	Number	Percent
Total Occupied Housing Units	2,614	-	2,655	-	2,643	-
Owner Occupied	1,759	67.3%	1,732	65.2%	1,778	67.3%
Renter Occupied	855	32.7%	923	34.8%	865	32.7%

Source: US Census Bureau Decennial Census 2000, 2010 and ACS Estimates 2013-2017.

Maquoketa's 2010 vacancy rate was lower than the State Iowa rate 8.6 percent. ACS estimates indicate that the vacancy rate may have increased since 2010. 2017 ACS data shows a 10 percent vacancy rate, though it is difficult to know for sure because of the small number of units and the margin of error in the ACS data. Table 5 displays Maquoketa's housing occupancy data.

Housing Tenure

Of the 2,655 occupied housing units in Maquoketa in 2010, 65.2 percent were owner occupied and 34.8 percent were renter occupied. Overall the renter/owner split has stayed about the same since 2000. When compared with Jackson County and the State of Iowa, Maquoketa has higher rates of renter-occupied housing. In 2010 rentals made up 24.0 percent of all Jackson County occupied housing units. Statewide, renters accounted for 27.9 percent. Table 6 includes Maquoketa's housing tenure data.

HOUSING STOCK

The majority Maquoketa's dwelling units are in single-family structures. Single-family structures make up 73 percent of the City's housing units. Multi-family structures account for the second largest number of units with 16 percent. Mobile homes make up a significant percentage of dwellings in Maquoketa. 10 percent of Maquoketa dwelling units are mobile homes. Mobile homes make up 4 percent of all dwelling units countywide. Table 7 provides a breakdown of housing units by structure type for Maquoketa based on 2015 information from the Jackson County Assessor.

New Construction

Builders constructed a total of 37 new homes between 2006 and 2018. Table 8 shows the number of new housing units constructed by year.

Table 7. Housing Unit Structure Type

Structure Type	Housing Units	
All Dwelling Units	2,647	
Single Family Units	1,932	73%
Multiple Unit & Apartment	419	16%
Mobile Home	259	10%
Condominium	37	1%
Townhouse	-	0%

Source: Jackson County Assessor, 2015



Examples of Existing Housing in Maquoketa. Top left Home on W. Maple Street Top Right Homes on N. 5th Street
Bottom Homes on Country Club Drive

Table 8. Maquoketa New Housing Construction

2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
2	6	2	1	1	4	6	6	2	1	3	1	2

Source: City of Maquoketa

Housing Affordability

Housing costs as a percent of household income is a generally used measure of housing affordability. As a rule of thumb, spending less than 30 percent of income on housing is generally considered to be affordable. Households spending more than 30 percent are considered to be cost burdened and may have difficulty affording other necessities such as food, clothing, transportation, and medical care.

The housing affordability analysis presented in Table 9 was developed for the 2015 Jackson County Housing Needs Assessment. The analysis estimates the minimum household income required to afford a home at different price levels for both 30 percent and 20 percent of household income. The monthly payment was calculated assuming a good credit score and a thirty-year mortgage with a 4 percent annual interest rate and 10 percent down. The analysis also includes an estimate of additional housing costs including an annual 1.25 percent for property tax, an annual 0.5 percent for PMI insurance, and \$200 per month for utilities.

Based on the affordability analysis, the majority of households in Maquoketa could afford to purchase an entry level home if they are willing or able to spend 30 percent of their income on housing. Dropping the percentage down to 20 percent drops the number of households that could afford a home significantly. For example, at 30 percent the analysis finds that a \$250,000 house is affordable to 34 percent of Maquoketa households. At 20 percent, that same \$250,000 house is affordable to 9 percent.

Most people in the Maquoketa area pay less than 30 percent of their income on housing. Table 10 shows housing costs as a percentage of household income for housing units with a mortgage in Jackson County. The data indicates that many lower income households with a mortgage spend 30 percent or more of their income on housing. However, as income increases the percentage of income spent on housing goes down. 100 percent of households making less than \$20,000 spend 30 percent or more of their income on housing. For households making \$75,000 or more, only 4 percent spend 30 percent or more while 73 percent spend 20 percent or less of their income on housing. The income divide indicates that most households would prefer to spend 20 percent of their income on housing if they can.

Housing affordability is a bigger issue for renters than owners as around 45% of renters in Jackson County are living below the federal poverty line. Federal programs are in place to assist families that are cost burdened by housing. In the Maquoketa area federal housing programs are administered by the Eastern Iowa Regional Housing Authority (EIRHA).

Table 9. Jackson County Housing Affordability Based on Household Income

Housing Affordability	Entry Level	Move Up	Executive
Home Value	\$100,000	\$160,000	\$250,000
Down Payment 10%	\$10,000	\$15,000	\$25,000
Loan Amount	\$90,000	\$145,000	\$225,000
Interest rate	4.00%	4.00%	4.00%
Number of Payments	360	360	360
Monthly Payment	(\$477.42)	(\$763.86)	(\$1,193.54)
Property Tax Estimate	(\$125.00)	(\$200.00)	(\$312.50)
Monthly Utility Estimate	(\$200.00)	(\$200.00)	(\$200.00)
PMI Estimate	(\$33.33)	(\$53.33)	(\$83.33)
Subtotal Monthly Costs	(\$835.75)	(\$1,217.20)	(\$1,789.37)
Housing Cost as % of Income	30%	30%	30%
Minimum Income Required	\$33,429.95	\$48,687.91	\$71,574.86
Affordable to Percent of Jackson County Households	57%	47%	34%
Housing Cost as % of Income	20%	20%	20%
Minimum Income Required	\$50,144.92	\$73,031.87	\$107,362.29
Affordable to Percent of Jackson County Households	47%	35%	9%

Table 10. Housing Costs as a Percentage of Household Income for Housing Units with a Mortgage in Jackson County

Household Income	Number of Households	Percent of HH Income Spent on Housing Costs		
		Less than 20%	20% to 29%	30% or more
Less than \$20,000:	210	0%	0%	100%
\$20,000 to \$34,999:	303	5%	33%	62%
\$35,000 to \$49,999:	657	14%	45%	41%
\$50,000 to \$74,999:	880	49%	31%	20%
\$75,000 or more:	1473	74%	23%	4%
Zero or negative income	8	0%	0%	0%

Source: US Census Bureau Decennial Census 2000, 2010 and ACS Estimates 2013-2017.

HOUSING PRIORITIES

Maquoketa should strive to have a variety of affordable, good quality housing for people at all stages of life. This includes having a range of housing types, sizes, and prices. As people move through life, their housing needs change. A single person in their twenties just starting out in the workforce may only need a one-bedroom apartment. As they grow older, become more stable in their career, and start a family they will likely look for a larger home with more space. When they reach mid-life and children move out on their own, they may want to downsize to something smaller with less maintenance. As they approach the later stages of life, they may begin looking for accessible housing, assisted living, or a nursing facility depending on their needs.

Workforce Housing

Workforce housing is one of Maquoketa's biggest needs and is also one of its biggest challenges. A community that has a good resident workforce will be attractive to employers, as many employers want the ability to choose from a pool of good workers. Over time, a good workforce will attract new jobs, which will attract more workers creating a cycle of economic growth and development. A primary factor in a community's ability to attract workers is quality housing that is affordable to middle income households.

Maquoketa's current housing supply has a number of good options available for working families. The community's median household income is \$46,173. Based on the assumptions of the affordability analysis presented in Table 4, a median household would be able to afford a house priced between \$90,000 and \$150,000. Maquoketa has a supply of exiting units in this price range. However, the challenge for the community has been adding new units at this price point. Most recently constructed homes in Maquoketa have been priced \$200,000

and above. Local developers have reported that building single family homes priced lower than \$200,000 is difficult due to high construction costs.

Households in the median income range represent a large portion of the City's population and likely represent its best opportunity to grow. However, a limited supply of units that would be affordable to these households will limit the City's growth potential.

Quality Rental Housing

Quality rental housing can fill some of the need for workforce housing and may be a good way to attract younger workers and their families. Younger workers have income coming in, but they may not have enough saved up for a down payment or may not have enough credit history to get a mortgage. A young worker could rent for a few years, save up some money, develop ties to the community, and eventually choose to buy a house in Maquoketa. Quality rentals can also be an attractive option for older residents who do not want the responsibility of maintaining a home.

New Construction

Construction of new housing will be important for Maquoketa's future as new housing units will be needed to accommodate the future population growth desired by the community. Existing vacant units will fill some of the demand and rehab of existing units will help, but if the City wants to grow, new construction will be necessary.

In recent years new construction has been limited. Between 2006 and 2018 builders have constructed 3 new homes in Maquoketa. Based on the community's household income distribution, the City should anticipate the need for additional housing at all price ranges, but the greatest need will be from the middle income/workforce housing segment.

If the City wishes to encourage more new housing construction, it has a variety of options available. The State of Iowa has several programs to help cities construct more housing. Examples of state programs include the Iowa Finance Authority's Workforce Housing Loan and Iowa Economic Development Authority's workforce housing tax credit program. The City also has the ability to use Tax Increment Financing (TIF) to finance housing related projects. Ultimately, many housing projects employ a combination of funding sources and are the result of partnerships between the City, state government, private investors, and local economic development agencies.



New home under construction in Maquoketa

Housing Stock Maintenance

A good portion of Maquoketa's housing stock is composed primarily of older single-family homes. The median year of construction for housing structures in Maquoketa is 1976 and about a quarter of the units in the City were built prior to 1940. Older homes can provide excellent housing and can add to the unique character of the community. Maintenance of older homes, on the other hand, can be a burden.

Continued maintenance of existing housing stock will be vital to the community's future. Even with accelerated new housing construction in the future, older units will still make up a considerable portion of the area's housing stock for the foreseeable future. Most properties in the community are in good condition, but some older homes may not meet the needs and expectations of current buyers. Maquoketa can employ several strategies to ensure the continued quality of its housing stock.

- **Code Enforcement.** The City can address problem properties through the city code and the nuisance abatement process that detailed in Section 346.12 of the Iowa Code.
- **Rental inspection ordinance implementation.**
- **Non-profit organizations** such as Habitat for Humanity can help households who would not normally be able to afford a home through new construction or rehabilitation.



Homes on S. Prospect St

- **External Funding.** The City may need to utilize external funding to implement some housing programs.

Rental Inspection Ordinance

The City is in the process of implementing a rental inspection ordinance that the City Council adopted in 2015 and went into effect July 1, 2016. The ordinance requires the owners of rental properties to register their property with the City and obtain a permit before offering the property for rent. To receive a rental permit, the property must pass a City rental inspection by meeting the minimum requirements set in the rental ordinance. If the unit does not meet City standards, the City notifies the property owner, and the owner has the opportunity to address the issues prior to a re-inspection. After a rental permit is issued, the City will conduct inspections on a three-year rotation.

After the effective date of the ordinance on July 1, 2016, the City began the process of inspecting all the units in the City by inspecting approximately 300 units per year for three years. The program has already had a significant impact. In the first two years of the program 60 percent of the units failed their initial inspection. Issues with the failing units were addressed, significantly bettering the overall quality of the City's rental housing supply and improving health and safety for the community's renters.

Changing Housing Needs

In addition to maintaining the older housing stock, ensuring that the older stock meets the needs of today's families will also be an important priority for Maquoketa. Census data shows a decrease in household size over the past several decades. Numerous factors have led to this decline including families having fewer children, an older population with fewer children living at home, and an increase in single person households.

Looking to the future, the single-family home will continue to be the dominant housing type in Maquoketa for many years to come. However, the changes in household configuration will create increased demand for other housing types. The City has several options for accommodating smaller households including:

- The City could plan for additional mid-sized owner-occupied units like townhouses and smaller single-family homes. Mid-sized units provide workforce housing, and a more compact footprint can reduce infrastructure costs like streets, water, and sewer.
- Residents may be looking to modify older homes to meet the needs of their specific household. The City could evaluate its building regulations to allow for some changes in appropriate areas of the community. Possible changes include allowing for accessory dwelling housing units or dividing larger single-family homes into multiple units. Accessory dwellings are sometimes called 'granny flats' as they are used for elderly parent housing.
- Rehabilitation of upper story apartments above downtown businesses is another way to create smaller housing units. These units are attractive to tenants because of nearby shopping and restaurants, and increase the community tax base by improving underutilized space in existing buildings.

Age Friendly Housing

Demographic data shows that the Baby Boomers, which make up a large segment of the City's population, are now reaching retirement age. As this trend continues, older residents will make up a larger portion of the population, and as a result, Maquoketa will need to consider the needs of this population in future housing plans.

Survey data from AARP has shown that older people prefer to stay in their existing home and in their existing community as long as possible. Living independently at home is beneficial for the individual and the community. The longer seniors are able to live on their own, the less they have to spend on nursing care, which keeps health care costs down and can help keep seniors out of poverty.

Age friendly homes and community design are two keys to helping seniors live in their homes longer. Modifying existing homes will be the responsibility of the private property owner most of the time, but the City is directly responsible for things like transportation safety that make it easier for seniors to live independently. Offering smaller low-maintenance housing could also be attractive to seniors looking to downsize. If good quality downsize options are available, seniors may choose to move, freeing up larger homes for new families.

The aging Baby Boomer population also signals an approaching period of accelerated renewal and change in the workforce as workers in the Baby Boomer generation are approaching retirement and employers need to find additional workers to fill their places. The increase in retirements presents a challenge for employers, who must now recruit new employees to replace retiring employees, but new worker employment presents an opportunity for a community like Maquoketa. Employers in Maquoketa and surrounding communities will be hiring and bringing new

employees to the area. Attracting younger workers to live in City will be especially important. If Maquoketa is able to attract younger workers to live in the community, they may develop ties to the community and choose to stay long term.

HOUSING PROJECTS

Bear River Cottages Pocket Neighborhood

The Bear River Cottages Pocket Neighborhood is a future housing development in Maquoketa aimed at providing moderately priced homes for workforce housing. The development will include 10 homes that will be sold at \$160,000 or less for households at or below 80% to 100% of the County Median Income.

The Pocket Neighborhood design concept focuses on clustering homes around common amenities. All ten homes will face inward to a common courtyard area with a community garden, gazebo, and playground. Front porches, picnic areas, and an outdoor grilling area will encourage neighbor interaction and foster community relationships. The neighborhood will be located near jobs, schools, parks, hospital, grocery and other essential services. Homes will be designed to reduce stormwater runoff with native landscaping and permeable pavers. Energy efficient appliances and other features will keep owner costs low.

The East Central Development Corporation (ECDC) is partnering with the Eastern Iowa Regional Housing Corporation (EIRHC), EIRHC Housing Trust Fund, the City of Maquoketa, Jackson County, Jackson County Economic Alliance, University of Iowa Sustainable Communities Program, Iowa Area Development Group, and the Realtors Association to develop the project.

Overall, total development cost for the 10 homes including land and water/sewer infrastructure is \$2.5 million. Infrastructure costs will be funded through Tax Increment Financing. The County is donating 2.5 acres of land. Construction is the responsibility of ECDC and as homes are sold, buyers will obtain a first mortgage to pay off ECDC's construction loan. Because of two grants for the construction of the homes, and down-payment assistance (if approved), ECDC is able to offer them for \$135,763 each. The timeline for the project is to break ground on the first home in 2019, and build a total of three homes that year, construct five homes the next year, and build the last two the following year.



Upper Story Housing Rehab

A planned housing project will look to create new quality housing by turning vacant upper stories of Downtown Maquoketa building into new housing units. The project will create four apartments in the vacant upper story of 124 South Main, which houses the Maquoketa Art Experience and the Maquoketa Area Chamber of Commerce on the first floor. The total estimated cost of the project is \$990,000. The State of Iowa awarded a \$500,000 Community Development Block Grant (CDBG) to the project through a pilot program intended to rehabilitate upper floors of downtown buildings. The City of Maquoketa is contributing \$40,000 to the project and the property owner will fund the remaining \$450,000.

The successful grant application was the result of a collaborative public/private effort that included the building owner, Jackson County Economic Alliance (JCEA), East Central Intergovernmental Association (ECIA), the Maquoketa Chamber of Commerce, 563 Design, and the Maquoketa Art Experience. The project team hopes to start construction in 2020. If successful, this project will serve as a model for other downtown businesses with vacant or underutilized upper stories.



124 South Main St.



Home on Longview Drive

HOUSING RECOMMENDATIONS

The following recommendations are intended to guide the City of Maquoketa in providing safe affordable housing for all residents of the City.

Housing

- Encourage a diverse housing stock that serves people at all income levels and at all stages of life.
- Support the creation of new housing to support the community's desired population growth.
- Update Housing Needs Assessment on a regular basis.

Maintenance, Rehabilitation, and Redevelopment

- Support redevelopment of existing vacant or underutilized structures such as upper floors of downtown buildings.
- Encourage rehabilitation of existing homes.
- Support community volunteer efforts to assist those in need with home maintenance tasks.

New Construction

- Identify areas for future housing development in the City's future land use maps.
- Encourage infill housing development in Maquoketa's existing neighborhoods.
- Review existing development regulations and incorporate flexibility as a way to reduce development costs and allow housing types that meet the current needs of the community.

Rental Housing

- Support the development of quality, affordable rental housing.
- Support education and training efforts to improve relationships between tenants and landlords.
- Improve the quality Maquoketa's rental housing stock through the City's rental permitting and inspection program.

Chapter 7

Infrastructure and Facilities



INTRODUCTION

Public infrastructure and facilities are an important element in the comprehensive planning process. Access to infrastructure has a profound impact on land development. Land that has access to municipal utilities has greater development potential and has a higher value than land without access. Good quality facilities are also crucial to quality of life. Potential residents and businesses will closely evaluate the community's education, safety, and health care facilities when choosing where to live or locate a business.

The City of Maquoketa manages much of the community's infrastructure, but important facilities are also managed by other government agencies, private businesses, and non-profit organizations. Coordination with these agencies is fundamental to providing the best quality community facilities. Improved coordination allows communities to combine resources to eliminate duplication of services and achieve economies of scale.

This chapter will provide an introduction to Maquoketa's public infrastructure and facilities and explore how these necessary systems impact the community's growth and development. The chapter includes an inventory of Maquoketa's infrastructure and facilities, as they exist today, and provides a list of recommendations that will help the City provide the best quality community facilities to its residents in the future.

PUBLIC INFRASTRUCTURE AND UTILITIES

Water

A typical municipal water supply and distribution system contains four basic components: a water source, filtration and treatment, water pressure and storage tank, and local distribution pipes. Water treatment reduces undesirable contaminants to acceptable levels and provides water with a desirable chemical balance. The treated water is pumped from the treatment source to a water storage tank. The purpose of the tank, which is usually in the form of an elevated water tower or reservoir, is to provide pressure to push water throughout the system. After water leaves the storage tank, a system of underground pipes delivers the water to homes and businesses.¹

The City of Maquoketa's current water treatment plant has been in operation since May of 2006. The plant's ion exchange softening treatment facility is capable of producing 1.44 million gallons of potable water per day. The City operates four wells that supply water to the system. Chlorine and fluoride are added prior to the water entering the distribution system. The distribution system consists of approximately 25 miles of water mains, two water towers with a 750,000 gallon total capacity and a ground storage tank with a 1,200,000 gallon capacity.

Wastewater

A typical city wastewater treatment facility collects wastewater through a network of pipes that let it flow by gravity to a treatment plant. In areas where gravity flow is not possible, a lift station may be required to pump the wastewater uphill. The treatment plant separates solids (sludge) and liquids (effluent). The sludge is disposed of in a way that is economical and safe for the environment, and the effluent is tested to ensure it meets water

INFRASTRUCTURE AND FACILITIES

quality standards and is usually discharged into a flowing stream or river.²

The City of Maquoketa's wastewater is treated at the Maquoketa Wastewater Plant under the supervision of licensed wastewater treatment professionals to meet standards set by the Iowa Department of Natural Resources and the US Environmental Protection Agency. The wastewater plant is located on the City's north side on Pershing Road next to the Maquoketa River.

The City's wastewater treatment facilities consist of 5 lift stations, bar screen, grit removal, 2 aeration basins, 2 clarifiers, chlorination and de-chlorination chambers, and an aerobic thermophilic sludge process. Chemicals used at the plant include chlorine for disinfection and sulfur dioxide for de-chlorination. After it has been processed, the sludge is stored in a 1.4 million gallon holding lagoon, and is later applied to nearby fields.



Maquoketa Water Tower

Electricity

Maquoketa Municipal Electric Utility (MMEU) supplies electricity to 3,500 residential, commercial, and industrial customers. The City of Maquoketa established an electric utility in 1919 to power the City's new electric street lights. As the City grew and use of electricity became more common in homes and businesses, the utility expanded to meet the growing demand for electricity. The Maquoketa City Council directly oversaw the operations of the utility until 1985 when Maquoketa citizens voted to establish the independent board of trustees that oversees the utility today.³

MMEU owns and operates distribution lines, transmission lines, and two power plants. Plant 1, located on the north side of the City, was built as the City's original power plant in 1919, and has the capacity to generate 18,534 kWh of power. Plant 1 can operate on diesel fuel or natural gas. Plant 2 is located in the City's South Industrial Park and has the capacity to generate 5,000 kWh of power.⁴

MMEU provides electrical services to almost all customers within the Maquoketa city limits and to some customers that are immediately adjacent to the City. Maquoketa Valley Rural Electric Cooperative (REC) and Alliant Energy supply power to the areas surrounding Maquoketa.

MMEU generates only a small portion of the electricity consumed within the City. MMEU purchases most of its electricity from a Wisconsin based not-for-profit power company called WPPI Energy. Several municipal utilities in Wisconsin joined forces in the 1970s to form WPPI as a way to share resources and manage costs. Today, WPPI serves 51 municipal utilities in Wisconsin, Michigan, and Iowa.⁵

Solid Waste Disposal and Recycling

The City of Maquoketa does not provide garbage and recycling collection to residents and businesses within the City. Collection service is provided by a number of private providers that contract with individual property owners.

Waste disposal service is provided by the Jackson County Waste Authority. The Waste Authority operates a transfer station about nine miles north of Maquoketa off Iowa Highway 62. The waste collected at the transfer station is loaded onto semi-trailers and shipped to a cooperating landfill in Illinois. Recycling collected in Maquoketa is processed at a recycling center managed by Imagine the Possibilities on E. Maple Street in Maquoketa.

Broadband

Access to high speed broadband internet plays an increasingly important role in a community's quality of life. Maquoketa residents and businesses rely on internet connections for work, education, and entertainment.

Centurylink and Mediacom are the two primary internet service providers in Maquoketa. The current internet service in the City adequately serves basic needs, but Maquoketa tends to lag behind larger cities in the number of available providers, download speeds, and price.

The community has identified broadband internet access as an important priority for the future. The City should adopt policies that:

- Improve access to reliable high speed internet.
- Maintain affordable prices.
- Encourage competition among providers.
- Encourage providers to upgrade technology.



Maquoketa Municipal Light Plant

COMMUNITY FACILITIES

Maquoketa Fire Department

The Maquoketa Fire Department is responsible for protecting life and property from fire, responding to emergencies involving hazardous materials, and responding to natural and man-made disasters. The department is also responsible for maintenance and operations of the City's fire station and department vehicles. The fire station is located at 106 S. Niagara St. in Maquoketa.

Maquoketa Police Department

Maquoketa Police Department is located at the Jackson County Law Enforcement Center, 104 S. Niagara Street. The Maquoketa police force is made up of 32 people in three divisions: Enforcement, Communications, and Reserves. The department employs a School Resource Officer that works with students in the Maquoketa Community School District.

Jackson County Jail

The Maquoketa Police Department and the Jackson County Sheriff's Department have identified construction of a new jail as a top facilities priority. The existing jail is undersized and lacks proper ventilation, natural light for inmates, and maximum security cells. These issues create an unsafe environment for staff and inmates. The jail does not meet state requirements and could be shut down by state inspectors. With limited space, the County must frequently transfer inmates to another county jail and pay the cost of housing and transportation.

A bond referendum in 2018 to fund the new jail failed to achieve the 60% of the vote needed to pass. Officials revised plans for the facility and called another referendum in 2019, but the measure again failed to pass. The failure of the bond measures was a setback, but the issues with the jail still persist and must be addressed. The City should continue to work with the County and other partners to reevaluate the situation and explore available options for the jail.

Jackson County Regional Health Center

The Jackson County Regional Health Center (JCRHC) provides health care services to residents of Maquoketa and the surrounding area. The 25 bed hospital, located at 700 W. Grove St. in Maquoketa, offers a full range of health services including inpatient and outpatient care, skilled nursing, acute care, radiology, surgical services, and many others. JCRHC also provides 24-hour paramedic services to Maquoketa and surrounding areas in Jackson, Clinton and Jones Counties.

INFRASTRUCTURE AND FACILITIES

To meet the future needs of the community, the JCRHC is building a new facility on the City's south side. The JCRHC is constructing its new facility on a 25-acre site that was recently annexed into the City of Maquoketa. The site is located on Maquoketa's south side near Walmart just north of US Highway 61. The new \$37 million facility will replace the existing JCRHC building that has been in its current location for 66 years. The project is expected to improve JCRHC's ability to serve its patients and will also impact land use. Once open, the hospital will attract many people to the area and is expected to stimulate new development in the surrounding area. Possible development in the area could include medical offices and retail.



Jackson County Regional Health Center



Rendering of the Planned JCRHC Facility

City Public Works Facility

The City of Maquoketa public works facility is located at 507 North Old Highway 61. The existing facility has some issues that will need to be addressed in the future. The facility's existing buildings are older and their condition is deteriorating. The facility is also located in the flood zone. With the potential for flooding, construction of a new building on the existing site may not make sense. The City should begin evaluating options for and developing a long-range plan for the facility.

Education

Maquoketa Community School District

The Maquoketa Community School District provides public Pre-K through 12 educational services to children in Maquoketa and the surrounding area including the communities of Baldwin, Leisure Lake, and Zwingle. The district operates four school buildings including the High School, Middle School, Briggs Elementary, and Cardinal Elementary. The district had a certified enrollment of 1,305 students for the 2018-2019 school year. The District had a graduation rate of 91.43% in 2018.⁶

Sacred Heart School

Sacred Heart School offers Pre-K through 6 private Catholic educational services to students in Maquoketa. The school is located at 806 Eddy St. next to the Sacred Heart Church.

Clinton Community College

Clinton Community College operates an 11,000 square-foot center at 4703 W. Washington St. in Maquoketa. The center has two computer labs, a large meeting room, and four classrooms with additional learning space. The center offers a wide range of credit courses, non-credit courses for all ages, dual enrollment classes for current high school students, training for area businesses, and adult classes including preparation for the High School Equivalency test.⁷

The center also includes a 3,300 square foot Advanced Manufacturing Center that houses several mills, CNC/Machining simulators, a robotic plasma cutter, and two robotic welders. The Advanced Manufacturing Center is a cooperative effort between CCC and the Maquoketa Community School District. The center is used for training new students and for retaining current employees.

The City of Maquoketa maintains strong partnerships with the community's educational institutions. The City should continue to develop these partnerships to ensure continued improvement in educational outcomes for Maquoketa's students.

Maquoketa Public Library

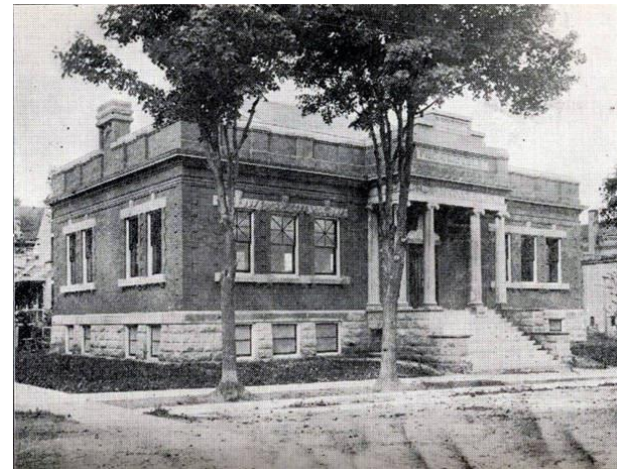
The Maquoketa Public Library is a community institution that has served the citizens of Maquoketa for over one hundred years. The library, located at 126 S. Second St., provides books and other materials for loan and in-house use, in-house use of computers with internet access, online reference databases, scheduled programs for children and adults, and accessible meeting rooms for public use. The original library building was funded in part by a grant from Andrew Carnegie. The library opened to the public in 1904 and built a new addition in 1998.⁸

The Friends of the Maquoketa Public Library is a non-profit organization that is dedicated to improving library programs. All funding raised by the group goes directly into library programs. With changes in culture and advances in technology the role of the public library has changed and will continue to change. While loaning out books is still an important part of the library's mission, the role of a library has expanded to include providing computer and internet access, providing educational programming for adults and children, serving as a community gathering space, and many other offerings. To best serve the people of Maquoketa, the library must continue to adapt, updating its programming and materials to keep up with the changing needs of the community.

INFRASTRUCTURE AND FACILITIES



Clinton Community College Advanced Manufacturing Center



Maquoketa Public Library 1904⁹



Maquoketa Public Library 2019

Maquoketa Municipal Airport

The Maquoketa Municipal Airport is located at 2215 134th Ave. The City of Maquoketa owns the airport and the Maquoketa Airport Commission supervises its operations. The airport has one runway that is 60 feet wide and 3,304 feet long. The airport has eight T-hangers that are available for rent plus the community hanger with up to five spaces.

The airport is an important asset for the community that serves multiple purposes including business, agriculture, personal recreation, air medical transportation, and law enforcement. Local businesses can use small aircraft to carry company employees working in sales or technicians providing customer support. Easy access to an airport provides increased productivity, better access to communities, flexible itineraries, and the ability to quickly react to customer and other business needs.

The Federal Aviation Administration (FAA) recognizes the Maquoketa Municipal Airport as playing a role in the national airport system and includes the airport in the National Plan of Integrated Airport Systems (NPIAS) as a general aviation airport, which makes the airport eligible for federal funding.

The Iowa DOT updated its Iowa Aviation System Plan in 2010.¹⁰ The plan provides an overview of the aviation system in Iowa, as well as specific information related to the Maquoketa Municipal Airport. The plan includes a list of projects that are intended to improve safety and keep the airport in good working condition. Projects include: pavement rehabilitation, relocation of 134th Ave, runway extension, runway lighting replacement, and construction of a turf crosswind runway.

Maquoketa YMCA

Studies like the Jackson County Tomorrow Strategic Plan have shown that good recreational facilities and programs are a key quality of life component and an important tool for attracting and retaining community residents.¹¹ In Maquoketa, the YMCA provides many options for recreation including: a full-size gym, weight training and cardio areas, a multi-purpose room, and an aquatic center with zero depth entry, a kids splash area, and lap lanes.

The City of Maquoketa owns the YMCA building and contracts with Scott County YMCA for the management of the YMCA facility and the City's recreational programs. The YMCA offers a year-round collection of activities that includes aquatics instruction, exercise classes, senior activities, and youth and adult sports leagues.

The Maquoketa YMCA opened at 500 E. Summit St. in the fall of 2007 after several years of planning and fundraising. The facility is currently in good physical and financial condition; however, the City and YMCA staff should continue to develop long-range plans for the facility that will ensure that it continues to be an excellent community resource for many years to come. Long-range planning should include routine maintenance, capital improvements, and programming updates. The YMCA has identified several potential future needs that it hopes to explore in the future. The list includes child watch with a play maze and/or climbing wall, dance/group exercise/general use space, a running track, and racquetball courts.

The map in Figure 14 shows the location of key community facilities in Maquoketa.

Maquoketa YMCA



Maquoketa Airport

Community Facilities

Arts & Culture

1. Maquoketa Art Experience
2. Ohnward Fine Arts Center
3. Old City Hall Gallery

Attractions

4. Clinton Engines Museum
5. La Motte Depot
6. Jackson County Fairgrounds
7. Maquoketa Speedway
8. Jackson County Museum

Community Organizations

9. Maquoketa YMCA
10. Jackson County Economic Alliance
11. Maquoketa Area Chamber of Commerce
12. Jackson County Regional Health Center

Education

13. Maquoketa High School
14. Clinton Community College
15. Maquoketa Middle School
16. Cardinal Elementary
17. Briggs Elementary
18. Sacred Heart Catholic School
19. Maquoketa Public Library

Government

20. Maquoketa City Hall
21. Jackson County Courthouse
22. Maquoketa Police Department
22. Jackson County Sheriff's Office
23. Maquoketa Fire Department

Utilities

24. Municipal Light Plant
25. Maquoketa Wastewater Plant
26. Maquoketa Water Plant

Maquoketa Districts

- Downtown District
- Industrial Park
- Municipal Utilities
- Schools
- Parks

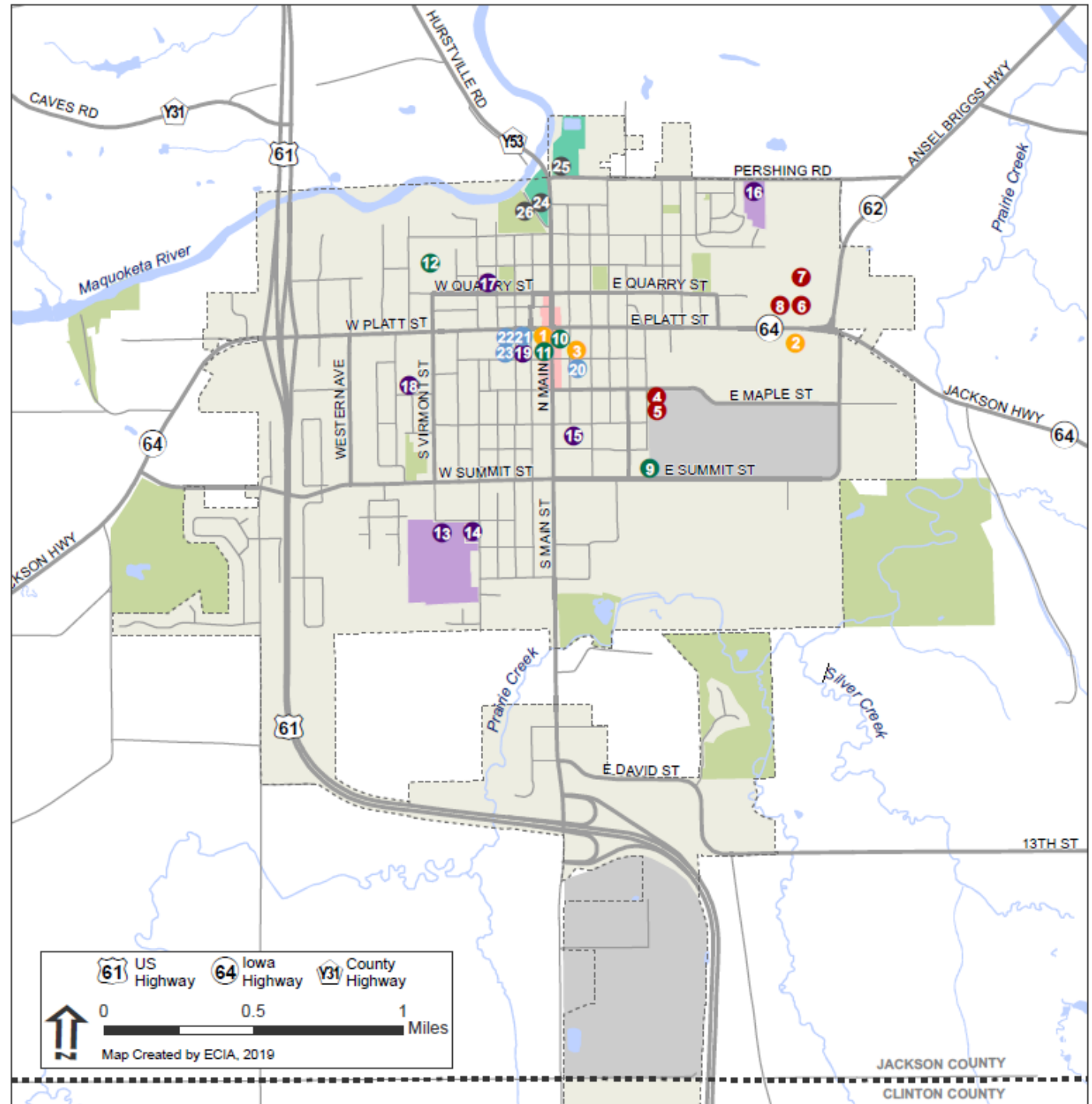


Figure 14. Maquoketa Community Facilities

INFRASTRUCTURE AND FUTURE DEVELOPMENT

Public expenditures for infrastructure can shape a community's land use patterns, and in turn, the community's land use patterns will determine the costs and efficiency of utility service delivery. Communities invest in the installation and maintenance of infrastructure to stimulate private sector investment and development, which creates value in the local economy. The city taxes the value created and uses the tax revenue in part to pay for the maintenance of the infrastructure.

Adding new developments to the existing city spreads the system's capital costs over a larger customer base, lowering the costs of service per customer. However, when new infrastructure is built solely for new customers, maintenance costs go up and the opportunity to improve the efficiency of the existing system is lost.

Through comprehensive planning, the city can implement land use policies that guide development with the goal of keeping utility rates low and improving delivery system efficiency, effectively maximizing the community's return on its infrastructure investment. Examples of development policies include planning for new development infrastructure, new subdivision design, new subdivision lot size, infill development, and rehab and rehabilitation.

Plan for New Development Infrastructure

The Comprehensive Plan's future land use map is a tool for planning the extension of services to new development on the edges of the City. The future land use map identifies key development areas and assigns planned future land uses within each area. Future land use plans allow the City to size infrastructure to serve the land being developed today, as well as development that will occur in future years. The City can keep its costs down over the long-term by ensuring

infrastructure for new development will have enough capacity to serve future developments in the area. For example, by installing a 10-inch sewer pipe today instead of the 8-inch pipe needed to serve a new subdivision, the City can avoid the costs of installing a larger pipe when additional development occurs in the future.

Subdivision Lot Size

Lot size in a subdivision can have a large effect on infrastructure efficiency. Subdivisions with smaller lots can have more houses per linear foot of infrastructure, spreading the cost of water mains or sewer lines over more houses and reducing the infrastructure per house.

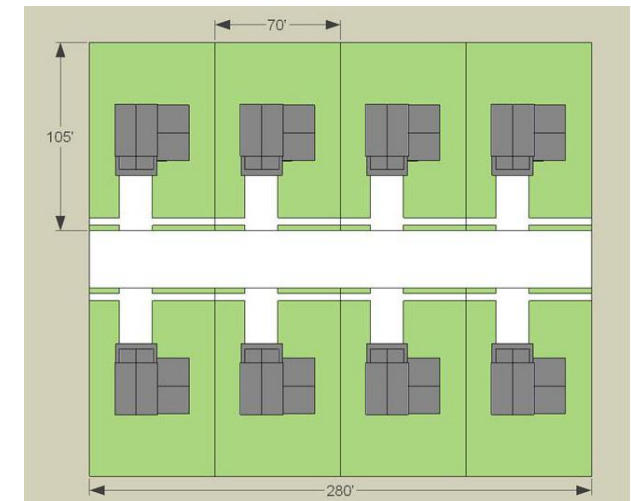
The illustrations in Figure 15 show how lot size can affect the cost of providing services to a subdivision. The illustrations show two similar subdivisions, both with eight lots and identical houses on each lot. Subdivision A has 70-foot-wide lots and Subdivision B has 60-foot-wide lots. Because Subdivision B's lots are narrower by ten feet each, the City has 40 less linear feet of street, water main, sewer main, storm sewer, and electrical lines to maintain when compared with the Subdivision A.

While ten feet per lot may seem like a small difference, over time the cost of maintaining the extra infrastructure will be compounded over multiple subdivisions. If the City constructed ten new houses per year over the next twenty years at 60 feet wide instead of 70 feet wide, it could reduce its infrastructure maintenance responsibility by 4,000 linear feet.

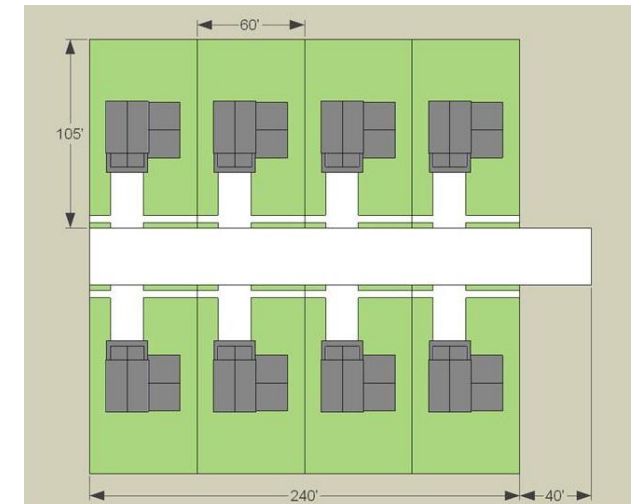
For the most part, the local housing market will determine the size of lots in new subdivisions, e.g. land prices, construction costs, and buyer preferences. However, rules established by the City can also contribute to lot size. The City's zoning and subdivision ordinances may contain minimum lot sizes and building setbacks that can

INFRASTRUCTURE AND FACILITIES

result in lots larger than what would be determined by the market. The City can encourage more efficient lot sizes by making sure that any rules that increase the size of a lot, represent the minimum required for public health safety and welfare, and do not increase the size of a lot without a compelling reason.



Subdivision A



Subdivision B

Figure 15. Residential Lot Width

Subdivision Design

Poorly planned lot layout in new subdivisions can result in greater costs for roads, water, and sewer infrastructure. The City can avoid higher maintenance costs by implementing policies through its subdivision review process that encourage the orderly development of land, the efficient extension of services, and lowest maintenance cost over the long term. Good subdivision design policies include:

- Ensure that new subdivision designs are consistent with future growth plans allowing the logical extension of streets, water lines, and sewer lines.
- Ensure that lots are arranged and graded to prevent storm water from collecting on residential properties.
- Arrange lots in a way that reduces water, sewer, and street costs.
- Use the City's extraterritorial jurisdiction authority to ensure that development that occurs within two miles of the City is built to City standards or is annexed into the City.¹²

Infill Development

Not all future development sites will be in new subdivisions on the edge of the City. Maquoketa has several available sites within the City that could be developed. Developing these infill sites can improve the efficiency of the community's infrastructure by adding to the tax base using infrastructure that the City is already paying to maintain. The vacant property along Western Street is a good example of a site that has good potential for infill. Located in a residential neighborhood, the site is a good candidate for new residential development. See Key Development Area 5 in the Land Use Chapter for more information on the Western Street site.

Redevelopment and Rehabilitation

Like infill development, redevelopment and rehabilitation of existing buildings uses existing infrastructure capacity that the City is already paying to maintain. A good portion of Maquoketa's existing housing stock is made up of older homes. According to the census, about a quarter of the homes in Maquoketa were built before 1940. Rehabbing under-performing properties increases their value which in turn increases the City's tax base without adding new maintenance responsibilities.

Redeveloping existing structures for a new use is another way of to improve properties served by existing infrastructure. The upper story housing redevelopment project planned for 124 South Main Street is a good example of a housing redevelopment project. The project will convert underused space in an existing Main Street building into four apartments. See the Housing Chapter for more information on this project.

INFRASTRUCTURE MAINTENANCE

All infrastructure has a life cycle. As development occurs, new water and sewer pipes, streets, and electrical lines are installed to serve it. This new infrastructure will remain in service for many years, but over time it will deteriorate and eventually need to be replaced. Replacement is the most expensive part of the infrastructure life cycle, and is inevitable. However, the City can maximize the life of its infrastructure through investments in routine maintenance.

While a city that defers routine maintenance projects may save money in the short-term, it will likely pay more in the long run for emergency repairs and eventual reconstruction as the infrastructure deteriorates at a faster pace.

Capital Improvements Program

The City can plan for future infrastructure maintenance projects by Identifying and prioritizing them in its Capital Improvements Program (CIP). The CIP is a tool for scheduling, planning, and financing large construction projects and major pieces of equipment. The CIP is a written document that links together the City's comprehensive plan with its annual budget.

The City uses its CIP process to identify needed infrastructure projects and rank them based on their importance to the community. Once the projects are ranked the City uses the CIP to develop its annual budget, identify project funding sources such as grant or loan programs, and to set rates for utilities like water and sewer.

The goal of the CIP is to inform the City Council's decision making process by providing the big picture view of all projects. Without a CIP, the City Council would be aware of the need for many capital projects, but they would likely have questions about how to pay for them, when to construct them, and how to rank them.

The City of Maquoketa should review and update its CIP on an annual basis. Completed projects will be removed. New projects will be added, and some projects will be revised and updated as new information becomes available.

RECOMMENDATIONS

The following recommendations are intended to guide the City of Maquoketa in providing high quality infrastructure and facilities for all residents of the City.

Public Safety

- Monitor public safety facilities, equipment, and procedures to ensure that adequate service is provided.
- Encourage coordination, cooperation, and resource sharing among local public safety agencies.
- Coordinate with local police and fire departments to ensure that new development can be served by existing facilities and equipment.

Health Care

- Maintain quality health care facilities that promote physical and mental health, safety, and wellness for all members of the community.
- Support access to good quality, affordable care for children, the disabled, and the elderly.

Education

- Coordinate with local schools to provide adequate educational facilities and improve educational opportunities for the community's children.
- Coordinate with local schools to ensure that proposed development can be served by existing educational facilities.
- Coordinate with education partners such as the Maquoketa Public Library and Clinton Community College to support opportunities for life-long learning.

Public Infrastructure and Services

- Plan for, build, and improve infrastructure systems to meet anticipated growth and development needs.
- Encourage new development to size facilities to serve the needs of future development.
- Encourage development and redevelopment in areas with access to existing infrastructure.
- Invest in infrastructure projects that will result in private sector investments that can financially sustain the maintenance of the infrastructure.
- Perform routine maintenance and support ongoing improvements that will extend the life of infrastructure systems.
- Encourage access to reliable and affordable broadband internet.
- Revise the City's Capital Improvements Program on an annual basis.
- Consider trash and recycling collection being provided by the City.

Notes

1. See Anderson Chapter 4.
2. See Anderson Chapter 5.
3. See "Maquoketa Municipal Electric Utility"
4. See "Maquoketa Municipal Electric Utility Financial Statements."
5. See WPPI Energy.
6. See "2018-2019 Certified Enrollment Summary by District"
7. See "Clinton Community College Maquoketa Center"
8. See "Maquoketa Public Library"
9. Black and white image of the front exterior of the Maquoketa Public Library. Source: 1st Report of the Iowa Library Commission, coverage 1900-1903 (1904), opposite p. 106.
10. See "Iowa Aviation System Plan"
11. See Axness, Brooke, et al.
12. See the Land Use chapter for more information on the city's extraterritorial jurisdiction authority in subdivision review.

Chapter 8

Transportation



INTRODUCTION

The City of Maquoketa's transportation system is vital to everyday life in the community. The system facilitates the movement of people and goods within the City allowing residents to get from their homes to employment, education, medical care, and shopping. Maquoketa's local system connects to regional and national networks providing access to surrounding communities and the rest of the world. Businesses import products and raw materials from outside the region, and export goods and commodities to other regions. Connections to regional transportation networks allow businesses to conduct these transactions quickly and efficiently, and allow the region to compete in the global marketplace. The goal of this chapter is to facilitate efficient and affordable transportation to residents and businesses in the City of Maquoketa.

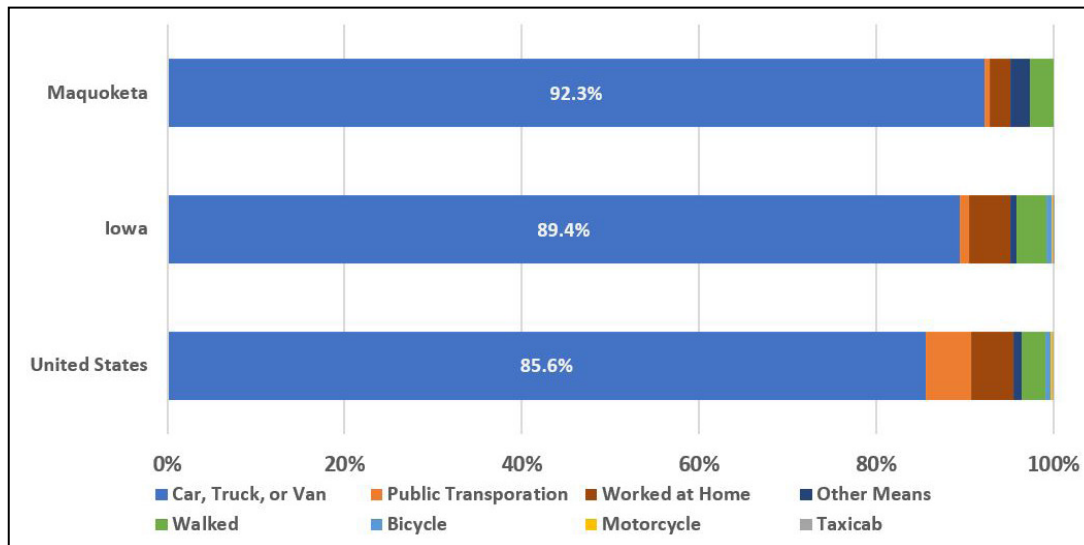
AUTOMOBILE TRAVEL

Automobile travel is by far the most used mode of transportation in the United States, and is relied on even more in smaller communities like Maquoketa where the area's population is more spread out. Figure 16 shows a Census estimate of how people get to work in the United States, Iowa, and Maquoketa. In Maquoketa, more than 92 percent of people use a personal car, truck or van to get to work. These numbers illustrate the level of reliance on personal vehicles and the importance of maintaining the infrastructure needed for personal vehicle travel. For the City of Maquoketa this means maintaining its system of local streets and bridges that allow people to access their property and travel across town. For counties, the Iowa Department of Transportation (Iowa DOT), and the Federal Highway Administration (FHWA), this means maintaining the highways and bridges that connect communities within the region and across the country.

Local City Streets

Maquoketa's network of streets allows people to get around within the community. The City of Maquoketa has approximately 54 lane miles of local streets within its city limits. During the input process for this plan, Maquoketa residents listed local streets as a high priority for the community. Street maintenance, traffic speed, and safety were all issues mentioned in the public meetings and through the Maquoketa Community Survey.

Streets are also vital for future economic growth in Maquoketa. Streets provide a framework for creating value in the community. The City builds streets as an investment. The money invested in streets allows people to access property. Once a piece of property is accessible, it becomes more valuable because the property owner can build on the land and people can get to the building. Accessible buildings can be used for businesses and housing.



Source: US Census Bureau, American Community Survey Estimates 2013-2017.

Figure 16. Means of Transportation to Work

Highways

US Highway 61

US Highway 61 is the City of Maquoketa's primary connection to the national highway system. US Highway 61 is a north-south highway that runs from Minneapolis to New Orleans. In Iowa, much of the route has been upgraded to four lanes. US Highway 61 provides Maquoketa with four-lane connection north to Dubuque and south to the Quad Cities and Interstate 80. The highway allows residents looking for a small town lifestyle to live in Maquoketa, but still be close to shopping, medical care, and employment opportunities in these larger cities. US Highway 61 is also important for economic growth in Maquoketa. Businesses in Maquoketa can import raw materials and export products to world markets on US Highway 61. US Highway 61 is maintained by the Iowa Department of Transportation. The City of Maquoketa should continue to communicate the importance of US Highway 61 to the Iowa DOT.

Iowa Highways

In addition to US Highway 61, the City of Maquoketa is connected to surrounding communities by a system of regional highways that include state highways, farm-to-market routes, and federal aid routes. Iowa Highway 64 is a two-lane state highway that serves as Maquoketa's primary east-west commercial corridor within the City and connects to US Highway 151 to the west and to the Mississippi River Bridge at Sabula to the east.

Farm to Market Routes

A farm-to-market route is a road that is used to connect agricultural areas to distribution centers in nearby towns. Many residents of Maquoketa and the surrounding unincorporated areas work in the agricultural industry or supporting industries, making a good quality farm-to-market system important for future economic growth in Maquoketa. Jackson and Clinton Counties maintain the farm-to market roads that connect to Maquoketa.

Federal-Aid Routes

Federal-aid routes are regional roadways that are eligible for federal funding. Federal-aid routes can be maintained by cities, counties, or the Iowa DOT. Federal aid eligibility is determined by the roadway's functional classification. The functional classification for a given roadway is determined based on its setting (urban or rural) and whether its main role is providing connectivity, mobility, or accessibility. The number of vehicle miles traveled (VMT), average annual daily traffic (AADT), and adjoining land uses of a roadway are also considered.

Traditionally, the roadway functional classification system has been used to describe how travel flows through the regional roadway network and to determine project eligibility for inclusion in different transportation planning projects and grants. The arterial streets form the backbone of the network. Local roads feed the collectors, which in turn feed the arterials.



US Highway 61 on the southwest side of Maquoketa

Maquoketa Functional Classification

The functional classification categories found in the Maquoketa area include: Principal Arterial, Minor Arterials, Major Collectors, Minor Collectors, and local streets. Table 11 summarizes roadways within the Maquoketa city limits by functional classification. Figure 17 maps Maquoketa roadways by functional classification and by farm-to-market status.

Table 11. Roadway Lane Miles by Functional Classification

Functional Classification	Lane Miles
Principal Arterials	24.4
Minor Arterials	10.5
Major Collectors	8.0
Local Streets	54.6
Total	97.6

BRIDGES

As with streets and highways, a good network of bridges is essential for a thriving local economy. Figure 17 includes Maquoketa area bridge locations. There are nine existing bridges within the Maquoketa city limits. Eight of the nine are on US Highway 61 or are overpasses over US 61. The City of Maquoketa maintains one bridge on East Summit Street and shares maintenance responsibility with Jackson County for a bridge on South Main Street near Horseshoe Pond. Several Iowa DOT and Jackson County maintained bridges are located in the immediate area around the City.

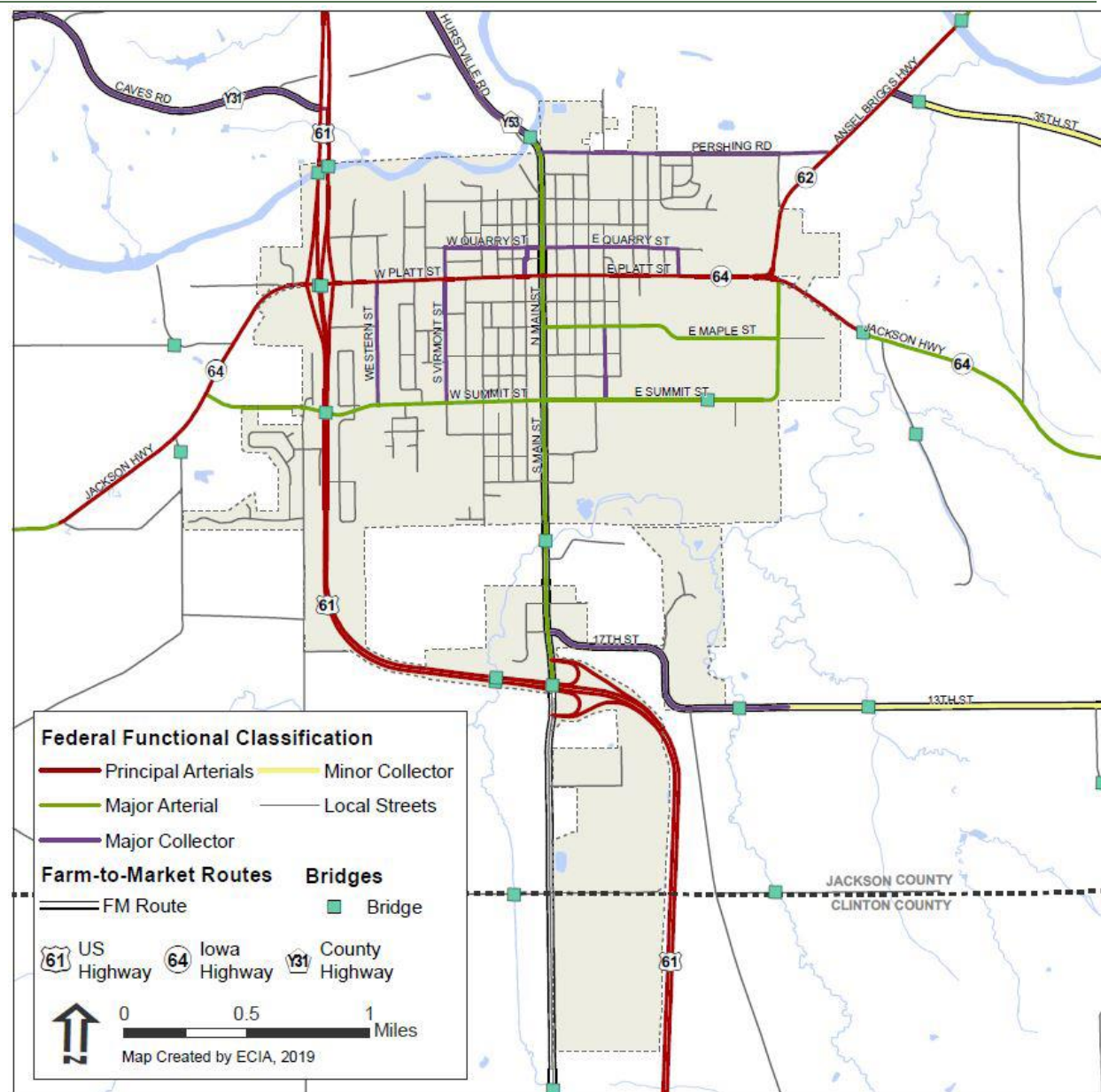


Figure 17. Maquoketa Roads and Bridges

RIDE SHARING

The concept of two or more people riding in a car together to keep transportation costs down or conserve fuel is not a new idea. Carpools became a popular way to conserve fuel in the United States during World War II and again during the 1970s oil crisis. What's new is that ride sharing has become more prevalent in recent years because of smartphone apps that allow people to coordinate shared rides on very short notice.

Smartphone app-based ride sharing services are becoming increasingly popular ways to get around. Two popular ridesharing services, Uber and Lyft, launched in large metropolitan areas between 2009 and 2012 and have continued to expand service into smaller communities. In Iowa, Uber and Lyft began providing service in Iowa's metropolitan areas in 2016 and 2017. In January 2019 Uber announced expansion of their service to the entire state of Iowa. In a press release Uber stated that it may take longer to get a ride in more rural areas but they expect the wait time to come down in the future.¹

As of mid-2019, Uber and Lyft service were not available in Maquoketa due to lack of registered drivers. But, these and other technology-based transportation services continue to expand into smaller communities and will create new opportunities in the future.

PUBLIC TRANSPORTATION

Regional Transit Authority 8 (RTA) provides public transit service to the City of Maquoketa. The RTA is one of sixteen regional transit systems in the state of Iowa and is a non-profit service organization. The RTA serves the public transportation needs of residents in Delaware, Dubuque, and Jackson Counties, and provides rides to Iowa City, Coralville, Cedar Rapids, Waterloo, and the Quad Cities. RTA operates a fleet of buses and standard vans, and contracts with privately owned automobiles operated by volunteers. RTA vehicles are equipped to accommodate all people, including children, the elderly, and people with disabilities. All RTA routes are open to the general public. Riders must request service 24 hours in advance. The cost of rides varies by destination. RTA service is open to people of all income levels, but fee assistance is available for those who qualify.

The RTA's main dispatch office and garage are located in Dubuque. The RTA also operates three other garages across the region including a location at 1000 E. Quarry Street in Maquoketa. The RTA's Maquoketa in Town service costs three dollars one way and operates from 8:00 a.m. to 3:00 p.m. on Monday, Wednesday, and Friday and from 9:00 a.m. to 3:30 p.m. on Tuesday and Thursdays. RTA also provides service between Maquoketa and Miles, Preston, Bellevue, and Baldwin. Out of town services cost \$6.75 one way and depart at 6:30 a.m. and return at 2:00 p.m.



RTA bus



RTA Maquoketa Garage 1000 E. Quarry St, Maquoketa

BICYCLES AND PEDESTRIANS

Walking and biking are important modes of transportation for Maquoketa. Walking and biking can provide transportation for those who are unable to drive or don't have access to a car. Choosing to walk or bike instead of driving can reduce traffic congestion, improve air quality, and improve physical health. Increasingly, people are listing bike and pedestrian amenities among the features that they consider when choosing where to live. Existing bicycle and pedestrian facilities in Maquoketa can be classified into three categories: trails, on-street bicycle routes, and sidewalks. The following section provides a description of each.

Trails

Maquoketa and the surrounding area have several off-street trails. Most trails in the area are classified as multi-use trails. These trails typically are concrete, asphalt, or packed crushed rock and are usually between 8 feet and 10 feet wide. Multi-use trails are physically separated from motorized traffic by an open space or barrier and can be in an independent right of way or within a roadway right-of-way. Multi-use trails usually accommodate both bicyclists and pedestrians and are suitable for most age groups and abilities.

In addition to multi-use trails, the Maquoketa area also has several trails that are geared to more specific types of uses including hiking and mountain biking. These specific-use trails are almost always used for recreation and are usually unpaved, steeper, and narrower than a multi-use trail, and as a result, may require a relatively higher level of physical ability. Several miles of hiking trails are located in Maquoketa area parks like Maquoketa Caves State Park and Prairie Creek Park.

On-Street Bicycle Routes

In addition to trails, Maquoketa bicyclists also have the option to ride on the streets. With an on-street route, bicyclists share the roadway with motor vehicle traffic. Many of Maquoketa's local residential streets are ideal on-street bicycle routes. These streets have low vehicle traffic volume and 25 mile-per hour speed limits or less. Streets with higher speeds and more traffic can include specific design improvements to direct bicycles and vehicles and improve safety for all users. Design improvements include signage, shared lane markings (sharrows), bicycle lanes, separated bicycle lanes, and protected bikeways.

The design strategy used depends on vehicle speed, vehicle traffic volume, and space available in the right-of-way. Streets with higher vehicle speeds and volumes will usually call for elements like buffered bicycle lanes or separated bikeways that offer more protection to bicyclists. Streets with slower speeds and lower traffic volumes are generally safer for bicyclists and are good candidates for less protective elements such as bicycle signage or shared lane markings. In many cases, local streets are suitable for biking without any additional design elements.

To help smaller communities like Maquoketa select bicycle design elements, the Federal Highway Administration has published a design guidance document called The Small Town and Rural Multimodal Network Guide. Figure 18, Figure 19, and Figure 20 provide examples of possible on-street improvements from the guide.²

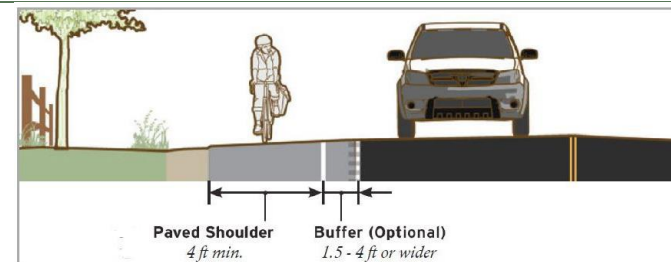


Figure 18. Paved Shoulder

Roadway shoulders can be enhanced to serve as space for pedestrians and bicyclists. Paved shoulders are appropriate on roads with moderate to high traffic volumes and speeds.

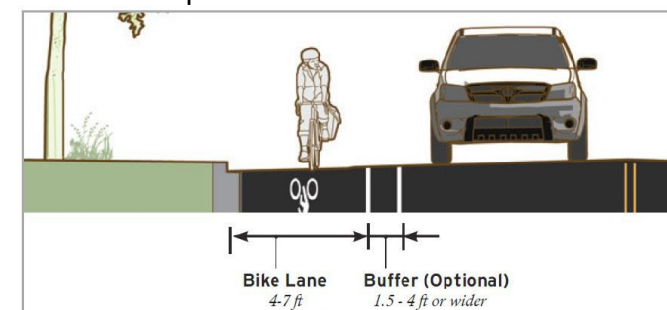


Figure 19. Bike Lane

Bike lanes provide a dedicated space for bicyclists on the edge of a moderate to high traffic speed and volume roadway. Bike lanes are similar to paved shoulders but are intended for more urban applications and have additional pavement markings and signage.

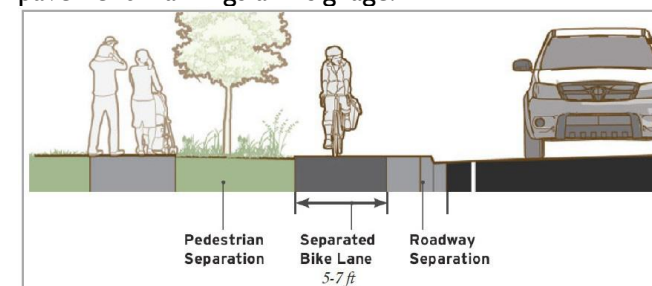


Figure 20. Separated Bike Lane

Sometimes referred to as protected bike lanes, separated bike lanes offer additional separation from vehicle traffic. Typically, the bike lane is separated by a vertical element such a curb, parked cars, decorative planting, or flex post.

Sidewalks

Sidewalks are an important part of the pedestrian network. Sidewalks provide necessary walking connections to homes, businesses, transit services, and other activities. Many streets in Maquoketa have sidewalks, but gaps exist in the sidewalk network. In some cases, sidewalks do not exist, in others the sidewalks are there but pedestrians are deterred by an unsafe crossing of a busy street. Sidewalk maintenance can also be an issue. Unlike trails or city streets, private property owners usually maintain sidewalks, and owners can vary greatly in their ability or desire to maintain sidewalks. The City of Maquoketa has a sidewalk concrete program that can help commercial or residential property owners with the cost of repairing or reconstructing existing sidewalks.

Private ownership somewhat limits the City's ability to address gaps in the sidewalk network. But the City does have options available to improve the sidewalk network.

- Inventory the sidewalk network and identify critical gaps and safety issues.
- Work with property owners through the City's Sidewalk Concrete Program.
- Install safety improvements at crossings.

PARKING

For Maquoketa, parking is primarily an issue in the downtown area. Higher building density and a mix of residential, office, and retail uses in the downtown means that demand for parking is high, while space for parking is limited. Parking is an important element within a downtown that supports shopping, working, living, and entertainment. Maquoketa's recent investments in its downtown and plans for future development have been great for the community, but have also caused concerns regarding parking.

Because of its importance, Maquoketa should take a proactive approach to downtown parking that includes developing an inventory of existing parking spaces and studying their usage. A downtown parking inventory should set out to answer the following questions: How many public parking spaces are available and where are they located? How many on-street spaces? How many paid reserved spaces? Is there sufficient legal parking for extended or overnight parking? Following the inventory, the City can focus on how and when available parking is used. Periodic surveys of parking usage can help the City understand parking demand during a typical day and during special events.

Maquoketa can use the information collected to better manage its existing parking supply and plan for possible future parking space additions. Potential parking solutions include:

- Add signage to direct people to available public parking.
- Provide a map of all downtown parking areas.
- Improve aesthetics of off-street lots.
- Make safety improvements to off-street lots including lighting.
- Improve pedestrian routes, sidewalks, and street crossings between parking areas and destinations.
- Provide parking for bicycles as a way to reduce demand for vehicle parking.

FREIGHT

Regional freight transportation connections are very important for Maquoketa's economic competitiveness. According to Iowa Workforce Development, half of the 75,945 workers in the Maquoketa laborshed area are employed in freight related industries.³

In 2018, the City of Maquoketa participated in the *Eight County Freight Study*.⁴ The study looked at freight transportation in a region that included four counties in eastern Iowa and four counties in western Illinois. According to the study, the region has good access to freight but is very dependent on connections to points outside the eight counties to distribute goods within the Midwest and beyond. Local companies that ship goods outside the region may need to first send goods to regional freight facilities in Davenport, Cedar Rapids, Rochelle, Rockford, and Chicago.

The study stresses the importance of regional coordination. Communities within the region, like Maquoketa, need to work together to establish key partnerships to better understand freight system needs and work toward advancing strategies to improve the Eight-County Regional freight system and its connections. The study includes several recommended projects and programs including:

- Highway improvements to address congestion and safety.
- Pavement improvements.
- Bridge improvements.
- New/improved intermodal, transload and/or port facilities.
- Lock and dam improvements.

REGIONAL COORDINATION

Building a transportation system that effectively connects communities requires local governments to work together. The Federal Highway Administration (FHWA) administers transportation activities on a national level and the Iowa Department of Transportation (Iowa DOT) manages transportation within the state. At the regional level, Iowa has nine Metropolitan Planning Organizations (MPOs) and eighteen Regional Planning Affiliations (RPAs) that conduct transportation planning activities and facilitate coordination between local governments. MPOs operate in urban areas with more than 50,000 residents and RPAs cover non-metropolitan areas of the state.

Maquoketa is a member of Regional Planning Affiliation 8 (RPA 8). RPA 8 is a four-county region that covers Clinton, Delaware, Dubuque, and Jackson counties. RPA 8 is governed by a policy board made up of representatives of its member cities, counties, and regional transportation agencies. As a City with a population over 5,000, Maquoketa has a representative on the policy board. Participation on the RPA 8 policy board gives Maquoketa access to federal transportation funding and allows Maquoketa to have a seat at the table for discussions of regionally significant transportation projects.

MAINTENANCE

Ongoing maintenance of transportation infrastructure is one of Maquoketa's most important transportation priorities. Regular maintenance protects the community's investment in its infrastructure by preventing deterioration and extending its useful life. Well maintained transportation infrastructure also supports economic development and public safety. Local residents and businesses depend on quality streets and bridges to get to their destination safely and efficiently.

The City of Maquoketa plans transportation infrastructure maintenance primarily through its Capital Improvements Program (CIP). Development of the CIP includes a systematic evaluation process that allows the City to compare all potential projects and develop a maintenance plan that ensures efficient use of funding.

Maintenance planning efforts can be aided by technology. Iowa State University's Iowa Pavement Management Program (IPMP) offers automated data collection on the condition of roads including information on cracks and the quality of the ride. IPMP information is available for free to communities through a web portal. The IPMP also offers access to pavement management software that allows the user to develop an inventory of streets by location and to perform a life cycle cost analysis to determine the best maintenance action for each street.

SAFETY

Transportation safety is an important issue that affects millions of people across the United States every year. US Centers for Disease Control reports that more than 32,000 people are killed and 2 million are injured each year from motor vehicle crashes.⁵ In Iowa over the last ten years, 3,584 people have been killed and 15,755 people have been seriously injured in motor vehicle crashes.⁶

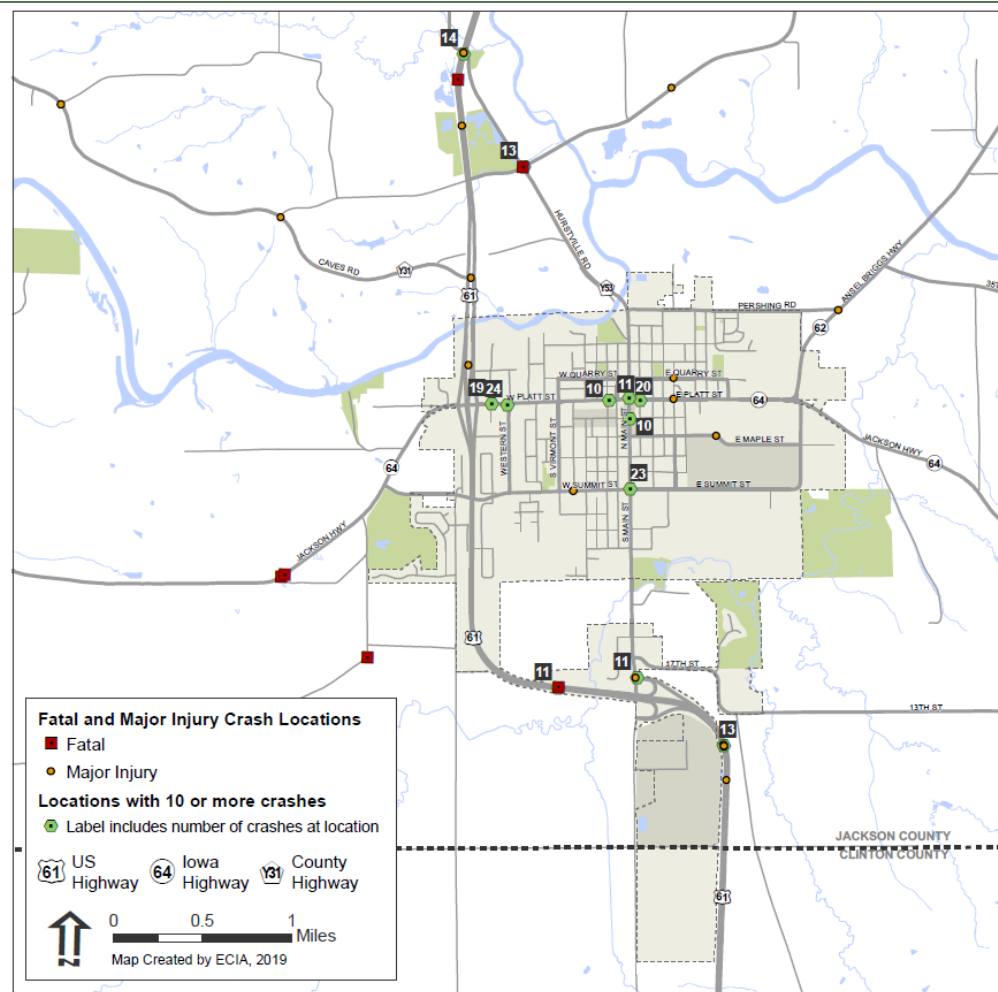
According to the Iowa DOT, 617 vehicle crashes occurred in the City of Maquoketa between January 2008 and February 2019. Of these crashes, one resulted in a fatality, seven crashes included a major injury, and 37 included a minor injury. Table 12 summarizes the crashes by severity.

With limited funding available for safety improvements, the City of Maquoketa will need to target safety improvements to locations where they can have the most impact. To help identify priority safety locations, ECIA developed the map in Figure 21 that identifies the locations of fatal and major injury crashes that have occurred in Maquoketa and surrounding area between January 2008 and February 2019. The map also identifies the locations that have had ten or more crashes during the same period. Key findings from the analysis include:

- All locations in Maquoketa with 10 or more crashes were located along Platt Street and Main Street.
- Only a handful of fatal and major injury crashes occurred within the City. Several more occurred just outside city limits on state and county highways. This highlights the importance of working with the Jackson County and the Iowa DOT on safety issues.

With priority locations identified, the City can conduct further studies to help identify contributing factors and identify specific improvements. One of the priority locations has already been studied. The Iowa DOT conducted a safety audit of the intersection of Summit Street and Main Street in 2017.⁷ Recommendations for the intersection include:

- Improve sight distance.
- Additional signage and pavement striping.
- Relocation of utility poles.
- Repaint crosswalks and add a “school crossing” sign.



Source: ECIA analysis of Iowa DOT Crash Data January 2008 – February 2019.

Figure 21. Maquoketa Area Priority Safety Locations January 2008 – February 2019

Table 12. Maquoketa Vehicle Crash Severity Jan. 2008 – Feb. 2019

Crash Severity	Number of Crashes
Fatal	1
Major Injury	7
Minor Injury	37
Possible/Unknown	94
Property Damage Only	478
Total	617

Source: Iowa DOT
SAVER January
2008 – February
2019.

FUTURE PROJECTS

Maintaining Maquoketa's transportation network is a continuous process of maintaining existing infrastructure and building new infrastructure to facilitate the growth of the City. Through the development of this comprehensive plan, the City of Maquoketa has identified key transportation projects that will affect the City's future development.

Platt Street Project

The Iowa 64/Platt Street Corridor Project will be one of the largest transportation infrastructure projects in the City's history. The project includes new street pavement and resurfacing, replacement of curb and gutter, replacement of pedestrian curb ramps and sidewalks for ADA compliance, repair and replacement of storm sewer, repair and replacement of sanitary sewer, repair and replacement of water main, installation of new broadband fiber-optic network, and traffic signal upgrades. All sidewalk, crossing, and traffic signal improvements will be ADA compliant. Figure 22 includes a conceptual illustration of part of the Platt Street project.⁸

South Main Street Bridge Project

The City of Maquoketa is currently developing plans for a new bridge on South Main Street over Prairie Creek near Horseshoe Pond. The existing bridge has no sidewalks, is in poor condition, and needs to be replaced. This roadway provides an important connection between downtown Maquoketa and US Highway 61, the site of the future hospital, and the commercial and industrial development on the City's south side. Pedestrian traffic on South Main has increased as more development has occurred south of the bridge. The north and south sides of the bridge are divided by Maquoketa's city limits, so the project would be conducted in partnership with Jackson County.

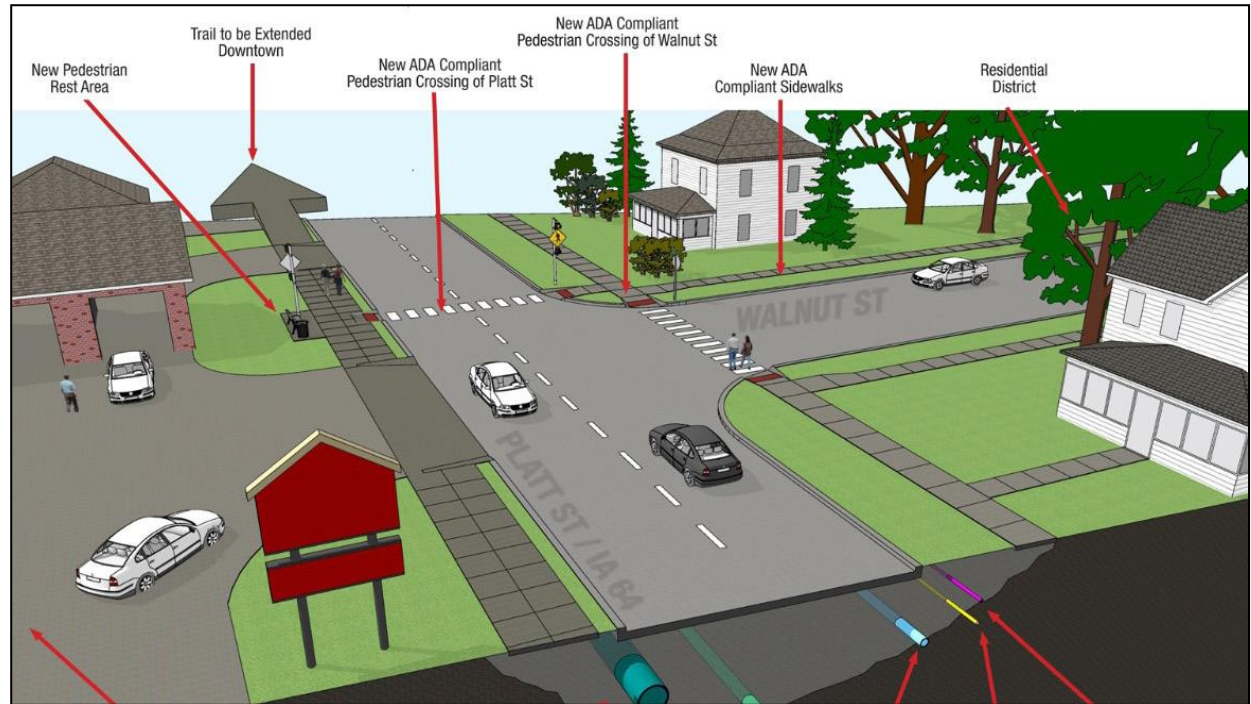


Figure 22. Illustration of Planned Platt Street Improvements

TRANSPORTATION RECOMMENDATIONS

The following recommendations are intended to guide the City of Maquoketa in providing safe high quality transportation for all residents of the City.

Overall Transportation Planning Process

- Continue to work with outside agencies such as Jackson County, the Iowa Department of Transportation, and Regional Planning Affiliation 8 to maintain regional highway connections.
- Follow a performance-based planning process that ensures that resources are used effectively.
- Continue to look for opportunities to fund transportation infrastructure projects through state and federal programs.

Roads and Bridges

- Evaluate the City's street system and plan future street maintenance projects through the City of Maquoketa's Capital Improvement Program (CIP).
- Complete the Platt Street Corridor Project.
- Complete the South Main Street Bridge Project.
- Reduce the number of major injuries and deaths from vehicle crashes by identifying problem locations and making safety improvements at those locations.

Public Transportation

- Coordinate with the Regional Transit Authority to improve public transit service in the Maquoketa area.

Bicycle and Pedestrian

- Create a more complete bicycle and pedestrian network through the development of trails, on-street bicycle routes, and sidewalks.
- Improve safety for bicyclists and pedestrians by adding improvements to on-street bicycle routes and improving street crossings.

Parking

- Manage downtown parking to complement business and residential uses.

Notes

1. See "Uber Services Available Across Iowa."
2. See "Small Town and Rural Multimodal Networks" 3-5, 3-13, & 4-27.
3. The Maquoketa laborshed area includes all of Jackson County and portions of Clinton County and Dubuque County including the cities of Dubuque, Clinton, Bellevue, and DeWitt. See "Maquoketa, IA Laborshed Area Analysis."
4. See "Eight County Freight Study"
5. See "Iowa Strategic Highway Safety Plan, 2019 – 2023." The plan provides additional information on statewide efforts to improve traffic safety.
6. See "Motor Vehicle Crash Deaths."
7. See "Intersection Site Assessment."
8. The illustration highlights the improvements at the intersection of Platt St and Walnut St. See "Platt Street Corridor."

Chapter 9

Land Use



INTRODUCTION

Land use planning is one of the most important tasks for local governments. Developing a future land use plan allows the City to ensure that adequate land is available to allow the community to grow and meet its future development goals. The plan also encourages orderly development of land that allows the City to provide services in the most cost efficient way possible.

The Future Land Use Map serves as a guide for future zoning, subdivision, and annexation decisions. A good future land use map provides consistency and predictability in the decision making process that encourages and protects private investment in the community.

The goal of this chapter is to help Maquoketa plan for future development by developing land use policies that promote economic development, good quality of life, and allow the City to provide services in the most efficient manner possible over the long term.

LAND DEVELOPMENT TOOLS

Maquoketa has several regulatory tools available to promote orderly land development. The City's zoning and subdivision codes give the community the ability to establish land use patterns that are logical, orderly, and attractive. Sound planning enforced by effective development codes provides the key to a well-planned city. The City can use its zoning and subdivision codes to effectively enforce its planning efforts so public resources can be expended more efficiently.

Zoning

Combined with the comprehensive plan, the City uses zoning to establish an orderly land use pattern. The zoning ordinance divides the city into districts and defines how property within those districts can be used. Zoning assigns compatible uses to the same district and separates incompatible uses. Zoning also controls the height and bulk of structures, separation between buildings, and sets standards for parking, landscaping, and signage.

The City of Maquoketa currently has nine zoning districts.

- A-1 Agricultural District
- B-1 General Business District
- B-2 Central Business District
- I-1 Light Industrial District
- I-2 Middle Industrial District
- I-3 Heavy Industrial District
- R-1 Residential District
- R-2 General Residential District
- R-3 General Residential District

Subdivision Regulations

In addition to zoning, the City of Maquoketa regulates land development through its subdivision ordinance. The City's subdivision ordinance establishes rules for how land is divided and developed from vacant property into residential, commercial, and industrial uses. Regulating how land is divided allows the City to ensure that all new development meets minimum safety and infrastructure standards for streets, utilities, and drainage.

Extraterritorial Jurisdiction

Iowa Code gives cities that have adopted subdivision ordinances the option to review subdivision plats that are located within two miles of their city boundaries. If a property owner within two miles of the city wishes to subdivide their land, they must apply to both the county and city for approval. Maquoketa uses its extraterritorial subdivision review authority to help promote efficient and orderly development around the edge of the city by ensuring that new rural development, that could be part of the city one day, will be built to city standards.

EXISTING LAND USE

Developing Maquoketa's future land use begins with an evaluation of existing land use within the community. Figure 23 maps the City of Maquoketa's existing land use.

In 2019 Maquoketa's city limits covered 2,904 acres. Figure 24 charts the proportion of the city's land area occupied by each land use.

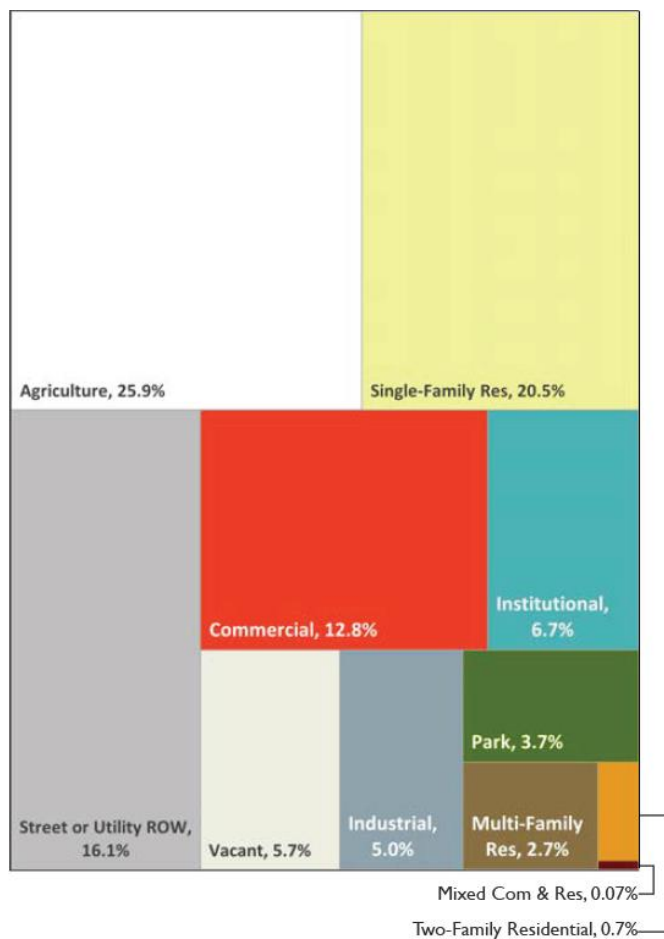


Figure 24. Existing Land Use Area

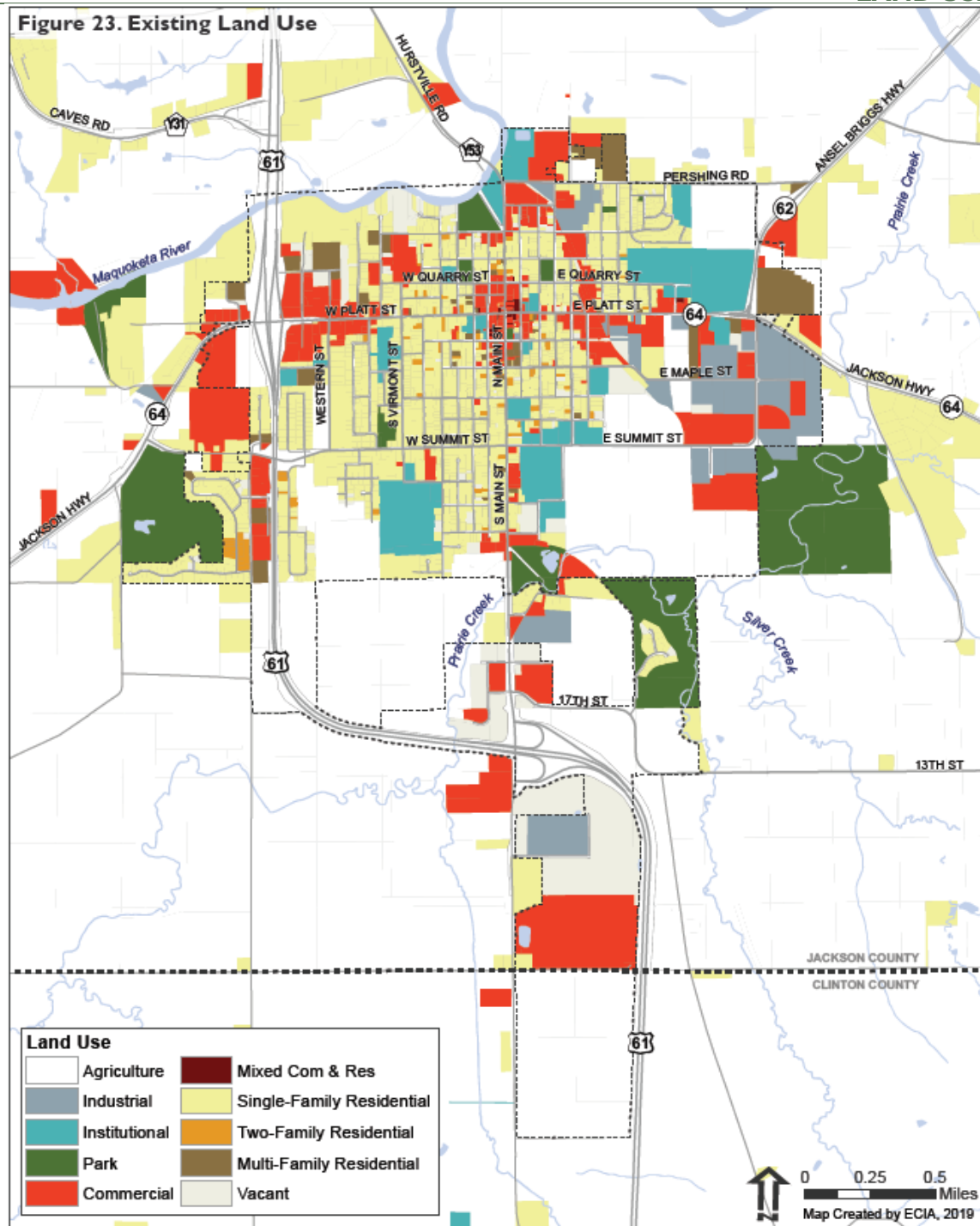


Figure 23. Existing Land Use

LAND USE PRIORITIES

Through the planning process several land use priorities emerged that were used to guide the development of the Future Land Use Map.

Identify Appropriate Areas for New Growth

New land development is necessary for quality of life and economic vitality. However, it is equally important that new growth occurs in appropriate locations and in an orderly manner. The City must carefully analyze conditions and consider the type of development that is most appropriate at a given location. Is adequate infrastructure available? Will the use negatively affect surrounding properties? Is the topography of the land suitable for development?

The future land use map represents the first step in the process of identifying the appropriate type of growth for sites across the community. The map provides a conceptual development guide based on a high-level analysis of existing conditions. The map serves as a general guide, but how a parcel is developed will ultimately be determined by a more specific assessment of the development proposal and site conditions that occurs during the zoning and subdivision review process.

Invest in Existing Neighborhoods

In addition to developing new areas, the City must also look for development opportunities in its existing neighborhoods. Well maintained homes and businesses enable both residents and visitors to feel they are in a unique, well cared for place. The City's continued investment through infrastructure maintenance, rehabilitation of existing buildings, adaptive reuse, historic preservation, and infill development sends a signal that these places have value and encourages property owners to continue to invest in their own property. Identification of potential development sites is the first step to neighborhood investment. Existing vacant lots and buildings, empty storefronts, neighborhood parks, homes that need repair, and local streets could all be opportunities for investment.

Protect Open Space and Farm Land

Rural communities like Maquoketa are integrally linked with their surrounding landscapes. Growth in rural areas requires that communities preserve the land that community members value. This includes farmland, forests, and natural areas – the elements that are part of the sense of place for rural communities. With strategic and early planning, a community can prioritize which land is most important to conserve and which land can accommodate the projected need for future growth.

Mixed Uses

Most of the City's available land use tools, like zoning, are based on the segregation of incompatible uses. But, in some cases, mixing different types of land uses is appropriate and can make the community a better place. Downtown is the primary example of a mixed-use area. Residential, retail, and office space, along with restaurants all coexist within a relatively small area. Mixed use areas could also include small scale commercial areas that are compatible with residential uses and primarily serve people living within the neighborhood. The City can encourage mixed use areas by identifying opportunities to incorporate flexibility into its zoning regulations to allow appropriate mixing of different yet compatible land uses.

Housing and Population Growth

Maquoketa has set a goal to grow the City's population by 630 people by 2040. Assuming 2.4 people in each household, the City will need to add 263 additional housing units to meet this target. If the City was to build housing at a density of 2.3 units per acre, which is similar to the density of the City's recent single-family housing subdivisions, it would need approximately 114 acres to meet the population target. If the community builds housing at a multi-family density of 6 units per acre, it would need approximately 44 acres to meet the target.

FUTURE LAND USE

Through the comprehensive planning process the City of Maquoketa has developed a future land use map that will serve as a guide for the future development of the city. The Future Land Use Map in Figure 25 is a development concept that provides a general guide for future development. The City should review the future land use map regularly and update the map as conditions change. Ultimately, land shown in the map is expected to transition from its existing use to its future use based on market conditions and when the property owner chooses to sell, subdivide, or develop their land.

Future Land Use Categories

The Future Land Use Map displays eight land use categories. Each category is described below.

Agriculture Includes farms and land used for agricultural purposes.

Single-Family Residential includes low density single and two-family homes with open lawns. The area also includes parks, religious and educational facilities, on and off-street trails, and interconnected streets with sidewalks.

Multi-Family Residential includes areas with medium to high density residential development that can include a variety of housing types like apartments, condos, mobile home parks or senior living facilities. The area also includes parks, religious and educational facilities, on and off-street trails, and interconnected streets with sidewalks.

Institutional includes facilities that serve an educational, governmental, medical, religious, or charitable purpose.

Commercial areas include a variety of businesses that provide residents with desired goods and services.

Industrial provides space for a variety of uses associated with manufacturing, assembling, fabrication, warehousing, wholesaling, and commercial services.

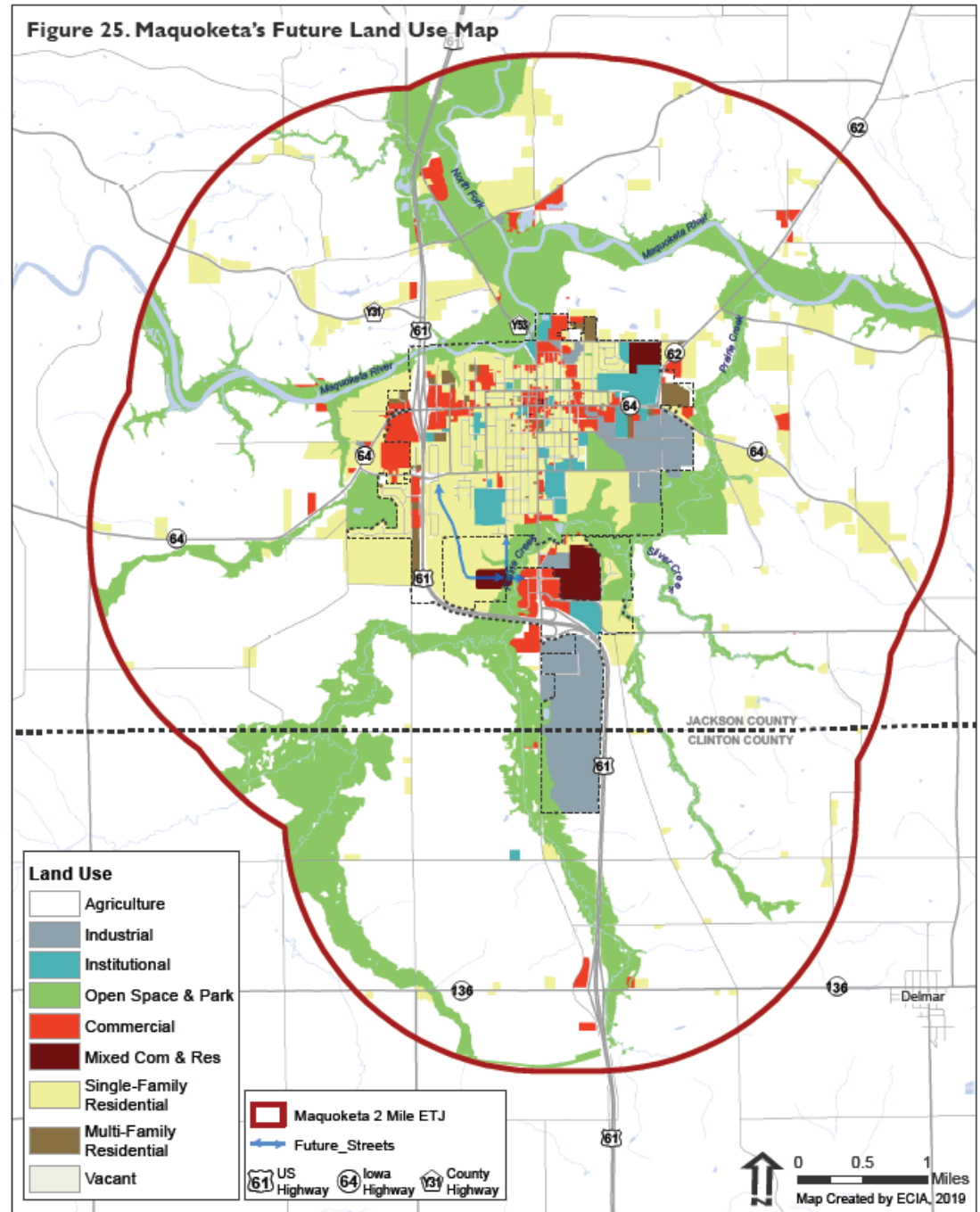


Figure 25. Maquoketa's Future Land Use Map

Mixed Use areas provide a flexible mix of compatible residential, institutional, and commercial land uses.

Residents in mixed use areas have more opportunities to walk because jobs, shopping, entertainment, and schools are located nearby.

Open Space/Park areas include parks, passive and active recreation areas, and conservation areas. Land within FEMA-designated flood zones has been classified as Open Space/Park. Outside city limits, flood zone area that is currently being used for agriculture will likely continue as agricultural use, and would only be converted to a park or open space if surrounding land were developed.

KEY DEVELOPMENT AREAS

The plan identifies eleven key development areas. The community has identified these areas as the most important to the future development of the community and as the locations where development is most likely to occur. The eleven areas are mapped in Figure 26. The following section includes a description of the existing conditions and future plans for each area.

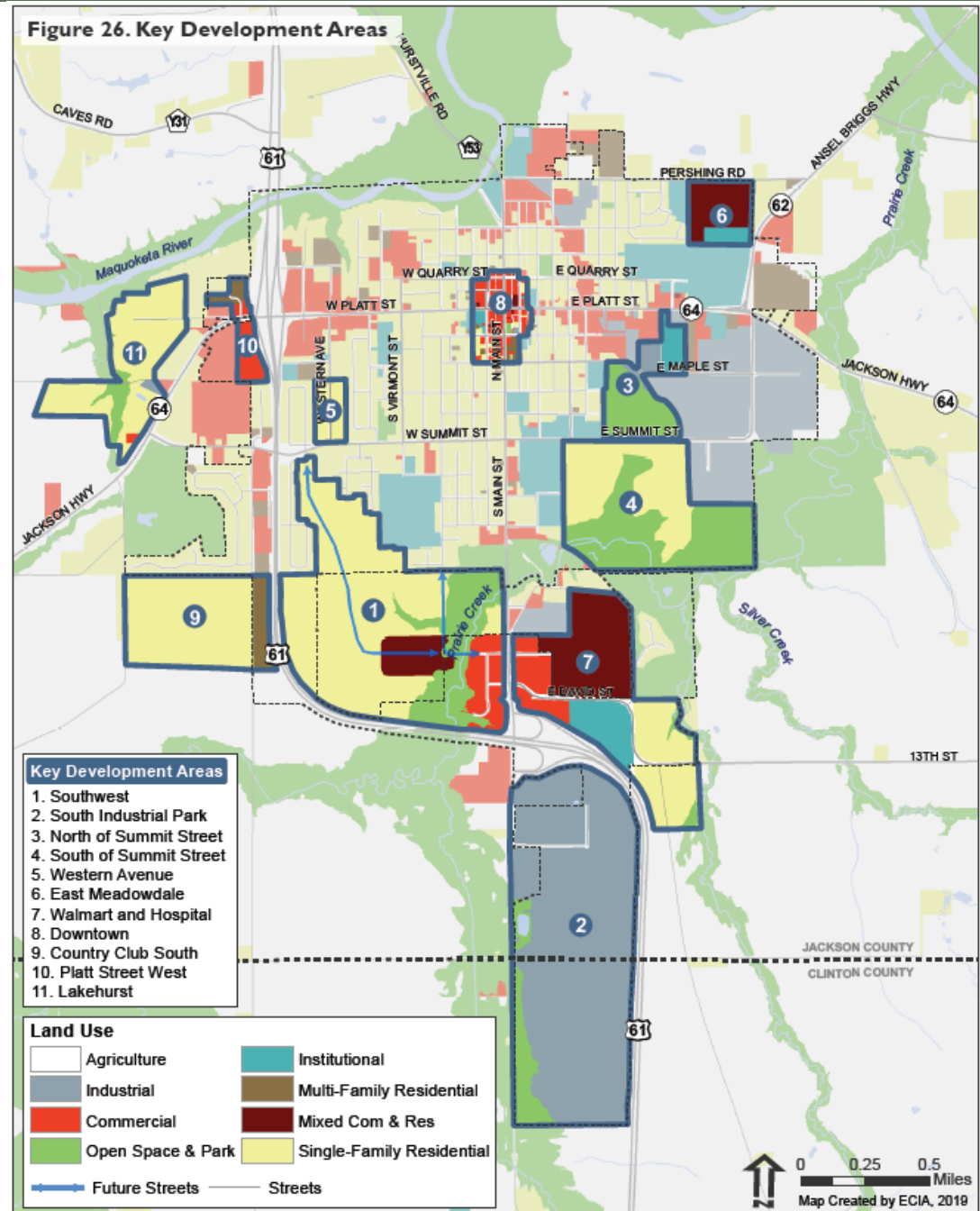


Figure 26. Key Development Areas

Area I – Southwest

The area includes about 368 acres of relatively flat land. East of US Hwy 61 and west of Prairie Creek the primary existing land use is row crop agriculture. Existing commercial development is located on the east side of the area along S. Main Street. Existing businesses in the commercial area include a hotel and gas station.

Portions of the area are in Maquoketa city limits, while the middle portion has not been annexed in to the city. New residential development has been occurring incrementally in the northern part of the area. Several one and two-family homes have been constructed along Longview Drive over the last several years.

The development concept assigns approximately 250 acres for future residential development within the area. The commercial area has been subdivided and is currently home to a hotel and gas station. The remaining lots add up to about 20 acres and are ready for development. The residential and commercial areas are separated by about 72 acres that is located within the Prairie Creek flood plain and has been reserved for Open Space/Park.

Existing streets have enough capacity to accommodate additional development in the northern part of the area, but street connectivity could become a challenge as development pushes farther to the south. Full buildout of the area west of Prairie Creek would likely require a street connection to S. Main Street with a bridge across the Prairie Creek. A future bridge across Prairie Creek could also open the possibility of retail commercial or multi-family housing on the west side of Prairie Creek. The Future Land Use Map includes a 25 acre mixed commercial and residential area on west side of the creek.

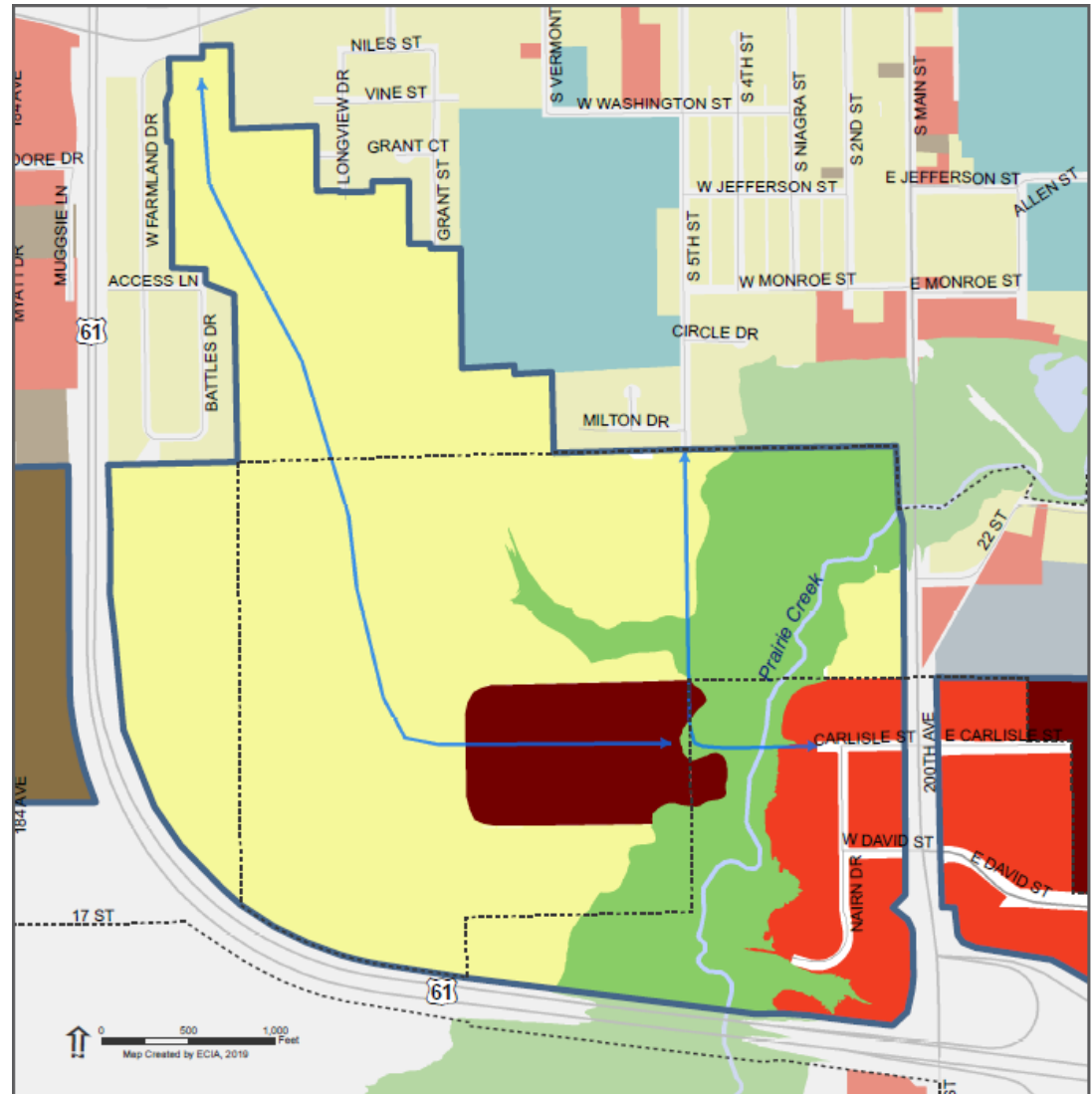


Figure 27. Area I - Southwest

Area 2 – South Industrial Park

This area includes approximately 400 acres on the far south side of Maquoketa along the west side of US Highway 61. The existing land use includes industrial development along with some vacant and agricultural land. Existing businesses in the area include Family Dollar and HUSCO. This area includes the Highway 61 Industrial Park. The location provides business with direct access to US Highway 61 and utilities are available on site. TIF and Enterprise Zone incentives are available in the park. Sixty acres are available in the main industrial park and another 195 acres are available in the southern

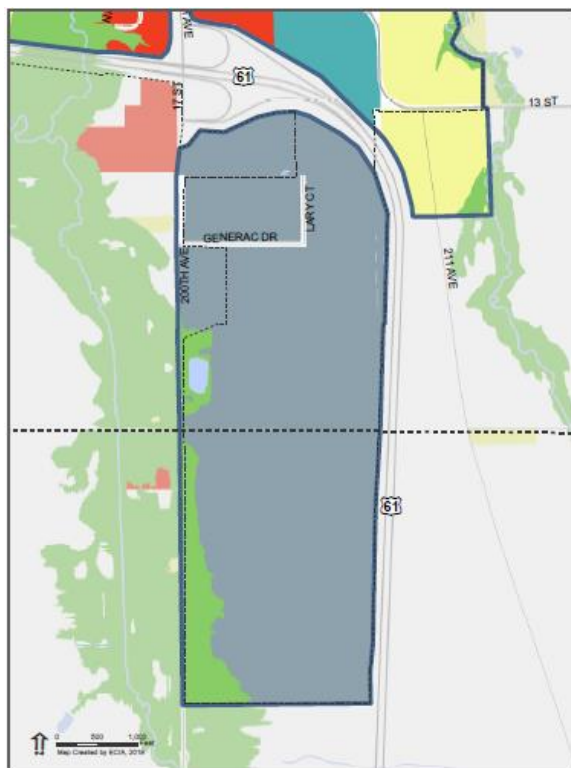


Figure 28. Area 2 - South Industrial Park

Area 3 – North of Summit Street

The area contains approximately 72 acres between Summit Street and Platt Street. Current land use is agricultural with some industrial along E. Maple Street. The area contains a portion of the Industrial Park #1.

The Future Land Use Map identifies the southern 32-acre parcel as Open Space/Park and a possible site for a community recreation complex. Uses within the complex could include sports fields, outdoor swimming pool, concessions, and other related amenities. A recreation complex would fit with the city's existing YMCA located directly to the west of the parcel.

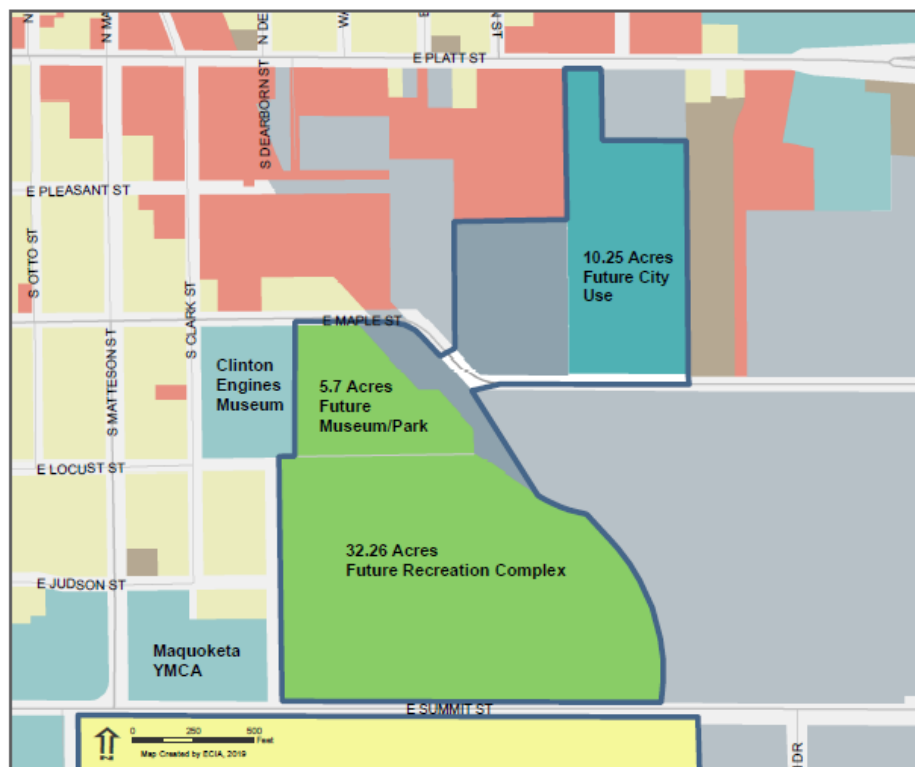


Figure 29 Area 3 - North of Summit Street.

The area also includes a 5.7-acre City-owned parcel directly east of the Clinton Engines Museum. The Future Land Use Map designates the site as open space and park. However, the City has indicated that the site could be used for a museum-related use, park use, or some combination of both.

The City has recently purchased the northern portion of the area between Platt and Maple streets. The City is in the process of developing plans for the site.

Area 4 – South of Summit Street

The area includes approximately 190 acres on the south side of Summit Street Maquoketa's east side. Existing land use in the area is row crop agriculture and cow pasture. The area is adjacent to residential, industrial, and open space/park. While developing the Future Land Use Map the community considered all three uses for the area, but ultimately settled on a combination of residential and open space and park.

Prairie Creek runs through the southern portion of the area and the topography is more challenging than some of the other areas in the City. Because of the topography, the previous land use plan identified this entire area as an open space/park area. However, during the current planning process the community felt that some residential development was now appropriate in this area with the 273-acre Prairie Creek Recreation Area established directly to the east.

The Future Land Use Map designates about 100 acres of the area as Open Space and Park. These 100 acres represents the steepest slopes and most environmentally sensitive parts in the area. The remaining 90 acres is less sloped and could have more potential for residential development. The topography if provides opportunities establish conservation areas and connections to the Prairie Creek Recreation Area through greenways and trails. Residential Development that occurs in this area may need to implement some conservation design techniques to avoid building on steep, highly erodible ground.

Area 5 – Western Avenue

The future development concept recommends residential development for the vacant lots on Western Avenue. The area has approximately eighteen acres on both sides of the street. This area provides a good opportunity for infill residential development within an existing neighborhood. The area is surrounded by residential development and has access to existing street and utility infrastructure.

Area 6 – East Meadowdale

This 38-acre area is located on the northeast side of Maquoketa directly adjacent to Cardinal Elementary School. Jackson County owns 8 acres of the area and uses it as part of the fairgrounds.

The remaining 30 acre portion is used for agriculture. The Future Land Use Map classifies the 30 acre portion as mixed commercial and residential development. The area seems suited for commercial development because of its location near Iowa Highway 62 and compatibility with commercial land use on the east side of the highway and proximity to the Jackson County Fair Grounds.

The area could also be suited for residential development with its location near the school and other residential development. However no new homes have been constructed in the area in recent years. Homes in the Meadowdale subdivisions were built in the 1970s and 1980s. Completion of the 4-lane US Highway 61 seems to have shifted the housing market away from the area. The majority of new housing development in the last twenty years has occurred to the south and west, closer to Highway 61.

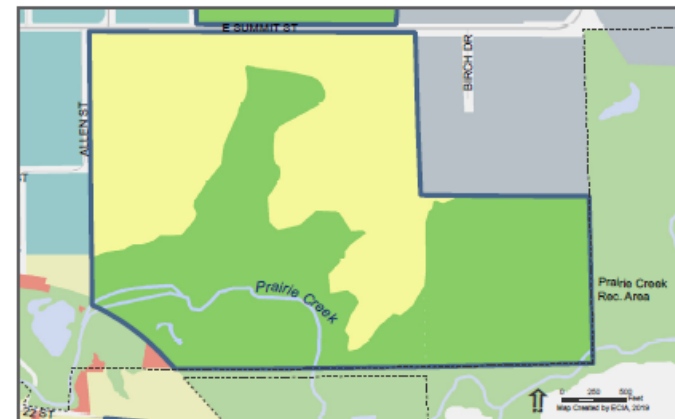


Figure 30. Area 4 - South of Summit Street



Figure 31. Area 5 - Western Street

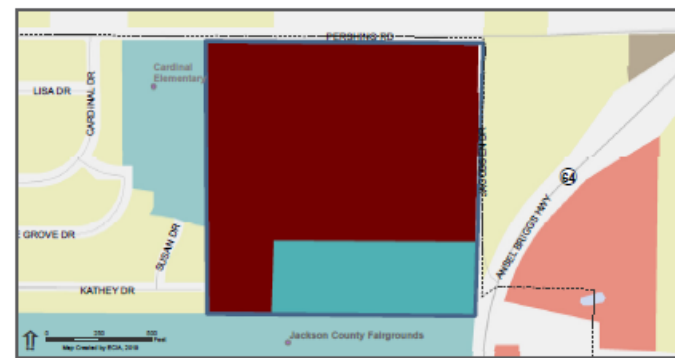


Figure 32. Area 6 - East Meadowdale

Area 7 – Walmart and Hospital

In June 2019, the Jackson County Regional Health Center (JCRHC) broke ground on a new hospital facility on the City's south side near the US Highway 61 interchange. The JCRHC is a large scale project that will provide needed health services to Maquoketa and the surrounding region. The project will also provide a significant impact on the regional economy and on the land use of the site and nearby properties. New traffic in the area will create opportunities for business and will likely increase the value of surrounding land and increase the development potential of the area. Based on the JCRHC's plans, the City has classified the surrounding area as commercial, residential, and mixed commercial and residential in the future Land Use map. The new hospital is expected to create new opportunities for restaurants, retail, and medical offices in the surrounding area.

Area 8 – Downtown

While Downtown Maquoketa is one of the most built up areas of the community, it is also a key area for future development. The community has identified continued revitalization of downtown as one of its most important goals. Downtown Maquoketa is an important commercial and cultural center for the community. Existing land use in the area is a mix of residential, commercial, and institutional uses. Moving forward, the city will continue to pursue opportunities for investment and redevelopment within the downtown area. For the future land use plan, the downtown area is classified as a mixed use area with a balance of retail, office, entertainment, restaurant, and residential uses.

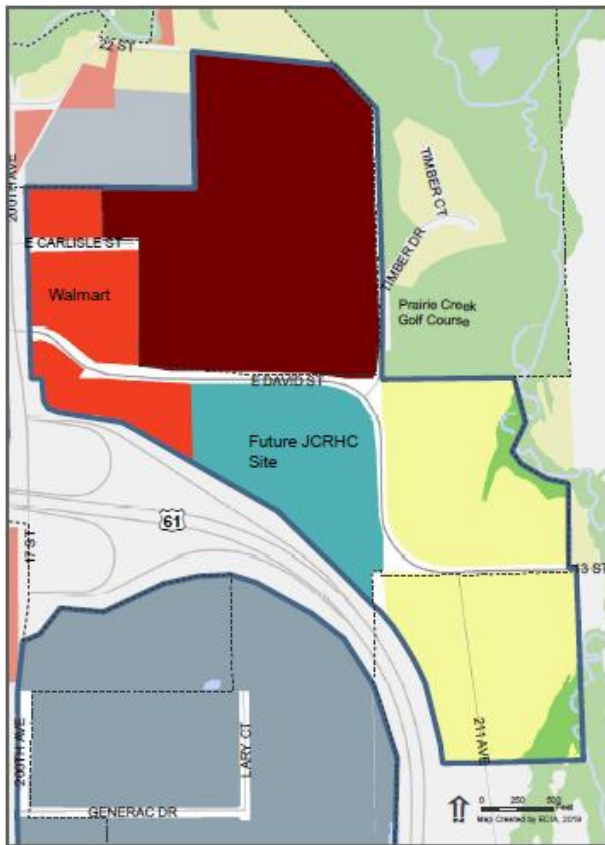


Figure 33. Area 7 - Walmart and Hospital

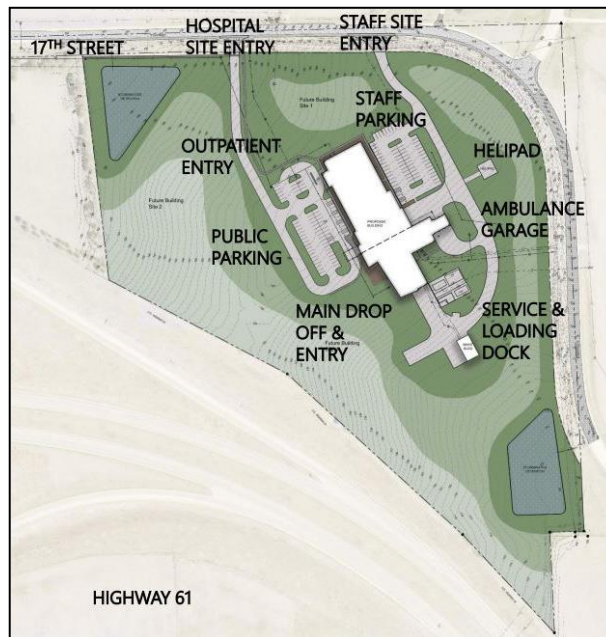


Figure 34. JCRHC Site Plan¹

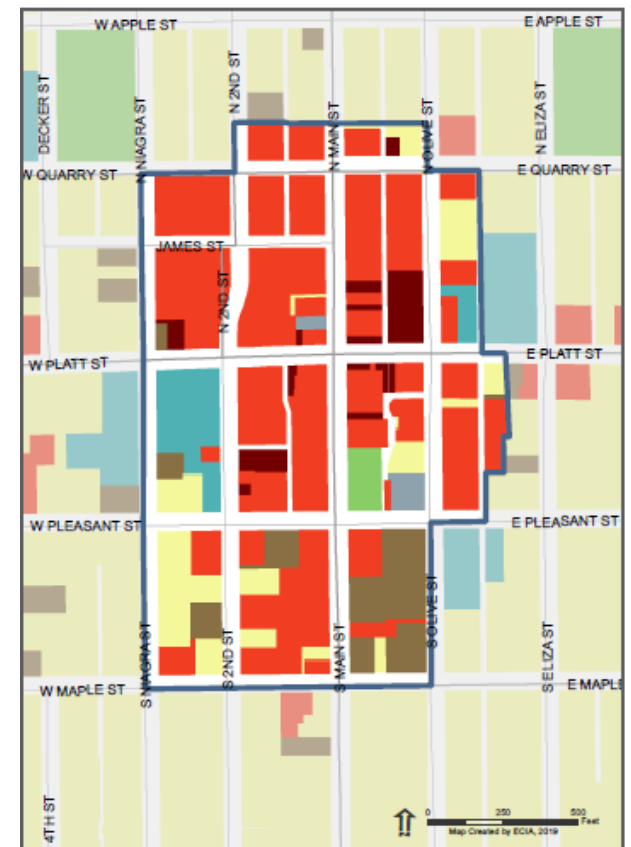


Figure 35. Area 8 - Downtown

Area 9 – Country Club South

Area 9 includes 138 acres on the west side of US Highway 61 and south of the Maquoketa Country Club. Existing land use is primarily agricultural with some residential development along the west side of 184th Avenue. The Future Land Use Map classifies 84 acres for single-family residential development and the 15 acres between 184th Avenue and US Highway 61 as multi-family residential.

Area 10 – Platt Street West

The 20-acre area is located on Platt Street on the west side of the US Highway 61 interchange. The 12.9 acres south of Platt Street is located next to the existing Theisen's store. Proximity to existing commercial development, the US Highway 61 interchange, and Iowa Highway 64 make this an excellent location for commercial development. The area north of Platt Street includes existing commercial development and a senior living facility. An undeveloped 2.5-acre parcel within the area is classified for future multi-family housing and is expected to be developed as senior housing.

Area 11 – Lakehurst

Area 11 is a 110-acre tract of land located near Maquoketa's west city limits, between Iowa Highway 64 and the Maquoketa River and near the Lakehurst Dam. Existing land use is primarily agricultural with some residential scattered throughout. The community has identified approximately 74 acres within as possible locations for future residential development. About 10.5 acres of the area are located in the flood plain and have been classified open space and park.

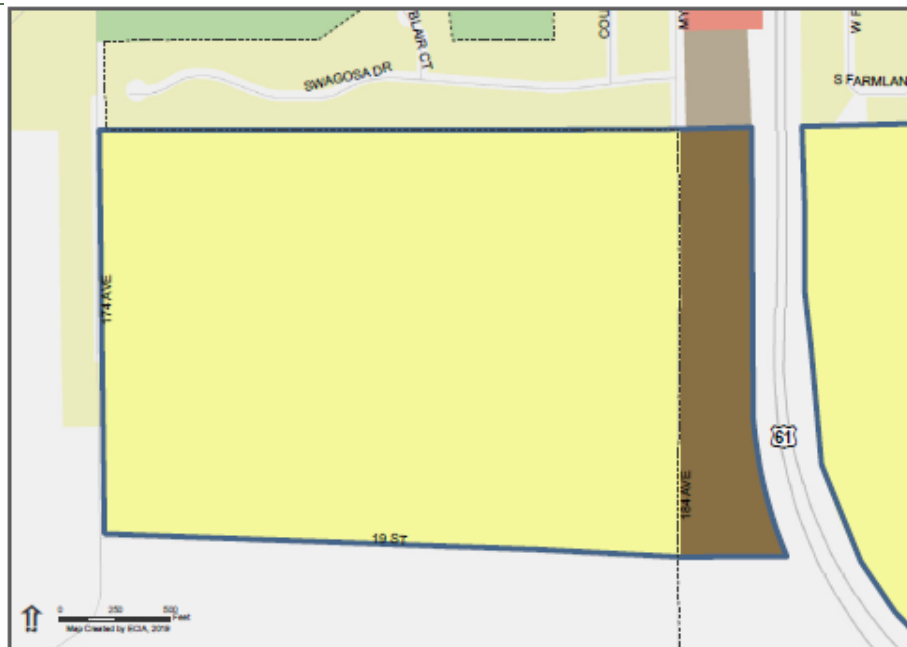


Figure 36. Area 9 - County Club South

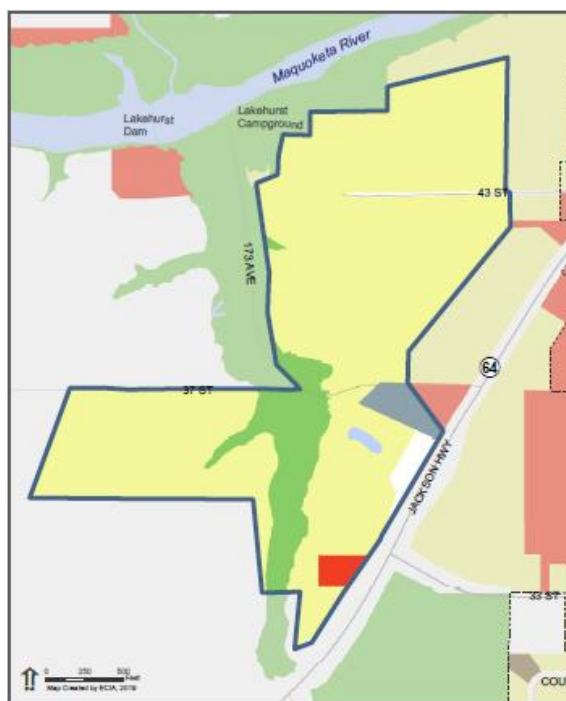


Figure 37. Area 11 - Lakehurst

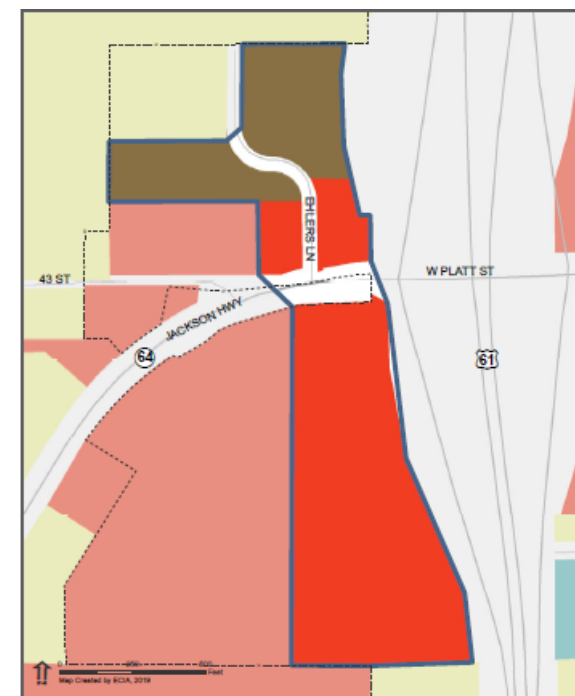


Figure 38. Area 10 - Platt Street West

Key Development Area Summary

Table 13 provides a summary of the future land uses mapped in the eleven key development areas. The table includes an approximate area value for each future land use category in each key development area. The table also provides future land area totals for each key development area and total area for each land use category across all key development areas.

Table 13. Summary of Future Land Use in Key Development Areas by Acres

Area	Commercial	Industrial	Institutional	Open Space & Park	Mixed Com & Res	Multi-Family Res	Single-Family Res	Total Acres
1. Southwest	20			72	25		250	367
2. South Industrial Park		255						255
3. North of Summit Street			10.25	38				48.25
4. South of Summit Street				100			90	190
5. Western Avenue							18	18
6. East Meadowdale					30			30
7. Walmart and Hospital	14		28	6	75		60	183
8. Downtown*								0
9. Country Club South						15	84	99
10. Platt Street West	12.9					2		14.9
11. Lakehurst				10.5			74	84.5
Total Acres	46.9	255	38.25	226.5	130	17	576	1,289.65

*The table does not include any area values for the Downtown area as most of the anticipated future development will come from redevelopment of existing buildings and sites.

RECOMMENDATIONS

Keep the Future Land Use Map current with changing growth conditions in the region.

- Review the Future Land Use Map at five-year intervals to ensure it remains a useful guide for growth and development.
- Consider prompt review and possible amendment of the Future Land Use Map between five-year intervals should development conditions significantly change.
- Review zoning and subdivision ordinances ensure compatibility with the recommendations of the Maquoketa Comprehensive Plan.

Promote principles of good community design as part of all development.

- Ensure that adjacent land uses are compatible with regard to such factors as smoke, noise, odor, traffic, activity, and appearance.
- Provide adequate amounts of land in a variety of sites suitable for each type of use, and allow for anticipated change and growth based on economic forecasts.
- Plan for conservation areas that provide recreation opportunities and protect important environmental resources.

Plan for future housing development.

- Provide adequate amounts of land for new housing construction to meet the community's population growth target.

Ensure that opportunities for commercial and industrial development are provided to support both the local and regional market.

- Encourage expansion of commercial opportunities in existing commercial corridors or nodes where infrastructure can support growth.
- Encourage continued reinvestment and redevelopment in Downtown Maquoketa.
- Promote opportunities for neighborhood commercial centers that compatible with residential property.
- Promote the retention and expansion of existing, and attraction of new, industrial development opportunities in suitable locations.

Notes

- I. See "Jackson County Regional Health Center Board Meeting Design Development Update"

Chapter 10

Implementation



PLAN IMPLEMENTATION

Through the comprehensive planning process, the City of Maquoketa has developed a vision for the future of the community. On its own, the vision contained in the Comprehensive Plan has no legal authority; it is merely an agreed upon road map for the future of the community.

The Comprehensive Plan serves as a call to action for the City of Maquoketa and its partners within the community to take the community's vision and make it a reality.

Comprehensive Plan Review

As part of the implementation process, the City of Maquoketa should review and evaluate the Comprehensive Plan on an annual basis. In its evaluation the City should review the recommendations included in the plan, decide if they are still relevant based on current conditions, and make adjustments as necessary. The City should also evaluate progress on recommended actions. The City should consider more substantial review of the plan after five years.

Recommendations

To achieve its vision, the community must actively work to put the recommendations of the comprehensive plan into action. To do this, the Comprehensive Plan establishes an implementation plan. The recommendations from each plan chapter have been organized into a table that identifies the name of the action to be taken, the project partners, and a general timeline for completion. Projects are organized by chapter and topic.

Partners

The Maquoketa Comprehensive Plan establishes a vision for the entire community. With a community-wide focus, partnerships are critical for implementation. For all of the recommended actions it is assumed that the City Council and city administration will have at least some involvement in implementation. The implementation table lists entities like city departments, advisory committees, and outside organizations that the City can partner with to help it achieve the community's goals.

Timelines

Project timelines have been classified as short-term (less than one year), medium-term (one to five years), long-term (more than five years), or ongoing. Projects with an ongoing timeline are those projects that require continuous action and do not have a specific end date.

Recommendations	Partners	Time
Chapter 3. Community Character		
Community Character		
Identify and enhance the elements that give the community its sense of place and identity.	Historic Preservation Commission, Historical Society, Maquoketa HTP	S
Leverage the city's unique culture, historic elements, and contributions from artists for economic development, community marketing, and resident attraction and retention.	Historic Preservation Commission, Historical Society, Maquoketa HTP	S
Population		
Establish a resident recruitment program focused on promoting Maquoketa, welcoming newcomers, and attracting people to live in the community.	Maquoketa Chamber, JCEA, business owners, young professionals.	S
Encourage the creation of the housing needed to grow the city's population.	Realtors, private builders, property owners, JCEA, EIRHA	L
Arts and Entertainment		
Work with community organizations to provide festivals and events that bring the community together.	JCEA, Maquoketa Chamber, Maquoketa HTP	S
Support community organizations that provide arts education and venues for artistic performances.	Maquoketa Art Experience, Ohnward Fine Arts Center	O
Look for opportunities to expand the city's collection of public art.	Maquoketa Art Experience, Ohnward Fine Arts Center	L
Community History		
Safeguard Maquoketa's historic sites, buildings, and cultural resources.	Historic Preservation Commission, property owners	O
Rehabilitate existing buildings in a way that preserves their historic significance while allowing their use for modern purposes like office space, retail, or housing.	Historic Preservation Commission, property owners	L
Community Safety		
Ensure the fair, equitable, and uniform enforcement of rules, regulations, and laws.	Maquoketa PD, Jackson County Sheriff	O
Use community activities, partnerships, and outreach to foster positive relationships, good citizenship, and cooperation with public safety efforts.	Maquoketa Police Department, Jackson County, Sheriff, JCEA, Maquoketa Chamber	O
Encourage community events like Spring Clean Up Day that bring people together and build community pride.	Maquoketa HTP, JCEA, Maquoketa Chamber, Public Works	S
Focus resources on access to substance abuse and mental health services.	Area Substance Abuse Council, Maquoketa PD, Jackson County Sheriff, JCRHC, medical providers	S

Time: S: short-term, less than one year; M: medium-term, one to five years; L: long-term, more than five years; O: ongoing

Recommendations	Partners	Time
Chapter 4. Economic Development		
Business Attraction, Retention, and Expansion		
Assist local firms in finding financing and appropriate development sites for expansion.	JCEA	S
Encourage access to economic incentives for quality job creation and tax base enhancement.	JCEA	S
Continue to use a unified economic development team, with public and private sector involvement, to achieve the community's economic development goals.	JCEA, Maquoketa Chamber, local businesses	O
Support construction and maintenance of infrastructure that supports economic development including: housing, transportation, and utility systems.	Public Works	O
Develop a strategy for business succession planning.	JCEA, Maquoketa Chamber, local businesses	
Workforce		
Coordinate with local businesses and educational institutions to ensure access to necessary job skills training.	CCC, MCSD, JCEA, Maquoketa Chamber, local businesses	S
Cooperate with local businesses and educational institutions to ensure that training and skills requirements meet the needs of local employers.	CCC, MCSD, JCEA, Maquoketa Chamber, local businesses	S
Support construction of homes needed to house an expanded workforce.	Realtors, homebuilders, property owners, JCEA, EIRHA	L
Attract new residents and retain existing residents by continuing to improve quality of life in the community.	Maquoketa HTP, Maquoketa Chamber, JCEA	L
Downtown		
Encourage revitalization and redevelopment of downtown buildings.	JCEA, Historic Preservation Commission, Maquoketa Chamber, local businesses	L
Encourage businesses to locate in Downtown Maquoketa.	JCEA, Maquoketa Chamber	O
Encourage residential development in Downtown Maquoketa.	JCEA, Maquoketa Chamber	O
Tourism		
Support continued investment in the area's tourist attractions.	JCEA, Maquoketa Chamber, Travel Iowa, Jackson County Area Tourism Association, Community Foundation	O
Continue to market the area's attractions.	JCEA, Maquoketa Chamber, Travel Iowa, Jackson County Area Tourism Association, Community Foundation	S
Entrepreneurship		
Cooperate with other agencies and educational institutions to identify programs and services to assist in the creation of new small businesses.	JCEA, Maquoketa Chamber, local businesses	S
Promote programs that provide start-up businesses with financial and technical assistance.	JCEA, Maquoketa Chamber, local businesses	S
Marketing		
Work with community partners such as JCEA and the Chamber to develop a marketing strategy that displays a consistent message and image of the community.	JCEA, Maquoketa Chamber, local businesses	S
Identify community features that could be features of a marketing campaign.	JCEA, Maquoketa Chamber, local businesses	S

Time: S: short-term, less than one year; M: medium-term, one to five years; L: long-term, more than five years; O: ongoing

Recommendations	Partners	Time
Chapter 5. Outdoor Recreation and Environment		
Clean Air and Water		
Consider impacts of future development on air and water quality in the land use planning process.	Maquoketa P&Z, Public Works	O
Use the city's zoning ordinance to prevent air quality issues by separating incompatible uses and designing facilities to mitigate risks to residential areas and sensitive populations.	Planning P&Z, Public Works	O
Continue to work with the Maquoketa River Watershed Management Authority on watershed conservation projects throughout the area.	Maquoketa River WMA	S
Promote awareness of the effects air quality on public health especially for sensitive populations.	JCRHC, medical providers, Jackson County Board of Health	S
Consider green infrastructure elements when designing buildings and infrastructure.	Public Works	S
Parks		
Provide an integrated system of parks, trails, and gathering spaces that provide city residents and visitors with the opportunity to experience the area's unique natural features.	Maquoketa Parks Board, GWMRR, County Conservation, Friends of JCC, Friends of Maquoketa Caves, Iowa DNR, Public Works	L
Continue to coordinate with regional partners such as Jackson County Conservation, the Grant Wood Mississippi River Region, and the Iowa DNR to improve the area's parks.	Maquoketa Parks Board, Jackson County Conservation, Grant Wood Mississippi Region, Iowa DNR	O
Look for opportunities to acquire and preserve lands that contribute to the area's natural character.	Parks Board, County Conservation, Iowa DNR	L
Support continuing improvement programs for park maintenance, equipment, and facilities.	Parks Board, Public Works, County Conservation, Iowa DNR	O
Encourage city residents to participate in community beautification through community clean-up events, gardening clubs, friends groups, and other volunteer opportunities.	Maquoketa HTP, MCSD	O
Hazard Mitigation		
Design buildings, parking lots, and streets that manage and minimize stormwater runoff.	Public Works, private builders, property owners	S
Steer development away from hazardous areas through policies, ordinances, or incentives.	Maquoketa P&Z	O
Reduce flood hazards by enhancing protective natural green infrastructure like wetlands, vegetation on steep slopes, and other natural areas that promote ground water infiltration.	Maquoketa P&Z, Public Works, County Conservation, Iowa DNR	L

Time: S: short-term, less than one year; M: medium-term, one to five years; L: long-term, more than five years; O: ongoing

Recommendations	Partners	Time
Chapter 6 Housing		
Housing		
Encourage a diverse housing stock that serves people at all income levels and at all stages of life.	Maquoketa P&Z, private builders, realtors, JCEA, EIRHA, property owners	L
Support the creation of new housing to support the community's desired population growth.	Maquoketa P&Z, private builders, realtors, JCEA, EIRHA, property owners	L
Update Housing Needs Assessment on a regular basis.	Maquoketa P&Z, private builders, Realtors, JCEA, EIRHA, property owners	M
Maintenance, Rehabilitation, and Redevelopment		
Support redevelopment of existing vacant or underutilized structures such as upper floors of downtown buildings.	Maquoketa P&Z, private builders, realtors, JCEA, EIRHA, property owners	M
Develop an inventory of vacant and underutilized properties.	Maquoketa Building Inspector, Public Works, property owners	S
Encourage rehabilitation of existing homes.	Maquoketa P&Z, private builders, realtors, JCEA, EIRHA, property owners	L
Support community volunteer efforts to assist those in need with home maintenance tasks.	Maquoketa HTP, churches, MCSD	S
New Construction		
Identify areas for future housing development in the city's future land use maps.	Maquoketa P&Z	S
Encourage infill housing development in Maquoketa's existing neighborhoods.	Maquoketa P&Z	S
Review existing development regulations and incorporate flexibility as a way to reduce development costs and allow housing types that meet the current needs of the community.	Maquoketa P&Z, Public Works	M
Rental Housing		
Support the development of good quality, affordable rental housing.	Rental Property Owners and Managers, private builders, Realtors, JCEA, Iowa Economic Development Authority	L
Support education and training efforts to improve relationships between tenants and landlords.	Rental property owners and managers, Tenants	S
Improve the quality Maquoketa's rental housing stock through the City's rental permitting and inspection program.	Rental property owners and managers, Maquoketa Building Inspector	M

Time: S: short-term, less than one year; M: medium-term, one to five years; L: long-term, more than five years; O: ongoing

Recommendations	Partners	Time
Chapter 7. Public Infrastructure and Facilities		
Public Safety		
Monitor public safety facilities, equipment, and procedures to ensure that adequate service is provided.	Maquoketa PD, Maquoketa Fire Department, Public Works, Jackson County EMA, Jackson County Sheriff	O
Encourage coordination, cooperation, and resource sharing among local public safety agencies.	Maquoketa PD, Maquoketa Fire Department, Public Works, Jackson County EMA, Jackson County Sheriff	O
Coordinate with local police and fire departments to ensure that new development can be served by existing facilities and equipment.	Maquoketa PD, Maquoketa Fire Department, Public Works, Jackson County EMA, Jackson County Sheriff	O
Health Care		
Maintain quality health care facilities that promote physical and mental health, safety, and wellness for all members of the community.	JCRHC, Jackson County Board of Health, Iowa Department of Public Health, Area Substance Abuse Council, medical providers	O
Support access to good quality, affordable care for children, the disabled, and the elderly.	JCRHC, Jackson County Board of Health, Iowa Department of Public Health, Area Substance Abuse Council, medical providers	L
Education		
Coordinate with local schools to provide adequate educational facilities and improve educational opportunities for the community's children.	MCSD	O
Coordinate with local schools to ensure that proposed development can be served by existing educational facilities.	MCSD	O
Coordinate with education partners such as the Maquoketa Public Library and Clinton Community College to support opportunities for life-long learning.	MCSD, Maquoketa Public Library, CCC	O
Public Infrastructure and Services		
Plan for, build, and improve infrastructure systems to meet anticipated growth and development needs.	Maquoketa P&Z, Public Works, MMEU, Water Plant Operator	L
Encourage new development to size facilities to serve the needs of future development.	Maquoketa P&Z, Public Works, MMEU, Water Plant Operator	O
Encourage development and redevelopment in areas with access to existing infrastructure.	Maquoketa P&Z, Public Works, MMEU, Water Plant Operator	O
Invest in infrastructure projects that will result in private sector investments that can financially sustain the maintenance of the infrastructure.	Maquoketa P&Z, Public Works, MMEU, Water Plant Operator	O
Perform routine maintenance and support ongoing improvements to distribution systems.	Maquoketa P&Z, Public Works, MMEU, Water Plant Operator	O
Encourage access to reliable and affordable broadband internet.	JCEA, Maquoketa Chamber, Public Works	M
Revise the City's Capital Improvements Program on an annual basis.	Public Works	O
Consider City provided trash and recycling collection.	Public Works	S

Time: S: short-term, less than one year; M: medium-term, one to five years; L: long-term, more than five years; O: ongoing

Recommendations	Partners	Time
Chapter 8. Transportation		
Overall Transportation Planning Process		
Continue to work with outside agencies such as Jackson County, the Iowa Department of Transportation, and Regional Planning Affiliation 8 to maintain regional highway connections.	Iowa DOT, Jackson County BOS, Jackson County Engineer, RPA 8, Public Works	O
Follow a performance-based planning process that ensures that resources are used effectively.	Iowa DOT, Jackson County BOS, Jackson County Engineer, RPA 8, Public Works	O
Continue to look for opportunities to fund transportation infrastructure projects through state and federal programs.	Iowa DOT, Jackson County BOS, Jackson County Engineer, RPA 8, Public Works	O
Roads and Bridges		
Evaluate the city's street system and plan future street maintenance projects through the City of Maquoketa's Capital Improvement Program (CIP).	Iowa DOT, RPA 8, Public Works	S
Complete the Platt Street Corridor Project.	Iowa DOT, RPA 8, Public Works	S
Complete the South Main Street Bridge Project.	Iowa DOT, RPA 8, Public Works	M
Reduce the number of major injuries and deaths from vehicle crashes by identifying problem locations and making safety improvements at those locations.	Iowa DOT, RPA 8, Public Works, Maquoketa PD, Jackson County Sheriff	L
Develop a parking inventory for downtown Maquoketa.	Public Works, JCEA, Chamber	S
Develop a pavement management plan.	Public Works	S
Public Transportation		
Coordinate with the Regional Transit Authority to improve public transit service in the Maquoketa area.	RTA 8	O
Bicycle and Pedestrian		
More complete bicycle and pedestrian network through the development of trails, on-street bicycle routes, and sidewalks.	Parks Board, JCEA, Public Works, RPA 8, Iowa DOT	L
Improve safety for bicyclists and pedestrians by adding improvements to on-street bicycle routes and improving street crossings.	Parks Board, JCEA, Public Works, RPA 8, Iowa DOT	L

Time: S: short-term, less than one year; M: medium-term, one to five years; L: long-term, more than five years; O: ongoing

Recommendations	Partners	Time
Chapter 9. Land Use		
Keep the Future Land Use Map current with changing growth conditions in the region.	Maquoketa P&Z	O
Review the Future Land Use Map at five-year intervals to ensure these planning documents remain useful guides for growth and development.	Maquoketa P&Z	S
Consider prompt review and possible amendment of the Future Land Use Map between five-year intervals should development conditions significantly change.	Maquoketa P&Z	O
Review zoning and subdivision ordinances ensure compatibility with the recommendations of the Maquoketa Comprehensive Plan.	Maquoketa P&Z	S
Promote principles of good community design as part of all development.	Maquoketa P&Z, Public Works	O
Ensure that adjacent land uses are compatible with regard to such factors as smoke, noise, odor, traffic, activity, and appearance.	Maquoketa P&Z	O
Provide adequate amounts of land in a variety of sites suitable for each type of use, and allow for anticipated change and growth based on economic forecasts.	Maquoketa P&Z, JCEA	L
Plan for conservation areas that provide recreation opportunities and protect important environmental resources.	Maquoketa P&Z, Parks Board, County Conservation, Iowa DNR	L
Provide adequate amounts of land for new housing construction to meet the community's population growth target.	Maquoketa P&Z, JCEA, Maquoketa Chamber	L
Plan for future housing development.	Maquoketa P&Z	L
Ensure that opportunities for commercial and industrial development are provided to support both the local and regional market.	Maquoketa P&Z, JCEA, Maquoketa Chamber	L
Encourage expansion of commercial opportunities in existing commercial corridors or nodes where infrastructure can support growth.	Maquoketa P&Z, JCEA, Maquoketa Chamber, Public Works	L
Encourage continued reinvestment and redevelopment in Downtown Maquoketa.	Maquoketa P&Z, JCEA, Maquoketa Chamber	L
Promote opportunities for neighborhood commercial centers that compatible with residential property.	Maquoketa P&Z, JCEA, Maquoketa Chamber	L
Promote the retention and expansion of existing, and attraction of new, industrial development opportunities in suitable locations.	Maquoketa P&Z, JCEA, Maquoketa Chamber	L

Time: S: short-term, less than one year; M: medium-term, one to five years; L: long-term, more than five years; O: ongoing

List of Partners

All partners included in the implementation chapter are listed below. If an abbreviated name is used in the table, the abbreviation is included in parentheses.

Area Substance Abuse Council

Business owners

Churches

City of Maquoketa Building Inspector (Maquoketa Building Inspector)

City of Maquoketa Historic Preservation Commission (Historic Preservation Commission)

City of Maquoketa Parks Board (Parks Board)

City of Maquoketa Public Works Department (Public Works)

Clinton Community College (CCC)

Community Foundation of Jackson County (Community Foundation)

East Central Intergovernmental Association (ECIA)

Eastern Iowa Regional Housing Authority (EIRHA)

Friends of Maquoketa Caves State Park (Friends of Maquoketa Caves)

Friends of Jackson County Conservation (Friends of JCC)

Grant Wood Mississippi River Region (GWMRR)

Iowa Department of Natural Resources (DNR)

Iowa Department of Public Health

Iowa Economic Development Authority (IEDA)

Jackson County Area Tourism Association

Jackson County Board of Health

Jackson County Board of Supervisors (BOS)

Jackson County Conservation Board (County Conservation)

Jackson County Emergency Management Agency (EMA)

Jackson County Engineer

Jackson County Economic Alliance (JCEA)

Jackson County Fair Board (Fair Board)

Jackson County Historical Society (Historical Society)

Jackson County Regional Health Center (JCRHC)

Jackson County Sheriff

Local businesses

Maquoketa Municipal Airport (Airport)

Maquoketa Area Chamber of Commerce (Maquoketa Chamber)

Maquoketa Art Experience (MAE)

Maquoketa Community School District (MCSD)
Maquoketa Fire Department

Maquoketa Hometown Pride (Maquoketa HTP)

Maquoketa Municipal Electric Utility (MMEU)

Maquoketa Police Department (Maquoketa PD)

Maquoketa Public Library

Maquoketa River Watershed Management Authority (WMA)

Medical providers

Ohnward Fine Arts Center

Maquoketa Planning and Zoning Commission (Maquoketa P&Z)

Private builders

Property owners

Realtors

Regional Planning Affiliation 8 (RPA 8)

Regional Transit Authority 8 (RTA 8)

Rental property owners and managers

Travel Iowa

Water Plant Operator

Young professionals

ATTACHMENT I
Works Cited

Works Cited

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ATTACHMENT 2
Maquoketa Community Survey Report

ATTACHMENT 3
Maquoketa Student Survey Results