

U.S. Highway 20 Corridor

Economic Development Study 2018

Cherokee County, IA · Dakota County, NE · Ida County, IA · Plymouth County, IA · Woodbury County, IA



Acknowledgements

U.S. Highway 20 Corridor Contributors

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Cherokee County, Iowa

Jeff Simonsen - Cherokee Board of Supervisors, Chair
Kris Glienke - Cherokee County, Auditor
Bill Anderson - Cherokee Area Economic Development, Executive Director
Sam Kooiker - City of Cherokee, City Administrator
Craig Schmidt - City of Cherokee, Mayor

Dakota County, Nebraska

Scott Love - Dakota County Board of Commissioners, Chair
Joan Spencer - Dakota County, Clerk
Joe O'Neill - Dakota County, P&Z Administrator
Cathy Duncan - Village of Emerson, Village Clerk
Diane Rewinkel - Village of Homer, Village Clerk
Lisa Bousquet - Village of Hubbard, Deputy Village Clerk
Donna Hirsch - Village of Jackson, Village Clerk
Alyssa Silhacek - City of Dakota City, City Administrator
Lance Hequist - City of South Sioux City, City Administrator
Jean Grove - Dakota County Planning & Zoning
Christy Henjes - Dakota County Planning & Zoning
Lue Franco - Dakota County Planning & Zoning
Jo Ann Gieselman - Dakota County Connections, Program Coordinator
Cynthia Hanson - Northeast Community College, Executive Director
Pam Miller - Siouxland Ethanol, Board Chair Director of Industry & Investor Relations
Jim Steele - South Sioux City Area Chamber, President
Todd Strom - Superintendent, South Sioux City School District, Superintendent
Judith Scherer Connealy - Wayne State College, Director of Continuing Education and Outreach

Ida County, Iowa

Rhett Leonard - Ida County Supervisor, Chair
Lorna Steenbock - Ida County, Auditor
Rita Frahm - Ida County Economic Development, Executive Director
Stan Nading - City of Galva, Mayor
Anita Brandt - City of Galva, City Clerk and Treasurer
Connie Ludvigson - City of Holstein, Mayor
Katherine Hanson - City of Holstein, City Administrator
Devlun Whiting - City of Ida Grove, Mayor
Heather Sweeden - City of Ida Grove, Deputy Administrator

Plymouth County, Iowa

Don Kass - Plymouth County Board of Supervisors, Chair
Stacey Feldman - Plymouth County, Auditor
Rick Bohle - City of Kingsley, Mayor
Vicki Sitzmann - City of Kingsley, Clerk
Dirk Kirchoff - City of Le Mars, Mayor
Scott Langel - City of Le Mars, City Administrator
Jason Vacura - City of Le Mars, Assistant City Administrator
Neal Adler - Le Mars Business Initiative Corporation, Executive Director

Woodbury County, Iowa

Rocky De Witt - Woodbury County Supervisor, Chair
Patrick Gill - Woodbury County, Auditor
David Gleiser - Woodbury County, Community and Economic Development Director
Nathan Heilman - City of Correctionville, Mayor
Carla Mathers - City of Correctionville, City Clerk
Don Joy, Jr. - City of Cushing, Mayor
Nicole Huisinga - City of Cushing, City Clerk
Dale Erickson - City of Lawton, Mayor

Carla Eidenshink - City of Lawton, City Clerk
Jim Fisher - City of Merville, Mayor
Jodi Peterson - City of Merville, City Clerk
Jon Winkel - City of Sergeant Bluff, Mayor
Aaron Lincoln - City of Sergeant Bluff, City Administrator
Bob Scott - City of Sioux City, Mayor
Robert Padmore - City of Sioux City, City Manager
Martin Dougherty - City of Sioux City, Economic & Community Development Director

Regional

Ann Trimble-Ray - US Highway 20 Corridor Association
Sam Wagner - Mid American Energy
Lyle Korver - North West Rural Electric Cooperative
Angela Catton - Northwest Iowa Power Cooperative
Chris McGowan - The Siouxland Initiative
Kenneth Beekley - Siouxland Economic Development Corporation
Kent Amundson - Woodbury County Rural Electric Cooperative

SIMPCO Comprehensive Economic Development Strategy (CEDS) Committee

Keith Bohle - Bohle Financial/City of Kingsley
Mark Porter, Tori O'Connell - CF Industries
Bill Anderson - Cherokee County Area Economic Development Council
Darrel Downs - City of Marcus
Mark Monson - City of Sergeant Bluff Planning & Zoning
Dan Moore - City of Sioux City
Martin Dougherty - City of Sioux City
Lance Hedquist - City of South Sioux City
Scot Brekke - Scott Brekke/City of Sloan
Rita Frahm - Ida County Economic Development
Neal Adler - Le Mars Chamber of Commerce
William Gaukel - Long Lines/City of Sergeant Bluff
Sam Wagner - MidAmerican Energy
Jess Carrier - Monona County Economic Development
Tammy Bramely - Monona County
Clinton Weaver - Onawa Economic Development
Alan Lucken - Plymouth County Economic Development
Chris McGowan - Siouxland Chamber of Commerce
Ken Beekley - Siouxland Economic Development Corporation
Christine Zellmer-Zant - United Realty/Woodbury County Planning and Zoning
Kenneth Tidwell - Western Iowa Tech Community College
Keith Radig - Woodbury County
David Gleiser - Woodbury County

State

Nebraska Department of Economic Development

Federal

Angela Belden Martinez - U.S. Economic Development Administration, Regional Director
Alex Smith - U.S. Economic Development Administration, Economic Development Representative

SIMPCO Staff

Michelle Bostinelos, Executive Director
Nicole Peterson, Regional Planner II
Gabriel Appiah, Regional Planner I
Joe Surdam, Regional Planner I
Emily Coppock, Administrative Assistant

Table of Contents

Introduction	5
Region Context	7
Economic Development Partners	31
Community Identity.....	59
Transportation and Utilities	113
Cluster Analysis.....	141
Site Selection.....	197
Summary and Recommendations	245
Appendix A.....	261

Introduction

The U.S. Highway 20 corridor in Northwest Iowa and Northeast Nebraska is one of the most highly anticipated transportation projects to be completed in the Siouxland region. This study records the Siouxland region's economic development opportunities associated with the U.S. Highway 20 corridor that extends across the nation from Boston, Massachusetts to Newport, Oregon. The final completion of the four-lane highway in the Siouxland region creates many opportunities for the counties and communities along the corridor. To ensure that the region is ready to take advantage of these opportunities, Siouxland Interstate Metropolitan Planning Council (SIMPCO) seized the opportunity to conduct this economic development study.

U.S. Highway 20

U.S. Highway 20 is a coast-to-coast United States highway that stretches from the Pacific Northwest all the way to New England. U.S. Highway 20 spans 3,365 miles and is the longest continuous road in the United States. The approximate length of the Highway 20 through Siouxland is 70.7 miles. U.S. Highway 20 was historically a compilation of several highways constructed from approximately 1922-1972.



Study Purpose

The Siouxland Interstate Metropolitan Planning Council (SIMPCO) Region U.S. Highway 20 Corridor Economic Development Study is a collaborative initiative that brings together several regional stakeholders listed in the acknowledgments and partner sections of this study. The purpose of this SIMPCO Region U.S. Highway 20 Corridor Economic Development Study is to develop collaborative strategies to:

1. Enhance the SIMPCO region's prosperity through promotion of the U.S. Highway 20 corridor and marketing of the communities on a regional level
2. Promote commerce and industry along the U.S. Highway 20 corridor and increase the capacity of the region to promote job creation and private investment in the regional economy
3. Inform community stakeholders of the economic development strengths, potential, opportunities, and assessment of specific development sites and future projects for consideration
4. Facilitate collaboration between multiple dedicated stakeholders by identifying economic development partners, providing opportunities to network and facilitating private-public partnerships



Study Process and Participation

Siouxland Interstate Metropolitan Planning Council (SIMPCO) staff and the SIMPCO Comprehensive Economic Development Strategy (CEDS) Committee began the study process in June 2017 with discussion of US Economic Development Administration (EDA) funding. US EDA staff recommended pursuance of funding for the SIMPCO Region U.S. Highway 20 Corridor Economic Development Study in November 2017. SIMPCO submitted application in January 2018 and was awarded funding in May 2018. SIMPCO Staff developed the study and facilitated meetings from May – December 2018, listed in the schedule below. Staff also administered a questionnaire to community stakeholders to inform the chapters of the study. Questions were developed around the study chapter topics. The results are featured throughout this study.

Study Development Schedule	Date
Introduction Meeting Introduction and Context	May 23, 2018 6:00 pm Correctionville
Study Review Meeting - Workshop Economic Development Partners Community Identity Transportation and Utilities	July 18, 2018 5:00 pm Moville Community Center
Study Review Meeting - Workshop Cluster Analysis Site Selection Summary and Recommendations	September 26, 2018 5:00 pm Holstein Lohff Schuman Community Center
CEDS Committee Review	November 15, 2018 1:00 pm SIMPCO
SIMPCO Board Approval	December 13, 2018
US EDA Approval	December 17, 2018

Study Contents

The contents of this study include eight chapters listed in the table below. Each chapter includes relevant information in the study topics including: Introduction, region context, economic development partners, community identity, transportation and utilities, cluster analysis, site selection, and implementation.

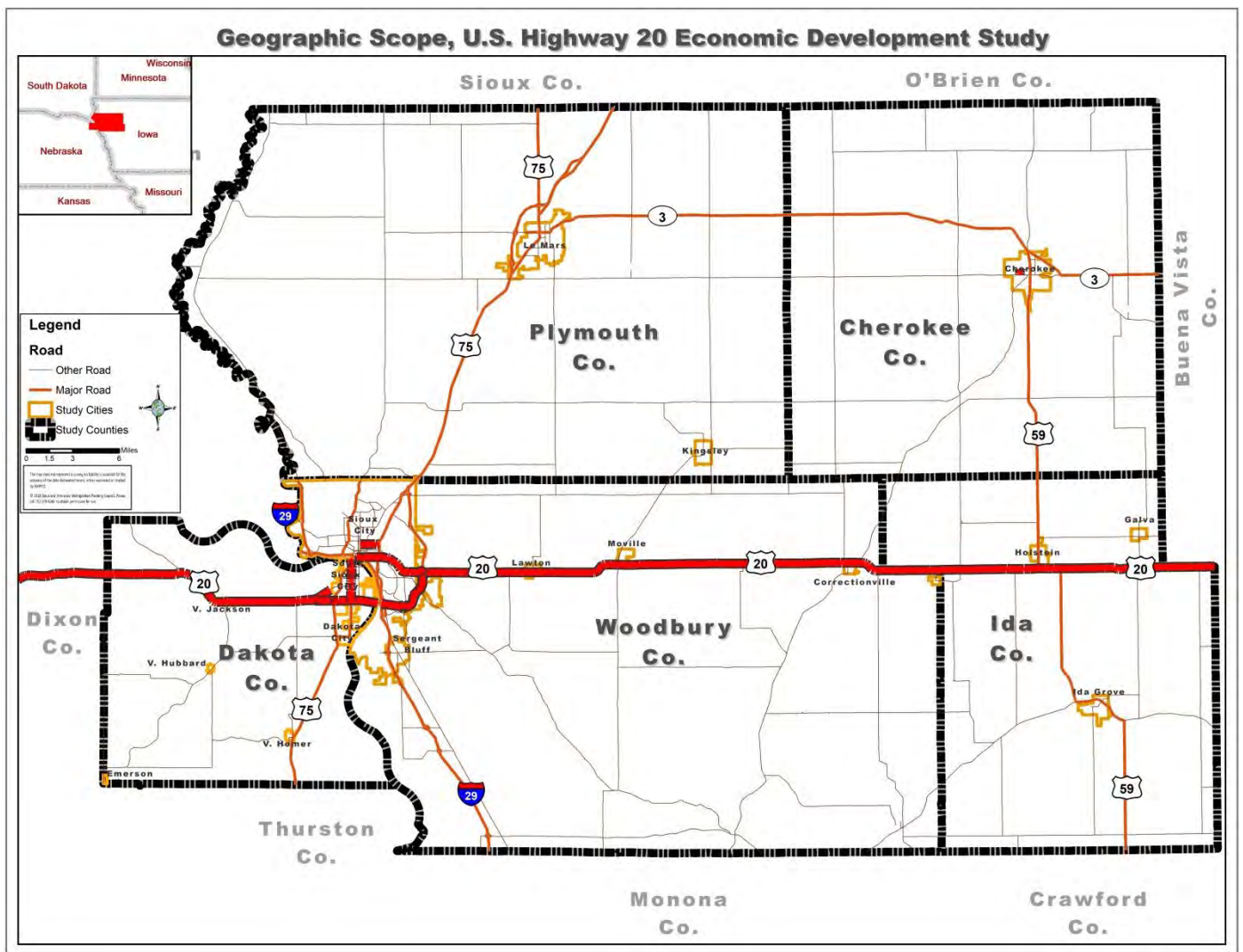
Chapter	Contents
Introduction	Study contents, US Highway 20, study purpose, study process
SIMPCO Region Context	SIMPCO Hwy 20 corridor region: Location, demographic characteristics including census population, employment, labor force, industries, unemployment, wage, income
Economic Development Partners	County, city and village, chamber, school district, college, regional, state, federal
Community Identity	County rural, city and village
Transportation and Utilities	Maps and record of transportation systems and utility systems
Cluster Analysis	Traded, local, employment, job creation, wages, specialization, comparison
Site Selection	County rural, city and village
Summary and Recommendations	Summary and recommended strategies

Region Context

The chapter highlights the geographic scope of the study as well as existing demography characters and economic indicators. This chapter forms the situational analysis piece of the U.S. Highway 20 Economic Development Study.

Location

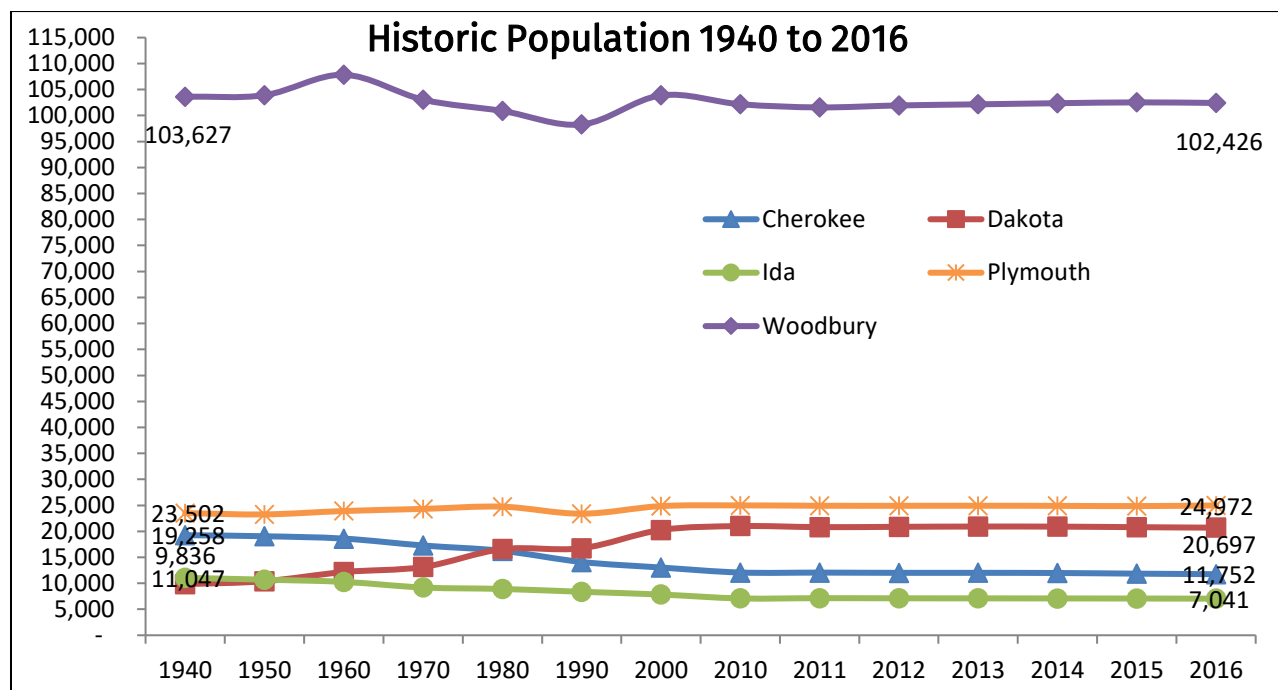
The U.S. Highway 20 Economic Development Study focus on five counties (Cherokee, Dakota, Ida, Plymouth and Woodbury County), fourteen cities and three villages located in the northwestern portion of the State of Iowa and northeastern section of the State of Nebraska as shown on the map below. U.S Highway 20 which is the focus of this study connects these communities and counties to other places within and outside the State of Iowa and Nebraska. U.S Highway 20 runs from east to west of the study area and connects Interstate 29, U.S. Highway 75 and U.S. Highway 59 as shown on the map below.



Population Progression 1940-2016

The chart below compares the population progression of the Counties in the study area. The graph was developed with the available U.S. Census Bureau decennial population data and American Community Survey 5-year estimate data.

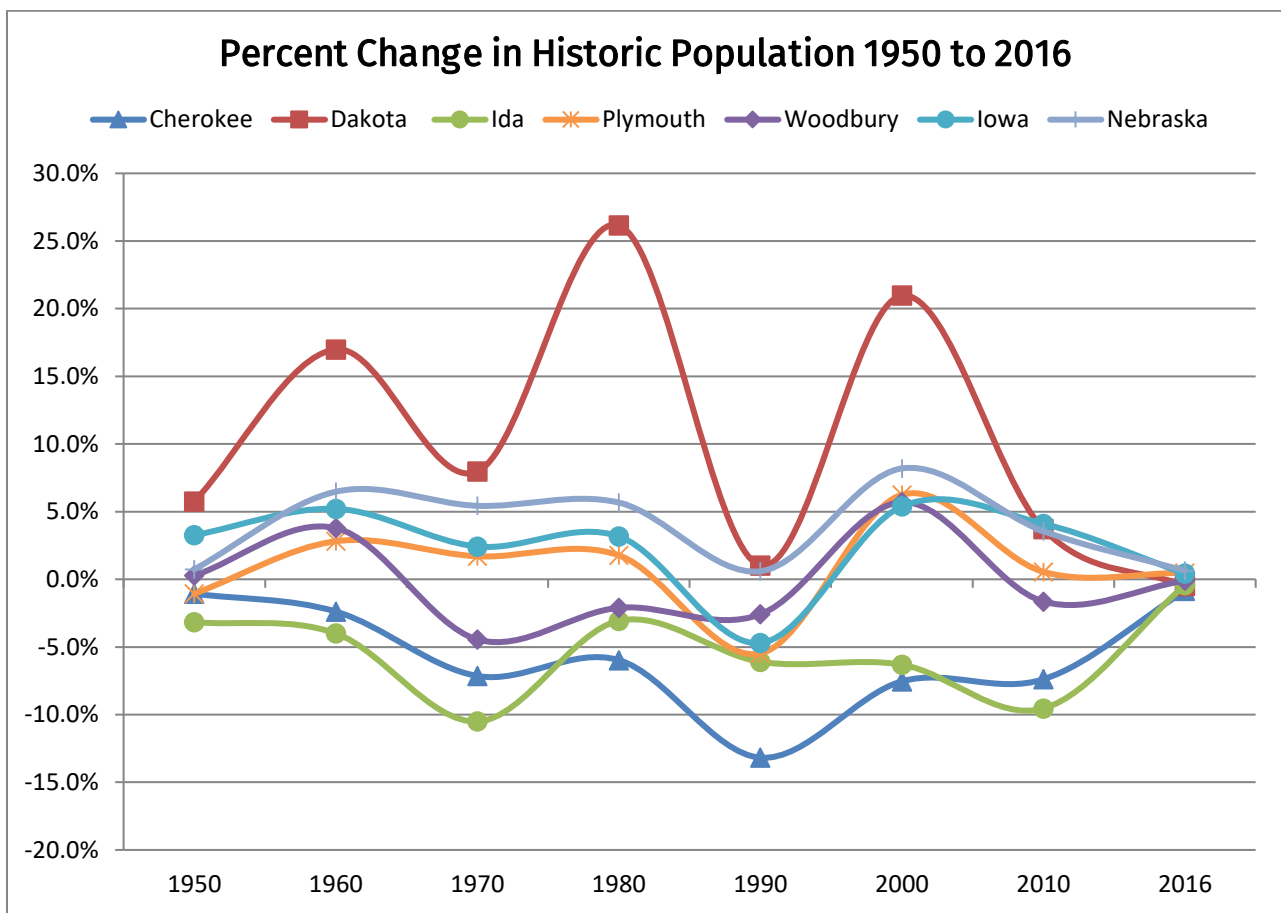
1. Woodbury County has the highest population in the region
2. From 1970 to 1990 Woodbury County's population lost about 4,776 residents but gained 5,601 additional residents in 2000
3. Cherokee and Ida County's population have declined since 1940. Cherokee County lost about 7,186 residents while Ida County lost 3,958 citizens
4. Dakota County is the fastest growing county in the region from 9,836 in 1940 to 21,006 in 2010; this represents an increase of more than 100 percent
5. Plymouth County has the most stable population in the region; remained above 23,000 residents since 1940
6. Combining the population of the five counties together, the region gained an additional 55 residents from 1940 to 2010



Source: U.S Census Bureau, American Factfinder (ACS -5 yrs), 2018

Population Percent Change 1950-2016

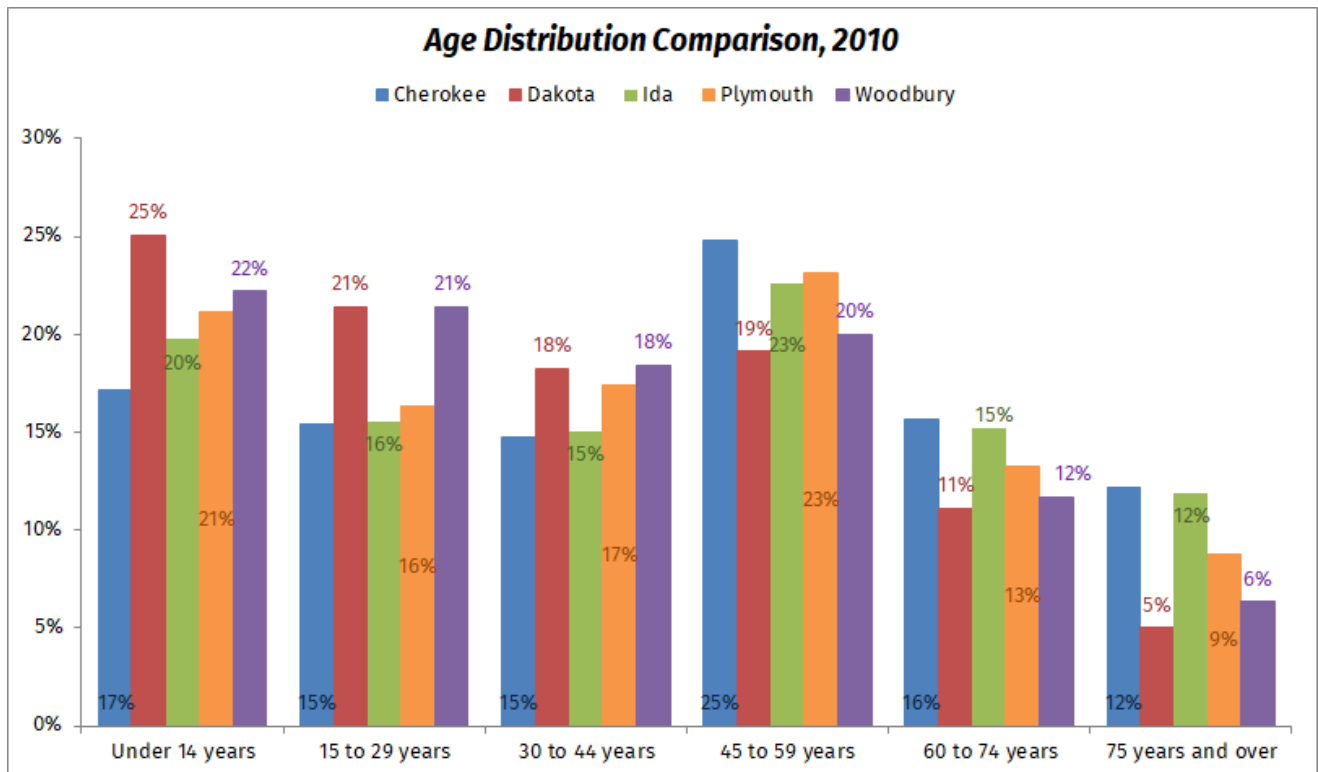
The chart below shows the percent change in historic population from 1950 to 2016. With the exception of Plymouth County which experienced an average growth rate of 0.9 percent from 1950 to 2016 the population of Cherokee, Ida and Woodbury County fell at an average of 3.6 percent, 3.3 percent and 0.1 percent per year respectively. This trend is contrary to the population trend of the State of Iowa which grew at an average of 1.6 percent per year from 1950 to 2016. The major drop in Ida and Cherokee County's population occurred in 1970 (-10.5%) and 1990 (-13.2%) respectively. Woodbury County experienced a major drop (-4.4%) in population between 1960 and 1970 and grew by 5.7 percent from 1990 to 2000. The population trend of Dakota County mirrors that of the State of Nebraska. Dakota County experienced an average of 3.4 percent growth more than the State of Nebraska from 1950 to 2016. The population of Dakota County and the State of Nebraska shows a positive trend. The major population growth (6.2%) experienced by Plymouth County occurred between 1990 and 2000, while from 1980 to 1990 the county's population fell by 5.5 percent. The rural county's population (Cherokee and Ida County) in the region declined at an average of 3.5 percent per year from 1940 to 2016. In general, the region's population increased at an average of 0.0094 percent per year from 1950 to 2016.



Source: U.S Census Bureau, American Factfinder (ACS -5 yrs), 2018

Population Age Distribution

Age distribution plays an important role in the regional economy. US Census Bureau defines working age adults as 16 years of age and over. And the US Social Security Administration defines full-benefit retirement age as 65-67. Therefore, a person living in the US has an average working life of 50 years. The following graph shows population age distribution comparison for counties in the study area. Dakota County has the youngest population in the region, followed by Woodbury County, and Plymouth County. Cherokee County has the oldest population followed by Ida County.

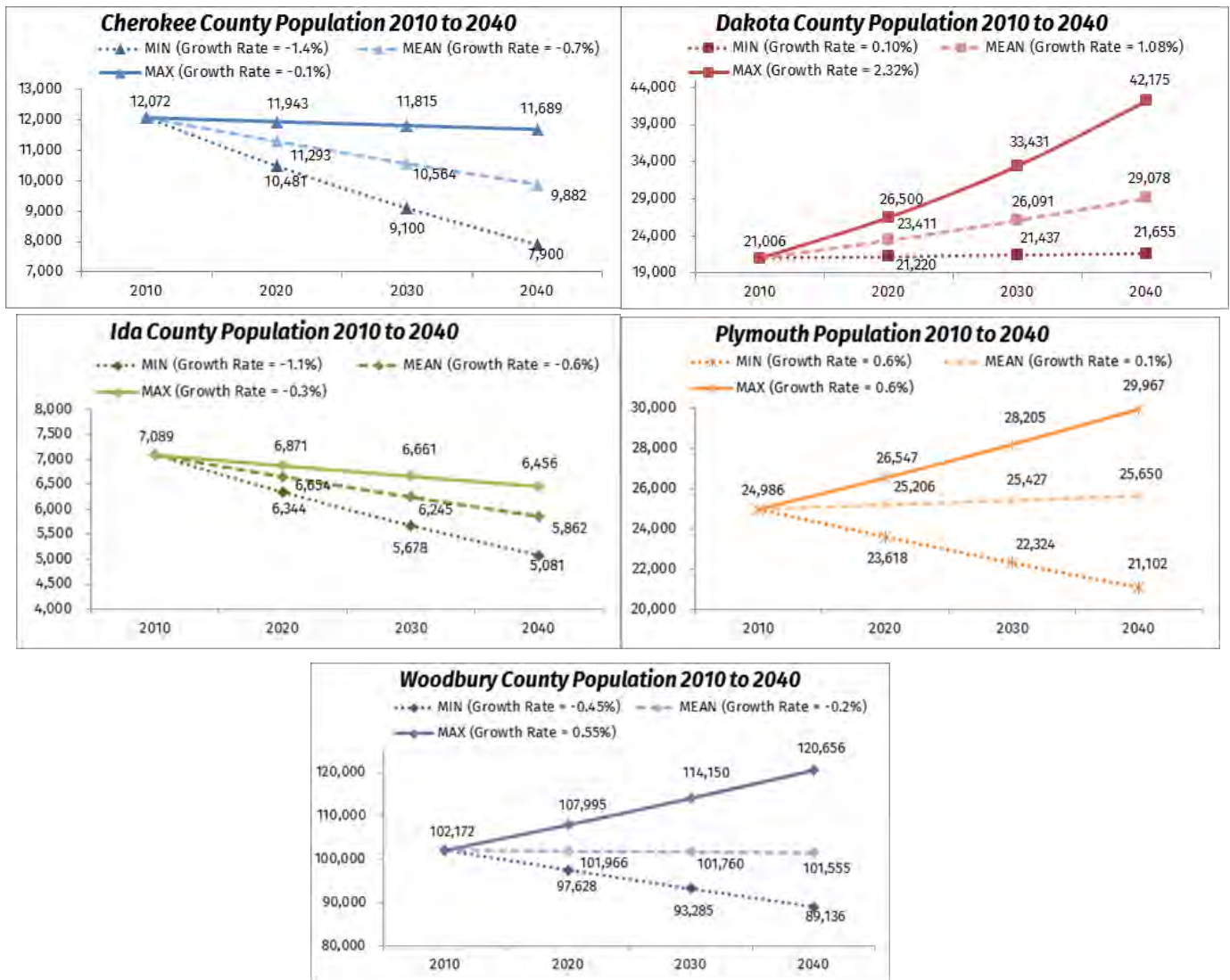


According to the National Academy of Social Insurance (NASI), the social security full-benefit retirement age is increasing gradually because of legislation passed by Congress in 1983.¹ NASI writes, “Traditionally, the full benefit age was 65, and early retirement benefits were first available at age 62, with a permanent reduction to 80 percent of the full benefit amount. Currently, the full benefit age is 66 years and 2 months for people born in 1955, and it will gradually rise to 67 for those born in 1960 or later. Early retirement benefits will continue to be available at age 62, but they will be reduced more. When the full-benefit age reaches 67, benefits taken at age 62 will be reduced to 70 percent of the full benefit and benefits first taken at age 65 will be reduced to 86.7 percent of the full benefit.”

¹ Social Security. Retrieved June, 2018: <https://www.nasi.org/learn/socialsecurity/retirement-age>. The National Academy of Social Insurance is a nonprofit, nonpartisan organization made up of the nation's leading experts on social insurance.

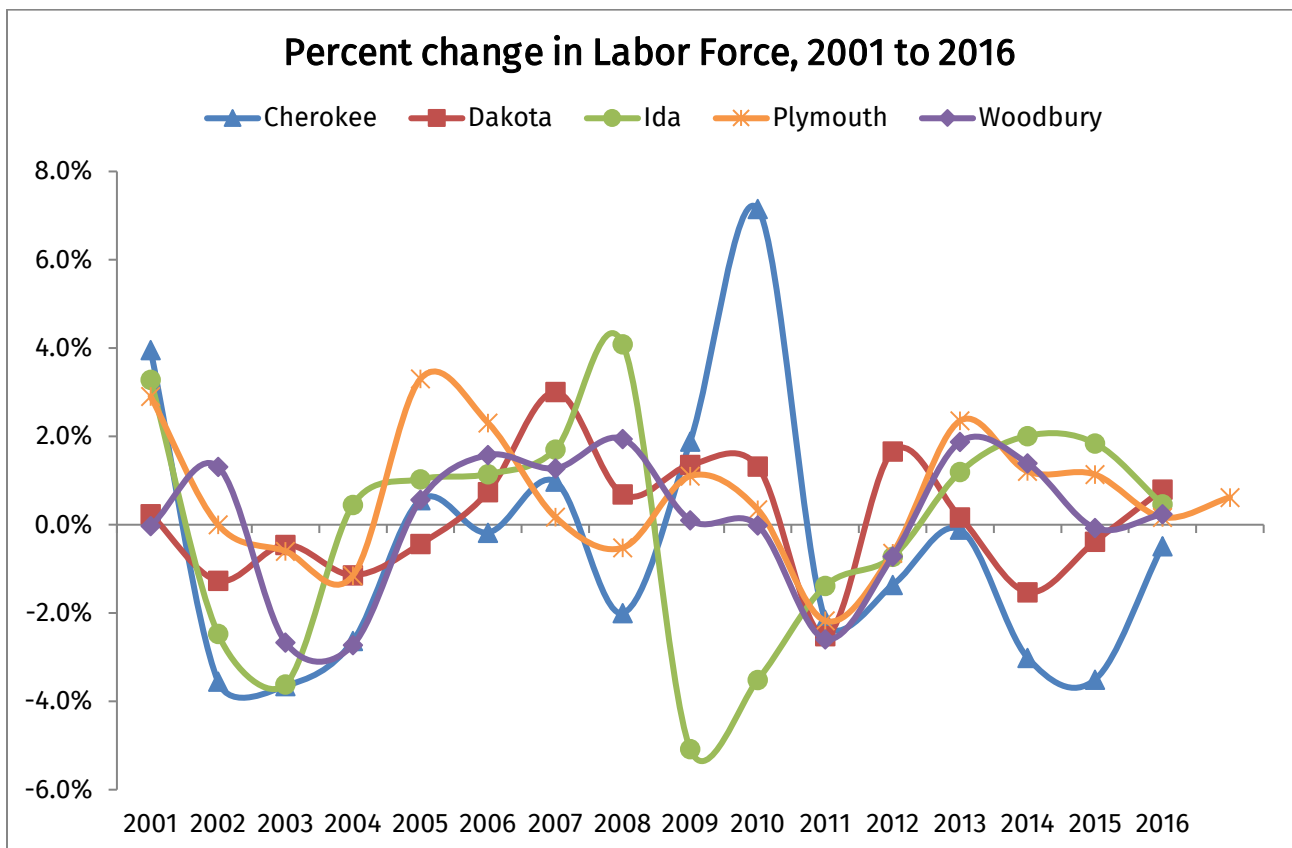
Population Projections

The charts below show population forecast for counties in the study area from 2010 to 2040. The population projection was based on the historic decennial population of the various counties. An extrapolation equation was used to forecast the 2020 to 2040 population based on the 2010 historic decennial population figures. As illustrated below there are three different population projections (MIN, MAX and MEAN/AVERAGE), showing expected population growth in each of the counties. Cherokee and Ida County population is expected to continue to drop from 2010 to 2040 by 19 percent and 18 percent respectively. Plymouth, Woodbury, and Dakota County's population are expected to see some growth from 2010 to 2040. From 2010 to 2040, Woodbury County's population is expected to grow by 1.58 percent while Dakota and Plymouth County's population is projected to grow by 47 percent and 2.3 percent respectively. The total population in the region is expected to grow by 5.2 percent from 2010 to 2040. Source: Adapted from U.S



Labor Force

The chart below compares the labor force of the various counties in the region. U.S. Bureau of Labor Statistics defines labor force as all persons classified as employed or unemployed over the age of 16. The trend presented in the graph below shows the gains and losses in labor force from 2001 to 2016. Cherokee County lost an average of 0.5 percent per year of their labor force from 2001 to 2016; this is not surprising as the county's population, in general, is declining. Ida County experienced an average growth of 0.0269 percent per year in their labor force from 2001 to 2016. The labor force in Woodbury, Plymouth and Dakota County increased between 2001 and 2016. This trend mirrors that of the State of Iowa and Nebraska. From 2001 to 2016, Plymouth County experienced the highest growth in the labor force (10.20%) followed by Dakota County (2.13%), and Woodbury County (1.30%), while the rest of the counties (Ida County = -0.08% and Cherokee County = -8.40%) declined. The region gain additional 1,736 people in labor force from 2001 to 2016.

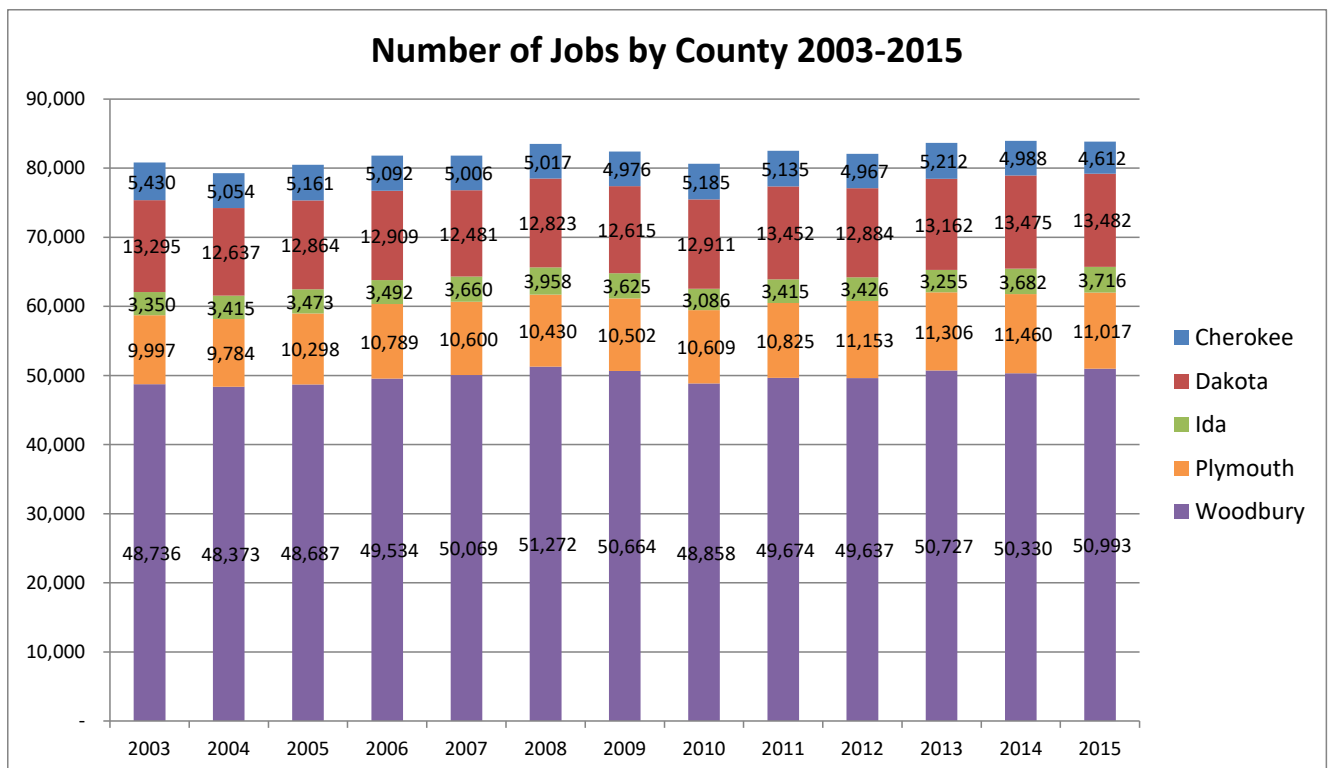


Source: U.S. Bureau of Labor Statistics, 2018

Number of Jobs

The table and graph below shows the number of jobs by county in the region from 2003 to 2015. The graph below shows that a majority of the jobs in the region are found in Woodbury, Plymouth and Dakota Counties. Woodbury County holds approximately 60% of the job share of the region. Dakota, Ida, Plymouth, and Woodbury Counties have as many jobs in 2015 as they did in 2003. Cherokee County experienced job loss from 2003 to 2015 that may be attributed to the closure of Tyson Meat Processing Plant in the City of Cherokee in 2014 and other businesses in the county.

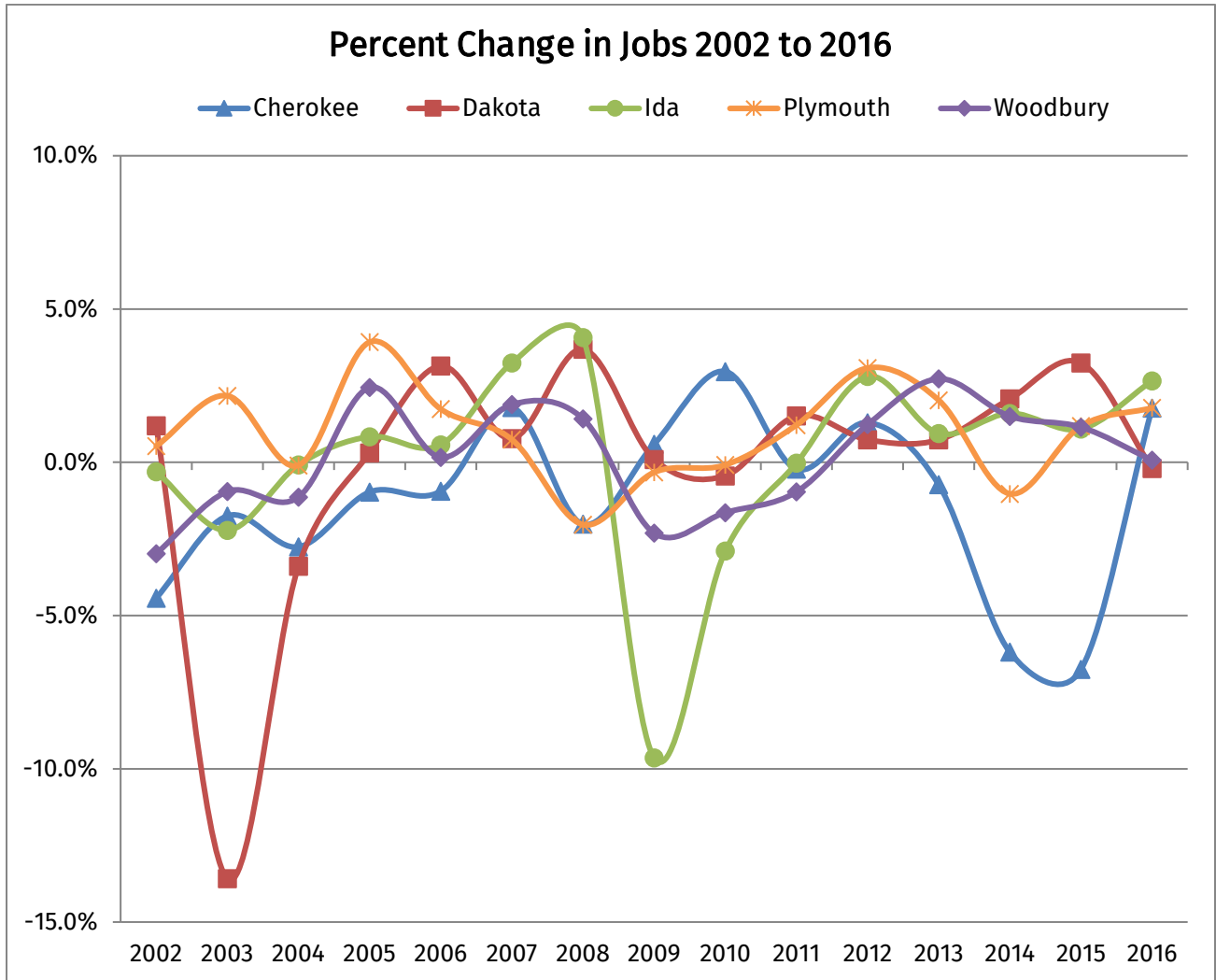
2015	Woodbury	Plymouth	Ida	Dakota	Cherokee	Total
Number	50,993	11,017	3,716	13,482	4,612	83,820
Percent	61%	13%	4%	16%	6%	100%



Source: U.S. Bureau of Labor Statistics, 2018

Job Change

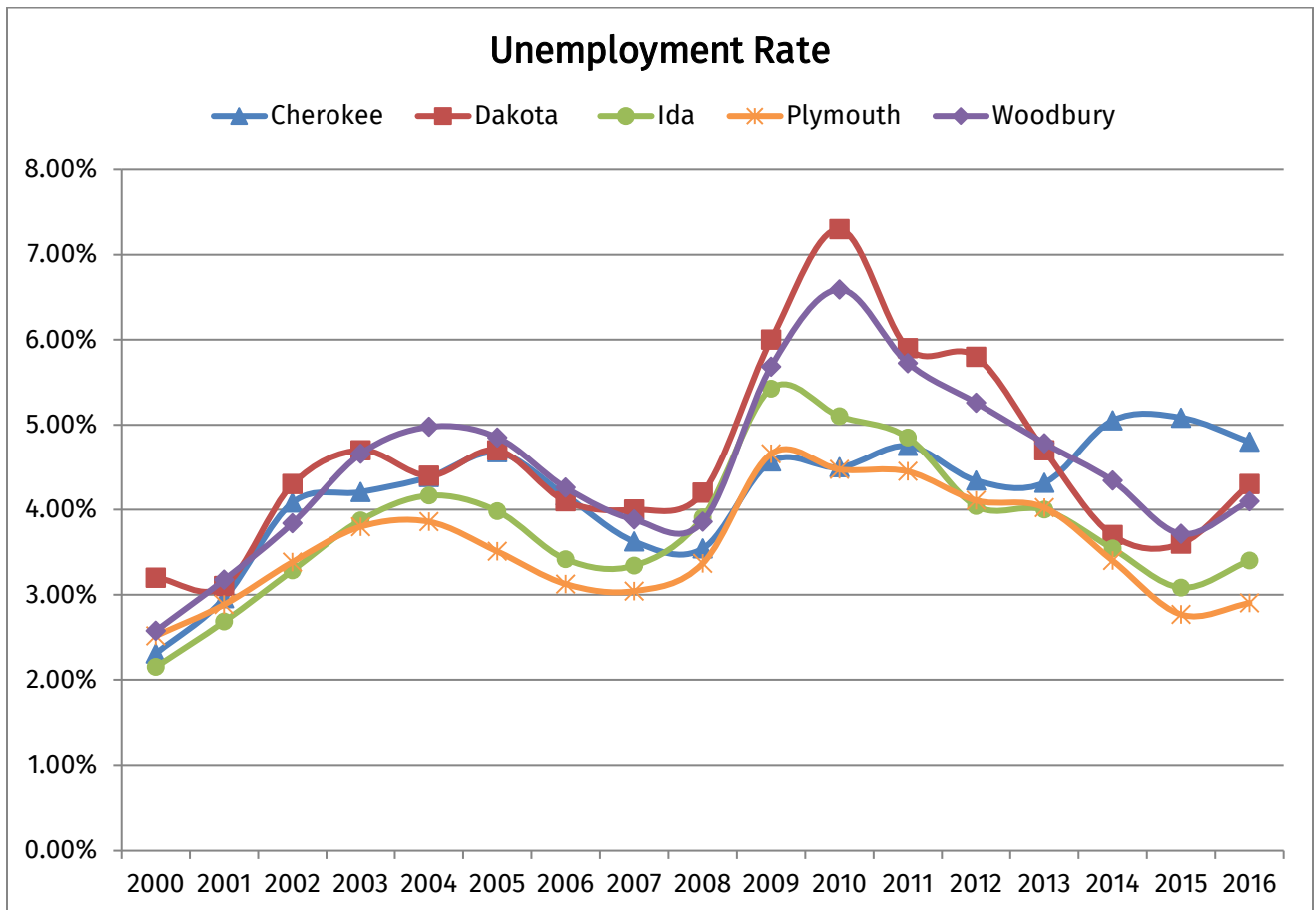
The chart below shows the percent change in jobs for the various counties within the region from 2002 to 2016. The chart shows that all the counties were impacted by the depression from 2008 to 2011. Ida County experienced job loss from 2008-2009. Cherokee County experienced a job loss from 2012-2015 which is attributed to the Tyson closure. Dakota County experienced a job loss from 2002-2003 which may be attributed to the BPI lawsuit. The counties in the region continue to recover from the economic downturn. With the exception of Dakota County and Cherokee County, all the other counties have as many jobs in 2016 as they did in 2002.



Source: U.S. Bureau of Labor Statistics, 2018

Unemployment Rate

The chart below compares the unemployment rate in the various counties within the study area. Plymouth County has the lowest unemployment rate in the region followed by Ida, Cherokee and Woodbury County. The unemployment rate in the counties within the study area is lower when compared to the nation. The unemployment rate in Plymouth, Cherokee, Ida and Woodbury County is lower when compared to the State of Iowa while the unemployment rate for Dakota County is higher when compared to the State of Nebraska. The unemployment rate in the region averaged 4.11 percent per year from 2000 to 2016; this is 2.12 percent lower than the U.S; 0.46 percent higher than the State of Nebraska but 0.75 percent lower than the State of Iowa.



Source: Iowa Workforce Department and Nebraska Labor force Department, 2018

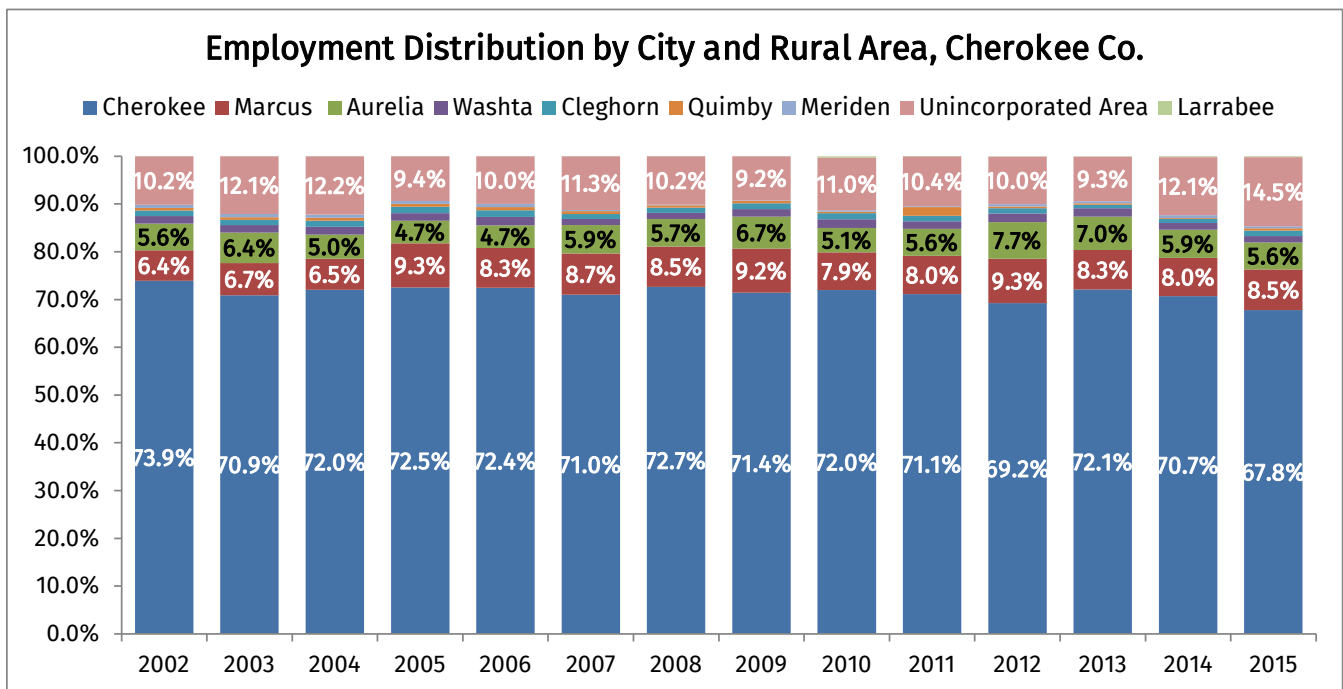
Percent of Jobs by County and City

The following graphs show the percent of jobs within each city in the following counties: Cherokee, Dakota, Ida, Plymouth and Woodbury County from 2002-2015. Data was gathered from Nebraska Department of Labor, Iowa Workforce Development and Bureau of Labor Statistics. Unincorporated areas include the rural, agricultural land and any unincorporated villages within each county.

Cherokee County Employment Distribution

Cherokee County's job share has remained consistent from 2002-2015. The majority of the county's employment is in City of Cherokee (~70%), the county seat. The second highest percentage is found in the unincorporated rural area of Cherokee County (~11%) followed by Marcus (~8%). The remaining cities in Cherokee County hold roughly 10% of the county's employment.

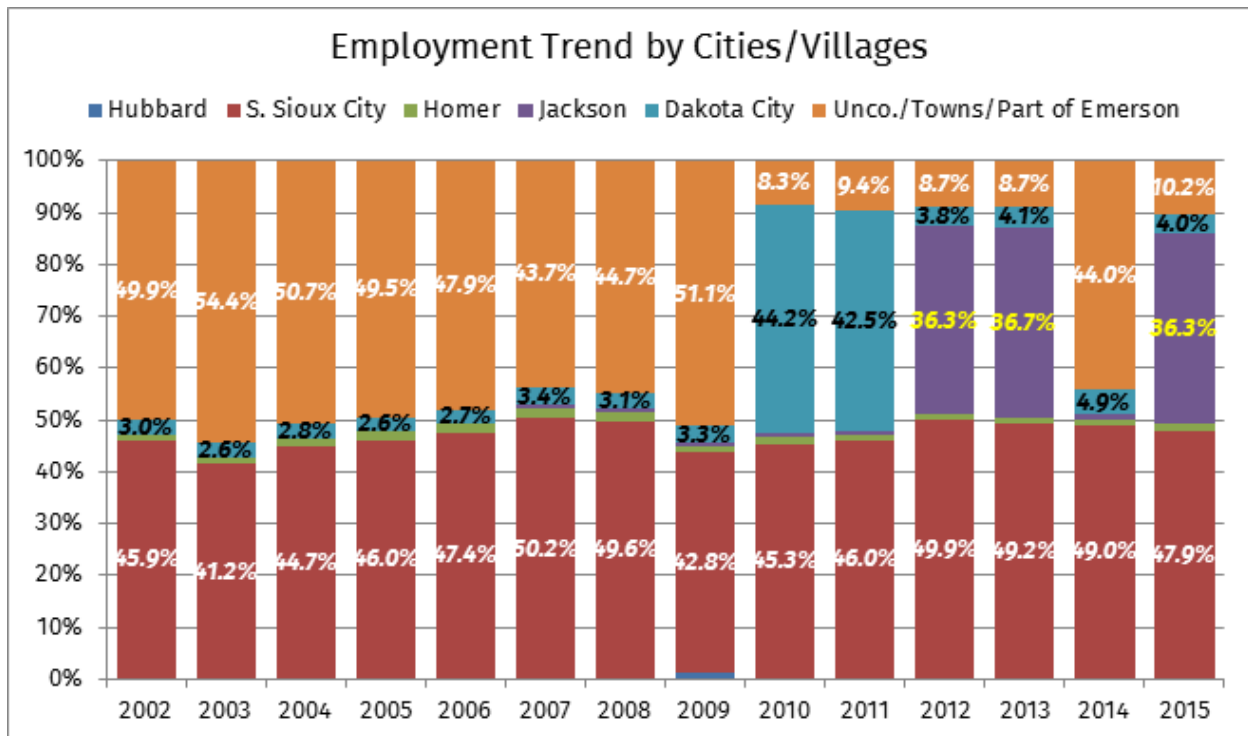
1. Roughly 90% of Cherokee County jobs are found in: Cherokee, rural unincorporated area, Marcus and Aurelia
2. City of Cherokee remained stable at approximately 70% job share from 2002-2015
3. Rural, unincorporated area of Cherokee County saw the highest growth in recent years from 9.3% in 2013 to 14.5% in 2015
4. City of Aurelia experienced slight employment loss in recent years
5. City of Marcus experienced its highest job share in the County in 2005 and 2012 (9.3%)



Dakota County Employment Distribution

The graph below shows the percent of jobs by City or unincorporated area in Dakota County. The majority of jobs in Dakota County are concentrated in South Sioux City. The graph below shows the following trends.

1. Rural part of Dakota County saw the majority of economic growth from 2012 to 2015
2. South Sioux City's share of the county jobs has remained above 40% from 2002 to 2015, representing an average share of 46.8% per year
3. From 2002 to 2009 the majority of jobs in the county were located within unincorporated villages/towns/part of Emerson except for 2007
4. From 2002 to 2015, unincorporated villages/towns/part of Emerson represented the second highest job concentration in the county, with an average share of county jobs of 34.4% per year
5. Jobs in the Village of Jackson increased by 53.9 percent from 2010 to 2016. This trend can be attributed to the ethanol plant recently constructed in the Village of Jackson.
6. Dakota City gained approximately 5,300 jobs in 2010 but lost about 5,228 of these jobs in 2012. This may be attributed to the BPI production law suit.
7. Village of Hubbard experienced a decline in jobs from 24 in 2002 to 13 in 2015 representing a fall of 46%.
8. Village of Homer gained additional 87 jobs between 2002 and 2015



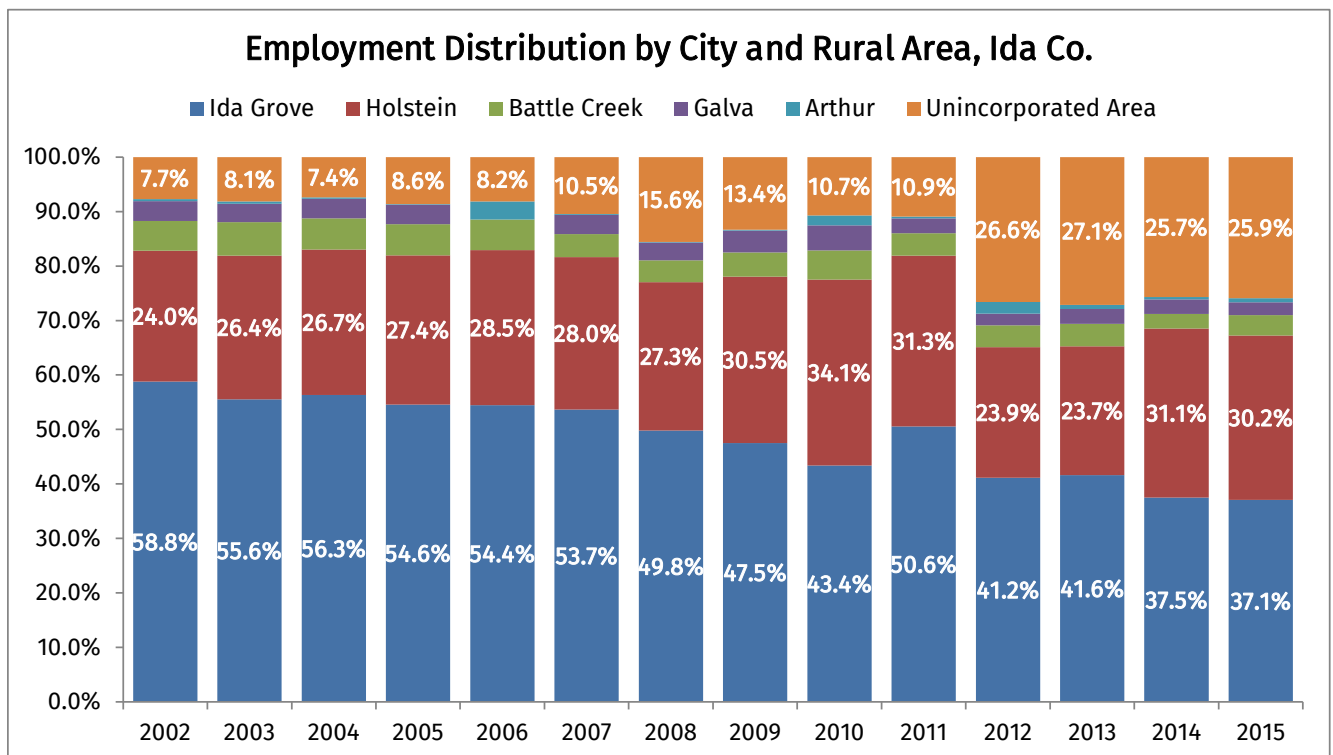
Source: Nebraska Department of Labor Force, 2017

Ida County Employment Distribution

The following graph shows the percent of jobs within each city in Ida County from 2002-2015. Data was gathered from Iowa Workforce Development and Bureau of Labor Statistics. Unincorporated areas include the rural, agricultural land and any unincorporated villages within each county.

Ida County's job share has experienced fluxuation from 2011-2015. From 2002-2015, the majority of the county's employment is in the City of Ida Grove (~40-50%), the county seat. The second highest percentage is found in the City of Holstein and unincorporated rural area of Ida County. The remaining cities in Ida County hold roughly 10% of the county's employment.

1. From 2011-2015, Ida County job share shifted slightly with growth in the rural, unincorporated area
2. City of Ida Grove has remained the highest job share in the County from 2002-2015 with slight losses in recent years
3. City of Holstein experienced consistent employment growth from 2002-2015
4. Unincorporated, rural Ida County experienced the greatest employment growth from 2002-2015

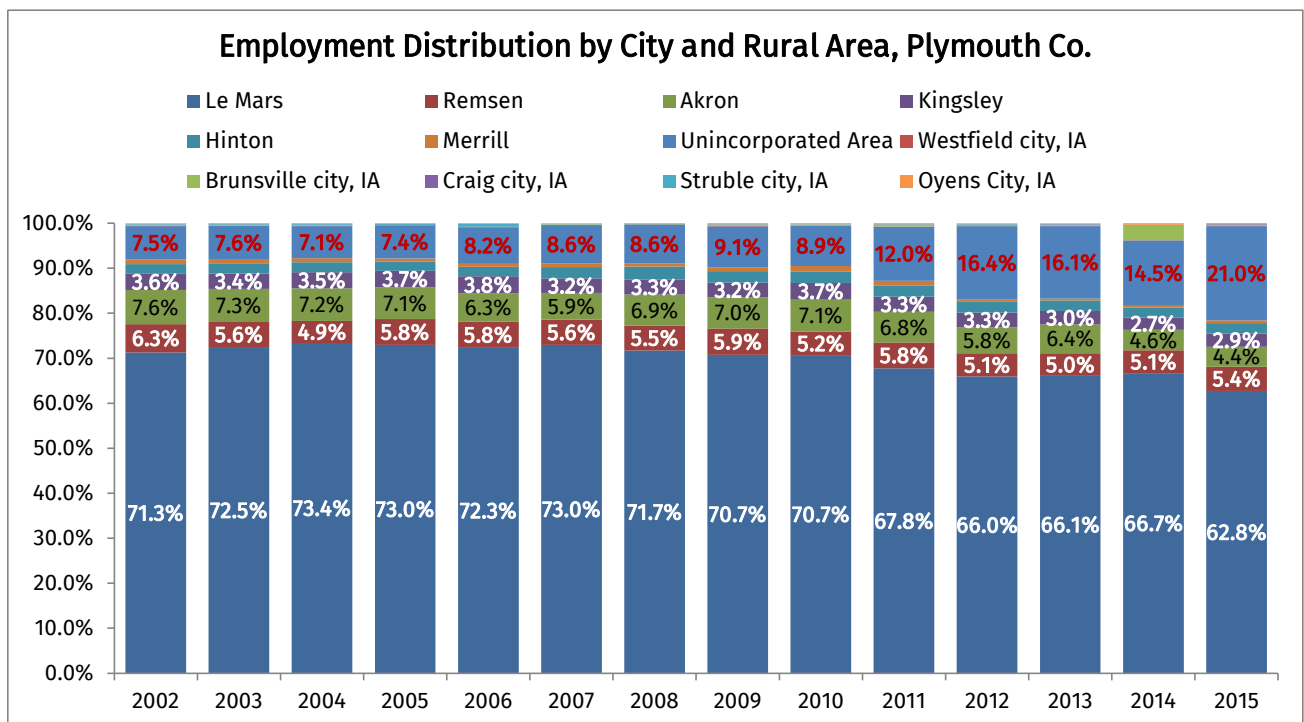


Plymouth County Employment Distribution

The following graph shows the percent of jobs within each city in Plymouth County from 2002-2015. Data was gathered from Iowa Workforce Development and Bureau of Labor Statistics. Unincorporated areas include the rural, agricultural land and any unincorporated villages within each county.

Plymouth County's job share has remained consistent from 2002-2015 with slight employment growth in the unincorporated, rural area in recent years. The majority of the county's employment is in the City of Le Mars (~68%), the county seat. The second highest percentage is found in the unincorporated, rural area of Plymouth County (~15%) followed by City of Akron (~7%) and Remsen (~6%). The remaining cities in Plymouth County hold roughly 5% of the county's employment.

1. Roughly 95% of Plymouth County jobs are found in: Le Mars, unincorporated area, Akron and Remsen
2. City of Le Mars remained stable in job share at approximately 70% from 2002-2010, with slight loss from 2011-2015
3. Rural, unincorporated area of Plymouth County saw the highest growth in recent years from 8.9% in 2010 to 21.0% in 2015
4. City of Remsen experienced slight employment loss in recent years
5. City of Akron experienced its highest job share in the County in 2002 (7.6%) and has experienced consistent job share loss to 2015

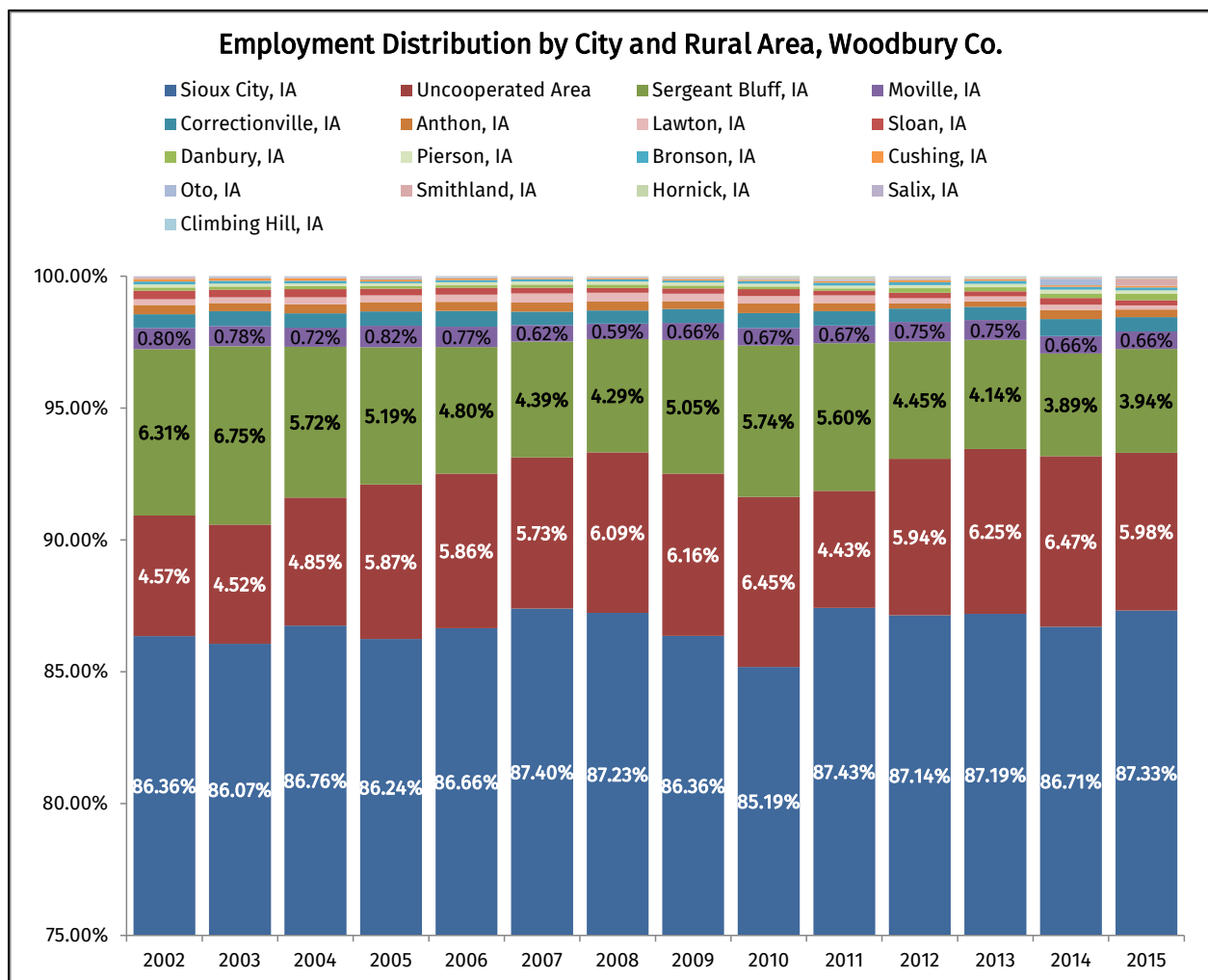


Woodbury County Employment Distribution

The following graph shows the percent of jobs within each city in Woodbury County from 2002-2015. Data was gathered from Iowa Workforce Development and Bureau of Labor Statistics. Unincorporated areas include the rural, agricultural land and any unincorporated villages.

Woodbury County's job share has remained relatively stable with minor fluxuation from 2008-2012. From 2002-2015, the majority of the county's employment is in the City of Sioux City (~86%), the county seat. The second highest percentage is found in the unincorporated area and City of Sergeant Bluff (Both ~3-6%). The remaining cities in Woodbury County hold roughly 4% of the county's employment.

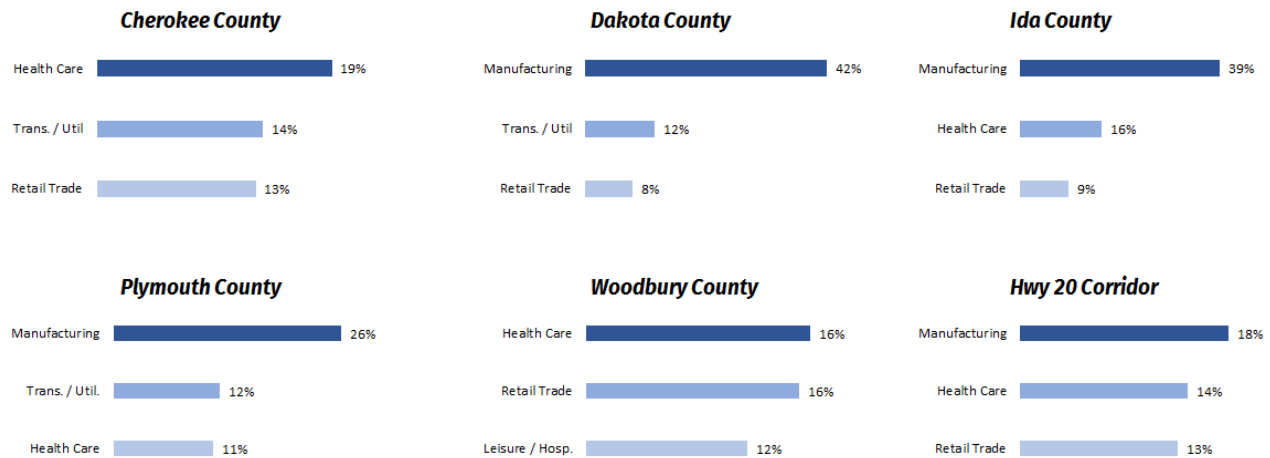
1. Over 95% of the Woodbury County jobs are found in: Sioux City, rural unincorporated area, Sergeant Bluff, and Merville
2. From 2007-2010, Woodbury County job share shifted slightly with growth in the rural, unincorporated area and City of Sergeant Bluff
3. City of Sergeant Bluff experienced consistent employment loss in recent years from 2010-2015
4. City of Sioux City remained relatively consistent employment at ~86% job share from 2002-2015
5. Unincorporated, rural Woodbury County experienced employment growth from 2011-2015 following loss from 2010-2011



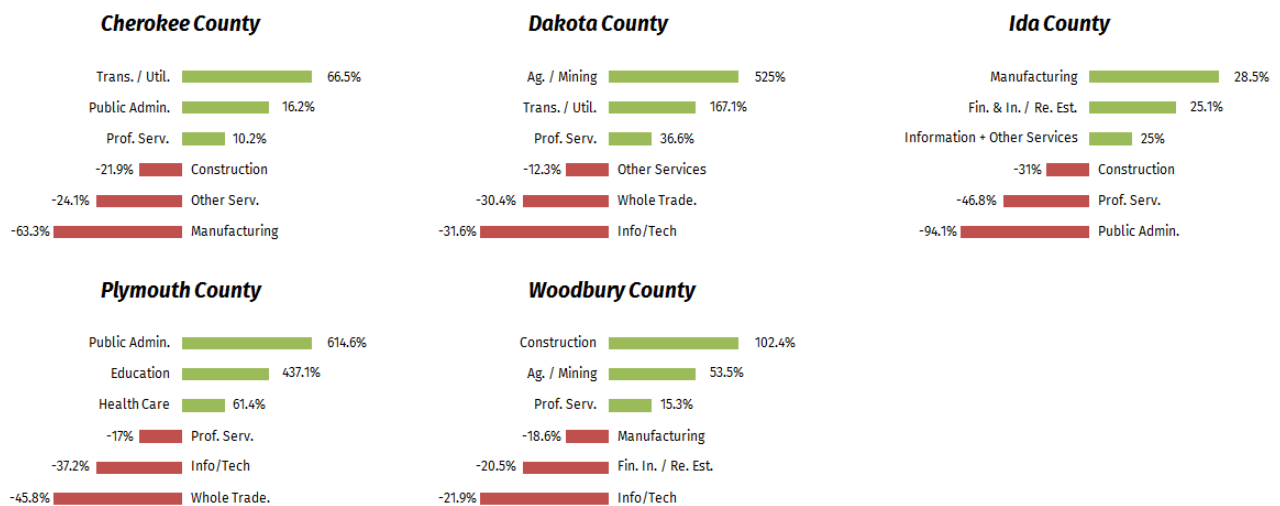
Industry Distribution and Growth

The distribution of employees by industry and the industry changes that have occurred from 2003-2016 in Cherokee, Dakota, Ida, Plymouth, and Woodbury County is depicted in the following graphs. The following summary comparison shows the top three industries in each county, followed by the top three industries that saw the most growth and the top three industries that saw the greatest loss in each county.² More detailed industry data by county can be found following the summary comparison.

Top 3 Industry Comparison



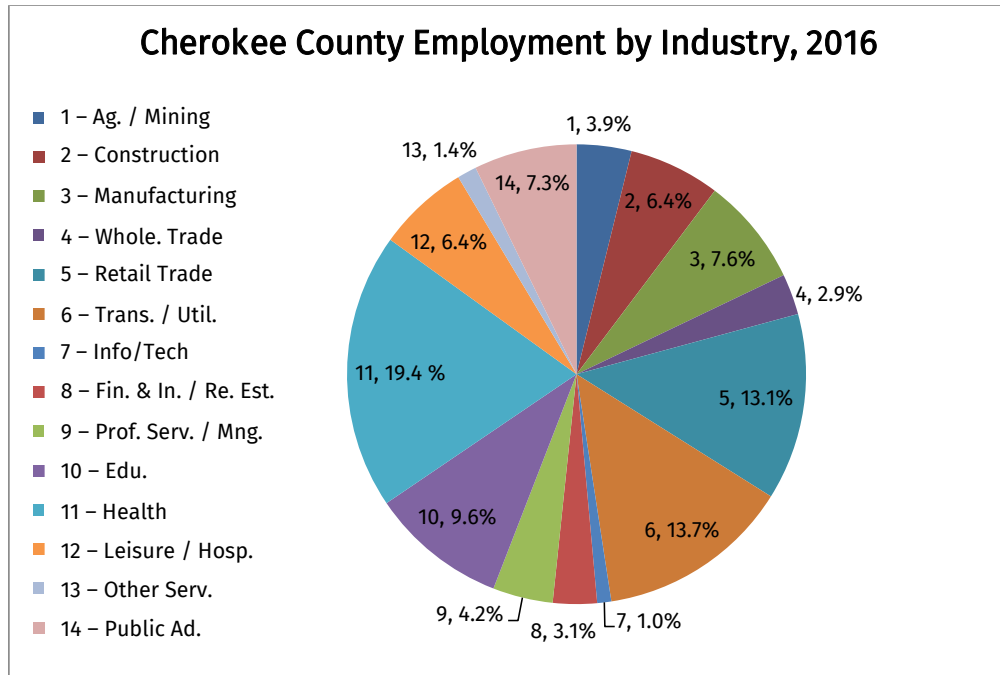
Top 3 Industry Growth-Loss Comparison



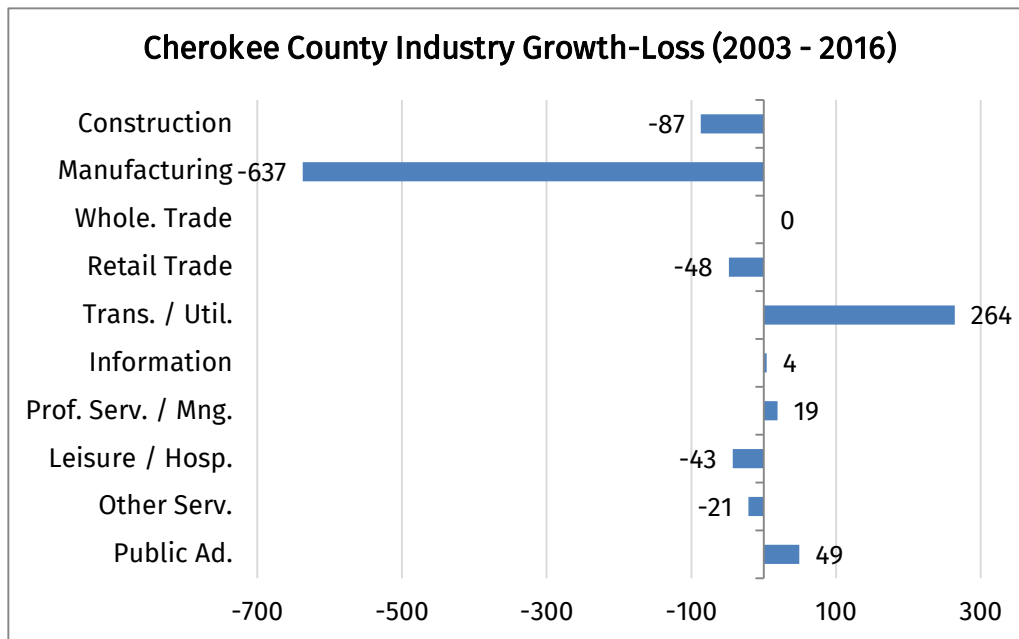
²Data pertaining to the employment by industry was collected from multiple sources including the U.S. Bureau of Labor Statistics, U.S. Census Bureau American Factfinder, and Iowa Workforce Development. Please note, pieces of data from the U.S. Census Bureau American Factfinder were unavailable due to either businesses not reporting the number of existing employees or disclosure protection.

Cherokee County Industry Distribution

The following graphs show 2016 industry distribution and industry employment growth or loss from 2003-2016. In 2016, the *Health Care & Social Assistance* industry accounted for the largest share of employees in Cherokee County at 19.4 percent. The distribution of the County's industries is displayed in the following pie-chart. From 2003 to 2016, *Transportation & Warehousing and Utilities* industry experienced the largest growth recording a 66.5 percent increase in employment.

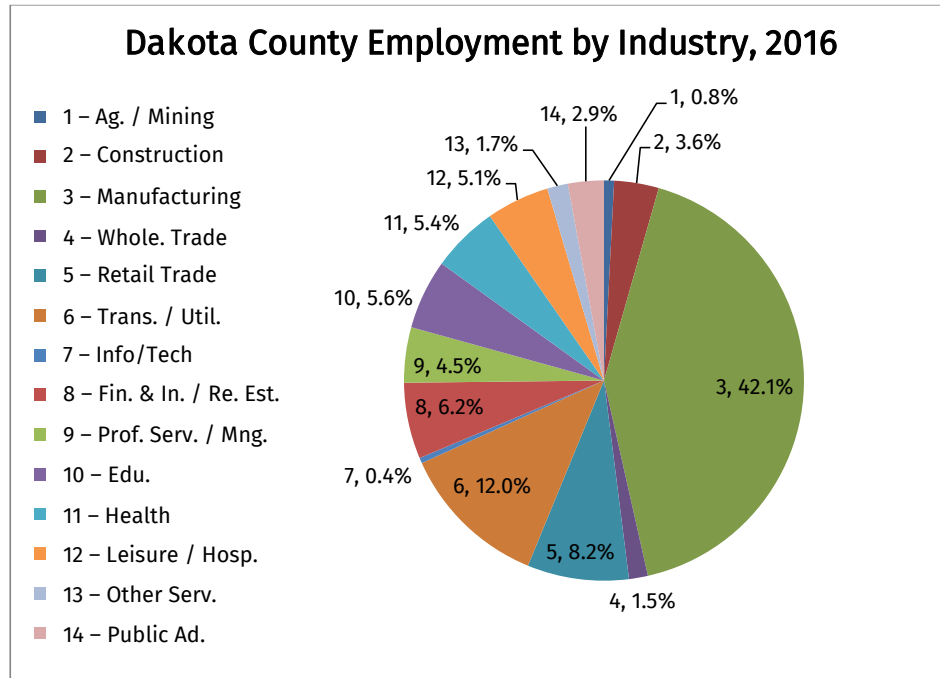


Source: U.S. Census Bureau of Labor Statistics, 2017

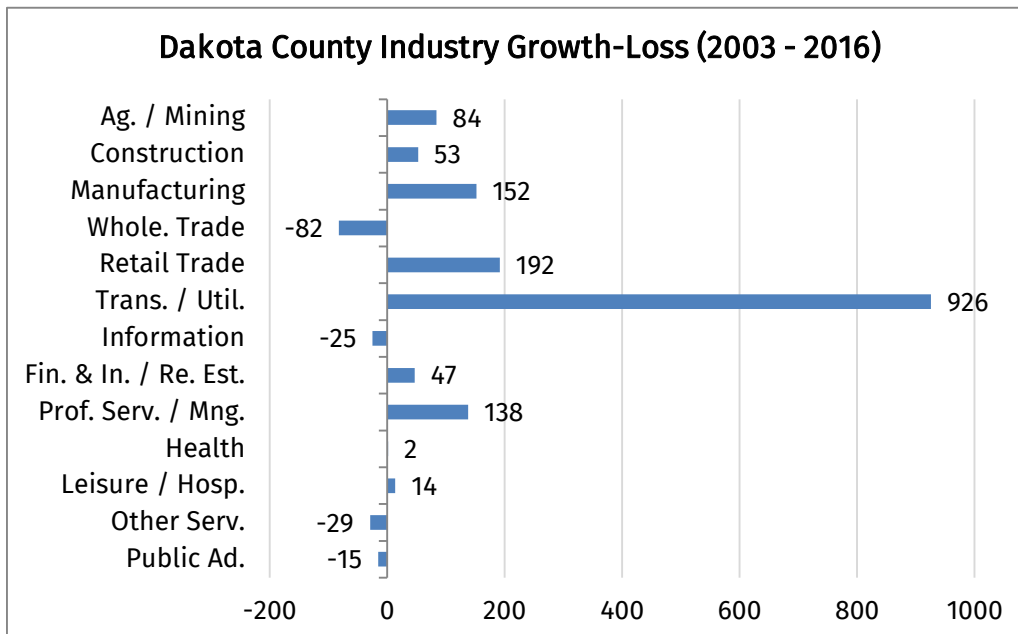


Dakota County Industry Distribution

The following graphs show 2016 industry distribution and industry employment growth or loss from 2003-2016. The *Manufacturing* industry had a large presence in Dakota County accounting for a 42.1 percent share of employment in 2016. Excluding the Manufacturing industry, employment among the remaining industries was well distributed as the second and third largest industries included *Transportation & Warehousing & Utilities* accounting for 12 percent and *Retail Trade* accounting for 8.2 percent of the County's employment. Multiple industries in Dakota County underwent significant changes from 2003 to 2016. Industries that experienced a drastic increase in employment included Agriculture & Mining with a 525 percent increase and Transportation & Warehousing & Utilities with a 167.1 percent increase.

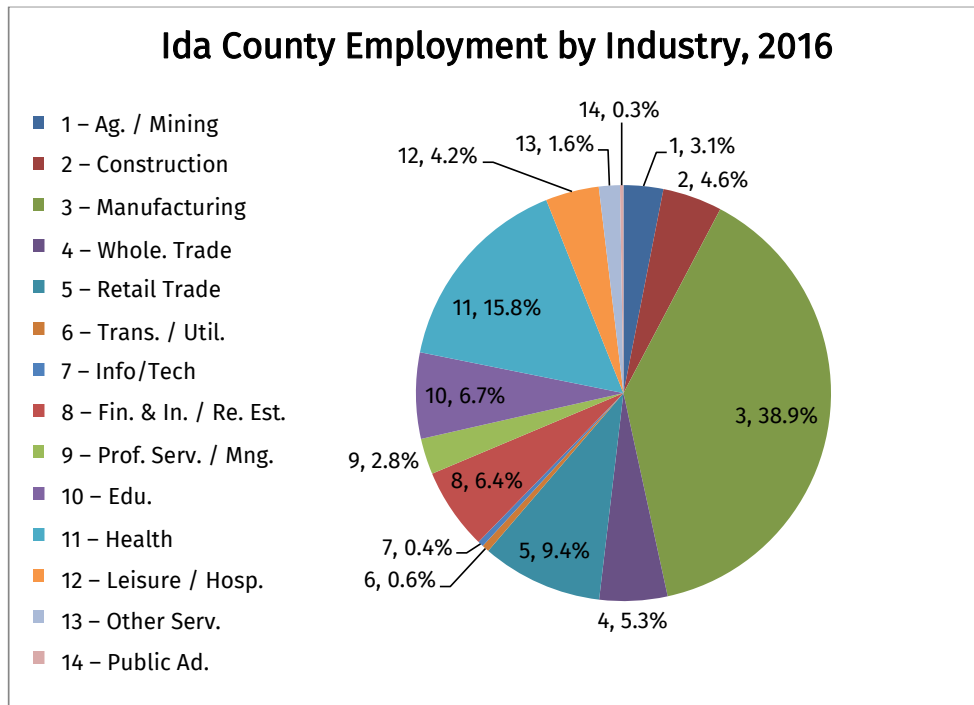


Source: Nebraska Department of Labor Force, 2017

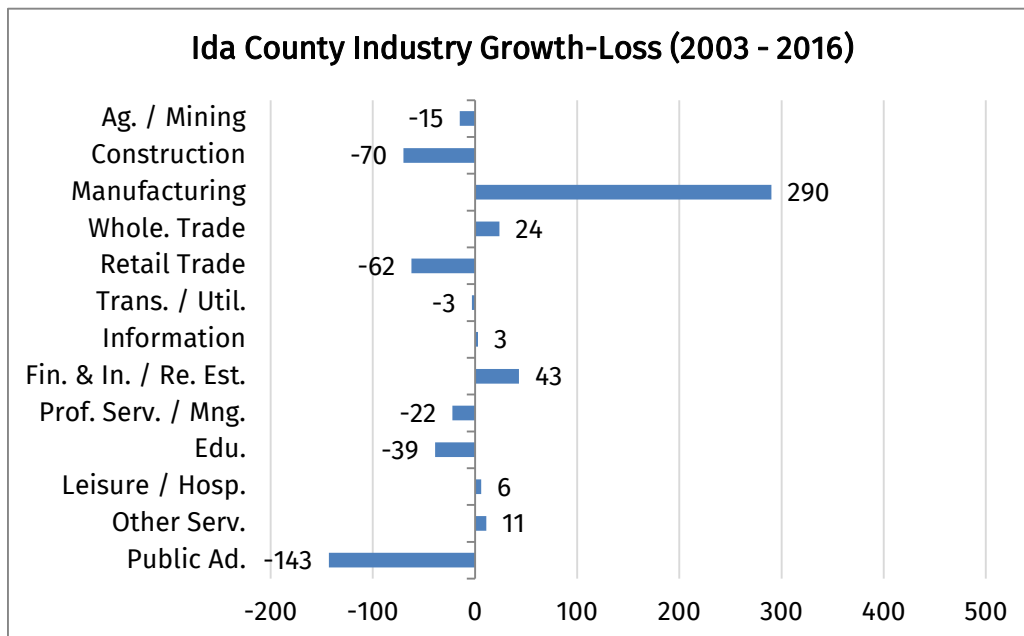


Ida County Industry Distribution

The following graphs show 2016 industry distribution and industry employment growth or loss from 2003-2016. The industry distribution via employment in Ida County was not diverse in 2016. Two industries accounted for more than half of the County's total share in employment which included *Manufacturing* at 38.9 percent and *Health Care & Social Assistance* at 15.8 percent. The industry distribution in Ida County is listed in the following pie-chart. From 2003 to 2016, Ida County's Public Administration industry underwent the largest change in employment recording a 94.1 percent decrease, which resulted in becoming the smallest industry via employment.

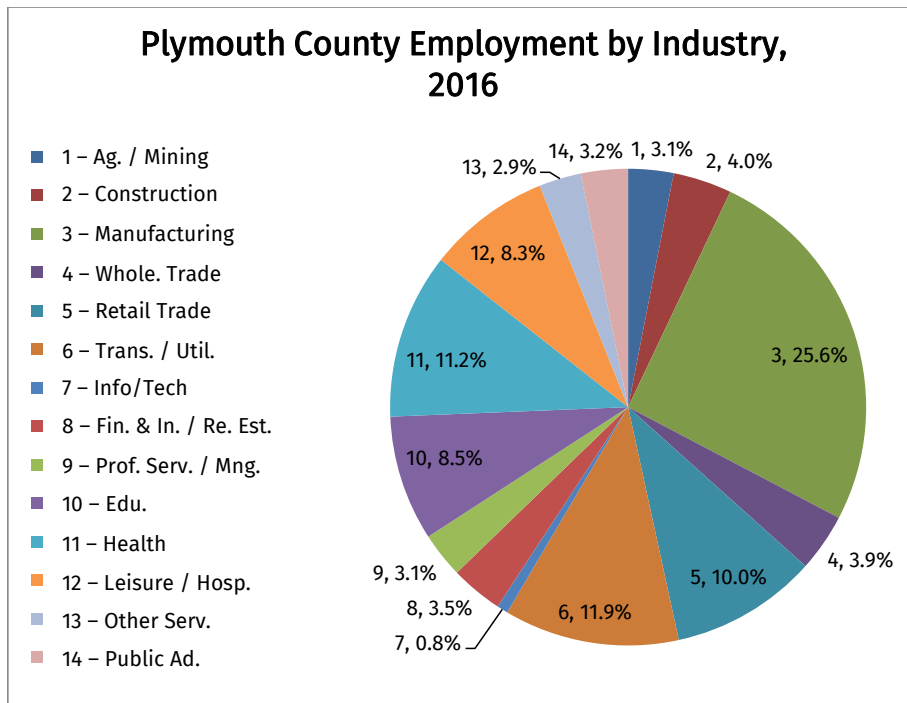


Source: U.S. Bureau of Labor Statistics, 2017; U.S. Census Bureau American Factfinder; Iowa Workforce Development

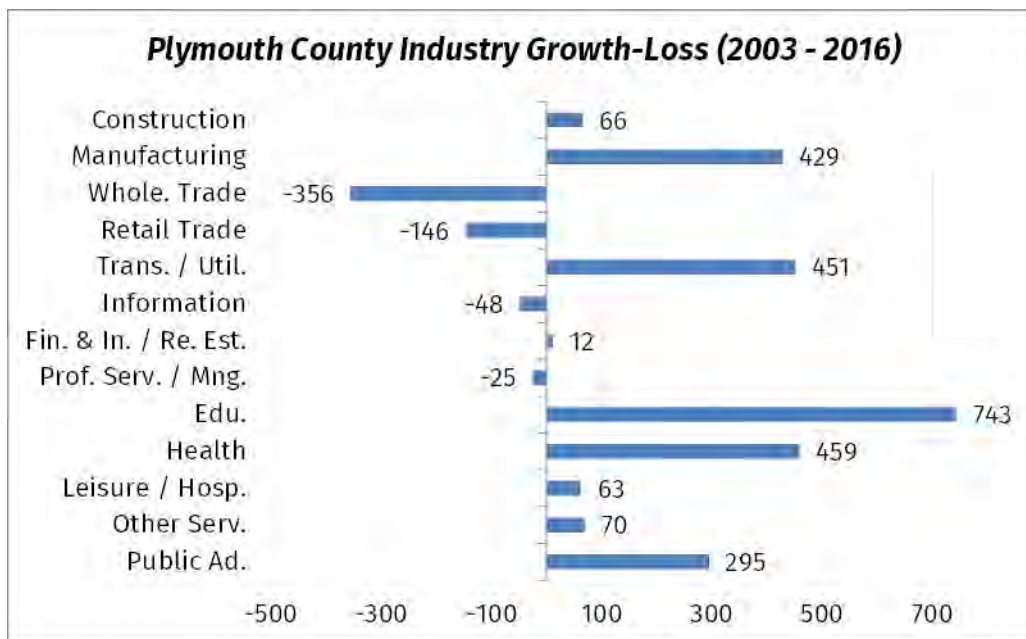


Plymouth County Industry Distribution

The following graphs show 2016 industry distribution and industry employment growth or loss from 2003-2016. Industries accounting for the largest share of Plymouth County's employment in 2016 was *Manufacturing* at 25.6 percent and *Transportation & Warehousing and Utilities* at 11.9 percent. Additional industries that had a noticeable share of the County's employment included *Health Care & Social Assistance* at 11.2 percent and *Retail Trade* at ten percent. A full breakdown on Plymouth County's industry distribution via employment is depicted in the following pie-chart. Several industries in Plymouth County underwent significant changes from 2003 to 2016. Changes in the number of employees per industry that took place between 2003 and 2016 in Plymouth County are illustrated in the following graph.

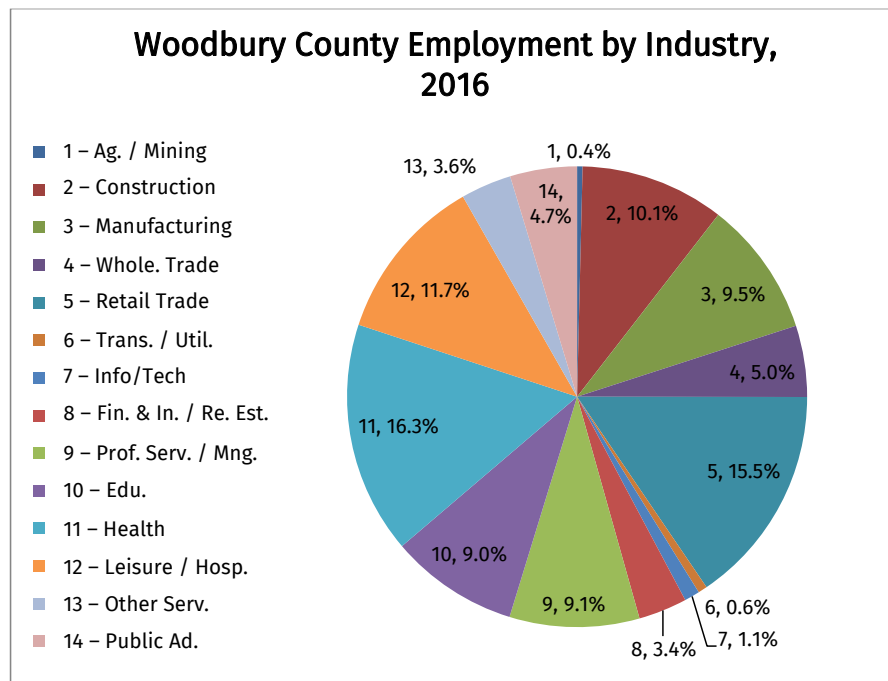


Source: U.S. Bureau of Labor Statistics, 2017; U.S. Census Bureau American Factfinder; Iowa Workforce Development

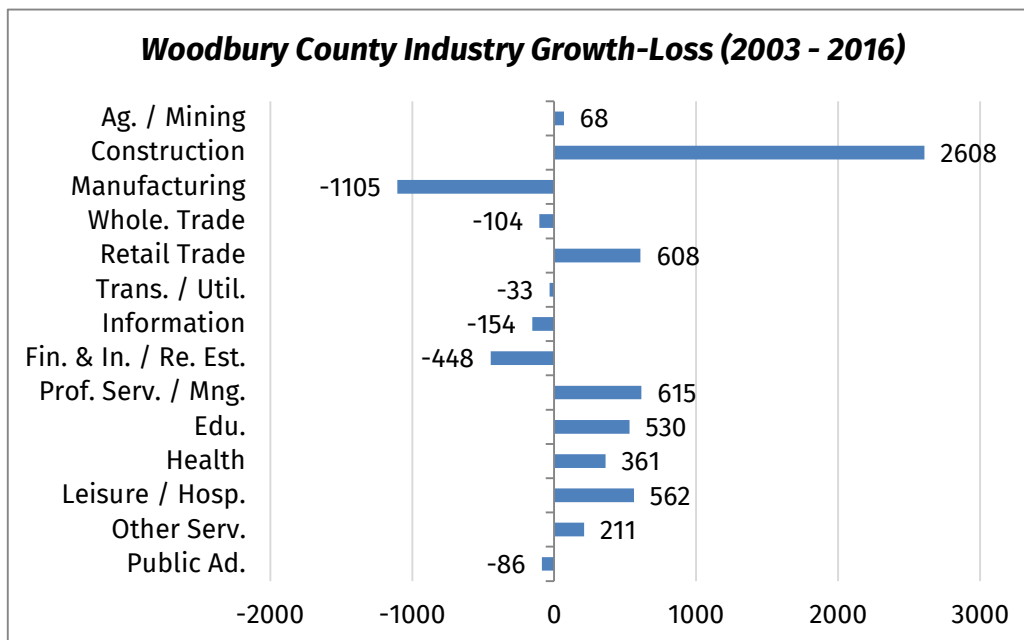


Woodbury County Industry Distribution

The following graphs show 2016 industry distribution and industry employment growth or loss from 2003-2016. Woodbury County's industry distribution via employment was well diversified in 2016 as the *Health Care & Social Assistance* industry accounted for the largest share of employment with just 16.3 percent. A full breakdown of all the industries share of Woodbury County's employment is displayed in the following pie-chart. The industry growth that took place in Woodbury County from 2003 to 2016 was overshadowed by the Construction industry, which recorded an overwhelming 102.4 percent increase in employment.



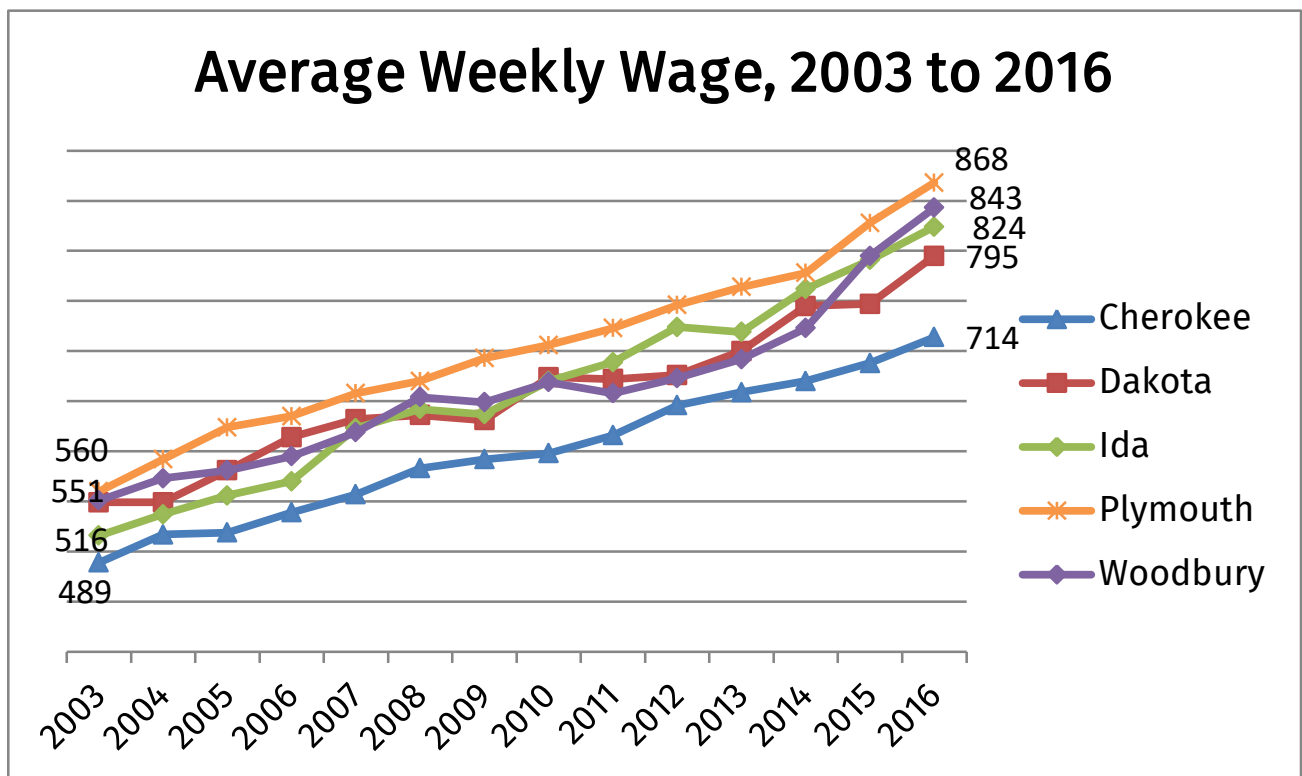
Source: U.S. Census Bureau of Labor Statistics, 2017; U.S. Census Bureau American Factfinder; Iowa Workforce Development



Average Weekly Wage

The following graph shows average weekly wage from 2003 to 2016 in Cherokee, Dakota, Ida, Plymouth, and Woodbury counties. Key findings from the graph are listed below.

1. Average weekly wage has gradually increased 2003-2016 in all five counties
2. Three out of the five counties saw their employees' average weekly wage grow by more than fifty percent from 2003-2016 (Ida County 59.7% increase, Plymouth County 55%, and Woodbury County 53%)
3. Ida County recorded the largest on average annual increase in average weekly wage with 3.7%, followed by Plymouth County with 3.44%, Woodbury County with 3.36 %, Cherokee County with 2.97%, and Dakota County with 2.93%
4. Ida County's average annual increase of 3.7% roughly equates to an average annual increase of \$24 to employees weekly wage
5. Cherokee and Plymouth County were the only counties who recorded an increase in their employees' average weekly wage each year between 2003 and 2016
6. A decrease in employees' average weekly wage occurred from 2008 to 2009 in Dakota, Ida, and Woodbury County
7. Plymouth County recorded a higher weekly wage than the state of Iowa in 2016. All other counties recorded lower weekly wages when compared to the state in 2016.

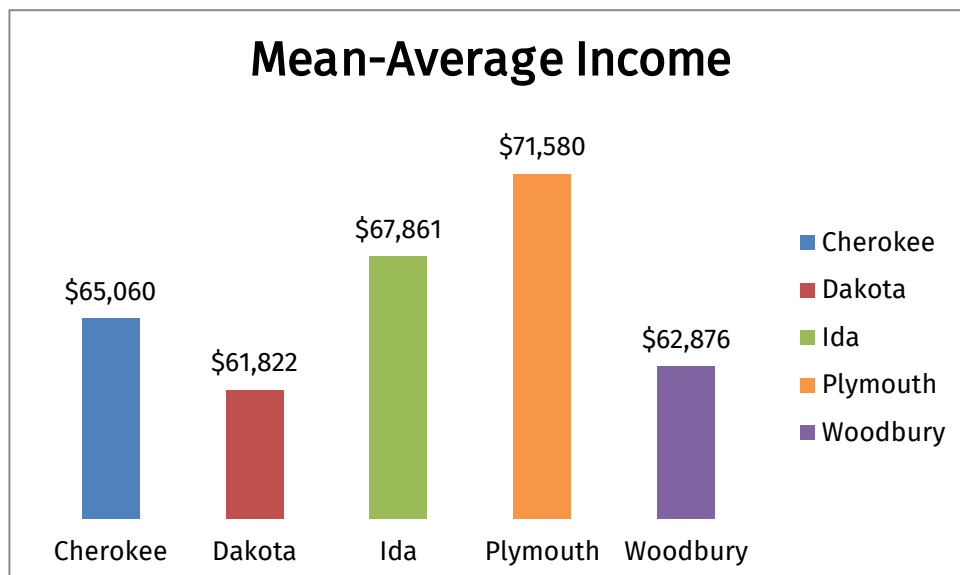


Income Distribution

The table below shows the comparison in income distribution by households between Cherokee, Dakota, Ida, Plymouth, and Woodbury County. Households earning an annual income between \$50,000 and \$74,999 accounted for the highest proportion of households in all five counties in 2016. Households earning an annual income between \$50,000 and \$74,999 accounted for the highest proportion of households in the entire state of Iowa and Nebraska as well. Examining the counties' median, mean, and per capita income in comparison to their respective state, nearly four of the five counties recorded lower figures in each economic category. The only county who recorded higher figures than their respective state in all three economic categories was Plymouth County. Amongst the five counties themselves, Plymouth County recorded the highest median and mean income while Ida County recorded the highest per capita income.

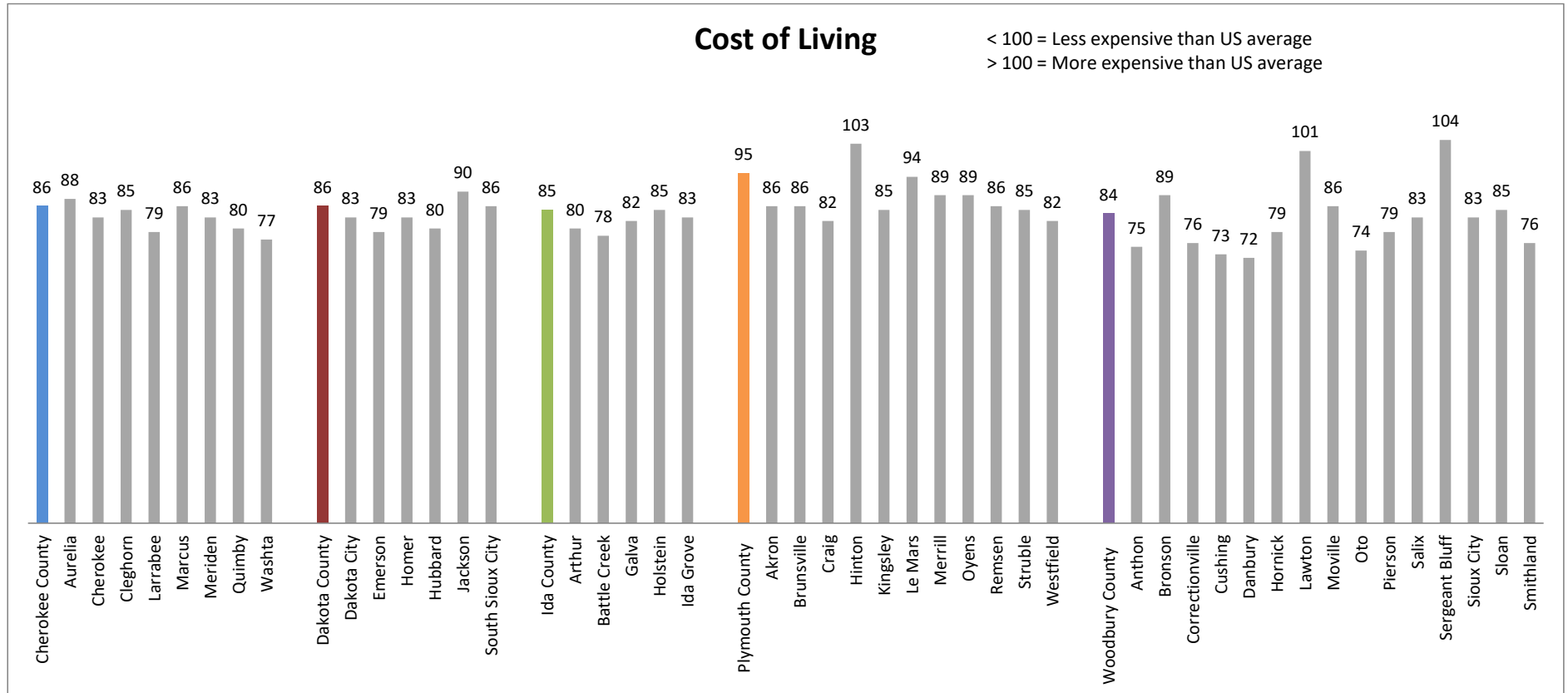
2016 Household Income in the Past 12 Months					
	Cherokee	Dakota	Ida	Plymouth	Woodbury
Less than \$10,000	5.2%	7.6%	5.8%	4.3%	6.7%
\$10,000 to \$14,999	4.0%	4.8%	6.6%	3.6%	5.3%
\$15,000 to \$24,999	13.2%	11.7%	13.8%	9.1%	11.5%
\$25,000 to \$34,999	13.2%	8.7%	9.6%	9.1%	12.8%
\$35,000 to \$49,999	12.9%	14.2%	14.3%	14.4%	14.4%
\$50,000 to \$74,999	22.6%	24.8%	18.4%	22.0%	19.9%
\$75,000 to \$99,999	13.2%	11.2%	13.8%	15.8%	13.8%
\$100,000 to \$149,999	9.3%	11.5%	10.4%	15.2%	10.4%
\$150,000 to \$199,999	2.8%	3.1%	4.1%	4.0%	2.8%
\$200,000 or more	3.6%	2.3%	3.2%	2.5%	2.3%
Median Income (dollars)	51,590	52,336	49,957	60,339	49,010
Mean Income (dollars)	65,060	61,822	67,861	71,580	62,876
Per Capita Income	28,783	21,710	29,750	28,975	24,469

Source: U.S. Census Bureau, American Factfinder, 2017



Cost of Living

The following graph shows the Sperling's cost of living indices based on a US average of 100. An amount below 100 means that the city is less expensive than the US average. Sperling's cost of living index is sourced from original research and analysis, as well as over 30 government and private industry organizations including: U.S. Census Bureau, American Community Survey, Current Population Survey and Educational Testing Service and ACT, Inc.³



³ Sperling's Best Places. Cost of Living. Retrieved May 2018: <https://www.bestplaces.net/cost-of-living/>

Economic Development Partners

Numerous high-profiled groups and organizations have been proactive in supporting economic development initiatives and a better quality of life throughout the Highway 20 Corridor Economic Development Study area. The following chapter is dedicated to highlighting over 140 economic development partners that collaborate with Dakota, Cherokee, Ida, Plymouth, and Woodbury Counties.

* Highway 20 Economic Development Study Project Sponsors

Federal Partners

United States Department of Agriculture (USDA)

United States Department of Agriculture provides leadership on food, agriculture, natural resources, rural development, nutrition, and related issues based on public policy, the best available science, and effective management. USDA has a vision to provide economic opportunity through innovation, helping rural America to thrive; to promote agriculture production that better nourishes Americans while also helping feed others throughout the world; and to preserve our Nation's natural resources through conservation, restored forests, improved watersheds, and healthy private working lands.



Website: <https://www.usda.gov>

United States Department of Education (USDE)

USDE's mission is to promote student achievement and preparation for global competitiveness by fostering educational excellence and ensuring equal access. USDE has a \$68 billion budget that is dedicated to the following:

- Establishing policies on federal financial aid for education, and distributing as well as monitoring those funds.
- Collecting data on America's schools and disseminating research.
- Focusing national attention on key educational issues.
- Prohibiting discrimination and ensuring equal access to education.



Website: <https://www.ed.gov/>

United States Department of Commerce (USDOC)

The USDOC promotes job creation and economic growth by ensuring fair and reciprocal trade, providing the data necessary to support commerce and constitutional democracy, and fostering innovation by setting standards and conducting foundational research and development. The USDOC provides U.S. – based companies and entrepreneurs invaluable tools through programs such as the Decennial Census, the National Weather Service, NOAA Fisheries, and the Foreign Commercial Service.



Website: <https://www.commerce.gov/>

Federal Partners

United States Department of Transportation (USDOT)

USDOT's mission is to ensure our nation has the safest, most efficient and modern transportation system in the world; that improves the quality of life for all American people and communities, from rural to urban, and increases the productivity and competitiveness of American workers and businesses.

Website: <https://www.transportation.gov/>



United States Economic Development Administration (EDA)*

The U.S. EDA mission is to lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy. The U.S. EDA's investment policy is designed to establish a foundation for sustainable job growth and the building of durable regional economies throughout the United States. This foundation builds upon two key economic drivers - innovation and regional collaboration. Innovation is key to global competitiveness, new and better jobs, a resilient economy, and the attainment of national economic goals. Regional collaboration is essential for economic recovery because regions are the centers of competition in the new global economy and those that work together to leverage resources and use their strengths to overcome weaknesses will fare better than those that do not. U.S. EDA encourages its partners around the country to develop initiatives that advance new ideas and creative approaches to address rapidly evolving economic conditions.

Website: <https://www.eda.gov>



United States Environmental Protection Agency (USEPA)

The USEPA is an agency of the United States federal government whose mission is to protect human and environmental health. Headquartered in Washington, D.C., the EPA is responsible for creating standards and laws that promoting the health of individuals and the environment.

Website: <https://www.epa.gov/>



United States Housing and Urban Development (USHUD)

USHUD's mission is to create strong, sustainable, inclusive communities and quality affordable homes for all. USHUD works to strengthen the housing market to bolster the economy and protect consumers; meet the need for quality affordable rental homes; utilize housing as a platform for improving quality of life; build inclusive and sustainable communities free from discrimination, and transform the way USHUD does business.

Website: <https://www.hud.gov/>



U.S. Department of the Interior Indian Affairs

The mission of the Bureau of Indian Affairs' mission is to enhance the quality of life, to promote economic opportunity, and to carry out the responsibility to protect and improve the trust assets of American Indians, Indian tribes and Alaska Natives.

Website: <https://www.bia.gov/bia>

Iowa State Partners

Iowa Area Development Group (IADG)

Founded in 1985, IADG is the business and community development leader for our sponsors and partners, including over 220 member-owned electric cooperatives, municipal utilities and independent telecommunication companies throughout the state. IADG is committed to providing consultation and assistance to help businesses and communities achieve their project development goals. Website: <http://www.iadg.com/>



Iowa Department of Agriculture and Land Stewardship

The Iowa Department of Agriculture and Land Stewardship are responsible for a wide range of programs that affect the quality of life of every Iowan. Programs, divisions, and personnel under this department include Soil Conservation, Consumer Protection & Industry Services, Food Safety & Animal Health, State Climatologist, State Entomologist, State Veterinarian, Farmers Market Nutrition, and the Century and Heritage Farm Program. Website: <https://www.iowaagriculture.gov/>



Iowa Archaeology

The Office of the State Archaeologist and Iowa Archeological Society is facilitated by The University of Iowa. The purpose of the Society is to: Unite those interested in the archaeology of Iowa, foster cooperation among professional and amateur archaeologists, promote the study, investigation, and interpretation of prehistoric and historic remains in Iowa, provide for the dissemination of knowledge and research in archaeology and related disciplines, encourage the recording and preservation of sites and artifacts, develop a constructive attitude toward these cultural resources through education and public involvement. Website: <http://iowaarchaeology.org/>



Iowa Department of Education (IDOE)

IDOE works with the Iowa State Board of Education (State Board) to provide support, supervision, and oversight for the state education system that includes public elementary and secondary schools, nonpublic schools that receive state accreditation, area education agencies (AEAs), community colleges, and teacher preparation programs. IDOE's mission is to create excellence in education through leadership and service. Website: <https://educateiowa.gov/>



Iowa Department of Transportation

The Iowa Department of Transportation is responsible for the planning, development, design, construction, maintenance, and administration of the state highway system.



Website: <https://www.iowadot.gov/>

Iowa State Partners

Iowa Economic Development Authority (IEDA)

The mission of IEDA is to strengthen economic and community vitality by building partnerships and leveraging resources to make Iowa the choice for people and business. Through two main divisions – business development and community development – IEDA administers several state and federal programs to meet its goals of assisting individuals, communities, and businesses.

Website: <https://www.iowaeconomicdevelopment.com/>



Iowa Energy Office

The Iowa Energy Office manages a diverse mix of state, federal and utility-funded programs and initiatives that provide energy-economic benefits for Iowa's citizens, businesses, and organizations.

Website: www.iowaenergycenter.org/



Iowa Environmental Protection Commission

The Iowa Environmental Protection Commission is a panel of nine citizens who provide policy oversight over Iowa's environmental protection efforts.

Website: <http://www.iowadnr.gov/About-DNR/Boards-Commissions/Environmental-Protection-EPC>

Iowa Finance Authority

The Iowa Finance Authority was established in 1975 to undertake programs to assist in the attainment of housing for low- and moderate-income Iowans. Since then, the organization has expanded its programs to addressing a continuum of housing needs, from homeless assistance to multifamily rental to single-family ownership.

Website: <http://www.iowafinanceauthority.gov/>



Iowa Natural Resource Commission (NRC)

The NRC consists of seven citizens who work with the Conservation and Recreation Division of the Department of Natural Resources. Some of the work of the NRC includes reviewing and approving hunting and fishing administrative rules, public land acquisitions and easements, construction and general business contract, leases, grants, and annual budgets.

Website: <http://www.iowadnr.gov/About-DNR/Boards-Commissions/Natural-Resource-Commission>

Iowa Rural Development Council

The Iowa Rural Development Council (IRDC) brings together rural partners, both public and private, to advance the interests of rural Iowa. Our singular focus is helping rural partners collaborate, share information, conduct research, spotlight best practices, and serve and support Iowa's rural communities.

Website: <http://iowardc.org/>

Iowa State Higher Education

Iowa State University Extension and Outreach

Iowa State University Extension and Outreach serves as a 99-county campus, connecting the needs of Iowa with Iowa State University research and resources. The organization focuses on providing education and partnerships designed to solve today's problems and prepare for the future.

IOWA STATE UNIVERSITY
Extension and Outreach

Website: <https://www.extension.iastate.edu/>

Morningside College

Morningside College is a private, liberal arts college affiliated with the United Methodist Church located in Sioux City, Iowa. With a focus on cultivating a passion for lifelong learning, a dedication to ethical leadership, and a desire for civic responsibility, both the U.S. News & World Report has ranked Morningside College as one of the best liberal arts colleges in the Midwest every year over the past decade.

Website: <https://www.morningside.edu/>



St. Luke's College – Unity Point Health

As an institution of higher education, St. Luke's College provides high quality, health system-based education to individuals who desire to become competent and compassionate health care providers. St. Luke's college is the only medical center based health sciences college in the Siouxland Region.

Website: www.stlukescollege.edu/



University of Iowa

The University of Iowa is one of the nation's premier public research universities with 33,334 students from 114 countries and all 50 states. Founded in 1847, it is the state's oldest institution of higher education and is located alongside the picturesque Iowa River in Iowa City.

Website: <https://uiowa.edu/>



University of Northern Iowa (UNI)

UNI is a university located in Cedar Falls, Iowa. UNI offers more than 90 majors across the colleges of Business Administration, Education, Humanities, Arts, and Sciences, and Social and Behavioral sciences, and graduate college.

Website: <https://uni.edu/>



Western Iowa Tech Community College (WITCC)

Western Iowa Tech Community College is a comprehensive community college with five campuses in northwestern Iowa. The main campus is located in Sioux City; the other campuses are located in Mapleton, Le Mars, Denison and Cherokee.

Website: <https://www.witcc.edu/>



Nebraska State Partners

Nebraska Center for Rural Affairs (NCRA)

The NCRA stands up for rural Nebraska, the small family farmer and rancher, new business owner, and rural communities. For more than 40 years, NCRA has been a leading force engaging people to build a better rural future. NCRA supports rural stories and culture on their website and in their newsletter that states, “We live this work. Welcome to our rural revolution.” Offices are located in Lyons and Hartington.

Website: <http://www.cfra.org/about>



Nebraska Archaeology

Several organizations promote archaeology in Nebraska. The Nebraska Archaeology site provides archaeology news, event announcements, profiles of Nebraska archaeologists, resources, blog, and links to other Nebraska archaeology websites.

Website: <https://nebraskaarchaeology.org/>



Nebraska Department of Agriculture

The Nebraska Department of Agriculture supports the following programs and services: Ag promotion & development, animal & plant health protection, food safety & consumer protection, and scientific laboratories.

Website: <http://www.nda.nebraska.gov>

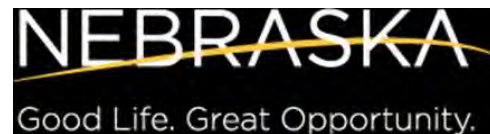


Nebraska Department of Economic Development (NDED)

The mission of NDED is to provide quality leadership and services that enable Nebraska’s communities, businesses, and people to succeed in a global economy. The NDED has the following functions:

- Support communities with development efforts
- Assist with starting, retaining, and expanding businesses
- Promote the state for business locations and expansions.

Website: <https://opportunity.nebraska.gov/>



Nebraska State Partners

Nebraska Department of Game and Parks

The Nebraska Game and Parks Commission was established by the Legislature in 1901. The Department and Commission works to conserve Nebraska's natural resources. The agency has a board of nine commissioners. Among the many duties of the Commission and staff are establishing hunting seasons and regulations for game species; managing Nebraska's state parks, state recreation areas and other public lands; managing the fisheries at numerous public lakes across the state; helping landowners establish good conservation practices on their land; working to conserve Nebraska's threatened and endangered species; and providing hunter and boater education, as well as other resources for those who wish to learn to enjoy the outdoors. We are committed to the idea that time spent outdoors, whether it be hunting, fishing, hiking, biking, bird-watching, canoeing, camping or one of the many other outdoor activities Nebraska has to offer, is time well spent.

Website: <http://outdoornebraska.gov>



Nebraska Department of Labor and Workforce Development

The Nebraska Department of Labor supports the following programs and services: Employment and training, unemployment insurance for employers, unemployment benefits for employees, labor standards, legal resources, labor and market information, safety and health consultations. The Nebraska Workforce Development Board is established by the Governor in accordance with Section 101 of the Workforce Innovation and Opportunity Act of 2014 (WIOA). The Board's purpose is to convene state, regional, and local workforce system partners to enhance the capacity and performance of the workforce development system and align and improve outcomes and effectiveness of federally-funded and other workforce investments.

Website: <https://www.dol.nebraska.gov>



Nebraska Department of Natural Resources (NDNR)

The NDNR manages our most precious natural resource through sound partnerships, cooperation, and science-based decision making. NDNR supports the following programs and services: Floodplain management, dam safety, natural resources planning, water planning and integrated management, storage of natural resources and related data, administration of state funds, and monitoring and managing surface and groundwater quality.

Website: <https://dnr.nebraska.gov>

Nebraska Department of Transportation (NDOT)

The NDOT is responsible for the planning, development, design, construction, maintenance and administration of the state highway system. The goals of the Department are to preserve the billions of dollars Nebraskans have invested in their state highway system, making the highways safe and efficient, and accomplishing this in a timely and cost-effective manner. NDOT has eight strategic goals including: safety, fiscal responsibility, environmental stewardship, project delivery, asset management, mobility, communication, coordination, collaboration, & cooperation, workforce development.

Website: <http://dot.nebraska.gov>



Nebraska State Partners

Nebraska Energy Office

Nebraska Energy Office provides the following services and programs: Home energy rating of home efficiency, low-income home weatherization, and home energy efficiency loans.

Website: <http://www.neo.ne.gov>



Nebraska Environmental Trust

The Nebraska Environmental Trust was established in 1992 to conserve, enhance and restore the natural environments of Nebraska. It was created on the conviction that a prosperous future is dependent upon a sound natural environment and that Nebraskans could collectively achieve real progress on real environmental issues if seed money were provided. The Nebraska Environmental Trust receives 44.5% of the profits of the Nebraska Lottery.

Website: <http://www.environmentaltrust.org/>



Nebraska Historical Society (NHS)

NHS manages the states historic sites and markers. Access to Nebraska's marked historic places is available by county and category on the Society's website. The NHS hosts events and exhibits, features historic collections, provides educational programs, and hosts the following divisions: Archeology, collections, conservation, historic preservation, and publications.

Website: <https://history.nebraska.gov>



Nebraska Housing and Community Development

The federal Community Development Block Grants (CDBG) program provides funding for community and economic development projects to encourage additional federal, state, and private resources. Communities receiving CDBG funds use those grants to provide decent housing, a suitable living environment, and expanded economic opportunities. The Nebraska Department of Economic Development administers the CDBG program for most of the state. Due to population size, some cities in Nebraska are the administrators of the CDBG program in their communities.

Website: <https://opportunity.nebraska.gov/program/community-development-block-grant>

Nebraska Investment Finance Authority (NIFA)

NIFA was created by the Nebraska Legislature on August 26, 1983 to merge three similar agencies including: Nebraska Mortgage Finance Fund, Nebraska Agricultural Development Corporation and Nebraska Development Finance Fund. NIFA Board of Directors is comprised of nine members. NIFA partners with a network of approved participating lenders who are knowledgeable and trained to process and close loans in home, agricultural farm start-up, residential development, and industrial development programs, and investment or real estate programs.

Website: <https://www.nifa.org>



Nebraska State Partners

Nebraska Public Power District (NPPD)

NPPD's goal is to have communities prepared for economic growth opportunities. NPPD provides the following services in conjunction with public power partners and other state and regional agencies.

Website: <http://econdev.nppd.com/>



Nebraska Tourism Commission

Nebraska Tourism Commission sponsors the *Visit Nebraska* website. The site hosts descriptions of the state's attractions and tourism programs including: natural resources, entertainment, travel guide, and historic sites.

Website: <https://visitnebraska.com>



Nebraska Indian Community College (NICC)

For the past 40 years, the NICC has been and remains dedicated to planting the seeds of knowledge through unique and culturally relevant educational experiences. One of the three NICC campuses is located in South Sioux City, Nebraska.

Website: www.thenicc.edu/



NEBRASKA INDIAN
COMMUNITY COLLEGE

Northeast Community College (NCC)

The South Sioux City Extended Campus of NCC offers students the opportunity to gain skills to start a career or build a strong foundation for a bachelor's degree. Our degree programs and short-term technical training are focused on skills needed for high demand, local careers. You have the opportunity to learn at one of the nation's top 10 community colleges. And 99% of Northeast graduates continue their education or find a job! NCC offers classes and services available on-site, online, or in a combination of delivery methods. We provide support services to help you succeed with your studies and your career after college. We also partner with your business or organization to keep it strong and competitive with customized business and industry training programs. Success starts here!

Website: <http://northeast.edu/South-Sioux-City/>



University of Nebraska Extension

The University of Nebraska Extension is located in Dakota City within the Natural Resources Department building. Educational opportunities include: Classes, Media releases, Newsletters, Publications, Web-Based Seminars and University Classes (undergraduate and graduate), Health Fairs, County Fair, and Ag Days.

Website: <http://www.dakotacountyne.org/webpages/extension/extension.html>

Wayne State College (WSC)

WSC at the College Center in South Sioux City offers quality bachelor's and master's degree programs in a convenient location and at the region's most affordable rate. With the College Center's state-of-the-art classrooms and computer labs, as well as one-on-one attention from faculty and staff, WSC is committed to quality.

Website: <https://www.wsc.edu/south-sioux-city>



Regional Partners

Regional Partners are defined as organizations that are multi-jurisdictional across state and/or county lines.

Center for Industrial Research & Services (CIRAS)

The CIRAS is part of the College of Engineering and the Office of Economic Development and Industry Relations at Iowa State University. Since 1963 CIRAS has been partnering with Iowa companies and communities to help them prosper and grow. CIRAS aims to improve the profitability of businesses through *Proven Services, Engage/Educate/Embed, Return on Investment, and Vast Network.*



Website: <http://www.ciras.iastate.edu/>

Grow Siouxland Taskforce

Grow Siouxland Taskforce's mission is to remove obstacles to growth in Siouxland by removing obstacles through networking, communication, and other means.

Website: <https://www.facebook.com/GrowSiouxland/>

Iowa's West Coast Initiative

Iowa's West Coast Initiative was created through a partnership with economic development organizations in Plymouth, Monona and Woodbury counties. The purpose of the group is to increase entrepreneurial activity in northwest Iowa and support small business growth. The group organizes events and provides resources for entrepreneurs and small businesses on Iowa's West Coast.



Website: <http://www.iawestcoast.com/home.html>

Keep Northeast Nebraska Beautiful (KNNB)

KNNB is a non-profit organization started in 1964 by Governor Frank Morrison. In 1980 Keep Nebraska Beautiful became a statewide affiliate of Keep America Beautiful (KAB) which is a national, non-profit public education organization. KNNB administers educational and community-improvement programs that address local needs including litter awareness and litter cleanups; beautification; reuse and recycling programs and neighborhood revitalization.



Website: <http://www.knb.org/about.html>

MidAmerican Energy *

MidAmerican Energy Company is an energy company based in Des Moines, Iowa. Its service area includes almost two-thirds of Iowa, as well as portions of Illinois, South Dakota, and Nebraska.



Website: <https://www.midamericanenergy.com/>

Regional Partners

North West Rural Electric Cooperative (NWREC) *

NWREC provides reliable, competitively-priced energy and other valuable services to benefit members and communities in the Siouxland Region. NWREC invests in many aspects of our communities, from educating the youth to helping create value-added jobs in a variety of industries.

Website: <https://www.nwrec.coop/>



Northwest Iowa Development

Northwest Iowa Development is a group of six counties creating a unified, targeted approach to developing and branding/marketing the Northwest Iowa region to attract quality new corporate locations and expansions and to attract skilled talent to support business growth. The counties that encompass Northwest Iowa include: Cherokee, Lyon, O'Brien, Osceola, Plymouth and Sioux.

Website: <http://www.northwestiowa.com>



Northwest Iowa Power Cooperative (NIPCO) *

NIPCO is a generation and transmission electric cooperative supplying wholesale electric power to seven distribution cooperatives covering 6,500 square miles in western Iowa. These distribution cooperatives



members/consumers. Website: <https://www.nipco.coop/>

supply retail power to over 30,000

Siouxland Chamber of Commerce

The Siouxland Chamber of Commerce promotes and energizes the Siouxland community including the counties and cities located at the adjoining points of Iowa, Nebraska and South Dakota. The Chamber is sponsored by hundreds of caring, supportive businesses and organizations that encourage the prosperity and quality of life of the Siouxland region. Siouxland is a prime example of separate states, counties and cities working together to create one united community.

Website: <http://siouxlandchamber.com/>



Siouxland Economic Development Corporation (SEDC) *

SEDC was formed in 1979 to help businesses start up or expand in a ten-county area of Iowa, Nebraska, and South Dakota. SEDC is a non-profit organization governed by a volunteer board of directors and staffed by seasoned loan professionals. SEDC offers loans to all varieties of businesses.

Website: <http://www.siouxlandedc.com>



Regional Partners

Siouxland Interstate Metropolitan Planning Council (SIMPCO)

SIMPCO's mission is to be a catalyst for regional cooperation, uniting local governments of the Tri-State Siouxland Region into an effective Council of Governments, to promote the best possible planning practices and advocate partnerships throughout the region, and to partner with local governments in long-range planning, community development activities, and professional regional program management, which foster intelligent growth, economic development, and safe, accessible transportation.



Website: www.simpco.org

The Siouxland Initiative (TSI) *

TSI is a private sector, not-for-profit regional economic development organization focused on increasing and enhancing employment opportunities in the tri-state region of Iowa, Nebraska and South Dakota. The Siouxland Chamber of Commerce is responsible for administering the activities of the Initiative.

Website: <http://directory.siouxlandchamber.com/list/member/the-siouxland-initiative-sioux-city-807.htm>

U.S. Highway 20 Corridor Association *

U.S. Highway 20 was one of the first coast-to-coast highways in the United States. Starting in downtown Boston, it travels through Massachusetts, New York, Pennsylvania, Ohio, Indiana, Illinois, Iowa, Nebraska, Wyoming, Idaho, and Oregon. Legislators along the Midwest Connector of the U.S. 20 Corridor have set statewide four-lane U.S. 20 as their number one priority.



Website: www.4lane20.com/

Western Iowa Advantage

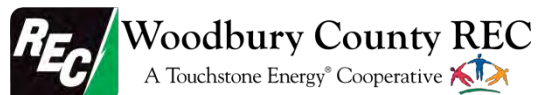
Western Iowa Advantage is a collaborative effort of economic development officials in Adair, Audubon, Carroll, Crawford, Greene, Guthrie, Ida and Sac Counties. The mission of this consortium is to work cooperatively in an effort to effectively market the many viable economic assets of this region. The effort will build a stronger, local, regional and statewide economy. The results of their work manifest themselves in job creation in specific industry clusters already prevalent in the region – in particular, manufacturing, renewable energy and biosciences – as well as in other existing industries currently thriving here.



Website: <http://www.westerniowaadvantage.com/about-us/>

Woodbury County Rural Electric Cooperative *

Woodbury County Rural Electric Cooperative is a consumer-owned electric cooperative with headquarters in Merville, Iowa, and serves power to 3500 farms, homes, and businesses with approximately 1200 miles of line in Northwest Iowa. Electricity that is supplied to the members of Woodbury County Rural Electric Cooperative is produced by two main fuel sources: 1) Falling water from the dams (Hydropower) on the Missouri River 2) Coal from the mines in North Dakota and Wyoming.



Website: <https://woodburyrec.com/>

County Partners

Cherokee County Board of Supervisors and County Staff*

The Cherokee County Board of Supervisors is composed of five elected members. Cherokee County is staffed with highly-trained personnel that provide up-to-date information on recent activity including available business sites and permitting processes directly related to economic development throughout the County. In addition to the Board of Supervisors, Cherokee County houses the following offices:

Cherokee County Offices:

Assessor/GIS	Emergency Management	Recorders Office
Attorney	Engineers Office	Sheriffs Office
Auditor	Environmental Health	Technology/Website
Clerk of District Court	General Relief Office	Treasurers Office
Community Services	IT/Website	Zoning
Conservation Offices	Human Resources	

County Website: <http://www.cherokeecountyiowa.com/index.html>

Cherokee County Top Employers

There is a wide variety of businesses in Cherokee County that contribute to the economy's success and well-being of residents in unique ways. In the following table, the ten largest employers in Cherokee County are listed.

Company Name	Employees
Hy-Vee Distribution	550
Cherokee Regional Medical Center	290
Hy-Vee Food Store	200
Mental Health Institute	164
Cherokee School District	130
Civil Commitment Unit	112
DuPont Pioneer	92
Staples Promotional Products	83
RJ Thomas Manufacturing	74
First Coop Association	70

Cherokee County Economic Development Partners

Cherokee Area Economic Development Corporation *

Cherokee Area Economic Development Corporation is a community foundation that collaborates with multiple economic development organizations in effort to retain and attract business, agriculture, and residents to Cherokee County.

Website: <https://www.cherokeeia.com/>



Cherokee County Economic Development Partners

Cherokee Industrial Corporation

One of Cherokee Area Economic Development Corporation's partners, Cherokee Industrial Corporation is composed of a group of volunteers whose sole mission is to improve the business and industry community in the City of Cherokee. The group has recently negotiated a contract with Quad County Corn Processors [QCCP] to build a new transload facility in Cherokee to serve QCCP.



Website: <https://www.cherokeeia.com/about/cherokee-industrial-corporation>

Cherokee County Communities

City of Aurelia

Aurelia is located in the east portion of the County along State Highway 7.

City Website: <http://aureliaia.com/>

Aurelia Economic Development Corporation: <http://aureliaia.com/government/economic-development/>

City of Cherokee *

Cherokee is located in the east-central portion of the County along Federal Highway 59.

City Website: <https://cherokeeiowa.net/>

Cherokee Chamber of Commerce: <http://www.cherokeeiowachamber.com/>

City of Cleghorn

Cleghorn is located in the northwest quadrant of the County along State Highway 3.

City Website: <https://cleghorniowa.com/>

City of Larrabee

Larrabee is located in the north-central portion of the County along Federal Highway 59.

City Website: <http://www.cherokeecountyiowa.com/Towns/Larrabee.htm>

City of Marcus

Marcus is the furthest community to the west in the County residing along State Highway 3.

City Website/Marcus Chamber of Commerce: <https://www.marcusiowa.com/>

Marcus Economic Development Corporation: <https://www.marcusiowa.com/medco>

City of Meriden

Meriden is located in the north-central portion of the County along State Highway 3.

City Website: <http://www.cherokeecountyiowa.com/towns/meriden.htm>

City of Quimby

Quimby is located in the southern portion of the County along State Highway 31.

City Website: <http://www.cherokeecountyiowa.com/Towns/Quimby.htm>

City of Washta

Washta is the furthest community to the south in the County residing along State Highway 31.

City Website: <http://www.cherokeecountyiowa.com/Towns/Washta.htm>

Cherokee County School Districts

Alta-Aurelia Community Schools

Alta-Aurelia Community Schools offers K-12 educational programs and facilities and covers the rural communities around City of Aurelia and the City of Alta, which is located in the western portion of Buena Vista County.

Website: <https://www.alta-aurelia.org/>



Cherokee Community School District

Cherokee Community School Districts offers K-12 educational programs and facilities and covers the rural communities around the City of Cherokee in the central portion of Cherokee County.

Website: <http://www.ccsd.k12.ia.us/>



Marcus-Meriden-Cleghorn and Remsen-Union (MMCRU) Community School District

MMCRU Community School District offers K-12 educational programs and facilities and covers the rural communities around the City of Meriden, Cleghorn, Marcus, and Remsen, which resides in the northeast quadrant of Plymouth County. The district came into existence in 2016 after a Whole Grade Sharing agreement between Marcus-Meriden-Cleghorn and Remsen-Union Schools was made.

Website: <https://www.mmcruroyals.org/>



River Valley Community School District

River Valley Community School District offers K-12 educational programs and facilities and covers the rural communities around the City of Washta and Quimby.

Website: <http://www.rvwolverines.org/>



Dakota County Board of Commissioners and County Staff*

The Dakota County Board of Commissioners is composed of six elected members. Dakota County is staffed with highly-trained personnel that provide up-to-date information on recent activity including available business sites and permitting processes directly related to economic development throughout the County. In addition to the Board of Commissioners, Dakota County houses the following offices:

Dakota County Offices:

Assessor	Emergency Manager	Sheriff
Attorney	Health Department	Treasurer
Board of Commissioners	Highway Superintendent	UNL Extension Office
Clerk	Planning and Zoning	Veterans Services Office
Clerk of District Court	Probation	Weed Superintendent
Corrections	Public Defender	
Election Commissioner	Register of Deeds	

County Website: <http://www.dakotacountyne.org/default.htm>

Dakota County Top Employers

There is a wide variety of businesses in Dakota County that contribute to the economy's success and well-being of residents in unique ways. In the following table, the ten largest employers in Dakota County are listed.

Company Name	Employees
Tyson Fresh Meats	5000
South Sioux City School District	531
Great West Casualty	500
BPI	450
Walmart	322
Hy-Vee Gas	250
Dakota County Government	210
National Service Co.	200
PSSI	200
YMCA	160

Dakota County Economic Development Partners

Dakota County Connections

Dakota County Connections is a community collaborative in Dakota County, Nebraska that unites partners from many different community agencies for the single purpose of improving the quality of life and social-emotional well-being of children and families.



Website: <http://dakotacountyconnections.com/>

Leadership Dakota County

Leadership Dakota County program promotes leadership skills, community involvement, and personal growth. Each session features speakers who are acknowledged leaders in their specific fields. Program participants will be actively engaging in discussion as they explore the opportunities, challenges, and discuss solutions to the most pressing issues facing our county.

**LEADERSHIP
DAKOTA COUNTY**

Website: <http://www.leadershipdakotacounty.org/>

Dakota County Communities

City of Dakota City

Dakota City is located in the northeast quadrant of the County along State Highway 35.

City Website: <http://www.dakotacity.net/>

City of South Sioux City

South Sioux City is located in the northeast corner of the County along Federal Highway 77.

City Website: <https://www.southsiouxcity.org/>

South Sioux City Area Chamber of Commerce & Tourism: <http://southsiouxchamber.org/>

South Sioux City Economic Development: <https://www.southsiouxcity.org/department/?structureid=4>

Village of Emerson

Emerson is located in the southwest corner of the County along State Highway 9.

City Website: <http://emerson-ne.com/>

Village of Homer

Homer is located in the southeast quadrant of the County along Federal Highway 75.

City Website: <http://www.homerne.net/>

Homer P.R.I.D.E.: http://www.homerne.net/work_pride.html

Village of Hubbard

Hubbard is located in the central portion of the County along State Highway 35.

City Website: <https://hubbardne.com/>

Village of Jackson

Jackson is located in the northwest quadrant of the County along Federal Highway 20.

City Website: <https://jacksonnebraska.com/>

Dakota County School Districts

Allen Consolidated School District

Allen School District offers K-12 educational programs and facilities and covers the rural communities around the village of Allen, located in Dixon County.

Website: www.allenschools.org/



Emerson-Hubbard School District

Emerson-Hubbard School District offers K-12 educational programs and facilities and covers the rural communities around the village of Emerson and Hubbard in the southwestern portion of Dakota County.

Website: <http://www.emersonhubbardschools.org/>



Homer Community Schools

Homer Community School District offers K-12 educational programs and facilities and covers the rural communities around the village of Homer in the southeastern portion of Dakota County.

Website: www.homerknights.org/



Ponca Schools

The Ponca School district offers K-12 educational programs and facilities to the northwest area of Dakota County including Jackson.

Website: <https://www.poncaschool.org>



South Sioux City School District

The South Sioux City School District offers K-12 educational programs and facilities to the northeast area of Dakota County including Dakota City and South Sioux City.

Website: <http://www.sccardinals.org>



St. Michaels School

St. Michaels Catholic School offers K-12 educational programs and is located in South Sioux City in northeast portion of Dakota County.

Website: <http://stmichaels.schoolinsites.com/>



Ida County Board of Supervisors and County Staff*

The Ida County Board of Supervisors is composed of five elected members. Ida County is staffed with highly-trained personnel that provide up-to-date information on recent activity including available business sites and permitting processes directly related to economic development throughout the County. In addition to the Board of Supervisors, Ida County houses the following offices:

Ida County Offices:

Assessor	Coordinator	Safety Director
Attorney & Clerk	Engineer	Sheriff
Auditor	Environmental Health	Supervisor
Conservation	Sanitarian	Treasurer
E-911	General Assistance	UNL Extension Office
Emergency Management	Recorder	Veterans Affair

County Website: <http://idacounty.org/>

Ida County Top Employers

There is a wide variety of businesses in Ida County that contribute to the economy's success and well-being of residents in unique ways. In the following table, the largest employers in Ida County are listed.

Company Name	Employees
VT Industries Inc.	700
GOMACO Corp Inc.	415
Midwest Industries Inc.	285
Horn Memorial Hospital	210
OA-BCIG Comm. Sch. Dist.	190
Godbersen-Smith Construction Company	135
Galva-Holstein Comm. Sch. Dist.	120
United Bank of Iowa	93
Ida County Employees	90
Good Samaritan Society	65
Willow Dale Care Center	65

Ida County Economic Development Partners

Ida County Economic Development Corporation (ICEDC)

ICEDC is a non-profit corporation leading the county's economic development strategy to expand the opportunities within the local economy while creating a vibrant economy that is sustainable and globally competitive. ICEDC is committed to the creation, retention, and expansion of businesses in our region. This has been accomplished through a focus on education, entrepreneurship, and existing industry expansion and retention. ICEDC Board of Directors is comprised of board members representing all of the major industries and communities throughout Ida County who are dedicated to helping residents improve their quality of life.

Website: <http://idacounty.org/>



Ida County Communities

City of Arthur

Arthur is located in the east-central portion of the County along State Highway 175.

City of Battle Creek

Battle Creek is located southeastern quadrant of the County along State Highway 175.

City Website: <http://www.battlecreekia.org/>

City of Galva *

Galva is located in the northeast corner of the County and resides roughly two miles north of Federal Highway 20.

City Website: <http://galvaiowa.com/>

Galva Economic Development Corporation: <http://galvaiowa.com/economic-development-corp/>

City of Holstein *

Holstein is located in the north-central portion of the County along Federal Highway 59.

City Website: www.holsteiniowa.org

Holstein Chamber of Commerce: <http://www.holsteinchamber.com/>

City of Ida Grove *

Ida Grove is located in the central portion of the County along State Highway 175.

City Website: <http://idagroveia.com/>

Ida Grove Chamber of Commerce: <http://idagroveia.com/business/chamber-of-commerce/>

Ida Grove Economic Development Corporation

Ida County School Districts

Galva-Holstein Community School District

Galva-Holstein Community School District offers K-12 educational programs and facilities and covers the rural communities around the Cities of Galva and Holstein.

Website: <https://rvraptors.org/>



Odebolt-Arthur & Battle Creek-Ida Grove Community School District

Odebolt-Arthur Community School District offers K-12 educational programs and facilities and covers the rural communities around the City of Arthur in Ida County and the City of Odebolt located in Sac County. The Battle Creek-Ida Grove Community School District offers K-12 educational programs and shares joint facilities with the Odebolt-Arthur district covering the rural communities around the City of Battle Creek and Ida Grove.

Website: www.oabcig.org/



Plymouth County Board of Supervisors and County Staff*

The Plymouth County Board of Supervisors is composed of five elected members. Plymouth County is staffed with highly-trained personnel that provide up-to-date information on recent activity including available business sites and permitting processes directly related to economic development throughout the County. In addition to the Board of Supervisors, Plymouth County houses the following offices:

Plymouth County Offices:

Assessor	Emergency Management	Sheriff
Attorney	Engineer/Secondary Rd.	Social Services
Auditor	Information Technology	Solid Waste Agency
Clerk of Courts	Juvenile Courts Services	Treasurer
County Conservation Brd. E-911	Planning & Zoning	Veterans Affairs
Economic Development	Recorders	
	Sanitarian	

County Website: <http://www.co.plymouth.ia.us/index.aspx>

Plymouth County Top Employers

There is a wide variety of businesses in Plymouth County that contribute to the economy's success and well-being of residents in unique ways. All the Plymouth County employers, large and small, are valued partners in economic development. In the following table, the ten largest employers in the County are listed.

Company Name	Employees
Wells Blue Bunny	3,000
Schuster Co LLC	385
Heyl Truck Lines Inc.	300
Floyd Valley Hospital	300
BoDeans Baking Co.	300
Dean Foods	250
Le Mars Community Schools	250
Walmart Supercenter	240
NorAm Cold Storage	150
Hy-Vee Pharmacy	125

Plymouth County Economic Development Partners

Plymouth County Conservation District

Plymouth County Soil & Water Conservation District provides information and assistance with: Farming practices, cropland, erosion, water quality, terracing, waterways, and more.

Website: <https://www.plymouthswcd.com/>

Plymouth County Communities

City of Akron

Akron is located in the northwest quadrant of the County along State Highway 12.

City Website: <http://www.akronia.org/>

Akron Area Chamber of Commerce: <http://www.akronia.org/index.aspx?nid=884>

Akron Development Corporation: <http://www.akronia.org/index.aspx?nid=435>

City of Brunsville

Brunsville is located in the central portion of the County and resides roughly three miles north of State Highway 3.

City Website: <http://www.brunsvilleiowa.com/>

City of Craig

Craig is located in the north-central portion of the County and resides roughly nine miles west of Federal Highway 75.

City of Hinton

Hinton is located in the south-central portion of the County along Federal Highway 75.

City Website: <http://hintoniowa.com/>

City of Kingsley *

Kingsley is located in the southeast quadrant of the County and resides roughly nine miles north of Federal Highway 20.

City Website / Kingsley Chamber of Commerce: <http://www.kingsleyia.com/>

City of Le Mars *

Le Mars is located in the central portion of the County and is adjacent to both State Highway 3 and Federal Highway 75.

City Website: <https://www.lemarsiowa.com/>

Le Mars Chamber of Commerce: <https://www.lemarsiowa.com/408/Chamber-of-Commerce>

Le Mars Business Initiative Corporation *: <https://www.lemarsiowa.com/413/Le-Mars-Business-Initiative-Corporation->

City of Merrill

Merrill is located in the central portion of the County along Federal Highway 75.

City Website: <http://merrilliowa.com/>

City of Oyens

Oyens is located in the northeast quadrant of the County along State Highway 3.

City of Remsen

Remsen is located in the northeast quadrant of the County along State Highway 3.

City Website: <http://www.remseniowa.org/>

Remsen Chamber of Commerce: <http://www.remseniowa.org/chamber-2/>

Remsen Economic Development Group: <http://www.remseniowa.org/about/economic-development/>

City of Struble

Struble is located in the north-central portion of the County along Federal Highway 75.

Plymouth County Communities

City of Westfield

Westfield is furthest west community in the County and resides along State Highway 12.

City Website: <http://www.westfieldiowa.com/>

Plymouth County School Districts

Akron-Westfield Community School District

Akron-Westfield School District offers K-12 educational programs and facilities and covers the rural communities around the City of Akron and Westfield.

Website: <http://www.akron-westfield.com/>



Hinton Community School District

Hinton School District offers K-12 educational programs and facilities and covers the rural communities around the City of Hinton.

Website: <http://www.hintonschool.com/>



Kingsley-Pierson Community School District

Kingsley-Pierson School District offers K-12 educational programs and facilities and covers the rural communities around the City of Kingsley and Pierson.

Website: <http://www.k-pcsd.org/>



Le Mars Community School District

Le Mars School District offers K-12 educational programs and facilities and covers the rural communities around the City of Le Mars.

Website: www.lemars.k12.ia.us/



Marcus-Meriden-Cleghorn and Remsen-Union (MMCRU) Community School District

MMCRU Community School District offers K-12 educational programs and facilities and covers the rural communities around the City of Meriden, Cleghorn, Marcus, and Remsen, which resides in the northeast quadrant of Plymouth County. The district came into existence in 2016 after a Whole Grade Sharing agreement between Marcus-Meriden-Cleghorn and Remsen-Union Schools was made.

Website: <https://www.mmcruroyals.org/>



Woodbury County Board of Supervisors and County Staff*

The Woodbury County Board of Supervisors is composed of five elected members. Woodbury County is staffed with highly-trained personnel that provide up-to-date information on recent activity including available business sites and permitting processes directly related to economic development throughout the County. In addition to the Board of Supervisors, Woodbury County houses the following offices:

Woodbury County Offices:

Assessor	Emergency Management	Sheriff
Attorney	Emergency Services	Siouxland District Health
Auditor	Human Resources	Social Services
Conservation Board	Motor Vehicle	Treasurer
Comm. Center (911)	Planning & Zoning	Veterans Affairs
Economic Development	Recorder	Weed Commissioners
Elections	Secondary Roads	

County Website: <https://www.woodburycountyiowa.gov/>

Woodbury County Top Employers

There is a wide variety of businesses in Woodbury County that contribute to the economy's success and well-being of residents in unique ways. In the following table, the ten largest employers in Woodbury County are listed.

Company Name	Employees
Seaboard Triumph	2100
Mercy Medical Ctr-Sioux City	1800
Unity Point Health-St Luke's	1500
Sioux City School District	1000
185 th ANG	900
Curly's Foods	770
City of Sioux City	700
Boys & Girls Hm & Family Svc	575
Cloverleaf Cold Storage	550
Sabre Industries	500

Woodbury County Economic Partners

Downtown Partners Sioux City

Downtown Partners is a non-profit organization that works with stakeholders to create a vibrant, expanding downtown. What makes Downtown Partners unique from other City of Sioux City groups, organizations and government departments is that they identify and address the specific needs of downtown stakeholders to give them an opportunity to provide more value and better serve the community.

Website: <http://downtownsiouxcity.com/>



Leadership Siouxland

The purpose of Leadership Siouxland is to identify and train outstanding individuals representing diverse views and experiences to assume leadership roles in economic, cultural, philanthropic and civic development for the tri-state area. It is a highly structured, nine-month program (September-May) with graduation following completion of the program.

Website: <https://www.leadershipsiouxland.org/>



Sioux City Growth Organization

Our mission is to attract, develop, and retain young professionals in Siouxland by providing insight and opportunities to help shape the future of our community. The Sioux City Growth Organization (SCGO) was formed in 2002 to encourage young professionals to become active members of the Siouxland community. We encourage progressive and innovative ideas, and bring together voices from all generations to create a positive impact on the future of our community. Our goal is to attract and retain young professionals in the area, by providing insight on what Sioux City has to offer and how they can get involved in shaping its future.

Website: <https://scgo.wildapricot.org/>



Woodbury County Rural Economic Development

The Woodbury County Rural Economic Development's (WCRED's) mission to increase the local tax base and foster job growth by attracting, retaining and expanding targeted industries, including a special focus on small business growth, and thereby, enhance the quality of life for all residents of Woodbury County. WCRED works closely with businesses and communities to position Woodbury County for success and can assist by providing financial and technical assistance. The department also works with local, state and federal legislators to advocate on behalf of businesses and families in rural Woodbury County.

Website: <http://www.wcred.com/>

Woodbury County Communities

City of Anthon

Anthon is located in the east-central portion of the County along State Highway 31.

City Website /Anthon Community Development Corporation: <http://www.anthoniowa.com/>

City of Bronson

Bronson is located in the west-central portion of the County and resides roughly five miles south of Federal Highway 20.

Woodbury County Communities

City of Correctionville *

Correctionville is located in the northeast quadrant of the County along Federal Highway 20.

City Website: <https://correctionville.govoffice2.com/>

Correctionville Chamber of Commerce:
https://correctionville.govoffice2.com/index.asp?SEC=7FB99DA9-2446-4F5E-B999-CE4DDF98D73F&Type=B_BASIC

City of Cushing *

Cushing is the furthest east community in the County one mile south of Federal Highway 20.

City of Danbury

Danbury is located in the southeast corner of the County along State Highway 175.

City Website: <http://www.danbury-ia.com/>

City of Hornick

Hornick is located in the south central portion of the County along State Highway 141.

City Website: <http://www.hornickiowa.com/>

City of Lawton *

Lawton is located in the north-central portion of the County along Federal Highway 20.

City Website: <https://www.lawtoniowa.com/>

City of Merville *

Merville is located in the north-central portion of the County along Federal Highway 20.

City Website: <http://www.visitmerville.com/>

Merville Chamber of Commerce & Merville Community Foundation & Merville Community Development Association, Inc.: <http://www.visitmerville.com/economic-development.php>

City of Oto

Oto is located in the southeast quadrant of the County along State Highway 31.

City of Pierson

Pierson is in the northeast quadrant of the County five miles north of Federal Highway 20.

City Website: <https://www.piersonia.com/>

City of Salix

Salix is located in the southwest quadrant of the County along U.S. Interstate 29.

City Website: <http://www.salixiowa.com/>

City of Sergeant Bluff *

Sergeant Bluff is located in the west-central portion of the County along U.S. Interstate 29.

City Website: <http://www.cityofsergeantbluff.com/>

Sergeant Bluff Community Development Corporation:
<http://www.cityofsergeantbluff.com/index.aspx?nid=972>

Woodbury County Communities

City of Sloan

Sloan resides in the southwest quadrant of the County and is a mile east of U.S. Interstate 29
City Website: <http://www.sloania.com/>

City of Sioux City *

Sioux City is located in the northwest corner of the County and is connected to U.S. Interstate 29, Federal Highway 20, and Federal Highway 75.

City Website: <https://www.sioux-city.org/>

Sioux City Chamber of Commerce: <http://siouxlandchamber.com/>

City of Smithland

Smithland is in the southeast quadrant of the County where State Highway 31 / 141 intersect.

Woodbury County School Districts

Lawton-Bronson Community School District

Lawton-Bronson School District offers K-12 educational programs and facilities and covers the rural communities around the City of Lawton and Bronson.

Website: <http://www.lb-eagles.org/>



Maple Valley Anthon-Oto Community School District

Maple Valley Anthon-Oto School District offers K-12 educational programs and facilities and covers the rural communities around the City of Anthon, Oto, and Mapleton which is located in Monona County.

Website: <http://www.mvaoschool.com/>



Sergeant Bluff-Luton Community Schools

Sergeant Bluff-Luton Schools offers K-12 educational programs and facilities and covers the rural communities around the City of Sergeant Bluff and Luton.

Website: <http://www.sblschools.com/>



Sioux City Community School District

Sioux City School District offers K-12 educational programs and facilities and covers the metro area of Sioux City.

Website: <http://www.siouxcityschools.org/>



Westwood Community School District

Westwood School District offers K-12 educational programs and facilities and covers the rural communities around Holly Springs, Hornick, Salix, Sloan, and Smithland.

Website: <http://www.wvrebels.org/>



Woodbury Central Community School District

Woodbury Central School District offers K-12 educational programs and facilities and covers the rural communities around the City of Merville.

Website: <http://www.woodbury-central.k12.ia.us/>



Community Identity

This chapter is dedicated to recording the community identity of the five study county rural areas and seventeen contributing cities in the U.S. Highway 20 Corridor within the following counties: Cherokee, Dakota, Ida, Plymouth, and Woodbury. For the purposes of this plan, 'community identity' is defined as a community's vision, mission, attractions, unique characteristics, events, tributes, natural features, art, monuments, history, and culture.

Chapter Contents – U.S. Highway 20 Corridor West to East

Dakota County	Rural area identity	Plymouth County	Rural area identity
Jackson	Village identity	Le Mars	City identity
Hubbard	Village identity	Kingsley	City identity
Homer	Village identity	Cherokee County	Rural area identity
Dakota City	City identity	Cherokee	City identity
South Sioux City	City identity	Ida County	Rural area identity
Woodbury County	Rural area identity	Holstein	City identity
Sioux City	City identity	Ida Grove	City identity
Sergeant Bluff	City identity	Galva	City identity
Lawton	City identity		
Moville	City identity		
Correctionville	City identity		
Cushing	City identity		

This chapter was drafted with information from related community plans and a community questionnaire gathered in May and June of 2018. SIMPCO staff sent questionnaires to community leaders and partners in the counties, villages and cities. Participants were asked eight questions in regard to community identity. The community identity results of the questionnaires are recorded below under each jurisdiction and combined with information from related community plans.



Dakota County Rural Identity

Dakota County's identity can be defined by the following elements: vision, attractions, unique characteristics, events, tributes, natural features, art, monuments and culture. This section highlights the overall County features that illustrate the county rural identity. The 2014 Dakota County Comprehensive Plan states the following County mission and vision statements.⁴ Related community plans and questionnaire respondents revealed the following community identity elements in Dakota County.



Mission Statement: Dakota County is “home” to its businesses, organizations and people. Dakota County provides residents, visitors and the business community excellent county services in a capable, economic and considerate manner and develops quality of life through planning and visionary leadership.

Vision Statement: Dakota County will strive to preserve its character and identity while guiding the creation of compatible new developments; protecting the environment; encouraging diversity and offering opportunities for a safe and prosperous life.

Missouri River

Dakota County's northern and eastern borders are defined by the wide Missouri River. The Missouri River is the longest river in the United States. It flows roughly 2,320 miles from its headwaters in Montana to its convergence with the Mississippi River at St. Louis, Missouri. In Nebraska, the river flows for approximately 400 miles along the state's eastern border. The Missouri River and lands are open to public access. Missouri River banks offer excellent fishing, hunting, boating, canoeing, kayaking and many other activities. Fish Species in the Missouri include: Catfish Species, Shovelnose Sturgeon, Walleye, Sauger. The pallid sturgeon is an endangered fish species and thus illegal to possess.



Missouri River access points and areas that are within Dakota County include: 1) Cottonwood Cove in Dakota City and 2) Scenic Park in South Sioux City. Omadi Bend Wildlife Management includes a ramp to the oxbow river, but water levels during normal river flows are too low to float a boat to the Missouri. There is no permanent water in the oxbow to support fish. Limited hunting opportunities exist for pheasant, quail, and waterfowl due to the small size of the area. Primitive camping and wildlife viewing are available at Omadi.

Photo: Nebraska State Game and Parks and Lincoln Journal Website:

<http://outdoornebraska.gov/mrrecreationguide/>

⁴ 2014 Dakota County Comprehensive Plan:

http://www.dakotacountyne.org/pdfs/Comprehensive_Plan_2014.pdf

Dakota County Rural Agricultural Heritage

Dakota County has a strong agricultural heritage and many historic markers from early settlement and farming in the County. The Nebraska Pioneer And Heritage Farm Awards recognize Nebraska farm families who have consecutively held ownership of land in the same family for 100 and 150 years, respectively. The awards are sponsored by AKSARBEN Foundation, Nebraska Farm Bureau and the Nebraska Association of Fair Managers. Dakota County is recognized by the State of Nebraska as a Livestock Friendly County. The Nebraska Livestock Friendly County (LFC) program is a voluntary program that recognizes counties that actively support the livestock industry. The program assists counties and agricultural producers promote the livestock industry.



Dakota-Thurston County Fair

The Dakota-Thurston County Fair is held every year in August. Activities include numerous livestock exhibits, food and beverage vendors, drawings and raffles, and bands. Other entertainments are bull-riding, tractor pull, impact pro wrestling, escape room trailer, dueling pianos, wine and beer tasting, mud volleyball tournament, laser tag, horse shoe tournament, barrel racing, open horse show, prince and princesses contest, kids day, film showing, and parade. Residents from all over the county come to enjoy food, entertainment, and each other.



Photo: Open horse show, fair website

Website: www.dakotathurstonfaironline.com

Dakota County Rural O'Connor House

The O'Connor House is a 14-room mansion located 2 miles east of Homer. Constructed over a 10-year period from 1865-1875, the 14-room mansion was literally built on a rock and was home to Captain Cornelius O'Connor, his wife and 10 children. Stone slabs were shaved and fitted together to form the foundation and then topped with brick. Listed on the National Register of Historic Places, it is run by the Dakota County Historical Society. The first two weekends in November, the society hosts an open house.



Dakota County Rural Danish Alps State Recreation Area

Danish Alps State Recreation Area is centered around Kramper Lake Reservoir in Dakota County near Hubbard. The area is named for the early Danish settlers. Kramper Reservoir is named after Vince Kramper. Danish Alps opened in Summer of 2015. The site is managed by the Nebraska Games & Parks Commission and is the only State Park in Dakota County. The recreation area includes 226 surface-acres of water and 520 acres of park land. Recreational opportunities include “no wake” boating, 5 miles of hiking and biking trails, 10 miles of equestrian trails and separate RV campgrounds, equestrian campgrounds and tent campgrounds as well as 3 day-use picnic areas. The park offers great fishing, including a handicap accessible fishing pier, jetties and off-shore breakwaters to protect the shoreline and improve angler access. The site is uniquely suited to mountain biking. Coordination with regional mountain biking associations resulted in the incorporation of two single-track mountain biking trails.

Website:

<http://outdoornebraska.gov/danishalps/>



Dakota County Rural Combs School

The Combs School was built in 1857 and closed in 1964. Combs School historical marker is located near Homer. The old frame schoolhouse is part of Nebraska’s pioneer heritage. Originally erected in the spring of 1857 at Omadi, 4 miles south of Dakota City, the school shared the town site’s peril when the Missouri River began to undermine the area. Since the school faced destruction, it was moved to Thomas Smith's claim, about 2 miles south of Homer. Here, a new school district was organized. When construction on the Burlington Railroad from Sioux City to Lincoln began, the school was found to be on railroad property. The building was then shifted to its present site near the old Combs mill. School redistricting eliminated the need for the old Combs School, and its doors closed for the last time May 22, 1964. The board of education of the newly-formed district donated the building to the Dakota County Historical Society, who has set it aside as a monument to the pioneer fathers' belief that, "Men are ennobled by understanding." Dakota County Historical Society, Historical Landmark Council. Each May, students and teachers from area schools hold a regular day of school, using a curriculum of the late 1800s. They come dressed, as they would have years ago, bringing their noon lunch in a dinner bucket.



Photo: www.nebraskalife.com AJ Dahm ajdahm@flagshipublishing.com

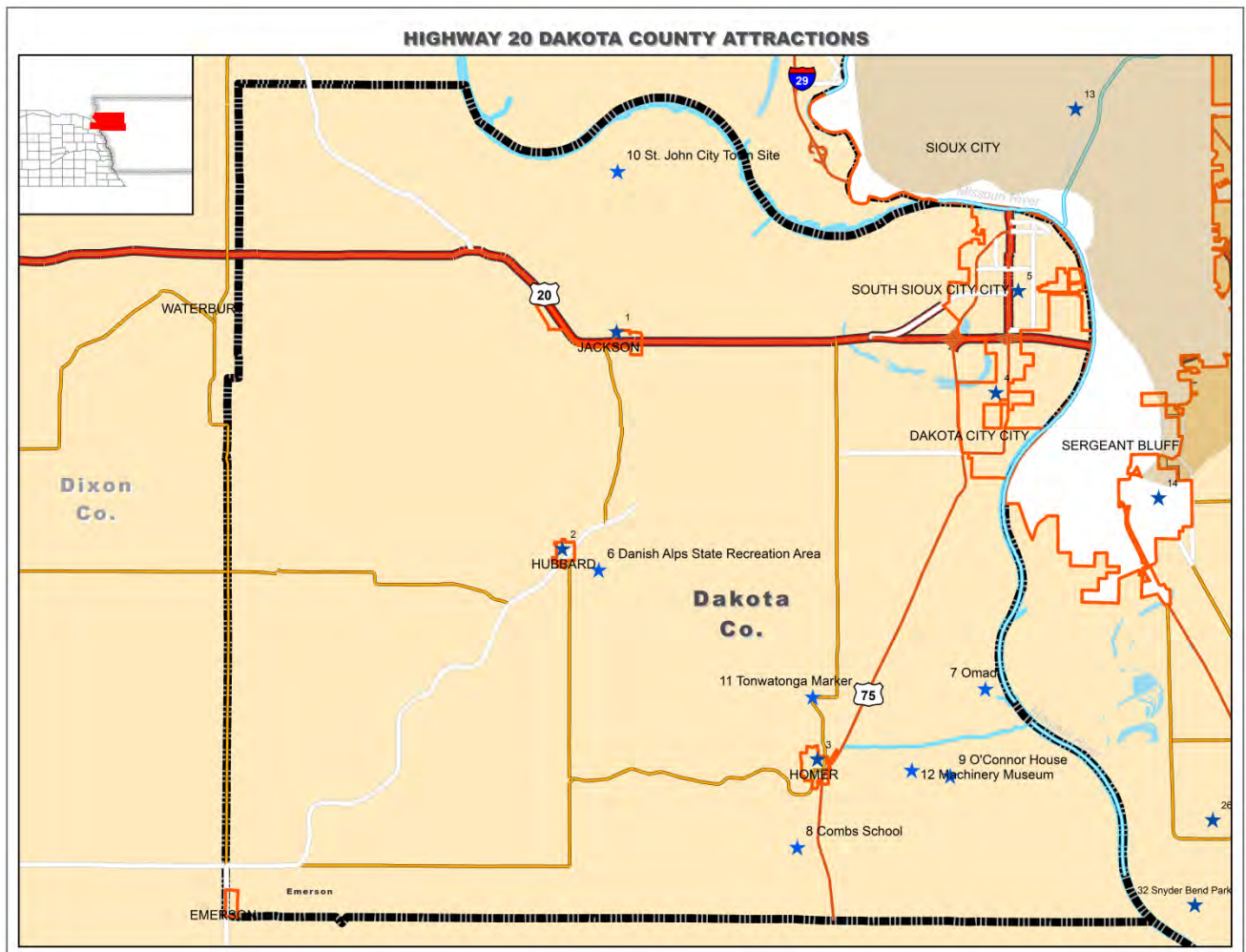
Dakota County Historical Society

The Dakota County Historical Society hosts a website:

<http://www.dakotacountyhistoricalsociety.com/>

Dakota County Rural Tributes and Markers

- The Lewis & Clark expedition team traveled through Dakota County in August 1804 following the Missouri River on their journey west.
- Machinery Museum - Located just west of O'Connor House.
- Tonwatonga Wayside Exhibit - A dedication marker on Hwy 77 indicating the site of the earth lodge Omaha Indian Town of Tonwatonga. Two miles north of Homer, the site marks where hundreds of Omaha Indian graves were found.
- St. John City Town Site - Settled in June, 1856. Located just north of Jackson, Nebraska. Historical marker is near Jackson detailing the abandoned site of St. John's 1856.



Jackson

The Village of Jackson has a population of 227 as of July 1, 2017. Jackson is located in the northwest part of Dakota County. The Village of Jackson is located on Highway 20 running east and northwest through town. Elk Creek meanders through Jackson and provides natural habitat to wildlife and scenic views in the area.

Website: <https://nebraska.hometownlocator.com/ne/dakota/jackson.cfm>



Jackson Community Center Harty-McNally Legion and Auxiliary

The Legion and Community Center in Jackson provides a place for community gathering and celebration. The Center hosts events and celebrations of all kinds. Community organizations can meet and enjoy food and fellowship.



Annual Easter Egg Hunt

The annual Easter egg hunt in Jackson is greatly celebrated and attended. The event is held at the Jackson park and children look forward to meeting the Easter Bunny and gathering treats.

St. Patrick's Day Celebration

Village of Jackson celebrates St. Patrick's Day with events at Providence Hall.

Christmas Event

Jackson community sponsors a 'Coming home for Christmas' celebration with Santa and Mrs. Clause visit, dinner, and home made goodies.



Hubbard

Hubbard is the hub of a very proficient farming community. Hubbard is located in the center of the county and in 2010 had a population of 236. Hubbard is friendly, welcoming, and neighborly. The website states that the town has a heritage of strong-willed citizens and a firm foundation for a bright future. The Village Board is made up of 5 members that meet monthly.

Website: <http://hubbardne.com/>



Hoot Owl Days

The Village of Hubbard celebrates Hoot Owl Days the weekend before Labor Day each year. Hoot Owl Days includes food, entertainment, and games for all ages.

Danish Alps State Recreation Area

The Danish Alps State Recreation Area is located just east of the Village of Hubbard. The State run recreation area includes 226 surface-acres of water and 520 acres of park land. Recreational opportunities include “no wake” boating, fishing 5 miles of hiking and biking trails, 10 miles of equestrian trails and separate RV campgrounds, equestrian campgrounds and tent campgrounds, 3 day-use picnic areas, and mountain biking.

Website: <http://outdoornebraska.gov/danishalps/>

John F Heffernan Memorial Park

The Memorial Park features a playground and monument dedicated to veterans. The VanLent family flag dedication was held at the park. Memorial Day services and ceremonies are hosted by the park.



Hubbard Community Center

The Hubbard Community Center features gathering space for community events.

Events and Tributes

- Old Hubbard School
- Semi Annual Clean-Up Weekend – held in the spring and fall of each year
- Ecumenical Thanksgiving Service – Trinity Lutheran and St. Mary’s Catholic Churches host the event.
- Annual Easter Egg Hunt – The day before Easter in Heffernan Park
- Trinity Lutheran Church
- St. Mary’s Catholic Church



Homer

Homer, Nebraska is located in the southeast portion of Dakota County. According to the 2010 Census, Homer has a population of 549 people, 213 households, and 154 families residing in the village. The town's website features many events, news, and attractions in Homer.

Website: <http://www.homerne.net/>



Village of Homer Memorial Day Tribute

Homer honors our nations veterans each Memorial Day with a ceremony at Memorial Park. The programs includes: Tributes, ceremonial speakers, music, Taps, and fellowship.

American Legion and Veterans Fish Fry

Local fish fry is held at the Legion the 1st Saturday of each month, September through May. The Veterans Ladies Auxiliary hosts coffee hours in town.

Homer P.R.I.D.E and Community Club

The Homer P.R.I.D.E (People Responsible for Improving and Developing Economic Growth) group is focused on helping maintain a positive image for our community. We do fun community events, such as a Chili and Salsa Cook off, a Wine Tasting Event, and many more to come.

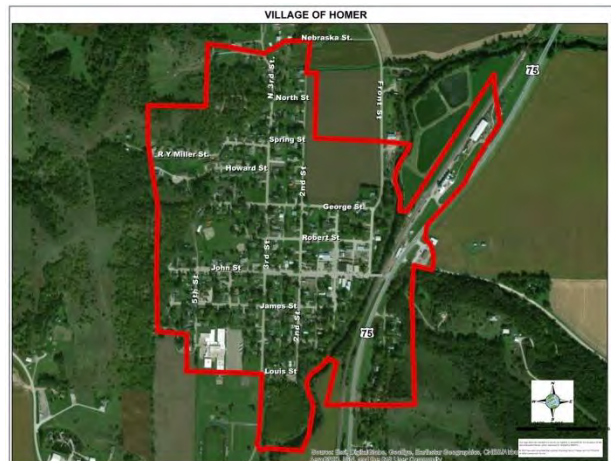
History

The location of Homer is built on what was once the home of the Omaha Indians. Their village was one of the largest in the northwest. The village was decimated by small pox, and is recorded by the Lewis & Clark expedition. When they arrived in August of 1804, some of the expedition explored the ruins of the village, Tonwantonga, which means, "large village". The Omaha tribe burned the village and moved south. The village is commemorated by a marker on Highway 75, just north of Homer.



Omaha Creek

Omaha Creek runs north-south through the City parallel to the eastern boundary.



Dakota City

Dakota City is located ‘on the Banks of the Missouri’ and has a population of 1,919 according to the 2010 Census. Dakota City’s vision statement describes the city as “a thriving community of opportunity for everyone.” The Dakota City City Council meets twice per month and is comprised of a Mayor and four City Council members.

Website: www.dakotacity.net/



Tributes

Dakota City is one of the first established communities in Nebraska (if not the first). We are home to the oldest Lutheran Church in Nebraska. Susan B. Anthony once spoke in Dakota City (at the Courthouse) in support of women's suffrage. We are home to the largest Tyson plan.

Dakota City Cottonwood Days Event

Cottonwood Days is our annual community festival held in Cottonwood Cove Park. This year will be the 7th annual event. Dakota City various community groups also hold a number of special events and fundraisers.



Cottonwood Cove Park

Cottonwood Cove is a 4.5-acre park located on the banks of the Missouri River in Dakota City. The park features a public boat dock, sand volley ball, horseshoes, shelter houses, and lookout over the Missouri River. Cottonwood Cove Campground includes 13 sites with basic hookups as well as additional areas for tent camping.

Jim Cahill Memorial Trail

Looking for the best bike trails around the Jim Cahill Memorial Trail at Dakota City, Nebraska. Find the top rated bike trails in Dakota City, whether you're looking for an easy short bike trail or a long bike trail, you'll find what you're looking for. Dakota City trail map is included in South Sioux City section.



Dakota City Train Depot

The city of Dakota City was awarded almost \$130,000 for the renovation of the exterior of the former Chicago and Northwestern Railroad Depot. Constructed in 1922, this one-story brick depot building is eligible for listing in the National Register of Historic Places. This facility was a key link in the Omaha to Minneapolis rail corridor from 1922 until 1957 when it was abandoned. The rails and ties are still located immediately north of the building. It is located one block from the Dakota City Public School and 125 feet from the end of the Dakota City Trail.



Dakota City Oldest Luthern Church in Nebraska

Emanuel Lutheran Church is the oldest church built in the Nebraska Territory. National Historical Landmark, dedicated July 19, 1964. Located in Dakota City, Nebraska. Oldest church building erected in Nebraska Territory (1860). Free parking and open year round.



Dakota City Fire Station and Infrastructure

Dakota City built a new fire station in 2017. In recent years, Dakota City has placed increased emphasis on infrastructure. The City has improved quality of life through the following projects: rehabilitated water treatment plant, replaced one well site, rehabilitated the other well site, paved streets, installed storm sewers, rehabilitated four lift stations, and are building a new wastewater treatment facility.



Dakota City Public Library

The Dakota City library is located in a historic brick building. The library contains 5,257 books, 765 DVD's and 167 audio. The library circulates 3,032 items per year. Story Hour is the 3rd Thursday of every month from 3:30 p.m. to 4:30 p.m.



Dakota County Courthouse

The Dakota County Courthouse is located in Dakota City. The Courthouse includes County programs, services, departments and offices.



Col. J.F. Warner

Col. Jesse F Warner was a lawyer by profession. In 1857, he came to Nebraska, locating in Dakota City. He served in the Civil War and when the war was over, he returned to Nebraska, and soon thereafter located on the farm in Homer. Was a member of the Electoral college in 1868. He is buried in Dakota City.

Beermann Park

Beermann Park, located at South 17th & Hickory Street, has a full block of activities, that include a tennis court, soccer field, neighborhood playground, shelter house.

Odd Fellow Lodge Park

Odd Fellow Lodge Park, located in the north-east part of Dakota City, has neighborhood playgrounds and shelter house. This park sits along the Missouri River with fantastic views of the river.

South Sioux City

South Sioux City is located in the northeast corner of Dakota County and had a population of 13,353 in the 2010 Census. The City's Council is made up of eight Council members and the Mayor. South Sioux City features a riverfront northern border on the Missouri River and offers almost every type of business, civic organization, and activity. The city's comprehensive plan shows a steady increase in population since 1920.

Website: www.southsiouxcity.org

South Sioux City Comprehensive Plan:

https://www.southsiouxcity.org/egov/documents/1521832006_19409.pdf



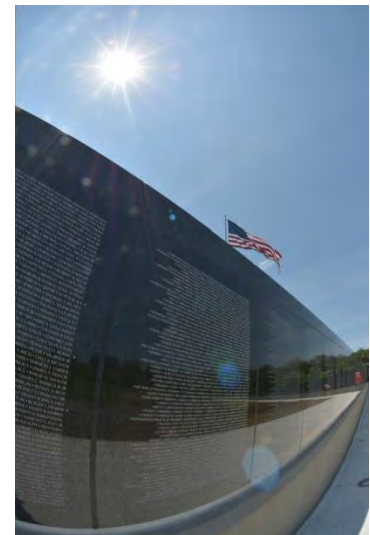
Cardinal Days

This annual celebration proposed by Al Bengtson, the late South Sioux City Councilman, is an old school festival, filled with lots of fun family activities. The three day festival includes the Glow in the Dark Run, Bar-b-que Competition, Family Fun Night, Mud Volleyball Tournament, Exhibits, Displays, Musical Entertainment, Bingo, Geocaching, Classic Car Show, Fireworks, complete with Beer Garden and much, much more!



Freedom Park

Freedom Park features a 250-foot black granite Vietnam Veterans Memorial Wall which is the only replica that duplicates the original design in Washington, D.C. The granite for it came from the same quarry in India as that used for the original memorial. The wall's completion opens the first phase of the \$4 million, 55-acre park—dedicated to those who have served and died for their country. The 5,000 square foot interpretive center broke ground in May 2017.



Norm Waitt, Sr. YMCA

The Norm Waitt, Sr. YMCA was built in 2008 on the banks of the Missouri River in South Sioux City. The facility houses a lap pool, family pool, gymnasium, fitness center, weight room, and daycare for children of members.

South Sioux City Aquaplex

The South Sioux City Aquaplex is home to a 109-foot figure-8 water slide. The Aquaplex features a 50-meter, 8-lane competition style swimming pool with two diving boards as well as a 40-foot by 40-foot wading pool with fountain.

Riverview Complex

Riverview Complex is home to five baseball/softball fields, 2- 300-foot fields & 3- 200-foot fields, batting cage facilities, press box with concessions, and restrooms. Home to Cardinal Little League, SSC girls softball and have hosted many State and regional softball and baseball tournaments. All fields are agri-lime and 3 fields are lit, two- 200-foot and one 300-foot.



South Sioux City Library

The South Sioux City library is located in the heart of downtown. The beautiful brick building was erected in 2012. The library includes: books, videos, periodicals, internet, computers. In 2018, the library featured a Maker Space including: digital camera, 3-D printer, laminating machine, button maker, t-shirt maker, heat press printer, vinyl sign printer, C& C router, laser glass cutter-etcher, and sewing embroider.



Scenic Park

Located along the Missouri River, Scenic Park in South Sioux City is a full service, year-round campground with 135 R.V. sites, four cabins, and tent sites. The 133 acre park has a YMCA, tennis court, swimming pool, 5 softball/baseball fields, 15 soccer fields, boat ramp river access, and miles of walking trails.

Crystal Cove Park

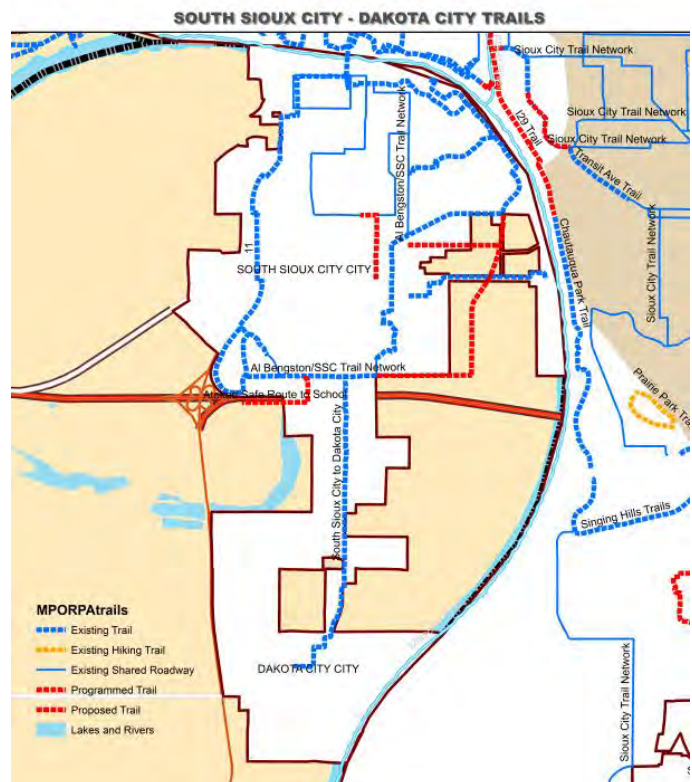
A beautiful park located on the southwest corner of South Sioux, Crystal Cove is a 60-acre park with lake, 1.5-mile bike/hike trail, nature trails, fishing and shelter for rent. The park is home to over 200 species of birds and wildlife. Bird watching is a favorite activity of visitors to this park. The lake is stocked three times yearly with fish for summer and ice fishing.

Soccer Fields

The Riverview Complex is home to the Siouxland Soccer Foundation. It has 15 full-size fields that can be converted to varying sizes. The soccer complex sits right along the bank of the Missouri River and Al Bengston Trail.

South Sioux City and Dakota City Trails

South Sioux City and Dakota City have a connected trail system shown in the map. The Al Bengston Bike Trail connects South Sioux City to the Tri-State Trail, which connects Iowa, South Dakota and Nebraska. It runs from Veterans' Bridge through Scenic Park, residential areas, Cardinal Park and Crystal Cove. The most recent addition includes 2.5 miles along Dakota Avenue to Dakota City, and 1 mile heading east on 29th St. toward the Missouri River.



Woodbury County Rural Identity

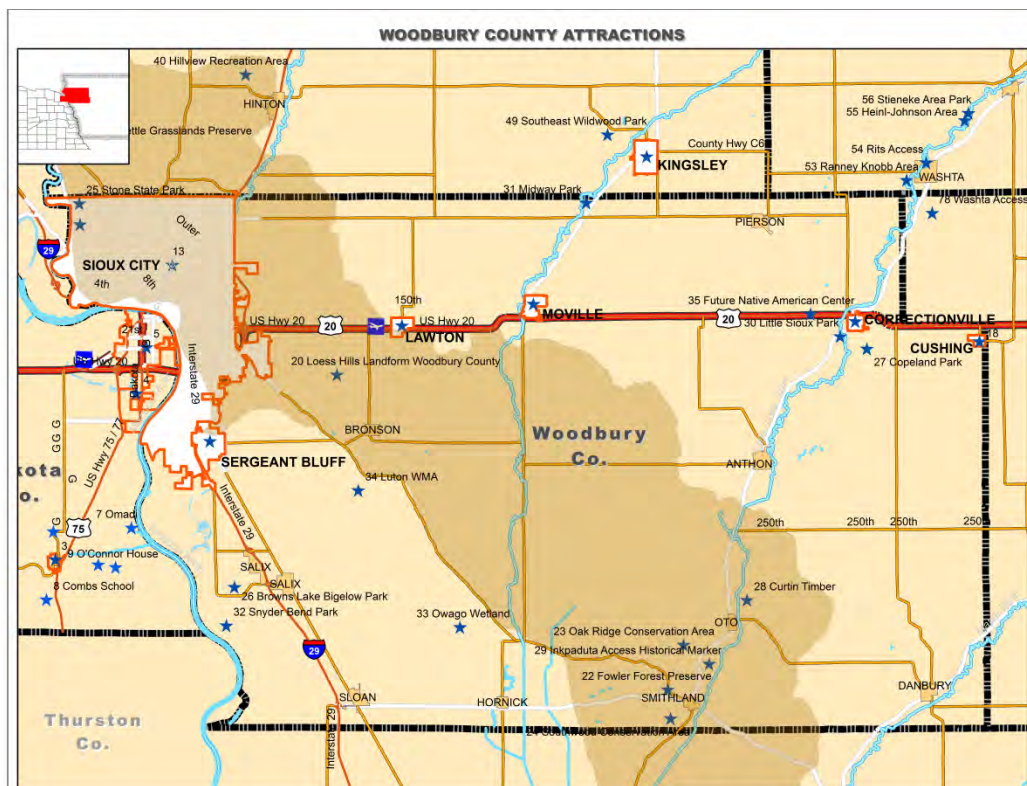
Highway 20 spans the length of Woodbury County and journey's through the county's rural areas and small towns. Woodbury County is a beautiful Midwestern county located along the Missouri river in Northwest Iowa with a growing population of over one hundred thousand hard working, close-knit residents. We have a booming economy, great healthcare system, excellent schools, exciting community events, beloved sports teams, and an array of places and experiences that make Woodbury County a wonderful place to call home. Woodbury County, we're exactly what you're looking for! This section highlights the overall county features that illustrate the county rural identity followed by community identity of participating cities in Woodbury County including (from west to east): Sioux City, Sergeant Bluff, Lawton, Merville, Correctionville, and Cushing.

Websites: <https://www.woodburycountyiowa.gov> Economic Development: <http://www.wcred.com/>

Loess Hills Landform-Scenic Byway

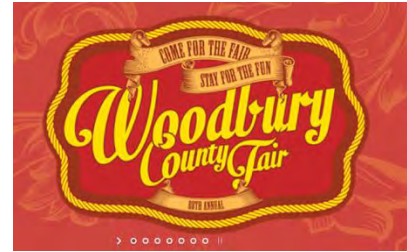
Loess Hills National Scenic Byway (Interstate 29 and Highway 12) intersects with Highway 20 in Sioux City and Woodbury County. The Byway meanders through Woodbury County and offers visitors scenic views of the rolling hills. The Loess Hills landform is an Iowa treasure that spans more than 1,080 square miles along the eastern edge of the Missouri River flood plain. This unique feature is up to 15 miles wide and 220 miles long. Iowa's Loess Hills were literally blown into existence as the glaciers from the last Ice Age retreated. The extraordinary Loess Hills landscape includes prairie and forest covered steep bluffs, narrow ridges and rolling hills.

Website: <http://www.visitloesshills.org/woodbury.html>



Woodbury County Fair

The Woodbury County Fair has existed since 1930. City of Merville has hosted the Woodbury County Fair for approximately 75 years. Fair activities include: Cattle shows, 4-H exhibits, lumberjack shows, domination motor sports, antiques, bull riding, outlaw tractor pull, carnival, motorized rodeo, drag racing, monster truck, grandstand shows, bingo, petting zoo, parade, antique tractors, prize drawings, food, vendors, and commercial exhibitors.



Website: www.woodburycountyfair.com

Woodbury County Courthouse

The Woodbury County Courthouse, located in downtown Sioux City, is an architectural treasure. The courthouse recently celebrated its 100th anniversary in May, 2018. The structure has been on the National Register of Historic Places since 1973 and has been a National Historic Landmark since 1996. It was designed by Architect William L. Steele, a student of Frank Lloyd Wright. The courthouse is the largest public building built in the Prairie School style. The Prairie School name comes from the long, horizontal framing and arrowhead motifs meant to pay homage to the long, flat horizons of the Midwestern prairies. The Roman brick used in the Woodbury County courthouse was from Sioux City Brick & Tile, manufactured in Sergeant Bluff, and was made of Loess Hills soil. Lead architect William Steele brought in fellow architects, George Elmslie and William Purcell, and designed a modern marvel of his time.

Website: <https://www.woodburycountyiowa.gov/100>



Lewis and Clark Expedition and Floyd Monument

Lewis and Clark traveled through the region in 1804. A member of the expedition, Sergeant Charles Floyd, was laid to rest in Woodbury County. Charles Floyd was the only member of the crew to die during the Lewis and Clark Expedition, and the first United States soldier to die west of the Mississippi. Floyd Monument was erected in 1901 to commemorate his memory at the location of his burial. The Floyd Monument is an Egyptian-style obelisk, 100 feet high and built of Kettle River sandstone, with a solid concrete core in which Floyd's remains are sealed. The Monument is on the National Historic Registry and was built by the United States Corps of Engineers, with funds from the Federal Government, State of Iowa, City of Sioux City, and Woodbury County.



Websites: <http://www.siouxcityhistory.org/historic-sites/102-sergeant-floyd-monument>

<https://www.traveliowa.com/getinspiredetails/trace-the-footsteps-of---br-lewis-and-clark/60/>

Woodbury County Parks

The parks in Woodbury County offer several recreational opportunities as described above. The map below features Woodbury County parks listed in this section.

- Brown's Lake Bigelow Park
- Copeland Park Access
- Curtin Timber
- Inkipaduta Access
- Inkipaduta Historical Marker
- Little Sioux Park
- Midway Park
- Snyder Bend Park
- Owago Wetland

Fowler Forest Preserve

Located one-half mile west of Smithland on Hwy 141, this 160-acre forest area is a perfect spot for a picnic or walk through the woods. The forest preserve includes hiking trails, playground equipment, historical stagecoach trail monument, parking, picnic shelter, and modern restrooms.

Website: <http://woodburyparks.org/fowler-forest-preserve>



Woodbury County Oak Ridge Conservation Area

Located two miles west of Oto, the Oak Ridge Conservation Area, encompasses more than 2,082 acres of public land in the hills adjacent to the Little Sioux River Valley. Oak Ridge is divided into four units with six public parking accesses between Oto and Smithland. This natural, undeveloped area is available for hiking and public hunting.

Website: <https://www.mycountyparks.com/county/Woodbury/Park/Oak-Ridge-Conservation-Area.aspx>

Southwood Conservation Area

Southwood is located one mile southwest of Smithland. Southwood highlights some of the Loess Hills' open grassland and timbered areas. Trails of the area take the visitor through a variety of habitats. A self-guided nature trail brochure is available at the trail head. Numerous bluebird boxes have been erected in the area and visitors may catch a glimpse of the brilliant, blue birds.

Website: <https://www.mycountyparks.com/county/Woodbury/Park/Southwood-Conservation-Area.aspx>



Bigelow Park - Brown's Lake

Bigelow Park is located one mile west of Salix on a 600-acre lake known as Brown's Lake. Originally a state park, Bigelow Park has been managed by the Woodbury County Conservation Board since 1970 and includes numerous amenities. Brown's Lake is managed by the DNR. It is a natural oxbow of the Missouri River formed when the river was free to meander across the river valley. Brown's Lake offers excellent fishing opportunities for largemouth bass and northern pike. A fishing dock and boat ramp provides access to the lake, which is a popular area for recreational boaters and water skiers as well.

Website: <https://www.mycountyparks.com/county/Woodbury/Park/Bigelow-Park-Browns-Lake.aspx>



Sioux City

Sioux City is located on U.S. Highway 20 – Gordon Drive. Sioux City, Iowa serves as the regional hub for business, employment, industry, retail trade, medical care, educational opportunities and tourism in Northwest Iowa, Southeast South Dakota and Northeast Nebraska. More than 165,000 people live in the tri-state metropolitan area. Sioux City is home to several thrilling events and attractions listed below. Exciting new developments are underway with new investment in downtown including the Sioux City Reinvestment District, riverfront development project, The Arena sports and recreation training complex, trail connectivity and more! Twice named an All-America City by the National Civic League, Sioux City has received many high profile national rankings recently, including #1 for Economic Development by Site Selection magazine, #4 Most Competitive City in North America for Food and Beverage, and Top 10 Most Livable Small Cities.

Websites: www.VisitSiouxCity.org www.sioux-city.org

Sioux City Experience Guide:

<http://visitsiouxcity.org/wp-content/uploads/Sioux-City-Experience-Guide.pdf>

Big Sioux – Missouri – Floyd Rivers

Sioux City is located at the confluence of three rivers including the Big Sioux, Missouri, and Floyd Rivers and hosts several riverfront attractions including: Sergeant Floyd River Museum and Welcome Center, Lewis and Clark Interpretive Center and Museum, Riverboat Museum, and Anderson Dance Pavilion.



Sgt. Floyd River Museum & Welcome Center

Situated next to the Missouri River, the unique dry docked riverboat is adjacent to the scenic riverfront trails and Chris Larsen Park picnic shelter and playground. The historic MV Sgt Floyd is now home to an Iowa Welcome Center, a local gift shop and a river museum. Learn about Native American culture, fur trapping, the Lewis & Clark expedition and so much more. Admission is free!



Website: www.siouxcitymuseum.org

Sioux City Sports and Tyson Events Center

Sioux City features exciting sports action with USHL Hockey, Champions Indoor Football League and American Association Baseball (Explorers Baseball Team and Field). The Tyson Events Center is a multi-purpose arena and home to the Sioux City Musketeers hockey team and Sioux City Bandits football team. The Center has featured first-class performers including Elton John, Cirque du Soleil, and Fleetwood Mac and more!



Website: www.Tysoncenter.com

Sioux City Hard Rock Hotel & Casino

Hard Rock is a gaming resort offering over 835 slot machines and a wide variety of table games. The facility boasts a Hard Rock Hotel, the world famous Rock Shop, the World Tour Buffet and Main + Abbey restaurants, live entertainment venue, outdoor event park located in the Sioux City historic downtown district! Hard Rock sponsors Saturday's in the Park; a free concert series at Grand Park in the summer. Website: www.hardrockcasinosiouxcity.com



Dorothy Pecaut Nature Center

The Dorothy Pecaut Nature Center, located just south of the Highway 12 entrance to Stone State Park, is devoted wholly to the Loess Hills. It features a variety of interpretive displays, including a "walk-under" prairie, a 400-gallon aquarium of native fish, and natural history dioramas. A children's discovery area provides opportunity to handle furs, antlers, fossils, and other artifacts. Two miles of hiking trails exist around the nature center. Facility is open six days a week, year-round.

Website: <http://woodburyparks.org/dorothy-pecaut-nature-center>

4500 Sioux River Road, Sioux City 712-258-0838



Mid America Museum of Aviation & Transportation

Take a step back into history and encounter unique artifacts and exhibits that help tell the exciting story of aviation and ground transportation in our lives. The Mid America Museum of Aviation & Transportation preserves and displays the rich aviation and transportation history of the Sioux City area from the Kari Keen Aircraft Company to the Hawkeye Truck Works. United Flight 232–25th Anniversary permanent display.

Website: www.midamericaairmuseum.org



LaunchPAD Children's Museum

The mission of LaunchPAD Children's Museum is to provide an interactive learning environment that will serve the needs of children, families, schools and the community. The museum seeks to foster imagination and creativity while inspiring life-long learning through hands-on participatory exhibits and innovative programs.

Website: www.launchpadmuseum.com



Sioux City Convention Center

The Sioux City Convention Center is committed to providing a high quality venue for hosting an array of events in a confident and professional manner, while contributing to a positive experience in Sioux City. We are committed to providing each and every one of our guests with attentive, engaging service, and hosting options that reflect the unique characteristics of our surroundings.

Website: <http://siouxcityconventioncenter.com>

Sioux City Art Center

The Sioux City Art Center presents exhibitions of local, national and international artists, as well as occasional blockbuster shows. They are dedicated to providing people of all ages with educational opportunities that encourage creative expression, develop artistic skills, and foster appreciation for the visual arts through a variety of classes, tours, and programs.

Website: www.siouxcityartcenter.org



Sioux City Historic 4th Street

Historic 4th contains a concentration of late 19th century commercial buildings. Most of the larger buildings are notable for their distinctive Richardsonian Romanesque style of architecture popular to the late 1800's. The area features antique and specialty shops, pubs and restaurants.



Orpheum Theater

The beautiful restored Orpheum Theatre has hosted top-notch entertainers including: Sheryl Crow, BB King, Bob Dylan, Willie Nelson, James Taylor, Jerry Seinfeld and more! The Orpheum Theatre is also home to the Sioux City Symphony and the Broadway at the Orpheum Theatre series.

Website: www.orpheumlive.com



Sioux City Farmer's Market

The Sioux City Farmers Market is available for 6 months out of the year, normally from May – October. In 2015, the dates are May 6 – October 31. The Farmers Market is open every Wednesday and Saturday from 8 am until 1 pm in the west parking lots of the Tyson Events Center, located at 401 Gordon Drive. Off of I-29, take exits 148 or 149. All products are grown, made, bred or manufactured by small businesses within a 100 mile radius of Sioux City.

Website: www.farmersmarketsiouxcity.com



Sioux City Public Museum

Located in the heart of downtown Sioux City, the Sioux City Public Museum features large, colorful exhibits, interactive displays, and much more. Admission is free! Visitors will discover the “Spirit of Sioux City” through a lively 12-minute orientation film. A variety of hands-on experiences are available including the award-winning “Innovation I-Wall” and “The Big Dig,” which replicates an active fossil dig site.

Website: www.siouxcitymuseum.org



The Railroad Museum Sioux City

Travel back to a time when steam locomotives powered across the country. The museum is one of the largest remaining steam locomotive servicing terminals in the nation and houses Sioux City's iconic steam engine. Enjoy hands-on exhibits, educational displays and the ability to see how the restored roundhouse functioned as a repair shop for the Milwaukee Road's fleet of steam locomotives, freight cars and passenger cars.

Website: www.milwaukeekeerrailroadshops.org



Trinity Heights/Queen of Peace

Located at 33rd and Floyd, you will find a 30' statue of the Immaculate Heart of Mary, and walking to the west end, you will find a 33' statue of the Sacred Heart of Jesus. A life sized wood carving of the Last Supper is housed in the St Joseph Center. Trinity also has numerous shrines devoted to the apparitions of Mary, with the Way of the Saints outlining the southern edge of property.

Website: www.trinityheights.com

Sioux City Lewis & Clark Interpretive Center/Betty Strong Encounter

The Lewis & Clark Expedition was one of America's greatest road trips. The Center commemorates the journey with hands-on exhibits, programs and activities focusing on the explorers' time in Siouxland. The road trip continues with stories of the past, present and possible future of Siouxland's diverse people and natural resources. Encounters include an outdoor exhibit of life-sized bronze animal sculptures, the "Changing River" and photo exhibits on Native cultures, rural themes and nature.



Website: www.siouxcitylcic.com

Cone Park

Cone Park is a tubing hill with automated snow making equipment, a refrigerated ice skating rink, an outdoor fire pit, and a lodge for warming, rentals, and concessions. The lodge will be used as a rental facility during non-winter months; and, the ice skating rink will convert to a free public splash pad in the summer.

Website: https://www.facebook.com/coneparksiouxcity/?ref=br_rs

IBP Ice Center

This 38,000 square foot facility features an 85' x 200' ice rink and 900 person seating capacity. It is open year-round for youth hockey programs, public ice skating, tournaments, figure skating and off-season inline skating and indoor soccer. Public ice times are Friday: 7-10 pm Saturday 7:30-9:30 pm.

Website: www.visitsiouxcity.org/ice-center

Palmer's Old Tyme Candy Shoppe

The Palmer's Olde Tyme Candy Shoppe has been on Wesley Way since 2008, but Palmer's roots in Sioux City go back more than 130 years. In 2011 Palmer's added a specialty food shop within Palmer's Olde Tyme Candy Shoppe. Palmer's Specialty Foods carries an array of hard to find items for your culinary needs including some of the world's best spices, vinegars, and oils along with pantry staples such as salsa, jams, teas, baking mixes, cheese and more.

"Making Life Sweeter Since 1878"!

Website: www.palmercandy.com/candystore



Sioux City Trails

Bring your bike to Siouxland to enjoy the trails and parks! For information about bicycling in the Woodbury County and Sioux City area, visit the Siouxland Trails Foundation's facebook page, SIMPCO's bicycle and pedestrian page, or the Iowa Bike Trail Interactive Map below.

Siouxland Trails Foundation:

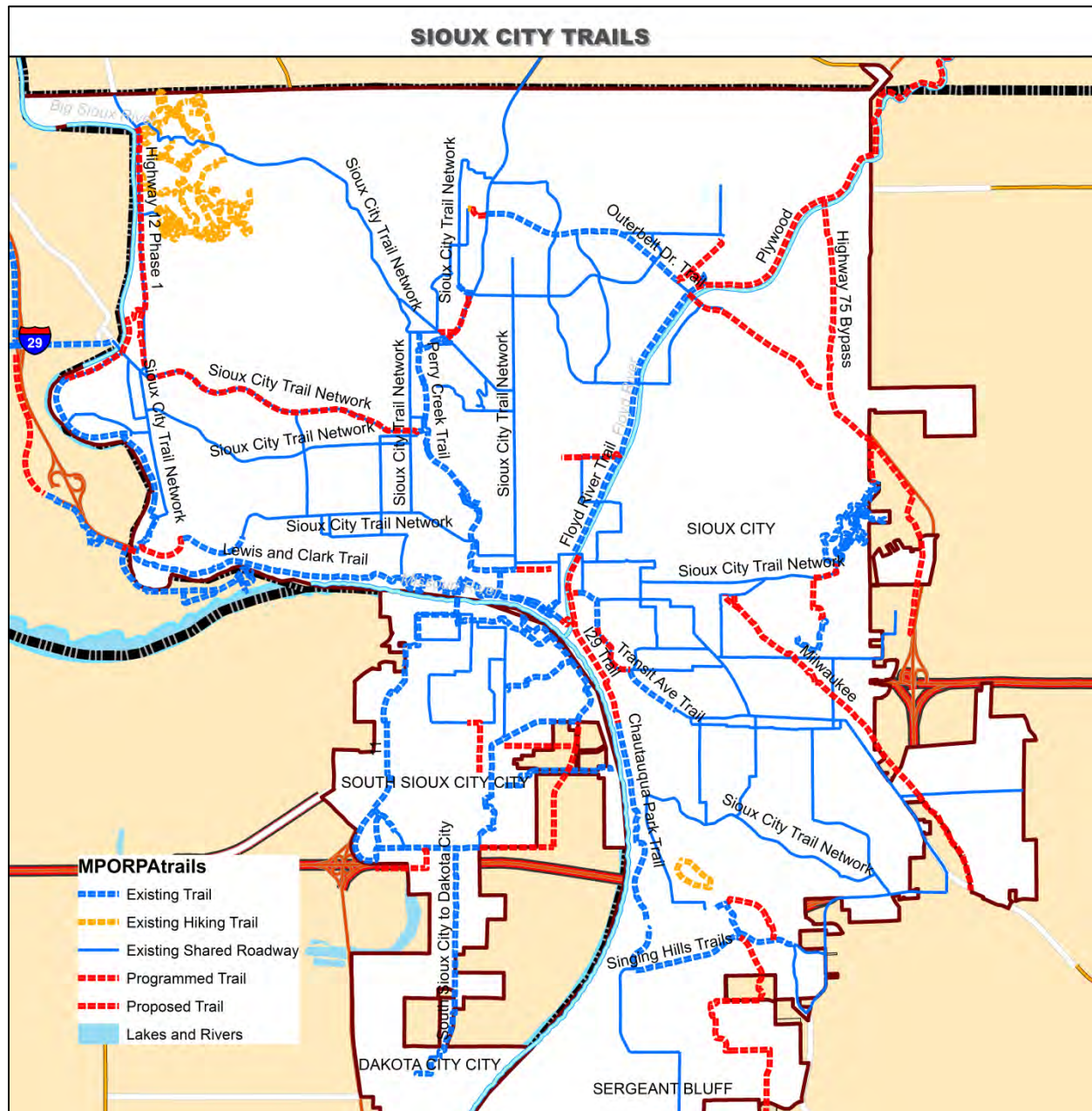
<https://www.facebook.com/SiouxlandTrails>

SIMPCO Bicycle and Pedestrian

Map:<http://simpc.org/divisions/transportation-planning/bicycle-pedestrian-activities/>

Siouxland Cyclists: <http://www.siouxlandcyclists.org>

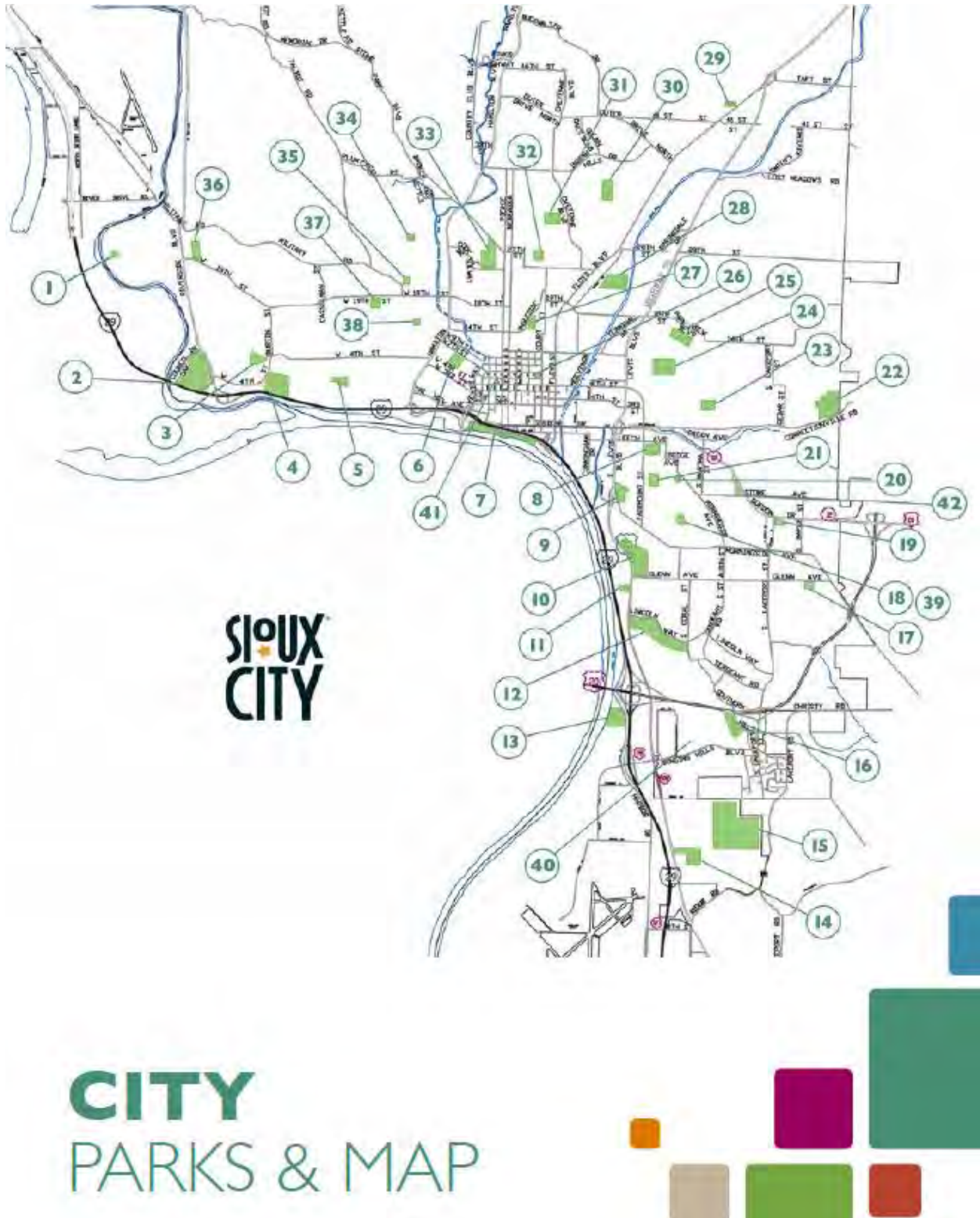
Iowa Bike Trail Interactive Map: <https://iowadot.gov/iowabikes/bikemap/home.aspx>



Sioux City Parks

City of Sioux City and community partners maintain over 40 parks and recreational areas. The map below shows the location of parks with the numbered key on the following page.

Website: <https://www.sioux-city.org/government/departments-g-p/parks-recreation-department/parks/parks-amenities>





CITY PARKS & MAP

AMENITIES GUIDE	Address	No. on Map	Size in Acres	Public Areas	Shelters	Restrooms	Play Equipment	Ball Diamonds	Tennis Courts	Basketball Courts	Swimming Pools/Splash Pad	Skate Park	Disc Golf Course	Barbeque Grills	Off Leash Area	Amphitheater/Pavilion	Soccer Fields	Ice Skating Rink
Bacon Creek	5015 Correctionville Rd.	22	239	X	2	X	X							X	X			
Cecelia	Morningside Ave. & Cecelia	20	1	X	1		X											
Center Street	2100 Center St.	35	6	X		X	X	3										
Chautauqua	3800 Harbor Dr.	13	46	X		X	X	5										
Children's	W 15th & George	38	1.5	X	1		X											
Chris Larsen (ADA)	Hamilton & Larsen Park Rd.	7	110	X	1	X	X							X		X		
Cone Park	3800 Line Drive	40	49	X	1	X					X							X
Cook	W. 4th & Market St.	6	10	X	1	X	X		2	2	X	X						
Dale Street	15th & Dale St.	27	1	X	1		X				X							
Emerson	5300 Glenn Ave.	17	2	X			X											
Fairmount	Dace & S. Irene St.	8	2				X			1								
Floyd Golf	2810 Ordway Ave.	10				X												
Sgt. Floyd Mem.	S. Lewis & Glenn Ave.	11	23	X	1	X												
Goldie & Beck	Goldie Ave. & Beck St.	1	3	X	1	X	X	2										
Grandview	24th & Grandview Blvd.	33	32	X		X	X						X			X		
Grandma Moos	3rd & Cecelia	23	1	X	1		X			1				X				
Green Valley Golf	4300 Donner Ave.	15				X												
Headid	2404 Hawkeye Dr.	28	12			X	X	5										
Headington	W. Lunah & Isabella St.	24	4	X			X			1								
Hillcrest	14th & Pacific St.	24	5	X	1		X											
Hi-View	W. 4th & Oakland St.	3	3	X	1		X											
Hubbard	28th & Jonia St.	23	3			X	X	1										
Kirk Hanson	2016 W. 19th St.	36	13	X	1	X	X	5										
Kelly	Fall Ave. & Carlin St.	25	2	X	1		X											
Krumann	33rd & Dupont St.	30	2				X											
Leeds	41st & Central St.	29	2	X	1		X				X							
Legacy (ADA)	3014 Glen Ellen Rd.	39	11				X											
Lewis	S. Paxton St. & Peters Ave.	18	12	X	1	X	X		6		X	X		X				
Lelf Erikson (ADA)	31st & Court	31	15	X	1	X	X	1	6		X	X		X				
Lyons	W. 1st & John St.	5	3	X			X											
Macomb	Macomb & S. Rustin	21	1				X											
Mid City	8th & Court St.	26	4	X	1		X											
Pearl St. Park	620 Pearl St.	41	5	X			X											
Pulaski	2400 Vine Ave.	9	32			X	X	7										
Riverside (ADA)	1201 Riverside Blvd.	2	100	X	2	X	X	8	6		X	X		X			X	
Ruegger	4901 Laurel Ave.	19	5			X												X
Sertoma (ADA)	4225 Lancelot Ln.	16	42	X	1	X	X						X	X				
Smith Villa	W. 18th & Ruby St.	37	1				X											
South Ravine	Lincoln Way & Lewis Blvd.	12	120				X											
Spalding Park	4101 Stone Ave.	42	12	X						X								X
Strikers	4900 S. Lewis Blvd.	14	47			X		5										
War Eagle Monday	War Eagle Dr. & Grove St.	4	27	X		X												

* Reservable areas in **green box**

Sergeant Bluff

City of Sergeant Bluff is located approximately 8 miles south of Highway 20 and Sioux City on Highway 29. Sergeant Bluff is a community of approximately 4,277 people that has a fine school system, four churches, a recreation center, business park, five parks, a business district, local newspaper, medical clinic, dentist, three chiropractors, several active service organizations, an outstanding fire and rescue department, along with several large industries and a museum that contains many of the artifacts that explain the history of Sergeant Bluff.

Sergeant Bluff is located just off of Interstate 29 and in the heart of industrial and residential growth. Sergeant Bluff offers a peaceful and relaxing environment that is progressive, yet small enough to get to know people as individuals. The City of Sergeant Bluff supports business growth, development and innovation. Businesses in Sergeant Bluff benefit from a small and personal city government, an active and engaged residential community and a thriving local business community.

Website: www.cityofsergeantbluff.com

Sergeant Bluff Pioneer Valley Days

Pioneer Valley Days is hosted every year. The event is usually the second weekend in August. Games and activities are available during the fun and exciting weekend.



American Legion Memorial

The City maintains a beautiful memorial at the park. American Legion George Nelson Post 662.



Sergeant Bluff Winter Days

The Winter Festival is hosted every year in December, typically the first Sunday. There is chili and cinnamon rolls for everyone to enjoy with a free donation. Kids can visit with Santa and Mrs. Claus. There is a silent auction, craft, games, raffles, festival of trees and holiday music with local talents.

Sergeant Bluff Senior Center

Visit the Sergeant Bluff Senior Center from Monday thru Friday 7:30 a.m. to 4:30 p.m. Meals are served Mondays, Wednesdays, and Fridays. Adaptive Aerobics classes are offered every Tuesday at 2:00 p.m. Sign up for the monthly newsletter to view more information about the Senior Center and any social events being hosted for that month.

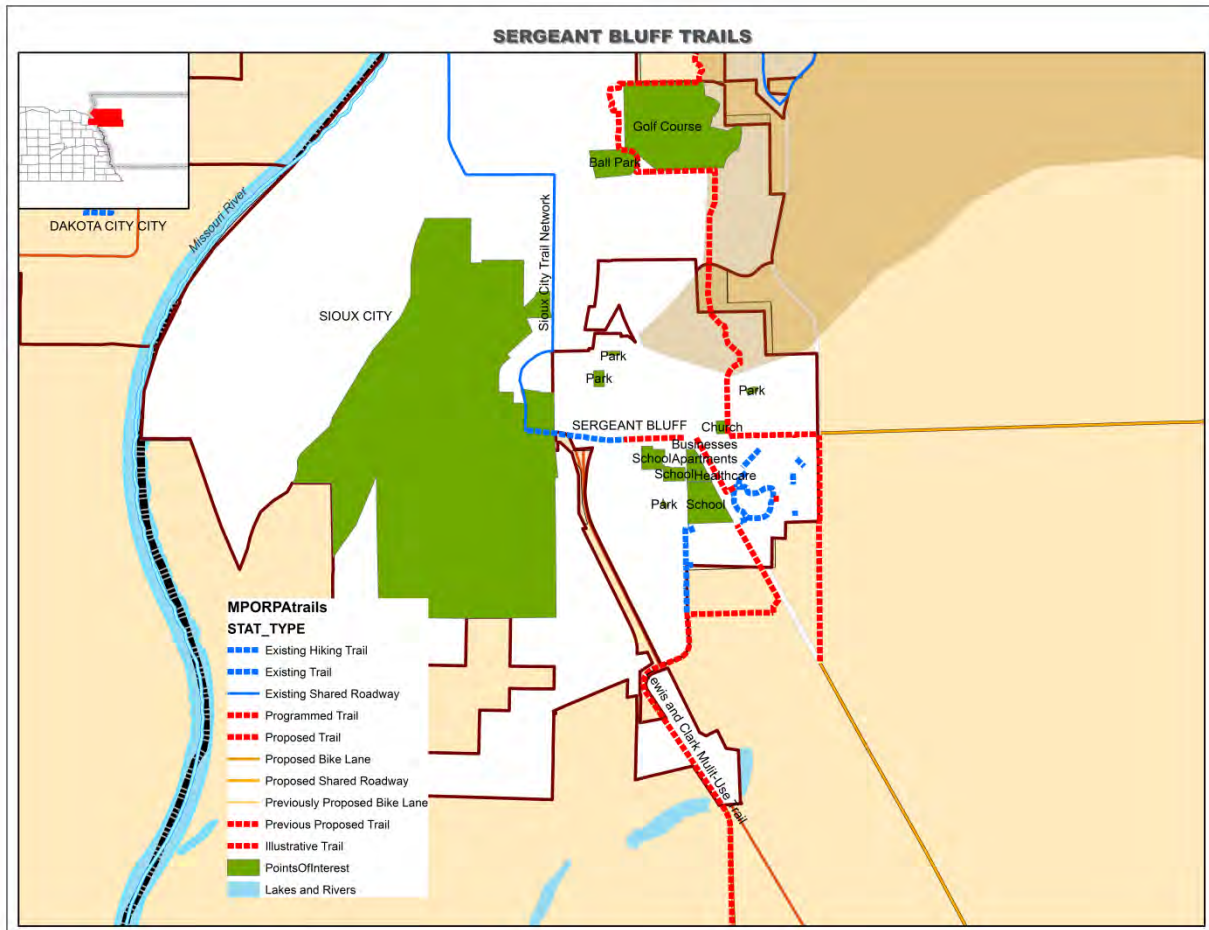
Sergeant Bluff Community Center

The community center holds a large multipurpose room, fireside room, recreation and game room, and kitchen for community events. The Multipurpose Room holds up to 700 seated guests. It is a great location for wedding receptions, fundraising events, business dinners and concerts.



Sergeant Bluff Parks and Trails

City of Sergeant Bluff maintains parks and trails shown in the map below. The Sergeant Bluff Parks and Recreation Department offers a wide variety of facilities and activities for your enjoyment. These facilities include several community parks, a sports complex with baseball and softball fields, an indoor batting facility, an outdoor municipal pool and the Sergeant Bluff Community Center.



Sergeant Bluff Pool and Recreation Center

The Sergeant Bluff Pool and Recreation Center facility includes a pool with two slides, children's play area, lap lanes and more. We have a full concession stand, chaise lounges and grassy spots for sunbathing.



Lawton

The City of Lawton is located on Highway 20 approximately 9 miles east of Sioux City. The population of Lawton is an estimated 908 persons. The city hosts a website that features a community calendar of events and holidays. Lawton industrial park is located south of Highway 20 and features recently installed fiber-optic cable.

Website: www.lawtoniowa.com

Lawton Community Center

The City of Lawton maintains the city's community center with gathering space for events, kitchen and restrooms.

Tara Way Park

The Tara Way Park is located north of Highway 20 on Tara Way off Cedar. The park features a community picnic shelter that is available for rent. Rental of the shelter includes use of existing picnic tables, and the complete facility, including a kitchen, and bathrooms. The shelter may be reserved for gatherings.



Veterans Park

Veterans Memorial Park is located southeast of the intersection of Cedar and Maple Streets. The FAMILY group has erected a gazebo in the park housing a veteran's memorial stone. This memorial was donated by the Lawton Civic Development Corporation.

Community Coffee

The community coffee hour is held at the community center on alternating Wednesday's. It's a fun event and an opportunity for all Lawton area residents to gather with friends, neighbors and meet others who will soon be friends.

Lawton-Bronson School and Sports

Lawton Bronson Jr. Sr. High School is located on the east side of Lawton. Community members support the Eagles and enjoy school events and sports including football, basketball and track meets.



Lawton Trails

The map below shows Lawton existing and proposed trails.

Lawton Bike/Walk Trail



Moville

The City of Moville is located on Highway 20 approximately 17 miles east of Sioux City. The population of Moville is approximately 1,618. Moville's website states the following welcome message: The City of Moville welcomes you to our great community! We extend our hospitality to those who come and visit. The citizens of Moville take a great deal of pride in our city. With our beautiful residential areas and our thriving business community, we have a lot to be thankful for. Our citizens enjoy clean and safe neighborhoods, wonderful schools, beautiful churches, excellent parks and some of the best health care you could ask for. If you are looking for a wonderful place to raise a family, Moville is the perfect place for you. Whether you are visiting or relocating, we hope you enjoy your time with us in Moville, IA.

Website: www.visitmoville.com



Moville Days and New Community Center

The City celebrates Moville Days in summertime. The City recently constructed a new community center. The new facility offers a large meeting room, small meeting room, kitchen and bar and the option to rent a multimedia projector. The large room can seat up to 300 people at 60" round tables. The small meeting room can seat up to 40 people and has a kitchenette.



Moville City Park and Haskell Pool

The park was built in the year 1916 can be found along Main Street and has a number of wonderful pieces of equipment to play on. We also have Memorial Park, which was built in 1942. Memorial is a beautiful shady park that offers shelter, a children's play area, and the Memorial Boulder. The Memorial Boulder was built after WWII by the American Legion to honor the service men and women of Moville. This park is located just up the east hill from our town's Jack Haskell Swimming Pool.



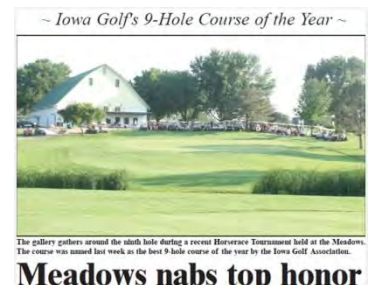
Veterans Park, Midway Park and Ridge

Pay honor to our service men and women at the Veterans Park landmark flagpole. Midway Park is special as it used to be an abandoned state gravel pit. Currently it stands as a wonderfully re-purpose park; a great area to picnic, go fishing, and enjoy nature. The most recent addition to our park choices can be found at the Ridge, this is a beautiful new structure with rubber padding underneath to add extra safety for the kids.



Meadows Country Club

While many small town golf courses struggle to survive in the current economic climate, the Meadows Country Club in Moville continues to improve its clubhouse and course. In 2012 the Board of Directors from the Iowa Golf Association named the Meadows as the state's 9-hole Course of the Year. The Meadows was the first nine-hole course in Northwest Iowa to be named course of the year in over a decade.



The gallery gathers around the ninth hole during a recent Horvacek Tournament held at the Meadows. The course was named last week as the best 9-hole course of the year by the Iowa Golf Association.

Meadows nabs top honor

Correctionville

City of Correctionville is located on at the intersection of Highway 20 and Highway 31, roughly 30 miles east of Sioux City. The population of Correctionville is estimated at 821 persons. Correctionville Chamber of Commerce hosts activities throughout the year including: Pancake Day, Easter Egg Hunt, Summer Picnic, 4th of July Fireworks and Christmas Party.

Website: www.correctionvilleiowa.com

Little Sioux Park

Enjoy camping or canoeing down the little Sioux River at the Little Sioux Park located 3 miles South of Correctionville. Woodbury County operates the 609-acre park where they have camping, fishing, hiking, and swimming. The 10-acre lake has angling opportunities for large-mouth bass, bluegill and channel catfish. Only electric trolling motors, oars and paddles are allowed on all county owned lakes. There is a designated swimming beach area, playground equipment, and hiking trails. Two campgrounds, offer cabins and 95 sites with electricity, water, modern restrooms and showers.

Website: <https://www.mycountyparks.com/county/Woodbury/Park/Little-Sioux-Park.aspx>



Union Bridge Trail

The Union Bridge Trail connects the park to the town of Correctionville with a ten foot wide concrete path that winds through scenic areas and crosses the Little Sioux River with a spectacular bridge.

Copeland Park and Little Sioux River

Copeland Park is located west of town along Hwy 31. The park includes a disc golf course, shelter, picnic tables, and restrooms. Canoe down the Little Sioux River at Little Sioux Park. Canoes can be rented from Summer's Canoes.



Pickle Ball, Tennis & Basketball Courts

For recreational use, the City of Correctionville maintains sport courts including tennis, pickle ball, and basketball courts. The courts are lighted for evening use.



Correctionville Swimming Pool and Golf Course

The Correctionville swimming pool offers reprieve on hot summer days and includes a fun, happy, water slide. Correctionville features a public 9-hole golf course just north of Highway 20 on the east side of town.

Future Native American Center

The Highway 20 construction near Correctionville unearthed the possibility of a future Native American Interpretive Center. For decades farmers in the area have found arrowheads and other artifacts from centuries ago, and the recent discovery of geoglyphs gave reason to create an interpretive area. The work in the area by archeologists turned up more than 15,000 artifacts.

Cushing

The City of Cushing is located just south of Highway 20 on 403 or County road L43, approximately 37 miles east of Sioux City. The estimated population of Cushing is 220 persons. Cushing, Originally called Penrose, was incorporated in 1883. This small, caring and quiet community is located south of Highway 20, on Historic Highway 20, between Correctionville and Holstein.

Website: <http://www.cushing.lib.ia.us/city>



Cushing City Park

The City maintains the Cushing Park located along the historic U.S. Highway 20 through town. The main street park is accompanied by historic buildings in downtown Cushing. The City was recently awarded a grant for new playground equipment at the park.

Cushing City Library

City of Cushing takes great pride in their library. The library sponsors the city's website and offers educational opportunities and events for culture in Cushing. The library collection includes books and periodicals.

Events

The community holds annual cultural events and celebrations including: Fireman's Barbecue, Halloween night, Uncle Ben 5K Run/Walk, Old Fashioned Wednesday Night Car Show, and Kids Day in the park.

Old Fashioned Wednesday Night Car Show

Summertime fun on Wednesday nights in Cushing feature old fashioned car shows and vendors.

Community Organizations

The local churches support community togetherness by holding events and fund raisers in Cushing such as the Spring Chicken Supper and people's pantry. The community is small but everyone pitches in when needed.



Plymouth County Rural Identity

Plymouth County connects to U.S. Highway 20 by 2 major roads including Highway 75 that runs northeast from Sioux City, and Highway 12 that runs north along the Big Sioux River. Plymouth County's western border is defined by the Big Sioux River. Plymouth County's rural identity can be defined by the following elements: Natural features, attractions, unique characteristics, events, tributes, art, monuments and culture. This section highlights the overall county features that illustrate the county rural identity followed by community identity of participating cities in Plymouth County including: Le Mars and Kingsley.

Website: <http://www.co.plymouth.ia.us>

Loess Hills Landform-Scenic Byway

Loess Hills National Scenic Byway (Highway 12) meanders through Plymouth County and offers visitors scenic views of the rolling hills. The Loess Hills landform is an Iowa treasure that spans more than 1,080 square miles along the eastern edge of the Missouri River flood plain. This unique feature is up to 15 miles wide and 220 miles long. Iowa's Loess Hills were literally blown into existence as the glaciers from the last Ice Age retreated. The extraordinary Loess Hills landscape includes prairie and forest covered steep bluffs, narrow ridges and rolling hills.

Website: <http://www.visitloesshills.org/plymouth.html>



Plymouth County Parks

Plymouth County Conservation manages over 2,200 acres of recreational and natural lands (16 individual areas) including native and restored prairies, upland forests and river bottom woodlands. Natural areas for picnicking, camping, fishing, hunting, winter sports, bird watching, hiking and equestrian trails are provided in parks throughout the county. Plymouth County parks are listed and described below and shown in the map below.

Website: <https://www.mycountyparks.com/county/plymouth.aspx>

1. Big Sioux Park
2. Birkley's Bend
3. Boyd's Bend
4. Broken Kettle Grasslands Preserve
5. Doorenbos-Ford Wetland
6. E.C. Lippke Wetland
7. Five Ridge Prairie
8. Highway 75 Wetland
9. Hillview Recreation Area
10. Kohler Memorial Grassland
11. Meadow Wildlife Area
12. Millsite River Access
13. O'Brien Prairie
14. River's Bend Wildlife Area
15. Ron Wilmot River Access
16. Rufus B. Hatch Memorial Grassland
17. Southeast Wildwood



Broken Kettle Grasslands Preserve

Broken Kettle Grasslands is home to Iowa's largest remaining prairie and over 175 bison. Broken Kettle Grasslands forms the core of our protection efforts in the northern portion of the Loess Hills and it is a stellar example of this rare and intriguing landform. "Loess" consists of tiny windblown silt particles. Most of the Midwest is covered in loess; it's what helps make our land so rich for farming.



Website: <https://www.nature.org/ourinitiatives/regions/northamerica/unitedstates/iowa/placesweprotect/broken-kettle-grasslands-preserve.xml>

Hillview Recreation Area

Located one mile west of Hinton on county road C60 Hillview is the hub of outdoor recreation opportunities in Plymouth County. The 275-acre Hillview Recreation Area contains a mixture of open grasslands, reconstructed prairie, woodlands, and wildlife habitat. Year around outdoor activities that are available include camping, both primitive and modern; camping cabins, picnicking, including shelters, fishing, swimming, hiking, horseback riding and cross country skiing over a network of trails that traverse the entire park; snow tubing; and hunting (October 15 through December 31) in a portion of the park set aside for this activity. Hillview is also the site of the county's resident elk herd. Visit the herd during the fall or winter to see the majestic bull's antlers.

Website: <https://www.mycountyparks.com/county/Plymouth/Park/Hillview-Recreation-Area.aspx>

Plymouth County Five Ridge Prairie Preserve

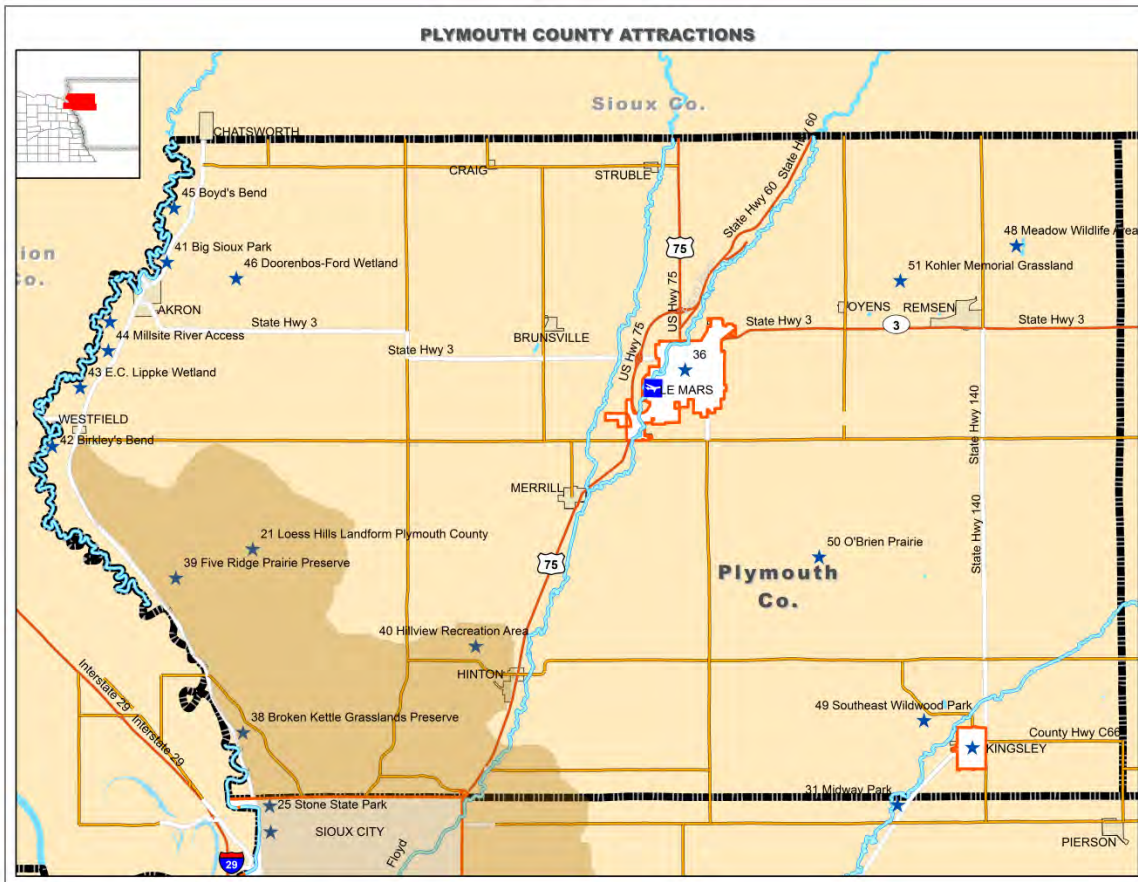
Located 7 miles south of Westfield on HWY 12 (west entrance) or 15561 260th St (east entrance). The 964 acre Five Ridge Prairie, a dedicated state preserve in western Plymouth County, exemplifies the northern loess bluffs of western Iowa with a mixture of oak timbered valleys, native prairie ridge tops and west facing slopes. This unique loess landform site is home to several state threatened and endangered plant and animal species. It was also the site of the original wild turkey restoration stocking for Plymouth County. The public is invited to hike and enjoy Five Ridge year round.



Five Ridge Prairie offers new experiences during every season of the year. Pasque flowers are the first prairie wildflowers to bloom each spring, followed by the blues, yellows and oranges of all the other wildflowers that bloom throughout the remainder of the season. Each fall, the Ash and Cottonwood trees become ablaze in color, and the prairie turns a light golden color. After the leaves fall, you may be able catch a glimpse of the brilliantly colored bittersweet vine found sporadically in the trees.

Website: <https://www.mycountyparks.com/County/Plymouth/Park/Five-Ridge-Prairie.aspx>

Plymouth County



Plymouth County Fair

The Plymouth County Fair exemplifies the culture of Plymouth County which includes instilled volunteerism in community events. Volunteers host approximately 24,000 attendees each year at the fair. The fairgrounds are located east of Downtown Le Mars near Willow Creek. In 2016, the fairgrounds held the 75th annual Plymouth County Fair celebration. Several community partners are involved in the organization of the fair. Example events held at the fairgrounds include: Indoor and outdoor vendors, stage entertainment, figure 8 races, demo derby, horse shows, and tractor pull.

Plymouth County Historical Museum

Le Mars is home to the Plymouth County Historical Museum housed in the former Le Mars school building 'Old Central'. The museum features five floors of historic exhibits. Visitors can enjoy the museum for free (donations appreciated) from Tuesday-Sunday 1:00-5:00 or by appointment (closed holidays).

Plymouth County Events and Tributes

Events and tributes in Plymouth County include the following town celebrations and attractions.

- Plymouth County Fair
- Le Mars Ice Cream Days
- Kingsley Days
- Remsen Octoberfest
- Akron Scarecrow Festival
- Memorial Day celebrations in Hinton, Merrill, Oyens, Struble, and Craig

Le Mars

Life is sweet in the City of Le Mars! Le Mars is conveniently located on Highway 75, approximately 20 minutes northeast of Sioux City and Highway 20. Le Mars is the Ice Cream Capital of the World and home to Blue Bunny ice cream production facilities including the world's largest free-standing cold storage warehouse.

Website: <https://www.lemarsiowa.com>

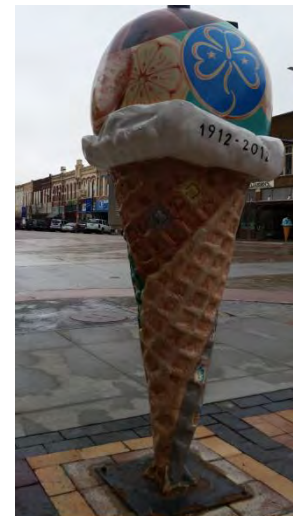


Le Mars Quality of Life Programs

A spirit of excellence and harmony is prominent in Le Mars and in the growth of businesses and industries in Le Mars. The Le Mars Area Chamber of Commerce, Le Mars Business Initiative Corporation, City of Le Mars and Plymouth County are all united in the effort to make Le Mars an excellent business community with a high quality of life. The following quality of life programs and services are supported in Le Mars. In addition, the City has an abundance of attractions and parks described below.

Visitors Guide: <https://www.lemarsiowa.com/533/Visitors-Guide>

1. Two Schools Grades TK-12 (Le Mars Community & Gehlen Catholic) Western Iowa Technical College training center
2. Floyd Valley Healthcare Center
3. Ice Cream Capital of the World (Wells Enterprises)
4. Annual Ice Cream Days Event
5. Fiberglass Ice Cream Cone Sculptures – w/map
6. Celebrating Sesquicentennial in 2019
7. 9-Mile Walking/Bicycle Recreation Trail around the City with map
8. YMCA/Indoor Aquatic Center(Community Wellness Center) and Outdoor Pool
9. Le Mars Public Library
10. Royal III Movie Theater
11. Foster Park Carousel located in National Historic District
12. Several parks shown in the map below
13. Plymouth County Historical Museum (includes Dr. Tom Starzel, performed first liver transplant and Emory Collins, famous dirt track racer)
14. Plymouth County Fair (Second largest in Iowa) including Historic Round Barn, Pioneer Village & Pioneer Village Christmas
15. Annual National Old-Time Country Music Festival
16. BMX Track
17. Worship - Numerous Churches and Denominations
18. Dining including: Archie's Waeside Steakhouse and Bob's Drive-Inn (home of the Bob-Dog)
19. Historic Buildings
20. Shopping
21. Lodging & Real Estate
22. Future Projects include: Dog Park, Skateboard Park, and extension of Recreation Trail to the North and South
23. Transportation Freight Rail and Air Services: Motor Freight including a number of national and regional trucking companies serve Le Mars area businesses. City Owned Rail: Le Mars is served by both the Canadian National and Union Pacific Railroads. Air: Le Mars Municipal Airport serves the local area offering a 4,600 foot runway and an instrument landing system.



Le Mars Tourism Program

Le Mars hosts 50-100 tour buses that come to Le Mars from all through the Midwest which includes an organized Tour Program of our Industries, Browns Dinner Show Theater, Ice Cream Parlor, Veterans Park and more!

Le Mars Downtown and Main Street Program

Le Mars downtown is designated as a Historic District with beautifully kept historic buildings. The community was awarded grant funding for for a downtown façade program. The City continues to improve the downtown with second story living options. Le Mars is a member of the Main Street Iowa program which is dedicated to improving the City's downtown.

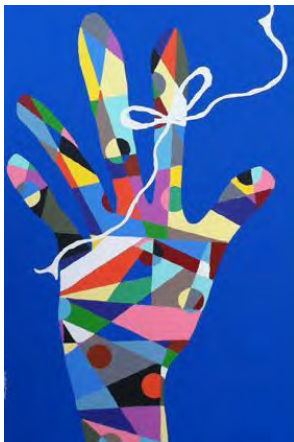


Blue Bunny Visitor's Center

Wells Blue Bunny is a landmark business in Le Mars that can be experienced at the Blue Bunny Visitor's Center and Parlor in Historic Downtown Le Mars. At the ice-cream parlor visitors can enjoy a Blue Bunny ice-cream treat or an old-fashioned ice cream soda. The parlor features a marbled ice cream bar, forty flavors of ice cream, historic memorabilia, gift shop, and inviting indoor and outdoor spaces.

Le Mars Arts Center

The Le Mars Arts Center in downtown Le Mars is operated by the Le Mars Arts Council, a Non-Profit 501(c)3 organization. Le Mars Arts Center is headquartered in the former Carnegie Library built in 1903. The Center facilitates a weekly Art Club for 4th and 5th graders, art workshops and art exhibits. Le Mars Arts Center features two art galleries, children's activity area, space for performances/receptions, handicapped accessible bathroom, kitchens, art room, meeting/event room, pottery area.



Le Mars Alley Art

Downtown Le Mars features beautiful paintings and historic murals located throughout the alleys. Alley Art is a public art project coordinated by the Le Mars Area Chamber of Commerce, Le Mars Arts Center, and City of Le Mars. The program was developed to stimulate tourism, create a more lively and sustainable Downtown and to showcase artistic talent and culture of the Midwest.

Le Mars Willow Creek Golf Course and Banquet Hall

Willow Creek Golf Course is a 245.6-acre open space located to the north of the City of Le Mars. The golf course is a 27 hole course offering varying levels of challenge for the better golfer or a shorter and easier path for the less experienced. Willow Creek Golf Course hosts several amenities such as drinking fountains, full bar services, rental clubs, restrooms, a concession area and others.



Le Mars Community Theatre - Postal Playhouse

The Le Mars Community Theatre (LCT) is housed in the Postal Playhouse established in 1968 in downtown Le Mars. Le Mars Community Theatre is organized by the eighteen member Board of Directors. LCT seasons typically include four productions with occasional special shows. Shows typically run for seven performances over two weekends. Musicals usually get an additional performance. Seasonal memberships, tickets, and newsletter subscriptions are available by contacting the theater. (Online at: lemarscommtheatre.org November 2016)



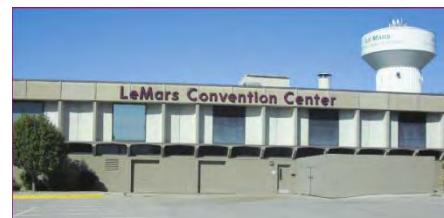
Le Mars Olson Cultural Events Center

The City of Le Mars is known for its extensive cultural events held in the Olson Cultural Events Center in downtown Le Mars. The Le Mars Area Chamber of Commerce hosts many events at this center which features a covered stage and a sound system. The Center has held events such as: concerts, movies and Ice Cream Days events.



Le Mars Convention Center

The Le Mars Convention Center was recently remodeled and provides space for large events. The Center is perfect for any size party, meeting or event.



Le Mars Parks and Trails

The City of Le Mars manages about 15 parks shown in the map and described below. The City of Le Mars has a 3.1-mile uninterrupted trail, stretching from the north to the south end of the city. The trail traverses through the watershed of Floyd River and Willow Creek. Le Mars city and county parks are destinations for picnics, sightseeing, and other recreational activities.



Le Mars Municipal Park

The Le Mars Municipal Park is a 44.2-acre open space located in the northern portion of the city. The pond located at the center of the Municipal Park is a destination for fishing, sightseeing, and camping. Le Mars' Municipal Park hosts several amenities such as park shelter, bike trail, picnic shelters and tables, playground equipment, restrooms, tennis courts, volleyball, and pickleball.



Schafer Park

Schafer Park is an 8.8-acre neighborhood park located to the east of Schafer Avenue. Schafer Park is a horticultural park with several horticultural plants cultivated to enhance the aesthetics of the neighborhoods abutting the park. Some of the recreational amenities available at the Schafer Park include seats and walking trails.



Plymouth County Veterans Memorial Park

Located adjacent to the YMCA building, the Veterans Memorial Park is a 1.3-acre open space commemorating the service of all veterans; it represents all branches of service.

Willow Creek Campground

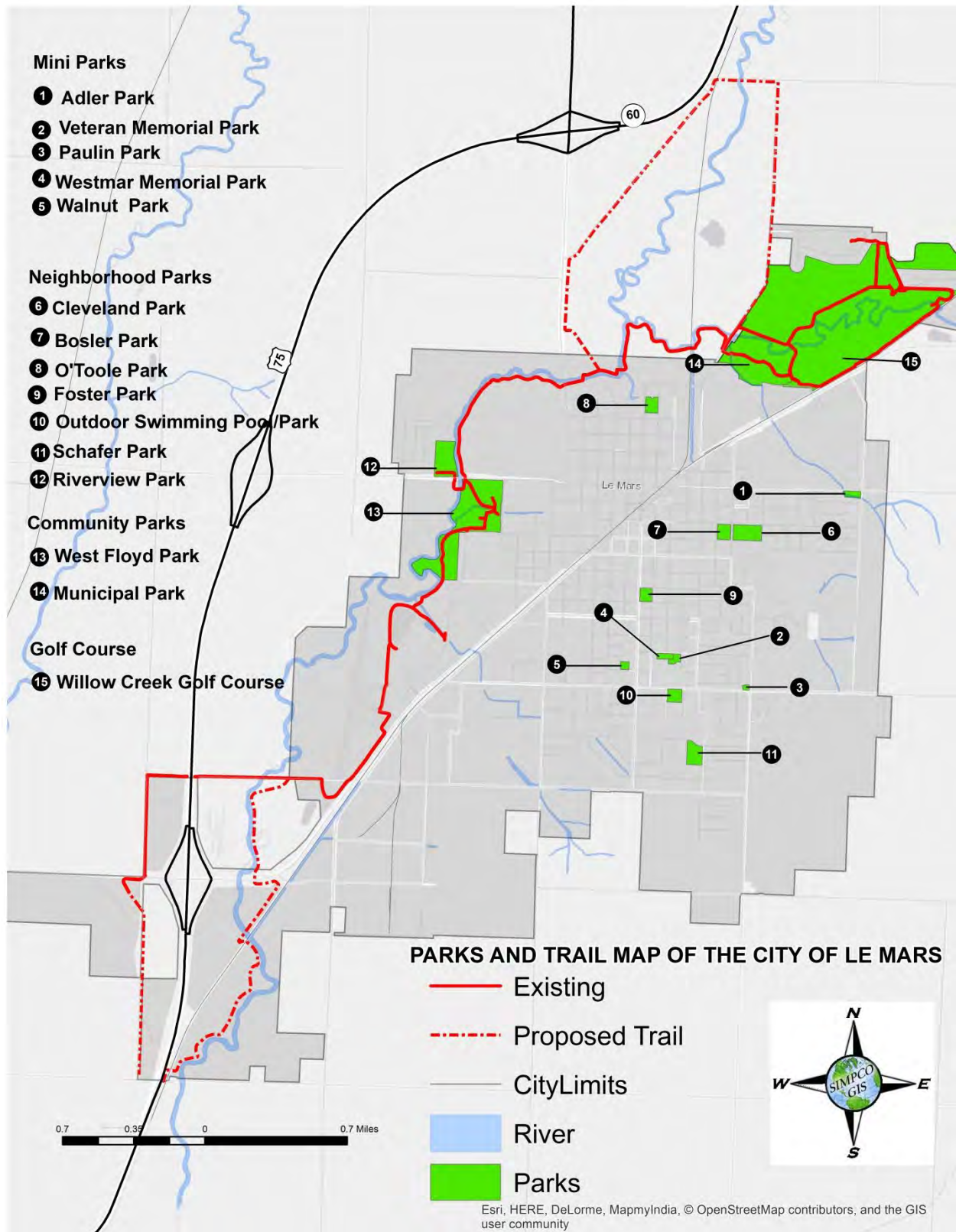
Willow Creek Campground is a 3.5-acre open space located adjacent to the North Pond. The campground currently offers 37 cement pads with water and electricity. The City recently added 25 new camp sites to the facility. Situated on the scenic Le Mars Municipal Park, campers have access to all the park facilities, which include sand volleyball, shelter house, swimming beach, and a 3.6-acre spring fed pond.

Foster Park

Foster Park is a 2.5-acre mini-park located in the central portion of the city. Central Avenue S. abuts Foster Park to the west; Sixth Street to the north; First Avenue SE to the east, and Seventh Street SE located to the south of the park. Foster Park hosts several amenities such as drinking fountains, gazebo, playground equipment and restrooms. The National Register of Historic Places on April 25th, 2008 recognized Foster Park and the surrounding neighborhood as a historic district. Some of the events held at Foster Park include Le Mars' Ice Cream Days Celebration, wedding ceremonies and others.



Le Mars Parks and Trail Map



Kingsley

City of Kingsley is located 9 miles north of U.S. Highway 20 on County 140 out of Menville. Kingsley has a population of 1,407. Kingsley has seen population growth since the last census and has experienced growth in small businesses. The City has an active Main Street and busy store fronts with all essential services including: banking, medical, grocery, pharmacy, school, pre-school, five churches, and nursing home. The City hosts active service groups including strong volunteer fire and ambulance crews. President Herbert Hoover's grandmother lived in Kingsley. The City of Kingsley has the following events and attractions.



Plymouth County Freedom Rock

Kingsley proudly hosts the Plymouth County Freedom Rock. The large rock is painted with a freedom theme mural and is on display at the Kingsley City Park.

Kingsley City Park and New Development

The City recently invested in new playground equipment at the City Park. Other new development in Kingsley includes a new housing development and a new ambulance shed.



Loring Aquatic & Fitness Center

The Loring Center features a pool and fitness center. Season Tickets and Swimming Lessons also.

Brookside Golf Course

The Brookside Golf Course is a 9-hole golf course located north of County 140 near Main Street.



Kingsley Events and Attractions

1. Easter Egg Hunt
2. Kingsley Days
3. Hometown Christmas
4. Trunk or Treat
5. Memorial Day Services
6. Golf Tournaments
7. Youth Baseball, Softball,
8. Football, Basketball, Soccer
9. Swimming Pool
10. City Park
11. Community Building
12. Ball Diamonds
13. Tennis Courts
14. Golf Course
15. All-Weather Track
16. Paved Walking Trail



Cherokee County Rural Identity

Cherokee County's rural identity can be defined by the following elements: Natural features, attractions, unique characteristics, events, tributes, art, monuments and culture. This section highlights the overall county features that illustrate the county rural identity. Two Hwy 20 tributary roads travel through Cherokee County providing distribution routes for businesses and scenic views of the county. River Road, a tributary of US Highway 20, affords views of the river and valley landscapes in Cherokee County.

Cherokee County Parks

Cherokee County and Cherokee County Conservation Board (CCCB) maintains several beautiful parks, attractions and nature preserves throughout the county listed below. The following rivers flow through Cherokee County: Little Sioux River, Maple River, and West Fork Little Sioux River. Rivers and valleys adorn the Cherokee County landscape and provide habitat for wildlife such as hawks, eagles, deer, fox, and several other species of wildflowers, trees, birds, fish and mammals. Iowa Wildlife Action Plan, Securing a Future for Fish and Wildlife, states a goal that Iowans will understand the relationships of land use, and its impacts on wildlife diversity and abundance (Iowa Department of Natural Resources, 2015). The Iowa Wildlife Action Plan highlights northeast Cherokee County as a 'high opportunity area for cooperative conservation action.' The collaborative calls for protection, enhancement, development and improvement of water and land habitats for wildlife. The following list of Cherokee County parks highlights the county's amenities.

Website: <https://www.mycountyparks.com/County/Cherokee.aspx>



Cherokee County Fair

Cherokee County's Annual Fair is the second week of July at the fairgrounds in Cherokee. Fair activities include: 4-H exhibits, commercial exhibits, petting zoo, pony rides, midway amusement rides, musicians, truck and tractor pull, kids day, artists, demolition derby, talent show, queen contest, comedy circus, rib cook-off, food vendors. For more information visit the fair website.

Website: <https://cherokeecountyfair.net>



Grand Meadow Heritage Days

Cherokee county communities host the Grand Meadow Heritage Days south of Marcus on County Rd L36. The event is held annually on the weekend after Labor Day. Visitors can enjoy discovering and remembering the life and times of early settlement times.



Grand Meadow Heritage Center

The Grand Meadow Heritage Center is a historical museum with a focus of the rural way of life with various activities scheduled throughout the year. The museum is located in an old elementary/high school building that was built in 1921. Over the years it has expanded to include other items of interest on the old school grounds. The museum is available for class field trips and is open by appointment.

Website: <http://grandmeadowheritage.com/>



PRCA Rodeo

County attractions include the Cherokee Professional Rodeo Cowboys Association (PRCA) Rodeo in Cherokee. Rodeo Headquarters are located at the Cherokee Chamber of Commerce in Cherokee. The three day event features top PRCA cowboys from across the country at the Cherokee County Fairgrounds.



**CHEROKEE
PRCA★RODEO**

Cherokee Regional Airport

The Cherokee Regional Airport offers opportunities for air shows and aviation training. The Cherokee Aviation Authority is made up of five board members.

<https://cherokeeiowa.net/airport>

Inkpaduta Canoe Trail

The Inkpaduta Canoe Trail on the Little Sioux runs from Spencer, in Clay County, Iowa, to Smithland, in southern Woodbury County. This span of river is approximately 134 miles in length. The Trail area is characterized by safe, convenient public access areas in each county. Martin Access in Cherokee County is one of those access areas.

Website: <https://www.mycountyparks.com/County/Cherokee/Park/Martin-Access/Activities.aspx>



Cherokee

City of Cherokee is the county seat located in the center of Cherokee County. The Little Sioux River flows through the city and creates a beautiful valley. Entering the city on River Road, a tributary of US Highway 20, affords views of the river and forest landscapes that are habitat for wildlife. The scenic drive to Cherokee is worth the time to enjoy the beautiful views and the many city amenities listed below.

Cherokee History

The story of human habitation in the Little Sioux River Valley began thousands of years ago. Archaeologists have established the existence of the Mill Creek Indian culture north of Cherokee in 1200 A.D. In the time of the early French traders, the river was important in the fur trade, and was a route of the Plains Indians to the pipestone quarries on Minnesota.



The area's geological history is just as fascinating. The three glacial advances of the western limit of the Wisconsin glacial period are marked at different points in the valley. A watchful eye may discover clues of the area's glacial past as several fossils, agates and other interesting rocks can be found along the sandbars within the river. The Little Sioux River winds through Cherokee County, making it one of the most scenic in western Iowa. The river and its tributaries have carved deep into the glacial till. Many high points afford a beautiful view, best of all is seen from the top of Pilot Rock, a huge boulder of red Sioux quartzite left by the last glaciations. On a hill south of Cherokee, the rock served as a guidepost and meeting place for Indians and white explorers and has given the Little Sioux the name of "Woven Rock River."

Website: <https://cherokeeiowa.net/history>

Cherokee Community Theatre and Symphony

In 1958, volunteers attended a meeting of the Iowa Community Theater Association in Des Moines, seeking advice in starting a community theater. More than 52 years later, Cherokee Community Theater still thrives, as an all-volunteer, self-supporting organization which produces high quality dramas, comedies and musicals year-round. Cherokee Symphony is an outstanding musical organization with forty-four years of tradition. The symphony plays three concerts per session.



Website: <http://www.cherokeect.org>

Cherokee Depot

The railroad was the key reason for the growth of Cherokee. The depot and entire railroad complex are listed in the National Register of Historic places. The Depot Renovation works to preserve the Illinois Central Railroad Depot located in Cherokee. The depot includes an HO scale model railroad and Northwest Iowa Railroad Museum. In the summer months, the depot is home to the Cherokee Area Farmer's Market.



Website: www.cherokeedepot.org

Cherokee Downtown

The City of Cherokee takes pride in their historic downtown with charming shops and well-maintained facades. American theatres provides movie showings on three screens on Main Street in Cherokee.



Cherokee Golf and Country Club

Golf enthusiasts won't want to miss this 9 Hole Golf Course with its challenging terrain. The Cherokee Golf and Country Club is home of the annual Sioux Valley Match Play Tournament, Iowa's oldest Match Play Tournament.

Address: 800 North 11th Street Phone: 712.225.4687



Cherokee Parks and Recreation

Cherokee's parks offer many opportunities for enjoyment for all residents and visitors. Koser Spring Lake Park, located near the Little Sioux River, contains over 40 camping spaces with electrical, water and sewer hookups, and nearby shower and restroom facilities. Circling the lake is a 1.1 mile asphalt walking/jogging trail. Directly across Hwy. 59 is Wescott Park, which contains ball diamonds, a shelter, concession stand and restroom facilities.



Bacon Aquatic Center

The Bacon Aquatic Center opened in June of 2007, after a hugely successful fundraising campaign. The aquatic center has a zero-entry pool with children's features including a sand play area and splash pad. It holds 293,000 gallons of water and contains a 23' high, 136' long open flume water slide, a 23' high, 82' long enclosed water slide and 12' high and 4' high diving boards.

Address: 625 West Bluff Street | Phone: 712.225.1130



Cherokee Jazz Festival

Every year in January, the Jazz & Blues Festival comes to town and showcases great music for our community and the surrounding area. Come see what it is all about and what Cherokee has to offer! Website: <http://cherokeejazzbluesfestival.com>



Sanford Museum and Planetarium

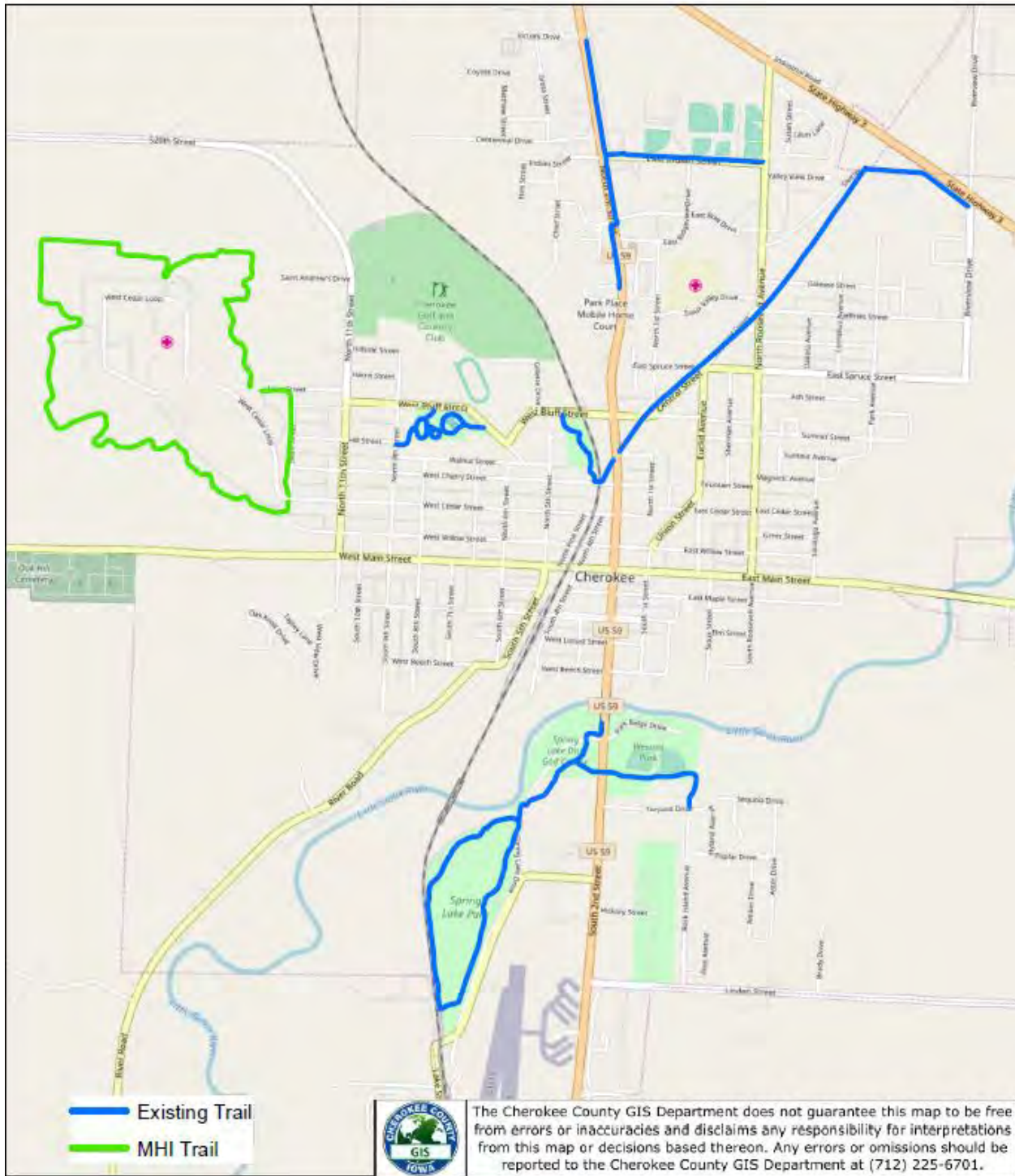
The Sanford Museum and Planetarium was the first accredited museum in the state of Iowa. The museum boasts a permanent collection as well as rotating displays on a variety of subjects including: archaeology, art, astronomy, geology, history, natural history, and paleontology. The museum association holds monthly programs. The planetarium was the first in Iowa and is truly a visit to the stars. Public planetarium programs are held every Wednesday and Sunday at 4:00 PM and are free to the public.

Website: www.sanfordmuseum.org



City of Cherokee

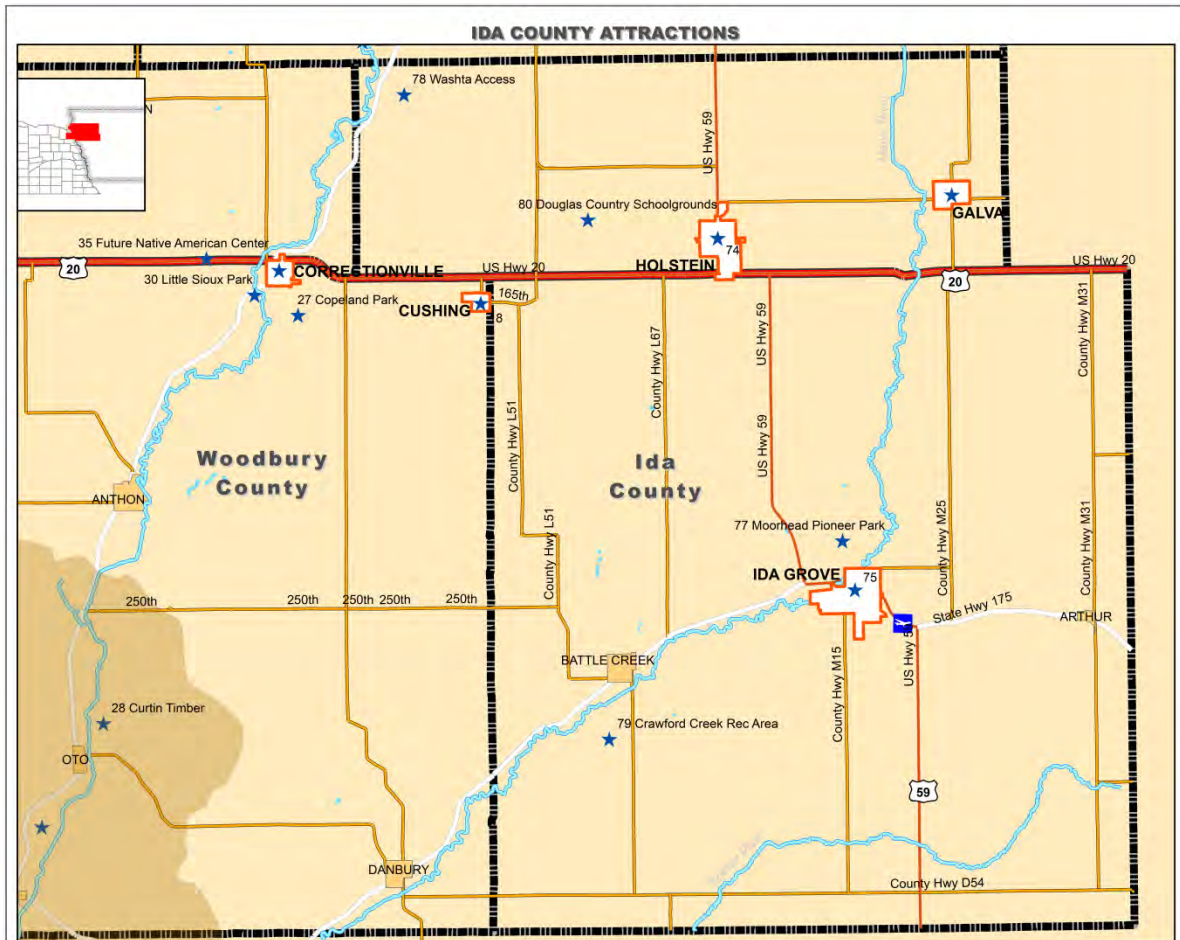
Trails System



Ida County Rural Identity

Highway 20 spans the length of Ida County and journey's through the county's rural areas and small towns. Ida County's rural identity can be defined by the following elements: Natural features, attractions, unique characteristics, events, tributes, art, monuments and culture. This section highlights the overall county features that illustrate the county rural identity followed by community identity of participating cities in Ida County including (from west to east): Holstein, Ida Grove, and Galva.

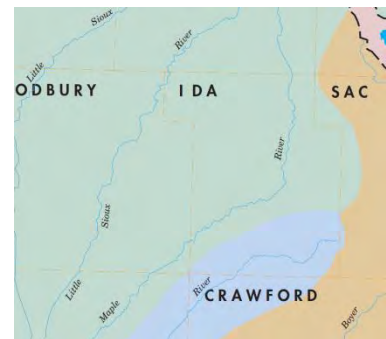
Website: <http://idacounty.org>



Maple and Soldier Rivers

The Maple and Soldier Rivers flow through Ida County. Maple River is part of the Little Sioux River watershed which spans the majority of Ida County. The Maple River flows through western Iowa and according to the U.S. Geological Survey, is 100 miles long. The Maple River generally flows southwest through Ida Grove, Battle Creek, Danbury, and Mapleton finally joining with the Little Sioux River near Turin. Much of the river has been channelized to mitigate flooding. The Soldier River watershed encompasses the southeast quarter of Ida County.

Drainage Basins Map: Iowa Department of Transportation



Ida County Parks

Ida County is nestled in the gently rolling hills of northwest Iowa. The relaxing atmosphere is sure to provide just what you're looking for.....a well-deserved break from your hectic lifestyle. Take time to check out the Ida County parks and find a world at your doorstep. Currently, the Ida County Conservation Board manages 5 parks, natural areas and historic sites encompassing 574 acres.

Website: <https://www.mycountyparks.com/COUNTY/Ida.aspx>

Moorehead Park - Ida County Conservation Center

This beautiful 258 acre park is located northwest of Ida Grove on Moorehead Lake. The park offers camping, biking, fishing, hiking, conservation center and kids zone, activities year-round and historic structures from settlement times including: Original, refurbished stagecoach inn, stagecoach barn, and Grant Center Schoolhouse. The Ida County Conservation Center is a nature center located in Moorehead Park. The center features a Kids Zone, outdoor classroom for environmental education programs, Bird Room and wildlife viewing area, large deck, and kitchenette.



The stagecoach inn, barn and schoolhouse are open every Sunday in the summer from 1:30 to 4:30 for tours or by appointment.

Website Moorehead Park: <https://www.mycountyparks.com/county/Ida/Park/Moorehead-Pioneer-Park.aspx>

Website Conservation Center: <https://www.mycountyparks.com/County/Ida/Park/Moorehead-Pioneer-Park/Facility/Ida-County-Conservation-Center.aspx>

Washta Access

The Washta Access is located 3 miles south of Washta on River Road, Hwy 31, a tributary of Highway 20. The access is a 52 Acre river access to the Little Sioux River that includes a concrete boat ramp, river fishing, stream fishing.



Crawford Creek Recreation Area

Crawford Creek Recreation Area is a modern 260 acre park located 3 miles south of Battle Creek, IA. Established in 1975, the park has become an oasis for those seeking a quick get away or a weekend retreat.



Website: <https://www.mycountyparks.com/county/Ida/Park/Crawford-Creek-Recreation-Area.aspx>

Douglas Country Schoolgrounds

The location of original Douglas Township country school is 7 miles west of Holstein and 3 miles north. The school was relocated to Holstein, but the site contains tallgrass prairie remnants.



Website: <https://www.mycountyparks.com/county/Ida/Park/Douglas-Country-Schoolgrounds.aspx>

Holstein

City of Holstein is located on Highway 20 and Highway 59 (Historic Highway 20). Holstein, Iowa is a friendly, clean, supportive town with a strong sense of community (Holstein Vision Statement, in part). The small town features attractions and traveler services for visitors described below.

Website: www.holsteiniowa.org <http://www.holsteinchamber.com>



Avenue of Flags

The City of Holstein facilitates the Avenue of Flags. Over 500 flags decorate the avenue located adjacent to the Lohff Schuman Memorial Community Center. Volunteers place the flags at the following holidays: Memorial Day, Kinderfest, 4th of July, Labor Day, and Veteran's Day (weather permitting).

Freedom Rock

The Ida County Freedom Rock was dedicated and placed in front of the Holstein senior living facility. An artist was commissioned to paint the veteran's honorary mural on Holstein's Freedom Rock and commemorated in summer 2017.



Rosemary Clausen Center for Performing Arts

The Rosemary Clausen Center for Performing Arts opened its doors in September 2010. It is a facility that hosts nationally known performers as well as Galva-Holstein school performances and community events. As a non-profit community-based organization, the Rosemary Clausen Center for Performing Arts relies on operating income and gifts from individuals and businesses who recognize the important role Rosemary Clausen Center plays in the cultural and social life of Galva-Holstein community and the opportunities for students in the local school system.

Website: <http://rosemaryclausencenter.com>



Holstein Country Club

Holstein Country Club is located on 400 Kofmehl Dr. The country club was opened in 1969. The country club offers terrific views and challenging play for golfers at every skill level. Well-groomed fairways and greens keep Holstein Country Club difficult yet friendly, and the staff can offer tips and tricks for playing your best round. The 9-hole Holstein's course features all the hallmarks of Iowa golf. The country club also has meeting space available for rental upon reservation.



Holstein Douglas Center

The Douglas Township school house was established in rural Holstein in 1884 and moved into Holstein's downtown in 2001. The Center is now used as a museum and holds historic artifacts from the Holstein area. The Douglas Center is located on the Historic Highway 20 Route.

Holstein City Pool

Holstein City pool is a seasonal recreation site for Holstein residents. The community swimming pool has been a central feature in Holstein's attractions since its construction in 1939. The large outdoor pool promotes recreational and social opportunities for all ages and levels of swimming ability. Through a long affiliation with the Red Cross, the pool offers all levels of the Learn to Swim program, as well as classes for Lifeguard and Water Safety Instructor (WSI) certification that draws swimming enthusiasts from around the region.



Lohff Schuman Memorial Community Center

The Lohff Schuman Memorial Community Center is located at 301 Lohff-Schumann Dr. in Holstein, Iowa. Opened in 1997, the Lohff Schuman Memorial Community Center celebrated its 20th Anniversary with a summer commemorative celebration in 2017. The community center has meeting spaces that are usually rented for meetings and other events. It also has a fitness center stocked with equipment for physical exercises. The Community Center facilitates the following programs and activities.

Holstein State Theatre

The first theater in the City of Holstein was built in 1914 and was rebuilt as a curved Quonset after World War II, opening in September 1948. Holstein Development Authority currently owns the State Theater. Holstein's theater remains one of the ten surviving theaters of its style in the country. The theater has been renovated and converted to a digital cinema and run by volunteers, showing current and classic films.



www.holsteinstatetheatre.com

Holstein Taxi

The City of Holstein is one of the rare few communities in Iowa to offer a taxi service. The Taxi prides itself in offering multiple services as well as driving for a wide range of individuals. The Taxi drives for many individuals that no longer drive and makes it possible for them to keep their independence. They can make multiple stops like hair appointments, groceries, clinic, chiropractor, or any other business or residence in town. The taxi also drives school-age children from home/daycare to school, extra school activities, summer activities (such as swim lessons, VBS, dance, etc.) or other places while the parents are working. Extra services offered include running errands for customers such as delivering groceries, picking up mail, banking or library needs, etc. The highlight of the Taxi Service is a peace of mind for the community knowing they have options to make their lives easier at a very nominal fee. The Taxi is available Monday through Friday from 8:00 a.m. to 5:00 pm. It drives any place within the city limits.

Stubbs Memorial Library

Holstein's Public Library began in 1948. The mission of Stubbs Memorial Library is to "provide equal access to information and ideas to each citizen in the City of Holstein."



Holstein City Park

The Holstein City Park is nestled in between the following streets: E Harrison St., S. Lubeck St., S. Altona St. and E. Park St. The recreational facilities available at the city parks include: playground equipment, benches, picnic tables, tennis court, shelter, and sidewalks.



Holstein Farmer's Market

The Holstein Chamber hosts a Farmers Market that runs June through October at the City Park, 4 – 6 PM on Tuesdays. The market features local fresh produce and crafts, live entertainment, grab & go food vendors, and prize giveaways.



Holstein Parks and Trails

The following maps show Holstein parks and trails. Holstein maintains several existing sidewalks and trails. The City continues to propose and develop the active transportation network including the proposed northeast trail. The existing paved trail depicted in the trail map traverses around Galva-Holstein High School and ends at S. Kiel St. The proposed 0.707 mile trail will connect the existing trail to VT Industries. The proposed project when complete will increase the available trail in Holstein from 1.7mil to 2.4mil. The available off-street trails provide an opportunity for recreation and an active life style for Holstein residents and visitors.



Ida Grove

City of Ida Grove is located south of Highway 20 on Highway 59. The City is vibrant with attractions including castle themed buildings, pleasant valley trail, and the beautiful Maple River valley. The City holds annual events and maintains well-kept parks and attractions described below.



Art in the Vineyard



This event is held in Ida Grove on the final Sunday of July at the local Old Town Vineyard and Winery. Artists from the area and outside the City of Ida Grove exhibit and sell their work. Wine, music and special treats are available for people to enjoy, relax and have fun. Other events organized at the Old Town Vineyard and Winery include Bluegrass and Gumbo.

Ida Area Farmers' Market

Ida Area Farmers' Market is a community organized market operating under the authority of Ida Grove Community Partners and the City of Ida Grove. The farmers' market is held on every Thursday (4:30 to 6:00 pm) from June to September in downtown Ida Grove. Some of the produce sold at the Ida Area Farmers' Market include artisan chocolates,



baked goods, eggs, honey, handmade soaps, lotions, and shampoos, jewelry and home decor, fresh flowers, wine, organic meats and vegetables, knitted items, painted wine glasses, honey lemonade, and stone creations. Customers who purchase items from the market are given a coupon for discounts at several area businesses and a chance to win a basket of items put together by the vendors. Ida Area Farmers' Market is a certified market, accepting Women, Infants, and Children (WIC) and Senior Farmers' Market Nutrition Program (SFMNP) coupons.

Ida Grove City Park – Log Cabin House

The city park is located on Washington Avenue, south of Highways 59 and 175. The park has new playground equipment, electrical hookups, water facilities, restrooms, grills, picnic tables and dump station (Camping permits are required from the City Hall). Some of the events organized at Ida Grove City park include Wednesday Night Neighborhood Grilling and June Heritage Day's Weekend celebration.

The Log Cabin House was built in 1901 by Old Settler's Association in City Park. The house served as an annual meeting room during the 1900s. Log Cabin House is currently located between Washington Street and Moorehead Avenue.



Ida Grove Golf and Country Club

Ida Grove Golf and Country Club is a semi-private course. The facility is on E 2nd St and abutted by U.S. Highway 59. The Ida Grove Golf Course was designed by Harold W. Glissmann and opened in 1974. The course is over 1.8 miles in length and has a slop of 113. The facility has a nine-hole regulation length course and cart for rental.



Moorehead House Museum

The Moorehead House Museum was constructed in 1883 by the sons of one of the first settlers of the City of Ida Grove. It is located on Moorehead St. The Moorehead House was turned over to Ida County Historical Society in 1982 with the stipulation that it would be restored in the form of a museum. Ida County Historical Society uses local donations and grants to preserve and maintain the Moorehead House Museum. The museum is open two days a week in the summer and by special appointment at other times. The museum presents a real-life tour of the late 19th century American culture.



Stage Coach Inn and Barn

John Moorehead built the Stage Coach Inn and Barn in 1856. The house served as a post office, school, church, store, court, hospital, stagecoach stop and inn for the community of Ida Grove. In the 1880s, the Stagecoach Inn was an important depot on the Sioux City stagecoach route. The restored Stagecoach inn features a wide variety of antiques and memorabilia from the era, as well as a fascinating repertoire of wild west tales. The house currently serves as a tourist destination in the City of Ida Grove.



C & NW Railway Deport

The Chicago-Northwest Railway Deport originally was located within the city limit of Ida Grove. The deport was moved to Moorehead Pioneer Park in 1975. The building currently serves as a shelter for park visitors and available for rent for parties and other occasions.



Ida Grove Skate Palace

The City of Ida Grove manages and maintains a skate palace, located on Oak Grove Dr. adjacent Cobb Memorial Park. The facility has a skating arena, and concession stands. Ida Grove Skate Palace opens during the fall and winter months. The facility also has rooms that could be rented for all types of events.



Ida Grove Recreational Center

The Ida Grove Recreational Center is a service-oriented organization dedicated to meeting the wellness and recreation needs of the residents of Ida Grove, and surrounding communities. The recreation center was opened in December 2003, funded by the generous donations of individuals and businesses from the local community. The city now owned and operates the facility. The facility hosts a myriad of equipment; this includes weight room with cardio equipment and interactive golf simulator. The available fitness room in the facility includes a gymnasium with a walking track; an aerobics room; and a community room available for rent. Other facilities available in the city's recreation center include a racquetball court; an indoor and outdoor swimming pool (outdoor pool is open summers only); a hot tub; sauna; children's pool; and a children's playroom.



Ida Grove Public Library

The Ida Grove Public Library is located in a beautiful brick building on 2nd St. Library services include book and video collections, computers and programs for all ages. In 2008 additional room was added to serve as a children's library. The 1,800 square foot addition provides a place just for kids, including a computer area, arts, and crafts area, performance stage, and a trolley.



Website: <https://www.idagrove.lib.ia.us/>

King Theatre

The City of Ida Grove has made considerable efforts in remodeling and updating the King Theater to modern standards. The theater was built in 1914. The City Council of Ida Grove purchased the King Theatre and established an 11- member board responsible for preserving and operating the Ida Grove's historic King Theatre. The City of Ida Grove has received monetary support from community members and agencies and is currently continuing renovation efforts.



Ida Grove Badger Creek Park

Badger Creek Park is located on the south end of Ida Grove at the intersection of South Main Street and Valley View Drive on the east side. The City of Ida Grove operates and maintains Badger Creek Park. The park has playground equipment, a basketball court, and a hydrant.



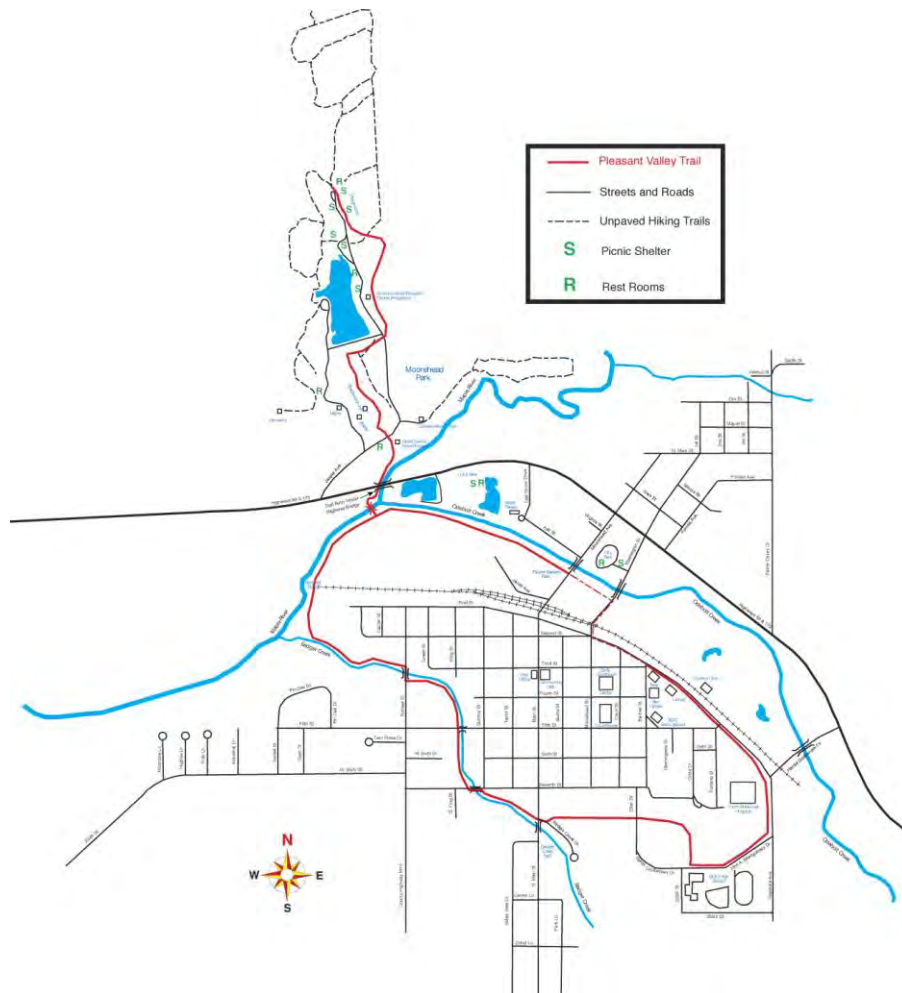
Ida Grove Cobb Memorial Park

Cobb Memorial Park is located on the west side of Ida Grove, on Highways 59 and 175. The American Legion maintains and operates the park. The amenities available at Cobb Memorial Park include electrical hookups, hydrants, modern restrooms, shower facilities, picnic tables, play equipment, a baseball diamond, a large shelter house and a dump station. Cobb Memorial Park abutts a small lake which features hand-fed ducks, swans, and Canadian geese.



Ida Grove Trails

The Pleasant Valley Trail is a four mile walking/bicycling trail that surrounds the town with many entrance points shown in the map below. The entire Ida Grove trail system is 6.2 miles... or a 10K for those runners out there. The trail passes through or near most parks in the area, and runs near the schools, Ida Grove Community Rec Center, the nine-hole Ida Grove Golf and Country Club, and the outdoor swimming pool. A pedestrian bridge invites walkers, cyclists and roller-bladers to enter Ida County's Moorehead Park which features Ida Grove's historic buildings. The trail travels through a wooded area, by the Ida County Conservation Center, and into a county park, complete with playground equipment and dirt trails for the really adventurous.



Galva

City of Galva is located just north of Highway 20 on County Highway M21. Galva offers the best of agricultural and small town living with friendly neighbors and well-kept neighborhoods. The small city has a golf course, park, trails, public library, restaurant, churches, and social clubs. The city hosts an annual Christmas celebration and summer car show. Visitors can marvel at the Veteran's Memorial Wall on the Legion building or visit one of the attractions below.

Website: <http://galvaiowa.com>



Galva Golf Course and Area Attractions

There is a 4 hole par 3 golf course located within the town of Galva. In addition, nine golf courses are within one-half hour drive of the town. Several public swimming pools are available in the area. Two country clubs are located within one-half hour drive of Galva. In addition, local rivers and lakes offer an excellent opportunity not only for swimming but for motor boating, water skiing and fishing.



Galva Park

Galva public park offers a fully functioning shelter house including RV hook up. A play area for children is available in the park. The park features all the new and freshly painted equipment. The walking trail around the school has been a great asset.



Basketball and Tennis

Basketball and tennis courts are available. An additional 10 public tennis courts are available within one-half hour drive of Galva.



Softball – Baseball Fields

Galva has a great many enthusiasts of these two sports. Starting in kindergarten, any youngster who wishes to participate can play in the summer ball program. Available for the “older kids,” who never outgrow their love of the sport, is a local co-ed league which plays throughout the summer months.

Hunting and Area Museums

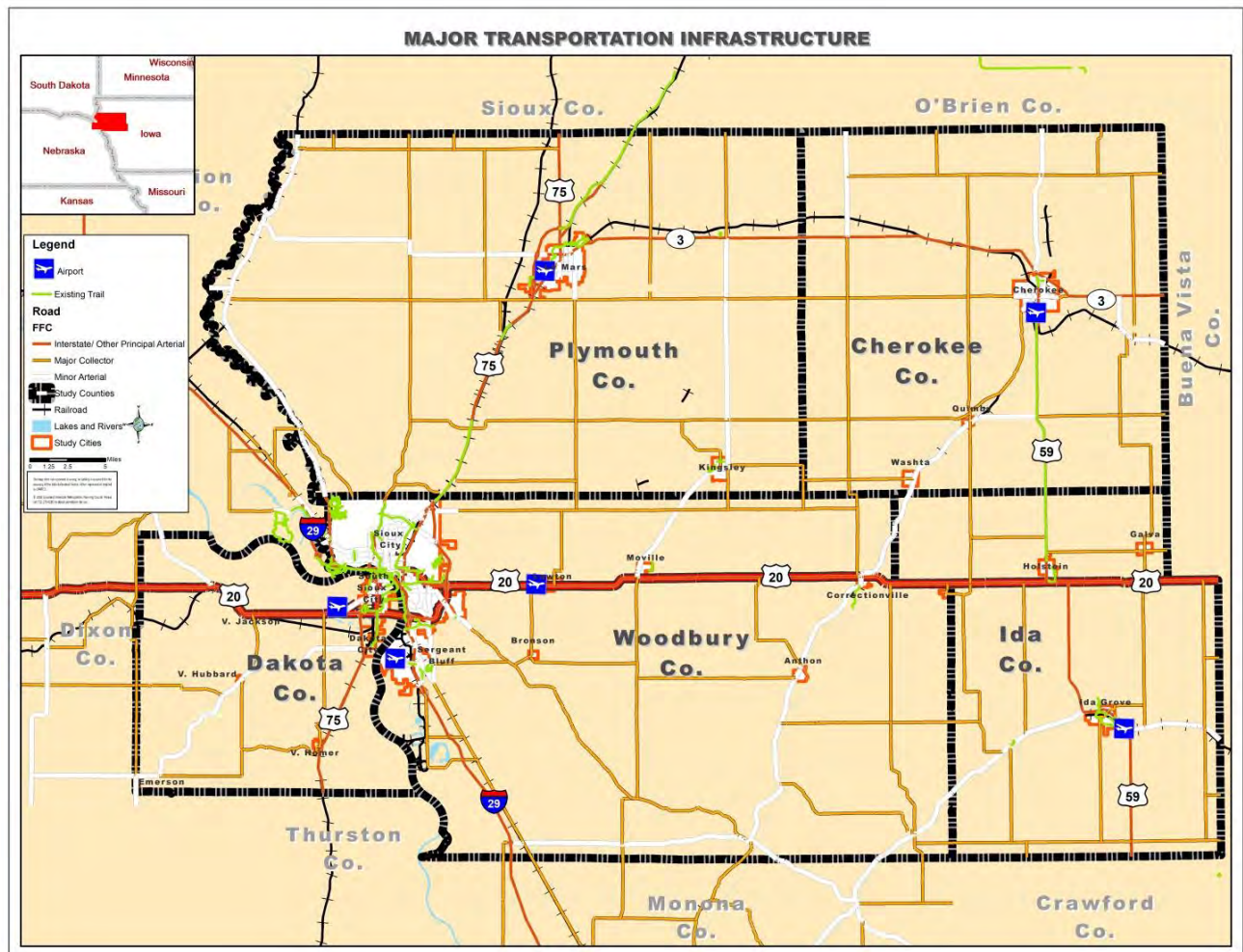
One of Ida County's major attractions is hunting. Pheasant hunting begins in November as do several split seasons of deer hunting. There are bed and breakfasts in the area catering especially to hunters. The Battle Creek Museum of Natural History, located in nearby Battle Creek, offers the visitor a realistic look at Ida County living in the early 1900's. Moorehead Park in Ida Grove offers a country school and railroad depot that provide interesting historical excursions to all.

Transportation and Utilities

Transportation and utilities are critical infrastructures for economic growth. Transportation infrastructure aids the movement of goods and people from one place to another. A reliable and well-maintained transportation infrastructure has the potential to spur economic growth and development. This section provides information on transportation modes, means of commuting and commuting time to work and an inventory of existing transportation infrastructure and essential utilities for each of the county involved in the study.

Transportation Infrastructure

The transportation infrastructure for each of the county is illustrated on the map below. Major transportation modes featured include Roads, railway, trails, airports, and waterways.



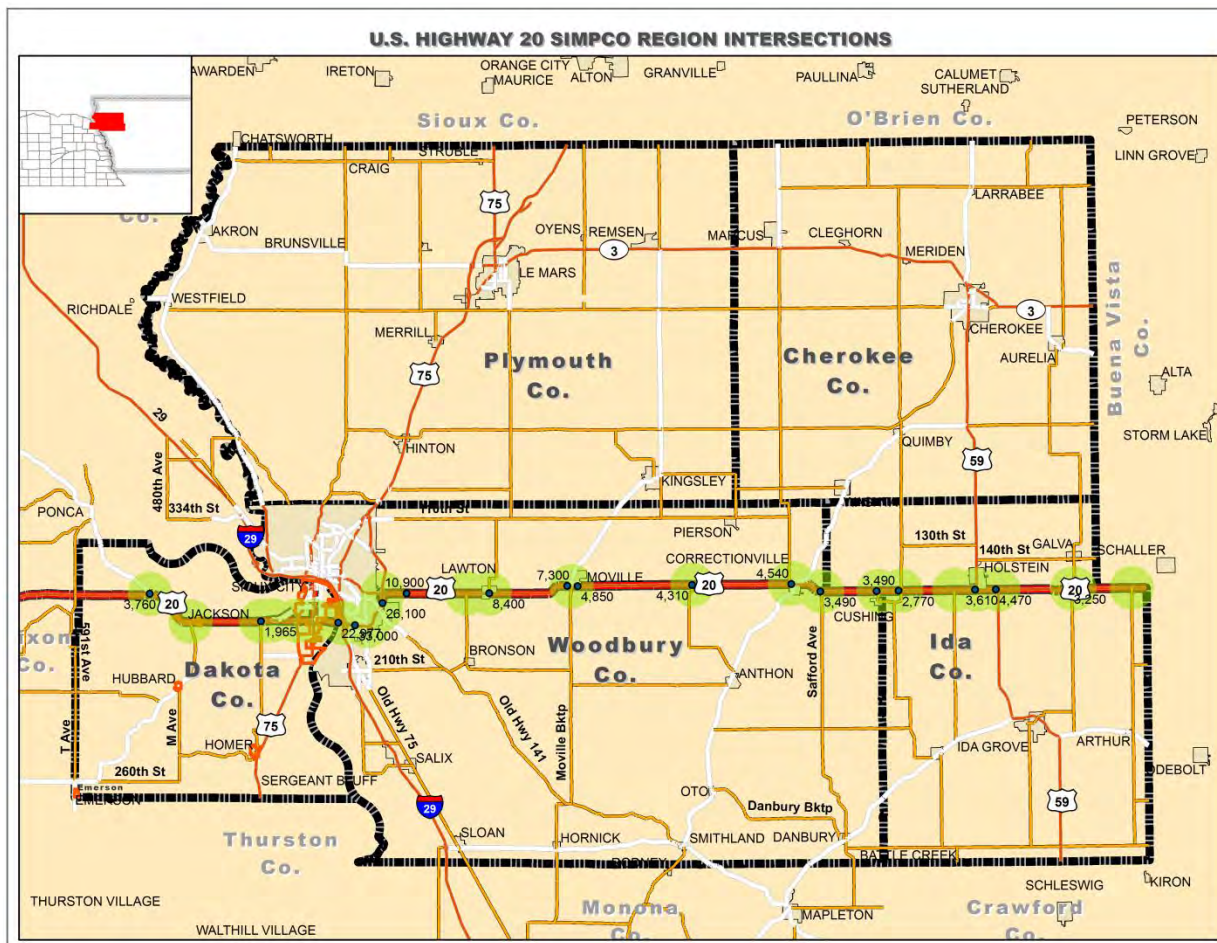
Source: Siouxland Interstate Metropolitan Planning Council (SIMPCO), 2018

Road Network

This section presents information on the major road networks in the study area. U.S. Highway 20 through the region is highlighted below as well as the comparison of Annual Average Daily Traffic (AADT) and Vehicle Miles Traveled (VMT) for each of the study counties.

SIMPCO Region U.S. Highway 20 Road Network

U.S. Highway 20 extends 3,365 miles from coast-to-coast across the nation. The approximate length of U.S. Highway 20 through the SIMPCO region is 70.7 miles. U.S. Highway 20 through Woodbury and Ida Counties experienced conversion from two-lane to four-lane construction with completion in November of 2018. The map below shows the twenty-four Highway 20 intersections with major roads in the region including Interstates, Principal Arterials, Major Collectors, and Minor Arterials. Each connecting road network is further described below under the corresponding study county. One stop exists from Sioux City to the eastern Ida County border; allowing motorists over 60 miles of continuous east-west highway travel through the region. Nebraska 2017 AADT was gathered from Nebraska Department of Transportation and Iowa 2015 AADT from Iowa Department of Transportation. A suggested future economic development impact study may include review of changes in AADT and related increases in wages and jobs in the region.



Cherokee County Road Network

Cherokee County is located 5.95 miles north of U.S Highway 20. U.S Highway 59 and State Highway 3 are the major road systems for moving goods and people from and into Cherokee County. U.S Highway 59 runs from north to south of Cherokee County and links U.S Highway 20, connecting Cherokee County's residents to other cities within and outside the State of Iowa. State Highway 3 runs from east to west of the county and intersect with U.S Highway 59 north of Cherokee City. Other State Highway in Cherokee County includes State Highways 31, 7, and 143. Cities also maintain well-connected road networks that provide residents with access to the major roads within the county.

Dakota County Road Network

U.S Highways 20 and 75; Interstate 129; State Highway 12 and 35 are the major roads in Dakota County, connecting the county to cities within and outside the region. U.S Highway 20 runs from east to west of the county. U.S Highway 75 runs from north to south, parallel to Interstate 29. State Highway 35 connects South Sioux City and Dakota City to Hubbard, Emerson and other cities within and outside the State of Nebraska. In addition to the major road network in the county, cities and villages maintain the local road system. The local road network within the cities and villages in the county enable residents to access and enjoy facilities and services thereby encouraging economic growth.

Ida County Road Network

U.S Highways 20 and 59; and State Highway 175 are the major road network in Ida County. U.S Highway 20 runs from east to west at the northern portion of Ida County connecting the county to cities within and outside the State of Iowa. U.S Highways 59 and 20 intersect at the southern portion of the City of Holstein. Whereas U.S Highway 59 and State Highway 175 intersect at the northwestern portion of the City of Ida Grove. U.S Highway 59 connects the City of Ida Grove and Holstein whereas State Highway 175 connects Arthur, Ida Grove, and Battle Creek. Cities also maintain well-connected road networks that provide residents with access to the major roads within the county.

Plymouth County Road Network

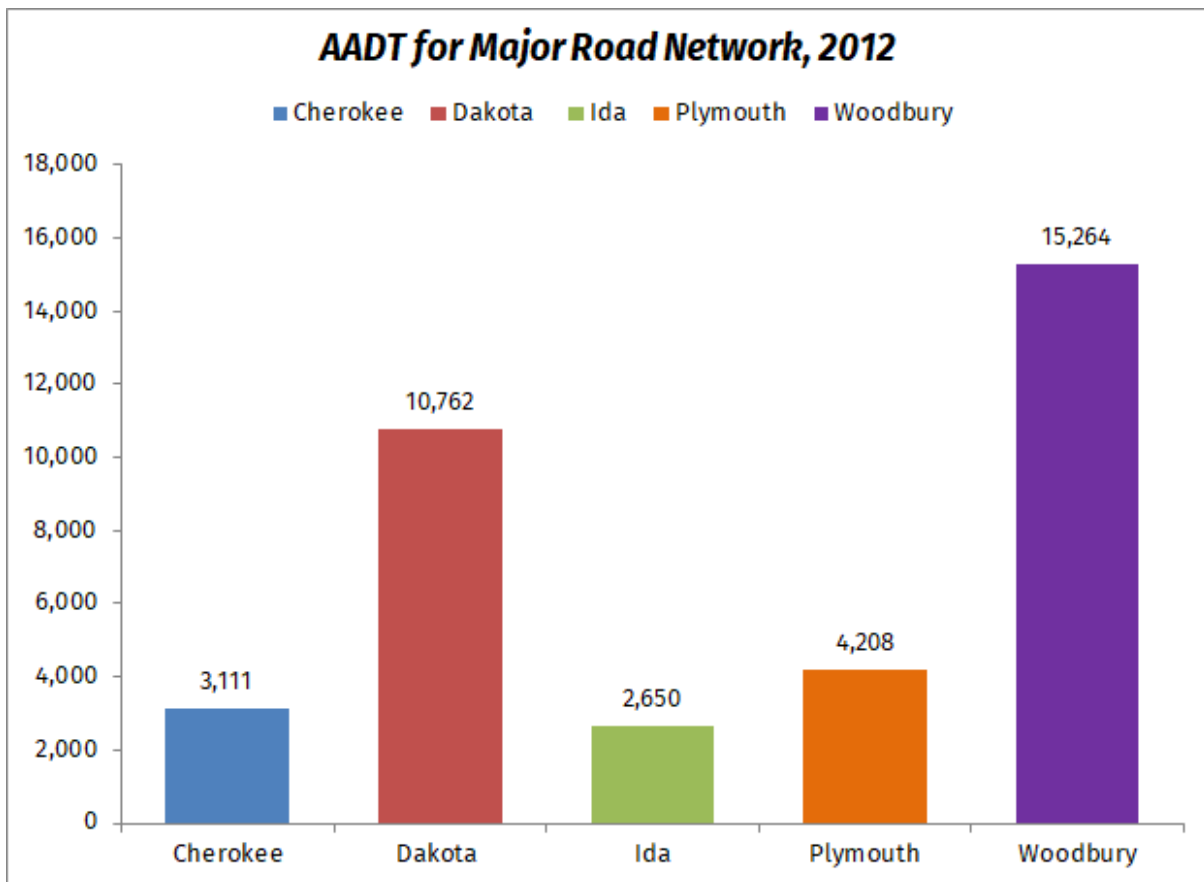
Plymouth County is 5.95 miles away from U.S Highway 20. U.S Highway, 75 and State Highways 3, 60 and 140 are the major road networks in Plymouth County. U.S Highway 75 intersects with State Highway 3 at the western portion of the City of Le Mars and connects State Highway 60. U.S. Highway 75 links the city of Hinton, Merrill, and Le Mars and connects the county to Sioux City and other cities within and outside the State of Iowa. State Highway 3 connects cities such as Remsen, Le Mars, Brunsville, and Ruble.

Woodbury County Road Network

U.S Highway 20 runs from east to west and connects Interstate 29 and U.S Highway 77/75 in Sioux City. Some of the cities in Woodbury County connected by U.S Highway 20 include Sioux City, Lawton, Merville, Correctionville, and Cushing. Other major road networks in Woodbury County include U.S Highway 75, Intestates 29, 129 and State Highways 12, 31, 140, and 141. Interstate 29 runs from north to south at the western portion of the county connecting Sioux City, Sergeant Bluff, Salix, Sloan and other communities within and outside the State of Iowa. Interstate 129 connects the county to Nebraska and intersect with Interstate 29 in Sioux City.

Comparison of AADT for Major Road Network

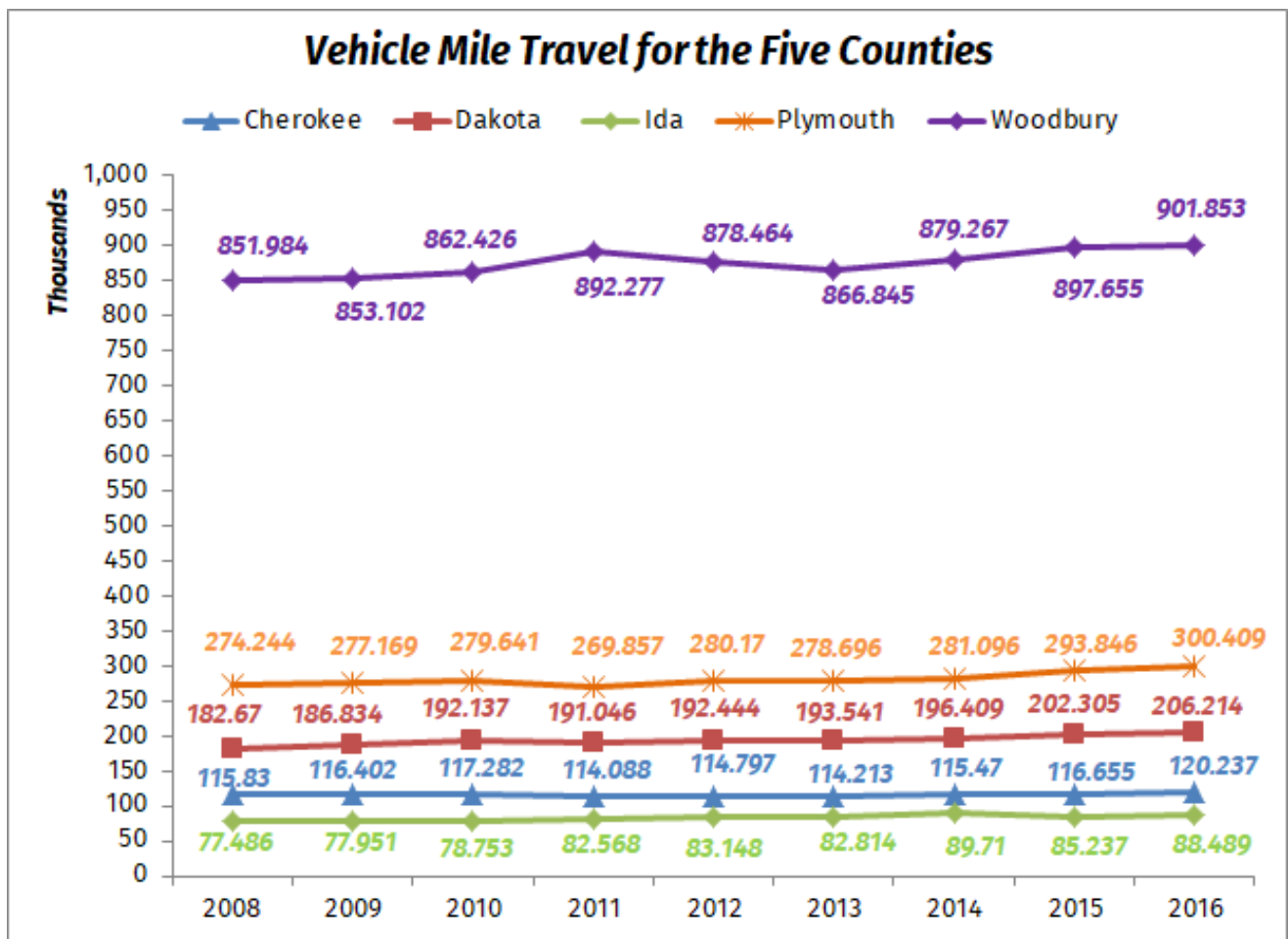
The chart below compares the Annual Average Daily Traffic (AADT) for the major road network in each of the five counties. The AADT for the major road network in Woodbury County in 2012 was higher than all the other counties – this can be attributed to the fact that Woodbury County has the longest major road network in the region. Though the length of major road network in Plymouth County is longer (136.5) when compared to Dakota County (77.7), the AADT for major road network in Dakota County was higher when compared to that of Plymouth County. This could be attributed to the proximity of Dakota County to the metro area.



Source: Federal Highway Administration

Comparison of Vehicle Mile Travel (VMT) for the five Counties

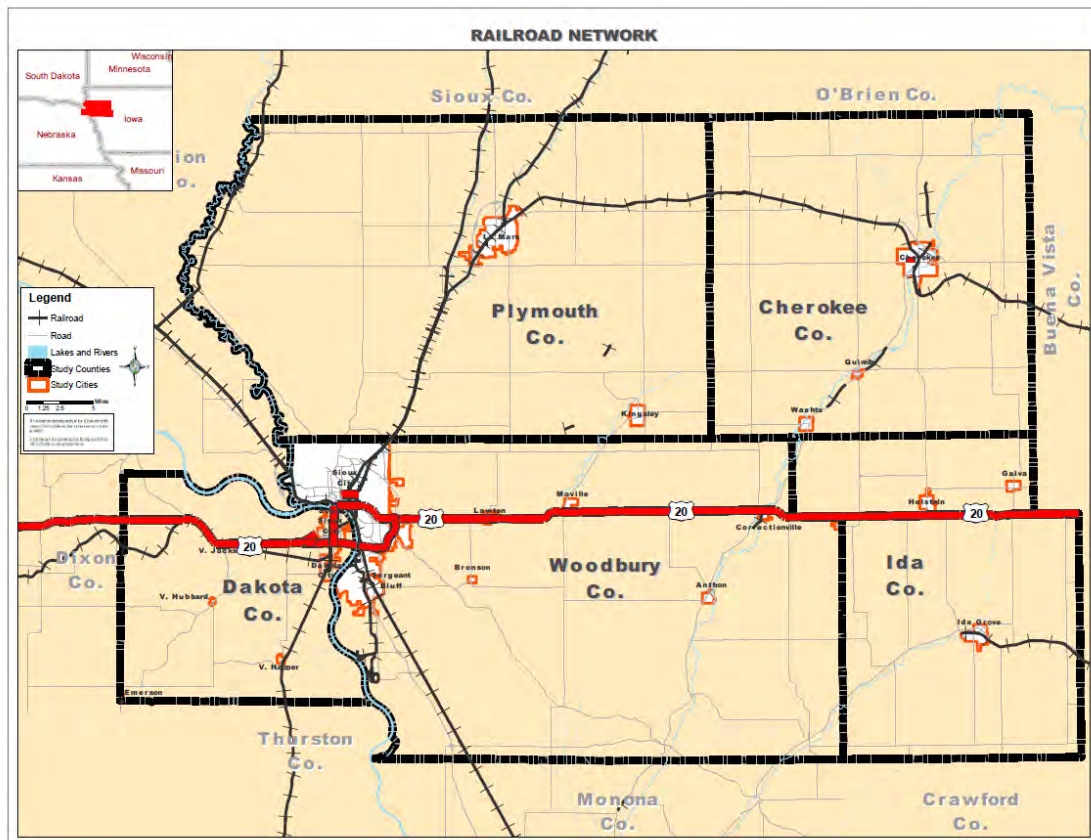
The chart below compares the vehicle mile travel for each of the five counties. Woodbury County has the highest VMT in the region followed by Plymouth, Dakota, Cherokee and Ida County recording the least VMT in the region from 2008 to 2016. The VMT for each of the five counties has increased steadily from 2008 to 2016. From 2008 to 2016, the VMT in Ida County increased by 14.2 percent – this is higher when compared to the other counties. The VMT in Cherokee, Dakota, Plymouth and Woodbury County increased by an average of 8 percent between 2008 and 2016. This trend partially indicates that a lot more people are traveling to enjoy facilities within the region; this trend has the potential to stimulate economic growth in the region. As traffic volume is expected to continue to increase in the foreseeable future, County’s VMT will also continue to rise.



Source: Iowa DOT and Nebraska DOT

Railroad Network

Rail serves a long-distance mode of transportation, connecting each county to key markets both in and out of the State of Iowa and Nebraska via both intermodal container and carload shipping. The railroad plays an important role in the economy of the various counties, supporting both the agricultural, manufacturing and other industries. The subsequent section presents a short profile of the railway companies serving the various counties within the study area.



Canadian National Railway Co.

Canadian National Railway Co. (CN) serves Cherokee, Ida, Plymouth, and Woodbury County. In Cherokee County, the railroad runs from east to west, passing through the City of Cherokee and connecting the City of Le Mars, and ending at Sioux City on Floyd Blvd. Ida Grove is the only city in Ida County connected by a railway. The railway in Ida County starts from Ida Grove and connects Wall Lake in Sac County. CN is a publicly traded Montreal, Quebec (Canada) based Class I railroad with a network of approximately 20,500 miles in the U.S. and Canada, of which approximately 605 miles is in Iowa. CN operates in Iowa through its subsidiaries including Chicago Central and Pacific Railroad (CC&P) and Cedar River Railroad (CEDR). Some of the commodities transported by CN include chemical and allied products, food and kindred products, farm products, coal, transportation machinery, nonmetallic minerals and others.



Burlington Northern Santa Fe (BNSF)



Burlington Northern Santa Fe (BNSF) railroad serves Dakota, Plymouth, and Woodbury County. The railroad runs from north to south of Plymouth County, passing through Le Mars and connecting Sioux City and Dakota County. The railroad in Dakota County connects west to central Nebraska, northeast to Sioux City and south to the Omaha/Council Bluffs area. BNSF Class 1 railroad company has a network of approximately 32,500 miles in the U.S and

Canada, of which approximately 1,631 miles is in the State of Nebraska and another 631 miles in the State of Iowa. The primary originating traffic in the area consists of grain which is shipped in many cases to barge trainload terminals, particularly on the Mississippi River or to food processing concerns. Grain products like ethanol, which is shipped to national markets, also represent a growing commodity. Destination traffic includes coal, dairy farm products, edible oils, industrial chemicals, aggregate materials and general merchandise.

Union Pacific Railroad

Union Pacific Railroad (UP) serves Plymouth and Woodbury County. UP railroad tracks run from northeastern to the southwestern portion of Plymouth County and connect Sioux City, Salix, and Sloan in Woodbury County. UP is a wholly owned subsidiary of the Union Pacific Corporation and a publicly traded Omaha, Nebraska-based Class I railroad with a network of approximately 32,000 miles in 23 states. UP owns 1,291 miles in Iowa, which represents one-third of the total Iowa rail network and the largest single ownership of railroad tracks in Iowa. Some of the commodities transported by UP include chemical and allied products, food and kindred products, farm products, coal, transportation machinery, nonmetallic minerals and others.



Active Transportation

Active transportation focuses on pedestrians and bicyclists rather than vehicles. Transportation modes such as walking and biking are recognized as a form of recreational activity. A well-maintained sidewalk and trail system promotes active living through walking and biking. Additional information on the existing trail system within each of the counties can be obtained from SIMPCO MPO and SRTPA Long Range Transportation Plans at: <http://simpco.org/divisions/transportation-planning/long-range-transportation-plans-lrtp/>

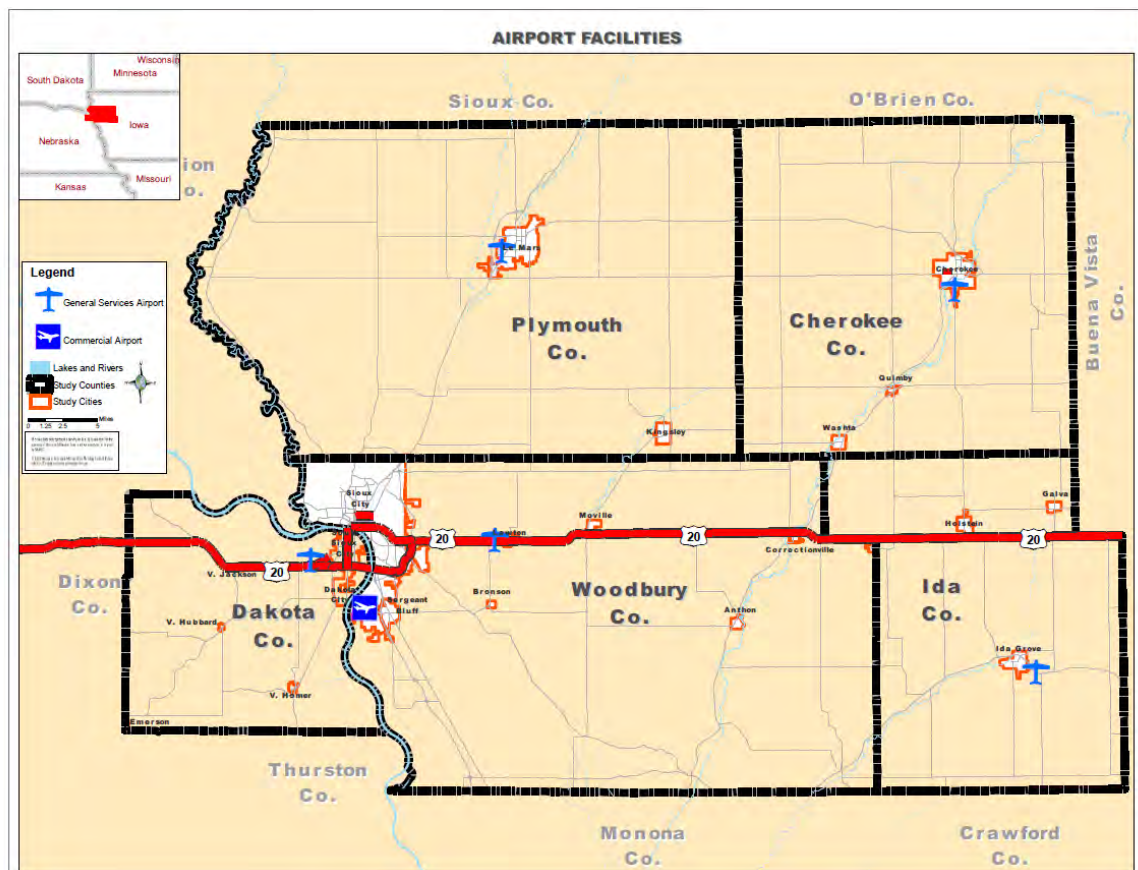
Transit System

Siouxland Regional Transit System (SRTS) provides public transportation service to the rural part of Cherokee, Ida, Plymouth, Woodbury County. SRTS offers a service with direct pick-up and specific-destination delivery on clean and ADA accessible buses complete with seat belts. SRTS service can be used for medical appointments, shopping, school, and work. SRTS recommends that residents schedule their need for transit services 24-hour advance.

Sioux City Transit System (SCTS) serves the Metropolitan Planning Organization (MPO) area including Sioux City, Sergeant Bluff, and South Sioux City. SCTS bus system currently has 450 bus stops along ten fixed routes and 36 bus shelters.

Airports

The presence of reliable and vibrant airports is necessary to spur economic growth. Airports purchase goods and services and undertake capital improvement projects, broadening the impact they have on both statewide and local economies. According to the 2009 Iowa Economic Impact of Aviation report, the value of economic activities generated by airports in the region was more than \$220 million in 2009. Some of the airports within this region include Sioux Gateway, Cherokee Municipal Airport, Le Mars Municipal Airport, Ida Grove Municipal Airport, Martin Field and Lawton Airports. Other airports in proximity to the region include Eppley Airfield – Omaha; Lincoln Airport; Des Moines International Airport; and Minneapolis-Saint Paul International Airport.

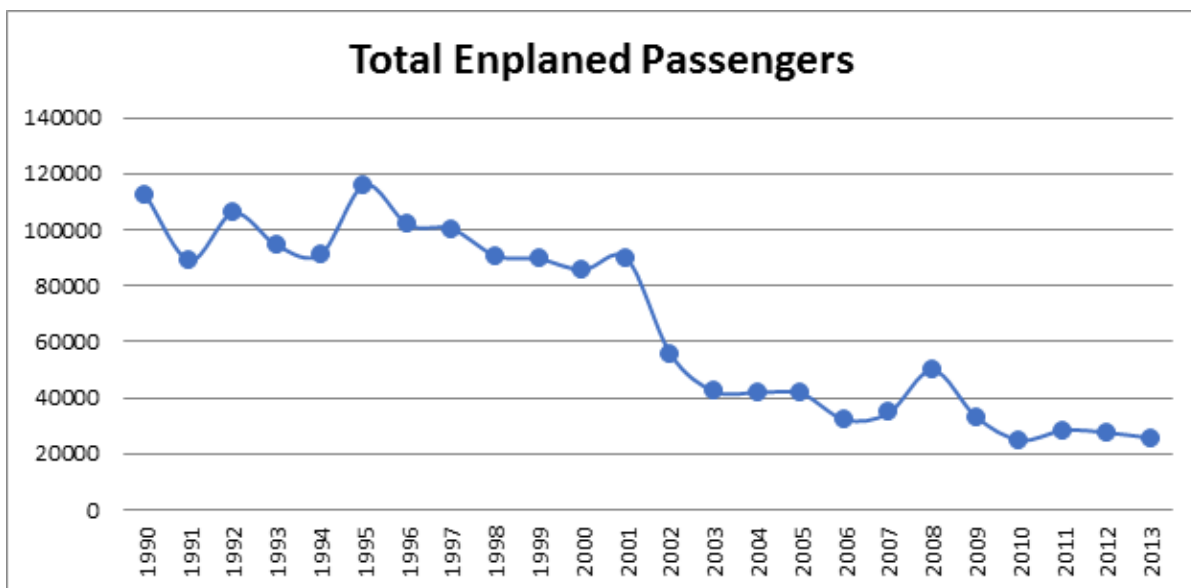


Sioux Gateway Airport



Sioux Gateway Airport is a commercial service airport, located on the southern edge of Sioux City, Iowa across the Missouri River, running between Dakota County, NE and Woodbury County IA. The facility is owned by the City of Sioux City and is governed by a Board of Trustees that reports to the City Council. Sioux Gateway

Airport currently offers two daily departures and two daily arrivals to and from its facility; all connecting Chicago O'Hare International Airport and Dallas/Fort Worth International Airport. American Airlines is currently the only airline carrier operating at the Sioux Gateway Airport. The chart below shows annual passenger enplanements at Sioux Gateway Airport from 1990 to 2013. The chart shows that the total enplaned passengers have declined steadily over the years. In 2002, the total enplaned passengers decreased by 37.9 percent representing about 33,997 passengers. The total enplaned passengers further declined from 2003 to 2007, increased sharply in 2008 but plummeted steadily from 2009 to 2013. This trend is attributed to the withdrawal of services by United Airlines (in 1997); American Airlines (in 2002); Delta Airlines (in 2012); and Frontier Airlines (in 2013). Also, the withdrawal of services offered by these airlines to Sioux Gateway Airport has decreased the number of aircraft operations at the facility from 25,171 in 2008 to 18,852 in 2016 representing a drop of 25.1 percent. Total passengers at Sioux Gateway Airport are illustrated below according to the 2040 Long Range Transportation Plan.



Source: Sioux Gateway Airport

Cherokee Regional Airport

Cherokee Regional Airport is operated and managed by Cherokee Aviation Authority Board. The board is made up of five members – two members appointed by the City of Cherokee and three members appointed by Cherokee County. The facility is the only airport infrastructure located in Cherokee County. The Iowa Aviation System Plan



Identifies the airport as a General Service airport. General Service airports have runways 4,000 feet or greater in length with facilities and services customized to support most general aviation activity, including small to mid-size business jets. The airport is located at the southern portion of Cherokee City along U.S. Highway 59. The facility covers 155 acres with an elevation of 1,227 ft. Cherokee Regional Airport has two runways designated 18/36 and 01/19 with a surface measuring of 4,000 ft by 75 ft and 2,715 ft by 100 ft respectively. Some of the available facilities at Cherokee Regional Airport include storage facilities, aircraft apron, and terminal/administration building. Approximately 34 aircraft are based at the airport; this comprised of 20 single engines, one multi-engine, and one ultralight. Some of the services provided by the facility include aircraft maintenance and repair, flight instruction, rental aircraft, aircraft charter, and 24-hour fueling.

Le Mars Municipal Airport



The Le Mars Municipal Airport is owned and operated by the City of Le Mars. The Iowa Aviation System Plan identifies the Le Mars Municipal Airport as a General Services Airport. The Le Mars Municipal Airport provides aviation services to the City of Le Mars and Plymouth County. The airport is located 2 miles southwest of the Le Mars central business district. Access is provided via U.S. Highway 75. Le Mars Municipal Airport covers 108 acres with an elevation of 1,197 ft. The

airport has one runway designated 18/36 with a surface measuring of 4,600 ft by 75 ft. The City of Le Mars has plans to increase the length of the runway from 4,600 ft to 5,000 ft by the end of this year. Approximately 24 aircraft are based at Le Mars Municipal Airport; this comprised of 14 single engine, 1 jet, and 5 ultralights. The available facilities at the airport include aircraft apron, storage facilities, terminal/administration building and parking. Some of the services provided by Le Mars Municipal Airport include aircraft maintenance and repair, rental aircraft, and 24-hour fueling services.

Ida Grove Municipal Airport

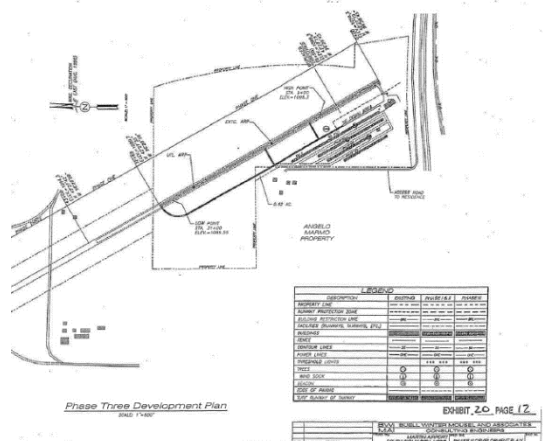
The City of Ida Grove owns and manages an airport facility. Ida Grove Public Airport is located to the south-east of the city limit. The public airport abuts Highway 59 which provides direct access to the facility. Ida Grove Public Airport offers hangar space and tie-downs for airplanes. The airport facility has 3,172 feet long and 50 feet wide asphalt runway and administrative building with restrooms and a phone. Some of the services and activities at the facility include Ag spraying, aerial photography, sightseeing flights, doctor transport, and law enforcement. The facility had little over 1,000 general aviation operations in 2009. The City of Ida Grove recently rehabilitated the asphalt runway of their airport facility.



Martin Field

Martin Field is the only airport located in Dakota County. Martin Field is a privately owned *and* located three miles southwest of the central business district of South Sioux City. T. Martin Holding Lt. - the owner of the airport has opened the facility to the public and as such anyone can use it. The airport covers an area of 175 acres at an elevation of 1,100 feet above mean sea level. It has one runway designated 14/32 with an asphalt surface measuring 3,323 by 50 feet. For 12 month period ending June 8, 2011, the airport had 10,550 aircraft operations, an average of 28 per day. Approximately 99 percent of the aircraft operations were general aviation (local & Itinerant), and one percent was military. As at 2011, there were 36 aircraft based at Martin Field; this comprised of 35 single-engine airplanes and one glider. Some of the services provided by Martin Field include hangar rentals, tie downs, instruction, fuel (100LL) sales, major airframe repair, and major power plant repairs. The facility has limited landing aids and navigational facilities with a rotating beacon in many cases being the extent of navigational facilities

The exhibit shows a portion of the proposed development of Martin Airport drafted by Buell Winter Mousel and Associates. The proposed plans show reconstruction and expansion of the hangars, parking, taxiway, and runway. The proposed plans stated three phases of development from 2005-2020. Plans were provided by Jean Grove, Dakota County Planning, and Zoning.



Lawton Airport

This is a private airport, owned and managed by Ken Uhl. Lawton Airport is located on U.S Highway 20, west of the city limit of Lawton. The facility covers 8 acres and has an elevation of 1235 ft. Lawton Airport has one runway designated 17/35 with a turf surface area of 2320 by 90 ft.

Waterways

Missouri River is the only navigable river in the region. The head of the river is in Montana and traverses through about five states before joining Mississippi River at the northern portion of the City of St. Louis, MO. Missouri River serves as a common border for Woodbury and Dakota County. This waterway provides an access point for shippers to reach domestic and



international destinations through the Gulf of Mexico. US Department of Transportation designated the portion of Missouri River stretching from Kansas City, MO to Sioux City, IA as part of the Marine Highway 29 (M-29) which serves the landside corridors: I-29, I-35, I-70, and I-49. All the marine terminals available in the region are located in Sioux City. The available terminals are presented in the table below. The presence of the river provides an excellent medium to move freight to and from the region at a cheaper rate. However, the drought conditions in the upstream areas of the Missouri River have hampered barge navigation. For over 12 years there was no barge traffic to Sioux City partly due to vessel draft restriction put into place because of drought conditions. However, in recent times expansion of CF industries and other industries within the region called for the use of barge transportation.

Marine Terminals Along Missouri River, within the Region						
Terminal	Facility		City	State	River (Mile)	Bank (North to South)
Kay Dee Feed Co.	Molasses Unloading (Dormant)		Sioux City	IA	731.2	Left
Big Soo Terminal	Fertilizer, Unloading	Steel	Sioux City	IA	727.8	Left
Jebro, Inc.	Asphalt Unloading		Sioux City	IA	727.5	Left
Darling International Inc. *	Barge dock is Closed		Sioux City	IA	727	Left
Terra Industries ^	Fertilizer unloading		Sioux City	IA	718.7	Left
Ag Processing (AGP)	Loading		Sioux City	IA	717	Left
Farmland Industries, Inc.	Fertilizer unloading		Sioux City	IA	717	Left

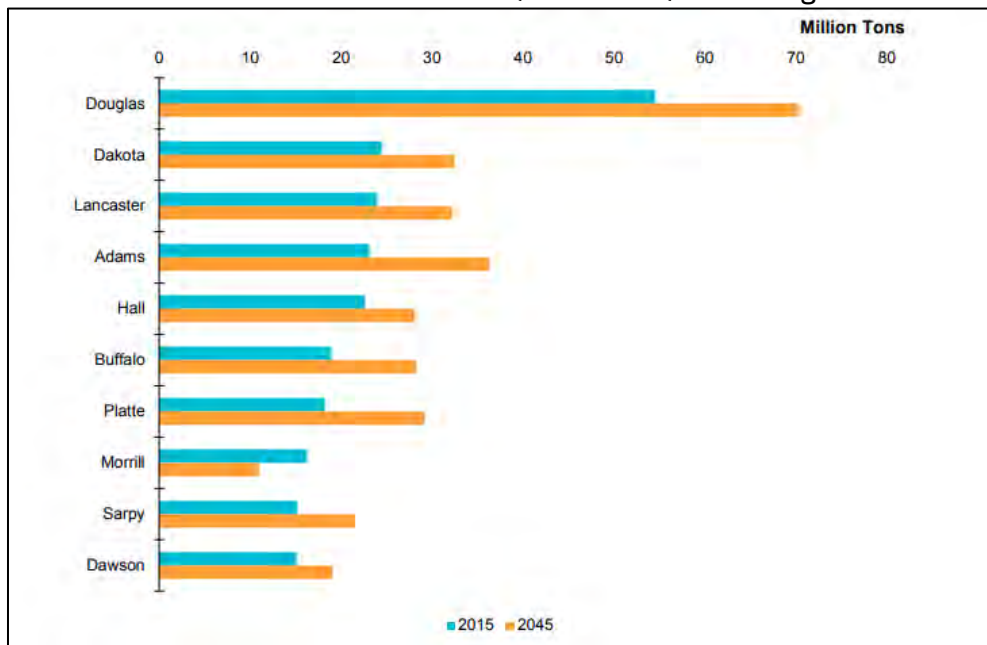
Source: Nebraska Department of Transport, Nebraska State Freight Plan
 • Mile 727, Darling International: Dock site remains open. Formerly loaded tallow
 ^ Mile 718.7 Terra Industries: Not updated in 2010

Freight Movement

The ability to move freight from the production center to the consumer is essential for the progress of any local economy. In 2015, 882 million tons of freight moved over Nebraska's transportation system, valued at \$615 billion. According to the Nebraska State Freight Plan, rail was the dominant mode utilized for the movement of freight in the State of Nebraska followed by trucks and pipelines.

The figure below shows top Nebraska Counties by freight weight (Combined inbound/outbound/intra flows). Dakota County was the second highest goods-movement of the 93 counties in Nebraska in 2015. In 2015, over 25 million tons of goods moved over Dakota County's transportation system, valued over \$10 billion. It is projected that Dakota County's transportation system will carry more than 30 million tons of freight annually, valued at about \$20 billion by 2045.

Top Nebraska Counties with Combined Inbound/Outbound/Intra Weight 2015 and 2045

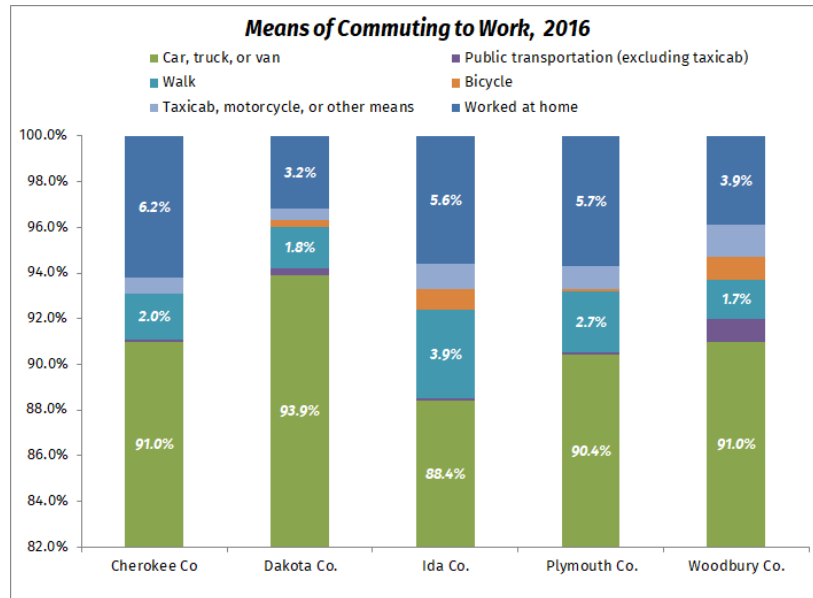


Source: Nebraska State Freight Plan, 2017; FHWA Freight Analysis Framework (FAF) 4.2, Surface Transportation Board 2014 Waybill Data

Iowa's transportation system facilitated the movement of approximately 1.1 billion tons of freight with an estimated value exceeding \$563 billion to, from, and within the state in 2012. It is projected that Iowa's transportation system will move about 1.4 billion tons of freight valued at \$838 billion in 2040. The freight that has both an origin and destination in the State of Iowa is expected to grow by 27.8 percent in weight and 30.5 percent in value from 2012 to 2040. According to the Iowa State Freight Plan, trucks were the dominant mode used for the movement of freight in Iowa followed by rail and pipeline. The majority of commodity carried by Iowa's transportation system include cereal grains, gravel, animal feed, coal and other Ag products.

Means of Commuting to Work

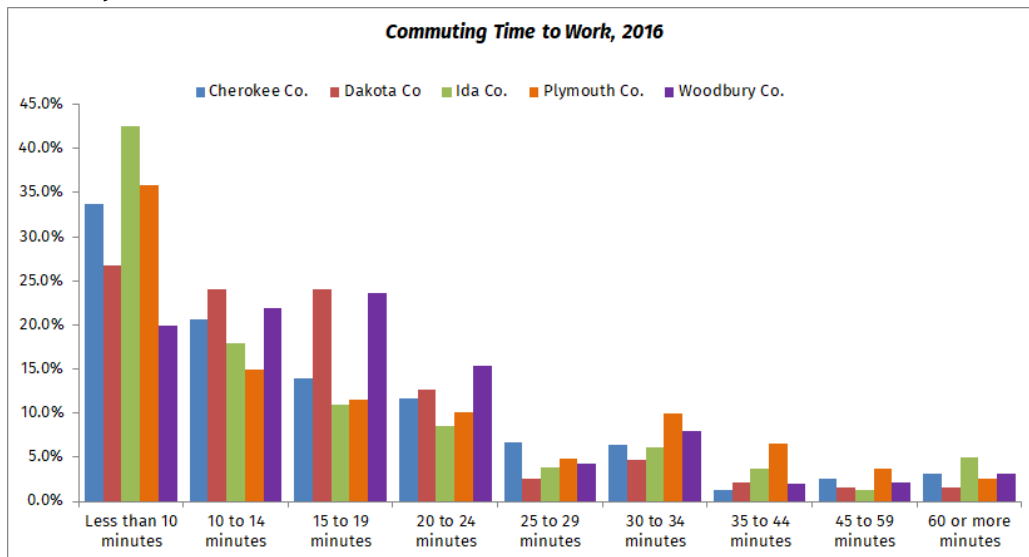
The residents of Cherokee, Dakota, Ida, Plymouth and Woodbury County either drive, walk, bike or use public transport to get to work. Most of the residents drive to work while less than 3 percent either walk or bike to work, this is 1.1 percent less when compared to the State of Iowa but 0.4 percent less when compared to Nebraska. The remaining percent of the residents either work from home or use public transport to commute to work.



Source: U.S Census Bureau, ACS 2012 to 2016

Commuting time to work

The table below shows the commuting time for Cherokee, Dakota, Ida, Plymouth and Woodbury County residents. Most residents (80.9%) commute less than 25 minutes; this is 6.9 percent and 5.5 percent higher when compared to the State of Iowa and Nebraska respectively. Approximately less than 20 percent of the residents in the various counties within the study area commute more than 26 minutes to work.



Source: U.S Census Bureau, ACS 2012 to 2016

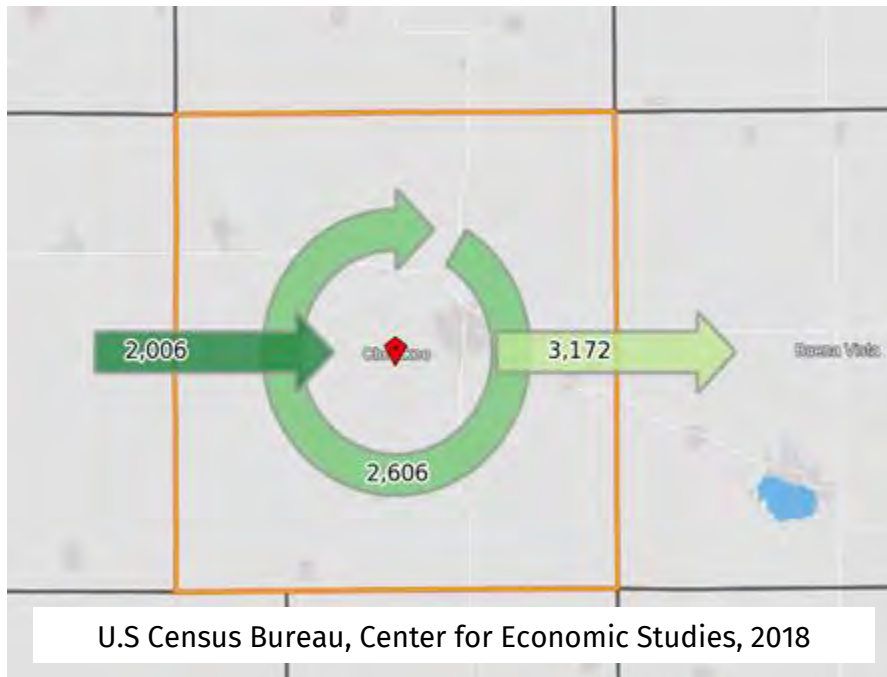
Inflow and Outflow Analysis

The inflow and outflow analysis show the count and characteristics of workers flow into, out of, and within Cherokee, Dakota, Ida, Plymouth, and Woodbury County. Outflow is the movement of residents to other places for job purposes and inflow is the movement of non-residents into the various counties within the study area for job purposes.

Cherokee County

The table and map below show the inflow and outflow of workers into and out of Cherokee County. Out of 4,612 jobs in Cherokee County in 2015, 56.5 percent were held by Cherokee County residents whereas the remaining 43.5 percent were held by non-residents. The majority of Cherokee County residents travel to Sioux City for work whereas the majority of non-residents who work in Cherokee County live in Sioux City.

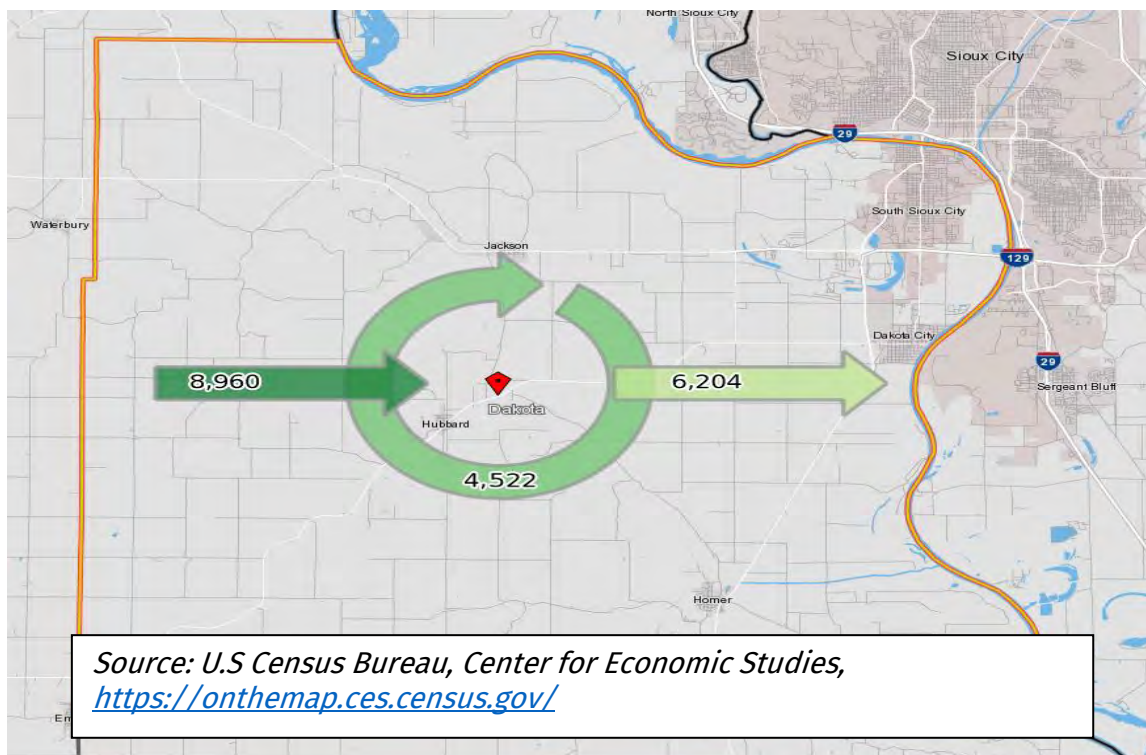
Cherokee County Commute Pattern: Inflow and Outflow, 2015					
Top 10 outflow Cities	Number of Outflow	Share [^]	Top 10 Inflow Cities	Number of Inflow	Share [^]
Sioux City, IA	335	10.6%	Sioux City, IA	144	5.5%
Storm Lake city, IA	291	9.2%	Le Mars city, IA	89	3.4%
Le Mars city, IA	171	5.4%	Storm Lake city, IA	75	2.9%
Holstein city, IA	143	4.5%	Holstein city, IA	57	2.2%
Des Moines city, IA	115	3.6%	Alta city, IA	42	1.6%
Orange City, IA	90	2.8%	Paullina city, IA	42	1.6%
Omaha city, NE	78	2.5%	Remsen city, IA	37	1.4%
Fort Dodge city, IA	71	2.2%	Carroll city, IA	34	1.3%
West Des Moines city, IA	71	2.2%	Spencer city, IA	30	1.2%
Spencer city, IA	61	1.9%	Sutherland city, IA	27	1.0%
Total	3,172*		Total	2,606*	
* summation of the number of outflow into and inflow from each of the ten cities will not add up to the total					
[^] Summation is less than 100% because data is for only the top ten cities					
Source: U.S Census Bureau, Center for Economic Studies, 2018					



Dakota County

The map below shows that 13,482 jobs were available in Dakota County in 2015; out of this 33.54% were held by Dakota County residents while non-residents were employed by the remaining 66.45% jobs in the county. Approximately 57.8% of Dakota County residents commuted outside the county to work in 2015. The table below shows that the majority of Dakota County residents work in Sioux City IA, followed by Omaha and Lincoln. The converse/flip side is also true, as the majority of non-residents working in Dakota County live in Sioux City, followed by Norfolk City, Omaha and Sergeant Bluff.

Dakota County Commute Pattern: Inflow and Outflow, 2015					
Top 10 outflow Cities	Number of Outflow	Share^	Top 10 Inflow Cities	Number of Inflow	Share^
Sioux City, IA	2909	46.9%	Sioux City, IA	4626	51.6%
Omaha City, NE	367	5.9%	Norfolk City, NE	373	4.2%
Lincoln City, NE	242	3.9%	Sergeant Bluff City, IA	166	1.9%
North Sioux City, SD	221	3.6%	Omaha City, NE	157	1.8%
Le Mars City, IA	142	2.3%	Columbus City, NE	96	1.1%
Dakota Dunes CDP, SD	136	2.2%	Le Mars City, IA	80	0.9%
Norfolk City, NE	118	1.9%	North Sioux City, SD	76	0.8%
Sergeant Bluff City, IA	108	1.7%	Dakota Dunes CDP, SD	71	0.8%
Winnebago village, NE	63	1.0%	Sioux Falls city, SD	53	0.6%
Wakefield City, NE	57	0.9%	Madison City, NE	48	0.5%
Total	6,204*		Total	8,960*	
* summation of the number of outflow into and inflow from each of the ten cities will not add up					
^ Summation is less than 100% because data is for only the top ten cities					
Source: U.S Census Bureau, Center for Economic Studies, 2018					

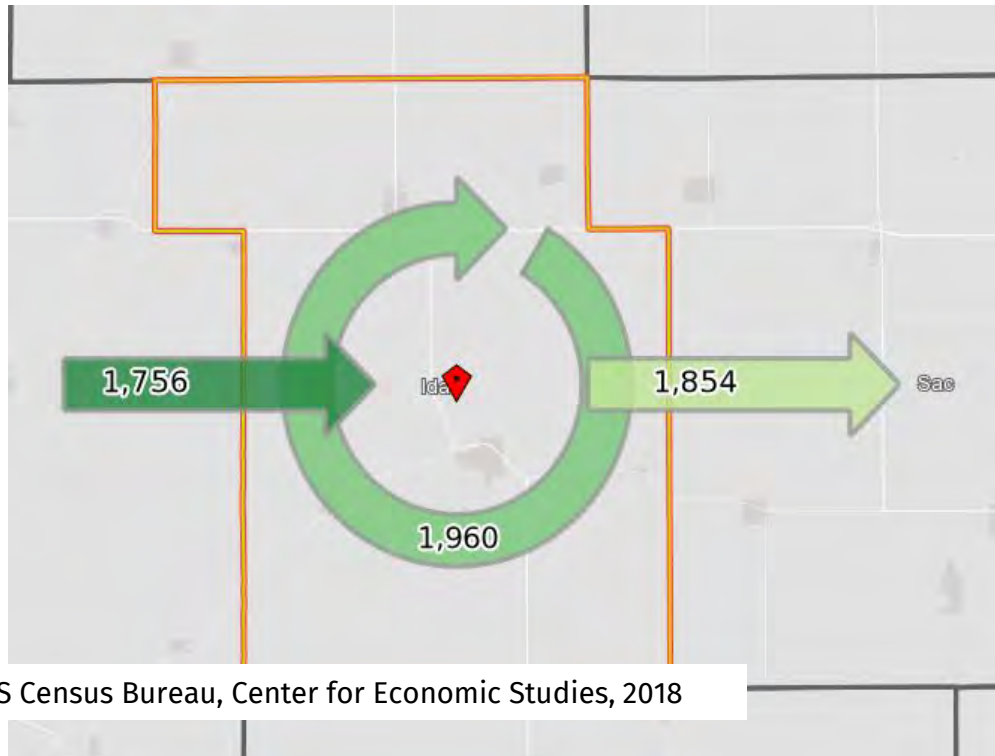


Ida County

The table and map show the inflow and outflow of workers into and out of Ida County. Out of the 3,716 jobs in Ida County in 2015, 52.7 percent were for the residents whereas the remaining 47.3 percent were held by non-residents. From the table, the majority of non-residents working in Ida County live in Sioux City, followed by Cherokee City, and Storm Lake. More than 8 percent of Ida County residents employed outside the county work in Sioux City.

Ida County Commute Pattern: Inflow and Outflow, 2015					
Top 10 outflow Cities	Number of Outflow	Share [^]	Top 10 Inflow Cities	Number of Inflow	Share [^]
Sioux City, IA	160	8.6%	Sioux City, IA	186	10.6%
Storm Lake city, IA	115	6.2%	Cherokee city, IA	98	5.6%
Cherokee city, IA	96	5.2%	Denison city, IA	59	3.4%
Denison city, IA	85	4.6%	Storm Lake city, IA	57	3.2%
Des Moines city, IA	67	3.6%	Odebolt city, IA	49	2.8%
Omaha city, NE	55	3.0%	Wall Lake city, IA	43	2.4%
Ames city, IA	47	2.5%	Mapleton city, IA	41	2.3%
West Des Moines city, IA	41	2.2%	Schaller city, IA	33	1.9%
Council Bluffs city, IA	38	2.0%	Schleswig city, IA	32	1.8%
Fort Dodge city, IA	37	2.0%	Alta city, IA	30	1.7%
Total	1,854*		Total	1,756*	

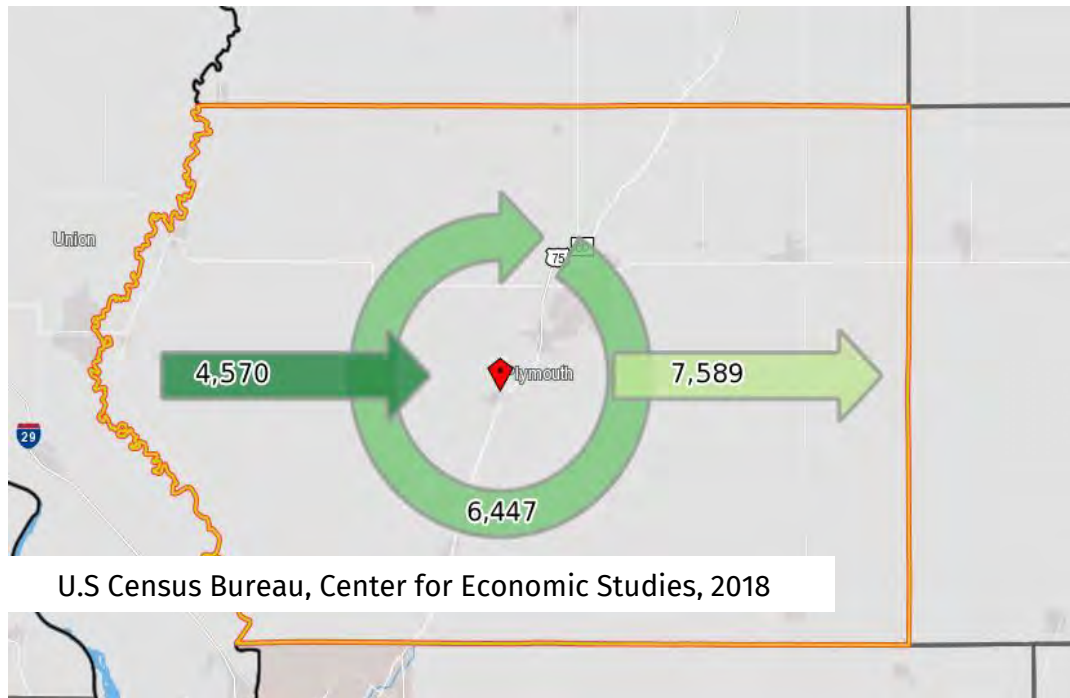
* summation of the number of outflow into and inflow from each of the ten cities
[^] Summation is less than 100% because data is for only the top ten cities
 Source: U.S Census Bureau, Center for Economic Studies, 2018



Plymouth County

The table and map show the inflow and outflow of workers into and out of Plymouth County. The number of non-residents working in Plymouth County is less than the number of Plymouth County’s residents employed outside the county. Out of the 11,017 jobs in Plymouth County in 2015, 58.51 percent were held by Plymouth County’s residents whereas the remaining 41.49 percent were for non-residents. Out of the 7,589 Plymouth County’s residents employed outside the county 34.9 percent work in Sioux City. The majority of non-residents working in Plymouth County live in Sioux City, followed by South Sioux City, and Orange City. This trend indicates that the number of commuters into and out of Plymouth County is inversely related to the traveling distance – that is the longer the traveling distance the fewer the commuters.

Plymouth County Commute Pattern: Inflow and Outflow, 2015					
Top 10 outflow Cities	Number of Outflow	Share [^]	Top 10 Inflow Cities	Number of Inflow	Share [^]
Sioux City, IA	2645	34.9%	Sioux City, IA	1453	31.8%
Orange City, IA	401	5.3%	South Sioux City, NE	139	3.0%
Des Moines City, IA	234	3.1%	Hawarden City, IA	80	1.8%
Sioux Center City, IA	215	2.8%	Orange City, IA	80	1.8%
South Sioux City, NE	200	2.6%	Sergeant Bluff City, IA	72	1.6%
West Des Moines City, IA	150	2.0%	Sheldon City, IA	65	1.4%
Omaha City, NE	133	1.8%	Cherokee City, IA	62	1.4%
Cherokee City, IA	121	1.6%	Sioux Center City, IA	53	1.2%
Council Bluffs City, IA	96	1.3%	Marcus City, IA	51	1.1%
Ames city, IA	94	1.2%	Rock Valley City, IA	45	1.0%
Total	7,589*		Total	4,570*	
* summation of the number of outflow into and inflow from each of the ten cities will not					
[^] Summation is less than 100% because data is for only the top ten cities					
Source: U.S Census Bureau, Center for Economic Studies, 2018					

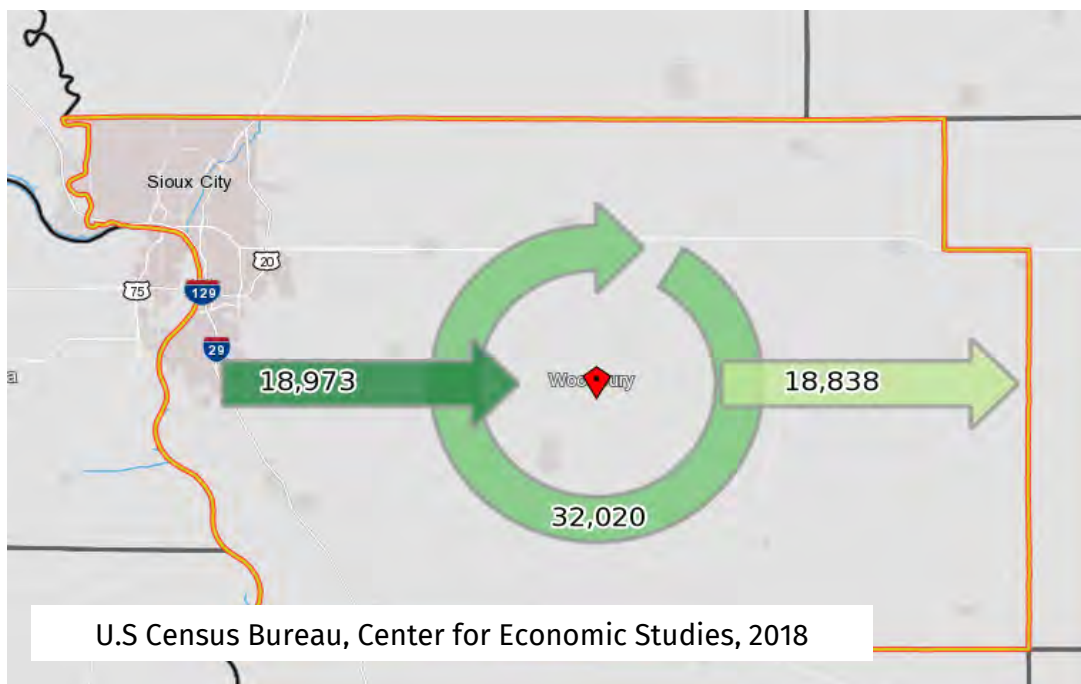


Woodbury County

From the map, about 63 percent of Woodbury County's labor force is employed within the county; this is higher than non-residents who work in the county. Out of the 50,993 jobs in Woodbury County in 2015, 37.2 percent were held by non-residents of which 11.1 percent lived in South Sioux City and 3.7 percent living in the City of Le Mars. Also, the majority of Woodbury County's residents working outside the county are employed in South Sioux City, followed by North Sioux City and Le Mars.

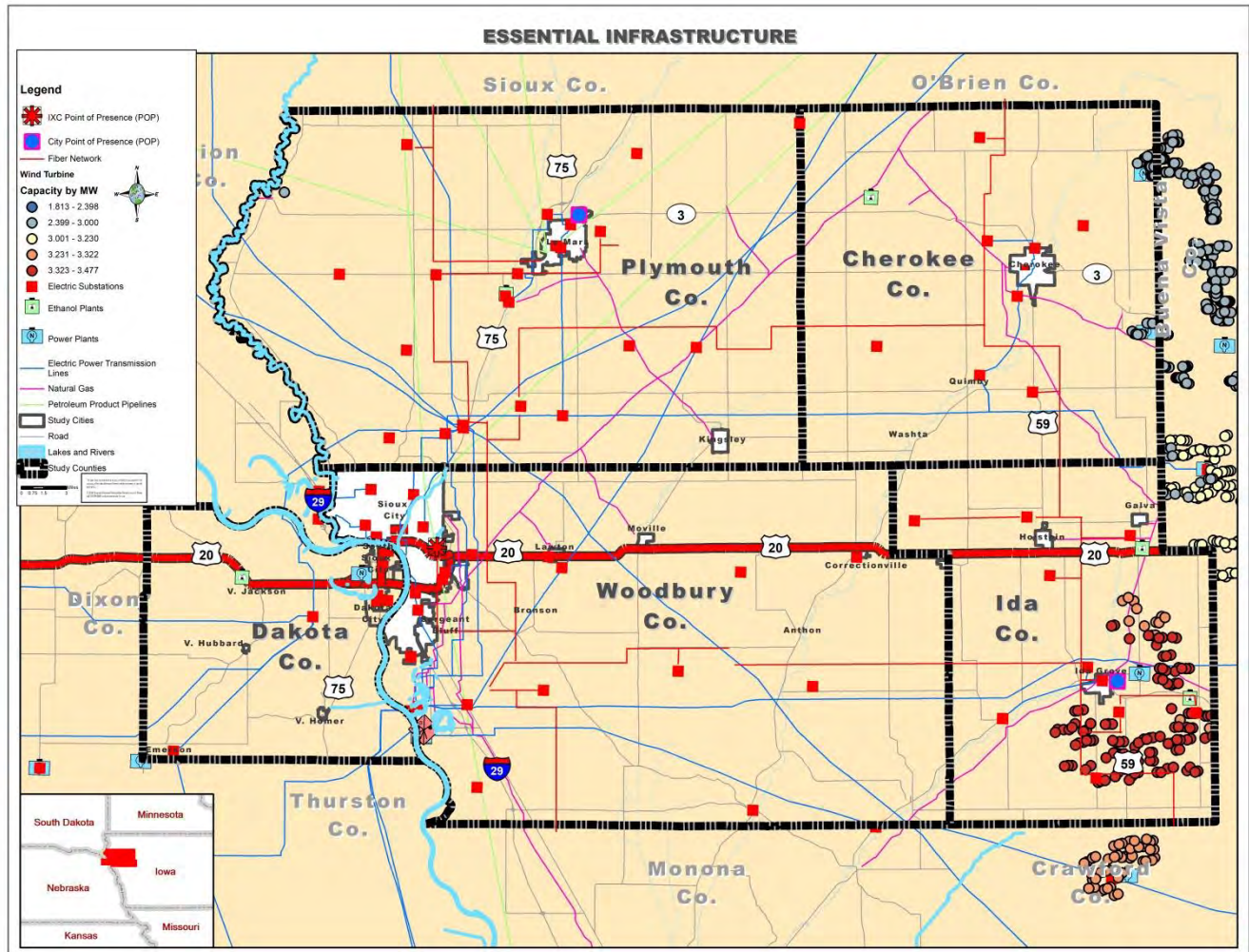
Woodbury County Commute Pattern: Inflow and Outflow, 2015					
Top 10 outflow Cities	Number of Outflow	Share [^]	Top 10 Inflow Cities	Number of Inflow	Share [^]
South Sioux City, NE	2,341	12.4%	South Sioux City, NE	2,098	11.1%
North Sioux City, SD	1,276	6.8%	Le Mars City, IA	703	3.7%
Le Mars City, IA	1,247	6.6%	Sioux Falls City, SD	355	1.9%
Dakota Dunes CDP, SD	805	4.3%	Des Moines City, IA	333	1.8%
Des Moines City, IA	519	2.8%	Dakota City City, NE	322	1.7%
Omaha city, NE	377	2.0%	Onawa City, IA	275	1.4%
Council Bluffs City, IA	361	1.9%	North Sioux City, SD	263	1.4%
West Des Moines City, IA	316	1.7%	Dakota Dunes CDP, SD	248	1.3%
Sioux Falls City, SD	310	1.6%	Hinton City, IA	236	1.2%
Dakota City, NE	170	0.9%	Council Bluffs City, IA	235	1.2%
Total	18,838*		Total	18,973*	

* summation of the number of outflow into and inflow from each of the ten cities will
[^] Summation is less than 100% because data is for only the top ten cities
 Source: U.S Census Bureau, Center for Economic Studies, 2018



Essential Utility Infrastructure⁵

Electric, natural gas, water, sewer, and communication infrastructure (internet and cable) are critical amenities required for economic growth and better quality of life. The map below shows some of the crucial infrastructure existing in Cherokee, Dakota, Ida, Plymouth and Woodbury County. The data shown on the map below were obtained from the U.S. Energy Information Administration. Electric power transmission lines include only lines operated at relatively high voltages varying from 69 kV up to 765 kV which are capable of transmitting large quantities of electricity over long distances.



Source: Siouxland Interstate Metropolitan Planning Council (SIMPCO), 2018

⁵ Note: The map does not show all the essential facilities within the five counties under study due to security reasons.

Electric

Some of the companies providing electric to the residents of Cherokee, Dakota, Ida, Plymouth and Woodbury County include Mid-American Energy, Woodbury County REC, Municipal Energy, Nebraska Public Power District, and North West REC. Below is information about each of the electric company in the region.



Mid-American Energy

MidAmerican Energy was formed in 1995 by the merger of the Iowa-Illinois Gas and Electric Company. Mid-American Energy provides electric service to parts of Cherokee, Ida, Plymouth and Woodbury County. Mid-American Energy serves 770,000 electric customers in Iowa, Illinois, South Dakota and Nebraska. Mid-American Energy is a subsidiary of Berkshire Hathaway Energy. The company is committed to serving customers with reliable, competitively-priced energy and exceptional services. Mid-American Energy is committed to ensuring environmental sustainability in their operation. The company began investing in renewable energy in 2004 and has the vision to provide 100% renewable energy for customers. Approximately 48% of the company's generation capacity came from wind, and 31% came from coal in 2016. The company placed Ida Grove wind farm in service in 2016, with a generation capacity of up to 301 megawatts. MidAmerican Energy has planned to complete 2,000-megawatt wind project by late 2019. This project when complete will enable the company to increase its annual renewable energy generation capacity equivalent to more than 90% of their customers' annual retail energy usage.

Nebraska Public Power District (NPPD)

Nebraska Public Power District (NPPD) serves Dakota County with electric. NPPD is the largest electric utility, with a chartered territory including all or parts of 86 of Nebraska's 93 counties. NPPD's revenue is mainly derived from wholesale power supply agreements with 46 towns and 25 rural public power districts and rural cooperatives that rely totally or partially on NPPD's electrical system. The company also serves 80 communities at the retail level. NPPD has over 5,200 miles of transmission/sub-transmission lines; which delivers power to about 600,000 Nebraskans.

Northwest Iowa Power Cooperative (NIPCO)

NIPCO has been supplying electricity to North West Iowa since 1949. The cooperative is headquartered in Le Mars, Plymouth County, Iowa. NIPCO is a generation and transmission electric cooperative supplying wholesale electric power to seven distribution cooperatives covering 6,500 square miles in western Iowa. The distribution cooperatives supply retail power to over 30,000 members and consumers. NIPCO manages over 900 miles of 69kV transmission line and 80 distribution substations. NIPCO is a Touchstone Energy® electric cooperative and a member of Basin Electric Power Cooperative.

North West REC

North West REC provides electricity to customers in Sioux, O'Brien, Plymouth, and Ida Counties. The mission of North West REC is to safely, efficiently and innovatively provide reliable and affordable electric service to members. North West REC was formed after the consolidation of O'Brien County Rural Electric Cooperative and Sioux Electric Cooperative Association in 1993. In 1998, Ida County Rural Electric Cooperative and Plymouth Electric Cooperative Association joined North West Rural Electric Cooperative. These Rural Electric Cooperatives that consolidated to form North West Rural Electric Cooperative were established in 1935 under the Rural Electrification Administration (REA). Today, North West REC serves about 10,000 members/ customers and own about 3,500 miles of electric lines. The company distributes about 600 million kWh of electric power to its members every year. North West REC has also invested in renewable energy and provides opportunities for members to use this electric power source in lighting their homes and businesses. North West REC receives wholesale electric and transmission services through Northwest Iowa Power Cooperative (NIPCO) headquartered in Le Mars, IA.

Woodbury County REC

Woodbury County REC provides electricity to residents and businesses in Woodbury County. Woodbury County REC is a consumer-owned electric cooperative established in 1938 with its headquarters located in Merville, Iowa. The cooperative serves power to 3,500 farmers, homes, and businesses, maintains approximately 1,200 miles of distribution facilities, and provides energy efficiency and consulting services to its member-consumers. Woodbury County REC purchases wholesale power from the Northwest Iowa Power Cooperative.

Municipal Energy

Some of the Municipal Energy Companies providing electric services to residents within the study area include Hinton Municipal Energy, Sergeant Bluff Municipal Energy, Anthon Municipal Energy, Akron Municipal Energy, Aurelia Municipal Energy, Remsen Municipal Utilities, and Westfield Municipal Energy. These Municipal Energy Companies purchase electric power and distribute it to their citizens.

Green Energy

The following are green energy infrastructure and investments in the region.

1. In August 2016, Iowa Utilities Board approved Mid-American Energy's request to invest \$3.6 billion to install additional wind turbines in Iowa by the end of 2019.
2. Mid-American Energy placed the Ida Grove and O'Brien wind farms in-service in 2016, with a generation capacity of up to 301 megawatts and 250 megawatts, respectively
3. Approximately 49 percent of Mid-American Energy generation capacity in 2017 was from wind energy
4. South Sioux City is the first city in Dakota County to invest in renewable energy
5. South Sioux City's Solar Plant - January 2017 and produces 2.3 megawatts of electric energy on 21-acre site, enough to meet 5% of South Sioux City's electric needs.
6. South Sioux City plans to have more than 50 percent of its energy needs obtain from renewable sources.
7. NPPD reported in 2016 that, about 60 percent of its energy generation was carbon free. Out of this 17.8 percent was obtained from renewable sources (Wind and hydro)
8. Green Star Gasifiers and the City of South Sioux City unveiled plans to build a \$53 million biomass power plant. The 17-acre facility, located in the Roth Industrial Park, will use wood waste to create electricity, white wood pellets, and torrefied pellets. South Sioux City will purchase part of this electricity to meet growing energy demands and model sustainable energy practices.
9. Siouxland ethanol (V. of Jackson), Plymouth Energy (Merrill), Little Sioux Corn Processors, LLP (Marcus); Quad County Corn Processors (Galva); and Flint Hills Resources (Arthur) generates clean gas
10. Big Ox energy converts industrial food and ag waste into clean energy and electricity



Natural Gas

Mid-American Energy, Black Hills Energy and Alliant Energy/Interstate Power and Light provide the residents of Cherokee, Dakota, Ida, Plymouth and Woodbury County with natural gas. The subsequent section provides some information about the various companies providing natural gas to the residents of each of the county.



Mid-American Energy

MidAmerican Energy serves Cherokee, Ida, Woodbury and, parts of Dakota and Plymouth County with natural gas. The company provides natural gas to 751,000 customers in Iowa, Illinois, South Dakota and Nebraska. MidAmerican Energy's natural gas transmission and distribution system are made up of approximately 23,000 miles of main and service lines. Mid-American Energy buys natural gas from Northern Natural Gas and in turn distributes to residents in Iowa, Illinois, South Dakota and Nebraska. Northern Natural Gas owns and operates the largest interstate natural gas pipeline system in the United States. The company's transmission line stretches across 11 states, from the Permian Basin in Texas to Michigan's Upper Peninsula, providing five major regions in North America access to natural gas.

Black Hills Energy

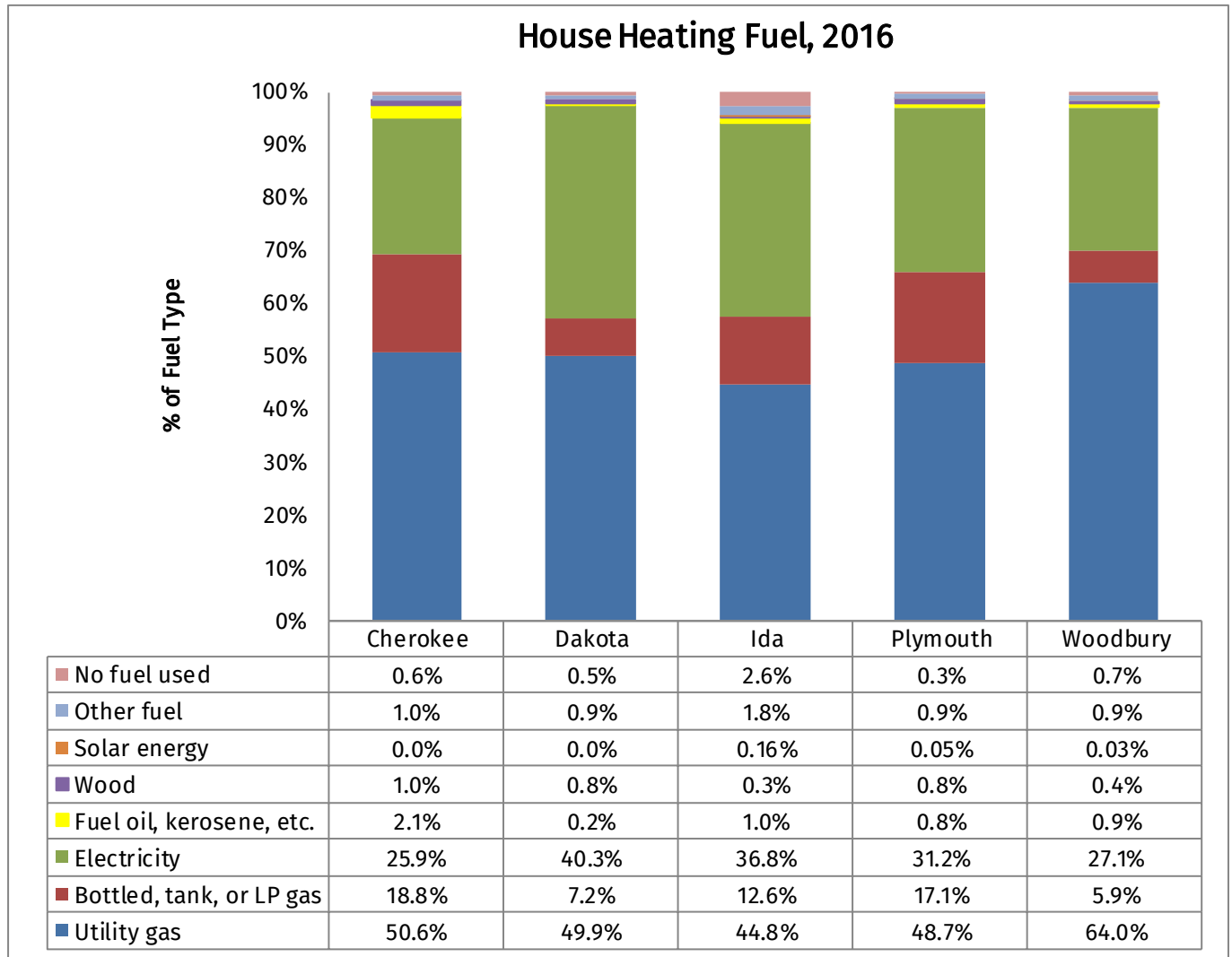
Black Hills Energy serves villages Dakota County such as Emerson, Homer, and Jackson with natural gas. Black Hills Energy is part of the Black Hills Corporation. The company is based in Rapid City, South Dakota; they serve 1.2 million natural gas and electric utility customers in eight states. Black Hills Energy serves 106 communities and owns about 6,000 miles of natural gas transmission and distribution lines in the State of Nebraska. The village of Hubbard, on the other hand, relies on an LP tank for their natural gas.

Alliant Energy/Interstate Power and Light

Alliant Energy Corporation is a Midwest U.S. energy company with annual operating revenues of more than 3 billion. The company provides natural gas to residents of Cherokee City. Alliant Energy Corporation serves 410,000 natural gas customers in Iowa and Wisconsin through two public utility subsidiaries, Interstate Power and Light and Wisconsin Power and Light.

House Heating Fuel

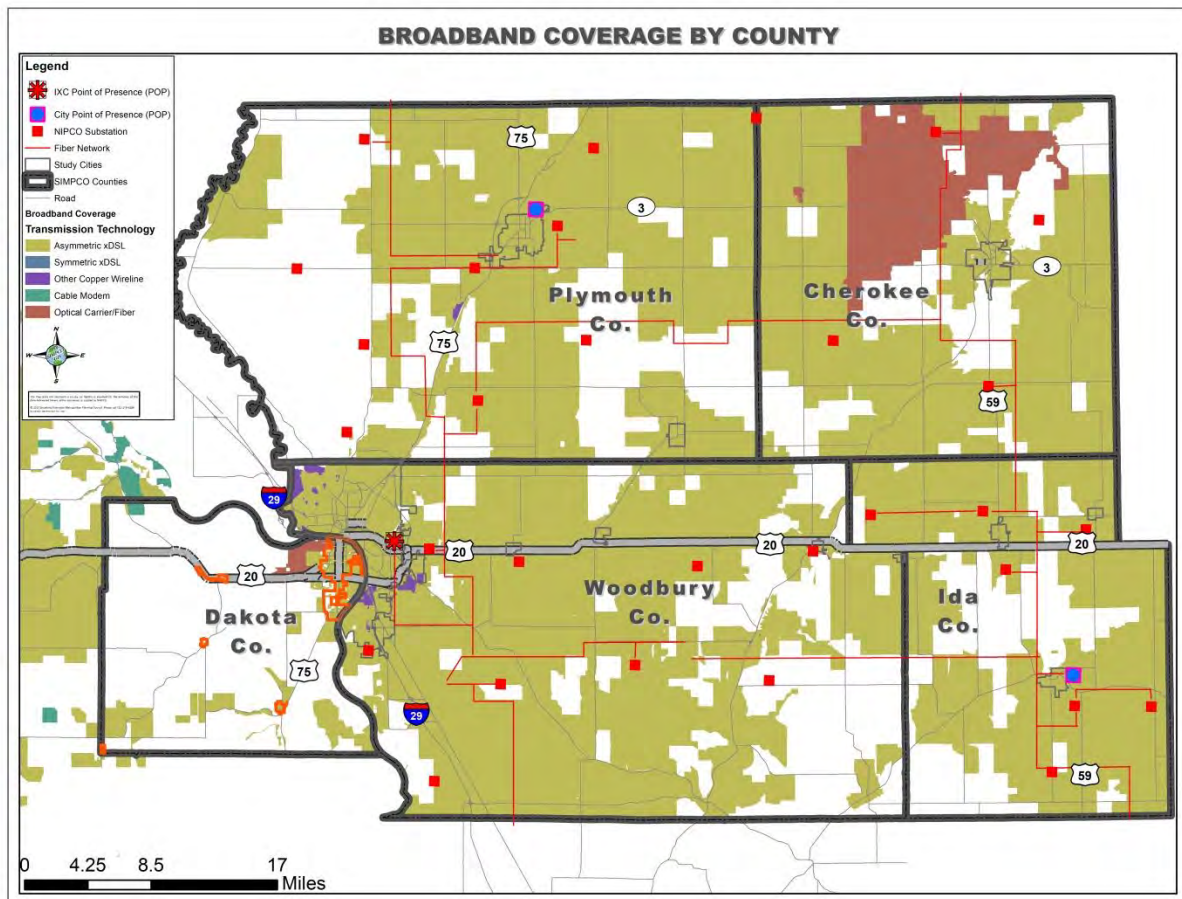
The chart below shows the fuel used by residents of Cherokee, Dakota, Ida, Plymouth and Woodbury County for heating purposes. The majority of residents use utility gas for heating followed electricity, and bottled, tank or LP gas. Approximately 0.16 percent and 0.05 percent in Ida and Plymouth County use solar energy as a fuel for heating whereas none of the residents in the rest of the counties use solar energy as a heating fuel. About 2.8 percent of residents in Cherokee, Dakota, Ida, Plymouth and Woodbury County use fuel oil, kerosenes, wood, solar energy and other fuel for heating their homes.



Source: U.S Census Bureau, ACS 2012 to 2016

Cable, Internet, and Communication⁶

The reliability and affordability of the internet, cable TV, and broadband services have the potential to attract new businesses and also encourage the expansion of existing ones. The map below represents broadband availability (broadband service with speeds of at least 768 Kbps download and 200 Kbps upload) at the census blocks level. The map also shows the transmission technology used to transmit broadband to businesses and residential areas. Broadband availability refers to those individual US Census Blocks, less than 2 square miles, where each facilities-based provider of broadband service can provide broadband services of minimal characteristics within 7 - 10 business days within that census block, but not necessarily to the entire census block. Fiber network, substation and point of presence data were provided by Northwest Iowa Power Cooperative (NIPCO). Six substations provide internet along the Highway 20 corridor. The point of presence information in the following map represents connections to other major broadband and fiber optic carriers. The subsequent sections provide information on cable, internet, and communication infrastructure for each of the counties involved in the study.



Source: U.S. Department of Commerce, National Telecommunications and Information Administration (NTIA), Connected Nation, 2015

⁶ Note: Since the broadband data was obtained for only 2015, the map does not show areas where fiber optic transmission technology was installed at a later time.

Cherokee County

Approximately 22 companies serve the residents of Cherokee County with cable TV, internet and communication services. In Cherokee County, approximately 3,000 residents do not have access to 25 megabits per second (Mbps) wired broadband⁷. About 66 percent of residents in Cherokee County have access to the fixed wireless internet. The average download speed in the City of Cherokee is 15.49 Mbps; this is 32.2 percent slower than the average in Iowa and 135.1 percent lower than the national average.

Dakota County

Companies such as Cable One, FiberComm, NIPCO, Frontier Communications, American Broadband, Century link, Northeast Nebraska Telephone Company serve Dakota County's residents with the internet, cable TV, and broadband services. Approximately 99 percent of residents in Dakota County have access to fixed wireless internet services whereas about 3,000 residents do not have access to 25 Mbps wired broadband. The average download speed in Dakota City is 1.26 Mbps; this is 94.9 percent slower than the average in Nebraska and 2,790.5 percent slower than the national average. The average download speed in South Sioux City is 16.59 Mbps; this is 32.7 percent slower than the average in Nebraska and 119.5 percent slower than the national average.

Ida County

At least 14 companies serve the residents of Ida County with cable TV, Internet, and communication services. Some of the companies include Advanced Network Communication, Long Lines, Evertex Inc., Frontier, Schaller Telephone, NIPCO, Hughes Network Systems, RuralWaves, and others. Only 1.4 percent of residents in Ida County have access to 25 Mbps wired broadband in the county; this is the lowest in the region.

Plymouth County

Approximately 28 companies provide the residents of Plymouth County with cable TV, internet, and communication services. In Plymouth County, approximately 9,000 people do not have access to 25 Mbps wired broadband. About 33 percent of residents in Plymouth County have access to fixed wireless internet services. The average download speed in Le Mars is 31.76 Mbps; this is 39.1 percent faster than the average in Iowa and 14.7 percent slower than the national average.

Woodbury County

Approximately 25 companies provide the residents of Woodbury County with cable TV, internet, and communication services. Some of the companies include Western Iowa Telecom (Wiatel), NIPCO, Long lines, Frontier Com, Century Link, Cable One and others. Approximately 84.1 percent of Woodbury County's residents have access to at least 25 Mbps wired broadband whereas about 1,000 people do not have access to any wired internet. The average download speed in Sioux City is 31.11 Mbps; this is 36.3 percent faster than the average in Iowa and 17.1 percent slower than the national average.

⁷ Access to wired broadband is defined by the FCC, as having broadband with average/mean speeds of at least 25 Mbps download and 3 mbps upload.

Water and Sewer Infrastructure

The various cities in Cherokee, Dakota, Ida, Plymouth and Woodbury County provide their residents with water and sewer services. Most of the cities within each of the county own, manage and operate water and sewer plants. The table below shows the water and sewer capacity for each of the cities involved in the study.

City	Water Utility				Sewer
	Number of wells	Water pumped in 2017 (gallons)	Treatment Plant Capacity (gallons per day)	Storage Capacity (gallons)	Treatment Plant Capacity (gallons per day)
Sioux City	10	4,142 million	40 million	29.84 million	28.73 million
Sergeant Bluff	4	163 million	2.64 million	1.2 million	
South Sioux City	6	1,093 million	4.75 million	1 million	
Lawton	2	37.535 million	360,000	200,000	725,000
Moville	2	50 million	720,000	300,000	380,000
Correctionville	4	22 million	331,200	75,000	432,000
Cushing	2	5.93 million	6,1300	30,000	122,000
Holstein	5	60 million	396,000	360,000	355,000
Ida Grove	2	93 million	NA	250,000	750,000
Galva	2	44,310	NA*	100,000	NA
Cherokee	8	219 million	3.5 million	2.1 million	2.5 million
Le Mars	6	1,035 million	6 million	4.5 million	4.25 million
Kingsley	3	69 million	NA	300,000	133,000
Dakota City	2	134.8 million	1.7 million	370,000	200,000
V. Jackson	2	17.7 million	200,000	85,000	NA
V. Hubbard	2	12.8 million	NA	131,000	NA
V. Homer	3	17 million	NA	140,000	NA

*Purchase potable water from Cherokee Rural Water

Cluster Analysis

This chapter presents a cluster analysis based on information gathered from the U.S. Cluster Mapping Project conducted by Harvard Business School. The cluster analysis produced target industry clusters, for which the county could focus on in their effort to attract businesses and encourage the expansion of existing ones. This chapter includes data from both 'traded' and 'local' industry clusters. Traded clusters serve markets beyond the region and local clusters serve the local market. US cluster mapping project records 51 traded cluster industries and 16 local cluster industries.

Cluster Analysis

Agglomeration of similar industries has the potential to spur economic development due to the external economy of scale (externalities) businesses tend to enjoy. An important feature of a regional economy is the presence of clusters or geographic concentrations or agglomeration of linked industries. Porter defines a 'cluster as a geographically proximate group of interconnected companies, suppliers, service providers and associated institutions in a particular field, linked by externalities of various types.'⁸ Examples of clusters include financial services in New York (Wall Street), medical devices in Boston, and IT in Silicon Valley, California⁹.

Clusters capture the important linkages and potential spillovers of technology, skills, and information that cut across industries. Clusters bring together specialized talent, competing companies, academic institutions, and other organizations to enhance productivity and spur innovation. Identifying similar companies and institutions as a cluster provides opportunities for coordination and mutual improvement, yield better market insights, more refined research agendas, larger pools of specialized talent and faster deployment of new knowledge. Naturally, clusters emerge through the market process; enhancing companies productivity as they grow in size. Over time companies looking for a new location are attracted to the established industry cluster and grow through the performance of the already established companies in the area.

All information within this cluster analysis chapter was gathered from the U.S. Cluster Mapping Project that identifies and defines cluster categories for all regions across the nation. In creating these cluster categories, the research team of the U.S. Cluster Mapping Project developed an algorithm to group together narrowly defined U.S. industry codes that show significant inter-industry linkages based on input-output measures, labor occupations, and the co-location patterns of employment and establishments. For more information and additional research instructions see Appendix A U.S. Cluster Mapping Project Guide.



⁸ Michael E. Porter (2003), The Economic Performance of Regions, *Regional Studies Vol. 37.6&&, PP. 549-578*

⁹ U.S. Cluster Mapping Project at <http://clustermapping.us/content/clusters-101>

Key Terms

The following definitions apply to the cluster analysis chapter.

Cluster

A regional concentration of related industries that arise out of the various types of linkages or externalities that span across industries in a particular location.

Externalities

A side effect or consequence of an industrial or commercial activity that affects other parties without this being reflected in the cost of the goods or services involved, such as the pollination of surrounding crops by bees kept for honey.

Economic Area

An economic area is an economically defined geographic unit of analysis by the U.S. Bureau of Economic Analysis. Economic areas are made up of counties and encompass all rural and urban U.S. counties. There are a total of 179 economic areas and many cross state borders.

Local Cluster

A local cluster is composed of local industries, which are present in most (if not all) geographic areas, and primarily sell locally. Local industries are grouped primarily based on similarities in activities reflected in aggregated U.S. industry categories.

Location Quotient (LQ)

The LQ is the ratio of an industry's share of total state employment in a location relative to its share of total national employment. The LQ measures the specialization or concentration of a cluster in a particular location relative to the national average. An LQ > 1 indicates a higher than average cluster concentration in a location.

Specialization

Measured by the value of a cluster's location quotient. Each regional economy has a particular pattern of specialization in a number of clusters, which drives productivity and growth in the economy.

Strong Cluster

A strong cluster is a cluster that has high employment specialization in a region (in the top 25% of all regions by specialization, and also meeting minimum criteria for employment and establishment).

Economic Areas with **High Employment Specialization** in a cluster meet the following criteria:

- Primary criterion: Location Quotient of Cluster Employment must be greater than the 75th percentile when measured across all Economic Areas
- Secondary criterion to differentiate marginal cases: Location Quotient of Cluster Employment must be greater than 1.0, Share of National Cluster Employment greater than the 25th percentile, and Share of National Cluster Establishments greater than the 25th percentile.

Traded Cluster

A traded cluster is composed of traded industries, which are concentrated in a subset of geographic areas and sell to other regions and nations. Sets of traded industries are organized into traded clusters based on an overall measure of relatedness between individual industries across a range of linkages, including input-output measures, use of labor occupations, and co-location patterns of employment and establishments.

Traded Clusters

Traded clusters are groups of related industries that serve markets beyond the region they are located. They have the freedom to choose their location of operation (unless the location of natural resources drives where they should be located) and are highly concentrated in a few regions, tending to only appear in regions that afford specific competitive advantages. The traded cluster consists of 51 industry clusters, described below, identified by the research team of the U.S. Cluster Mapping Project. The subsequent sections analyze traded clusters in Cherokee, Dakota, Ida, Plymouth, and Woodbury County regarding employment, wages, job creation, and specialization.

Traded Cluster Name	Description	No. of Industries	Traded Cluster Name	Description	No. of Industries
1 Aerospace Vehicles and Defense	Establishments in this cluster manufacture aircraft, space vehicles, guided missiles, and related parts. This cluster also contains firms that manufacture the necessary search and navigation equipment used by these products.	7	26 Leather and Related Products	This cluster consists of manufacturers of luggage and handbags made of leather and fabric. It also includes producers of personal and assorted other leather goods, as well as mills that produce textile bags and related products made from canvas.	6
2 Agricultural Inputs and Services	This cluster includes establishments primarily engaged in farming and related services. Farming includes soil preparation, planting, cultivation, harvest, fertilizer creation, and postharvest activities. It also includes services that supply farm labor, support for animal production, and additional operations management.	9	27 Lighting and Electrical Equipment	This cluster contains firms involved in the manufacture of electrical equipment and electronic components. The companies in this cluster manufacture wire for communications, wiring devices, fiber optic cables, switchboards, lighting fixtures, motors, transformers, and related products.	15
3 Apparel	The establishments in this cluster are focused on manufacturing clothing and fabric accessories (for example, hats, gloves, and neckties) for men, women, and children.	21	28 Livestock Processing	This cluster contains establishments engaged in processing meat from livestock and livestock wholesaling.	5
4 Automotive	This cluster includes establishments along the value chain that are necessary for manufacturing cars, trucks, and other motorized land-based transportation equipment (other than motorcycles). This includes metal mills and foundries, manufacturers of metal automotive parts, and manufacturers of completed automobiles.	36	29 Marketing, Design, and Publishing	This cluster consists of establishments involved in design services (physical and graphical), marketing (including advertising creation, marketing research, media buying, and public relations), and publishing (both in hard copy and on the internet).	22
5 Biopharmaceuticals	Establishments in this cluster produce complex chemical and biological substances used in medications, vaccines, diagnostic tests, and similar medical applications. Firms in this cluster include establishments and services primarily designed to support other aspects of a business or to assist unrelated companies. This includes corporate headquarters. Professional services such as consulting, legal services, facilities support services, computer services, engineering and architectural services, and placement services. All for-hire ground passenger transportation services are also present in this cluster.	4	30 Medical Devices	Establishments in this cluster primarily manufacture surgical, medical, dental, optical, ophthalmic, and veterinary instruments and supplies.	5
6 Business Services	This cluster contains establishments that manufacture metal containers, prefabricated metal structures, and end user metal products. These end user products include ammunition, kitchenware, hardware, metal bathroom fixtures, and similar metal products used in home finishing such as doors, windows and ornamentation.	33	31 Metal Mining	Establishments in this cluster mine various metals including iron, gold, silver, lead, copper, and uranium. It also includes firms involved in supporting metal mining activities.	8
7 Coal Mining	This cluster includes establishments that mine coal and provide services to support coal mining.	4	32 Metalworking Technology	The establishments in this cluster manufacture machine tools and process metal for use in metal working. The cluster also contains the downstream manufacture of metal fasteners and hand tools.	17
8 Communications Equipment and Services	This cluster involves goods and services used for communications. This includes cable, wireless, and satellite services, as well as telephones, broadcasting, and wireless communications equipment.	8	33 Music and Sound Recording	Establishments in this cluster are primarily involved in the production and distribution of music and other sound recordings.	5
9 Construction Products and Services	The establishments in this cluster supply construction materials, components, products, and services. Construction materials and components include those made of sand, stone, gravel, asphalt, cement, concrete, and other earthen substances. Construction products include pipes and heat exchangers. Construction services include the construction of pipelines for water, power, oil and gas, power, and communication, as well as building services for homes and industrial buildings.	20	34 Nonmetal Mining	Establishments in this cluster mine earthen materials other than metals. This includes stone, granite, sand, clay, bracte, and other minerals. The cluster also includes support for the nonmetal mining activities.	13
10 Distribution and Electronic Commerce	This cluster consists primarily of traditional wholesalers as well as mail order houses and electronic merchants. The companies in this cluster mostly buy, hold, and distribute a wide range of products such as apparel, food, chemicals, gases, minerals, farm materials, machinery, and other merchandises. The cluster also contains firms that support distribution and electronic commerce operations, including packaging, labeling, and equipment rental and leasing.	62	35 Oil and Gas Production and Transportation	This cluster includes firms involved in locating, extracting, refining, and transporting oil and gas. This includes companies that manufacture the equipment necessary to extract oil and gas, as well as companies that provide support services for oil and gas operations and pipeline transport.	12
11 Downstream Chemical Products	Establishments in this cluster manufacture complex chemical products for end users. These products include adhesives, beauty products, soaps, cleaners, film processing chemicals, dyes, paints, explosives, and lubricating oils.	13	36 Paper and Packaging	This cluster contains the paper mills and manufacturers of paper products used for shipping, packaging, containers, office supplies, personal products, and similar products.	20
12 Downstream Metal Products	This cluster contains establishments that manufacture metal containers, prefabricated metal structures, and end user metal products. These end user products include ammunition, kitchenware, hardware, metal bathroom fixtures, and similar metal products used in home finishing such as doors, windows and ornamentation.	16	37 Performing Arts	This cluster contains services that produce, promote, and support live artistic performances. Live performances include those by theater companies, dance troupes, musicians, and independent artists.	8
13 Education and Knowledge Creation	This cluster contains all educational and training institutions, as well as related supporting establishments. It also includes research and development institutions in biotechnology, physical sciences, engineering, life sciences, and social sciences.	15	38 Plastics	Establishments in this cluster manufacture plastic materials, components, and products. The plastics and foams are manufactured for packaging, pipes, floor coverings, and related plastic products. The cluster also includes the upstream manufacturing of plastic materials and resins, as well as the industrial machines used to manufacture plastics.	15
14 Electric Power Generation and Transmission	This cluster contains establishments primarily engaged in generating and distributing electric power. This includes power generated from alternative energy sources such as hydroelectric power, nuclear electric power, and solar and wind generated electric power.	5	39 Printing Services	Establishments in this cluster primarily manufacture products designed to produce parts and devices used in the production of downstream products. This cluster also includes end use heavy machinery such as air and material handling equipment. The machines are used for industrial, agricultural, construction, commercial industry, and related purposes.	13
15 Environmental Services	This cluster contains establishments primarily engaged in collection, treatment, processing, and disposal of hazardous and non-hazardous waste.	7	40 Production Technology and Heavy Machinery	This cluster contains establishments that manufacture end use products for recreational and decorative purposes. These products include games, toys, bicycles, motorcycles, musical instruments, sporting goods, art supplies, office supplies, shades, and home accessories. This cluster also incorporates firms that produce small, simple electric goods like hairdryers, fans, and office machinery.	41
16 Financial Services	This cluster contains establishments involved in aiding the transaction and growth of financial assets for businesses and individuals. These firms include securities brokers, dealers, and exchanges; credit institutions; and financial investment support. Insurance firms are located in a separate insurance cluster.	26	41 Recreational and Small Electric Goods	This cluster contains textile mills that primarily produce and finish fabrics for clothing, carpets, upholstery, and similar uses. The textiles include yarn, thread, fibers, hosiery, knits, and other specialty fabrics.	15
17 Fishing and Fishing Products	Establishments in this cluster are engaged primarily in catching fish and other seafood and processing the catch for consumption.	5	42 Textile Manufacturing	The establishments in this cluster manufacture cigarettes and other tobacco products. This also includes upstream tobacco leaf processing.	23
18 Food Processing and Manufacturing	This cluster includes firms involved in the processing of raw food materials and the manufacturing of downstream food products for end users. This includes millers and refiners of rice, flour, corn, sugar, and oilseeds. These upstream products contribute in part to producing specialty foods, animal foods, baked goods, candies, teas, coffees, beers, wines, other beverages, meats, packaged fruits and vegetables, and processed dairy products.	47	43 Tobacco	The establishments in this cluster manufacture trailers, campers and motor homes, as well as major household appliances.	3
19 Footwear	Establishments in this cluster are those that manufacture men's and women's shoes, boots, slippers, and other footwear. This cluster also contains the upstream leather used in making footwear.	6	44 Trailers, Motor Homes, and Appliances	This cluster contains all air, rail, bus, and freight transportation services. It also includes related operation services and support activities such as inspections, maintenance, repairs, security, and loading/unloading.	9
20 Forestry	Establishments in this cluster are those that involve growing and harvesting trees. It also includes support services for these activities.	4	45 Transportation and Logistics	This cluster consists of firms that manufacture basic organic and inorganic chemicals and gases. The chemicals are usually separate elements that could be used as inputs for more complex downstream chemical products.	17
21 Furniture	This cluster contains establishments that manufacture furniture, cabinets, and shelving for residential homes and offices. It also includes establishments that produce manufactured forms. The products in this cluster can be made of wood, metal, plastic, and/or textiles.	12	46 Upstream Chemical Products	The establishments in this cluster manufacture upstream metal products such as pipes, tubes, metal closures, wires, springs, and related products. The cluster includes iron and steel mills and foundries, as well as related metal processing techniques.	12
22 Hospitality and Tourism	This cluster contains establishments related to hospitality and tourism services and venues. This includes sport venues, casinos, museums, and other attractions. It also includes hotels and other accommodations, transportation, and services related to recreational travel such as reservation services and tour operators.	31	47 Upstream Metal Manufacturing	The establishments in this cluster are primarily involved with the production and distribution of motion pictures and other videos. This includes specialized screening venues such as drive-in theaters.	26
23 Information Technology and Analytical Instruments	This cluster consists of information technology and analytical products such as computers, software, audio visual equipment, laboratory instruments, and medical apparatus. The cluster also includes the standard and precision electronics used by these products (for example, circuit boards and semiconductor devices).	27	48 Video Production and Distribution	This cluster contains firms that manufacture construction and other materials out of earthen substances such as clay, sand, and rubber at extremely high temperatures. The production processes create goods made of tile, brick, ceramic, glass, and rubber (including refractories and tires).	6
24 Insurance Services	This cluster consists of firms providing a range of insurance types, as well as support services such as reinsurance and claims adjustment.	6	49 Vulcanized and Fired Materials	This cluster contains all establishments involved in transporting people and goods over water. The cluster includes boat building, transportation, operations, and other support services.	17
25 Jewelry and Precious Metals	Establishments in this cluster manufacture jewelry, silverware, and fine tableware. This cluster also includes the upstream manufacture of jewelry parts and the processing of gemstones.	4	50 Water Transportation	The establishments in this cluster are primarily engaged in making upstream wood materials and manufacturing non-furniture wood products. Upstream establishments include sawmills, plywood and hardwood manufacturers, cut stock manufacturers, and wood preservation services. Downstream establishments produce windows, doors, flooring, wood containers, prefabricated wood buildings, and related products.	12
			51 Wood Products		13

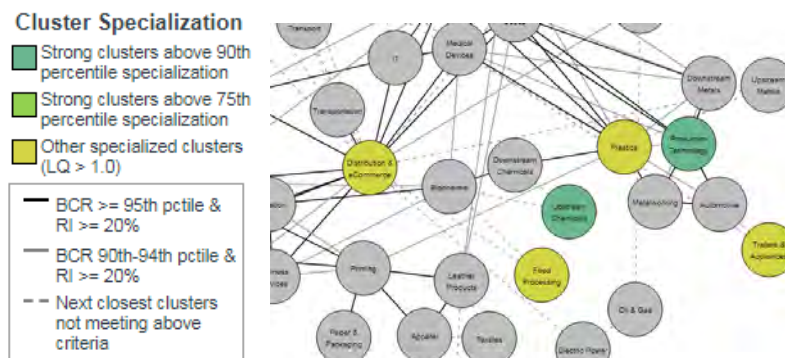
Traded Cluster Linkages

Under each county's *Specialization by Traded Cluster* section, the *Cluster Linkages and Economic Diversification* graph shows the linkage or supply chain of the various traded clusters and the existing economic diversification. The color scheme that is used indicates the degree of each traded cluster's specialization, shown in the legend below. Traded clusters that are colored green indicate a strong cluster exists for their specialization ranks above the 90th percentile when measured across all Economic Areas. Traded clusters that are colored light-green also indicate a strong cluster exists for their specialization ranks above the 75th percentile when measured across all Economic Areas. Traded clusters that are colored yellow indicate a modest-in-strength cluster exists for their Location Quotient is greater than one. All remaining traded clusters that are colored gray indicate a weak cluster exists for their Location Quotient is less than one.

Legend	
———— = Strong Connection	● = Strong Cluster
——— = Modest Connection	● = Modest Cluster
..... = Weak Connection	○ = Weak Cluster

The U.S. Mapping Project team used Between Cluster Relatedness (BCR) and Related Industries (RI) to measure the linkage or the share of skills, technology, and supply and demand within and between clusters. BCR measures the average relatedness between the industries in two different clusters while RI measures the average relatedness between a specific industry and a specific cluster. Both methods used the locational correlation of employment (LC-emp), locational correlation of establishments (LC-est), input-output flows (IO), and occupational overlap (Occ) in measuring the linkage of clusters within a given region.

In addition to the color scheme used in the *Cluster Linkages and Economic Diversification* graph, different styled gray lines connecting traded clusters were used to reveal the strength of connection between each other. Clusters that are connected by a solid, dark gray line indicate a strong connection (BCR \geq 95th percentile and RI \geq 20%). Light gray lines are considered to have a medium connection (BCR 90th-94th percentile and RI \geq 20%). Clusters that have a weak connection in the region are connected by a short-dashed line.



Local Cluster

Local clusters consist of industries that serve the local market. They are prevalent in every region of the country, regardless of the competitive advantages of a particular location. As a result, a region's employment in local clusters is usually proportional to the population of that region. The U.S. Cluster Mapping Project identified 16 industry clusters that form local clusters in any region in the country. The subsequent sections analyze local clusters in Cherokee, Dakota, Ida, Plymouth, and Woodbury County regarding employment, wages, job creation, and specialization.

Local Cluster Definitions

	Local Cluster Name	Description	No. of Industries
1	Local Food and Beverage Processing and Distribution	Firms that sell food and beverages at the wholesale and retail levels. Products sold include meat, seafood, fruit and vegetables, general groceries, tobacco, alcoholic beverages, and specialty foods. The cluster also includes related distribution methods such as vending and direct selling.	22
2	Local Personal Services (Non-Medical)	Establishments in this cluster provide local personal services including self-service laundry, hair care, photofinishing, repair services, and child care. This cluster also contains pet stores and retail stores for certain personal merchandise such as cosmetics.	22
3	Local Health Services	Firms in this cluster include local health care establishments and services such as hospitals, medical laboratories, home and residential care, and funeral services and crematories. This cluster also includes pharmacies and optical goods retail stores.	35
4	Local Utilities	Establishments in this cluster provide local communications services, energy distribution, as well as sanitary services for sewage and waste treatment.	10
5	Local Logistical Services	This cluster primarily contains establishments that offer local passenger transportation and local transportation of freight and goods, including moving companies and couriers. This cluster also includes local storage facilities, truck and RV leasing, and passenger car rental services.	17
6	Local Household Goods and Services	This cluster contains local establishments and services designed to support individual households such as landscape services, electronics repair, as well as retail stores for appliances, hardware, gardening, and furniture.	15
7	Local Financial Services	This cluster contains local establishments that facilitate financial transactions for both businesses and individuals, such as deposit-taking institutions, third-party administrative services for pension and welfare funds, insurance agencies, tax preparation services, and payment collection agencies.	6
8	Local Motor Vehicle Products and Services	Establishments in this cluster consist of local motor vehicle wholesalers and dealers, as well as auto repair services, gas stations, parking lots, car washes, and vehicle towing.	26
9	Local Retailing of Clothing and General Merchandise	This cluster consists of local retail stores, department stores, and warehouse clubs that sell apparel, jewelry, luggage, sewing supplies, and general merchandise.	15
10	Local Entertainment and Media	Establishments in this cluster primarily sell or otherwise distribute various media locally. The cluster includes newspaper publishers, radio and TV broadcasting stations, and movie theaters. It also contains local retail establishments that sell or rent books, music, movies, sport and hobby goods, and electronics.	15
11	Local Hospitality Establishments	Establishments in this cluster primarily consist of local hospitality establishments that serve food and beverages (alcoholic and non alcoholic), as well as recreational facilities including country clubs, fitness clubs, and bowling centers. This cluster also contains gift and souvenir retail stores.	12
12	Local Commercial Services	This cluster contains local professional establishments that provide legal services, accounting services, temporary help, and office administrative activities. This cluster also contains building support and security services, commercial printing and signmaking, professional laundry services (including drycleaning), testing laboratories, and office supply stores.	33
13	Local Education and Training	Establishments in this cluster include local educational institutions. These include schools for elementary and secondary education, technical and vocational training, fine arts instruction, as well as automobile driving.	5
14	Local Community and Civic Organizations	Establishments in this cluster primarily consist of local social service organizations such as community food and housing services and advocacy organizations. This cluster also contains grantmaking foundations, business associations, and political and religious organizations.	19
15	Local Real Estate, Construction, and Development	Establishments in this cluster primarily provide local real estate services, general contracting, and specialty contracting for the building, purchasing, and renting of homes and related local infrastructure. This cluster also contain firms that support land development, concrete manufacturing, highway and street construction, as well as building equipment distribution.	52
16	Local Industrial Products and Services	This cluster primarily consists of firms that provide maintenance, wholesaling, and distribution for local industrial goods and services. This cluster also includes consumer rental and leasing for electronics, appliances, and general equipment.	6

Specialization by Local Cluster

Under each county's *Specialization by Local Cluster* section, the *Specialization by Local Cluster, 2006 to 2016* graph shows the concentration of local clusters. Local clusters colored green gained additional jobs whereas clusters colored red lost jobs between 2006 and 2016. The existing short dashed-lines divide the chart into four quadrants. Local clusters in the shaded quadrant have a high location quotient, are more concentrated, and are experiencing growth in employment. These clusters are the strengths that enable a county to stand out from the prevailing competition. Local clusters within the southeast quadrant are experiencing rapid growth but are currently under-represented in a county; if growth trends continue, these clusters will transition into the shaded quadrant. Clusters within the southeast quadrant are considered "emerging" strengths for the region. The local clusters in the southwest quadrant are both losing jobs and under-represented in a county. These clusters are characterized as showing a lack of competitiveness. The remaining local clusters in the northwest quadrant are currently more concentrated in a county but are undergoing negative growth. If trends continue, these clusters will transition into the southwest quadrant.

Target Industry Clusters

Each County's section within this chapter is concluded with identified target traded industry clusters that each County may consider in their efforts to stimulate economic growth. Target clusters identified for each County were based on the following two criteria:

1. Strong existing traded cluster whose specialization ranked above the 90th percentile when measured across all Economic Areas
2. Largest employment in the county

Identifying a target industry is not limited to the two previously mentioned selection criteria. Each County may decide to research target clusters in more detail using the information in this study. Future cluster research and analysis may consider the following criteria:

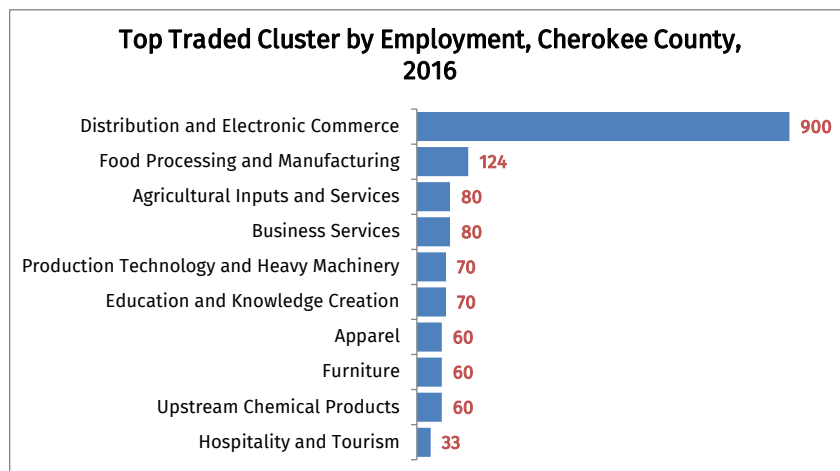
Target Cluster Criteria

1. Leverage local/national/global industry trends
2. Proximity to market
3. Access to an available workforce
4. Available industrial sites
5. High relative wages, support or strengthen existing industry groups/clusters
6. Make use of location's unique attributes
7. Match area's educational infrastructure and postsecondary completions
8. Match the area's capacity and desire for growth and development
9. Environmentally sustainable

Cherokee County

Employment by Traded Cluster, Cherokee County 2016

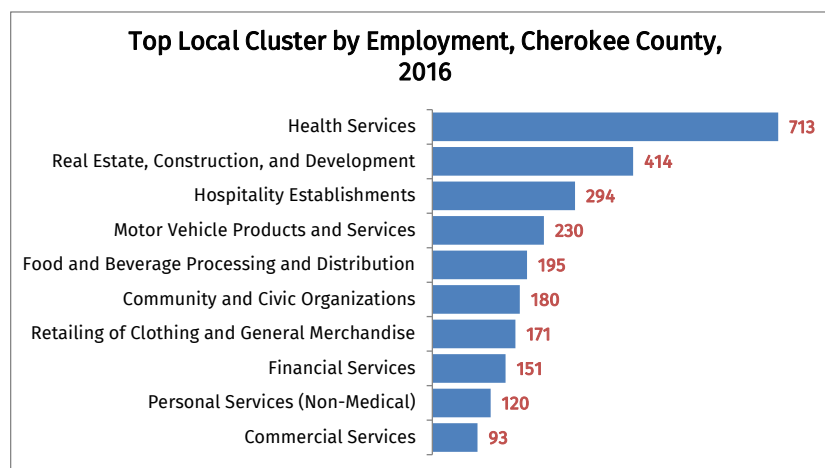
The top traded clusters in Cherokee County by the level of employment in 2016 are presented in the following graph. Approximately 1,681 individuals were employed amongst the traded clusters. With the exception of *Distribution and Electronic Commerce* accounting for 53.5% of the total share of employment amongst traded clusters in the County, all other traded clusters with employees had a relatively even level of employment. The *Food Processing and Manufacturing* traded cluster had the second largest share of total employment at just 7.4% in 2016. Traded clusters recognized as *Strong Traded Clusters* in Cherokee County included *Distribution and Electronic Commerce* and *Agricultural Inputs and Services*.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Employment by Local Cluster, Cherokee County 2016

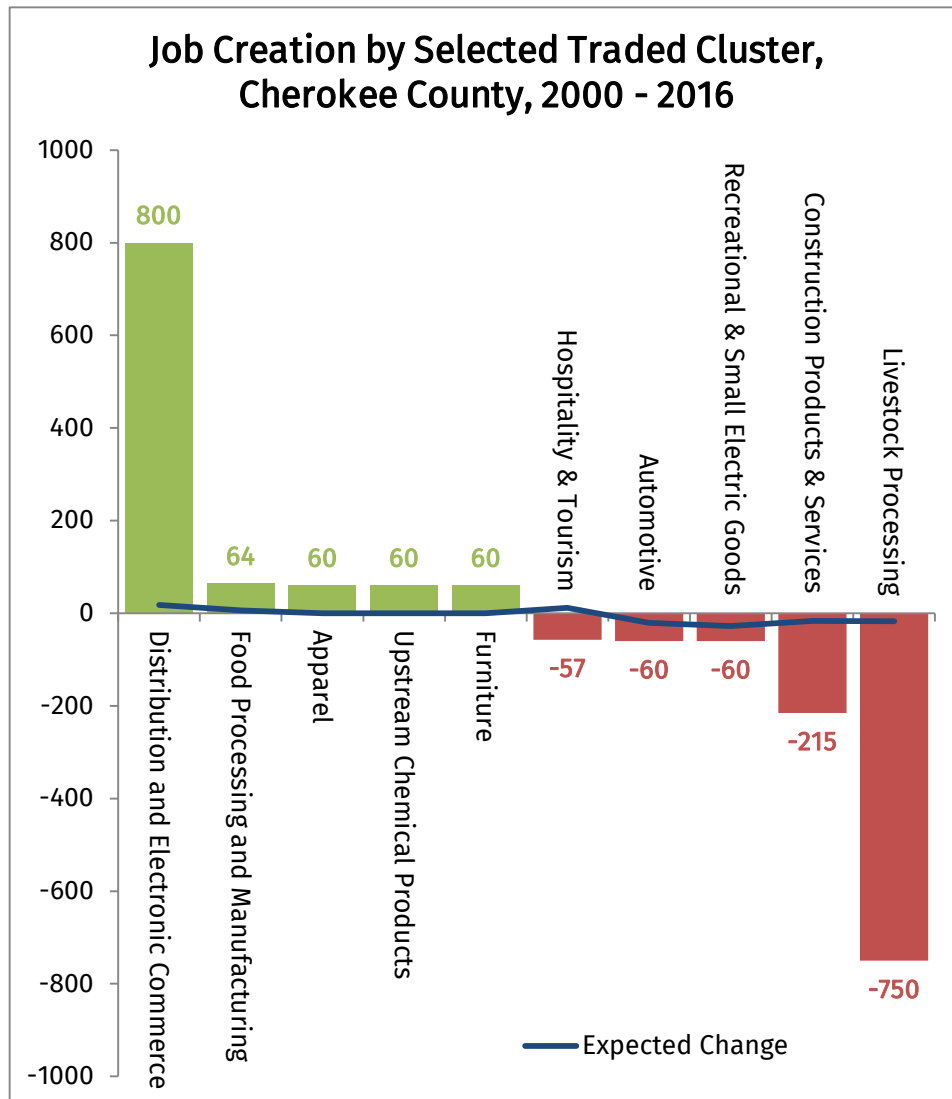
The top local clusters in Cherokee County by the level of employment in 2016 are presented in the following graph. Approximately 2,915 individuals were employed amongst the local clusters. Local clusters that accounted for the largest share of employment in Cherokee County included *Health Services* (24.5%), *Real Estate/Construction and Development* (14.2%), and *Hospitality Establishments* (10.1%).



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Job Creation by Traded Cluster, Cherokee County

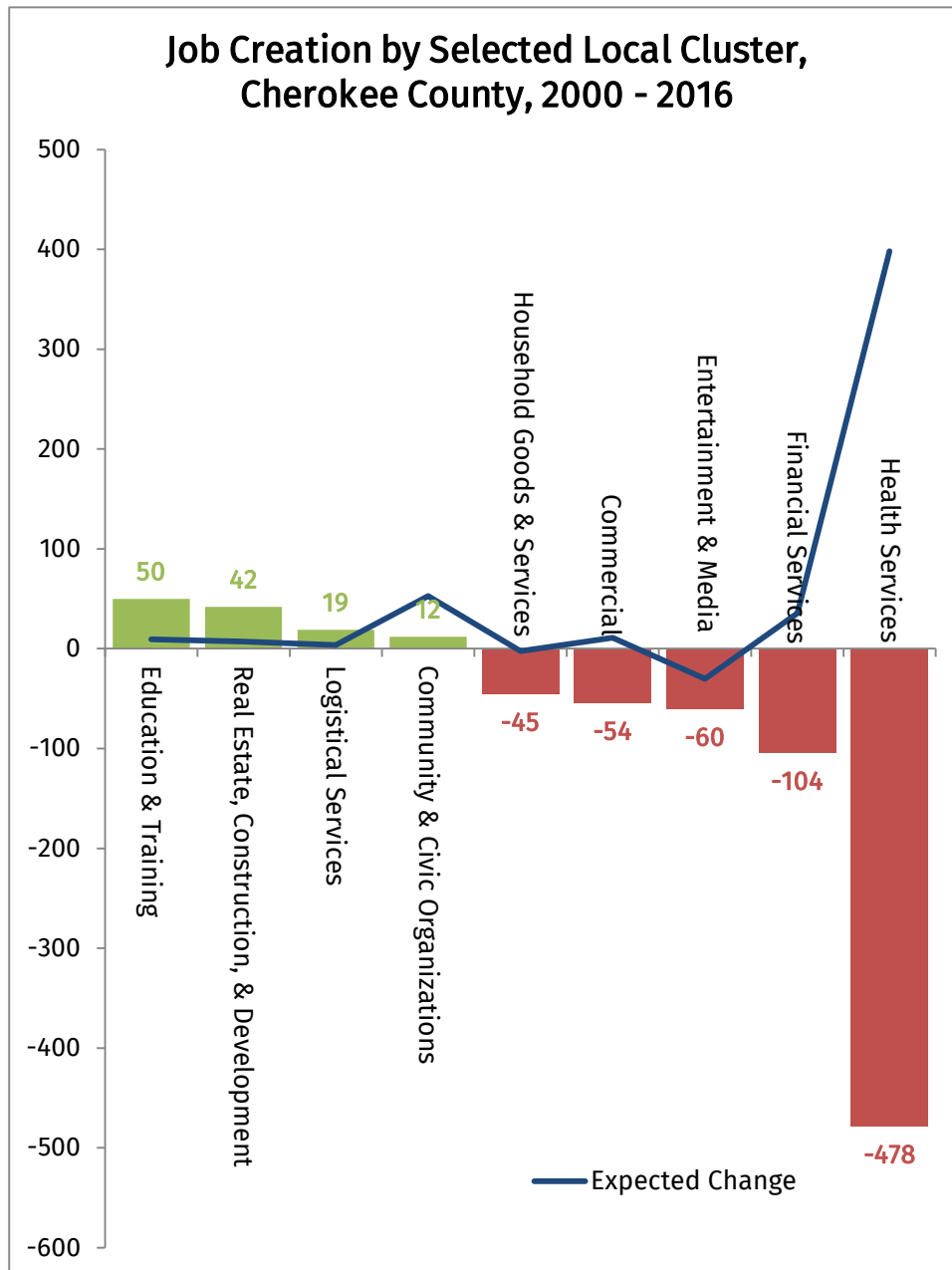
The creation and retention of jobs are vital to the growth of a local economy. The largest changes to job creation by selected traded cluster in Cherokee County between 2000 and 2016 are presented in the following graph. Traded clusters that created the most jobs during the sixteen year period was led by *Distribution and Electronic Commerce* (800%), followed by *Food Processing and Manufacturing*, *Apparel*, *Upstream and Chemical Products*, and *Furniture*. In contrast, traded clusters that experienced a decrease in jobs available was led by *Livestock Processing* (-97.4%), followed by *Construction Products & Services*, and *Automotive*. Examining all the traded clusters of Cherokee County collectively, the County underwent a slight loss in jobs available between 2000 and 2016, recording a 3.7% decrease.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Job Creation by Local Cluster, Cherokee County

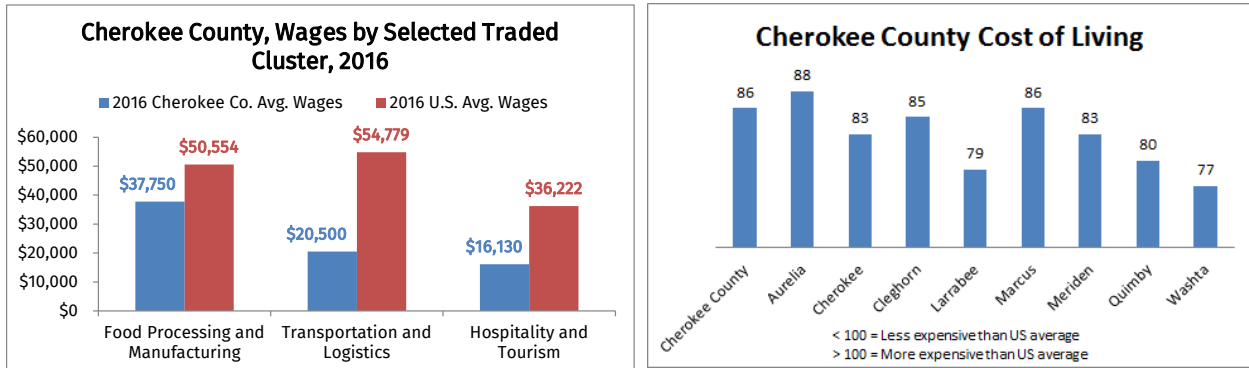
The creation and retention of jobs are vital to the growth of a local economy. The largest changes to job creation by selected local cluster in Cherokee County between 2000 and 2016 are presented in the following graph. Local clusters that created the most jobs during the sixteen year period were led by *Education and Training* (166.7%), *Real Estate/Construction and Development* (11.3%), and *Logistical Services* (65.5%). In contrast, local clusters that experienced a decrease in jobs available was led by *Health Services* (-40.1%), followed by *Financial Services*, and *Entertainment and Media*. Examining all the local clusters of Cherokee County collectively, the County underwent a sizeable loss in jobs available between 2000 and 2016, recording a 20.2% decrease.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Wages (Average Private Wage) by Traded Cluster, Cherokee County 2016

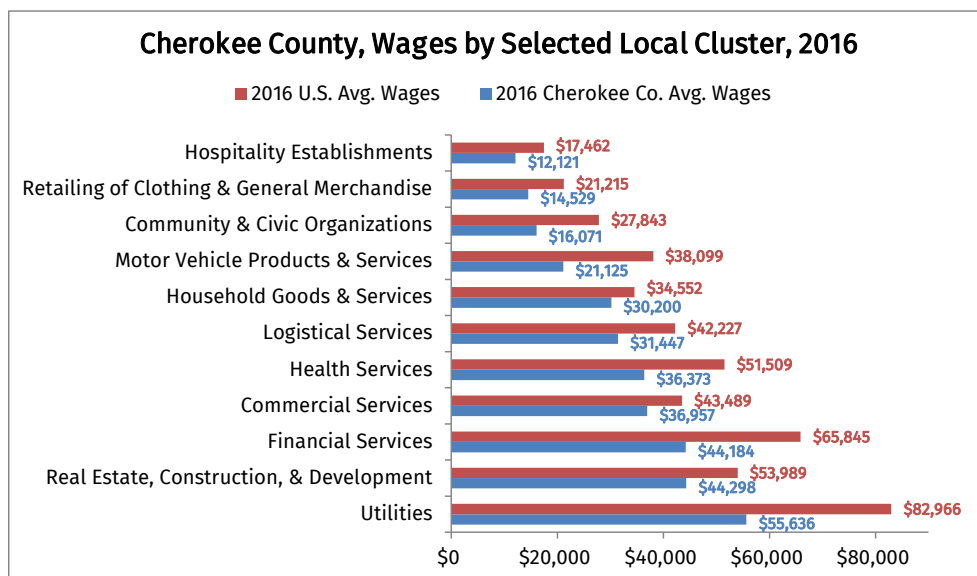
In 2016, the average private wage of traded clusters in Cherokee County was \$31,527. Compared to the United States, the County's average wage was more than doubled, as it was approximately 127% below the national average (\$71,649). Amongst the traded clusters who reported wages earned by employees, *Food Processing and Manufacturing* recorded the highest average, followed by *Transportation and Logistics*, and *Hospitality and Tourism*. A comparison on the average private wage between the County's reporting traded clusters and the United States is presented in the following graph.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Wages (Average Private Wage) by Local Cluster, Cherokee County 2016

In 2016, the average private wage of local clusters in Cherokee County was \$28,340. Compared to the United States, the County's average wage was noticeably lower, as it was approximately 38.3% below the national average (\$39,185). Amongst the local clusters who reported wages earned by employees, *Utilities* recorded the highest average, followed by *Real Estate/Construction and Development*, and *Financial Services*. A comparison on the average private wage between the County's reporting local clusters and the United States is presented in the following graph.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Specialization by Traded Cluster, Cherokee County

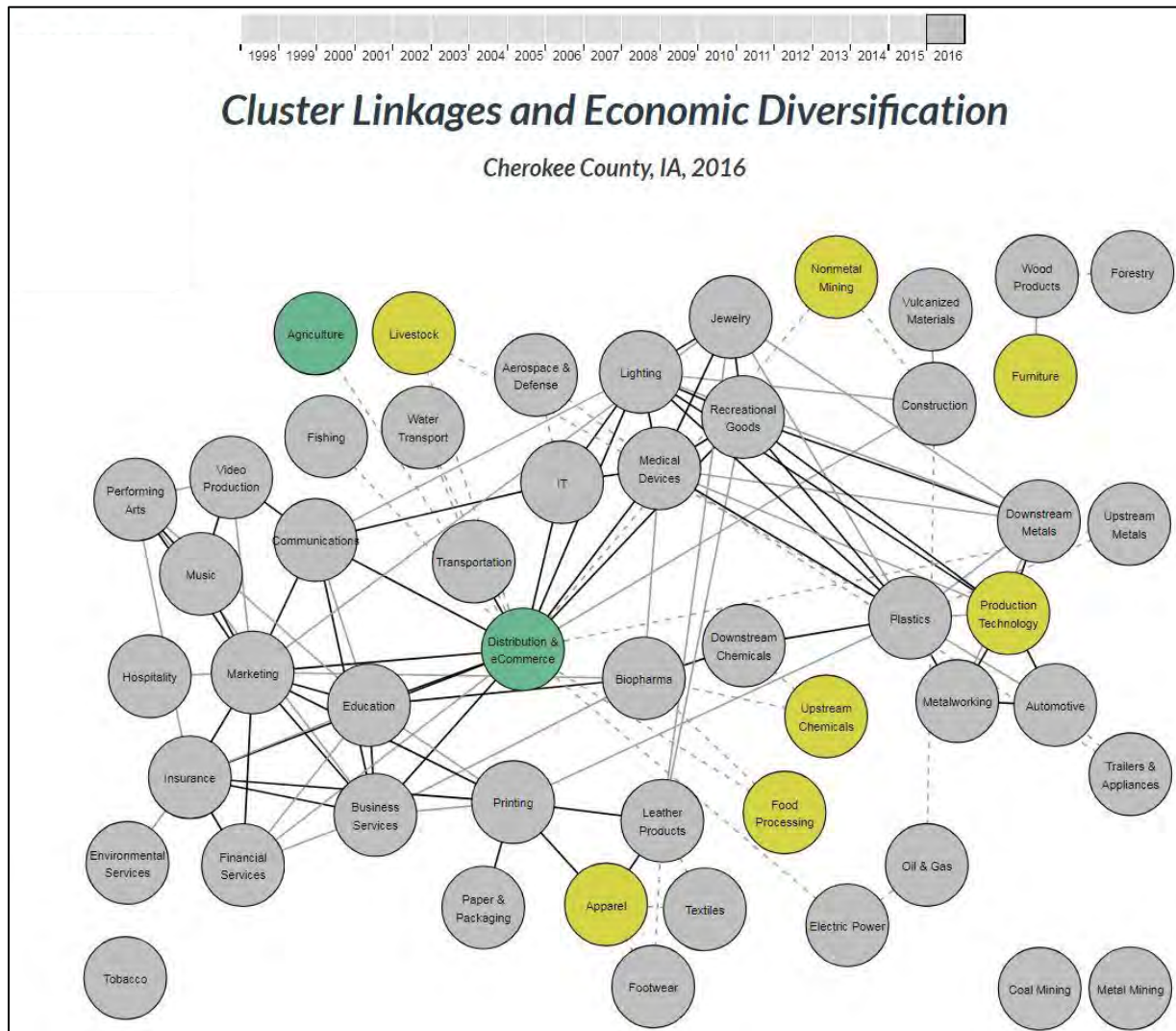
The location quotient (LQ) is the ratio of an industry's share of total employment in a location relative to its share of total national employment. LQ is used to measure the uniqueness of a local economy. Thus it measures the specialization or concentration of a cluster in a particular location relative to the national average. An LQ greater than one indicates a higher than U.S. average cluster concentration in a location. The table and figure below show the LQ of the traded cluster in Cherokee County. Led by *Agricultural Inputs & Services*, eight other traded clusters were more concentrated in regards to employment in Cherokee County than the U.S. as each had a LQ of more than one in 2016. Furthermore, the traded clusters with a LQ greater than one indicate that these nine industries form the economic base of Cherokee County.

Specialization by Traded Cluster, Cherokee County

Cluster Name	Location Quotient 2016	Change in Location Quotient (2006-2016)	Change in Employment (2006-2016)
Agricultural Inputs & Services	21.45	2.57	0
Apparel	13.69	7.98	0
Upstream Chemical Products	9.32	1.94	0
Furniture	4.72	4.72	60
Distribution & Electronic Commerce	4.18	2.24	415
Nonmetal Mining	3.24	1.18	0
Food Processing & Manufacturing	3.21	1.09	34
Production Technology & Heavy Machinery	1.98	0.31	-10
Livestock Processing	1.07	-31.07	-750
Construction Products & Services	0.98	-1.29	-50
Performing Arts	0.73	0.73	10
Education & Knowledge	0.60	0.52	60
Printing Services	0.57	0.25	0
Metalworking Technology	0.56	0.13	0
Oil & Gas Production	0.47	-0.42	-10

An LQ > 1 indicates a higher than U.S. average cluster concentration in a location
Source: Adapted from U.S. Cluster Mapping Project; institute for Strategy and Competiveness, Harvard Business School

For more information on the following *Cluster Linkages and Economic Diversification* graph, please refer to the *Cluster Linkages* subsection within the *Traded Clusters* section in the introduction.

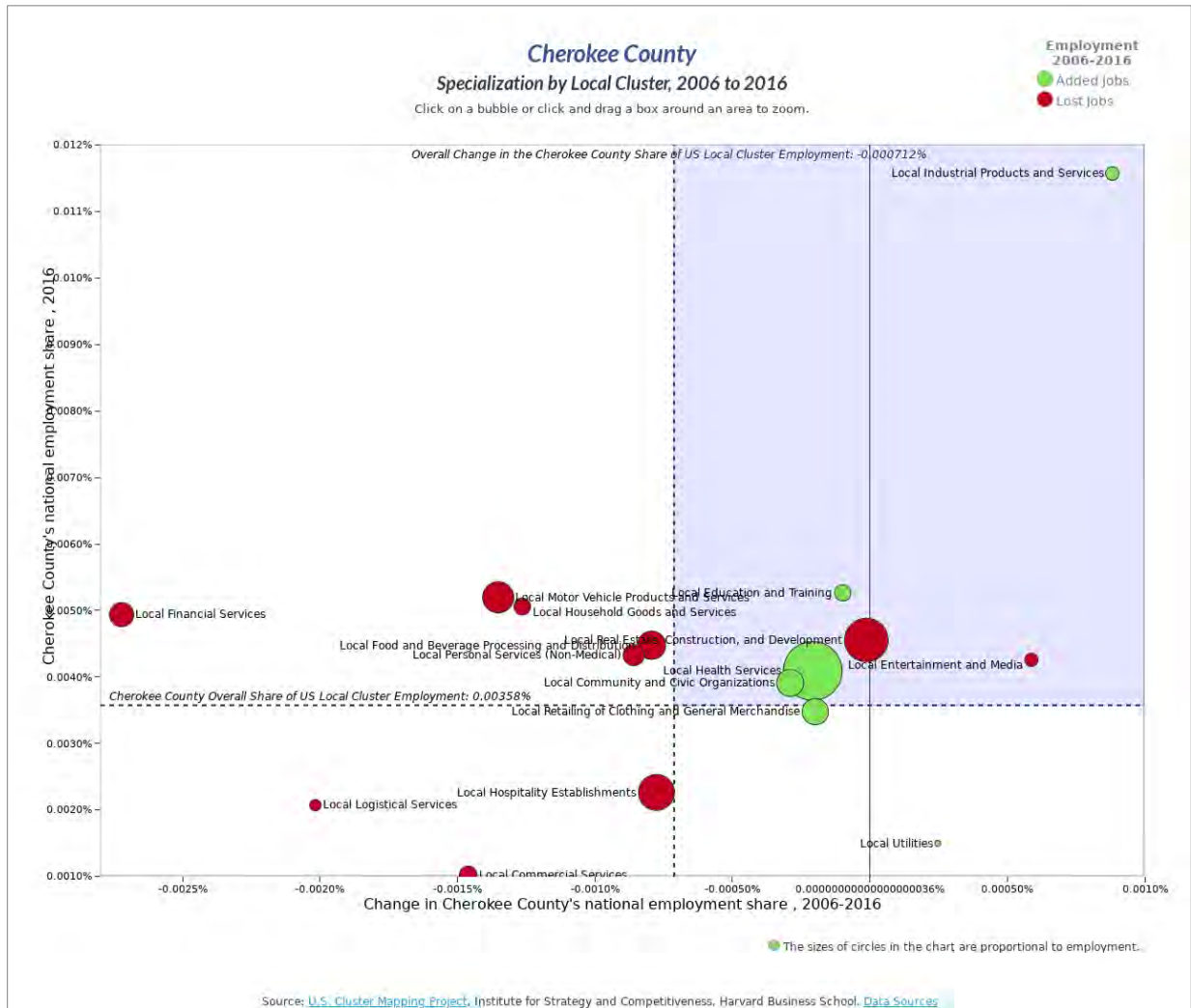


Legend			
—	= Strong Connection	● (Green)	= Strong Cluster
- - -	= Modest Connection	● (Yellow)	= Modest Cluster
⋯	= Weak Connection	● (Grey)	= Weak Cluster

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Specialization by Local Cluster, Cherokee County

For more information on the following *Specialization by Local Cluster, 2006 to 2016* graph, please refer to the *Specialization by Local Cluster* subsection within the *Local Cluster* section in the introduction.



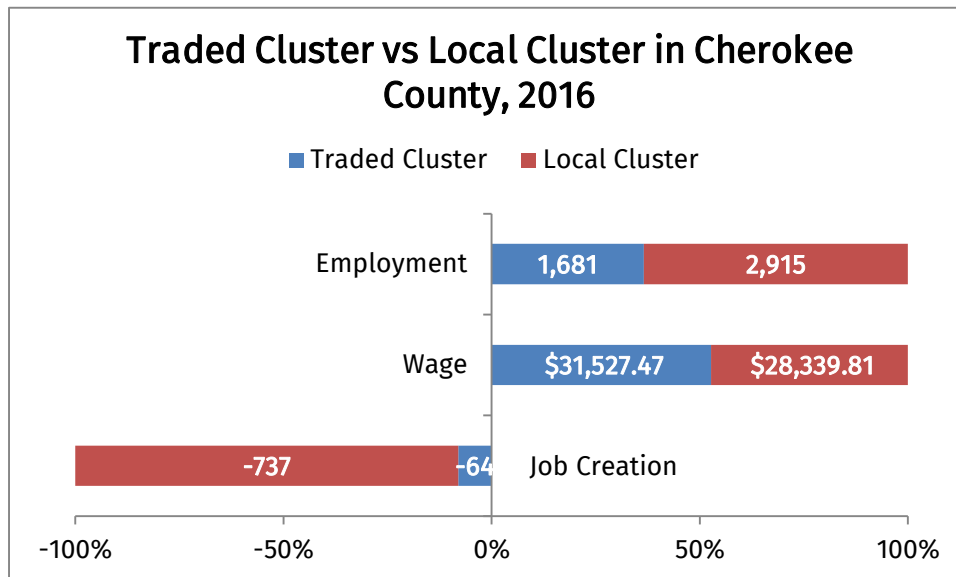
Legend

Northwest Quadrant = Clusters more concentrated but undergoing negative growth
 Northeast Quadrant = Clusters more concentrated and experiencing growth
 Southwest Quadrant = Clusters underrepresented and undergoing negative growth
 Southeast Quadrant = Clusters underrepresented but undergoing rapid growth

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Traded Cluster VS Local Cluster in Cherokee County

The chart below compares the traded and local cluster in Cherokee County regarding employment, wages, and job creation. Between 2000 and 2016, a decrease in jobs available occurred for both the County’s traded and local clusters, totaling at 801 less jobs. The decrease in jobs available during the timespan primarily occurred within the local cluster industries, accounting for a 92% share. As of 2016, wages earned by employees was fairly even between the traded and local clusters, with employees working in the traded cluster industries earning on average \$3,187.66 more than employees in the local cluster industries; mirroring the national trend, the average wage earned in traded clusters being higher than the local cluster is fairly common due to the fact that traded cluster industries have a wider market radius or threshold. Also mirroring a national trend, more individuals were employed amongst the local cluster industries in Cherokee County in 2016.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

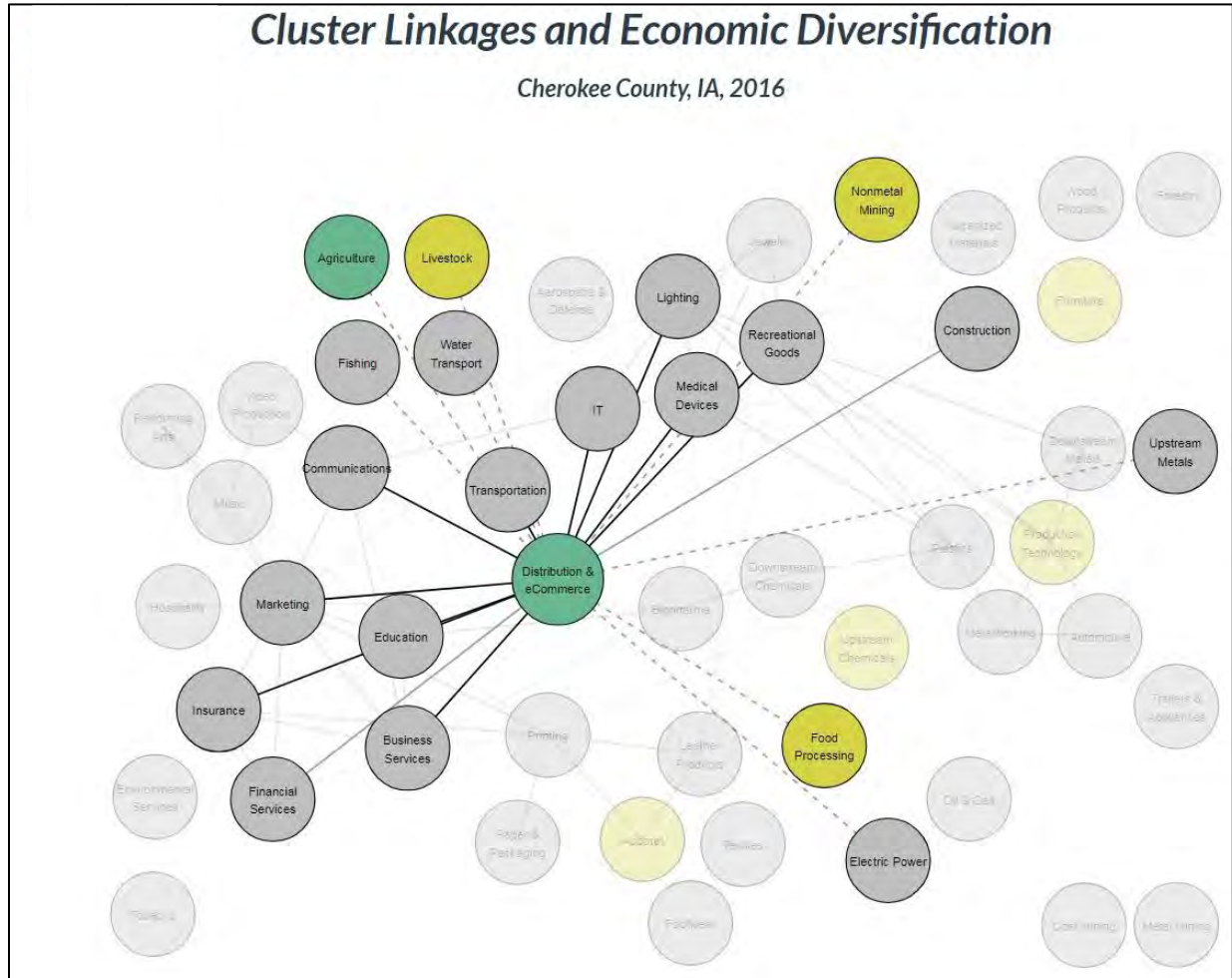
Target Industry Clusters

Distribution & Electronic Commerce was selected as the strongest traded cluster in the County based on employment and specialization. The strongest traded cluster was selected from the green traded clusters in the linkage graph with the highest employment in the county; additional methods described in the chapter’s introduction. The following table lists a series of clusters that currently are in operation and has a connection to the strongest traded cluster for the County to consider tailoring their efforts towards to stimulate economic growth. All clusters in connection with *Distribution & Electronic Commerce* including their concentration in the County are presented on the following page.

Distribution & Electronic Commerce Industry Linkages

Cluster Name	Location Quotient 2016	Employment
Construction Products & Services	0.98	30
Education & Knowledge Creation	0.60	70
Transportation & Logistics	0.22	14
Business Services	0.18	80
Insurance Services	0.16	10
Financial Services	0.14	10

Distribution & Electronic Commerce Cluster Linkages



Legend	
	= Strong Connection
	= Modest Connection
	= Weak Connection
	= Strong Cluster
	= Modest Cluster
	= Weak Cluster

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Distribution & Electronic Commerce North America Industry Classification System Description

This cluster consists primarily of traditional wholesalers as well as mail order houses and electronic merchants. The companies in this cluster mostly buy, hold, and distribute a wide range of products such as apparel, food, chemicals, gasses, minerals, farm materials, machinery, and other merchandise. The cluster also contains firms that support distribution and electronic commerce operations, including packaging, labeling, and equipment rental and leasing.

Target: Distribution & Electronic Commerce

Distribution & Electronic Commerce contains establishments or industries engaged in *Warehousing and Storage, Electronic and Catalog Shopping, Wholesale, and Rental Leasing*. The various industries under this cluster are presented in the table below with their North America Industry Classification System (NAICS) code.

NAICS	NAICS Name	Sub-Cluster Name
493110	General Warehousing & Storage	Warehousing & Storage
493120	Refrigerated Warehousing & Storage	
493190	Other Warehousing & Storage	
425110	Business to Business Electronic Markets	Electronic & Catalog Shopping
454111	Electronic Shopping	
454112	Electronic Auctions	
454113	Mail-Order Houses	
425120	Wholesale Trade Agents & Brokers	Wholesale Trade Agents & Brokers
561499	All Other Business Support Services	Packaging & Labeling Services
561910	Packaging & Labeling Services	
424310	Piece Goods, Notions, & Other Dry Goods Merchant Wholesalers	Wholesale of Apparel & Accessories
424320	Men's & Boys' Clothing & Furnishings Merchant Wholesalers	
424330	Women's, Children's, & Infants' Clothing & Accessories Merchant Wholesalers	
424340	Footwear Merchant Wholesalers	Wholesale of Books, Periodicals, & Newspapers
424920	Book, Periodical, & Newspaper Merchant Wholesalers	
424610	Plastics Materials & Basic Forms & Shapes Merchant Wholesalers	Wholesale of Chemical & Allied Products
424690	Other Chemical & Allied Products Merchant Wholesalers	
424210	Drugs & Druggists' Sundries Merchant Wholesalers	Wholesale of Drugs & Druggists' Sundries
424590	Other Farm Product Raw Material Merchant Wholesalers	Wholesale of Farm Products & Supplies
424910	Farm Supplies Merchant Wholesalers	
424930	Flower, Nursery Stock, & Florists' Supplies Merchant Wholesalers	
424940	Tobacco & Tobacco Product Merchant Wholesalers	
493130	Farm Product Warehousing & Storage	Wholesale of Food Products
424440	Poultry & Poultry Product Merchant Wholesalers	
424460	Fish & Seafood Merchant Wholesalers	
424470	Meat & Meat Product Merchant Wholesalers	
424480	Fresh Fruit & Vegetable Merchant Wholesalers	Wholesale of Furniture & Home Furnishing
424820	Wine & Distilled Alcoholic Beverage Merchant Wholesalers	
423210	Furniture Merchant Wholesalers	Wholesale of Furniture & Home Furnishing
423220	Home Furnishing Merchant Wholesalers	
423940	Jewelry, Watch, Precious Stone, & Precious Metal Merchant Wholesalers	Wholesale of Jewelry, Watches, Precious Stones, & Precious Metals
424110	Printing & Writing Paper Merchant Wholesalers	Wholesale of Paper & Paper Products
424120	Stationery & Office Supplies Merchant Wholesalers	
424130	Industrial & Personal Service Paper Merchant Wholesalers	
423910	Sporting & Recreational Goods & Supplies Merchant Wholesalers	Wholesale of Sporting & Recreational Goods & Supplies
423920	Toy & Hobby Goods & Supplies Merchant Wholesalers	Wholesale of Toy & Hobby Goods & Supplies
424950	Paint, Varnish, & Supplies Merchant Wholesalers	Wholesale of Other Merchandise
424990	Other Miscellaneous Nondurable Goods Merchant Wholesalers	
423820	Farm & Garden Machinery & Equipment Merchant Wholesalers	Wholesale of Farm & Garden Machinery & Equipment
423810	Construction & Mining (except Oil Well) Machinery & Equipment Merchant Wholesalers	Wholesale of Construction & Mining Machinery & Equipment
423830	Industrial Machinery & Equipment Merchant Wholesalers	Wholesale of Industrial Machinery, Equipment, & Supplies
423840	Industrial Supplies Merchant Wholesalers	
423850	Service Establishment Equipment & Supplies Merchant Wholesalers	Wholesale of Service Establishment Equipment & Supplies
423860	Transportation Equipment & Supplies (except Motor Vehicle) Merchant Wholesalers	Wholesale of Transportation Equipment & Supplies (except Motor Vehicles)
423410	Photographic Equipment & Supplies Merchant Wholesalers	Wholesale of Professional & Commercial Equipment and Supplies
423420	Office Equipment Merchant Wholesalers	
423430	Computer & Computer Peripheral Equipment & Software Merchant Wholesalers	
423440	Other Commercial Equipment Merchant Wholesalers	
423450	Medical, Dental, & Hospital Equipment & Supplies Merchant Wholesalers	
423460	Ophthalmic Goods Merchant Wholesalers	
423490	Other Professional Equipment & Supplies Merchant Wholesalers	
423610	Electrical Apparatus & Equipment, Wiring Supplies, & Related Equipment Merchant Wholesalers	Wholesale of Electrical & Electronic Goods
423620	Electrical & Electronic Appliance, Television, & Radio Set Merchant Wholesalers	
423690	Other Electronic Parts & Equipment Merchant Wholesalers	
423510	Metal Service Centers & Other Metal Merchant Wholesalers	Wholesale of Metals & Minerals (except Petroleum)
423520	Coal & Other Mineral & Ore Merchant Wholesalers	
424710	Petroleum Bulk Stations & Terminals	Wholesale of Petroleum & Petroleum Products
424720	Petroleum & Petroleum Products Merchant Wholesalers (except Bulk Stations & Terminals)	
532411	Commercial Air, Rail, & Water Transportation Equipment Rental & Leasing	Rental & Leasing
532412	Construction, Mining, & Forestry Machinery & Equipment Rental & Leasing	
532420	Office Machinery & Equipment Rental & Leasing	
532490	Other Commercial & Industrial Machinery & Equipment Rental & Leasing	

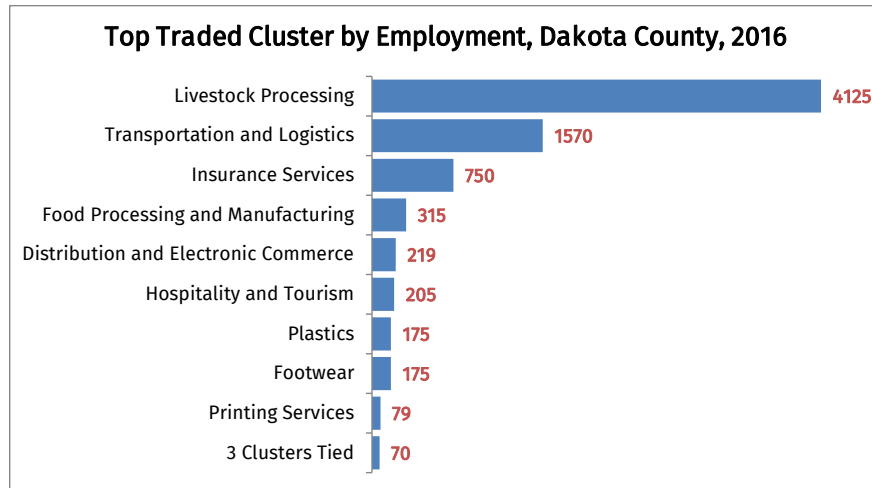
Distribution & Electronic Commerce outlook in Cherokee County

As previously mentioned, the *Distribution & Electronic Commerce* industry cluster was the County's fastest growing cluster regarding employment between 2000 and 2016. Between 2012 and 2016, the cluster shifted from accounting for a quarter share of the County's total employment amongst traded clusters to more than half and becoming the largest employer amongst all traded and local clusters. The *Distribution & Electronic Commerce* industry cluster consists of 26 subclusters. Amongst the 26 subclusters, 62 industries exist. Between 2012 and 2016, *Warehousing & Storage* was the predominant subcluster, accounting for more than three-fourths share of total employment within the *Distribution & Electronic Commerce* industry cluster.

Dakota County

Employment by Traded Cluster, Dakota County 2016

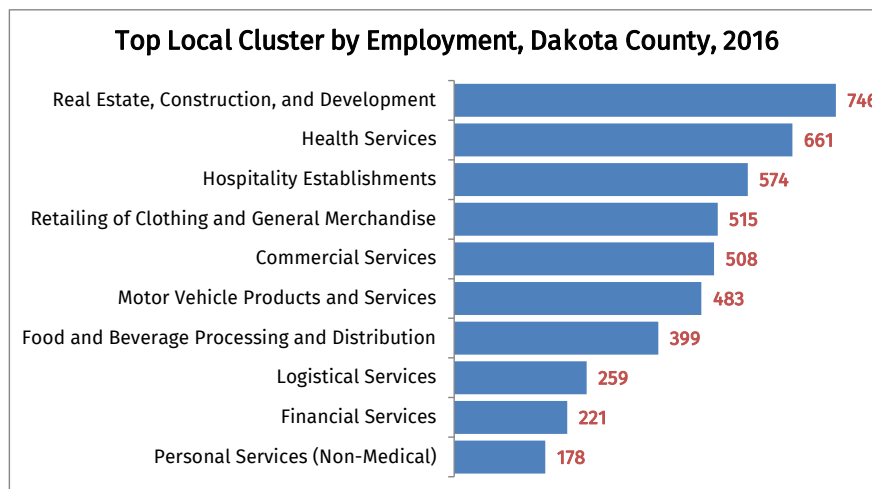
The top traded clusters in Dakota County by the level of employment in 2016 are presented in the following graph. Approximately 8,106 individuals were employed amongst the traded clusters. Traded clusters that accounted for the largest share of employment in Dakota County included *Livestock Processing* (50.9%), *Transportation and Logistics* (19.4%), and *Insurance Services* (9.3%). These three clusters are recognized as *Strong Traded Clusters* in the region as well. Amongst all the *Livestock Processing* traded clusters in the nation, the number of employees in Dakota County ranked 12th out of 3,221 counties in 2016.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Employment by Local Cluster, Dakota County 2016

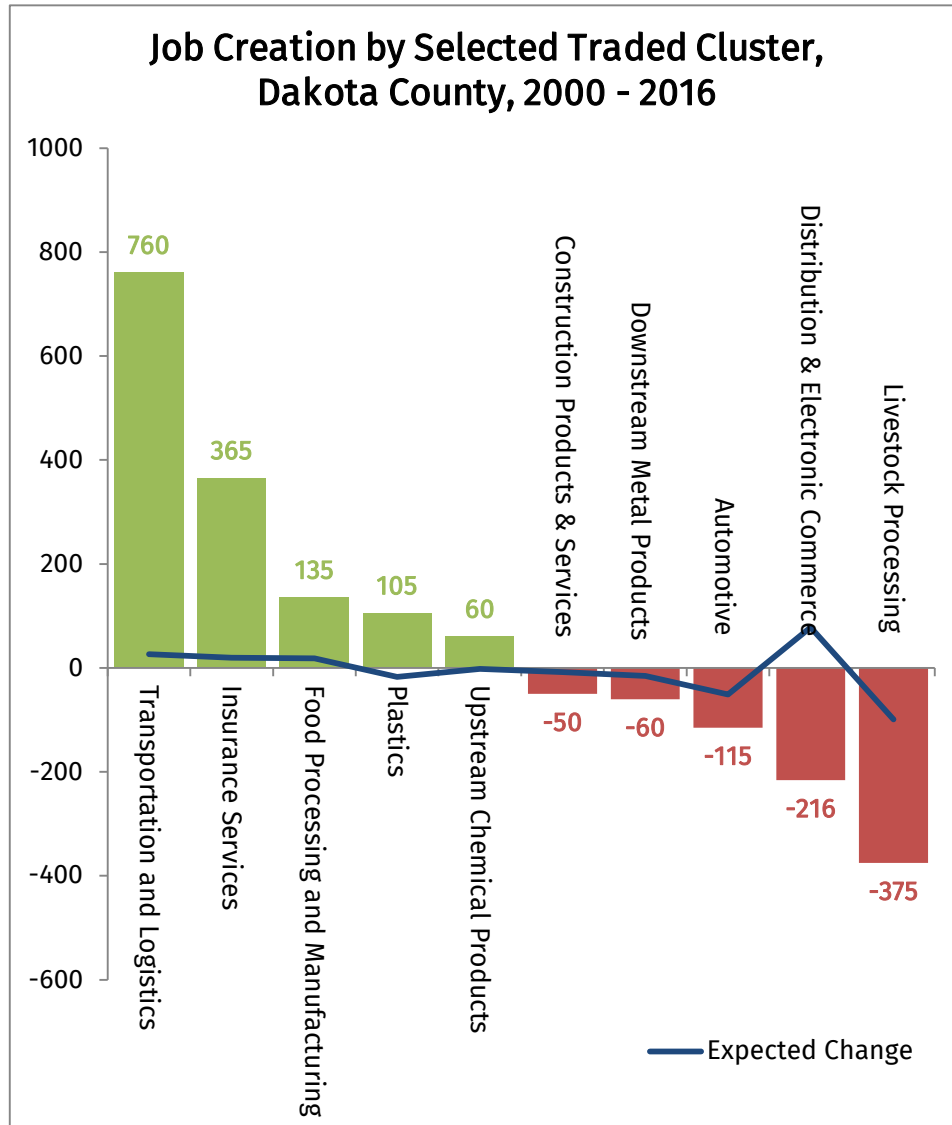
The top local clusters in Dakota County by the level of employment in 2016 are presented in the following graph. Approximately 4,973 individuals were employed amongst local clusters. Share of total employment amongst the County's local clusters was fairly diverse. Led by *Real Estate/Construction and Development* (15%), four other local clusters accounted for more than a ten percent share of the County's employment.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Job Creation by Traded Cluster, Dakota County

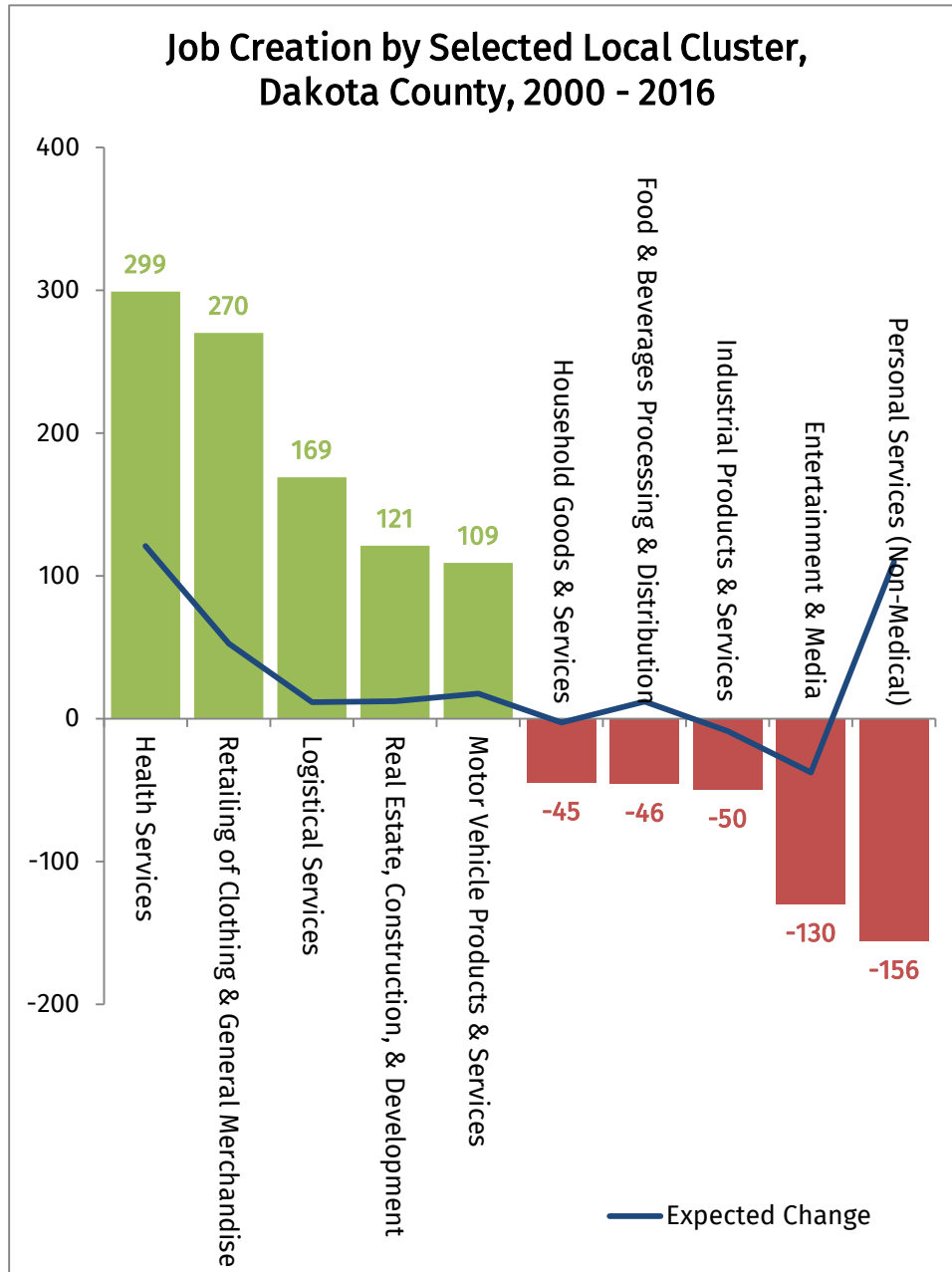
The creation and retention of jobs are vital to the growth of a local economy. The largest changes to job creation by selected traded cluster in Dakota County between 2000 and 2016 are presented in the following graph. Traded clusters that created the most jobs during the sixteen year period was led by *Transportation and Logistics* (93.8%), followed by *Insurance Services*, and *Food Processing and Manufacturing*. In contrast, traded clusters that experienced a decrease in jobs available was led by *Livestock Processing* (-8.3%), followed by *Distribution & Electronic Commerce*, and *Automotive*. Examining all the traded clusters of Dakota County collectively, the County recorded an 8% increase in jobs created between 2000 and 2016.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Job Creation by Local Cluster, Dakota County

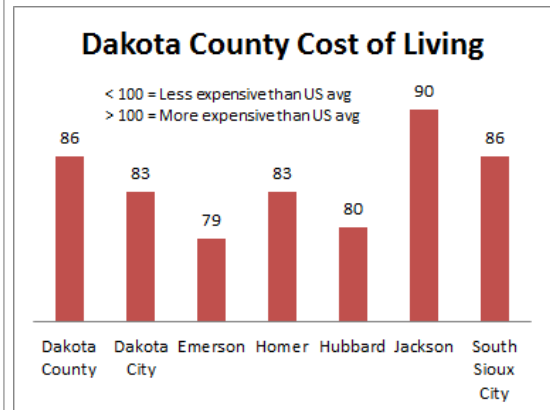
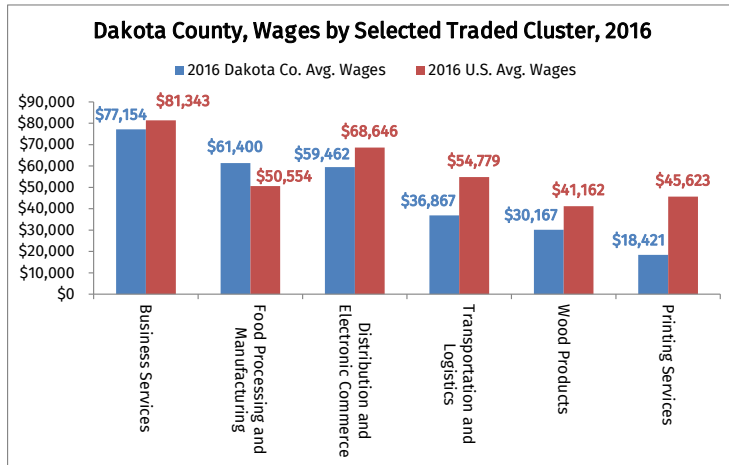
The creation and retention of jobs are vital to the growth of a local economy. The largest changes to job creation by selected local cluster in Dakota County between 2000 and 2016 are presented in the following graph. Local clusters that created the most jobs during the sixteen year period were led by *Health Services* (82.6%), *Retailing of Clothing and General Merchandise* (110.2%), and *Logistical Services* (187.8%). In contrast, local clusters that experienced a decrease in jobs available was led by *Personal Services (Non-Medical)* (-46.7%), followed by *Entertainment and Media*, and *Industrial Products and Services*. Examining all the local clusters of Dakota County collectively, the County underwent a sizable gain in jobs available between 2000 and 2016, recording a 14.4% increase.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Wages (Average Private Wage) by Traded Cluster, Dakota County 2016

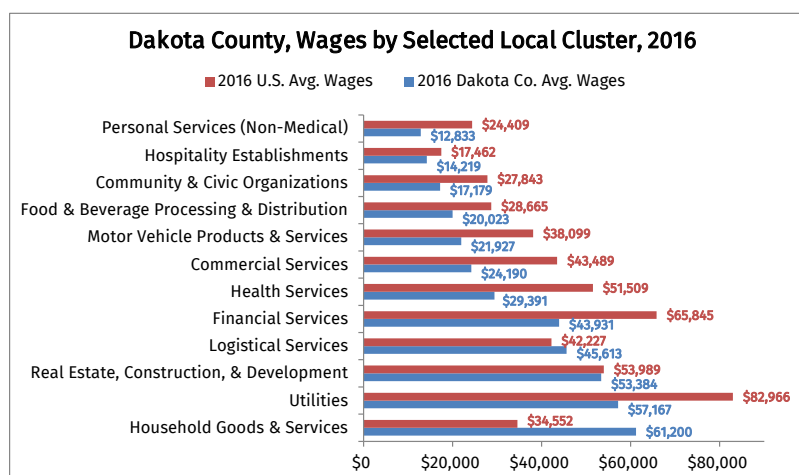
In 2016, the average private wage of traded clusters in Dakota County was \$37,476. Compared to the United States, the County's average wage was nearly doubled, as it was approximately 91% below the national average (\$71,649). Amongst the traded clusters who reported wages earned by employees, *Business Services* (\$77,154) recorded the highest average, followed by *Food Processing and Manufacturing*, and *Distribution and Electronic Commerce*. Furthermore, the County's *Food Processing and Manufacturing* traded cluster was the only average private wage that was higher than the national average. A comparison on the average private wage between the County's reporting traded clusters and the United States is presented in the following graph.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Wages (Average Private Wage) by Local Cluster, Dakota County 2016

In 2016, the average private wage of local clusters in Dakota County was \$28,402. Compared to the United States, the County's average wage was noticeably lower, as it was approximately 38% below the national average (\$39,185). Amongst the local clusters who reported wages earned by employees, *Household Goods and Services* recorded the highest average, followed by *Utilities*, and *Real Estate/Construction and Development*. A comparison on the average private wage between the County's reporting local clusters and the United States is presented in the following graph.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Specialization by Traded Cluster, Dakota County

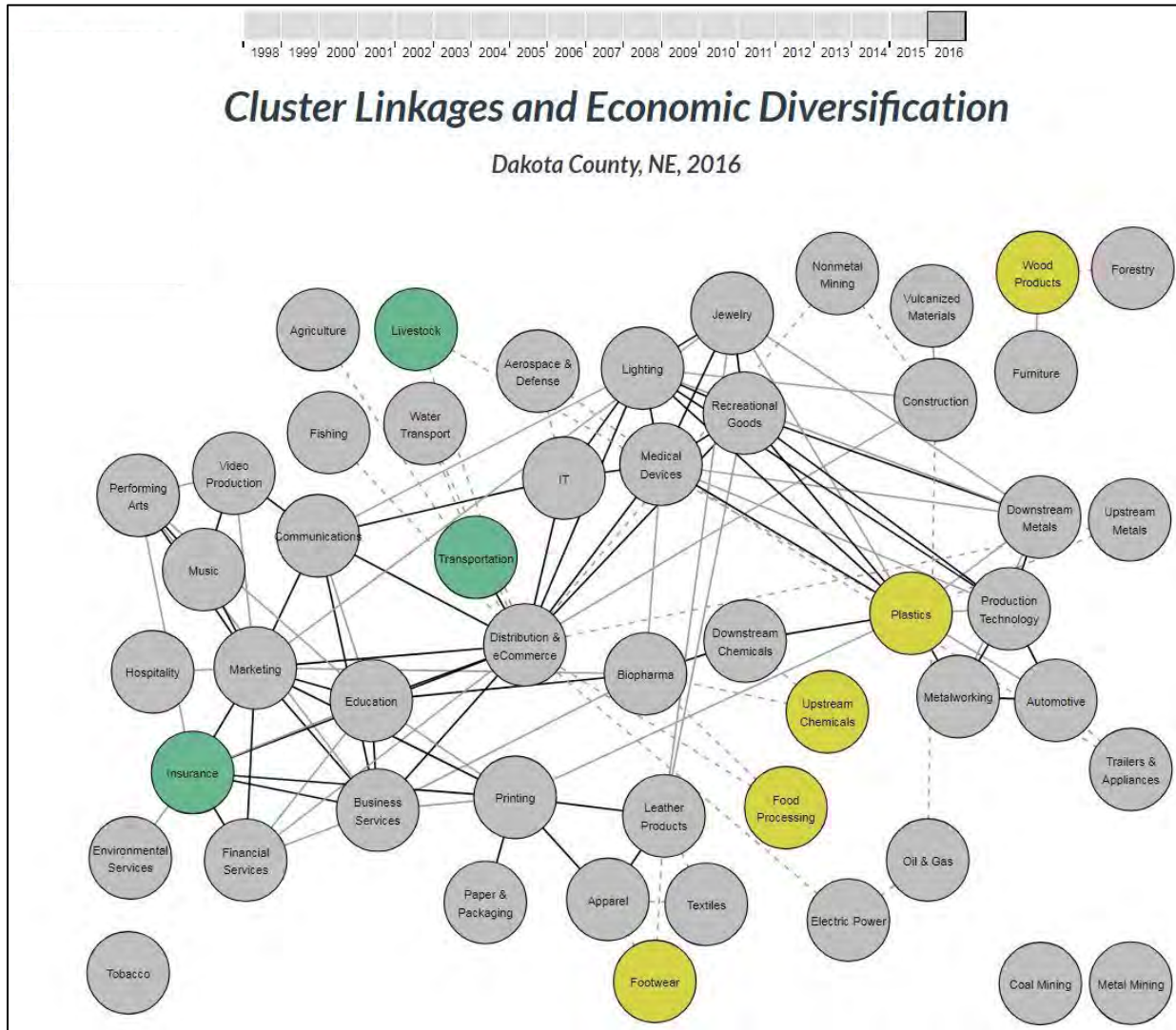
The location quotient (LQ) is the ratio of an industry's share of total employment in a location relative to its share of total national employment. LQ is used to measure the uniqueness of a local economy. Thus it measures the specialization or concentration of a cluster in a particular location relative to the national average. An LQ greater than one indicates a higher than U.S. average cluster concentration in a location. The table and figure below show the LQ of the traded cluster in Dakota County. Led by *Footwear*, seven other traded clusters were more concentrated in regards to employment in Dakota County than the U.S. as each had a LQ of more than one in 2016. Furthermore, the traded clusters with a LQ greater than one indicate that these eight industries form the economic base of Dakota County.

Specialization by Traded Cluster, Dakota County

Cluster Name	Location Quotient 2016	Change in Location Quotient (2006-2016)	Change in Employment (2006-2016)
Footwear	65.42	34.10	0
Livestock Processing	45.78	-15.79	-3750
Transportation & Logistics	5.03	2.80	635
Insurance Services	2.54	1.52	365
Upstream Chemical Products	2.26	1.79	50
Food Processing & Manufacturing	1.69	1.29	225
Plastics	1.39	0.53	0
Wood Products	1.07	0.59	7
Printing Services	0.94	0.52	9
Environmental Services	0.63	0.63	10
Agricultural Inputs and Services	0.56	0.11	0
Construction Products and Services	0.47	0.08	-4
Trailers, Motor Homes, and Appliances	0.40	-0.97	-50
Electric Power Generation and Transmission	0.37	0.37	10
Hospitality and Tourism	0.35	0.02	-40

An LQ > 1 indicates a higher than U.S. average cluster concentration in a location
Source: Adapted from U.S. Cluster Mapping Project; institute for Strategy and Competiveness, Harvard Business School

For more information on the following *Cluster Linkages and Economic Diversification* graph, please refer to the *Cluster Linkages* subsection within the *Traded Clusters* section in the introduction.

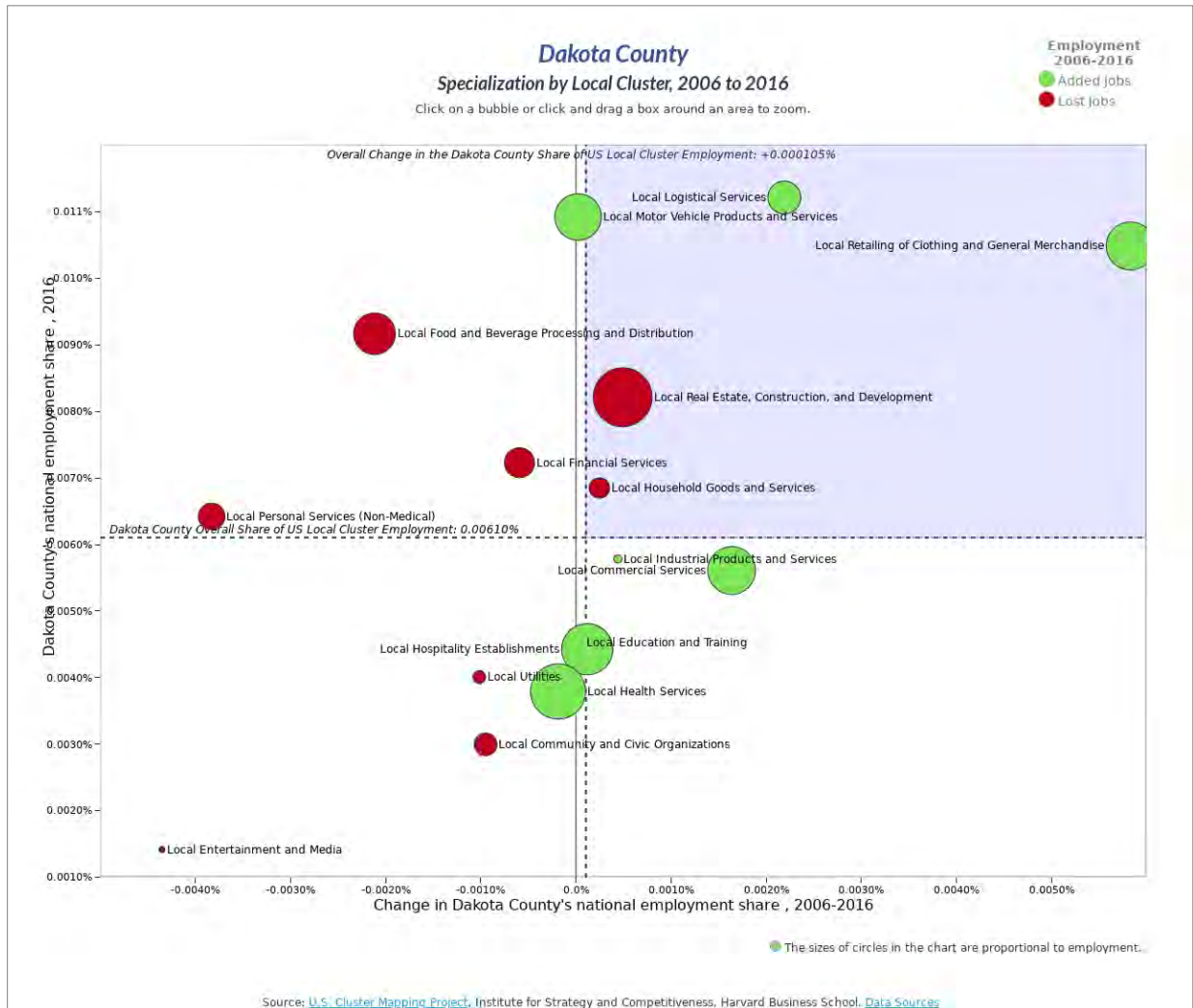


Legend	
	= Strong Connection
	= Modest Connection
	= Weak Connection
	= Strong Cluster
	= Modest Cluster
	= Weak Cluster

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Specialization by Local Cluster, Dakota County

For more information on the following *Specialization by Local Cluster, 2006 to 2016* graph, please refer to the *Specialization by Local Cluster* subsection within the *Local Cluster* section in the introduction.



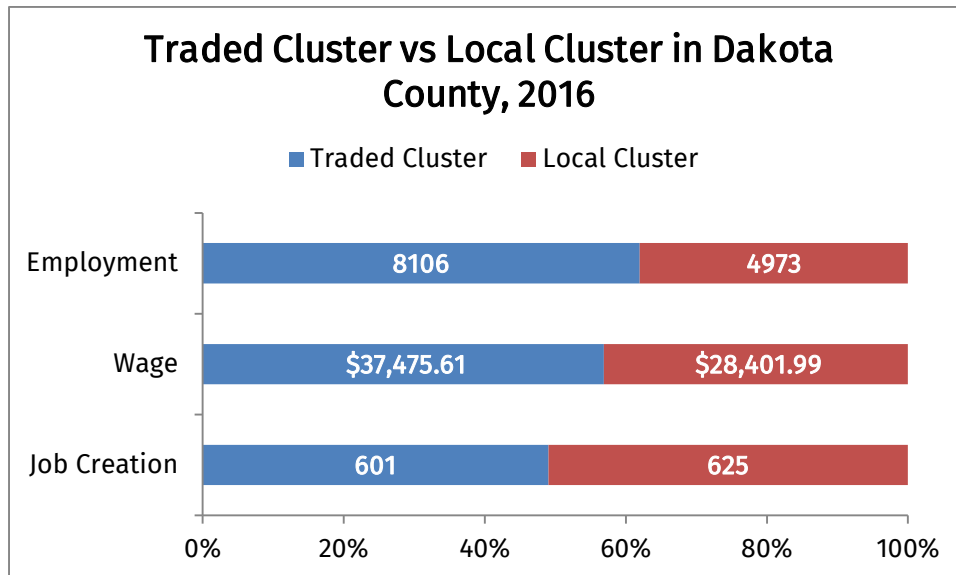
Legend

Northwest Quadrant = Clusters more concentrated but undergoing negative growth
 Northeast Quadrant = Clusters more concentrated and experiencing growth
 Southwest Quadrant = Clusters underrepresented and undergoing negative growth
 Southeast Quadrant = Clusters underrepresented but undergoing rapid growth

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Traded Cluster VS Local Cluster in Dakota County

The chart below compares the traded and local cluster in Dakota County regarding employment, wages, and job creation. Between 2000 and 2016, the number of jobs created was nearly even between the County’s traded and local clusters, with traded clusters accounting for 51% of the 1,226 created jobs. As of 2016, employees amongst the traded cluster industries earned on average \$9,073.62 more than employees working in a local cluster industry. Regarding employment, traded cluster industries accounted for nearly two-thirds of the total individuals employed in Dakota County in 2016, contrary to the national trend.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

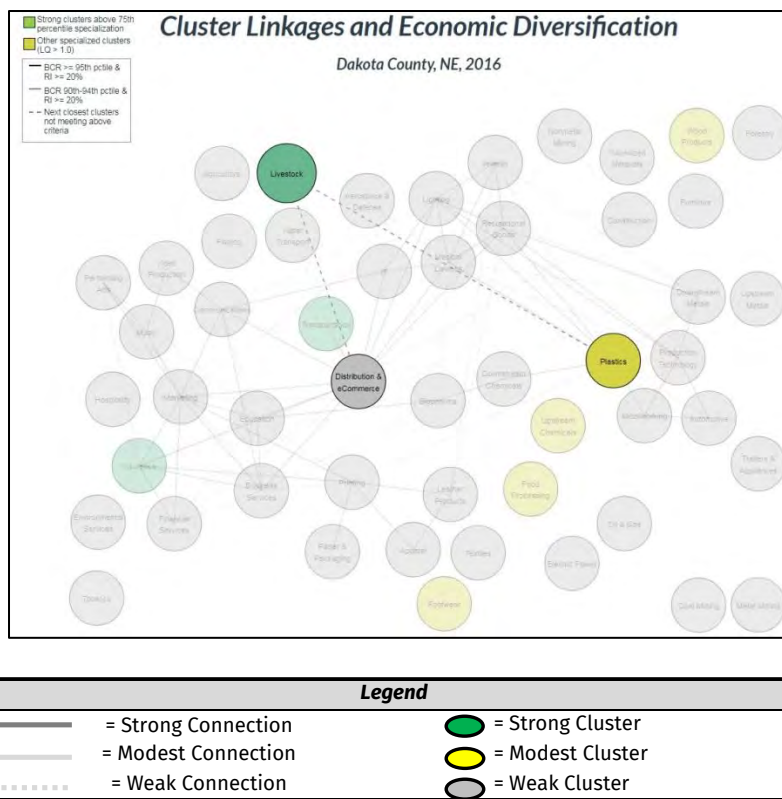
Target Industry Clusters

Livestock Processing was selected as the strongest traded cluster in the County based on employment and specialization. The strongest traded cluster was selected from the green traded clusters in the linkage graph with the highest employment in the county; additional methods described in the chapter’s introduction. The following table lists a series of clusters that currently are in operation and has a connection to the strongest traded cluster for the County to consider tailoring their efforts towards to stimulate economic growth. All clusters in connection with *Livestock Processing* including their concentration in the County are presented on the following page.

Livestock Processing Industry Linkages

Cluster Name	Location Quotient 2016	Employment
Plastics	1.39	175
Distribution & Electronic Commerce	0.21	219

Livestock Processing Cluster Linkages



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Target: Livestock Processing

Livestock Processing NAICS Description: This cluster contains establishments engaged in processing meat from livestock and livestock wholesaling. The various industries under the *Livestock Processing's* subclusters are presented in the table below with their North America Industry Classification System (NAICS) code.

NAICS	NAICS Name	Sub-Cluster Name
311615	Poultry Processing	Meat Processing
311612	Meat Processed from Carcasses	Meat Processing
311611	Animal (except Poultry) Slaughtering	Meat Processing
311613	Rendering & Meat Byproduct Processing	Meat Processing
424520	Livestock Merchant Wholesalers	Livestock Merchant Wholesalers

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

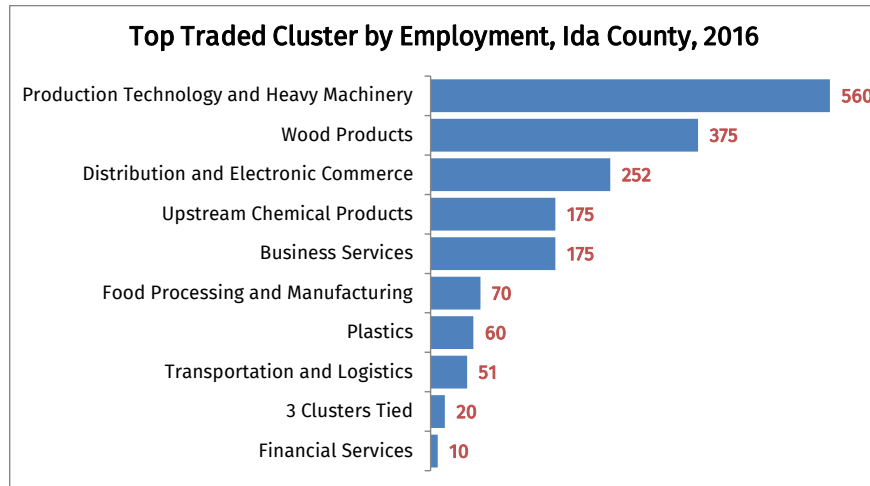
Livestock Processing outlook in Dakota County

Previously noted, *Livestock Processing* cluster was the highest employer in Dakota County in 2016. From 2000 to 2016, the cluster has consistently had a large presence, employing no less than 35% of residents amongst the county. Throughout the sixteen year period, *Livestock Processing's* employment has consistently hovered a little above 4,000 with the exception of a dramatic increase to 7,875 in 2006. The *Livestock Processing* industry cluster consists of only two subclusters. Of the two subclusters, all of the employment has been within the *Meat Processing* subcluster. Within the *Meat Processing* subcluster three industries exists. The *Animal (except Poultry) Slaughtering* industry accounted for no less than 83% share of total employment amongst the *Livestock Processing* industry cluster between 2000 and 2016.

Ida County

Employment by Traded Cluster, Ida County 2016

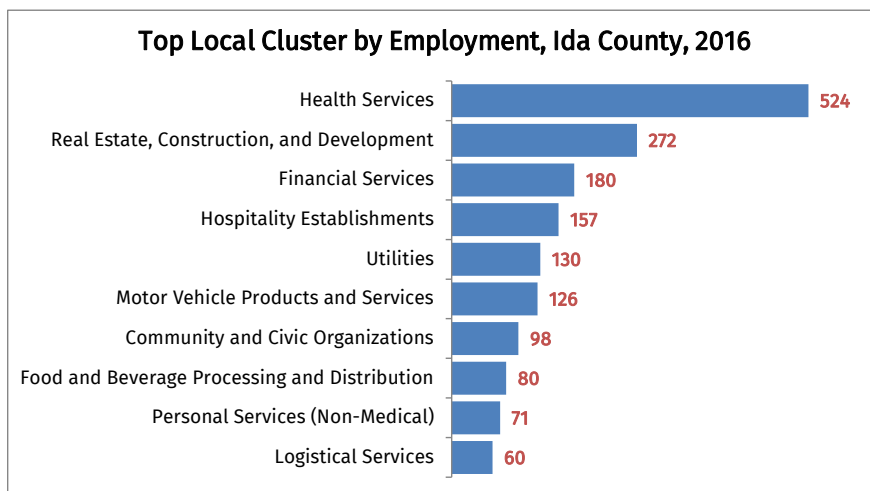
The top traded clusters in Ida County by the level of employment in 2016 are presented in the following graph. Approximately 1,848 individuals were employed amongst the traded clusters. Traded clusters that accounted for nearly two-thirds of the total share of employment in Ida County included *Production Technology and Heavy Machinery* (30.3%), *Wood Products* (20.3%), and *Distribution and Electronic Commerce* (13.6%). Traded clusters recognized as *Strong Traded Clusters* in Ida County included *Production Technology and Heavy Machinery* and *Upstream Chemical Products*.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Employment by Local Cluster, Ida County 2016

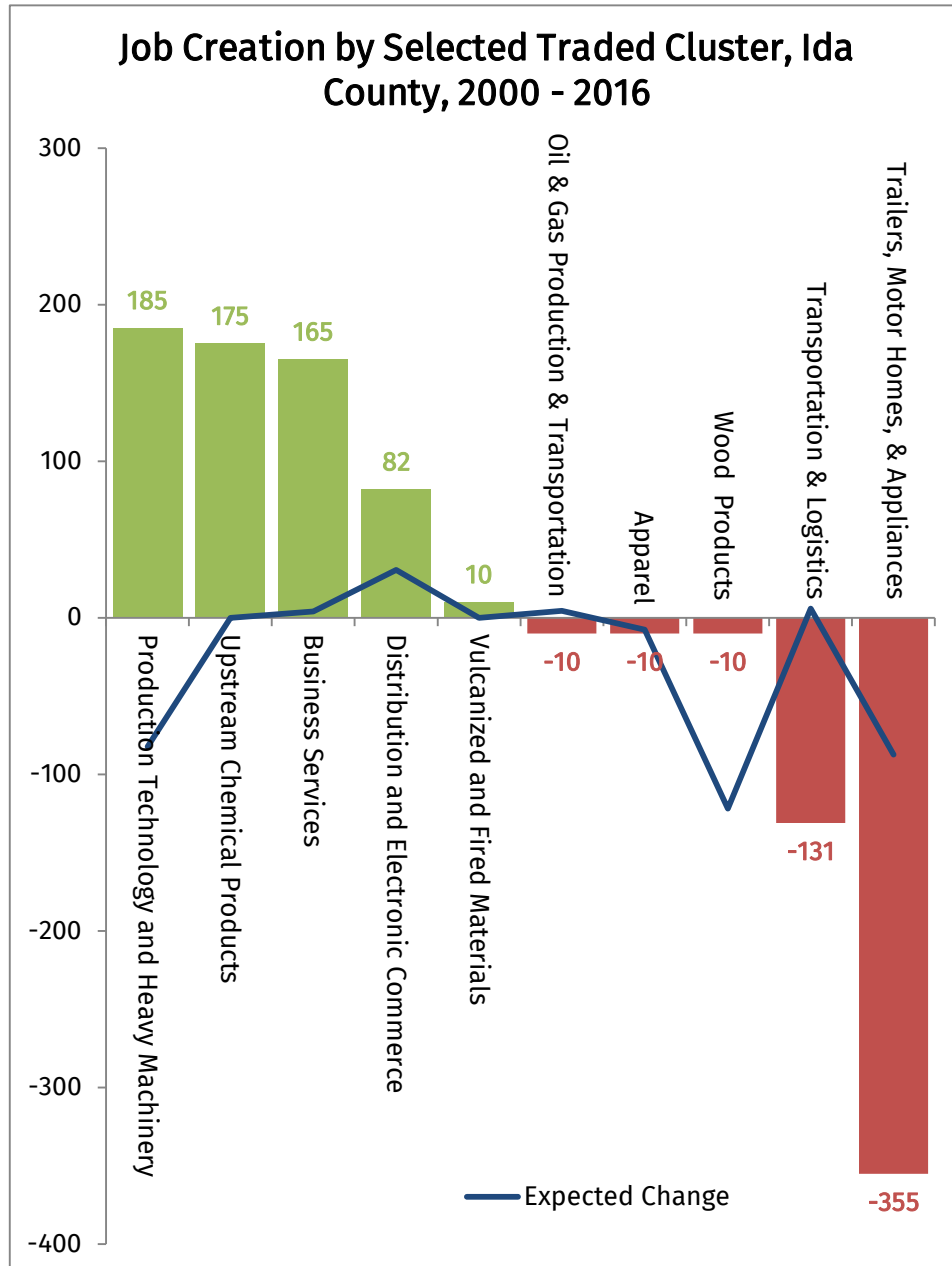
The top local clusters in Ida County by the level of employment in 2016 are presented in the following graph. Approximately 1,936 individuals were employed amongst local clusters. Local clusters that accounted for the largest share of employment in Ida County included *Health Services* (27.1%), *Real Estate/Construction and Development* (14%), and *Financial Services* (9.3%).



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Job Creation by Traded Cluster, Ida County

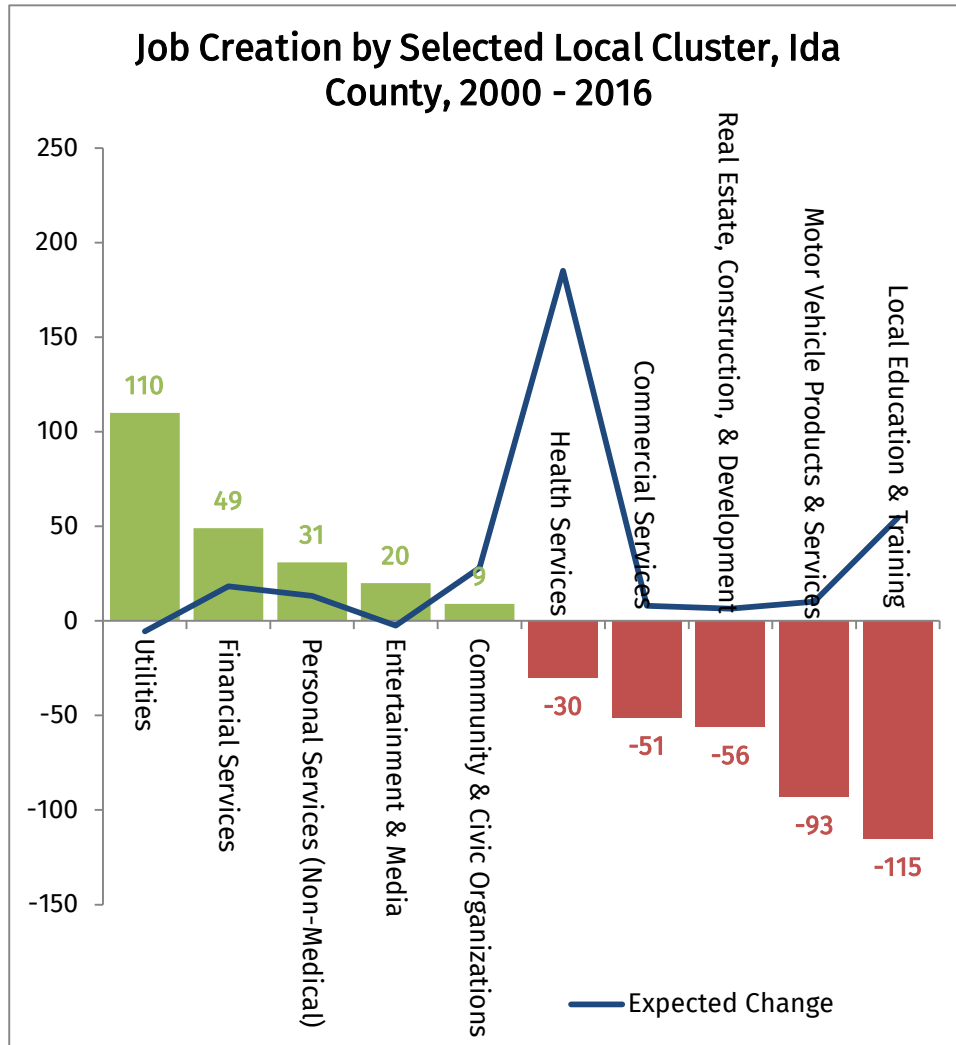
The creation and retention of jobs are vital to the growth of a local economy. The largest changes to job creation by selected traded cluster in Ida County between 2000 and 2016 are presented in the following graph. Traded clusters that created the most jobs during the sixteen year period was led by *Production Technology and Heavy Machinery* (49.3%), followed by *Upstream Chemical Products*, and *Business Services*. In contrast, traded clusters that experienced a decrease in jobs available was led by *Trailers/Motor Homes and Appliances* (-94.7%), followed by *Transportation & Logistics*, and *Wood Products*. Examining all the traded clusters of Ida County collectively, the County underwent a slight increase in jobs created between 2000 and 2016, recording a 3.4% increase.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Job Creation by Local Cluster, Ida County

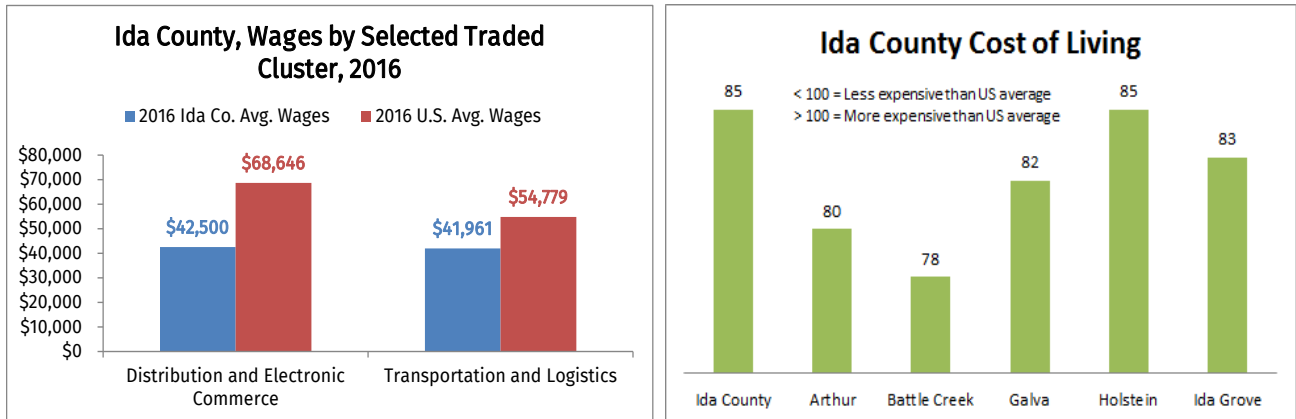
The creation and retention of jobs are vital to the growth of a local economy. The largest changes to job creation by selected local cluster in Ida County between 2000 and 2016 are presented in the following graph. Local clusters that created the most jobs during the sixteen year period was led by *Utilities* (550%), followed by *Financial Services*, and *Personal Services (Non-Medical)*. In contrast, local clusters that experienced a decrease in jobs available was led by *Education and Training* (-9.2%), followed by *Motor Vehicle Products and Services*, and *Real Estate/Construction and Development*. Examining all the local clusters of Ida County collectively, the County underwent a slight loss in jobs available between 2000 and 2016, recording a 9.2% decrease.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Wages (Average Private Wage) by Traded Cluster, Ida County 2016

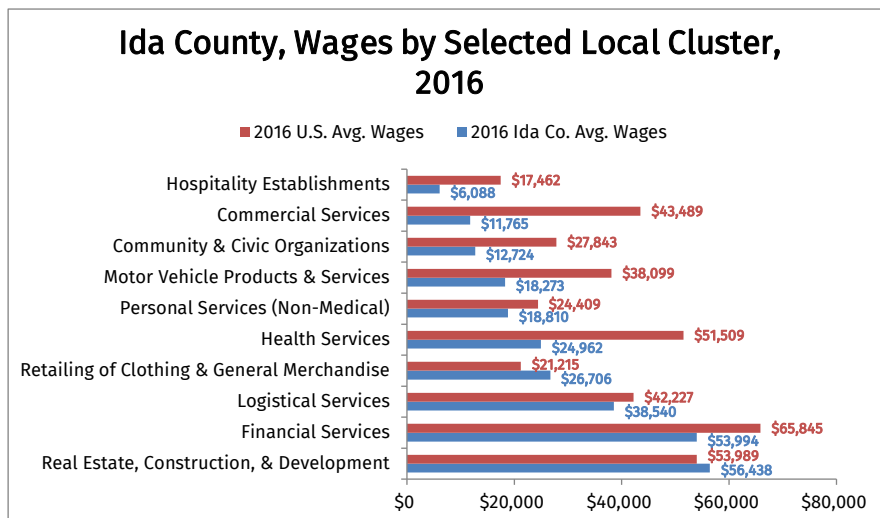
In 2016, the average private wage of traded clusters in Ida County was \$42,308. Compared to the United States, the County's average wage was significantly lower, as it was approximately 69% below the national average (\$71,649). Only two traded clusters reported wages earned by employees and the averages were fairly even. A comparison on the average private wage between the County's two reporting traded clusters and the United States is presented in the following graph.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Wages (Average Private Wage) by Local Cluster, Ida County 2016

In 2016, the average private wage of local clusters in Ida County was \$29,935. Compared to the United States, the County's average wage was noticeably lower, as it was approximately 30.9% below the national average (\$39,185). Amongst the local clusters who reported wages earned by employees, *Real Estate/Construction and Development* recorded the highest average, followed by *Financial Services*, and *Logistical Services*. A comparison on the average private wage between the County's reporting local clusters and the United States is presented in the following graph.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Specialization by Traded Cluster, Ida County

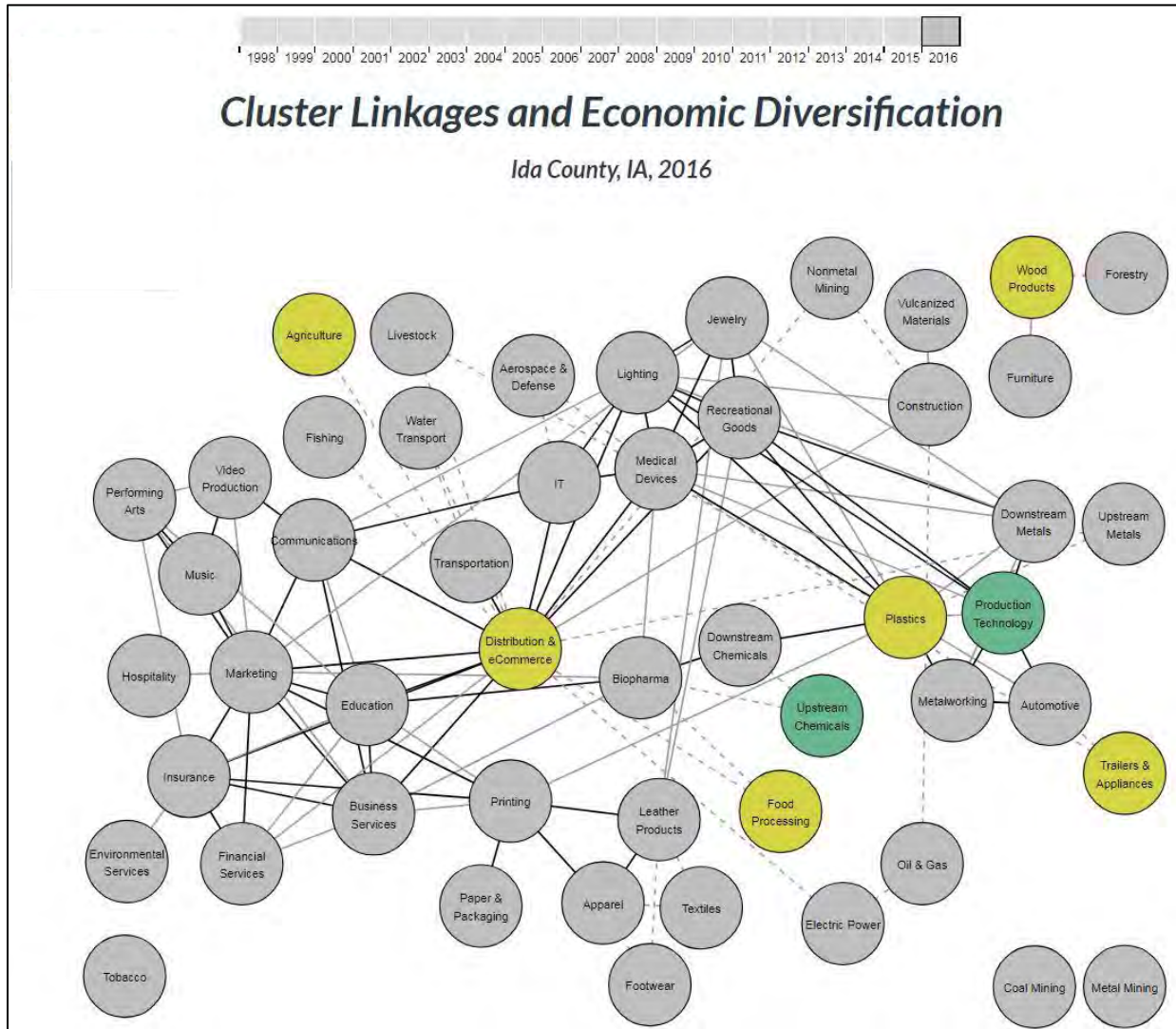
The location quotient (LQ) is the ratio of an industry's share of total employment in a location relative to its share of total national employment. LQ is used to measure the uniqueness of a local economy. Thus it measures the specialization or concentration of a cluster in a particular location relative to the national average. An LQ greater than one indicates a higher than U.S. average cluster concentration in a location. The table and figure below show the LQ of the traded cluster in Ida County. Led by *Wood Products*, eight other traded clusters were more concentrated in regards to employment in Ida County than the U.S. as each had a LQ of more than one in 2016. Furthermore, the traded clusters with a LQ greater than one indicate that these nine industries form the economic base of Ida County.

Specialization by Traded Cluster, Ida County

Cluster Name	Location Quotient 2016	Change in Location Quotient (2006-2016)	Change in Employment (2006-2016)
Wood Products	25.0	8.7	0
Upstream Chemical Products	24.7	15.5	105
Production Technology and Heavy Machinery	14.4	5.8	175
Agricultural Inputs and Services	4.9	2.3	10
Trailers, Motor Homes, and Appliances	3.5	-45.7	-355
Plastics	2.1	-2.9	-115
Food Processing and Manufacturing	1.6	-0.1	0
Distribution and Electronic Commerce	1.1	0.0	11
Vulcanized and Fired Materials	1.0	1.0	10
Transportation and Logistics	0.7	-0.2	-19
Construction Products and Services	0.6	0.0	0
Downstream Metal Products	0.6	0.1	0
Metalworking Technology	0.5	0.5	10
Business Services	0.4	0.3	165
Automotive	0.3	0.0	0

An LQ > 1 indicates a higher than U.S. average cluster concentration in a location
Source: Adapted from U.S. Cluster Mapping Project; institute for Strategy and Competiveness, Harvard Business School

For more information on the following *Cluster Linkages and Economic Diversification* graph, please refer to the *Cluster Linkages* subsection within the *Traded Clusters* section in the introduction.

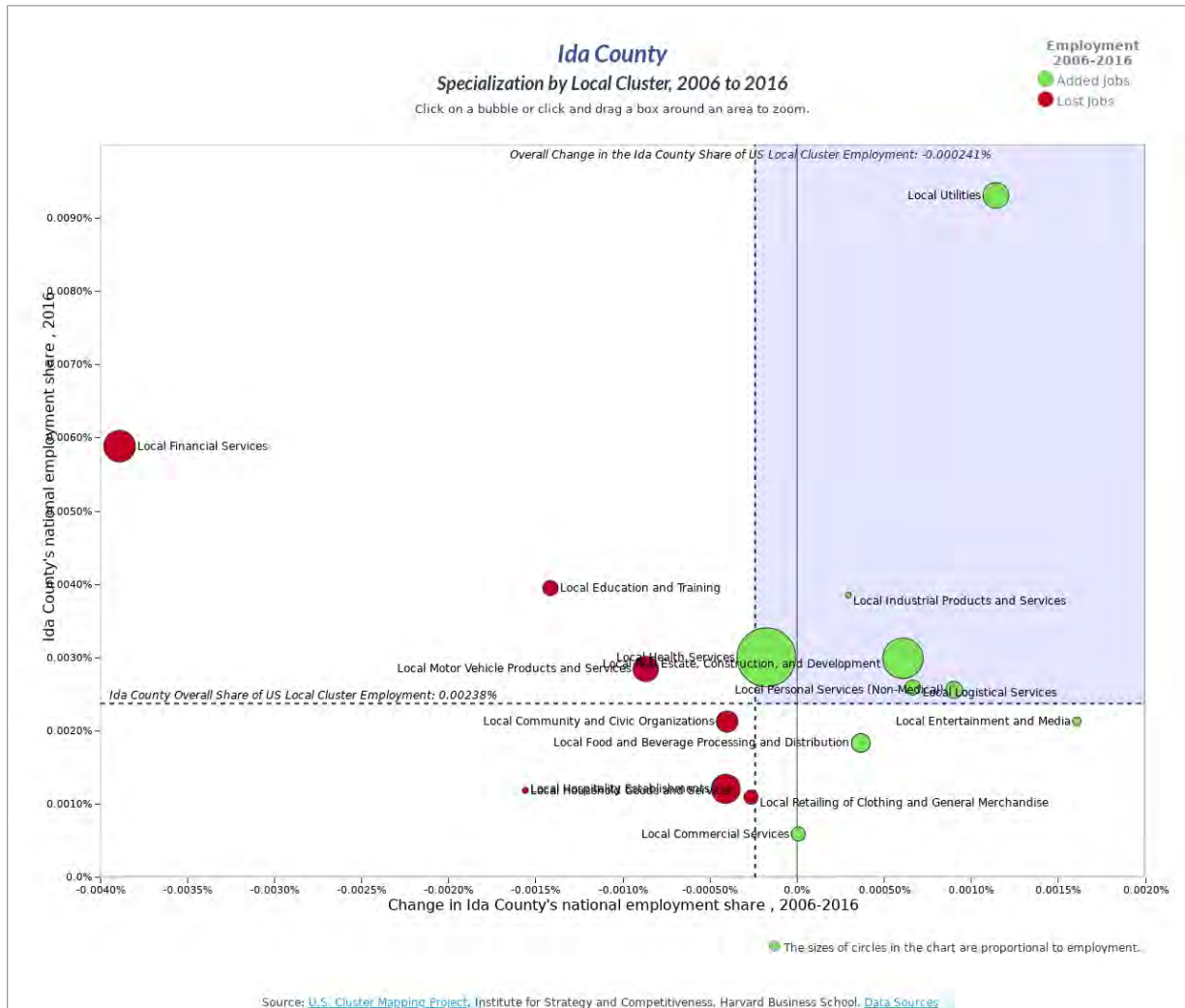


Legend	
—	= Strong Connection
- - -	= Modest Connection
.....	= Weak Connection
● (Green)	= Strong Cluster
● (Yellow)	= Modest Cluster
● (Grey)	= Weak Cluster

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Specialization by Local Cluster, Ida County

For more information on the following *Specialization by Local Cluster, 2006 to 2016* graph, please refer to the *Specialization by Local Cluster* subsection within the *Local Cluster* section in the introduction.



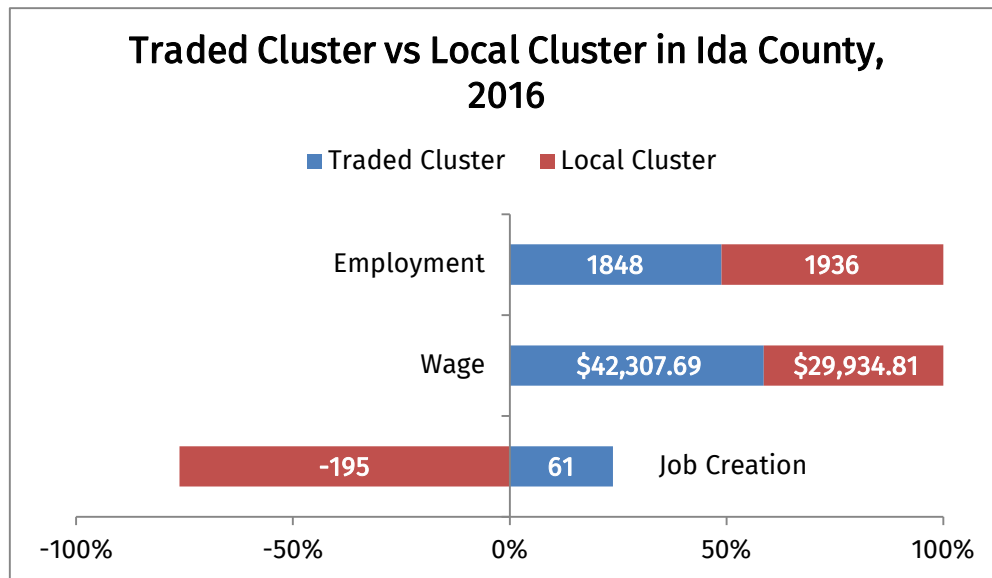
Legend

Northwest Quadrant = Clusters more concentrated but undergoing negative growth
 Northeast Quadrant = Clusters more concentrated and experiencing growth
 Southwest Quadrant = Clusters underrepresented and undergoing negative growth
 Southeast Quadrant = Clusters underrepresented but undergoing rapid growth

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Traded Cluster VS Local Cluster in Ida County

The chart below compares the traded and local cluster in Ida County regarding employment, wages, and job creation. Between 2000 and 2016, the total number of jobs available decreased. However, there were 61 jobs created within the traded cluster industries during the timespan. As of 2016, employees amongst the traded cluster industries earned on average \$12,372.88 more than employees working in a local cluster industry. Regarding employment, the number of individuals employed amongst the traded and local cluster industries was fairly even in 2016, with the local cluster accounting for a 51.2% share of total employment.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

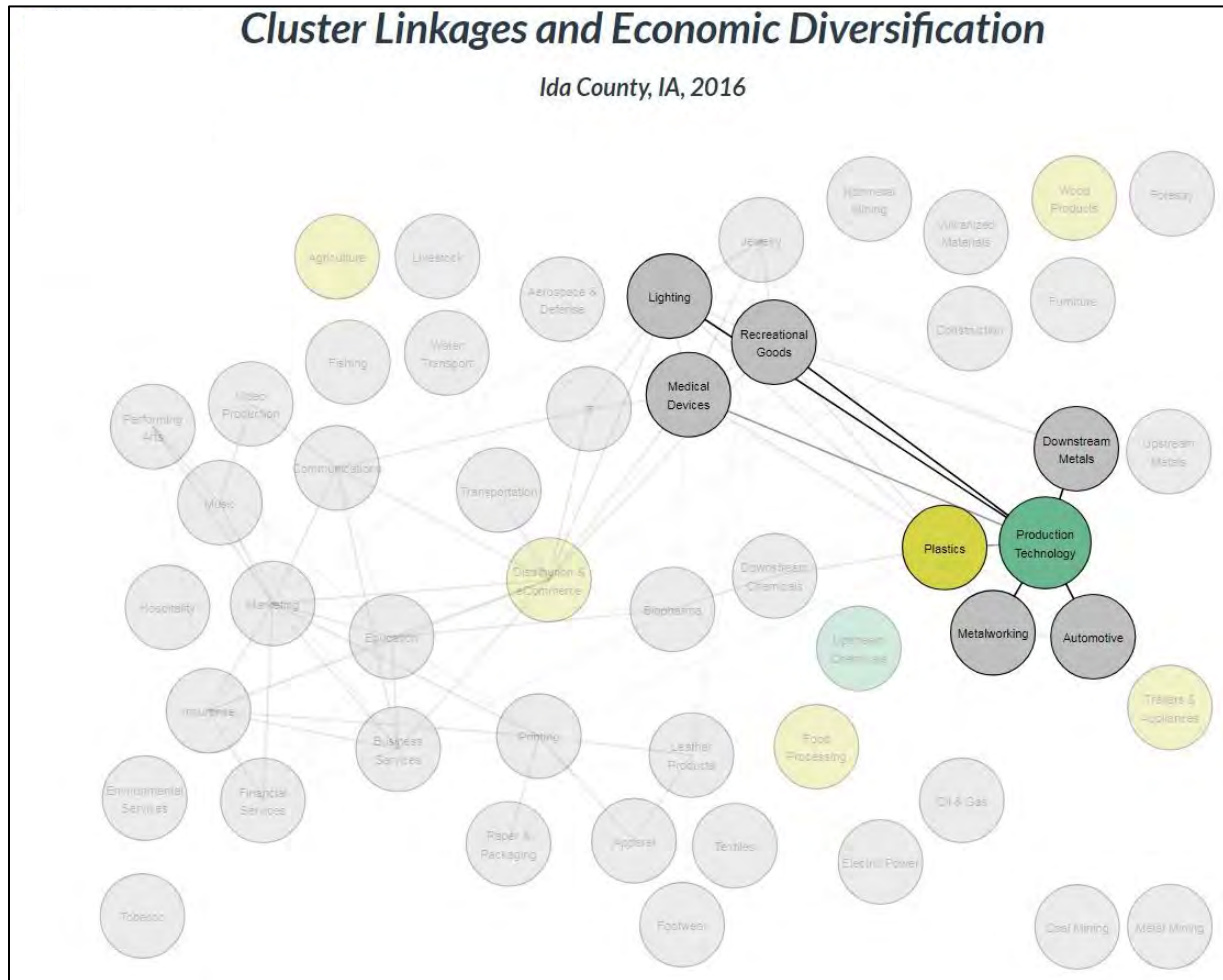
Target Industry Clusters

Production Technology & Heavy Machinery was selected as the strongest traded cluster in the County based on employment and specialization. The strongest traded cluster was selected from the green traded clusters in the linkage graph with the highest employment in the county; additional methods described in the chapter's introduction. The following table lists a series of clusters that currently are in operation and has a connection to the strongest traded cluster for the County to consider tailoring their efforts towards to stimulate economic growth. All clusters in connection with *Production Technology & Heavy Machinery* including their concentration in the County are presented on the following page.

Production Technology & Heavy Machinery Industry Linkages

Cluster Name	Location Quotient 2016	Employment
Plastics	2.1	60
Downstream Metal Products	0.58	10
Metalworking Technology	0.51	10
Automotive	0.25	10

Production Technology & Heavy Machinery Cluster Linkages



Legend			
	= Strong Connection		= Strong Cluster
	= Modest Connection		= Modest Cluster
	= Weak Connection		= Weak Cluster

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Production Technology & Heavy Machinery North America Industry Classification System Description

Establishments in this cluster primarily manufacture machines designed to produce parts and devices used in the production of downstream products. This cluster also includes end use heavy machinery such as air and material handling equipment. The machines are used for industrial, agricultural, construction, commercial industry, and related purposes.

Target: Production Technology & Heavy Machinery

Production Technology & Heavy Machinery contains establishments or industries engaged in industrial machinery, air handling equipment, and process equipment and components. The various industries under this cluster are presented in the table on the following page with their North America Industry Classification (NAICS) code.

NAICS	NAICS Name	Sub-Cluster Name
333210	Sawmill & Woodworking Machinery Manufacturing	Industrial Machinery
333291	Paper Industry Machinery Manufacturing	
333292	Textile Machinery Manufacturing	
333293	Printing Machinery & Equipment Manufacturing	
333294	Food Product Machinery Manufacturing	
333298	All Other Industrial Machinery Manufacturing	
333993	Packaging Machinery Manufacturing	
333999	All Other Miscellaneous General Purpose Machinery Manufacturing	
333111	Farm Machinery & Equipment Manufacturing	
333112	Lawn & Garden Tractor & Home Lawn & Garden Equipment Manufacturing	
333120	Construction Machinery Manufacturing	
333131	Mining Machinery & Equipment Manufacturing	
333611	Turbine & Turbine Generator Set Units Manufacturing	
333612	Speed Changer, Industrial High-Speed Drive, & Gear Manufacturing	
333613	Mechanical Power Transmission Equipment Manufacturing	
333618	Other Engine Equipment Manufacturing	
336510	Railroad Rolling Stock Manufacturing	Air Handling Equipment
333411	Air Purification Equipment Manufacturing	
333412	Industrial & Commercial Fan & Blower Manufacturing	
333414	Heating Equipment (except Warm Air Furnaces) Manufacturing	
333415	Air-Conditioning & Warm Air Heating Equipment & Commercial & Industrial Refrigeration Equipment Manufacturing	
333311	Automatic Vending Machine Manufacturing	Commercial & Service Industry Machinery
333312	Commercial Laundry, Drycleaning, & Pressing Machine Manufacturing	
333319	Other Commercial & Service Industry Machinery Manufacturing	
333921	Elevator & Moving Stairway Manufacturing	Moving & Material Handling Equipment
333922	Conveyor & Conveying Equipment Manufacturing	
333923	Overhead Traveling Crane, Hoist, & Monorail System Manufacturing	
333924	Industrial Truck, Tractor, Trailer, & Stacker Machinery Machinery	
332911	Industrial Valve Manufacturing	Process Equipment & Components
332912	Fluid Power Valve & Hose Fitting Manufacturing	
332919	Other Metal Valve & Pipe Fitting Manufacturing	
332991	Ball & Roller Bearing Manufacturing	
332997	Industrial Pattern Manufacturing	
333911	Pump & Pumping Equipment Manufacturing	
333912	Air & Gas Compressor Manufacturing	
333913	Measuring & Dispensing Pump Manufacturing	
333994	Industrial Process Furnace & Oven Manufacturing	
333995	Fluid Power Cylinder & Actuator Manufacturing	
333996	Fluid Power Pump & Motor Manufacturing	
333997	Scale & Balance (except Laboratory) Manufacturing	
339991	Gasket, Packing, & Sealing Device Manufacturing	

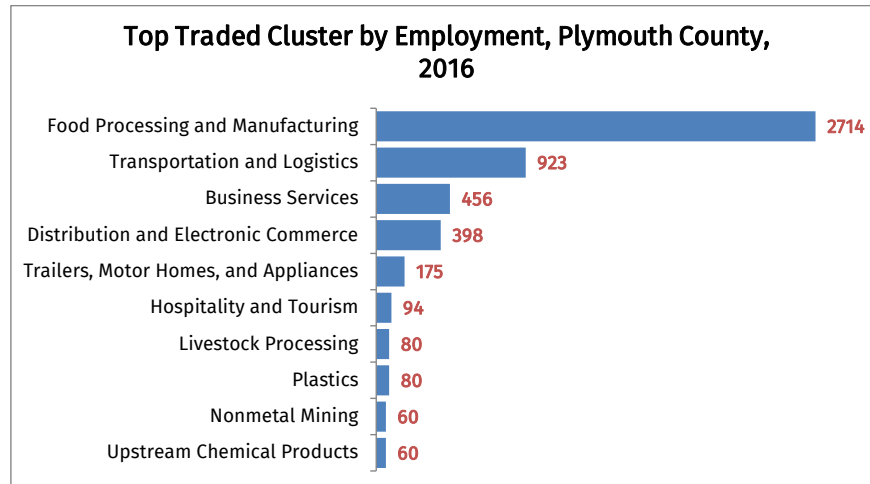
Production Technology & Heavy Machinery outlook in Ida County

Previously stated, the *Production Technology & Heavy Machinery* industry cluster accounted for the largest number of jobs created between 2000 and 2016, which resulted in the industry cluster becoming Ida County’s largest employer amongst traded and local clusters. The *Production Technology & Heavy Machinery* industry cluster consistently has had a large presence over the sixteen year period, accounting for no less than twenty percent share of Ida County’s total employment amongst traded clusters. Furthermore, the industry cluster had its largest employment and share of total employment amongst traded clusters in 2015 and 2016. The *Production Technology & Heavy Machinery* industry cluster is composed of six subclusters and 41 industries. Employment amongst the six subclusters was predominantly in the *Agricultural & Construction Machinery & Components* subcluster, accounting nearly for 100% employment between 2000 and 2014; *Agricultural & Construction Machinery & Components* subcluster share of total employment within the *Production Technology & Heavy Machinery* industry cluster dropped to just below 70% in 2015 and 2016.

Plymouth County

Employment by Traded Cluster, Plymouth County 2016

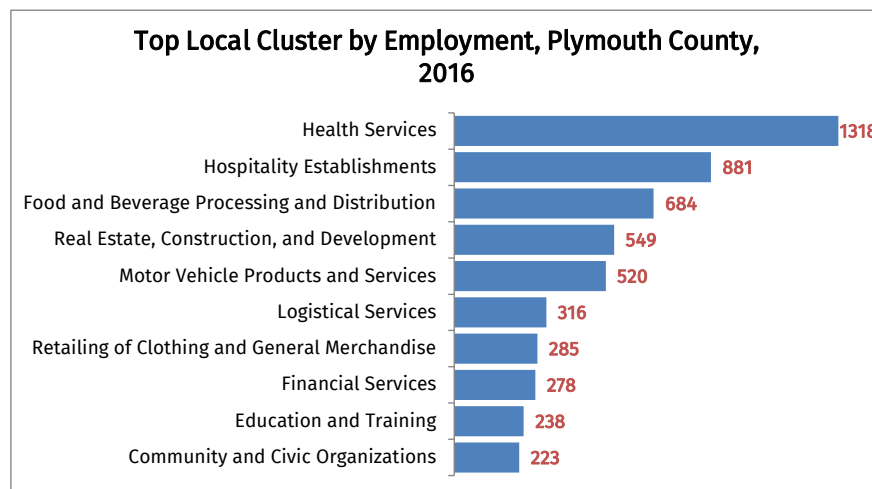
The top traded clusters in Plymouth County by the level of employment in 2016 are presented in the following graph. Approximately 5,309 individuals were employed amongst the traded clusters. Traded clusters that accounted for the largest share of employment in Plymouth County included *Food Processing and Manufacturing* (51.1%), *Transportation and Logistics* (17.4%), and *Business Services* (8.6%). Traded clusters recognized as *Strong Traded Clusters* in Plymouth County included *Food Processing and Manufacturing* and *Transportation and Logistics*.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Employment by Local Cluster, Plymouth County 2016

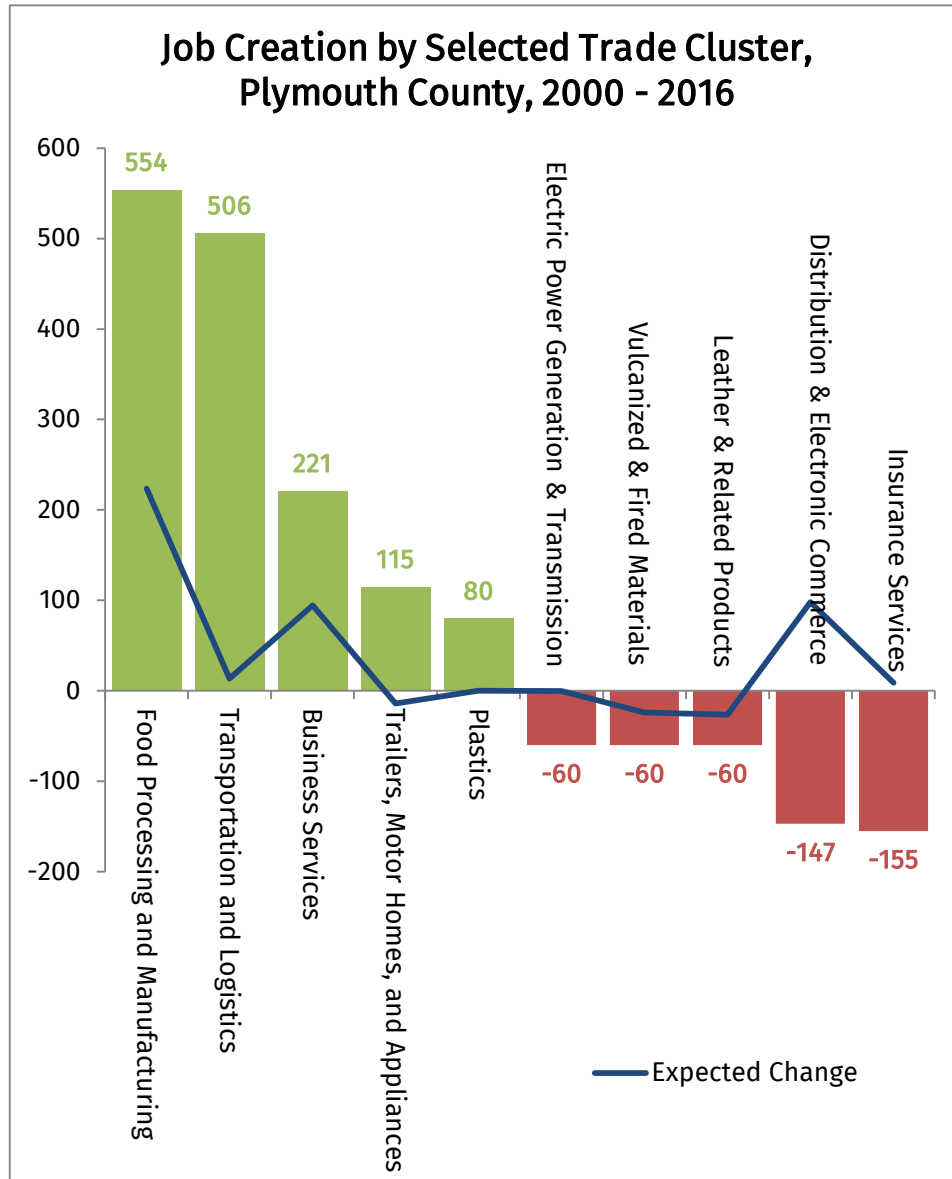
The top local clusters in Plymouth County by the level of employment in 2016 are presented in the following graph. Approximately 6,110 individuals were employed amongst the local clusters. Local clusters that accounted for the largest share of employment in Plymouth County included *Health Services* (21.6%), *Hospitality Establishments* (14.4%), and *Food and Beverage Processing and Distribution* (11.2%).



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Job Creation by Traded Cluster, Plymouth County

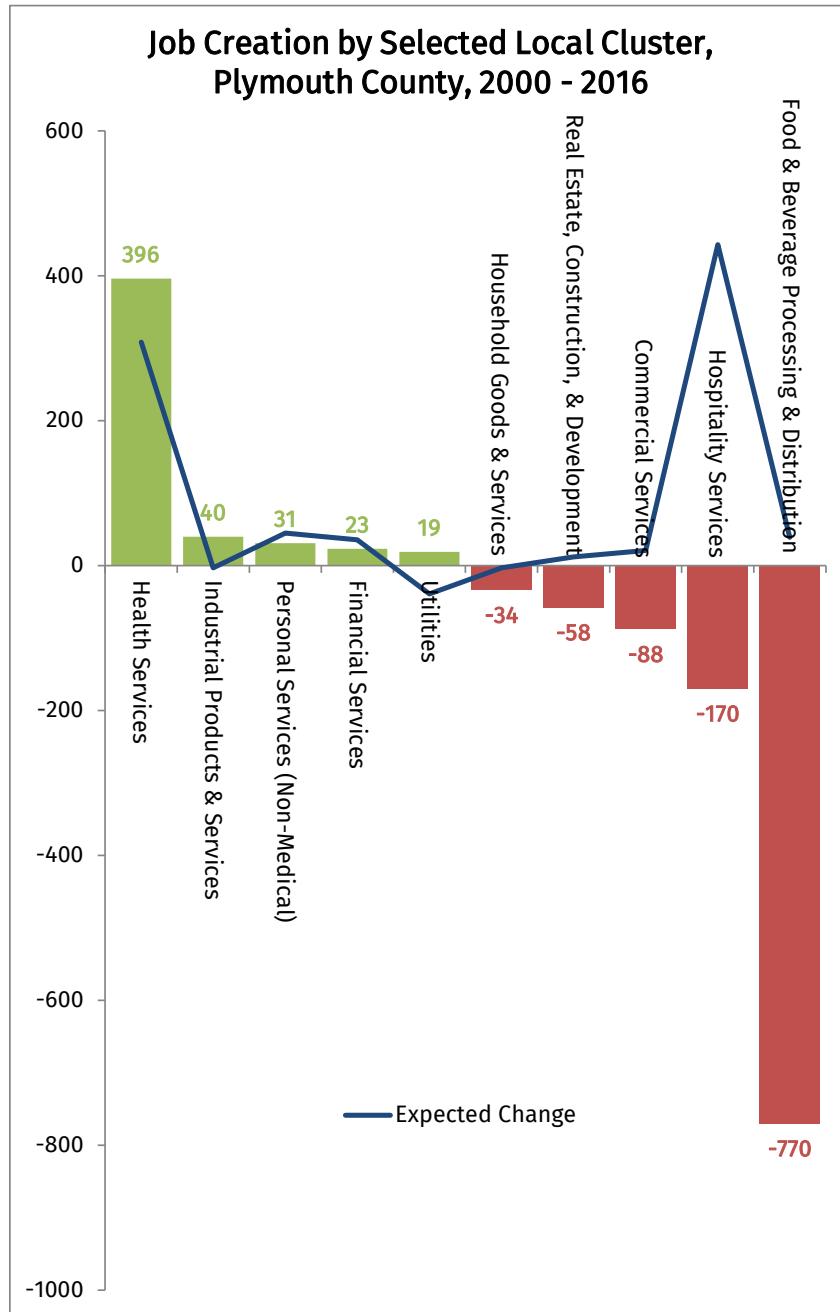
The creation and retention of jobs are vital to the growth of a local economy. The largest changes to job creation by selected traded cluster in Plymouth County between 2000 and 2016 are presented in the following graph. Traded clusters that created the most jobs during the sixteen year period was led by *Food Processing and Manufacturing* (25.6%), followed by *Transportation and Logistics*, and *Business Services*. In contrast, traded clusters that experienced a decrease in jobs available was led by *Insurance Services* (-88.6%), followed by *Distribution & Electronic Commerce*, and *Leather & Related Products*. Examining all the traded clusters of Plymouth County collectively, the County underwent a sizable gain in new jobs available, recording a 21.4% increase.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Job Creation by Local Cluster, Plymouth County

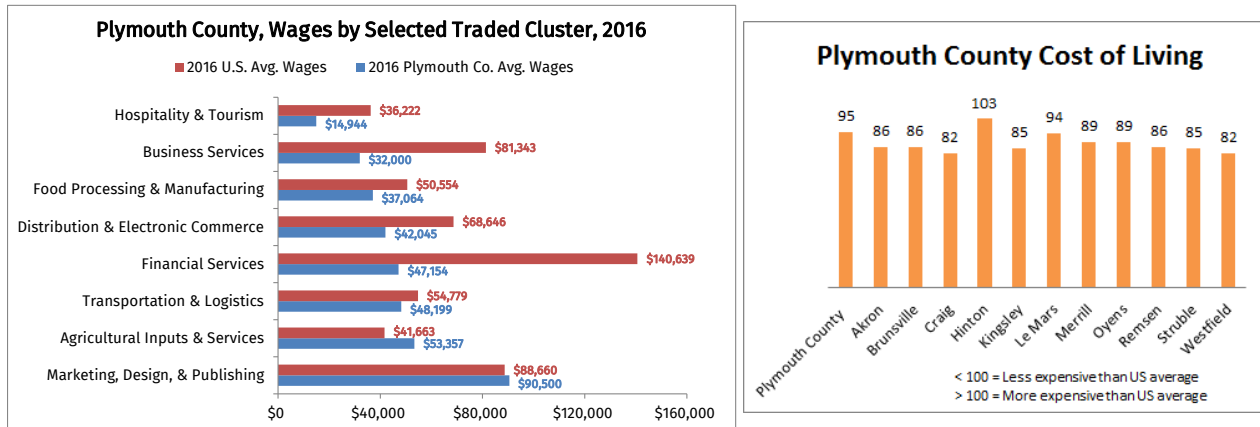
The creation and retention of jobs are vital to the growth of a local economy. The largest changes to job creation by selected local cluster in Plymouth County between 2000 and 2016 are presented in the following graph. Local clusters that created the most jobs during the sixteen year period was led by *Health Services* (43%), followed by *Industrial Products and Services*, and *Personal Services (Non-Medical)*. In contrast, local clusters that experienced a decrease in jobs available was led by *Food and Beverage Processing and Distribution* (-53%), followed by *Hospitality Establishments*, and *Commercial Services*. Examining all the local clusters of Plymouth County collectively, the County underwent a slight loss in jobs available between 2000 and 2016, recording a 9.9% decrease.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Wages (Average Private Wage) by Traded Cluster, Plymouth County 2016

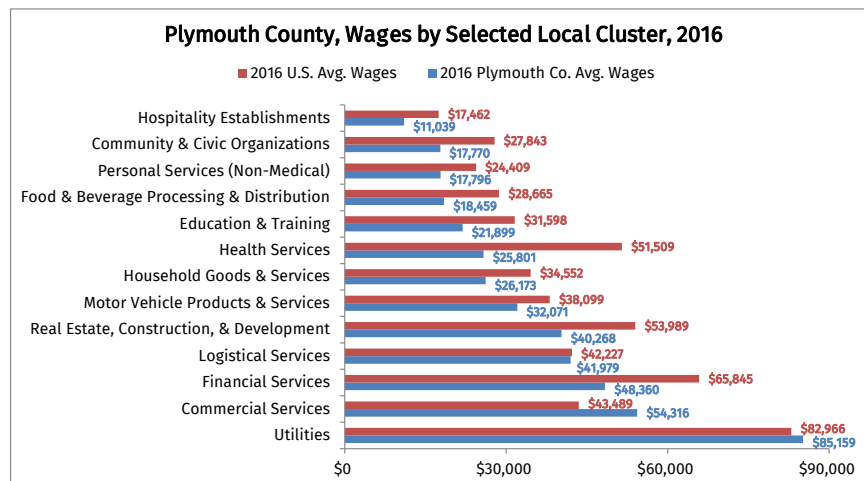
In 2016, the average private wage of traded clusters in Plymouth County was \$44,574. Compared to the United States, the County's average wage was significantly less, as it was approximately 61% below the national average (\$71,649). Amongst the traded clusters who reported wages earned by employees, *Marketing/Design and Publishing* (\$90,500) recorded the highest average, followed by *Agriculture Inputs and Services*, and *Transportation and Logistics*. Furthermore, the County's *Marketing/Design and Publishing* and *Agriculture Inputs and Services* traded cluster both had a higher average private wage than the United States. A comparison on the average private wage between the County's reporting traded clusters and the United States is presented in the following graph.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Wages (Average Private Wage) by Local Cluster, Plymouth County 2016

In 2016, the average private wage of local clusters in Plymouth County was \$27,595. Compared to the United States, the County's average wage was noticeably lower, as it was approximately 42% below the national average (\$39,185). Amongst the local clusters who reported wages earned by employees, *Utilities* recorded the highest average, followed by *Commercial Services*, and *Financial Services*. A comparison on the average private wage between the County's reporting local clusters and the United States is presented in the following graph.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

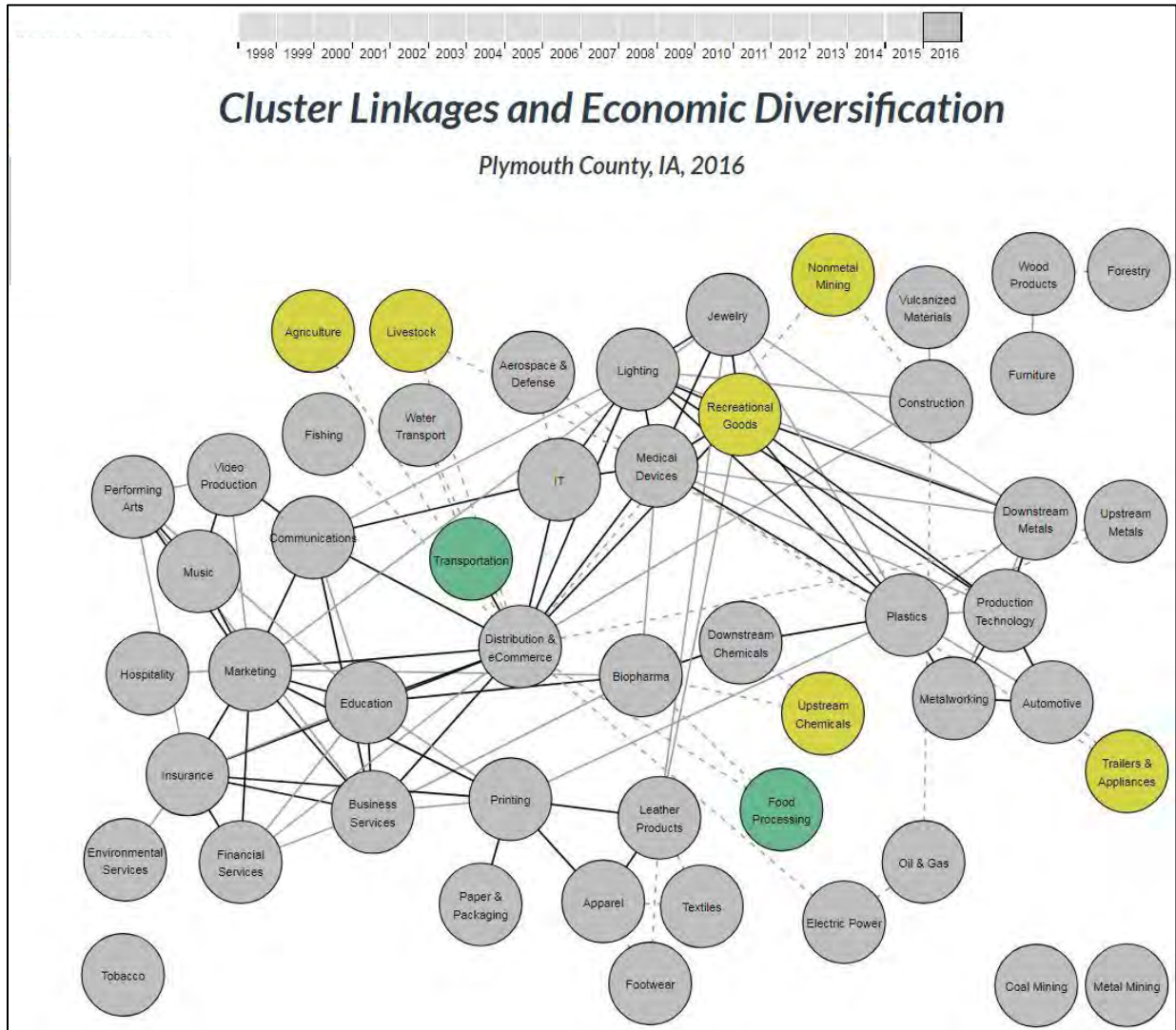
Specialization by Traded Cluster, Plymouth County

The location quotient (LQ) is the ratio of an industry's share of total employment in a location relative to its share of total national employment. LQ is used to measure the uniqueness of a local economy. Thus it measures the specialization or concentration of a cluster in a particular location relative to the national average. An LQ greater than one indicates a higher than U.S. average cluster concentration in a location. The table and figure below show the LQ of the traded cluster in Plymouth County. Led by *Food Processing and Manufacturing*, eight other traded clusters were more concentrated in regards to employment in Plymouth County than the U.S. as each had a LQ of more than one in 2016. Furthermore, the traded clusters with a LQ greater than one indicate that these nine industries form the economic base of Plymouth County.

Specialization by Traded Cluster, Plymouth County

Cluster Name	Location Quotient 2016	Change in Location Quotient (2006-2016)	Change in Employment (2006-2016)
Food Processing and Manufacturing	22.2	0.5	544
Trailers, Motor Homes, and Appliances	10.7	1.6	0
Nonmetal Mining	6.1	0.9	0
Transportation and Logistics	4.5	0.7	214
Upstream Chemical Products	3.0	3.0	60
Agricultural Inputs and Services	2.9	0.9	14
Livestock Processing	1.4	0.8	50
Recreational and Small Electric Goods	1.1	0.4	0
Plastics	1.0	0.9	70
Distribution and Electric Goods	0.6	-0.2	-38
Textile Manufacturing	0.5	0.5	10
Printing Services	0.4	0.1	0
Business Services	0.3	-0.2	-89
Oil and Gas Production and Transportation	0.3	-1.2	-60
Furniture	0.2	0.1	0
<i>An LQ > 1 indicates a higher than U.S. average cluster concentration in a location</i>			
<i>Source: Adapted from U.S. Cluster Mapping Project; institute for Strategy and Competiveness, Harvard Business School</i>			

For more information on the following *Cluster Linkages and Economic Diversification* graph, please refer to the *Cluster Linkages* subsection within the *Traded Clusters* section in the introduction.

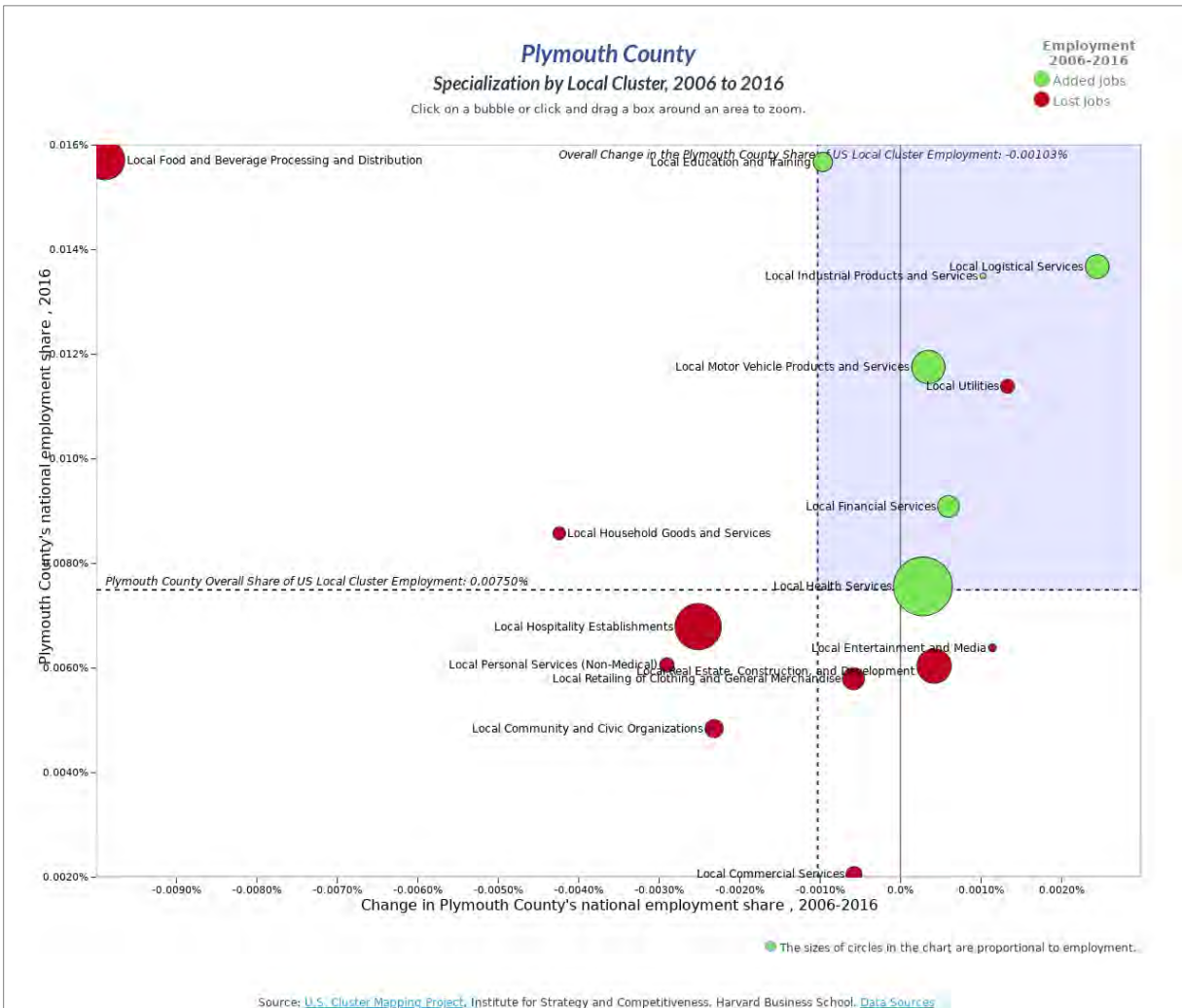


Legend	
—	= Strong Connection
- - -	= Modest Connection
.....	= Weak Connection
● (Green)	= Strong Cluster
● (Yellow)	= Modest Cluster
● (Grey)	= Weak Cluster

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Specialization by Local Cluster, Plymouth County

For more information on the following *Specialization by Local Cluster, 2006 to 2016* graph, please refer to the *Specialization by Local Cluster* subsection within the *Local Cluster* section in the introduction.



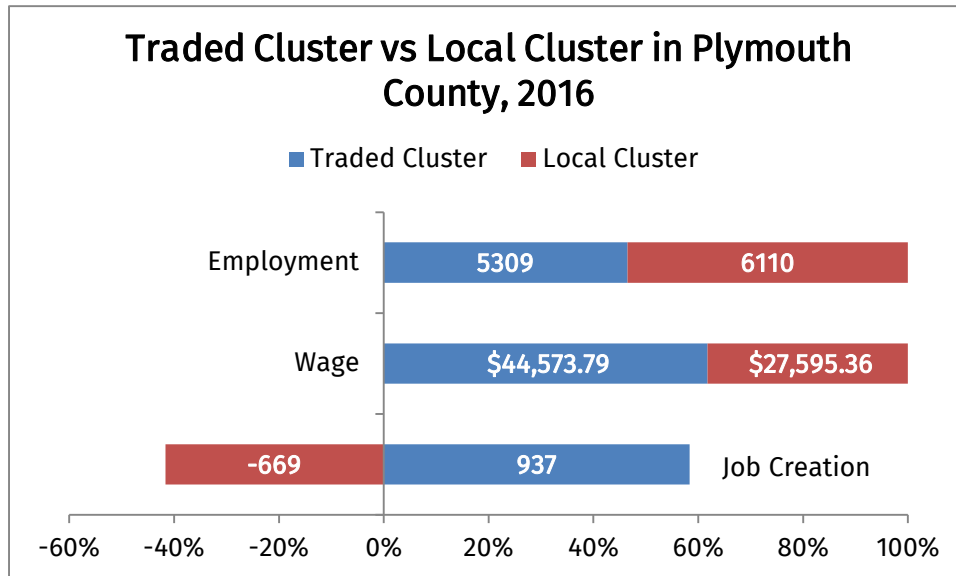
Legend

Northwest Quadrant = Clusters more concentrated but undergoing negative growth
 Northeast Quadrant = Clusters more concentrated and experiencing growth
 Southwest Quadrant = Clusters underrepresented and undergoing negative growth
 Southeast Quadrant = Clusters underrepresented but undergoing rapid growth

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Traded Cluster VS Local Cluster in Plymouth County

The chart below compares the traded and local cluster in Plymouth County regarding employment, wages, and job creation. Between 2000 and 2016, a total of 268 jobs were created between the traded and local cluster industries. However, the number of jobs available amongst the County’s local cluster industries decreased by 669 during the timespan. As of 2016, employees amongst the traded cluster industries earned on average \$16,978.43 more than employees working in a local cluster industry. Regarding employment, local cluster industries accounted for approximately 53.5% share of total employment in Plymouth County in 2016.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

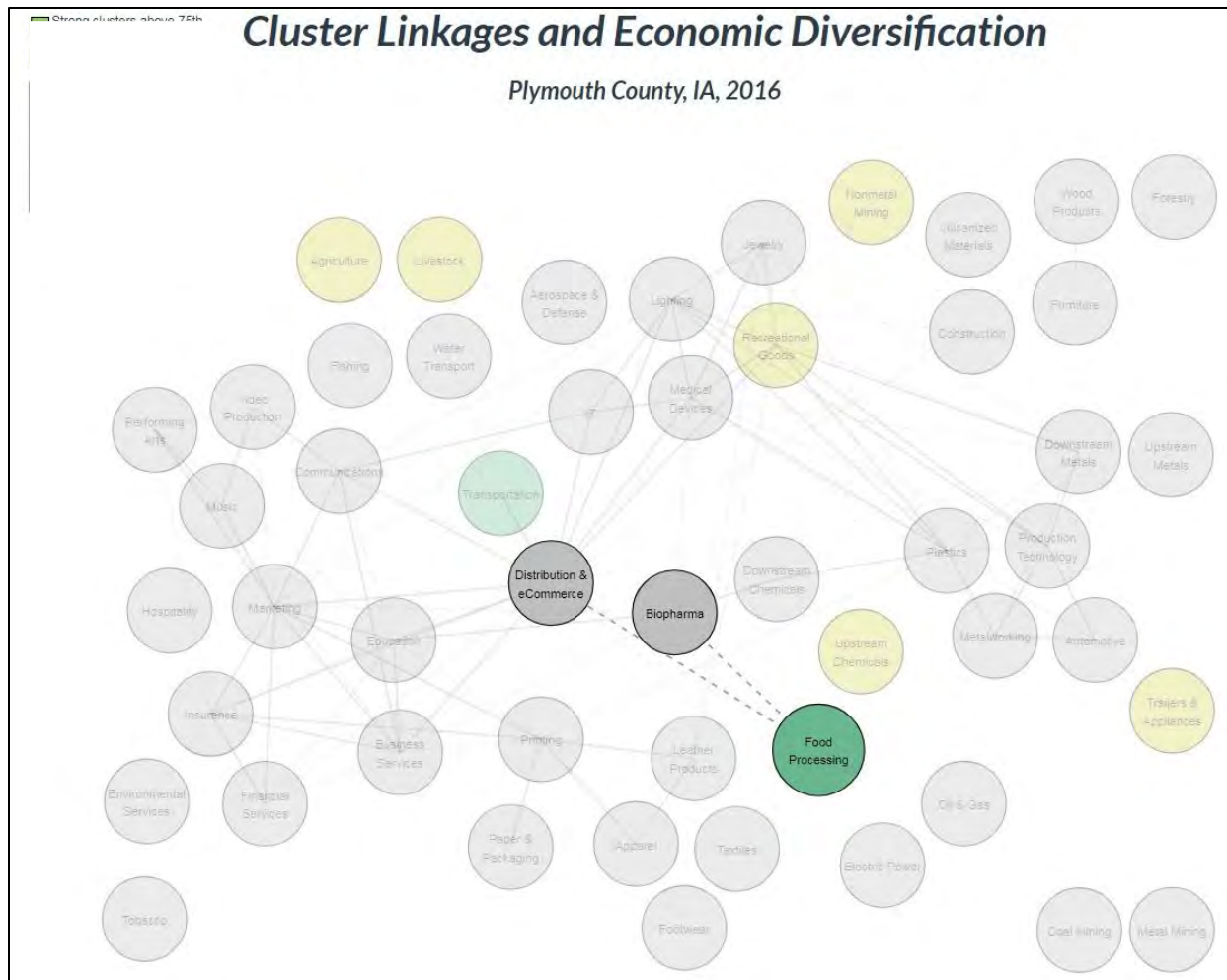
Target Industry Clusters






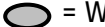
Food Processing & Manufacturing was selected as the strongest traded cluster in the County based on employment and specialization. The strongest traded cluster was selected from the green traded clusters in the linkage graph with the highest employment in the county; additional methods described in the chapter’s introduction. The following table lists a series of clusters that currently are in operation and has a connection to the strongest traded cluster for the County to consider tailoring their efforts towards to stimulate economic growth. All clusters in connection with *Food Processing & Manufacturing* including their concentration in the County are presented on the following page.

Food Processing & Manufacturing Industry Linkages

Cluster Name	Location Quotient 2016	Employment
Distribution & Electronic Commerce	0.6	398

Distribution & Electronic Commerce Cluster Linkages



Legend			
	= Strong Connection		= Strong Cluster
	= Modest Connection		= Modest Cluster
	= Weak Connection		= Weak Cluster

Food Processing & Manufacturing North America Industry Classification System Description

This cluster includes firms involved in the processing of raw food materials and the manufacturing of downstream food products for end users. This includes millers and refineries of rice, flour, corn, sugar, and oilseeds. These upstream products contribute in part to producing specialty foods, animal foods, baked goods, candies, teas, coffees, beers, wines, other beverages, meats, packaged fruits and vegetables, and processed dairy products.

Target: Food Processing & Manufacturing

Food Processing & Manufacturing contains establishments or industries engaged in specialty foods and ingredients, baked goods, and a variety of food-related products. The various industries under this cluster are presented in the table below with their North America Industry Classification System (NAICS) code.

NAICS	NAICS Name	Sub-Cluster Name
311412	Frozen Specialty Food Manufacturing	Specialty Foods & Ingredients
311422	Specialty Canning	
311930	Flavoring Syrup & Concentrate Manufacturing	
311941	Mayonnaise, Dressing, & Other Prepared Sauce Manufacturing	
311942	Spice & Extract Manufacturing	
311991	Perishable Prepared Food Manufacturing	
311999	All Other Miscellaneous Food Manufacturing	Baked Goods
311211	Flour Milling	
311230	Breakfast Cereal Manufacturing	
311813	Frozen Cakes, Pies, & Other Pastries Manufacturing	
311821	Cookie & Cracker Manufacturing	
311822	Flour Mixes & Dough Manufacturing from Purchased Flour	
311823	Dry Pasta Manufacturing	
311830	Tortilla Manufacturing	
311919	Other Snack Food Manufacturing	Candy & Chocolate
311320	Chocolate & Confectionery Manufacturing from Cacao Beans	
311330	Confectionery Manufacturing from Purchased Chocolate	
311340	Nonchocolate Confectionery Manufacturing	Coffee & Tea
311920	Coffee & Tea Manufacturing	
311411	Frozen Fruit, Juice, & Vegetable Manufacturing	Packaged Fruit & Vegetables
311421	Fruit & Vegetable Canning	
311423	Dried & Dehydrated Food Manufacturing	
311911	Roasted Nuts & Peanut Butter Manufacturing	
311511	Fluid Milk Manufacturing	Dairy Products
311512	Creamery Butter Manufacturing	
311513	Cheese Manufacturing	
311514	Dry, Condensed, & Evaporated Dairy Product Manufacturing	
311520	Ice Cream & Frozen Dessert Manufacturing	
311111	Dog & Cat Food Manufacturing	Animal Foods
311119	Other Animal Food Manufacturing	
312111	Soft Drink Manufacturing	Soft Drinks & Ice
312112	Bottled Water Manufacturing	
312113	Ice Manufacturing	
311213	Malt Manufacturing	Malt Beverages
312120	Breweries	
312140	Distilleries	Distilleries
312130	Wineries	Wineries
311212	Rice Milling	Milling & Refining of Cereals & Oilseeds
311221	Wet Corn Milling	
311222	Soybean Processing	
311223	Other Oilseed Processing	
311225	Fats & Oils Refining & Blending	
311311	Sugarcane Mills	Milling & Refining of Sugar
311312	Cane Sugar Refining	
311313	Beet Sugar Manufacturing	
424510	Grain & Field Bean Merchant Wholesalers	Farm Wholesalers
327213	Glass Container Manufacturing	Glass Containers

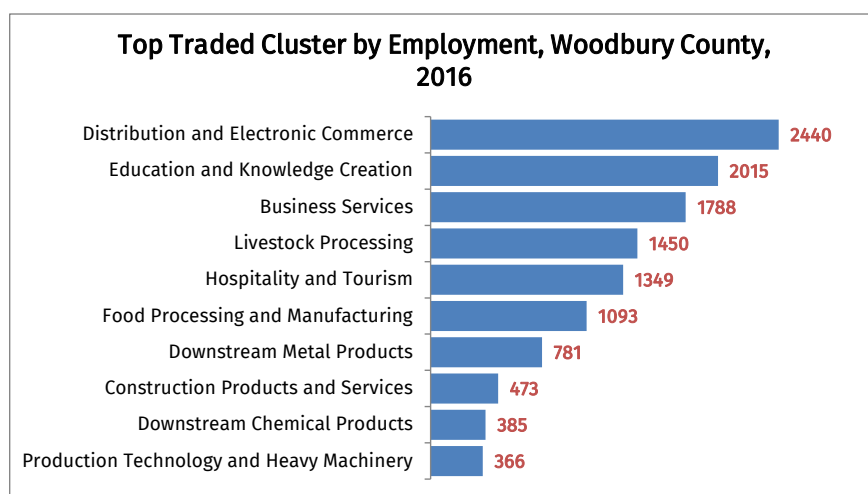
Food Processing & Manufacturing outlook in Plymouth County

Previously discussed, the *Food Processing & Manufacturing* industry cluster accounted for the largest number of jobs created amongst all traded and local clusters between 2000 and 2016 in Plymouth County. Throughout the sixteen year period, the *Food Processing & Manufacturing* industry cluster has had an overwhelming presence in the County, accounting for the largest share of total employment amongst traded and local clusters. The industry cluster is composed of 15 subclusters and 47 industries. Employment amongst the 15 subclusters was heavily concentrated in the *Dairy Products* subclusters, accounting for no less than 79% share of total employment within the *Food Processing & Manufacturing* industry during the sixteen year span.

Woodbury County

Employment by Traded Cluster, Woodbury County 2016

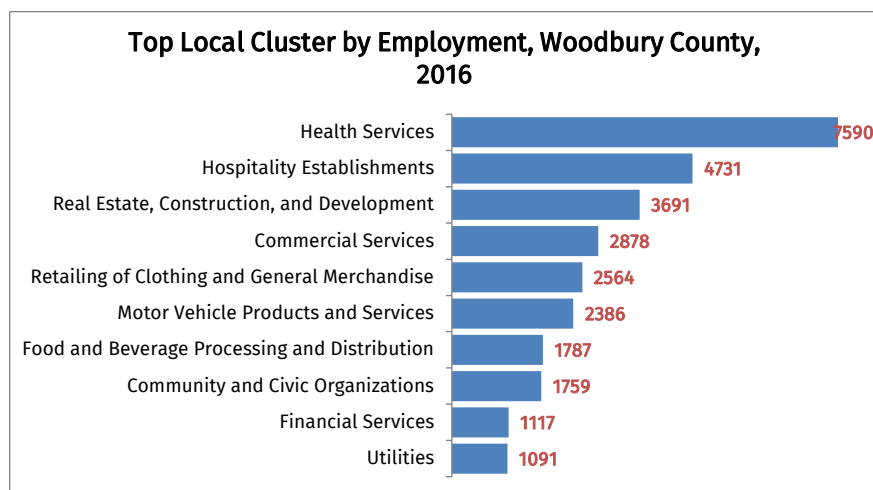
The top traded clusters in Woodbury County by the level of employment in 2016 are presented in the following graph. Approximately 14,311 individuals were employed amongst the traded clusters. Traded clusters that had more than a ten percent share of the County's employment included *Distribution and Electronic Commerce* (17%), *Education and Knowledge Creation* (14.1%), *Business Services* (12.5%), and *Livestock Processing* (10.1%). Traded clusters recognized as *Strong Traded Clusters* in Woodbury County included *Distribution and Electronic Commerce*, *Education and Knowledge Creation*, *Livestock Processing*, *Food Processing and Manufacturing*, *Downstream Metal Products*, and *Downstream Chemical Products*.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Employment by Local Cluster, Woodbury County 2016

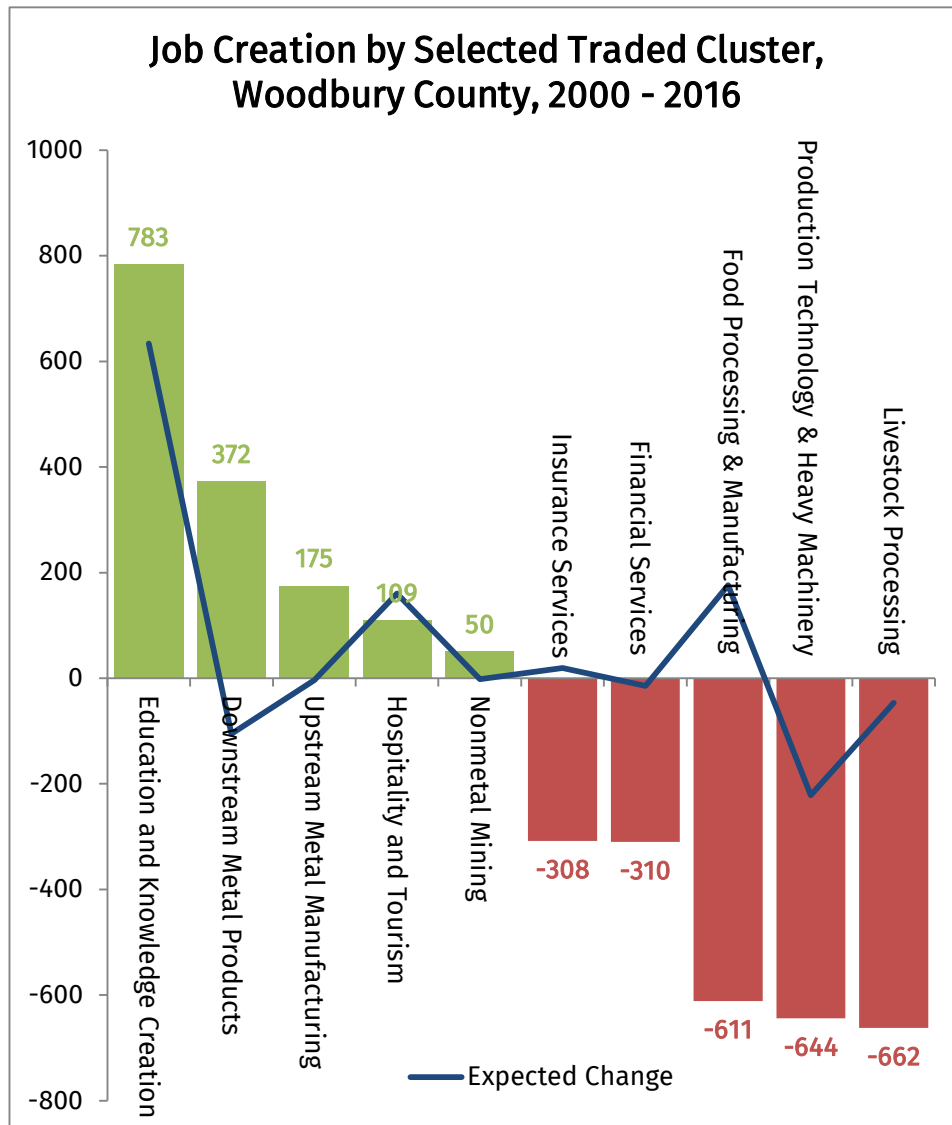
The top local clusters in Woodbury County by the level of employment in 2016 are presented in the following graph. Approximately 33,490 individuals were employed amongst the local clusters. Local clusters that accounted for the largest share of employment in Woodbury County included *Health Services* (22.7%), *Hospitality Establishments* (14.1%), and *Real Estate/Construction and Development* (11%).



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Job Creation by Traded Cluster, Woodbury County

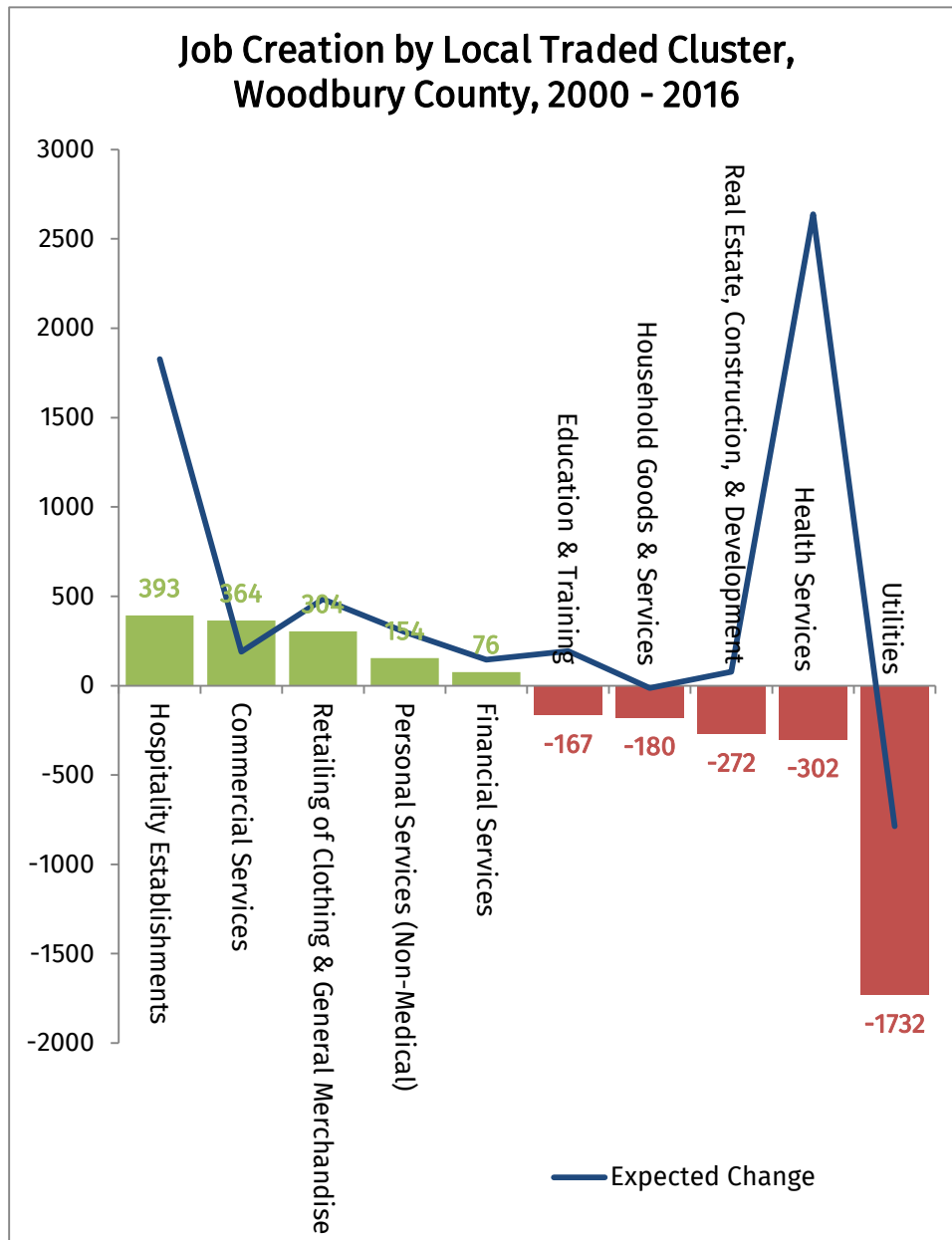
The creation and retention of jobs are vital to the growth of a local economy. The largest changes to job creation by selected traded cluster in Woodbury County between 2000 and 2016 are presented in the following graph. Traded clusters that created the most jobs during the sixteen year period was led by *Education & Knowledge Creation* (63.6%), followed by *Downstream Metal Products*, and *Upstream Metal Manufacturing*. In contrast, traded clusters that experienced a decrease in jobs available was led by *Livestock Processing* (-31.3%), followed by *Production Technology & Heavy Machinery*, and *Food Processing & Manufacturing*. Examining all the traded clusters of Woodbury County collectively, the County underwent a sizable loss in jobs available between 2000 and 2016, recording a 15% decrease.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Job Creation by Local Cluster, Woodbury County

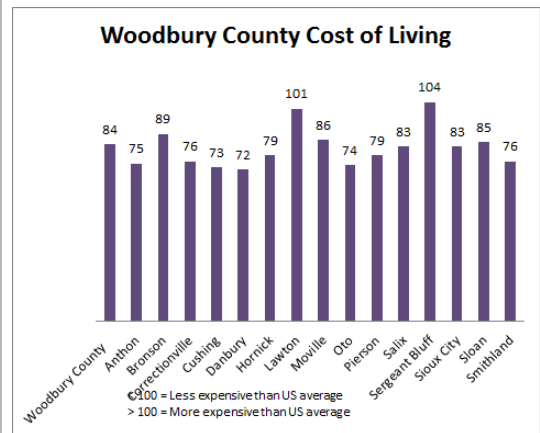
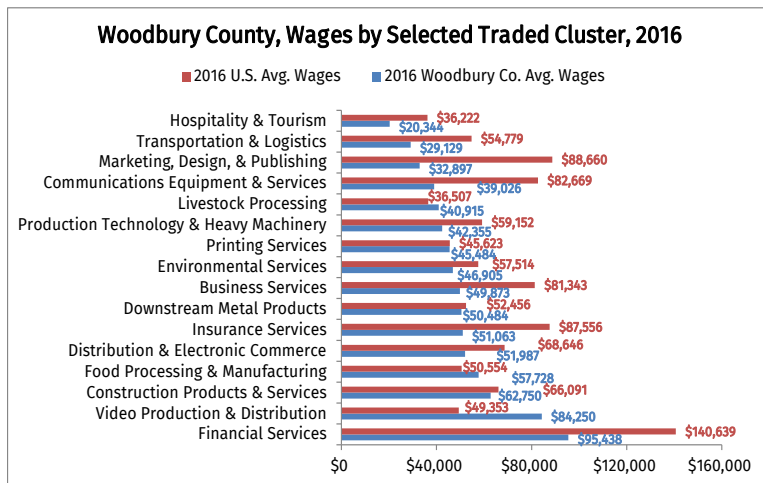
The creation and retention of jobs are vital to the growth of a local economy. The largest changes to job creation by selected local cluster in Woodbury County between 2000 and 2016 are presented in the following graph. Local clusters that created the most jobs during the sixteen year period was led by *Hospitality Establishments* (9.1%), followed by *Commercial Services*, and *Retailing of Clothing and General Merchandise*. In contrast, local clusters that experienced a decrease in jobs available was led by *Utilities* (-61.4%), followed by *Health Services*, and *Real Estate/Construction and Development*. Examining all the local clusters of Woodbury County collectively, the County underwent a slight loss in jobs available between 2000 and 2016, recording a 4.9% decrease.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Wages (Average Private Wage) by Traded Cluster, Woodbury County 2016

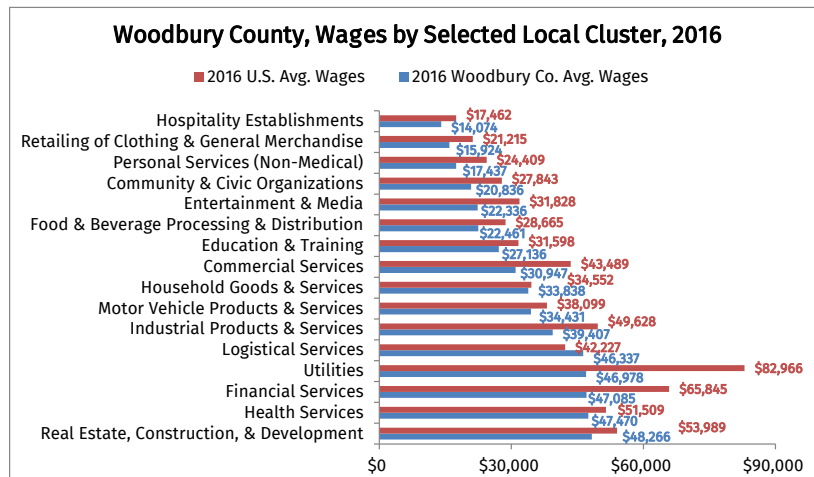
In 2016, the average private wage of traded clusters in Woodbury County was \$44,432. Compared to the United States, the County's average was significantly less, as it was approximately 61% below the national average (\$71,649). Amongst the traded clusters who reported wages earned by employees, *Financial Services* (\$95,438) recorded the highest average, followed by *Video Production and Distribution*, and *Construction Products and Services*. Furthermore, the average private wage for three of the County's traded clusters was higher than the national average, which included *Video Production and Distribution*, *Food Processing and Manufacturing*, and *Livestock Processing*. A comparison on the average private wage between the County's reporting traded clusters and the United States is presented in the following graph.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Wages (Average Private Wage) by Local Cluster, Woodbury County 2016

In 2016, the average private wage of local clusters in Woodbury County was \$32,003. Compared to the United States, the County's average wage was noticeably lower, as it was approximately 22.4% below the national average (\$39,185). Amongst the local clusters who reported wages earned by employees, *Real Estate/Construction and Development* recorded the highest average, followed by *Health Services*, and *Financial Services*. A comparison on the average private wage between the County's reporting local clusters and the United States is presented in the following graph.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

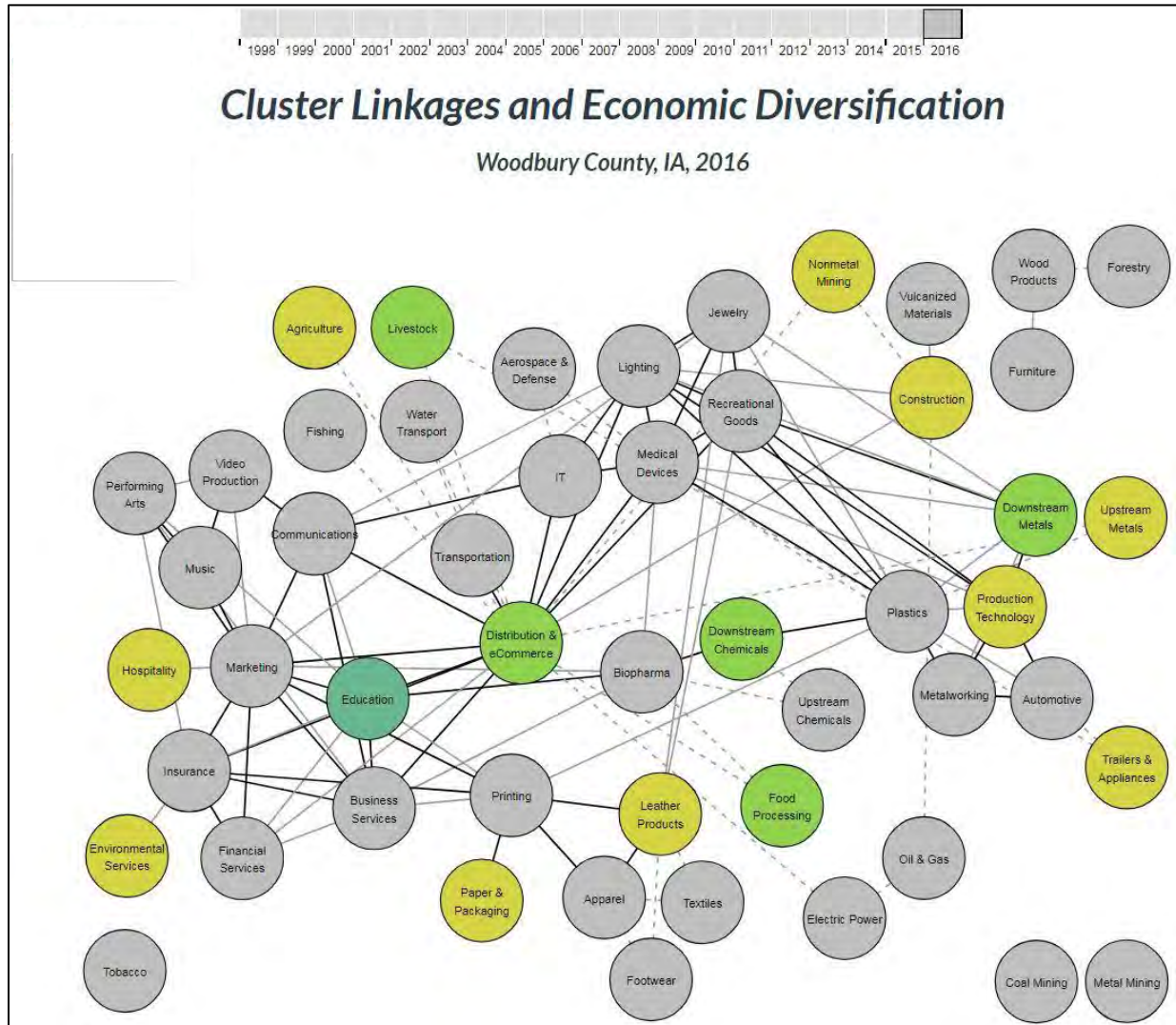
Specialization by Traded Cluster, Woodbury County

The location quotient (LQ) is the ratio of an industry's share of total employment in a location relative to its share of total national employment. LQ is used to measure the uniqueness of a local economy. Thus it measures the specialization or concentration of a cluster in a particular location relative to the national average. An LQ greater than one indicates a higher than U.S. average cluster concentration in a location. The table and figure below show the LQ of the traded cluster in Woodbury County. Led by *Livestock Processing*, fifteen other traded clusters were more concentrated in regards to employment in Woodbury County than the United States as each had a LQ of more than one in 2016. Furthermore, the traded clusters with a LQ greater than one indicate that these sixteen industries form the economic base of Woodbury County.

Specialization by Traded Cluster, Woodbury County

Cluster Name	Location Quotient 2016	Change in Location Quotient (2006-2016)	Change in Employment (2006-2016)
Livestock Processing	9.1	-6.2	-1044
Agricultural Inputs and Services	8.3	2.8	105
Leather and Related Products	6.1	4.6	40
Downstream Metal Products	5.8	3.3	386
Downstream Chemical Products	4.9	3.0	210
Trailers, Motor Homes, and Appliances	4.0	-2.8	-200
Food Processing and Manufacturing	3.3	-0.3	54
Nonmetal Mining	2.3	2.0	50
Education and Knowledge Creation	2.0	1.1	1205
Construction Products and Services	1.8	1.0	273
Paper and Packaging	1.6	-1.1	-200
Upstream Metal Manufacturing	1.5	1.5	185
Distribution and Electronic Commerce	1.3	-0.2	-166
Hospitality and Tourism	1.3	-0.1	-19
Production Technology and Heavy Machinery	1.2	-0.6	-239
<i>An LQ > 1 indicates a higher than U.S. average cluster concentration in a location</i>			
<i>Source: Adapted from U.S. Cluster Mapping Project; institute for Strategy and Competiveness, Harvard Business School</i>			

For more information on the following *Cluster Linkages and Economic Diversification* graph, please refer to the *Cluster Linkages* subsection within the *Traded Clusters* section in the introduction.

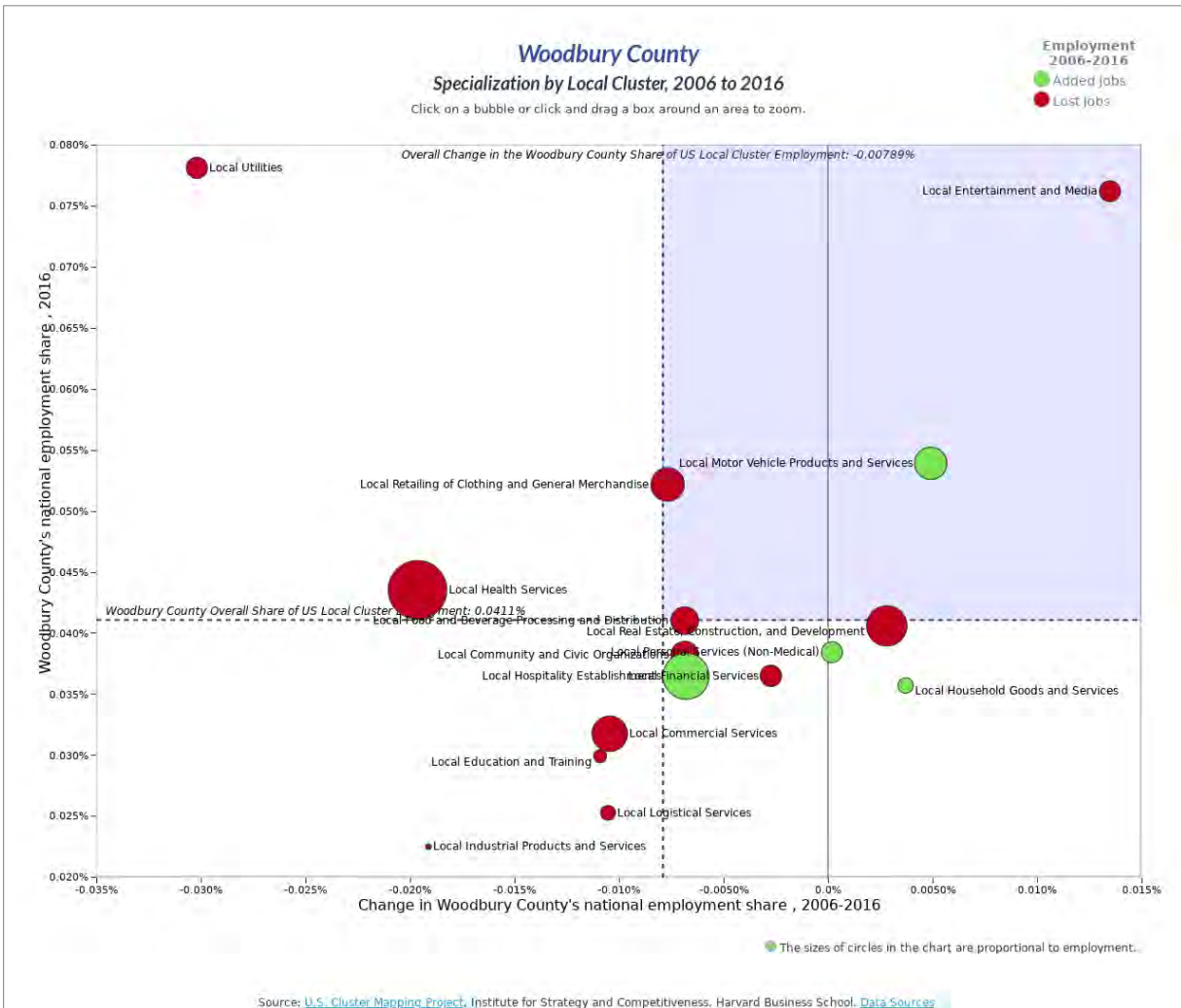


Legend	
	= Strong Connection
	= Modest Connection
	= Weak Connection
	= Strong Cluster
	= Modest Cluster
	= Weak Cluster

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Specialization by Local Cluster, Woodbury County

For more information on the following *Specialization by Local Cluster, 2006 to 2016* graph, please refer to the *Specialization by Local Cluster* subsection within the *Local Cluster* section in the introduction.



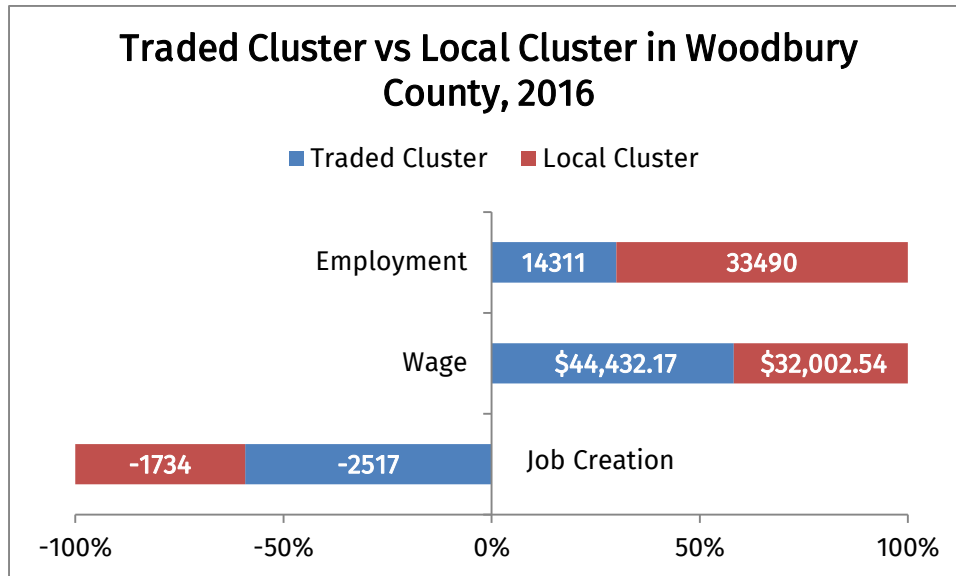
Legend

Northwest Quadrant = Clusters more concentrated but undergoing negative growth
 Northeast Quadrant = Clusters more concentrated and experiencing growth
 Southwest Quadrant = Clusters underrepresented and undergoing negative growth
 Southeast Quadrant = Clusters underrepresented but undergoing rapid growth

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Traded Cluster VS Local Cluster in Woodbury County

The chart below compares the traded and local cluster in Woodbury County regarding employment, wages, and job creation. Between 2000 and 2016, both the traded and local cluster industries experienced a decrease in the number of jobs, totaling to a 4251 job decrease. As of 2016, employees amongst the traded cluster industries earned on average \$12,429.63 more than employees working in a local cluster industry. Regarding employment, local cluster industries accounted for approximately 70.1% share of total employment in Woodbury County in 2016.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

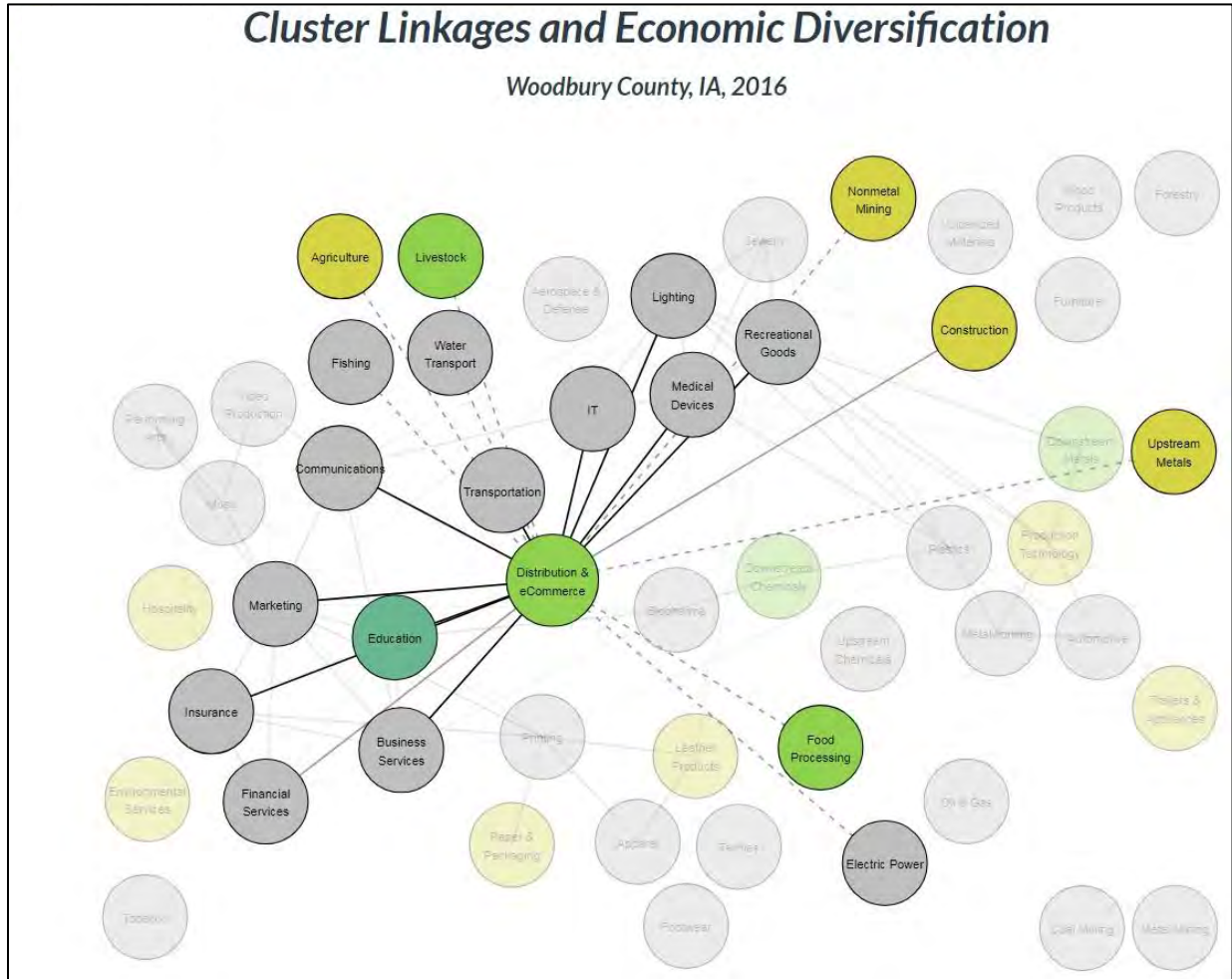
Target Industry Clusters

Distribution & Electronic Commerce was selected as the strongest traded cluster in the County based on employment and specialization. The strongest traded cluster was selected from the green traded clusters in the linkage graph with the highest employment in the county; additional methods described in the chapter’s introduction. The following table lists a series of clusters that currently are in operation and has a connection to the strongest traded cluster for the County to consider tailoring their efforts towards to stimulate economic growth. All clusters in connection with *Distribution & Electronic Commerce* including their concentration in the County are presented on the following page.

Distribution & Electronic Commerce Industry Linkages

Cluster Name	Location Quotient 2016	Employment
Education & Knowledge Creation	2.0	2015
Construction Products & Services	1.8	473
Upstream Metal Manufacturing	1.5	295
Communications Equipment & Services	0.8	114
Business Services	0.5	1788
Transportation & Logistics	0.5	295
Marketing, Design, & Publishing	0.4	169
Financial Services	0.3	168
Insurance Services	0.1	72
Lighting & Electrical Equipment	0.1	10
Medical Devices	0.1	10

Distribution & Electronic Commerce Cluster Linkages



Legend	
	= Strong Connection
	= Modest Connection
	= Weak Connection
	= Strong Cluster
	= Modest Cluster
	= Weak Cluster

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

Distribution & Electronic Commerce North America Industry Classification System Description

This cluster consists primarily of traditional wholesalers as well as mail order houses and electronic merchants. The companies in this cluster mostly buy, hold, and distribute a wide range of products such as apparel, food, chemicals, gasses, minerals, farm materials, machinery, and other merchandise. The cluster also contains firms that support distribution and electronic commerce operations, including packaging, labeling, and equipment rental and leasing.

Target: Distribution & Electronic Commerce

Distribution & Electronic Commerce contains establishments or industries engaged in Warehousing and Storage, Electronic and Catalog Shopping, Wholesale, and Rental Leasing. The various industries under this cluster are presented in the table below with their North America Industry Classification System (NAICS) code.

NAICS	NAICS Name	Sub-Cluster Name
493110	General Warehousing & Storage	Warehousing & Storage
493120	Refrigerated Warehousing & Storage	
493190	Other Warehousing & Storage	
425110	Business to Business Electronic Markets	Electronic & Catalog Shopping
454111	Electronic Shopping	
454112	Electronic Auctions	
454113	Mail-Order Houses	
425120	Wholesale Trade Agents & Brokers	Wholesale Trade Agents & Brokers
561499	All Other Business Support Services	Packaging & Labeling Services
561910	Packaging & Labeling Services	
424310	Piece Goods, Notions, & Other Dry Goods Merchant Wholesalers	Wholesale of Apparel & Accessories
424320	Men's & Boys' Clothing & Furnishings Merchant Wholesalers	
424330	Women's, Children's, & Infants' Clothing & Accessories Merchant Wholesalers	
424340	Footwear Merchant Wholesalers	Wholesale of Books, Periodicals, & Newspapers
424920	Book, Periodical, & Newspaper Merchant Wholesalers	
424610	Plastics Materials & Basic Forms & Shapes Merchant Wholesalers	Wholesale of Chemical & Allied Products
424690	Other Chemical & Allied Products Merchant Wholesalers	
424210	Drugs & Druggists' Sundries Merchant Wholesalers	Wholesale of Drugs & Druggists' Sundries
424590	Other Farm Product Raw Material Merchant Wholesalers	Wholesale of Farm Products & Supplies
424910	Farm Supplies Merchant Wholesalers	
424930	Flower, Nursery Stock, & Florists' Supplies Merchant Wholesalers	
424940	Tobacco & Tobacco Product Merchant Wholesalers	
493130	Farm Product Warehousing & Storage	Wholesale of Food Products
424440	Poultry & Poultry Product Merchant Wholesalers	
424460	Fish & Seafood Merchant Wholesalers	
424470	Meat & Meat Product Merchant Wholesalers	
424480	Fresh Fruit & Vegetable Merchant Wholesalers	
424820	Wine & Distilled Alcoholic Beverage Merchant Wholesalers	Wholesale of Furniture & Home Furnishing
423210	Furniture Merchant Wholesalers	
423220	Home Furnishing Merchant Wholesalers	Wholesale of Jewelry, Watches, Precious Stones, & Precious Metals
423940	Jewelry, Watch, Precious Stone, & Precious Metal Merchant Wholesalers	
424110	Printing & Writing Paper Merchant Wholesalers	Wholesale of Paper & Paper Products
424120	Stationery & Office Supplies Merchant Wholesalers	
424130	Industrial & Personal Service Paper Merchant Wholesalers	
423910	Sporting & Recreational Goods & Supplies Merchant Wholesalers	Wholesale of Sporting & Recreational Goods & Supplies
423920	Toy & Hobby Goods & Supplies Merchant Wholesalers	Wholesale of Toy & Hobby Goods & Supplies
424950	Paint, Varnish, & Supplies Merchant Wholesalers	Wholesale of Other Merchandise
424990	Other Miscellaneous Nondurable Goods Merchant Wholesalers	
423820	Farm & Garden Machinery & Equipment Merchant Wholesalers	Wholesale of Farm & Garden Machinery & Equipment
423810	Construction & Mining (except Oil Well) Machinery & Equipment Merchant Wholesalers	Wholesale of Construction & Mining Machinery & Equipment
423830	Industrial Machinery & Equipment Merchant Wholesalers	Wholesale of Industrial Machinery, Equipment, & Supplies
423840	Industrial Supplies Merchant Wholesalers	
423850	Service Establishment Equipment & Supplies Merchant Wholesalers	Wholesale of Service Establishment Equipment & Supplies
423860	Transportation Equipment & Supplies (except Motor Vehicle) Merchant Wholesalers	Wholesale of Transportation Equipment & Supplies (except Motor Vehicles)
423410	Photographic Equipment & Supplies Merchant Wholesalers	Wholesale of Professional & Commercial Equipment and Supplies
423420	Office Equipment Merchant Wholesalers	
423430	Computer & Computer Peripheral Equipment & Software Merchant Wholesalers	
423440	Other Commercial Equipment Merchant Wholesalers	
423450	Medical, Dental, & Hospital Equipment & Supplies Merchant Wholesalers	
423460	Ophthalmic Goods Merchant Wholesalers	
423490	Other Professional Equipment & Supplies Merchant Wholesalers	Wholesale of Electrical & Electronic Goods
423610	Electrical Apparatus & Equipment, Wiring Supplies, & Related Equipment Merchant Wholesalers	
423620	Electrical & Electronic Appliance, Television, & Radio Set Merchant Wholesalers	
423690	Other Electronic Parts & Equipment Merchant Wholesalers	Wholesale of Metals & Minerals (except Petroleum)
423510	Metal Service Centers & Other Metal Merchant Wholesalers	
423520	Coal & Other Mineral & Ore Merchant Wholesalers	
424710	Petroleum Bulk Stations & Terminals	Wholesale of Petroleum & Petroleum Products
424720	Petroleum & Petroleum Products Merchant Wholesalers (except Bulk Stations & Terminals)	
532411	Commercial Air, Rail, & Water Transportation Equipment Rental & Leasing	Rental & Leasing
532412	Construction, Mining, & Forestry Machinery & Equipment Rental & Leasing	
532420	Office Machinery & Equipment Rental & Leasing	
532490	Other Commercial & Industrial Machinery & Equipment Rental & Leasing	

Distribution & Electronic Commerce outlook in Woodbury County

Previously noted, *Distribution & Electronic Commerce* industry cluster was the highest employer amongst traded clusters in Woodbury County in 2016. From 2000 to 2016, the industry cluster has consistently had a large presence amongst traded clusters, accounting for the largest share of employment in all but two years. The *Distribution & Electronic Commerce* industry cluster consists of 26 subclusters. Amongst the 26 subclusters, 62 industries exist. Employment amongst the 26 subclusters was diverse throughout the sixteen year period, as Warehousing & Storage accounted for the largest on annual average share of total employment with 25.4%, followed by Wholesale of Professional & Commercial Equipment & Supplies with 17.2%.

Site Selection

This chapter highlights selected sites that are available opportunities for development or identified as economic development potential sites. The identified available and potential sites were gathered from the following sources: County economic development departments, the community questionnaire gathered in June of 2018 and geographic analysis further described below. Additional potential sites were identified for the target industry clusters by using, spatial analyst tool in ArcGIS. The selected sites featured in this chapter are particularly well suited for accommodating economic development uses including commercial or industrial development, or redevelopment, and attractions.

Site Selection Methods

Four methods were utilized to gather information for this site selection chapter. Site selection began with the identification of the existing marketed sites in each of the participating counties. Site and building data were gathered from participating county and city economic development departments and Location One online sites and buildings. A database was created to inventory the site and building information for available sites and buildings in each participating county.

In June 2018 a questionnaire was sent to community stakeholders, and the participants were asked to identify available, opportunity sites. City and county staff provided available site and building locations and current status. Information was gathered from the community questionnaires regarding the site and building selection.

The third method that was utilized to gather site selection data was GIS analysis. Potential sites shown in the maps were derived using ArcGIS. Potential sites were identified for discussion purposes to highlight property along major roads in the region that may have development potential. The potential sites in the map require more research for consideration of future development including but not limited to: Floodplain, wetlands, zoning, and available utilities. The criteria used in selecting the GIS potential sites included the following.

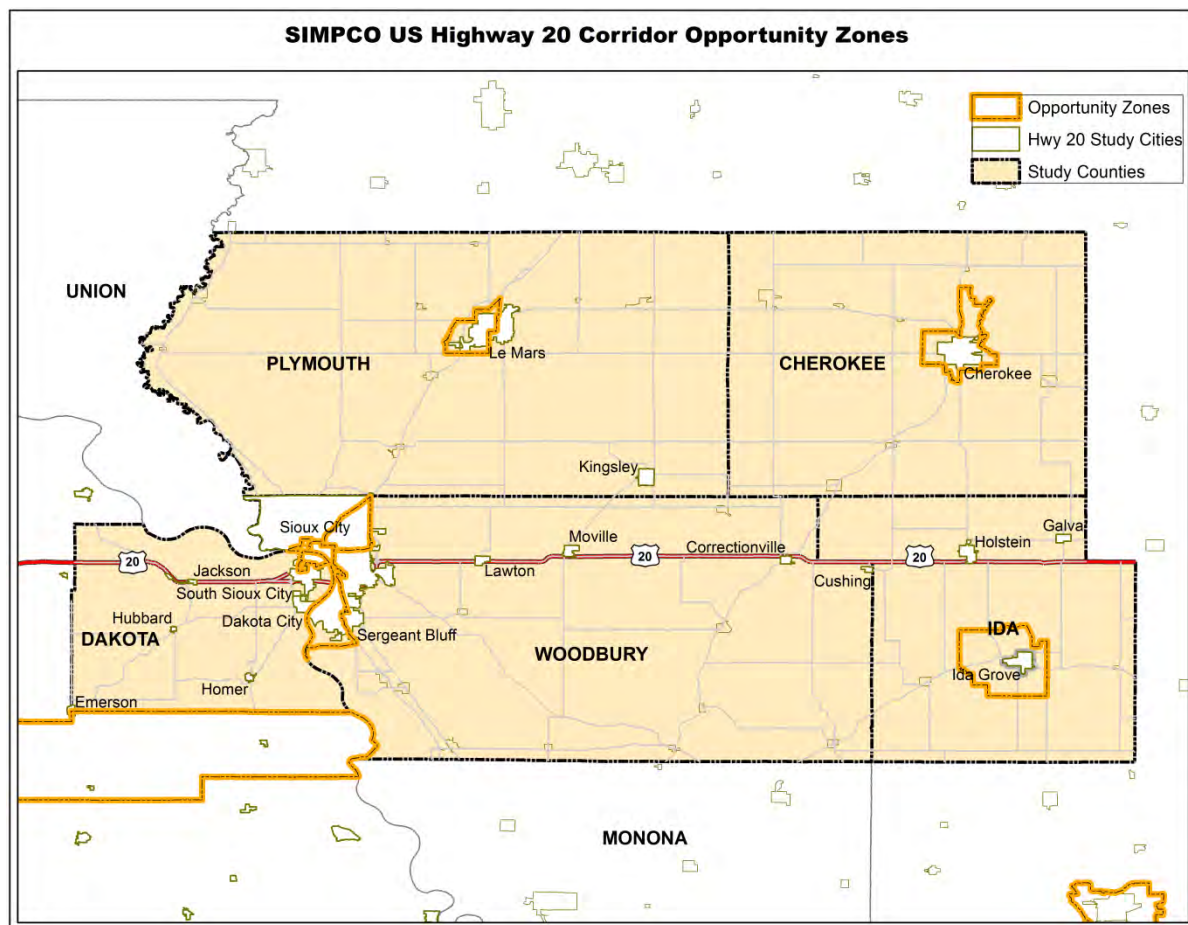
1. Parcel is within 1500 feet from a major road (Federal Functional Classification minor arterial or greater)
2. Zoning or land use of the parcel is commercial, industrial or agriculture (where zoning data available)
3. The size of the parcel must be at least 1 acre and vacant

On September 26, 2018, SIMPCO facilitated a small group discussion during the steering committee meeting and asked questions in regard to site selection. Information was gathered from participants about the accuracy, current status, and additions to the site selection information presented.

Opportunity Zones

Opportunity Zones were established through a community development program established by US Congress in the Tax Cuts and Jobs Act of 2017 to encourage long-term investments in low-income urban and rural communities nationwide. An Opportunity Zone is an economically-distressed community where new investments, under certain conditions, may be eligible for preferential tax treatment. Each opportunity zone is a low-income census tract, as determined within New Markets Tax Credits legislation and is designated by the chief executives of every U.S. state or territory which it is located. Designations will stay in place for 10 years. The following opportunity zones are designated in the SIMPCO region (See map below).

The Opportunity Zones program provides a tax incentive for investors to re-invest their unrealized capital gains into Opportunity Funds that are dedicated to investing into Opportunity Zones. The IRS and US Treasury are in the process of developing program rules and guidance regarding the tax incentives, types of eligible investments and other program requirements. All designated Opportunity Zones are now eligible to receive investments from Qualified Opportunity Funds that are investment vehicles that deploy capital into Opportunity Zones. Multiple groups or agencies can set up an opportunity fund partnership or corporation, including local governments and private entities.



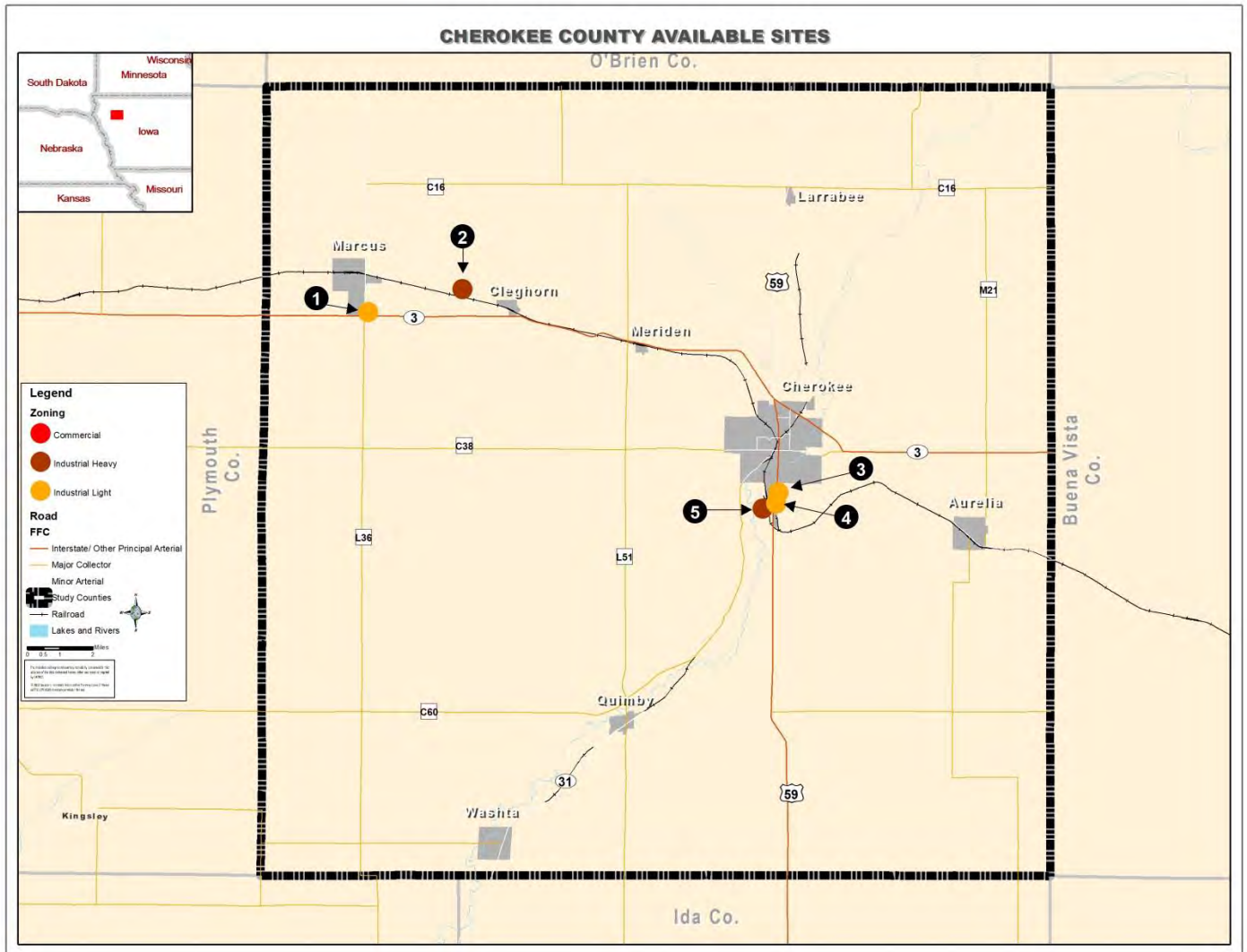
More Information

Map of Opportunity Zones and IRS contact information: <https://www.cdfifund.gov/Pages/Opportunity-Zones.aspx>

Cherokee County Available Sites

Cherokee County Available Sites							
Unique NO.	Name	City	Acres	Selling Price	Utilities	Zoning	Status
1	Marcus Industrial Park	Marcus	26.23	\$,45 per Sq. ft.		Industrial Light	Not Certified
2	Soy Energy Site	Cleghorn	34.41	Negotiable	Yes	Industrial Heavy	Not Certified
3	CIC Commercial Site	Cherokee	7.2	Negotiable		Industrial Light	Not Certified
4	Schoon Industrial Park	Cherokee	35	\$20,000 per acre	Yes	Industrial Light	Not Certified
5	Cherokee South Industrial park	Cherokee	97.8	\$25,000 per acre	Yes	Industrial Heavy	Certified

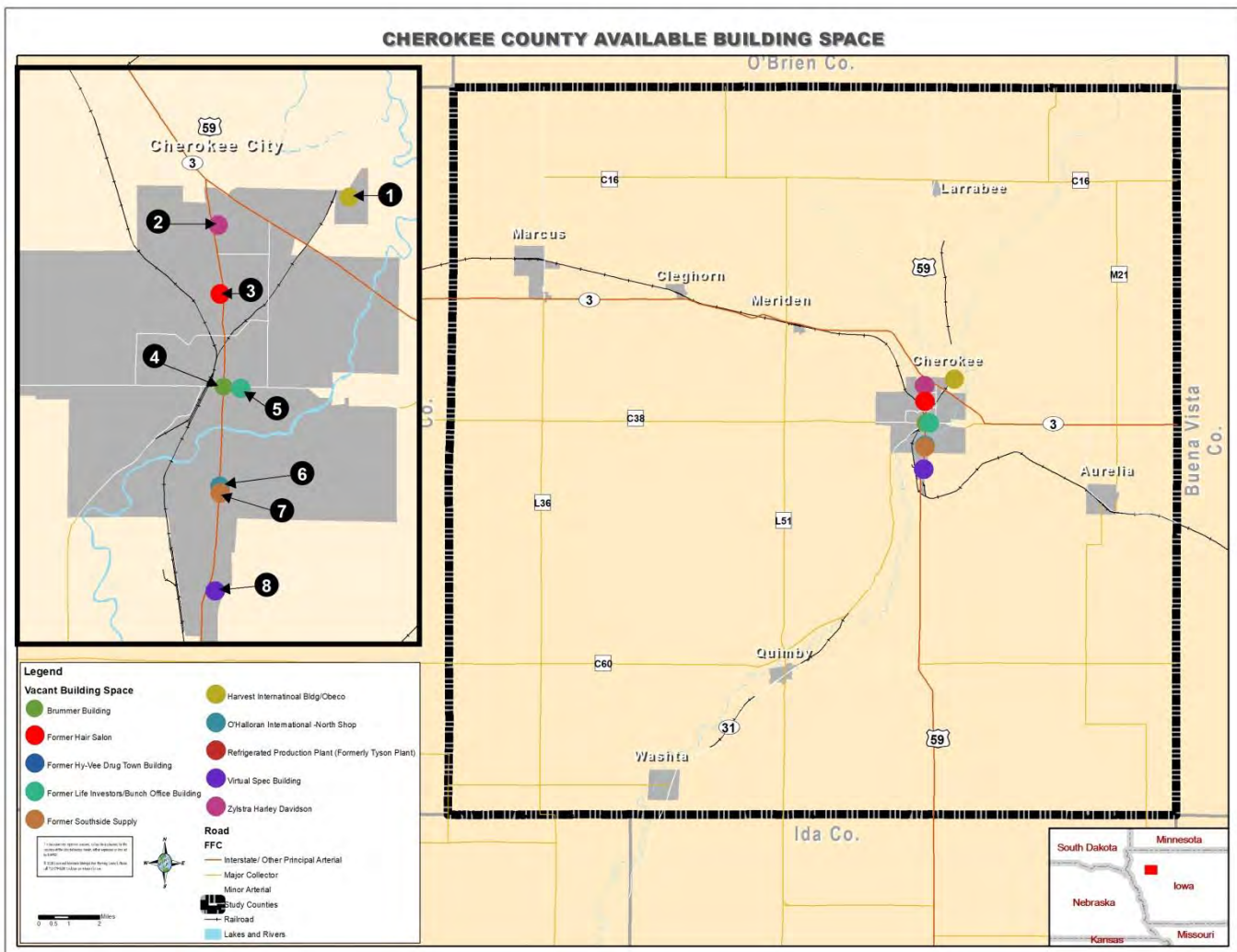
Source: Locationone Information System - <https://app.locationone.com/sites?sites:filters=%5B%5B%22state%22%2C%22IA%22%5D%5D>



Cherokee County Available Building Space

Cherokee County Available Building Space							
Unique NO.	Name	City	Available SF	Selling Price	Lease Ra	Building Type	Utility
1	Harvest International Bldg/Obeco	Cherokee	45,252	Negotiable	Negotiab	Industrial	Yes
2	Zylstra Harley Davidson	Cherokee	48,000	Negotiable	Negotiab	Research and Development, Industrial, Retail, Commercial, Office, Flex Tech, Warehouse and Distribution	Yes
3	Former Hair Salon	Cherokee	1,050	Unknown	\$5,700	Commercial, Office, Ret	Yes
4	Brummer Building	Cherokee	5,000	\$135,000		Commercial, Retail	Yes
5	Former Life Investors/Bunch Office Building	Cherokee	4,240	Unknown		Office	Yes
6	O'Halloran International -North Shop	Cherokee	5,751	\$264,300		Commercial	Yes
7	Former Southside Supply	Cherokee	5,546	Unknown	Unknow	Commercial	Yes
8	Virtual Spec Building	Cherokee	50,000	Dependent upon specs.	Unknow	Warehouse, Distribution and Industrial	Yes

Source: Locationone Information System -

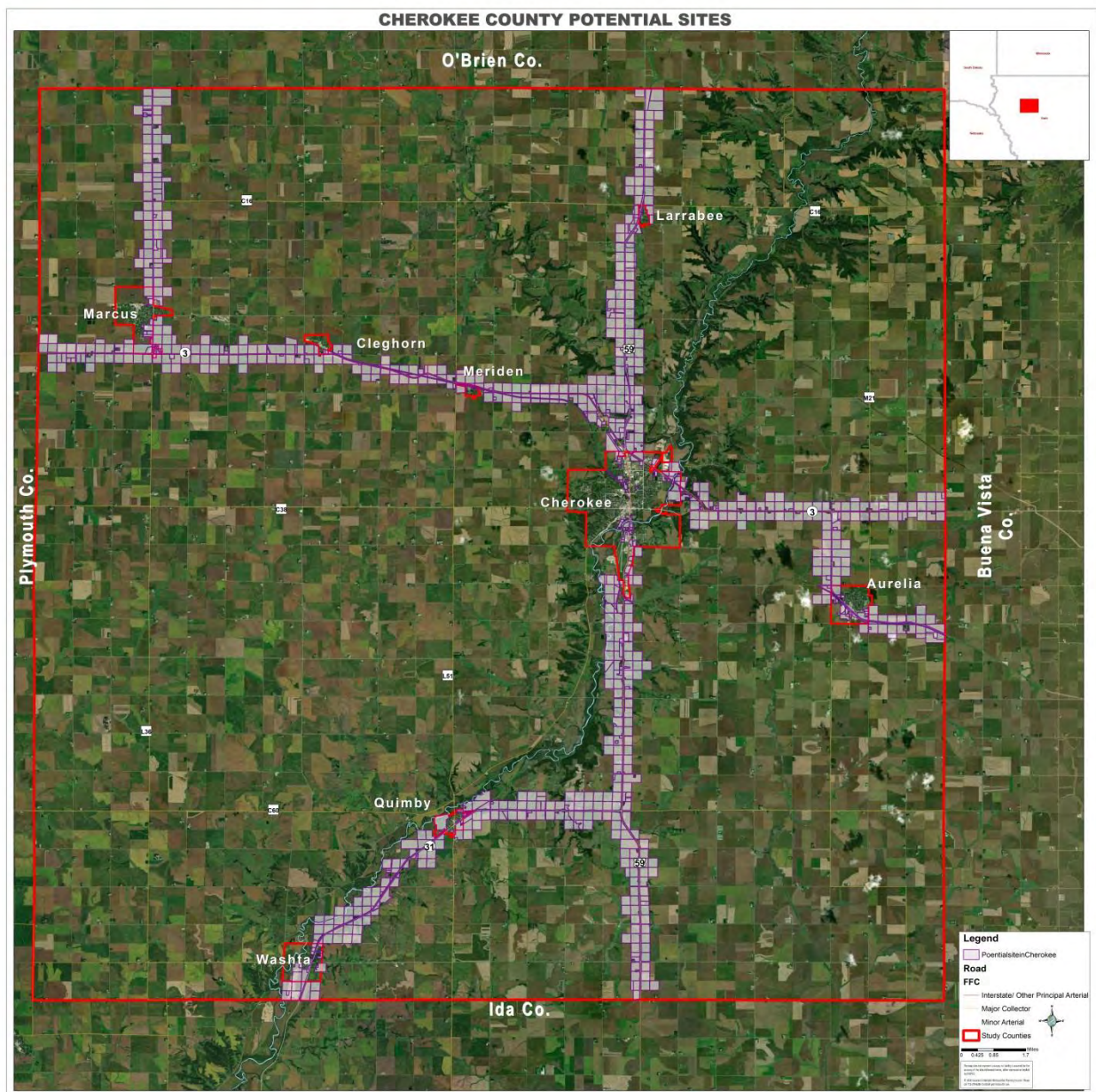


Cherokee County GIS Potential Sites

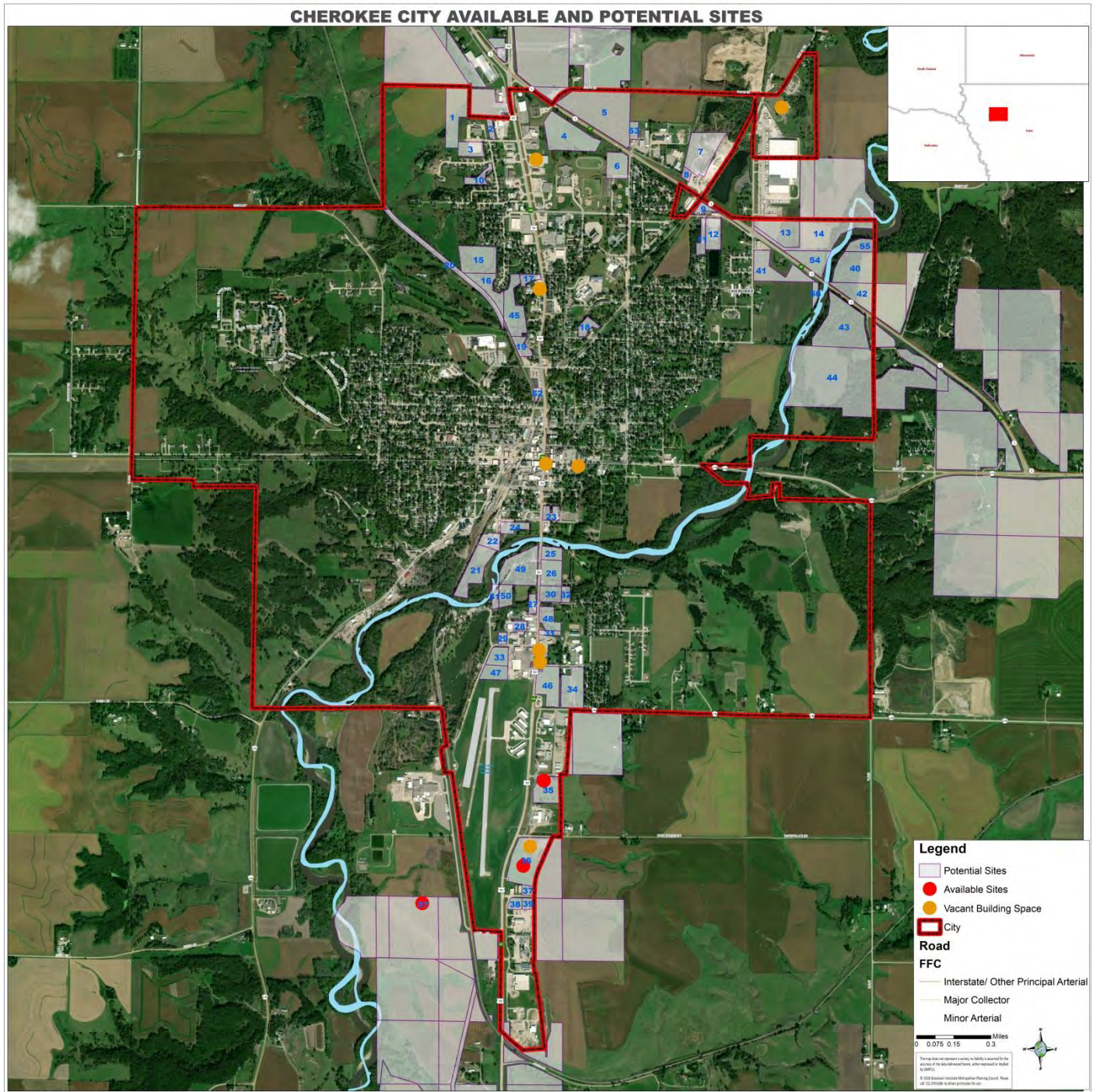
Potential sites shown in the map below were derived using ArcGIS. Potential sites were identified for discussion purposes to highlight property along major roads in the region that may have development potential. The potential sites in the map require more research for consideration of future development including but not limited to: Floodplain, wetlands, zoning, and available utilities. The criteria used in selecting the sites included the following.

GIS Potential Site Selection Criteria

1. Parcel is within 1500 feet from a major road (Federal Functional Classification minor arterial or greater)
2. Zoning or land use of the parcel is commercial, industrial or agriculture (where zoning data available)
3. The size of the parcel must be at least 1 acre and vacant



City of Cherokee Available and Potential Sites

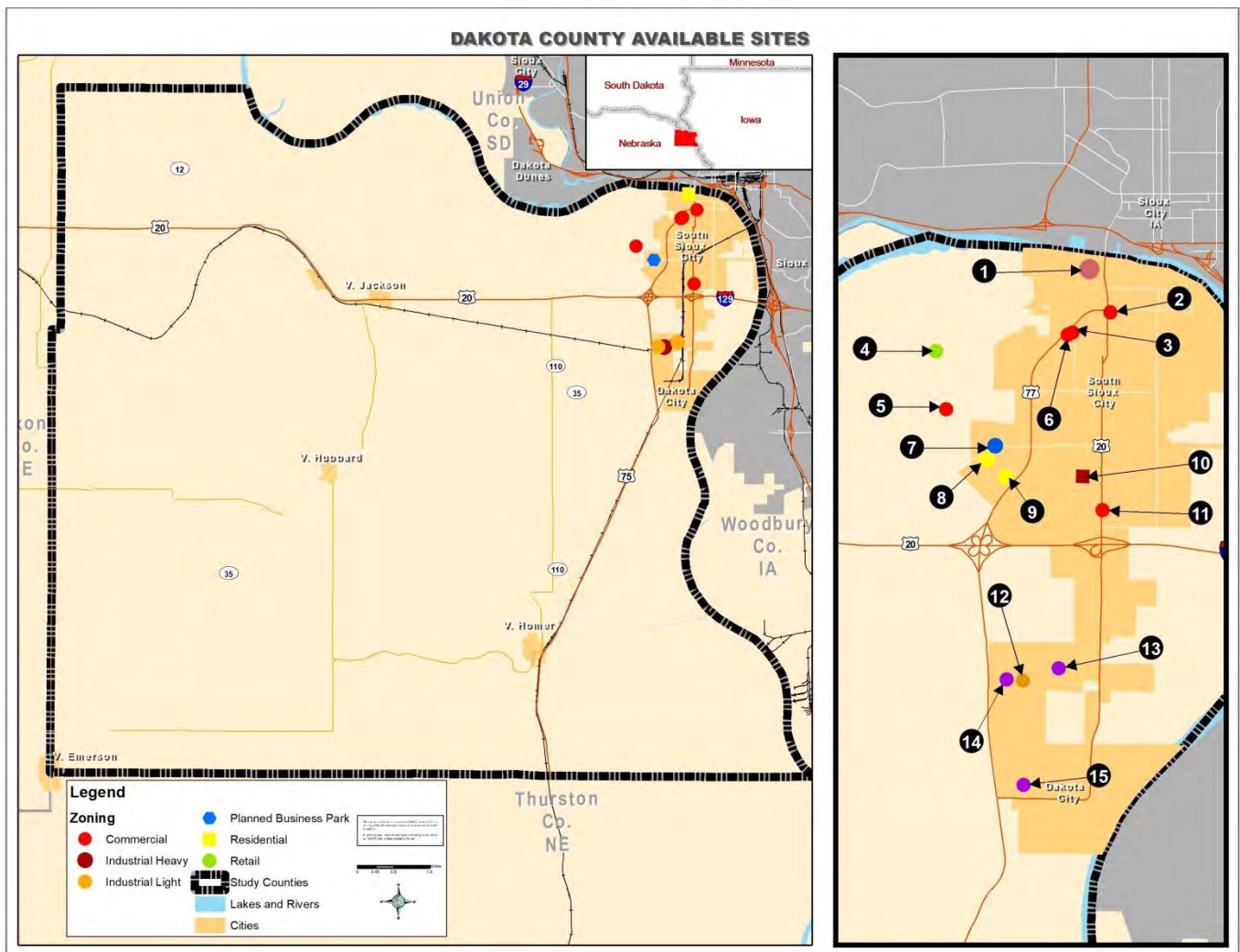


Cherokee City Available and Potential Sites							
Unique NO.	Name/ Parcel ID	City	Acres	Selling Price	Utilities	Zoning	Status
1	722326008						GIS Identified Potential Site; more research required
2	722327001						GIS Identified Potential Site; more research required
3	722382009						GIS Identified Potential Site; more research required
4	722402010						GIS Identified Potential Site; more research required
5	722426001						GIS Identified Potential Site; more research required
6	722476007						GIS Identified Potential Site; more research required
7	723326005						GIS Identified Potential Site; more research required
8	723351003						GIS Identified Potential Site; more research required
9	723376001						GIS Identified Potential Site; more research required
10	722383000						GIS Identified Potential Site; more research required
11	726128002						GIS Identified Potential Site; more research required
12	726128003						GIS Identified Potential Site; more research required
13	726200001						GIS Identified Potential Site; more research required
14	726200011						GIS Identified Potential Site; more research required
15	727131011						GIS Identified Potential Site; more research required
16	727176014						GIS Identified Potential Site; more research required
17	727251012						GIS Identified Potential Site; more research required
18	72727018						GIS Identified Potential Site; more research required
19	727402001						GIS Identified Potential Site; more research required
20	727501001						GIS Identified Potential Site; more research required
21	734178005						GIS Identified Potential Site; more research required
22	734178008						GIS Identified Potential Site; more research required
23	734212001						GIS Identified Potential Site; more research required
24	734251010						GIS Identified Potential Site; more research required
25	734255001						GIS Identified Potential Site; more research required
26	734255002						GIS Identified Potential Site; more research required
27	734401003						GIS Identified Potential Site; more research required
28	734401016						GIS Identified Potential Site; more research required
29	734401028						GIS Identified Potential Site; more research required
30	734402001						GIS Identified Potential Site; more research required
31	734403002						GIS Identified Potential Site; more research required
32	734426001						GIS Identified Potential Site; more research required
33	734451001						GIS Identified Potential Site; more research required
34	734476001						GIS Identified Potential Site; more research required
35	CIC Commercial Site	Cherokee	7.2	Negotiable		Industrial Light	Not Certified
36	Schoon Industrial Park	Cherokee	35	\$20,000 per acre	Yes	Industrial Light	Not Certified
37	1103400016						GIS Identified Potential Site; more research required
38	1103400017						GIS Identified Potential Site; more research required
39	1103400018						GIS Identified Potential Site; more research required
40	726200002						GIS Identified Potential Site; more research required
41	726200002						GIS Identified Potential Site; more research required
42	726200009						GIS Identified Potential Site; more research required
43	726200009						GIS Identified Potential Site; more research required
44	726400003						GIS Identified Potential Site; more research required
45	727252035						GIS Identified Potential Site; more research required
46	734452005						GIS Identified Potential Site; more research required
47	734451016						GIS Identified Potential Site; more research required
48	734429023						GIS Identified Potential Site; more research required
49	734254001						GIS Identified Potential Site; more research required
50	734401001						GIS Identified Potential Site; more research required
51	734328001						GIS Identified Potential Site; more research required
52	727405004						GIS Identified Potential Site; more research required
53	723301012						GIS Identified Potential Site; more research required
54	726200002						GIS Identified Potential Site; more research required
55	726200011						GIS Identified Potential Site; more research required
56	726200009						GIS Identified Potential Site; more research required
57	Cherokee South Industrial park	Cherokee	97.8	\$25,000 per acre	Yes	Industrial Heavy	Certified

Dakota County Available Sites

Available Sites in Dakota County For Economic Development							
Unique NO. as represented on the map	Name	City	Acres	Selling Price	Utilities	Zoning	Status
1	Covington Land	South Sioux City	1	\$ 220,000	Yes	Residential	Not Certified
2	Corner of 9th and Dakota	South Sioux City	1.35	\$ 776,604		Commercial	Not Certified
3	Concrete Specialty	South Sioux City	16.2	\$ 485,700	Yes	Commercial	Not Certified
4	All American Business Park	South Sioux City	30	\$ 35,000		Industrial Heavy, Commercial	
5	Cardinal Data Park	South Sioux City	110	\$ 25,000		Commercial	Not Certified
6	Martin Subdivision	South Sioux City	2.6	\$ 150,375	Yes	Commercial	Not Certified
7	Concrete Specialty Addition	South Sioux City	4	\$ 46,666	Yes	Planned Business Park	Not Certified
8	1602 W 29th Street	South Sioux City	15.13	\$ 800,000		Office	Not Certified
9	3410 Futures Dr.	South Sioux City	4.69	\$ 1,950,000		Office	Not Certified
10	Colonial Drive	South Sioux City	8.09	TBD	Yes	Commercial, Agriculture	Not Certified
11	Tuttle 3746 Dakota Ave	South Sioux City	1	\$ 175,000	Yes	Commercial	Not Certified
12	Roth Industrial Park	South Sioux City	250	\$ 30,000	Yes	Industrial Heavy	Not Certified
13	Garwood Ground	South Sioux City	22	\$ 25,000	Yes	Industrial Light	Not Certified
14	CDA Ground	South Sioux City	17	\$ 27,500	Yes	Industrial Light	Not Certified
15	Dakota Crossing	Dakota City	37		Yes	Light Industrial	

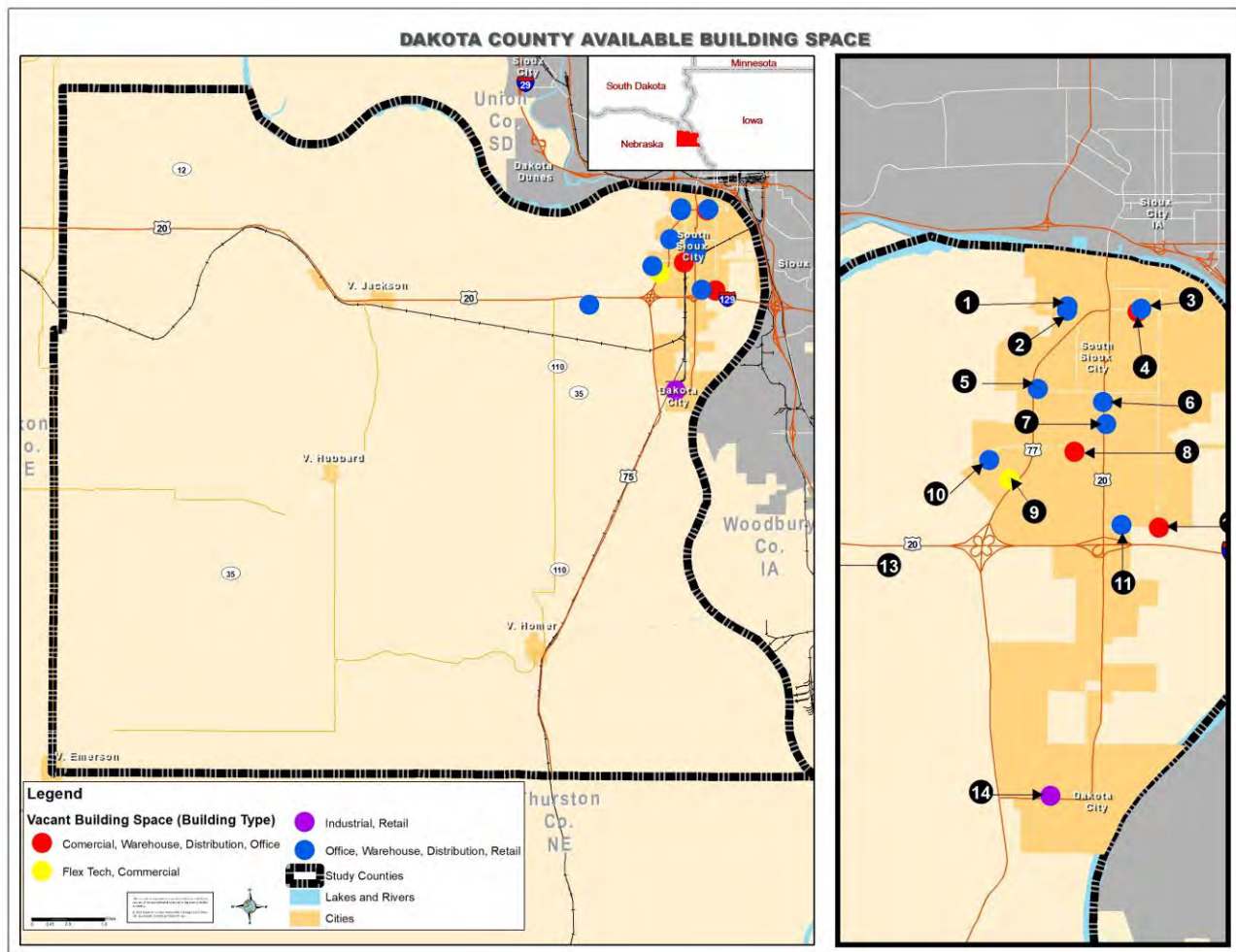
Source: Locationone Information System - <https://app.locationone.com/sites?sites:filters=%5B%5B%22state%22%2C%22NE%22%5D%5D>



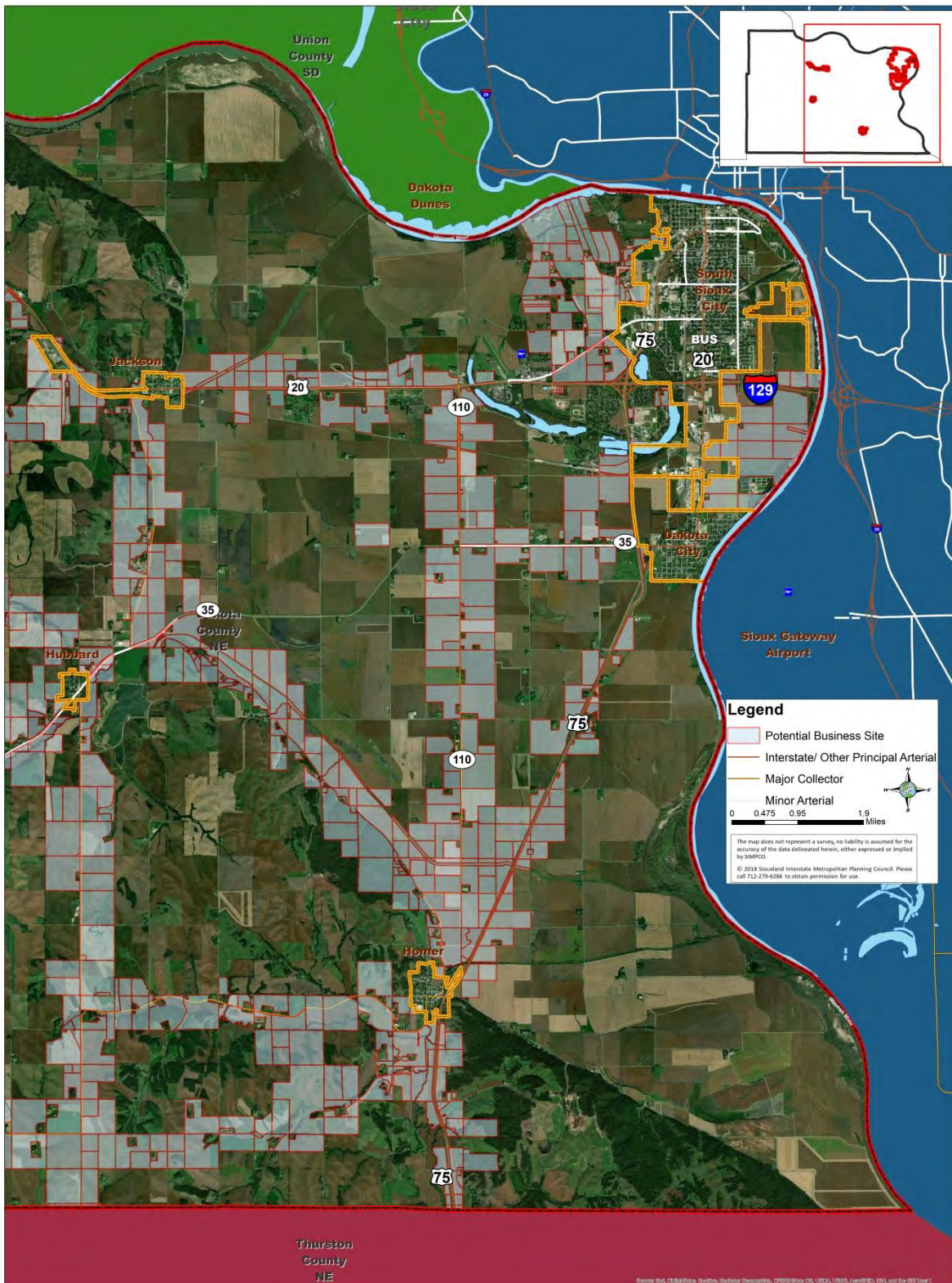
Dakota County Available Building Space

Vacant Building Space Available for Economic Development in Dakota County							
Unique NO. as represented on the map	Name	City	Available SF	Selling Price	Lease Rate	Building Type	Utility
1	603 W 9th Street	South Sioux City	3000	Unknown	\$1,500	Office	Yes
2	620 & 626 W 9th Street	South Sioux City	5960	Unknown	\$1,500	Retail	Yes
3	501 E 9th Street	South Sioux City	2500	Unknown	\$650	Retail	Yes
4	Sioux Plating	South Sioux City	12000	\$330,000		Warehouse & Distribution, Office	Yes
5	Tuttle HWY 77 & 21st	South Sioux City	4000	\$950,000	\$20.00	Retail, Office	Yes
6	Dakota Ave Office	South Sioux City	2080	\$140,000	\$10.50	Office	Yes
7	Former Star Printing & Publishing Building	South Sioux City	12000	\$429,000	\$20.00	Office, Warehouse & Distribution	Yes
8	3011 5th Avenue	South Sioux City	7000	\$185,000	\$20.00	Commercial	Yes
9	Farmer Medical Office Building	South Sioux City	24124	1.7 million	\$10.50/sf/yr.	Flex Tech, Commercial	Yes
10	1602 W. 29th St.	South Sioux City	7000	\$800,000		Office, Retail	Yes
11	Shennen Office Space	South Sioux City	3075	Unknown	\$3,200 per month	Office	Yes
12	4901 G Street Commercial/Industrial	South Sioux City	20260	\$750,000		Warehouse & Distribution, Commercial	Yes
13	Community Center Multi Use	South Sioux City	31478	2.4 million		Office	Yes
14	Cimmarina Sales & Service	Dakota City	19760	1.1 million		Industrial, Retail	Yes

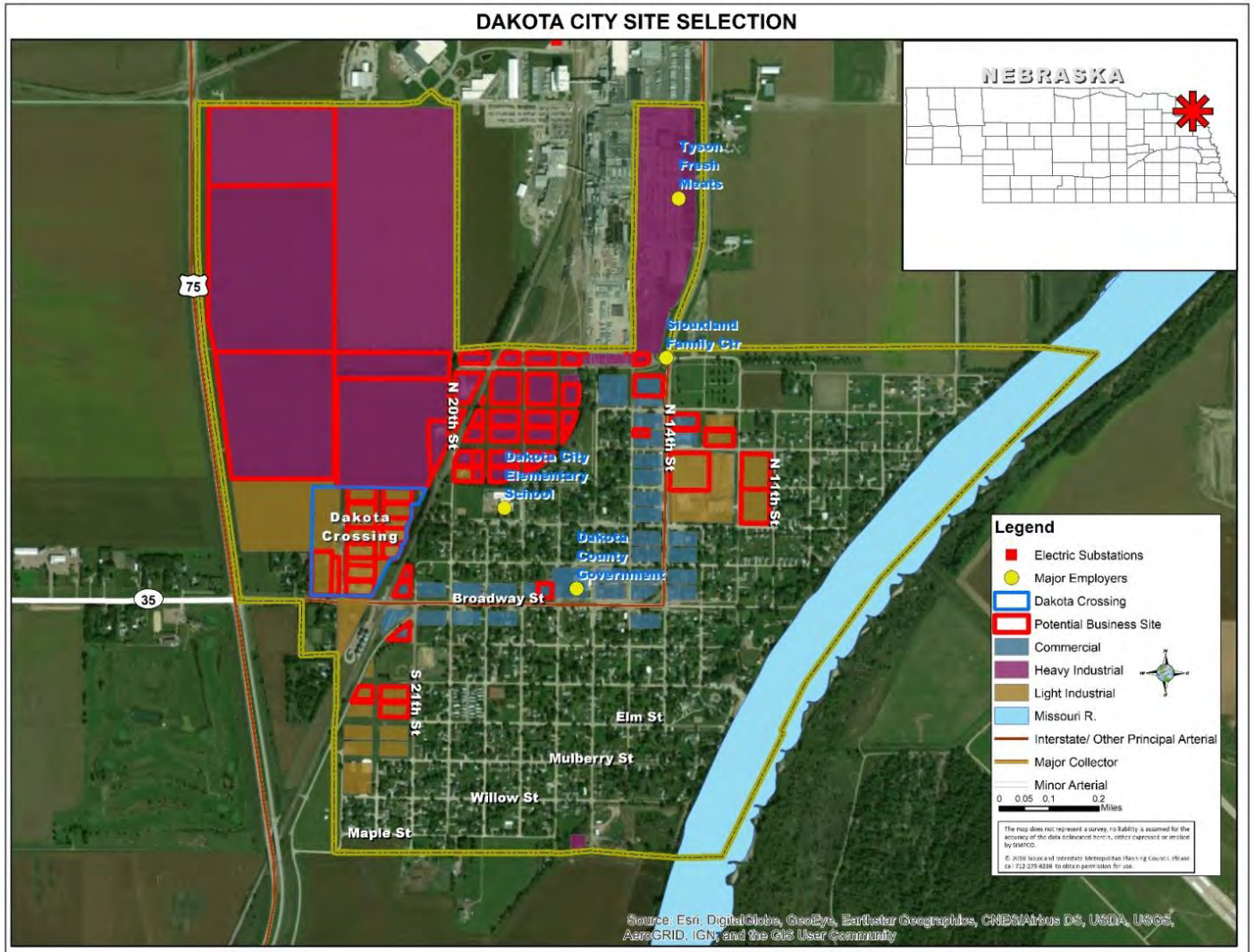
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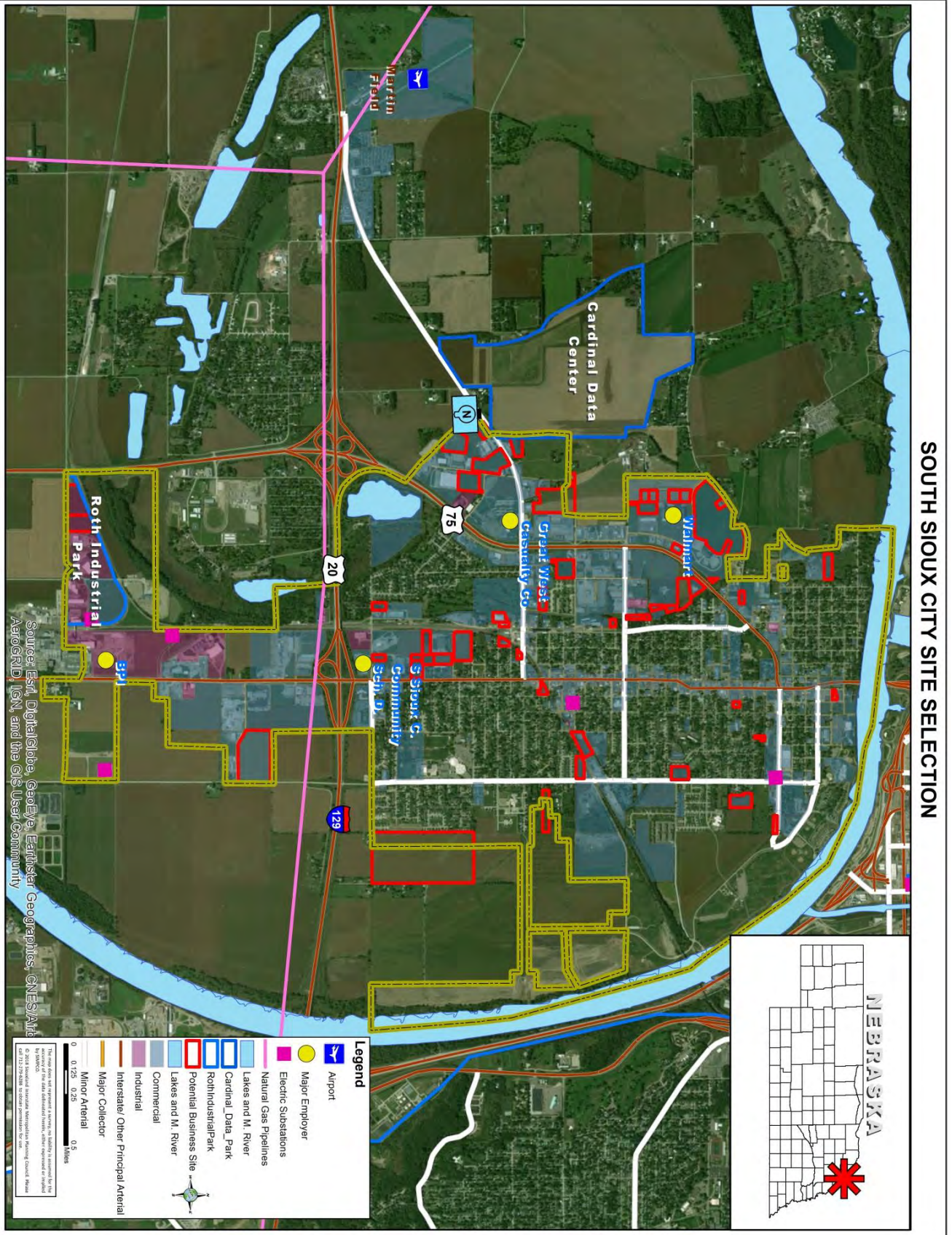


DAKOTA COUNTY SITE SELECTION



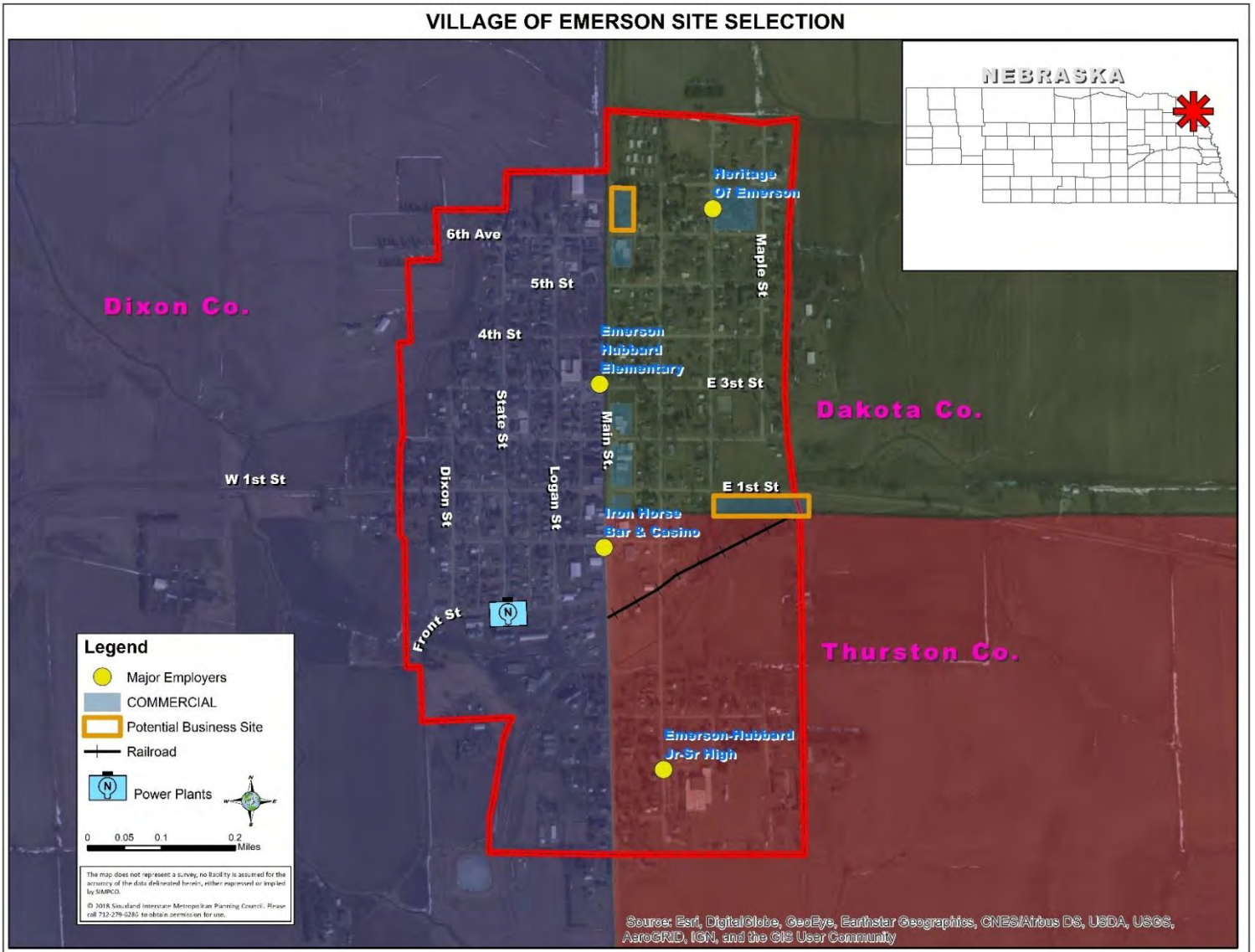
Dakota City



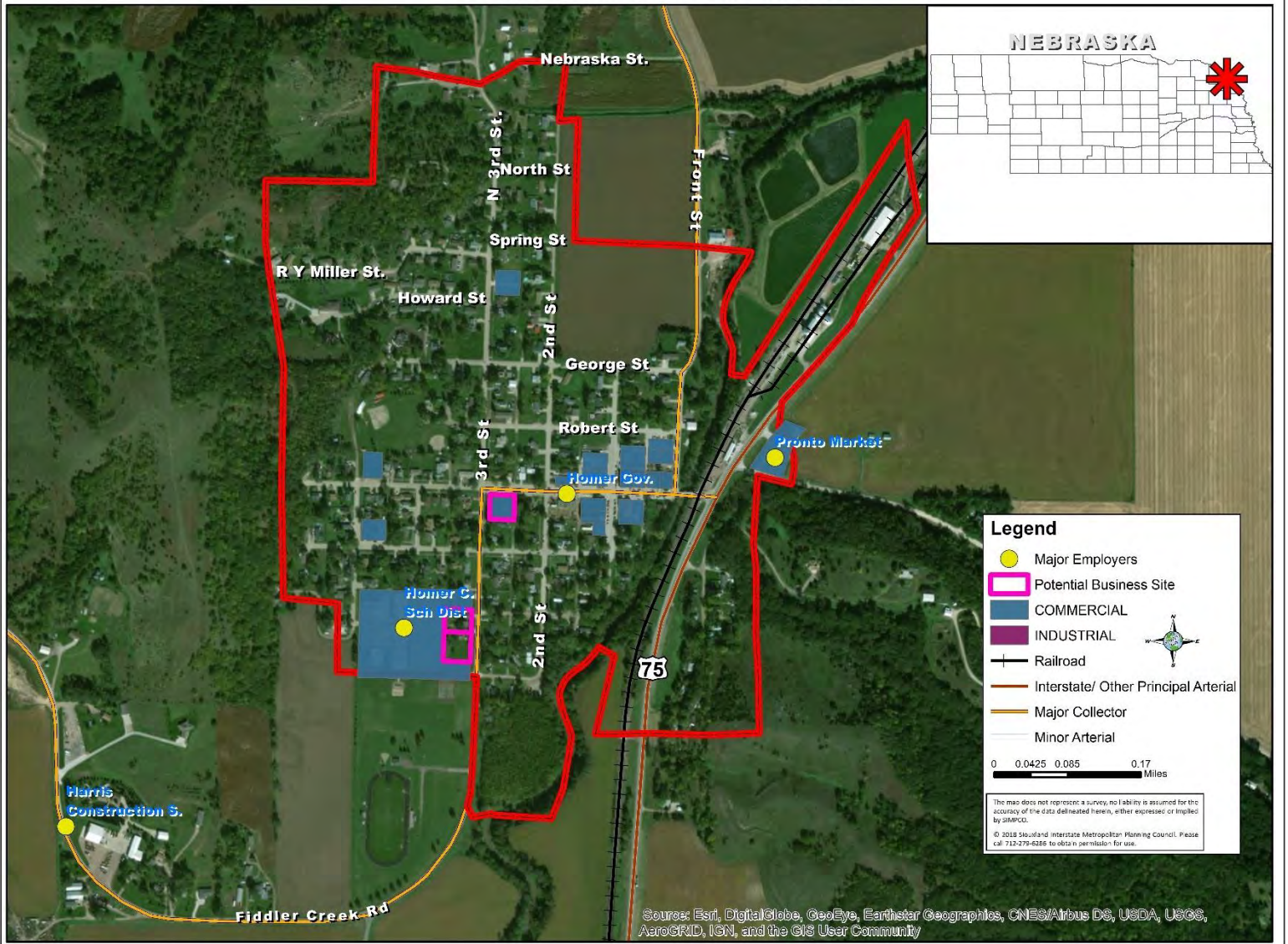


Emerson

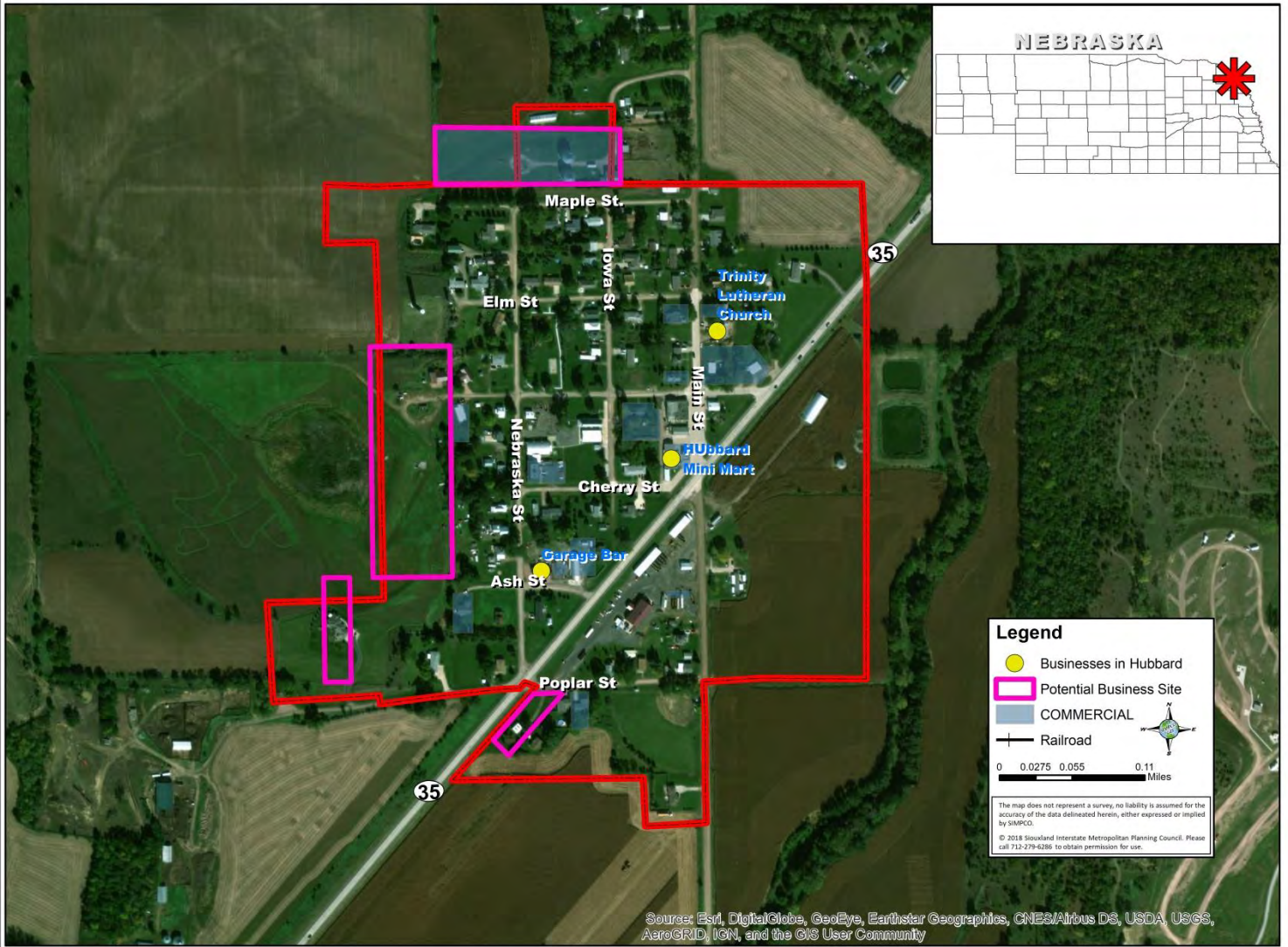
VILLAGE OF EMERSON SITE SELECTION



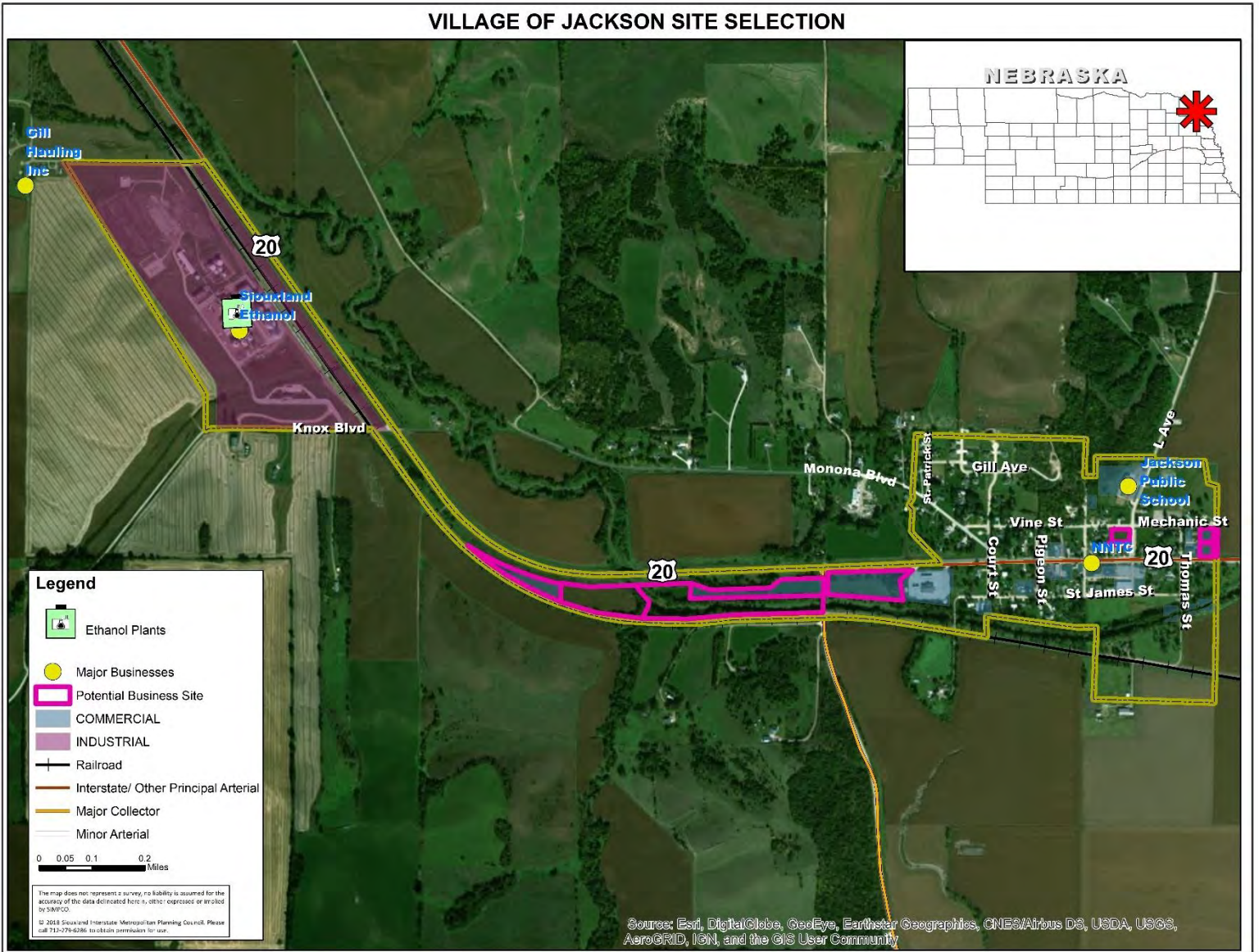
VILLAGE OF HOMER SITE SELECTION



VILLAGE OF HUBBARD SITE SELECTION



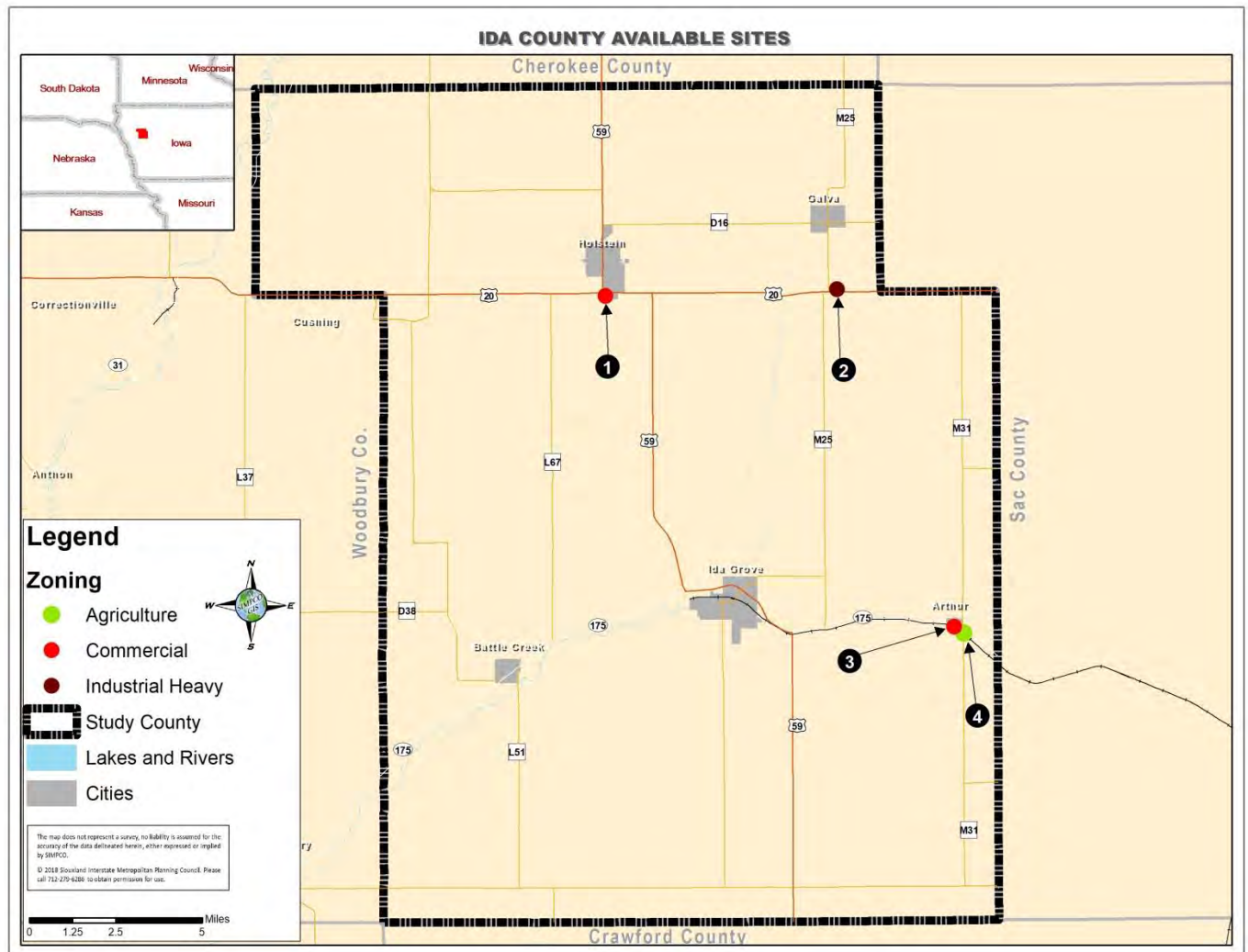
VILLAGE OF JACKSON SITE SELECTION



Ida County Available Sites

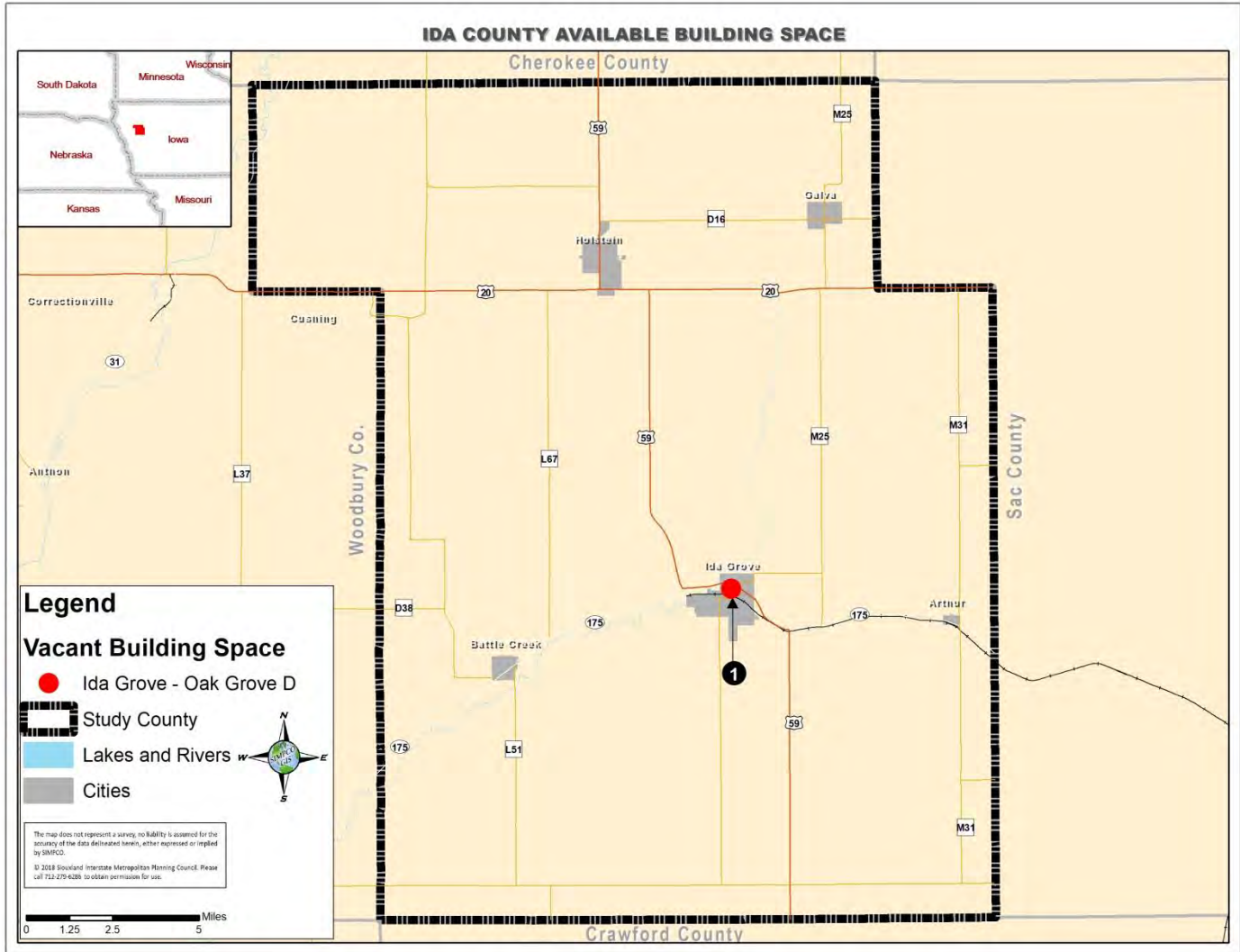
Available Sites in Ida County For Economic Development							
Unique NO. as represented on the map	Name	City	Acres	Selling Price	Utilities	Zoning	Status
1	Highway 59/20 Business Park	Holstein	25.15	\$28,000 per acre	Yes	Agriculture	Not Certified
2	Quad County Corn Processors	Galva	32	\$20,000 per acre - Negotiable		Industrial Heavy	Not Certified
3	Arbegast Warehouse	Arthur	0.98	\$250,000 negotiable	Yes	Commercial	Not Certified
4	Roeder Rail	Arthur	114	\$15,000 per acre - Negotiable		Commercial	Not Certified

Source: Locationone Information System - <https://app.locationone.com/sites?buildings:filters=%5B%5B%22state%22%2C%22IA%22%5D%5D>



Ida County Available Building Space

Vacant Building Space Available for Economic Development in Ida County							
Unique NO. as represented on the map	Name	City	Available SF	Selling Price	Lease Rate	Building Type	Utility
1	Ida Grove - Oak Grove D.	Ida Grove	8400	\$189,500	N/A	Retail	Yes

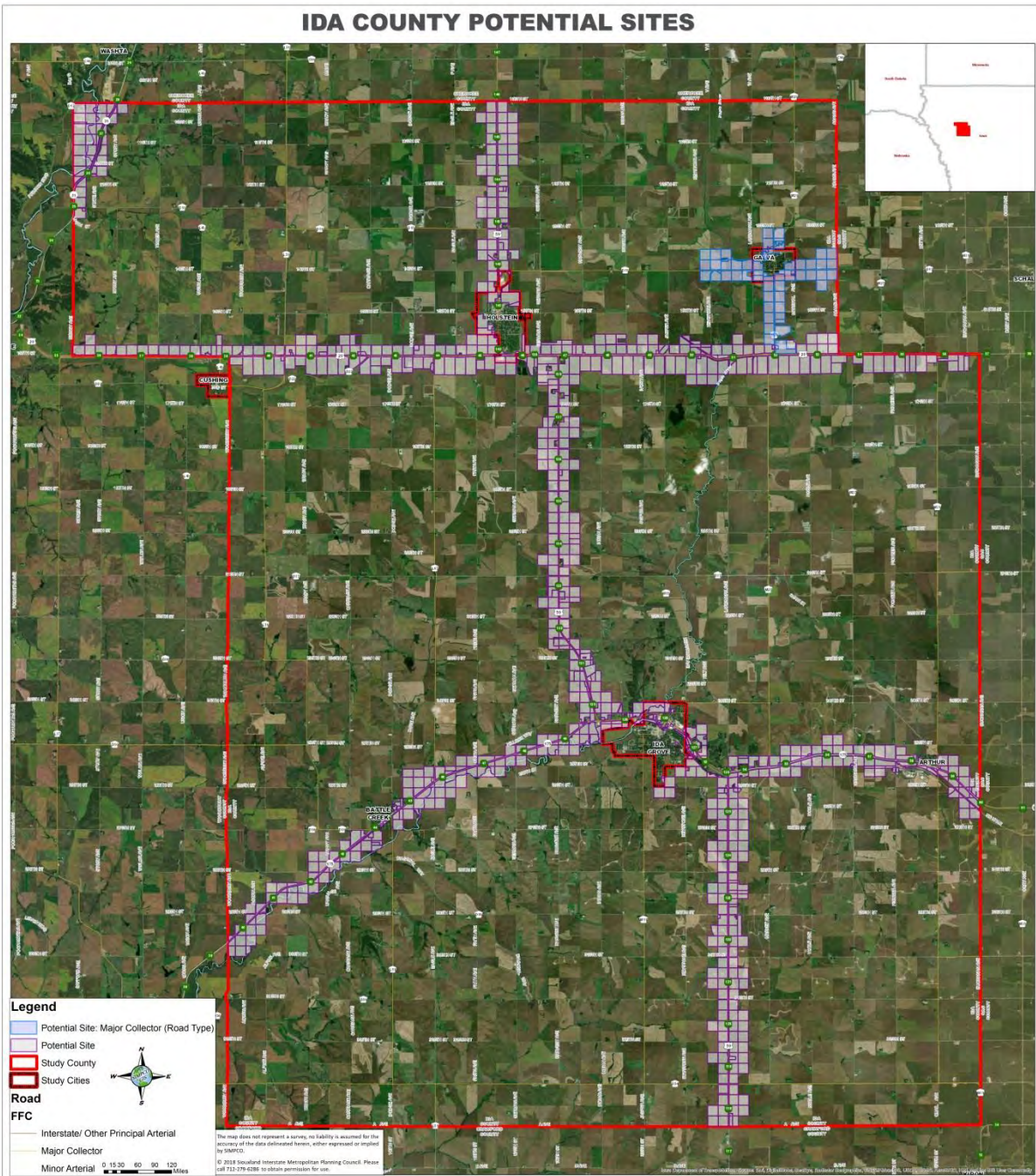


Ida County GIS Potential Sites

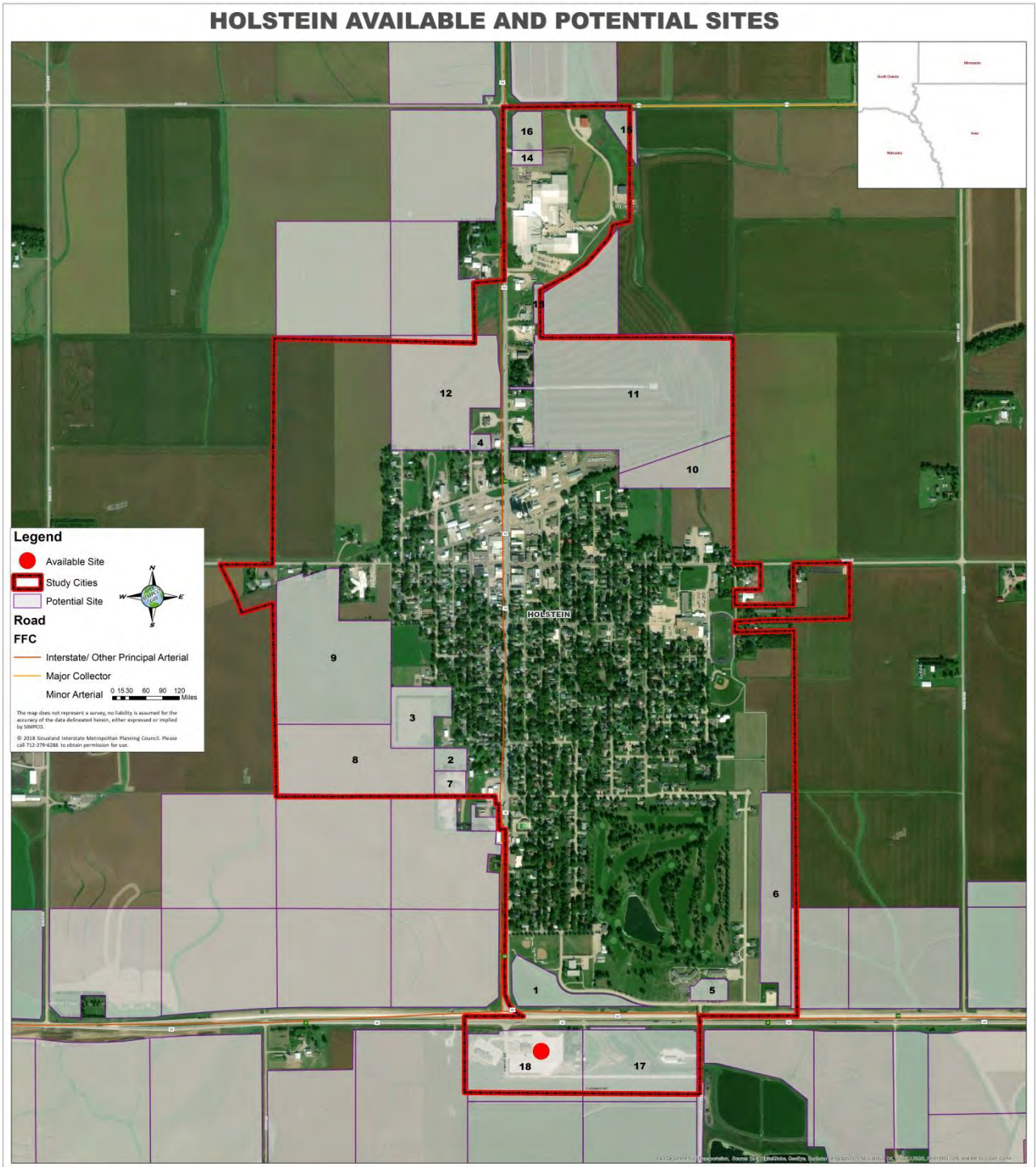
Potential sites shown in the map below were derived using ArcGIS. Potential sites were identified for discussion purposes to highlight property along major roads in the region that may have development potential. The potential sites in the map require more research for consideration of future development including but not limited to: Floodplain, wetlands, zoning, and available utilities. The criteria used in selecting the sites included the following.

GIS Potential Site Selection Criteria

1. Parcel is within 1500 feet from a major road (Federal Functional Classification minor arterial or greater with one exception of major collector near Galva)
2. Zoning or land use of the parcel is commercial, industrial or agriculture (where zoning data available)
3. The size of the parcel must be at least 1 acre

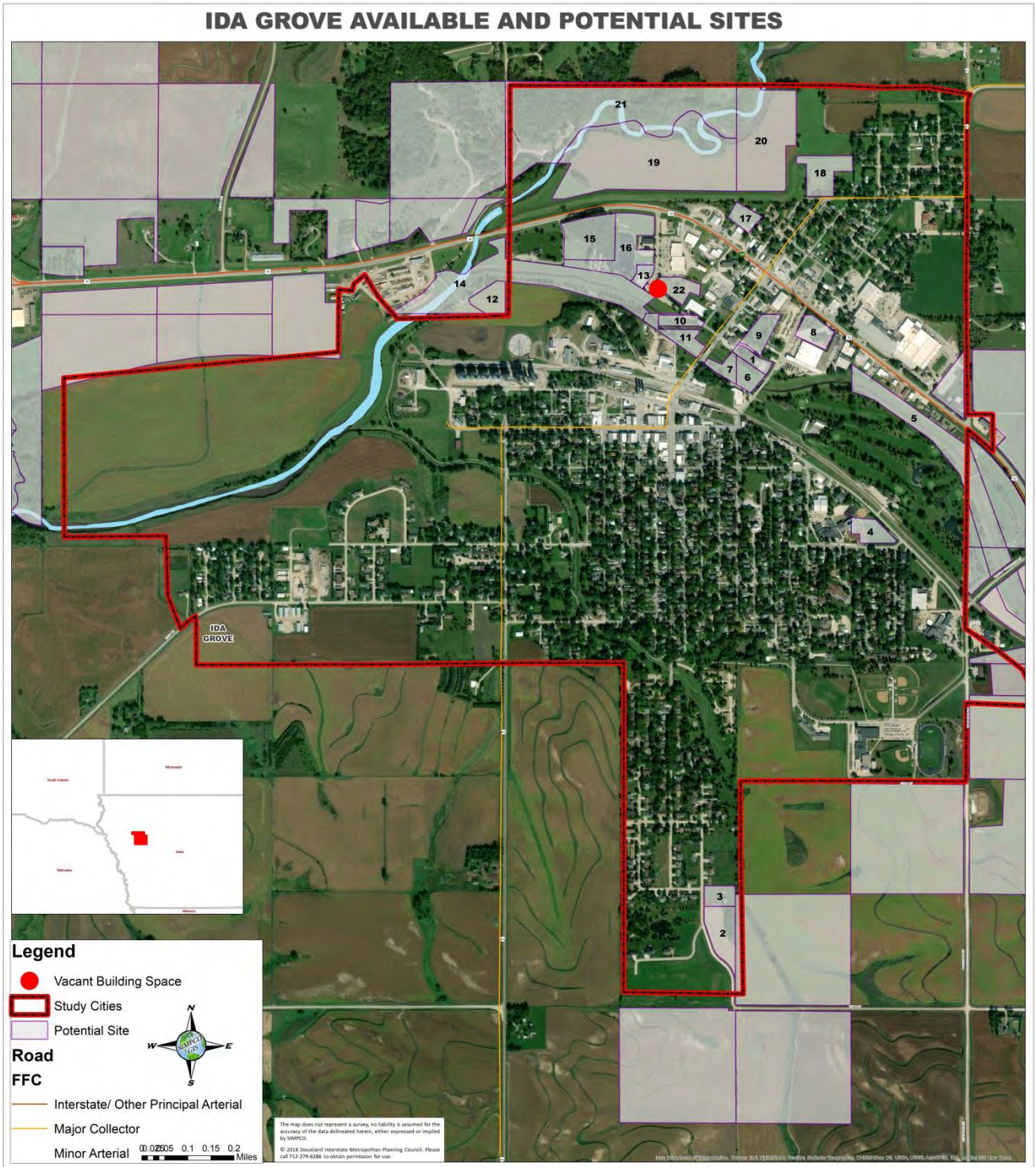


Holstein Available and Potential Sites



Holstein Available and Potential Sites							
Unique	Name / Property ID	City	Acres	Selling Price	Utilities	Zoning	Status
1	16-04-3505	Holstein					GIS Identified Potential Site; more research required
2	16-01-3404	Holstein					GIS Identified Potential Site; more research required
3	16-01-3402	Holstein					GIS Identified Potential Site; more research required
4	15-02-2701A	Holstein					GIS Identified Potential Site; more research required
5	15-35-3510	Holstein					GIS Identified Potential Site; more research required
6	16-04-3504	Holstein					GIS Identified Potential Site; more research required
7	15-03-3412A	Holstein					GIS Identified Potential Site; more research required
8	16-01-3403A	Holstein					GIS Identified Potential Site; more research required
9	16-01-3401	Holstein					GIS Identified Potential Site; more research required
10	16-01-2602	Holstein					GIS Identified Potential Site; more research required
11	16-01-2601	Holstein					GIS Identified Potential Site; more research required
12	16-01-2703	Holstein					GIS Identified Potential Site; more research required
13	16-01-2603	Holstein					GIS Identified Potential Site; more research required
14	15-23-0102	Holstein					GIS Identified Potential Site; more research required
15	16-01-3605	Holstein					GIS Identified Potential Site; more research required
16	16-01-2605	Holstein					GIS Identified Potential Site; more research required
17	16-38-0601	Holstein					GIS Identified Potential Site; more research required
18	Highway 59/20 Business Park	Holstein	25.15	\$28,000 per acre	Yes	Agriculture	Available Not Certified

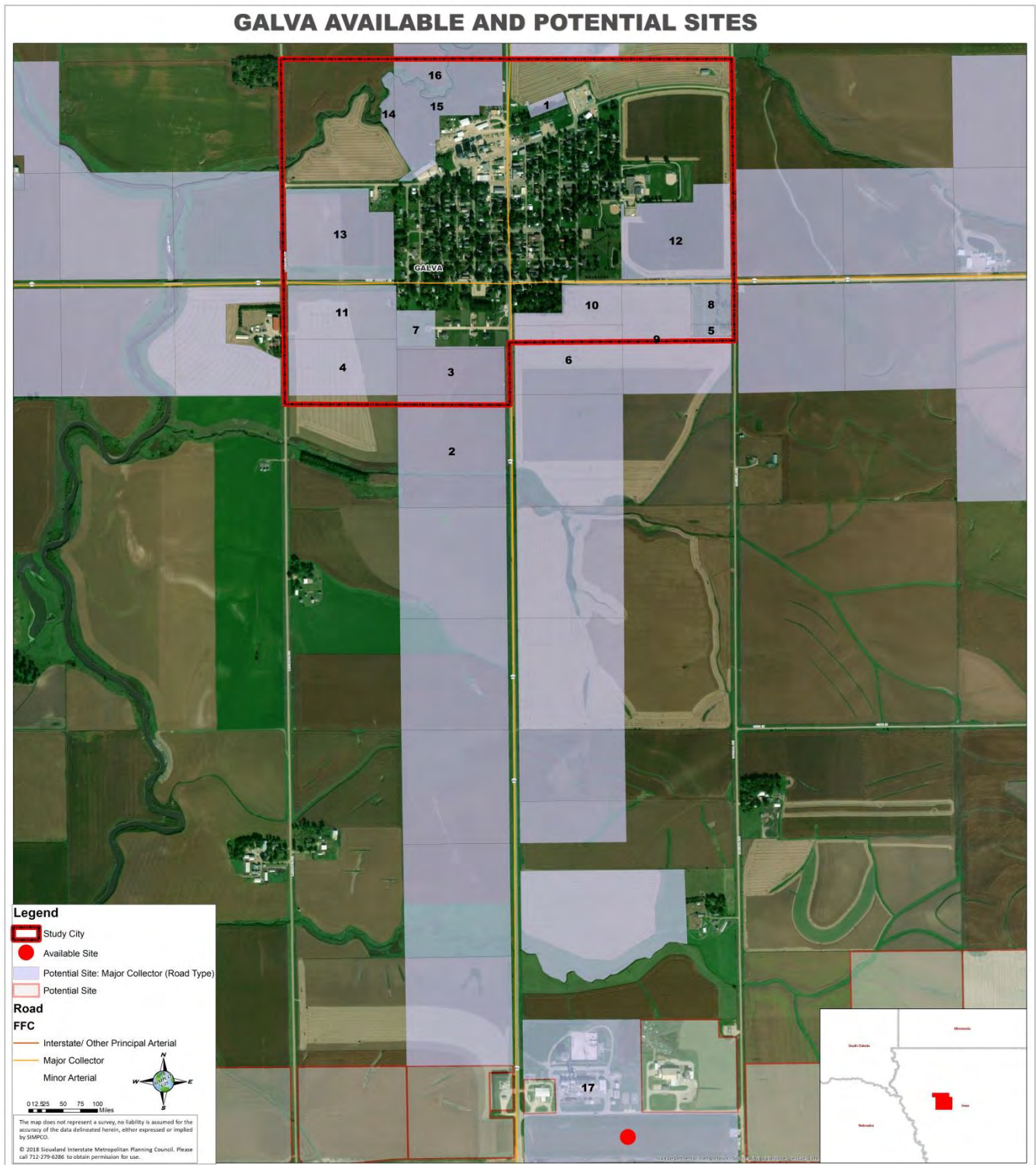
Ida Grove Available and Potential Sites



Ida Grove Available Building Space						
Name	City	Availabl	Selling Price	Lease	Building Type	Utility
Ida Grove - Oak Grove D.	Ida Grove	8400	\$189,500	N/A	Retail	Yes

Ida Grove Available and Potential Sites							
Unique	Name/Property ID	City	Acres	Selling Price	Utilities	Zoning	Status
1	18-03-0401	Ida Grove					GIS Identified Potential Site; more research required
2	19-01-2308	Ida Grove					GIS Identified Potential Site; more research required
3	19-01-2309	Ida Grove					GIS Identified Potential Site; more research required
4	18-19-1402	Ida Grove					GIS Identified Potential Site; more research required
5	18-06-1452	Ida Grove					GIS Identified Potential Site; more research required
6	18-19-1401	Ida Grove					GIS Identified Potential Site; more research required
7	18-06-143X	Ida Grove					GIS Identified Potential Site; more research required
8	18-06-1442	Ida Grove					GIS Identified Potential Site; more research required
9	18-03-0201	Ida Grove					GIS Identified Potential Site; more research required
10	18-04-0101	Ida Grove					GIS Identified Potential Site; more research required
11	18-06-1420	Ida Grove					GIS Identified Potential Site; more research required
12	08-15-179	Ida Grove					GIS Identified Potential Site; more research required
13	18-06-1470	Ida Grove					GIS Identified Potential Site; more research required
14	08-15-178	Ida Grove					GIS Identified Potential Site; more research required
15	19-01-1405	Ida Grove					GIS Identified Potential Site; more research required
16	19-01-1406	Ida Grove					GIS Identified Potential Site; more research required
17	18-06-1409	Ida Grove					GIS Identified Potential Site; more research required
18	19-01-1401	Ida Grove					GIS Identified Potential Site; more research required
19	19-01-1404	Ida Grove					GIS Identified Potential Site; more research required
20	19-01-1402	Ida Grove					GIS Identified Potential Site; more research required
21	18-06-1453	Ida Grove					GIS Identified Potential Site; more research required
22	18-06-1429	Ida Grove					GIS Identified Potential Site; more research required

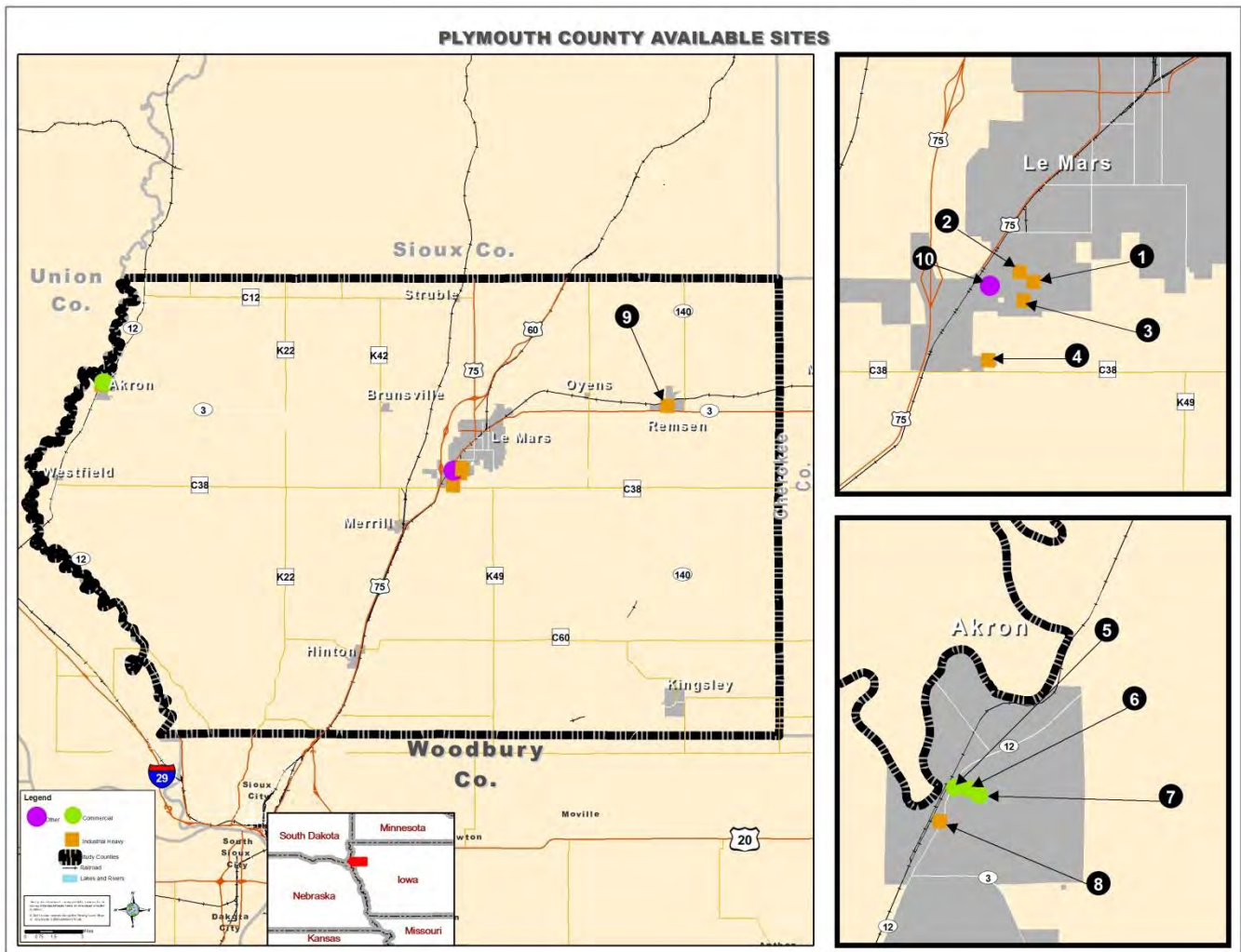
Galva Available and Potential Sites



Galva Available and Potential Sites							
Unique	Name/Property ID	City	Acres	Selling Price	Utilities	Zoning	Status
1	14-11-230A	GALVA					GIS Identified Potential Site; more research required
2	01-26-276	GALVA TOWNSHIP					GIS Identified Potential Site; more research required
3	01-26-202	GALVA TOWNSHIP					GIS Identified Potential Site; more research required
4	01-26-227	GALVA TOWNSHIP					GIS Identified Potential Site; more research required
5	13-05-2601	GALVA TOWN					GIS Identified Potential Site; more research required
6	01-26-127	GALVA TOWNSHIP					GIS Identified Potential Site; more research required
7	14-01-2603	GALVA					GIS Identified Potential Site; more research required
8	13-06-1611	GALVA TOWN					GIS Identified Potential Site; more research required
9	01-26-102	GALVA TOWNSHIP					GIS Identified Potential Site; more research required
10	14-01-2601	GALVA					GIS Identified Potential Site; more research required
11	14-01-2602	GALVA					GIS Identified Potential Site; more research required
12	14-01-2304	GALVA					GIS Identified Potential Site; more research required
13	14-01-2303	GALVA					GIS Identified Potential Site; more research required
14	14-01-2303A	GALVA					GIS Identified Potential Site; more research required
15	14-01-2301	GALVA					GIS Identified Potential Site; more research required
16	14-01-2301A	GALVA					GIS Identified Potential Site; more research required
17	Quad County Corn Processors	Galva	32	\$20,000 per acre - Negotiable		Industrial Heavy	Available Not Certified

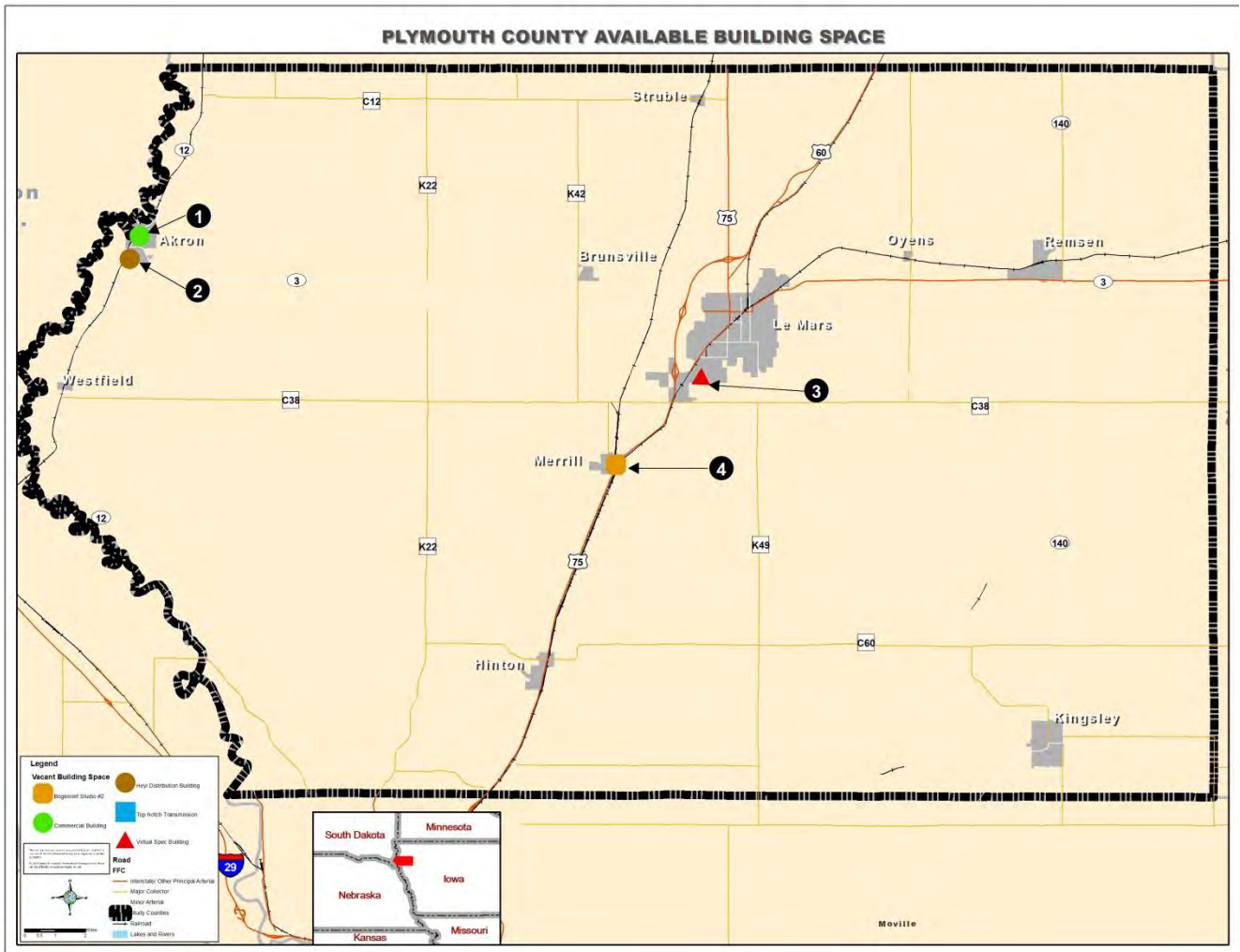
Plymouth County Available Sites

Plymouth County Available and Potential Sites							
Unique NO.	Name/Parcel ID	City	Acres	Selling Price	Utilities	Zoning	Status
1	Killeas Industrial Park	LeMars	3.8	\$22,000 per acre	Yes	Industrial Heavy	Available Not Certified
2	LeMars Industrial Park-Second Addition	LeMars	9	\$32,000 per acre	Yes	Industrial Heavy	Available Not Certified
3	Le Mars Industrial Park, Third Addition	Le Mars	19	\$32,000 per acre	Yes	Industrial Heavy	Available Not Certified
4	Le Mars Industrial Park - South Addition	Le Mars	32	\$30,000 per acre		Industrial Heavy	Available Not Certified
5	Commercial Lot Available	Akron				Commercial	Available Not Certified
6	Commercial Lot Available	Akron				Commercial	Available Not Certified
7	Commercial Lot Available	Akron	0.25	Negotiable	Yes	Commercial	Available Not Certified
8	Akron Business Park	Akron	20	Negotiable	Yes	Industrial Heavy	Available Not Certified
9	Remsen Industrial	Remsen	17				Available Not Certified
10	Schuster Industrial Park	Le Mars	15	NA	Yes		Available Not Certified



Plymouth County Available Building Space

Plymouth County Available Building Space							
Unique No.	Name	City	Available SF	Selling Price	Lease Rate	Building Type	Utility
1	Commercial Building	Akron	4,000	Negotiable	Unknown	Commercial	Yes
2	Heyl Distribution Building	Akron	10,500	Not for sale	Negotiable	Industrial Heavy	Yes
3	Virtual Spec Building	LeMars	50,000	Negotiable	Negotiable	Industrial	Yes
4	Bogenrief Studio #2	Merrill	10,000	87,000	N/A	Retail, Commercial	Yes

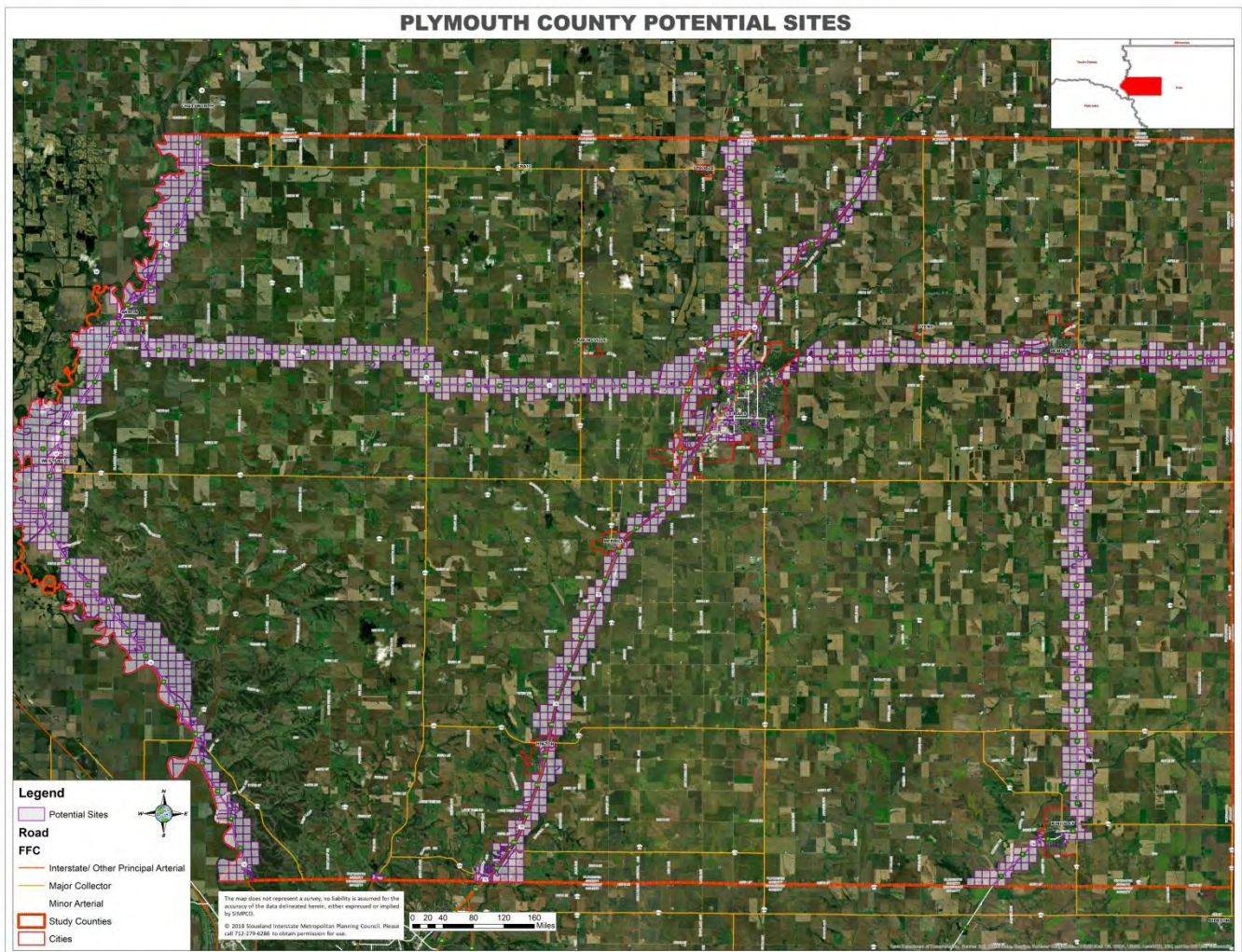


Plymouth County GIS Potential Sites

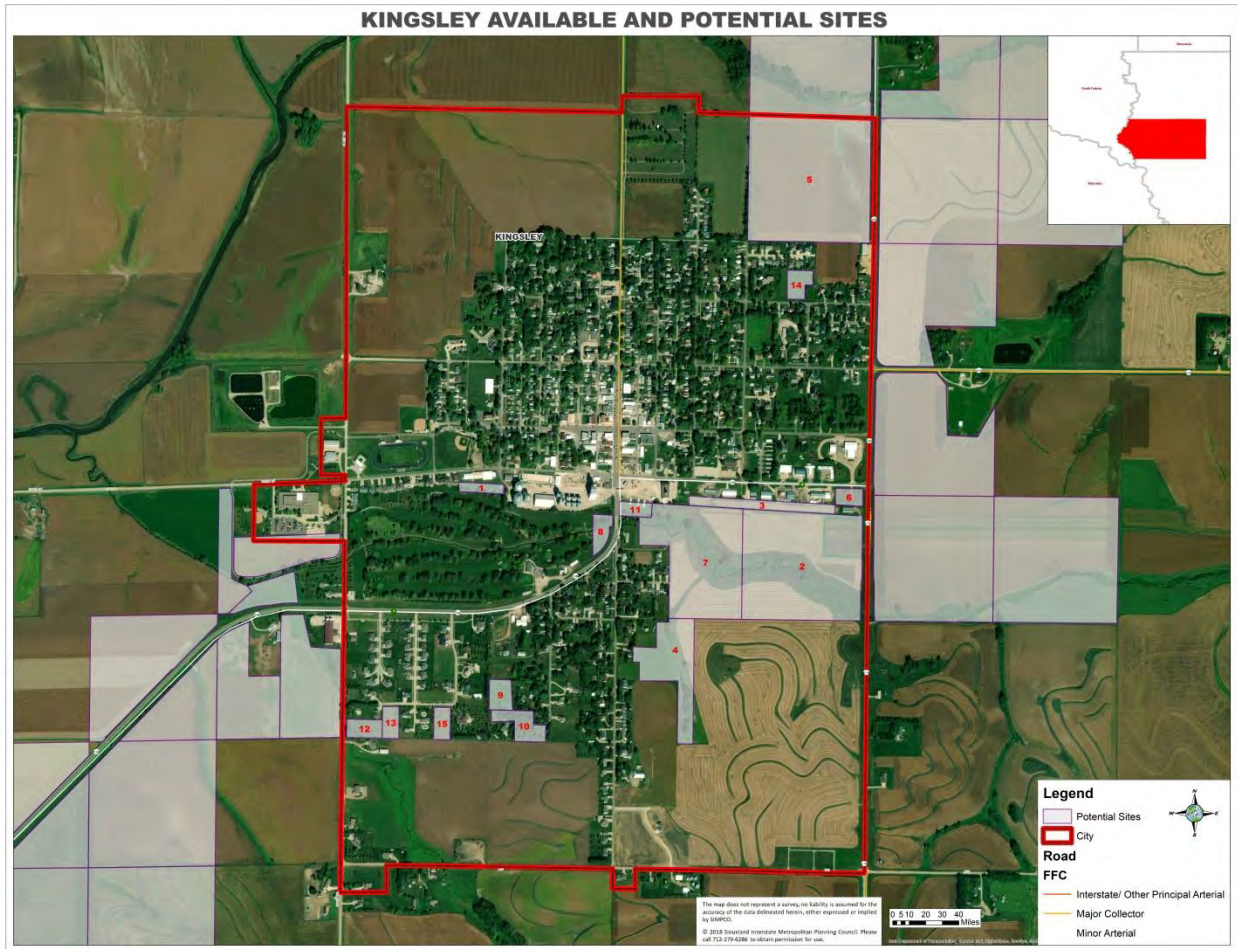
Potential sites shown in the map below were derived using ArcGIS. Potential sites were identified for discussion purposes to highlight property along major roads in the region that may have development potential. The potential sites in the map require more research for consideration of future development including but not limited to: Floodplain, wetlands, zoning, and available utilities. The criteria used in selecting the sites included the following.

GIS Potential Site Selection Criteria

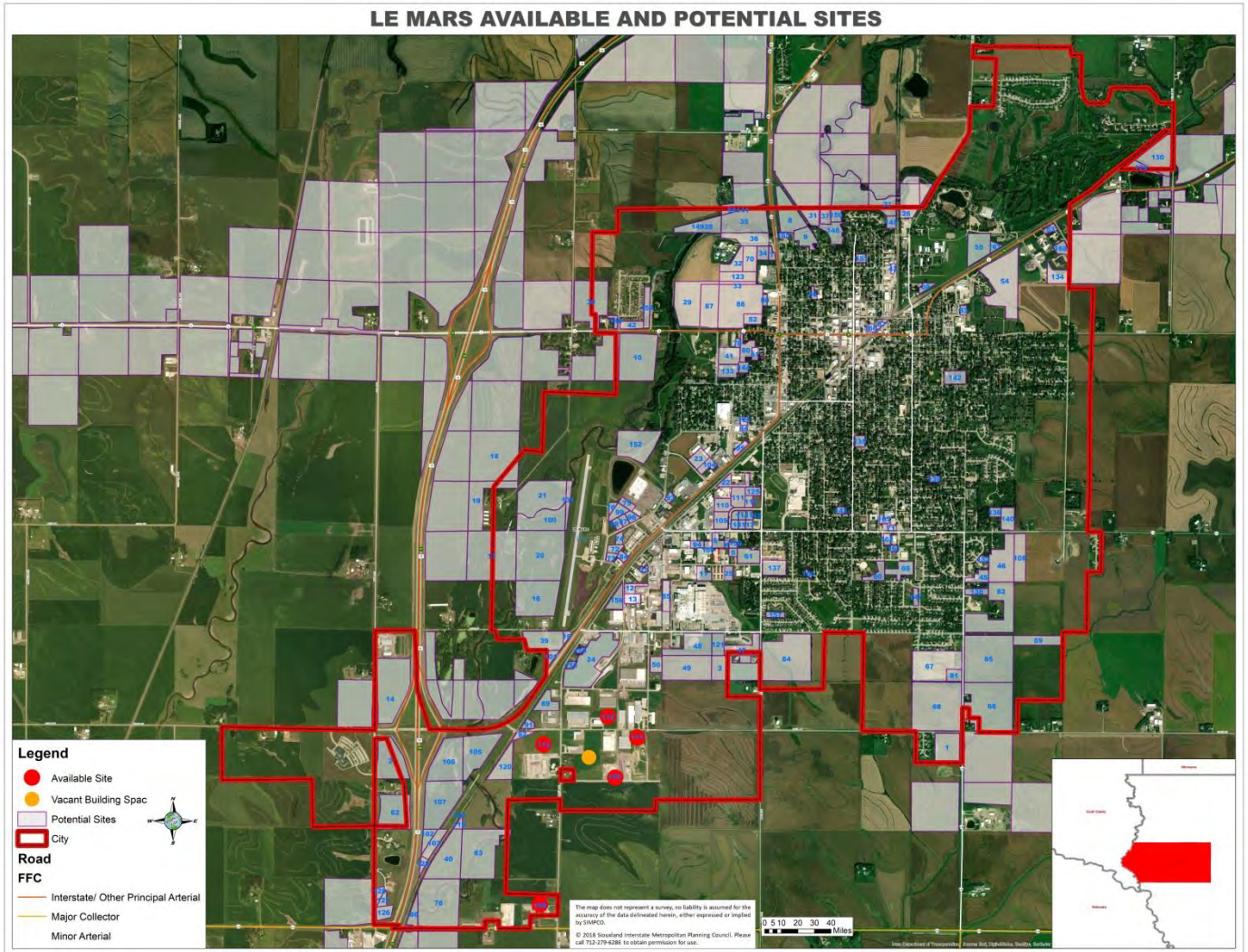
1. Parcel is within 1500 feet from a major road (Federal Functional Classification minor arterial or greater)
2. Zoning or land use of the parcel is commercial, industrial or agriculture (where zoning data available)
3. The size of the parcel must be at least 1 acre



Kingsley



Kingsley Available and Potential Sites							
Unique NO. as represented on the map	Name/Parcel ID	City	Acres	Selling Price	Utilities	Zoning	Status
1	27-30-151-021						GIS Identified Potential Site; more research required
2	27-30-276-008						GIS Identified Potential Site; more research required
3	27-30-276-007						GIS Identified Potential Site; more research required
4	27-30-401-014						GIS Identified Potential Site; more research required
5	27-19-426-001						GIS Identified Potential Site; more research required
6	27-30-276-006						GIS Identified Potential Site; more research required
7	27-30-251-005						GIS Identified Potential Site; more research required
8	27-30-176-007						GIS Identified Potential Site; more research required
9							GIS Identified Potential Site; more research required
10							GIS Identified Potential Site; more research required
11							GIS Identified Potential Site; more research required
12							GIS Identified Potential Site; more research required
13							GIS Identified Potential Site; more research required
14							GIS Identified Potential Site; more research required
15							GIS Identified Potential Site; more research required



Le Mars Available Building Space						
Name	City	Availabl	Selling Price	Lease Rate	Building Type	Utility
Virtual Spec Building	LeMars	50,000	Negotiable	Negotiable	Industrial	Yes

Le Mars Available and Potential Sites							
Unique NO.	Name/Parcel ID	City	Acres	Selling Price	Utilities	Zoning	Status
1	12-28-200-009						GIS Identified Potential Site; more research required
2	12-30-101-001						GIS Identified Potential Site; more research required
3	12-20-426-002						GIS Identified Potential Site; more research required
4	12-20-226-028						GIS Identified Potential Site; more research required
5	12-20-226-023						GIS Identified Potential Site; more research required
6	12-20-226-027						GIS Identified Potential Site; more research required
7	12-09-301-002						GIS Identified Potential Site; more research required
8	12-09-151-002						GIS Identified Potential Site; more research required
9	12-09-303-001						GIS Identified Potential Site; more research required
10	12-17-126-001						GIS Identified Potential Site; more research required
11	12-20-204-002						GIS Identified Potential Site; more research required
12	12-20-176-002						GIS Identified Potential Site; more research required
13	12-20-176-003						GIS Identified Potential Site; more research required
14							GIS Identified Potential Site; more research required
15	12-20-301-001						GIS Identified Potential Site; more research required
16	12-19-276-008						GIS Identified Potential Site; more research required
17	12-19-201-001						GIS Identified Potential Site; more research required
18	12-18-401-001						GIS Identified Potential Site; more research required
19	12-18-451-001						GIS Identified Potential Site; more research required
20	12-19-226-001						GIS Identified Potential Site; more research required
21	12-18-476-003						GIS Identified Potential Site; more research required
22	12-17-429-001						GIS Identified Potential Site; more research required
23	12-17-401-023						GIS Identified Potential Site; more research required
24	12-20-302-002						GIS Identified Potential Site; more research required
25	12-20-227-017						GIS Identified Potential Site; more research required
26	12-09-253-004						GIS Identified Potential Site; more research required
27	12-09-251-011						GIS Identified Potential Site; more research required
28	12-08-251-005						GIS Identified Potential Site; more research required
29	12-08-451-004						GIS Identified Potential Site; more research required
30	12-08-351-001						GIS Identified Potential Site; more research required
31	12-09-152-002						GIS Identified Potential Site; more research required
32	12-08-426-005						GIS Identified Potential Site; more research required
33	12-08-476-017						GIS Identified Potential Site; more research required
34	12-08-426-003						GIS Identified Potential Site; more research required
35	12-08-276-004						GIS Identified Potential Site; more research required
36	12-08-426-001						GIS Identified Potential Site; more research required
37	12-09-176-002						GIS Identified Potential Site; more research required
38	12-09-476-004						GIS Identified Potential Site; more research required
39	12-19-426-004						GIS Identified Potential Site; more research required
40	12-30-326-001						GIS Identified Potential Site; more research required
41	12-17-226-033						GIS Identified Potential Site; more research required
42	12-08-376-012						GIS Identified Potential Site; more research required
43	12-09-403-021						GIS Identified Potential Site; more research required
44	12-17-283-003						GIS Identified Potential Site; more research required
45	12-22-102-013						GIS Identified Potential Site; more research required
46	12-22-102-031						GIS Identified Potential Site; more research required
47	12-20-426-007						GIS Identified Potential Site; more research required
48	12-20-401-001						GIS Identified Potential Site; more research required
49	12-20-401-002						GIS Identified Potential Site; more research required
50	12-20-327-003						GIS Identified Potential Site; more research required
51	12-17-226-009						GIS Identified Potential Site; more research required
52	12-08-476-002						GIS Identified Potential Site; more research required
53	12-10-176-001						GIS Identified Potential Site; more research required
54	12-10-353-001						GIS Identified Potential Site; more research required
55	12-10-301-001						GIS Identified Potential Site; more research required
56	12-09-354-001						GIS Identified Potential Site; more research required
57	12-09-457-005						GIS Identified Potential Site; more research required
58	12-08-276-002						GIS Identified Potential Site; more research required
59	12-22-326-001						GIS Identified Potential Site; more research required
60	12-21-203-001						GIS Identified Potential Site; more research required
61	12-20-226-025						GIS Identified Potential Site; more research required
62	12-30-151-002						GIS Identified Potential Site; more research required
63	12-30-400-001						GIS Identified Potential Site; more research required
64	12-21-301-002						GIS Identified Potential Site; more research required
65	12-22-301-001						GIS Identified Potential Site; more research required
66	12-22-351-005						GIS Identified Potential Site; more research required
67	12-21-426-005						GIS Identified Potential Site; more research required
68	12-21-476-001						GIS Identified Potential Site; more research required
69	12-21-203-011						GIS Identified Potential Site; more research required
70	12-08-426-007						GIS Identified Potential Site; more research required
71	12-16-457-012						GIS Identified Potential Site; more research required
72	12-20-126-007						GIS Identified Potential Site; more research required
73	12-20-126-008						GIS Identified Potential Site; more research required
74	12-20-126-006						GIS Identified Potential Site; more research required
75	12-17-376-014						GIS Identified Potential Site; more research required

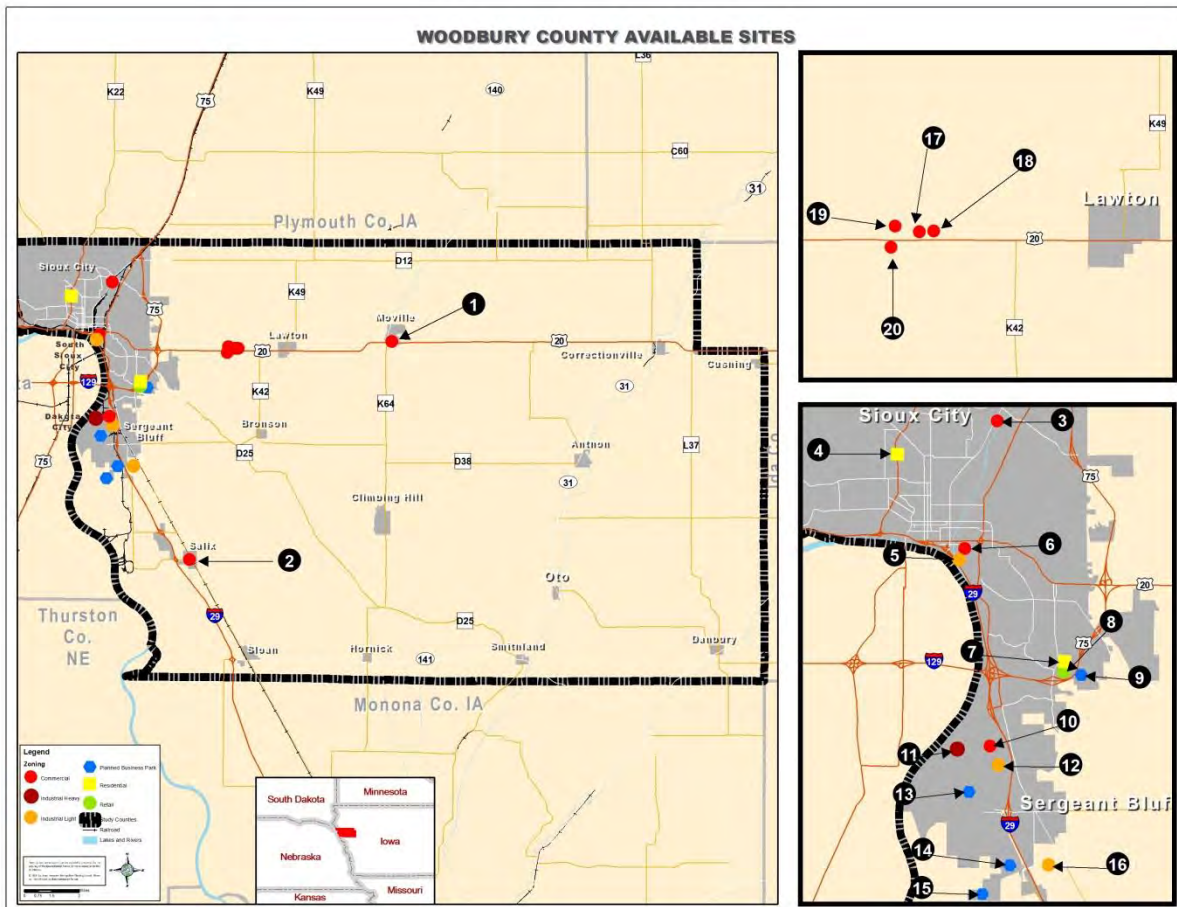
Le Mars Available and Potential Sites							
Unique NO.	Name/Parcel ID	City	Acres	Selling Price	Utilities	Zoning	Status
76	12-17-351-005						GIS Identified Potential Site; more research required
77	12-20-128-002						GIS Identified Potential Site; more research required
78	12-30-376-001						GIS Identified Potential Site; more research required
79	12-17-226-031						GIS Identified Potential Site; more research required
80	12-17-226-032						GIS Identified Potential Site; more research required
81	12-21-426-004						GIS Identified Potential Site; more research required
82	12-22-151-005						GIS Identified Potential Site; more research required
83	12-09-484-009						GIS Identified Potential Site; more research required
84	12-20-126-015						GIS Identified Potential Site; more research required
85	12-20-251-003						GIS Identified Potential Site; more research required
86	12-30-352-001						GIS Identified Potential Site; more research required
87	12-08-451-003						GIS Identified Potential Site; more research required
88	12-08-476-016						GIS Identified Potential Site; more research required
89	12-19-477-004						GIS Identified Potential Site; more research required
90	12-09-351-015						GIS Identified Potential Site; more research required
91	12-19-477-007						GIS Identified Potential Site; more research required
92	12-30-200-006						GIS Identified Potential Site; more research required
93	12-17-451-018						GIS Identified Potential Site; more research required
94	12-20-202-020						GIS Identified Potential Site; more research required
95	12-17-427-014						GIS Identified Potential Site; more research required
96	12-17-376-026						GIS Identified Potential Site; more research required
97	12-17-376-025						GIS Identified Potential Site; more research required
98	12-17-376-024						GIS Identified Potential Site; more research required
99	12-17-376-022						GIS Identified Potential Site; more research required
100	12-18-477-001						GIS Identified Potential Site; more research required
101	12-19-426-006						GIS Identified Potential Site; more research required
102	12-30-327-001						GIS Identified Potential Site; more research required
103	12-30-327-002						GIS Identified Potential Site; more research required
104	12-17-401-027						GIS Identified Potential Site; more research required
105	12-30-200-007						GIS Identified Potential Site; more research required
106	12-30-126-002						GIS Identified Potential Site; more research required
107	12-30-176-002						GIS Identified Potential Site; more research required
108	12-22-126-003						GIS Identified Potential Site; more research required
109	12-17-476-007						GIS Identified Potential Site; more research required
110	12-17-476-008						GIS Identified Potential Site; more research required
111	12-17-476-009						GIS Identified Potential Site; more research required
112	12-17-476-010						GIS Identified Potential Site; more research required
113	12-17-477-001						GIS Identified Potential Site; more research required
114	12-17-477-002						GIS Identified Potential Site; more research required
115	12-17-477-003						GIS Identified Potential Site; more research required
116	12-17-477-007						GIS Identified Potential Site; more research required
117	12-17-477-006						GIS Identified Potential Site; more research required
118	12-17-477-005						GIS Identified Potential Site; more research required
119	12-30-177-001						GIS Identified Potential Site; more research required
120	12-30-200-009						GIS Identified Potential Site; more research required
121	12-20-426-008						GIS Identified Potential Site; more research required
122	12-30-327-003						GIS Identified Potential Site; more research required
123	12-08-426-008						GIS Identified Potential Site; more research required
124							GIS Identified Potential Site; more research required
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143							GIS Identified Potential Site; more research required
144							GIS Identified Potential Site; more research required
145							GIS Identified Potential Site; more research required
146							GIS Identified Potential Site; more research required
147							GIS Identified Potential Site; more research required

Le Mars Available and Potential Sites							
Unique NO.	Name/Parcel ID	City	Acres	Selling Price	Utilities	Zoning	Status
148							GIS Identified Potential Site; more research required
149							GIS Identified Potential Site; more research required
150							GIS Identified Potential Site; more research required
151							GIS Identified Potential Site; more research required
152							GIS Identified Potential Site; more research required
153							GIS Identified Potential Site; more research required
154							GIS Identified Potential Site; more research required
155	12-20-302-003						GIS Identified Potential Site; more research required
156	12-20-176-001						GIS Identified Potential Site; more research required
157							GIS Identified Potential Site; more research required
158	12-20-202-006						GIS Identified Potential Site; more research required
159	12-20-226-024						GIS Identified Potential Site; more research required
160							GIS Identified Potential Site; more research required
161							GIS Identified Potential Site; more research required
162	12-21-202-001						GIS Identified Potential Site; more research required
163	12-16-457-008						GIS Identified Potential Site; more research required
164	12-17-283-001						GIS Identified Potential Site; more research required
165	12-09-302-004						GIS Identified Potential Site; more research required
166	12-09-457-005						GIS Identified Potential Site; more research required
167	12-10-301-002						GIS Identified Potential Site; more research required
168							GIS Identified Potential Site; more research required
169	Le Mars Industrial Park - South Addition	Le Mars	32	\$30,000 per acre		Industrial Heavy	Available Not Certified
170	Le Mars Industrial Park,	Le Mars	19	\$32,000 per acre	Yes	Industrial Heavy	Available Not Certified
171	LeMars Industrial Park-	LeMars	9	\$32,000 per acre	Yes	Industrial Heavy	Available Not Certified
172	Killeas Industrial Park	LeMars	3.8	\$22,000 per acre	Yes	Industrial Heavy	Available Not Certified
173	Schuster Industrial Park	Le Mars	15	NA	Yes		Available Not Certified

Woodbury County Available Sites

Available Sites in Woodbury Co. For Economic Development							
Unique NO. as represented on the map	Name	City	Acres	Selling Price	Utilities	Zoning	Status
1	South 3rd and Frontage Rd	Moville	0.75	Negotiable	Yes	Commercial	Not Certified
2	Downtown Salix	Salix	0.09		Yes	Commercial	Not Certified
3	Northern Valley	Sioux City	29	\$6-10/sqft	yes	Commercial	Not Certified
4	Hamilton Blvd. Redevelopment Site	Sioux City	0.51	\$19/sf	Yes	Residential	Not Certified
5	The Yards I-29 Business Park	Sioux City	25	\$45,000 with possible buy down through ED programs	Yes	Industrial Light	Not Certified
6	The Yards Town Center	Sioux City	30.72	Negotiable	Yes	Commercial	Not Certified
7	4815 Lincoln Way	Sioux City	1.09	\$142,000	Yes	Residential	Not Certified
8	Lakeport Commons	Sioux City	52	\$25 per sqft (annual)	Yes	Retail	Not Certified
9	Sunnybrook Plaza	Sioux City	65	Negotiable	Yes	Planned Business Park	Not Certified
10	2400 Blvd of Champions	Sioux City	3.02	\$105,000	No	Commercial	Not Certified
11	Bridgeport West	Sioux City	259	\$30,000 per acre with possible buy down by the City		Industrial Heavy	Certified
12	Kevin Alexander	Sioux City	31.27	\$25,000 per acre	Yes	Industrial Light	Not Certified
13	Airport Expedition Business Park	Sioux City	75	\$30,000 per acre - Negotiable	Yes	Planned Business Park	Not Certified
14	Southbridge Business Park - Mega Site	Sioux City	578	\$10,000	Yes	Planned Business Park	Not Certified
15	Southbridge Business Park - Site C	Sioux City	150	\$30,000 per acre - Negotiable	Yes	Planned Business Park	Not Certified
16	Sergeant Bluff Park	Sergeant Bluff	117.6	\$43,560 per acre	Yes	Industrial Light	Certified
17	1800 Block of Hwy 20 (3 of 4)	Lawton	22.27	\$334,050	No	Commercial	Not Certified
18	1800 Block of Hwy 20 (4 of 4)	Lawton	34.5	\$517,500	No	Commercial	Not Certified
19	1800 Block of Hwy 20 (2 of 4)	Lawton	29.04	\$435,600	no	commercial	Not Certified
20	1800 Block of Hwy 20 (1 of 4)	Lawton	72.7	\$999,000	No	Commercial	Not Certified

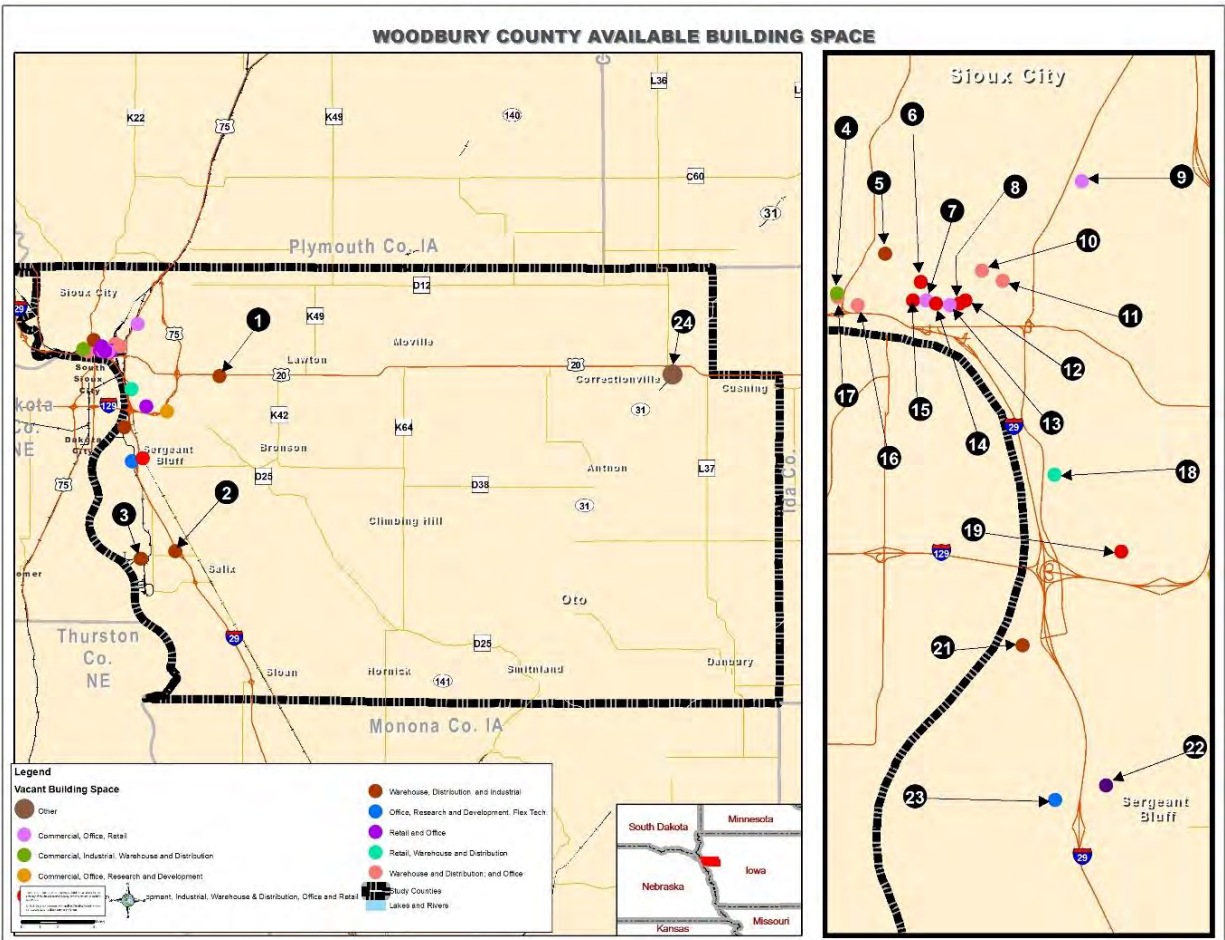
Source: Locationone Information System - <https://app.locationone.com/sites/59eaba3bbec80e09b4c067fc?sites:filters=%5B%5B%22state%22%2C%22IA%22%5D%5D>



Woodbury County Available Building Space

Woodbury County Building Space							
Number	Name	City	Available SF	Selling Price	Lease Rate	Building Type	Utility
1	Former Stockman's Building	Lawton	22,656	\$ 25,000	N/A	Warehouse, Distribution	Yes
2	Port Neal Welding Co. Facility	Salix	23,000		3.50/sf	Industrial	Yes
3	Formerly FMC Corp	Sergeant Bluff	79,000	\$ 575,000	N/A	Warehouse, Distribution	Yes
4	75 Hamilton Blvd	Sioux City	29,000		6/sf	Commercial, Industrial	Yes
5	801 Main Street	Sioux City	26,496	\$ 670,000	4,000/mo	Warehouse, Distribution	Yes
6	Pioneer Bank Bldg	Sioux City	7,742		8/gross+util	Office	Yes
7	Karlton's Bld	Sioux City	22,500	\$ 395,000	N/A	Commercial, Office, Retail	Yes
8	Plymouth Block Building	Sioux City	100,000	N/A	Negotiable	Retail, Office	Yes
9	Triple M Realty Bldg	Sioux City	6,000		Negotiable	Commercial, Office	Yes
10	Braunger Food Service Dist	Sioux City	37,208	1.3 million	N/A	Warehouse, Distribution	Yes
11	1903 E. 7th St	Sioux City	13,756		6/sf	Warehouse, Office	Yes
12	MacBehrs	Sioux City	18,000	N/A	2-10/sf	Retail, Office	Yes
13	Promenade	Sioux City	10,200	N/A	12/sf	Commercial and Retail	Yes
14	4th and Jackson Bldg	Sioux City	3,265		8/sf	Office	Yes
15	MidAmerican Energy Bldg	Sioux City	30,925	N/A	12/sf	Office	Yes
16	Jacobsen Warehouse	Sioux City	122,330	3.5 million	N/A	Warehouse, Distribution	Yes
17	Makerspace	Sioux City	49,000	\$ 850,000	N/A	Warehouse, Distribution	Yes
18	Hillcrest Center	Sioux City	64,900	N/A	2-4/sf	Retail, Warehouse	Yes
19	Mayfair Center	Sioux City	48,000	N/A	15/sf	Retail, Office	Yes
20	Sunnybrook Center	Sioux City	13,000	N/A	24/sf	Commercial, Office	Yes
21	Former Sabre Manf Warehouse	Sioux City	70,700	1.2 million	N/A	Industrial	Yes
22	Southdale Nursery	Sergeant Bluff	10,725		7/sf	Commercial, Industrial	Yes
23	Expedition Center	Sioux City	78,072	2.9 million	N/A	Office, Flex Tech.	Yes
24	Century 21	Correctionville	~3528, 2-story	\$ 45,000		Commercial	Yes

Source: LocationOne Information System, Community Economic Development

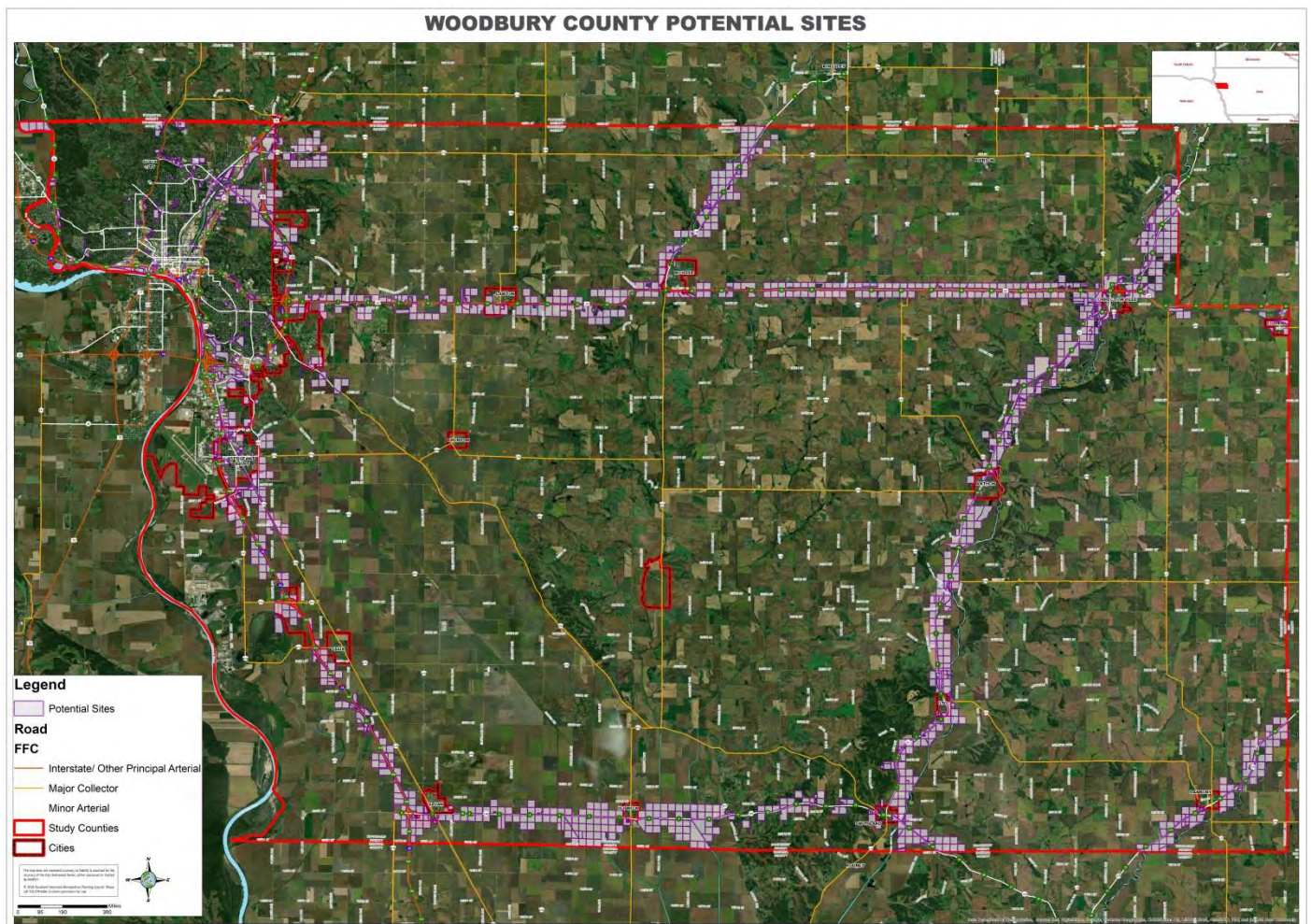


Woodbury County GIS Potential Sites

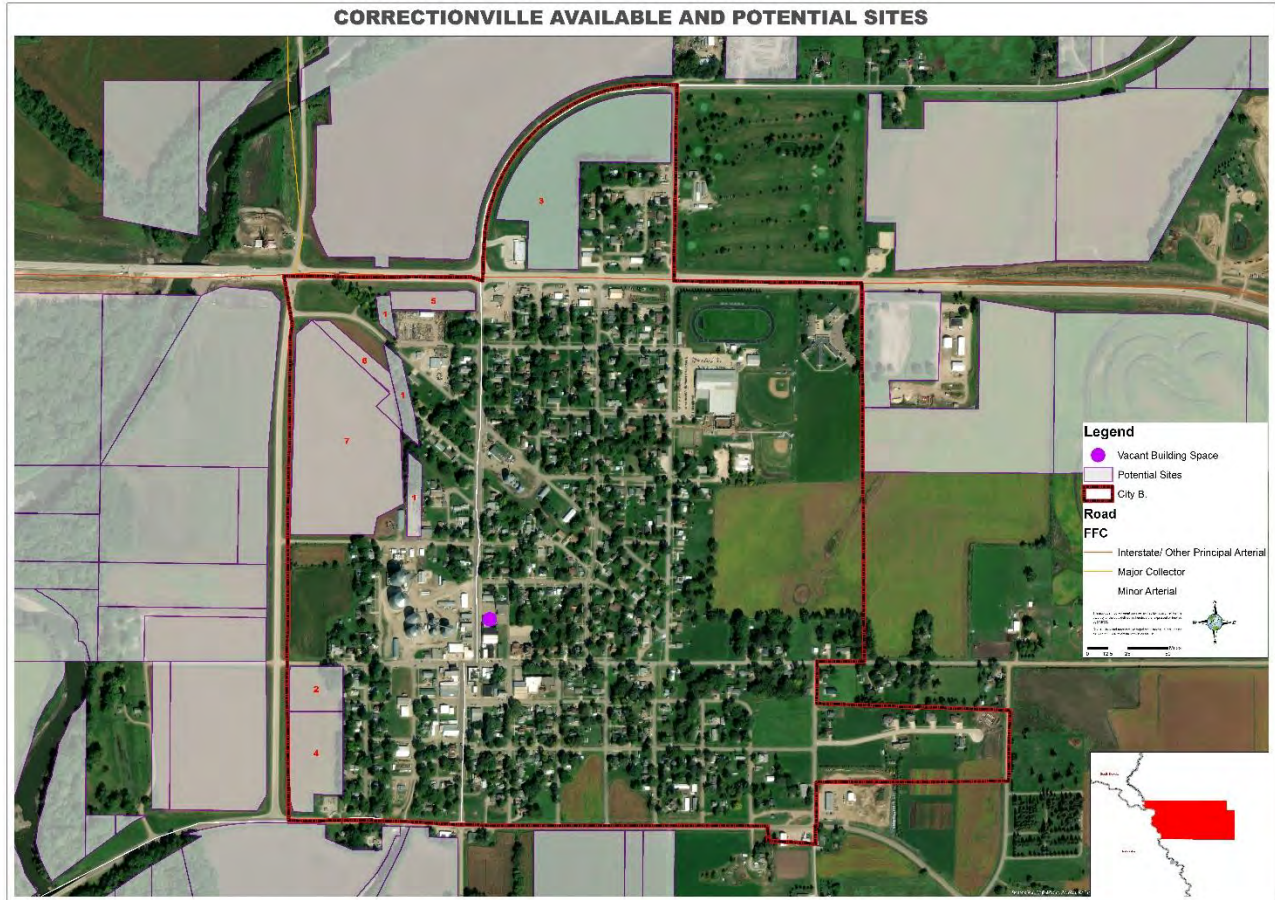
Potential sites shown in the map below were derived using ArcGIS. Potential sites were identified for discussion purposes to highlight property along major roads in the region that may have development potential. The potential sites in the map require more research for consideration of future development including but not limited to: Floodplain, wetlands, zoning, and available utilities. The criteria used in selecting the sites included the following.

GIS Potential Site Selection Criteria

1. Parcel is within 1500 feet from a major road (Federal Functional Classification minor arterial or greater)
2. Zoning or land use of the parcel is commercial, industrial or agriculture (where zoning data available)
3. The size of the parcel must be at least 1 acre



Correctionville



Correctionville Available and Potential Sites							
Unique NO. as	Property ID	City	Acres	Selling Price	Utilities	Zoning	Status
1	894234403005	Correctionville				South property Commercial	Available/ GIS Identified Potential Site; more research required
2	884301226004	Correctionville					GIS Identified Potential Site; more research required
3	894234276007	Correctionville			Abutting street	Agricultural	Available/ GIS Identified Potential Site; more research required
4	884301226005	Correctionville					GIS Identified Potential Site; more research required
5	894234402005	Correctionville					GIS Identified Potential Site; more research required
6	894234403008	Correctionville					GIS Identified Potential Site; more research required
7	894234403009	Correctionville					GIS Identified Potential Site; more research required

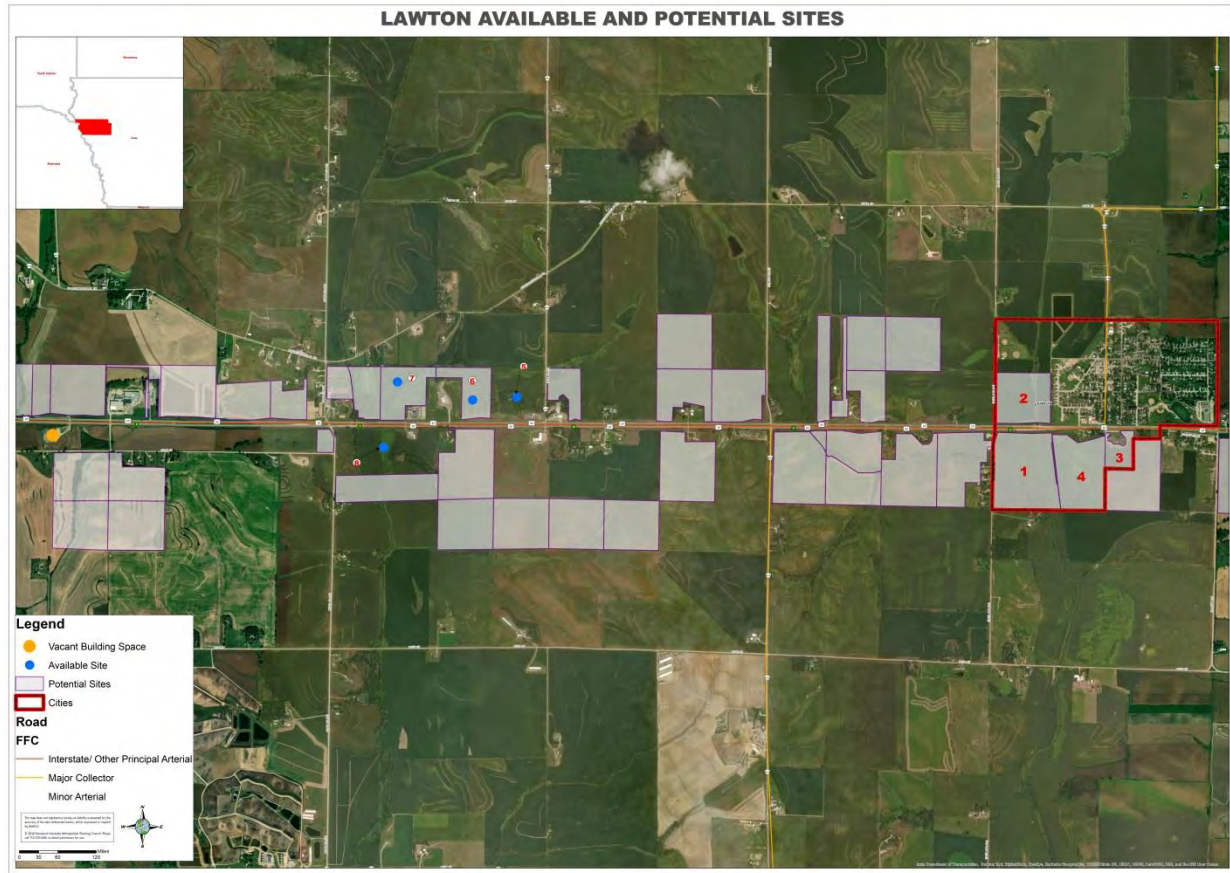
Correctionville Available Building Space					
Name	City	Available SF	Selling Price	Lease Rate	Building Type
Century 21	426 Driftwood, Correctionville	~3528, 2-story	\$45,000		Commercial

Cushing



Cushing Available and Potential Sites							
Unique NO. as	Property ID	City	Acres	Selling Pric	Utilities	Zoning	Status
1	884201277002	Cushing					GIS Identified Potential Site; more research required
2	884201176003	Cushing					GIS Identified Potential Site; more research required
3	884201276001	Cushing					GIS Identified Potential Site; more research required
4	884201426018	Cushing					GIS Identified Potential Site; more research required
5	884201251019	Cushing					GIS Identified Potential Site; more research required
6	884201300007	Cushing					GIS Identified Potential Site; more research required
7	884201251005	Cushing					GIS Identified Potential Site; more research required
8	884201251002	Cushing					GIS Identified Potential Site; more research required

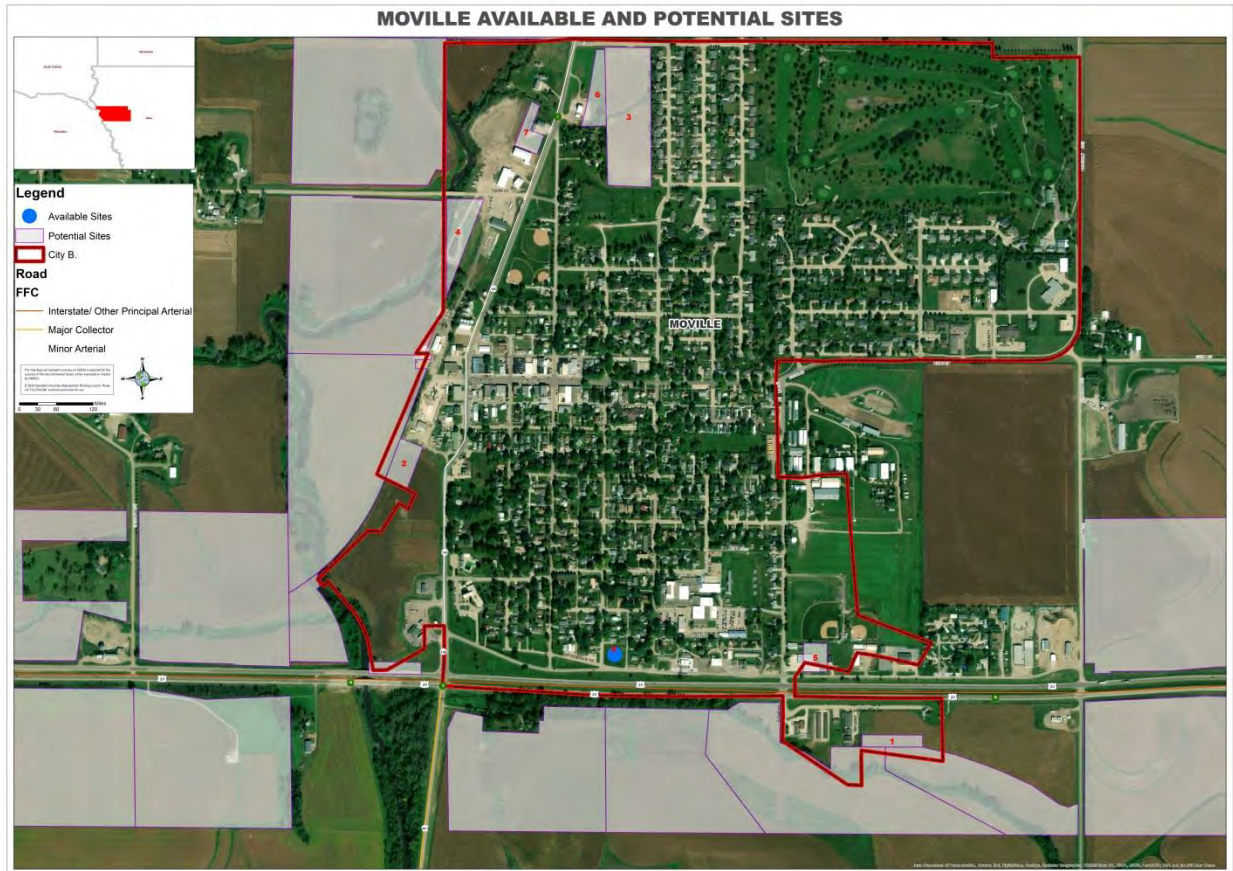
Lawton



Lawton Available and Potential Sites							
Unique NO. as	Name/Property ID	City	Acres	Selling Price	Utilities	Zoning	Status
1	884603100001	Lawton					GIS Identified Potential Site; more research required
2	894532351001	Lawton					GIS Identified Potential Site; more research required
3	884603200042	Lawton					GIS Identified Potential Site; more research required
4	884603100018	Lawton					GIS Identified Potential Site; more research required
5	1800 Block of Hwy 20 (4 of 4)	Lawton	34.5	\$517,500	No	Commercial	Not Certified
6	1800 Block of Hwy 20 (3 of 4)	Lawton	22.27	\$334,050	No	Commercial	Not Certified
7	1800 Block of Hwy 20 (2 of 4)	Lawton	29.04	\$435,600	no	commercial	Not Certified
8	1800 Block of Hwy 20 (1 of 4)	Lawton	72.7	\$999,000	No	Commercial	Not Certified

Lawton Available Building Space							
Name	City	Available SF	Selling Price	Lease Rate	Building Type	Utility	
Former Stockman's	Lawton	22,656	\$525,000	N/A	Warehouse, Distribution,	Yes	

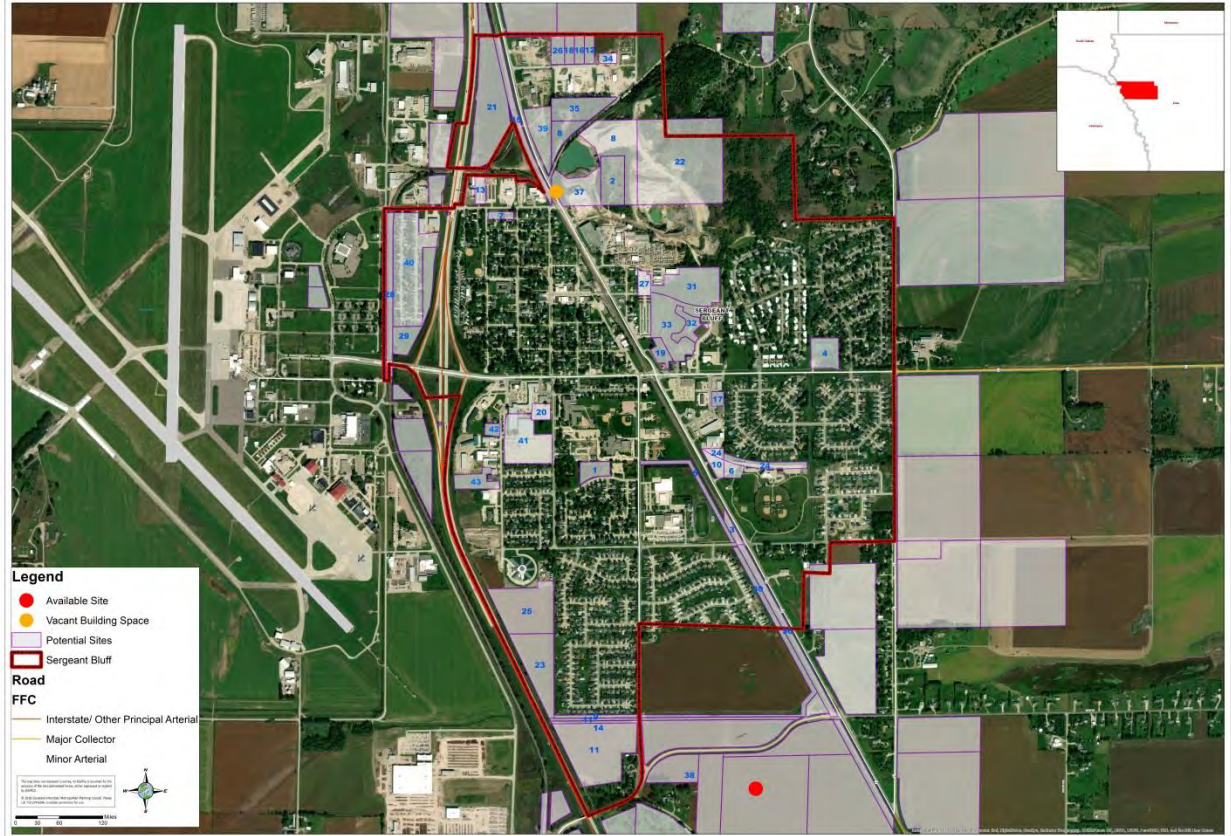
Moville



Moville Available and Potential Sites							
Unique NO. as represented on	Name/Property ID	City	Acres	Selling Pric	Utilities	Zoning	Status
1	894432401011	Moville					GIS Identified Potential Site; more research required
2	894431277005	Moville					GIS Identified Potential Site; more research required
3	894429326014	Moville					GIS Identified Potential Site; more research required
4	894429351001	Moville					GIS Identified Potential Site; more research required
5	894432252004	Moville					GIS Identified Potential Site; more research required
6	894429302001	Moville					GIS Identified Potential Site; more research required
7	894429301017	Moville					GIS Identified Potential Site; more research required
8	South 3rd and Frontage Rd	Moville		0.75	Negotiable Yes	Commercial	Not Certified

Sergeant Bluff

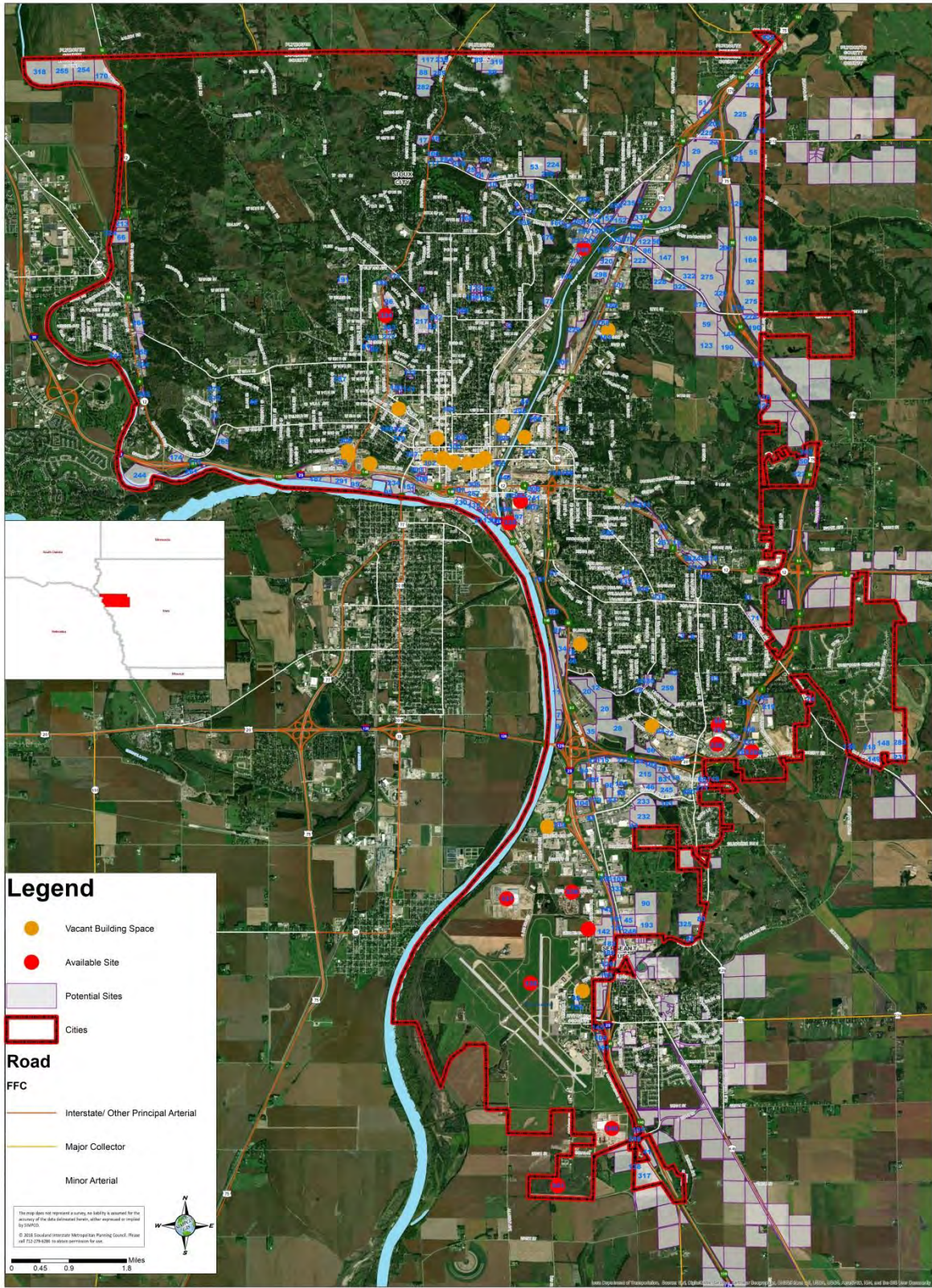
SERGEANT BLUFF AVAILABLE AND POTENTIAL SITES



Sergeant Bluff Available Building Space						
Name	City	Available SF	Selling Price	Lease Rate	Building Type	Utility
Southdale Nursery	Sergeant Bluff	10,725		\$7.50	Commercial, Research & Developmen	Yes

Sergeant Bluff Available and Potential Sites							
Unique NO. as	Name/Property ID	City	Acres	Selling Price	Utilities	Zoning	Status
1	884731251003	Sergeant Bluff					GIS Identified Potential Site; more research required
2	884730200004	Sergeant Bluff					GIS Identified Potential Site; more research required
4	884732504001	Sergeant Bluff					GIS Identified Potential Site; more research required
4	884729376011	Sergeant Bluff					GIS Identified Potential Site; more research required
5	884731276002	Sergeant Bluff					GIS Identified Potential Site; more research required
6	884732100004	Sergeant Bluff					GIS Identified Potential Site; more research required
7	884730327001	Sergeant Bluff					GIS Identified Potential Site; more research required
8	884730200003	Sergeant Bluff					GIS Identified Potential Site; more research required
9	884731456002	Sergeant Bluff					GIS Identified Potential Site; more research required
10	884731277001	Sergeant Bluff					GIS Identified Potential Site; more research required
11	874706200015	Sergeant Bluff					GIS Identified Potential Site; more research required
12	884730201004	Sergeant Bluff					GIS Identified Potential Site; more research required
13	884730176011	Sergeant Bluff					GIS Identified Potential Site; more research required
14	874706200014	Sergeant Bluff					GIS Identified Potential Site; more research required
15	884730504006	Sergeant Bluff					GIS Identified Potential Site; more research required
16	884730201003	Sergeant Bluff					GIS Identified Potential Site; more research required
17	884731228002	Sergeant Bluff					GIS Identified Potential Site; more research required
18	884730201002	Sergeant Bluff					GIS Identified Potential Site; more research required
19	884730476019	Sergeant Bluff					GIS Identified Potential Site; more research required
20	884731127036	Sergeant Bluff					GIS Identified Potential Site; more research required
21	884730126002	Sergeant Bluff					GIS Identified Potential Site; more research required
22	884730200007	Sergeant Bluff					GIS Identified Potential Site; more research required
23	884731300005	Sergeant Bluff					GIS Identified Potential Site; more research required
24		Sergeant Bluff					GIS Identified Potential Site; more research required
25	884731300015	Sergeant Bluff					GIS Identified Potential Site; more research required
26	884730201001	Sergeant Bluff					GIS Identified Potential Site; more research required
27	884730476011	Sergeant Bluff					GIS Identified Potential Site; more research required
28	884730504002	Sergeant Bluff					GIS Identified Potential Site; more research required
29	884730301016	Sergeant Bluff					GIS Identified Potential Site; more research required
30	884732301003	Sergeant Bluff					GIS Identified Potential Site; more research required
31	884730476017	Sergeant Bluff					GIS Identified Potential Site; more research required
32	884730478001	Sergeant Bluff					GIS Identified Potential Site; more research required
33	884730476018	Sergeant Bluff					GIS Identified Potential Site; more research required
34	884730202001	Sergeant Bluff					GIS Identified Potential Site; more research required
35	884730200002	Sergeant Bluff					GIS Identified Potential Site; more research required
36	884732504003	Sergeant Bluff					GIS Identified Potential Site; more research required
37	884730200003	Sergeant Bluff					GIS Identified Potential Site; more research required
38	Sergeant Bluff Park	Sergeant Bluff	117.6	\$43,560 per	Yes	Industrial Light	Certified
39	884730127002	Sergeant Bluff					
40	884730301010; 884730301011; 884730301012	Sergeant Bluff					
41	884731127032	Sergeant Bluff					
42	884731126009	Sergeant Bluff					
43	884731176009	Sergeant Bluff					

SIoux CITY AVAILABLE AND POTENTIAL SITES



Sioux City Available and Potential Sites							
Unique NO. as	Name/Property ID	City	Acres	Selling Price	Utilities	Zoning	Status
1	894715352000	Sioux City					GIS Identified Potential Site; more research required
2	894722106000	Sioux City					GIS Identified Potential Site; more research required
3	884705301000	Sioux City					GIS Identified Potential Site; more research required
4	894710354000	Sioux City					GIS Identified Potential Site; more research required
5	894711404001	Sioux City					GIS Identified Potential Site; more research required
6	884705303000	Sioux City					GIS Identified Potential Site; more research required
7	884812251002	Sioux City					GIS Identified Potential Site; more research required
8	894710359000	Sioux City					GIS Identified Potential Site; more research required
9	884812401002	Sioux City					GIS Identified Potential Site; more research required
10	894709427000	Sioux City					GIS Identified Potential Site; more research required
11	884801376002	Sioux City					GIS Identified Potential Site; more research required
12	884812227002	Sioux City					GIS Identified Potential Site; more research required
13		Sioux City					GIS Identified Potential Site; more research required
14		Sioux City					GIS Identified Potential Site; more research required
15	894736301011	Sioux City					GIS Identified Potential Site; more research required
16	894709105000	Sioux City					GIS Identified Potential Site; more research required
17	894709104000	Sioux City					GIS Identified Potential Site; more research required
18	894710356000	Sioux City					GIS Identified Potential Site; more research required
19	894710901000	Sioux City					GIS Identified Potential Site; more research required
20	884707151002	Sioux City					GIS Identified Potential Site; more research required
21	884801127007	Sioux City					GIS Identified Potential Site; more research required
22	894712100012	Sioux City					GIS Identified Potential Site; more research required
23	894721901000	Sioux City					GIS Identified Potential Site; more research required
24		Sioux City					GIS Identified Potential Site; more research required
25	894709901000	Sioux City					GIS Identified Potential Site; more research required
26		Sioux City					GIS Identified Potential Site; more research required
27	894709277004	Sioux City					GIS Identified Potential Site; more research required
28	884707326005	Sioux City					GIS Identified Potential Site; more research required
29	894712100011	Sioux City					GIS Identified Potential Site; more research required
30	884707203000	Sioux City					GIS Identified Potential Site; more research required
31	884705227019	Sioux City					GIS Identified Potential Site; more research required
32	894715226023	Sioux City					GIS Identified Potential Site; more research required
33	894708127000	Sioux City					GIS Identified Potential Site; more research required
34	884801401003	Sioux City					GIS Identified Potential Site; more research required
35	884812426002	Sioux City					GIS Identified Potential Site; more research required
36	894717454000	Sioux City					GIS Identified Potential Site; more research required
37	894825205020	Sioux City					GIS Identified Potential Site; more research required
38	894736352011	Sioux City					GIS Identified Potential Site; more research required
39		Sioux City					GIS Identified Potential Site; more research required
40	894730101034	Sioux City					GIS Identified Potential Site; more research required
41	874706400008	Sioux City					GIS Identified Potential Site; more research required
42	884706482012	Sioux City					GIS Identified Potential Site; more research required
43	884718153009	Sioux City					GIS Identified Potential Site; more research required
44	884719400006	Sioux City					GIS Identified Potential Site; more research required
45	884719900009	Sioux City					GIS Identified Potential Site; more research required
46	884718251001	Sioux City					GIS Identified Potential Site; more research required
47	884812476002	Sioux City					GIS Identified Potential Site; more research required
48	884801453001	Sioux City					GIS Identified Potential Site; more research required
49	884825428004	Sioux City					GIS Identified Potential Site; more research required
50	894630327006	Sioux City					GIS Identified Potential Site; more research required
51	894701300002	Sioux City					GIS Identified Potential Site; more research required
52	894709453011	Sioux City					GIS Identified Potential Site; more research required
53	894710100004	Sioux City					GIS Identified Potential Site; more research required
54	894716362001	Sioux City					GIS Identified Potential Site; more research required
55	894712200003	Sioux City					GIS Identified Potential Site; more research required
56	894714200008	Sioux City					GIS Identified Potential Site; more research required
57	894723101001	Sioux City					GIS Identified Potential Site; more research required
58	894723101002	Sioux City					GIS Identified Potential Site; more research required
59	894724100002	Sioux City					GIS Identified Potential Site; more research required
60	894727102006	Sioux City					GIS Identified Potential Site; more research required
61	894720181029	Sioux City					GIS Identified Potential Site; more research required
62	894720256004	Sioux City					GIS Identified Potential Site; more research required
63	894721101013	Sioux City					GIS Identified Potential Site; more research required
64	884707429002	Sioux City					GIS Identified Potential Site; more research required
65	4815 Lincoln Way	Sioux City	1.09	\$142,000	Yes	Residential	Not Certified
66	894814210101	Sioux City					GIS Identified Potential Site; more research required
67	894734152012	Sioux City					GIS Identified Potential Site; more research required
68	884717126016	Sioux City					GIS Identified Potential Site; more research required
69	894735276008	Sioux City					GIS Identified Potential Site; more research required
70	884708330044	Sioux City					GIS Identified Potential Site; more research required
71	884705277004	Sioux City					GIS Identified Potential Site; more research required
72	884707429004	Sioux City					GIS Identified Potential Site; more research required
73	884708400013	Sioux City					GIS Identified Potential Site; more research required
74	884709200005	Sioux City					GIS Identified Potential Site; more research required
75	884707204001	Sioux City					GIS Identified Potential Site; more research required
76	884707377001	Sioux City					GIS Identified Potential Site; more research required
77	884707377002	Sioux City					GIS Identified Potential Site; more research required
78	884801426004	Sioux City					GIS Identified Potential Site; more research required
79	884718226001	Sioux City					GIS Identified Potential Site; more research required
80	884720300005	Sioux City					GIS Identified Potential Site; more research required
81	884801251003	Sioux City					GIS Identified Potential Site; more research required
82	884813427003	Sioux City					GIS Identified Potential Site; more research required
83	884718226002	Sioux City					GIS Identified Potential Site; more research required
84	884706130020	Sioux City					GIS Identified Potential Site; more research required
85	894701200008	Sioux City					GIS Identified Potential Site; more research required
86	884707451002	Sioux City					GIS Identified Potential Site; more research required
87	884707452001	Sioux City					GIS Identified Potential Site; more research required
88	894704151001	Sioux City					GIS Identified Potential Site; more research required
89	894704201009	Sioux City					GIS Identified Potential Site; more research required
90	884719400001	Sioux City					GIS Identified Potential Site; more research required
91	894713100016	Sioux City					GIS Identified Potential Site; more research required
92	894713400001	Sioux City					GIS Identified Potential Site; more research required
93	884707202015	Sioux City					GIS Identified Potential Site; more research required
94	884813226002	Sioux City					GIS Identified Potential Site; more research required
95	894729378004	Sioux City					GIS Identified Potential Site; more research required
96	894714200015	Sioux City					GIS Identified Potential Site; more research required
97	894734152018	Sioux City					GIS Identified Potential Site; more research required
98	884718101006	Sioux City					GIS Identified Potential Site; more research required
99	884718176003	Sioux City					GIS Identified Potential Site; more research required
100	884708426004	Sioux City					GIS Identified Potential Site; more research required
101	884718176001	Sioux City					GIS Identified Potential Site; more research required
102	884718201002	Sioux City					GIS Identified Potential Site; more research required
103	884719100009	Sioux City					GIS Identified Potential Site; more research required
104	884813276005	Sioux City					GIS Identified Potential Site; more research required
105	884731101003	Sioux City					GIS Identified Potential Site; more research required
106	894709103004	Sioux City					GIS Identified Potential Site; more research required
107	894710478010	Sioux City					GIS Identified Potential Site; more research required
108	894713200001	Sioux City					GIS Identified Potential Site; more research required
109	894716456001	Sioux City					GIS Identified Potential Site; more research required
110	894720477004	Sioux City					GIS Identified Potential Site; more research required
111	894709176001	Sioux City					GIS Identified Potential Site; more research required
112	894710327003	Sioux City					GIS Identified Potential Site; more research required
113	894710376002	Sioux City					GIS Identified Potential Site; more research required
114	884707351001	Sioux City					GIS Identified Potential Site; more research required
115	884707351002	Sioux City					GIS Identified Potential Site; more research required

Sioux City Available and Potential Sites							
Unique NO. as	Name / Property ID	City	Acres	Selling Price	Utilities	Zoning	Status
116	89461930001	Sioux City					GIS Identified Potential Site; more research required
117	894704101001	Sioux City					GIS Identified Potential Site; more research required
118	884717126003	Sioux City					GIS Identified Potential Site; more research required
119	884718226003	Sioux City					GIS Identified Potential Site; more research required
120	884719300010	Sioux City					GIS Identified Potential Site; more research required
121	88481126003	Sioux City					GIS Identified Potential Site; more research required
122	894714200013	Sioux City					GIS Identified Potential Site; more research required
123	894724100004	Sioux City					GIS Identified Potential Site; more research required
124	884825428005	Sioux City					GIS Identified Potential Site; more research required
125	894712200002	Sioux City					GIS Identified Potential Site; more research required
126	894712400010	Sioux City					GIS Identified Potential Site; more research required
127	894630100001	Sioux City					GIS Identified Potential Site; more research required
128	894701200009	Sioux City					GIS Identified Potential Site; more research required
129	884730151006	Sioux City					GIS Identified Potential Site; more research required
130	884709426012	Sioux City					GIS Identified Potential Site; more research required
131	894728357009	Sioux City					GIS Identified Potential Site; more research required
132	894715226021	Sioux City					GIS Identified Potential Site; more research required
133	894733200005	Sioux City					GIS Identified Potential Site; more research required
134	894733276003	Sioux City					GIS Identified Potential Site; more research required
135	894714126022	Sioux City					GIS Identified Potential Site; more research required
136	894712100010	Sioux City					GIS Identified Potential Site; more research required
137	884706131005	Sioux City					GIS Identified Potential Site; more research required
138	874706504006	Sioux City					GIS Identified Potential Site; more research required
139	894714260113	Sioux City					GIS Identified Potential Site; more research required
140	894727357011	Sioux City					GIS Identified Potential Site; more research required
141	894720479002	Sioux City					GIS Identified Potential Site; more research required
142	Kevin Alexander	Sioux City	31.27	\$25,000 per	Yes	Industrial Light	Not Certified
143	894724000005	Sioux City					GIS Identified Potential Site; more research required
144	894724000005	Sioux City					GIS Identified Potential Site; more research required
145	894721101001	Sioux City					GIS Identified Potential Site; more research required
146	894715427006	Sioux City					GIS Identified Potential Site; more research required
147	894714200017	Sioux City					GIS Identified Potential Site; more research required
148	884710300008	Sioux City					GIS Identified Potential Site; more research required
149	884715126007	Sioux City					GIS Identified Potential Site; more research required
150	894720678004	Sioux City					GIS Identified Potential Site; more research required
151	894710100005	Sioux City					GIS Identified Potential Site; more research required
152	894711376010	Sioux City					GIS Identified Potential Site; more research required
153	894709176004	Sioux City					GIS Identified Potential Site; more research required
154	894714102002	Sioux City					GIS Identified Potential Site; more research required
155	894727253020	Sioux City					GIS Identified Potential Site; more research required
156	894727478001	Sioux City					GIS Identified Potential Site; more research required
157	894728483001	Sioux City					GIS Identified Potential Site; more research required
158	894823254001	Sioux City					GIS Identified Potential Site; more research required
159	894716456002	Sioux City					GIS Identified Potential Site; more research required
160	894710458001	Sioux City					GIS Identified Potential Site; more research required
161	884718276001	Sioux City					GIS Identified Potential Site; more research required
162	894728130002	Sioux City					GIS Identified Potential Site; more research required
163	894728179002	Sioux City					GIS Identified Potential Site; more research required
164	894711200002	Sioux City					GIS Identified Potential Site; more research required
165	894710379002	Sioux City					GIS Identified Potential Site; more research required
166	894709454001	Sioux City					GIS Identified Potential Site; more research required
167	894712200008	Sioux City					GIS Identified Potential Site; more research required
168	894734130006	Sioux City					GIS Identified Potential Site; more research required
169	894723151008	Sioux City					GIS Identified Potential Site; more research required
170	894802100002	Sioux City					GIS Identified Potential Site; more research required
171	894717429004	Sioux City					GIS Identified Potential Site; more research required
172	894720434003	Sioux City					GIS Identified Potential Site; more research required
173	894825302019	Sioux City					GIS Identified Potential Site; more research required
174	894825302020	Sioux City					GIS Identified Potential Site; more research required
175	894716453001	Sioux City					GIS Identified Potential Site; more research required
176	894715201001	Sioux City					GIS Identified Potential Site; more research required
177	894715126006	Sioux City					GIS Identified Potential Site; more research required
178	894715401005	Sioux City					GIS Identified Potential Site; more research required
179	884813227002	Sioux City					GIS Identified Potential Site; more research required
180	894714577020	Sioux City					GIS Identified Potential Site; more research required
181	894731151002	Sioux City					GIS Identified Potential Site; more research required
182	884730102004	Sioux City					GIS Identified Potential Site; more research required
183	884730153003	Sioux City					GIS Identified Potential Site; more research required
184	894727176003	Sioux City					GIS Identified Potential Site; more research required
185	894716483001	Sioux City					GIS Identified Potential Site; more research required
186	884730102007	Sioux City					GIS Identified Potential Site; more research required
187	894728472002	Sioux City					GIS Identified Potential Site; more research required
188	884705127002	Sioux City					GIS Identified Potential Site; more research required
189	894721201001	Sioux City					GIS Identified Potential Site; more research required
190	894724200004	Sioux City					GIS Identified Potential Site; more research required
191	894717301003	Sioux City					GIS Identified Potential Site; more research required
192	894717480808	Sioux City					GIS Identified Potential Site; more research required
193	894719400003	Sioux City					GIS Identified Potential Site; more research required
194	894734151012	Sioux City					GIS Identified Potential Site; more research required
195	874706300012	Sioux City					GIS Identified Potential Site; more research required
196	894715226022	Sioux City					GIS Identified Potential Site; more research required
197	894733204001	Sioux City					GIS Identified Potential Site; more research required
198	894723151006	Sioux City					GIS Identified Potential Site; more research required
199	894723151007	Sioux City					GIS Identified Potential Site; more research required
200	894715276009	Sioux City					GIS Identified Potential Site; more research required
201	894715276010	Sioux City					GIS Identified Potential Site; more research required
202	894714102003	Sioux City					GIS Identified Potential Site; more research required
203	894701300017	Sioux City					GIS Identified Potential Site; more research required
204	894823426001	Sioux City					GIS Identified Potential Site; more research required
205	894823453011	Sioux City					GIS Identified Potential Site; more research required
206	894734128006	Sioux City					GIS Identified Potential Site; more research required
207	894734179003	Sioux City					GIS Identified Potential Site; more research required
208	894729279003	Sioux City					GIS Identified Potential Site; more research required
209	894727176002	Sioux City					GIS Identified Potential Site; more research required
210	894720256001	Sioux City					GIS Identified Potential Site; more research required
211	894733280001	Sioux City					GIS Identified Potential Site; more research required
212	894726176004	Sioux City					GIS Identified Potential Site; more research required
213	894811400005	Sioux City					GIS Identified Potential Site; more research required
214	894736352010	Sioux City					GIS Identified Potential Site; more research required
215	884718201003	Sioux City					GIS Identified Potential Site; more research required
216	894735251007	Sioux City					GIS Identified Potential Site; more research required
217	894721101023	Sioux City					GIS Identified Potential Site; more research required
218	894710300012	Sioux City					GIS Identified Potential Site; more research required
219	884709151013	Sioux City					GIS Identified Potential Site; more research required
220	894713400003	Sioux City					GIS Identified Potential Site; more research required
221	884708476015	Sioux City					GIS Identified Potential Site; more research required
222	894714200016	Sioux City					GIS Identified Potential Site; more research required
223	894715277007	Sioux City					GIS Identified Potential Site; more research required
224	894710351025	Sioux City					GIS Identified Potential Site; more research required
225	894701400009	Sioux City					GIS Identified Potential Site; more research required
226	884708276001	Sioux City					GIS Identified Potential Site; more research required
227	894630376004	Sioux City					GIS Identified Potential Site; more research required
228	894714400006	Sioux City					GIS Identified Potential Site; more research required
229	894722276003	Sioux City					GIS Identified Potential Site; more research required
230	894733200003	Sioux City					GIS Identified Potential Site; more research required
231	894735202017	Sioux City					GIS Identified Potential Site; more research required
232	884718400009	Sioux City					GIS Identified Potential Site; more research required
233	884718252004	Sioux City					GIS Identified Potential Site; more research required
234	894729452004	Sioux City					GIS Identified Potential Site; more research required
235	894711376008	Sioux City					GIS Identified Potential Site; more research required
236	894719100011	Sioux City					GIS Identified Potential Site; more research required
237	884715200019	Sioux City					GIS Identified Potential Site; more research required
238	884706231002	Sioux City					GIS Identified Potential Site; more research required
239	894704126003	Sioux City					GIS Identified Potential Site; more research required
240	894733209001	Sioux City					GIS Identified Potential Site; more research required
241	894734128010	Sioux City					GIS Identified Potential Site; more research required
242	894726176001	Sioux City					GIS Identified Potential Site; more research required
243	894823178011	Sioux City					GIS Identified Potential Site; more research required
244	894826476001	Sioux City					GIS Identified Potential Site; more research required
245	884718276001	Sioux City					GIS Identified Potential Site; more research required

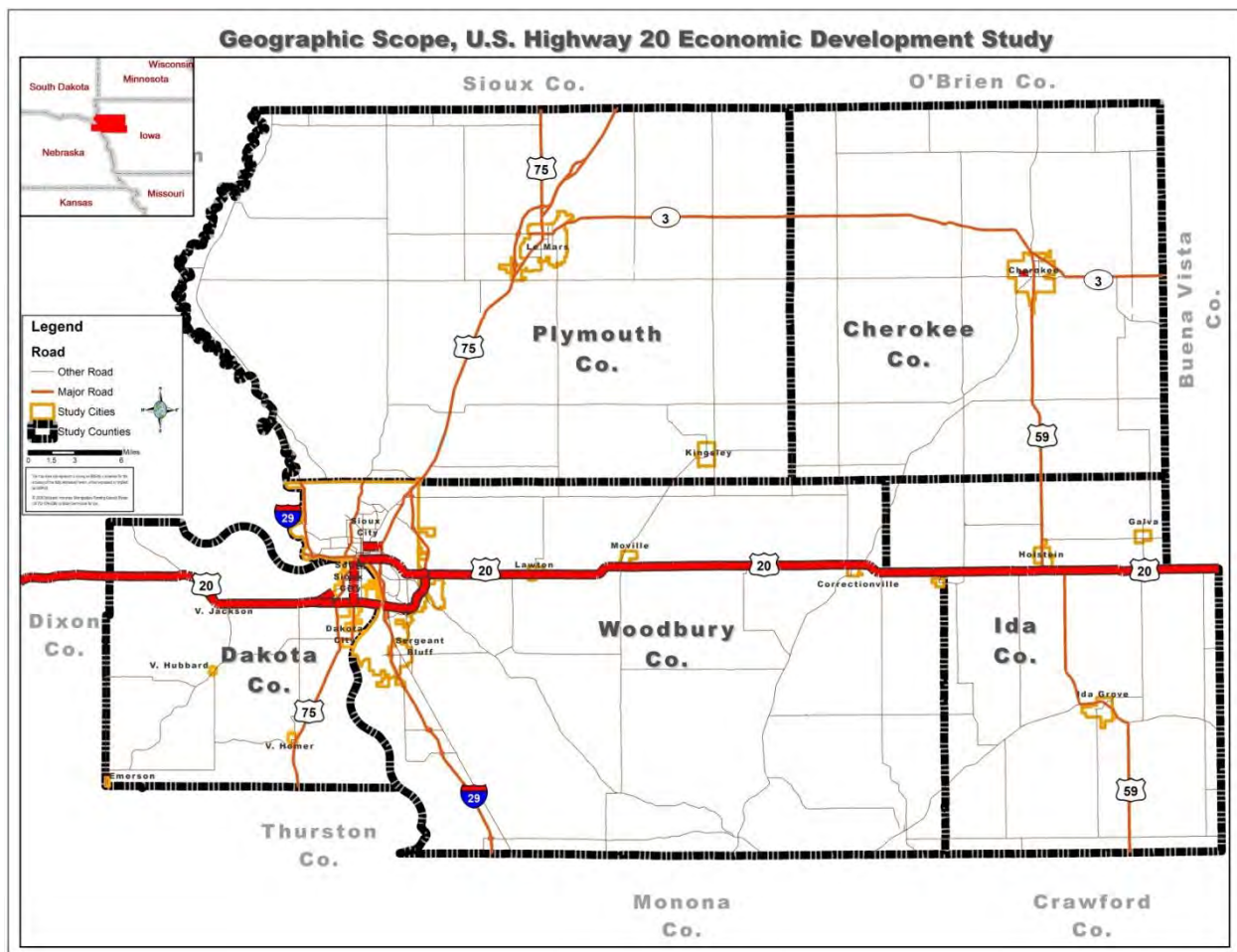
Sioux City Available and Potential Sites								
Unique NO. as	Name/Property ID	City	Acres	Selling Price	Utilities	Zoning	Status	
246	Northern Valley	Sioux City		29	\$6-10/sqft	Yes	Commercial	Not Certified
247	884708277010	Sioux City						GIS Identified Potential Site; more research required
248	884719300011	Sioux City						GIS Identified Potential Site; more research required
249	874706504004	Sioux City						GIS Identified Potential Site; more research required
250	894709276005	Sioux City						GIS Identified Potential Site; more research required
251	894711355004	Sioux City						GIS Identified Potential Site; more research required
252	894825302018	Sioux City						GIS Identified Potential Site; more research required
253	904631351009	Sioux City						GIS Identified Potential Site; more research required
254	894802100001	Sioux City						GIS Identified Potential Site; more research required
255	894803200002	Sioux City						GIS Identified Potential Site; more research required
256	894711376006	Sioux City						GIS Identified Potential Site; more research required
257	894733204008	Sioux City						GIS Identified Potential Site; more research required
258	894710251023	Sioux City						GIS Identified Potential Site; more research required
259	884707226005	Sioux City						GIS Identified Potential Site; more research required
260	884801251001	Sioux City						GIS Identified Potential Site; more research required
261	894825376001	Sioux City						GIS Identified Potential Site; more research required
262	The Yards Town Center	Sioux City	30.72	Negotiable	Yes	Commercial	Not Certified	
263	894630327007	Sioux City						GIS Identified Potential Site; more research required
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265	894825255001	Sioux City						GIS Identified Potential Site; more research required
266	894711476003	Sioux City						GIS Identified Potential Site; more research required
267	894735426003	Sioux City						GIS Identified Potential Site; more research required
268	894710477016	Sioux City						GIS Identified Potential Site; more research required
269	894710478019	Sioux City						GIS Identified Potential Site; more research required
270	894714126021	Sioux City						GIS Identified Potential Site; more research required
271	884717176020	Sioux City						GIS Identified Potential Site; more research required
272	894824453015	Sioux City						GIS Identified Potential Site; more research required
273	894728362009	Sioux City						GIS Identified Potential Site; more research required
274	894713400002	Sioux City						GIS Identified Potential Site; more research required
275	894713300007	Sioux City						GIS Identified Potential Site; more research required
276	894709176005	Sioux City						GIS Identified Potential Site; more research required
277	894720255016	Sioux City						GIS Identified Potential Site; more research required
278	894714101009	Sioux City						GIS Identified Potential Site; more research required
279	884705403010	Sioux City						GIS Identified Potential Site; more research required
280	894735304001	Sioux City						GIS Identified Potential Site; more research required
281	884813227002	Sioux City						GIS Identified Potential Site; more research required
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283	894720214011	Sioux City						GIS Identified Potential Site; more research required
284	894709176002	Sioux City						GIS Identified Potential Site; more research required
285	884708476010	Sioux City						GIS Identified Potential Site; more research required
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287	894720352016	Sioux City						GIS Identified Potential Site; more research required
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290	884717152017	Sioux City						GIS Identified Potential Site; more research required
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292	894713200003	Sioux City						GIS Identified Potential Site; more research required
293	894709176003	Sioux City						GIS Identified Potential Site; more research required
294	894711356004	Sioux City						GIS Identified Potential Site; more research required
295	Sunnybrook Plaza	Sioux City	65	Negotiable	Yes	Planned Business Park	Not Certified	
296	894727103006	Sioux City						GIS Identified Potential Site; more research required
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319	894704226002	Sioux City						GIS Identified Potential Site; more research required
320	894714126020	Sioux City						GIS Identified Potential Site; more research required
321	894727327004	Sioux City						GIS Identified Potential Site; more research required
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323	894711476001	Sioux City						GIS Identified Potential Site; more research required
324	894811400007	Sioux City						GIS Identified Potential Site; more research required
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333	884708426005	Sioux City						GIS Identified Potential Site; more research required
334	Hamilton Blvd. Redevelopment	Sioux City	0.51	\$19/sf	Yes	Residential	Not Certified	
335	The Yards I-29 Business Park	Sioux City	25	\$45,000	Yes	Industrial Light	Not Certified	
336	Lakeport Commons	Sioux City	52	\$25 per	Yes	Retail	Not Certified	
337	Bridgeport West	Sioux City	259	\$30,000		Industrial Heavy	Certified	
338	2400 Blvd of Champions	Sioux City	3.02	\$105,000	No	Commercial	Not Certified	
339	Airport Expedition Business Pa	Sioux City	75	\$30,000	Yes	Planned Business Park	Not Certified	
340	Southbridge Business Park - M	Sioux City	578	\$10,000	Yes	Planned Business Park	Not Certified	
341	Southbridge Business Park - S	Sioux City	150	\$30,000	Yes	Planned Business Park	Not Certified	

Sioux City Available Building Space						
Name	City	Available SF	Selling Price	Lease Rate	Building Type	Utility
75 Hamilton Blvd	Sioux City	29,000		\$6	Commercial,	Yes
801 Main Street	Sioux City	26,496	\$670,000	\$4,000 per	Warehouse,	Yes
Pioneer Bank Build	Sioux City	7,742		\$8 gross +	Office	Yes
Karlton's Building	Sioux City	22,500	\$395,000	N/A	Commercial,	Yes
Plymouth Block Bu	Sioux City	100,000	N/A	Negotiable	Retail, Office	Yes
Triple M Realty Bui	Sioux City	6,000		Negotiable	Commercial,	Yes
Braunger Food Ser	Sioux City	37,208	\$1.3 million	N/A	Warehouse	Yes
1903 E. 7th Street	Sioux City	13,756		\$6per SF	Warehouse	Yes
MacBehrs	Sioux City	18,000	NA	\$2 - \$10 per	Retail, Office	Yes
Promenade	Sioux City	10,200	NA	\$12 per sq f	Commercial	Yes
4th and Jackson Bu	Sioux City	3,265		\$8 per sq f	Office	
MidAmerican Ener	Sioux City	30,925	NA	\$12.48/SF/	Office	Yes
Jacobsen Warehou	Sioux City	122,330	\$3.5 million	N/A	Warehouse	Yes
Makerspace	Sioux City	49,000	\$850,000	N/A	Warehouse	Yes
Hillcrest Center	Sioux City	64,900	NA	\$2 to \$4	Retail,	Yes
Mayfair Center	Sioux City	48,000	NA	\$15.50	Retail, Office	Yes
Sunnybrook Cente	Sioux City	13,000	N/A	\$24 per SF	Commercial,	Yes
Former Sabre	Sioux City	70,700	\$1.2 million	N/A	Industrial	Yes
Southdale Nursery	Sergeant Bluff	10,725		\$7.50	Commercial,	Yes
Expedition Center	Sioux City	78,072	\$2.9 million	N/A	Office, Research	Yes

Summary and Recommendations

This SIMPCO Region U.S. Highway 20 Corridor Economic Development Study includes an inventory of the study region's resources and recommended strategies to enhance, promote, inform and facilitate collaboration throughout the region. In summary, this study was conducted by Siouxland Interstate Metropolitan Planning Council (SIMPCO) from May – December 2018 with collaboration and information from community and regional economic development stakeholders. This study was made possible by fifty percent funding from the U.S. Economic Development Administration and fifty percent local matching funds from twenty-seven community, regional, and state sponsors.

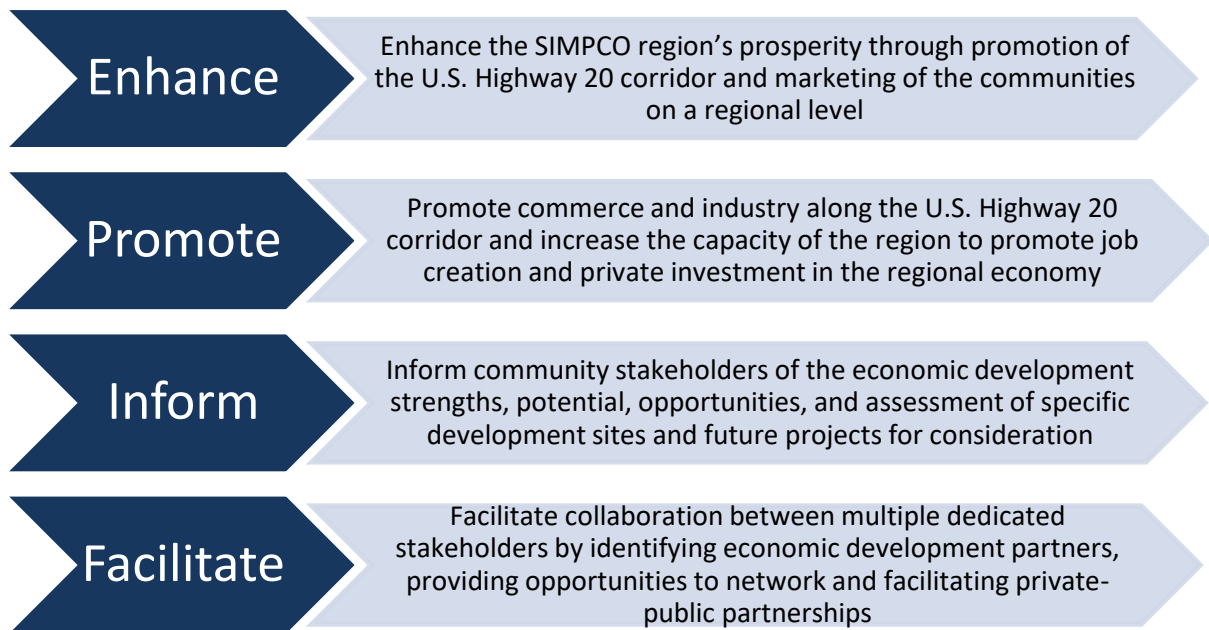
This study records the 5-County study region's assets and economic development opportunities associated with the U.S. Highway 20 corridor that extends from coast-to-coast across the nation. The final completion of the four-lane highway within the study region in November of 2018 was the impetus for this economic development study. Many opportunities arise from the highway construction completion and are recorded in this study for the counties and communities along the corridor as well as potential investors and economic development partners. The chapters of the study tell the story of each county with demographic information and an inventory of each community's identity and transportation and utility infrastructure. The cluster analysis and site selection chapters outline opportunities for each study county to pursue as a result of the US Highway 20 improvements in the region.



Recommendations

Recommended strategies and summary information within this chapter were developed from each chapter topic and keeping in mind the purpose of the Highway 20 Corridor Study stated below. The strategies were developed from the inventory data and trends summarized from each of the chapters of this study. Key trends and indicators are listed for each study category and accompanied by related recommended strategies. This chapter combines the highlights of each study chapter topic with corresponding recommended strategies to enhance the region’s prosperity, promote commerce and industry along the U.S. Highway 20 corridor, inform community stakeholders, and facilitate collaboration throughout the region.

Study Purpose is to Develop Collaborative Strategies That:

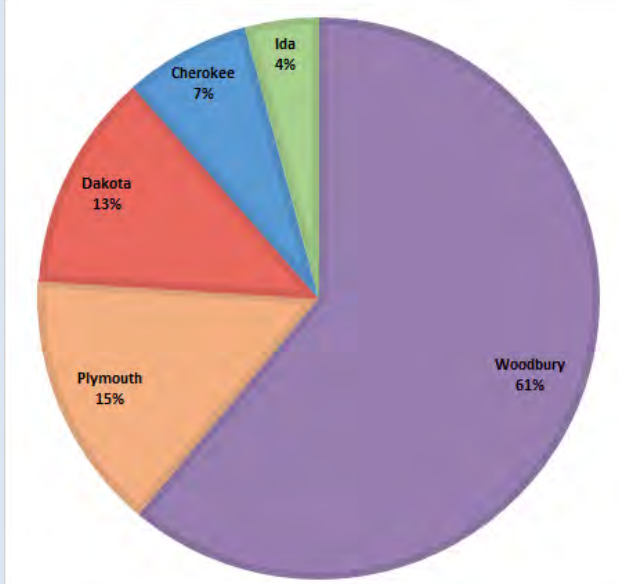


Study Chapters and Strategy Topics

Chapter	Strategy Sub-Topic
Region Context	Population Age Distribution Labor Force Job Share Job Change Unemployment Industry Distribution Wages and Cost of Living
Economic Development Partners	Partnerships Business Growth And Job Creation
Community Identity	Highway 20 Corridor Communities (West To East) Community Identity
Transportation and Utilities	Road Network Commuting Railroad Transit Airport Waterway Electric Natural Gas Communications
Cluster Analysis	SIMPCO Region Cluster Strategies County Cluster Strategies
Site Selection	Site Selection

Recommended Strategies

Total Study Region Population 2010 = 167,325



Population Strategies

- Continue to monitor population trends in the region and provide services and high quality of life to residents in the region
- Stabilize or increase population in each county
- Inventory county service needs for population and compare with county revenue sources
- Determine service and revenue gaps for existing population and adjust services to accommodate needs

2010 Age Distribution

- Dakota County has the youngest population in the region, followed by Woodbury County, and Plymouth County
- Cherokee County has the oldest population followed by Ida County

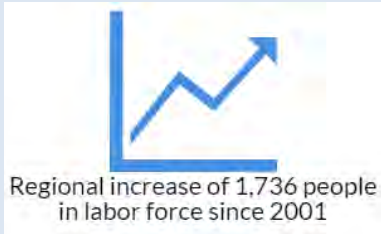


Age Distribution Strategies

- Continue to monitor age distribution trends in the region and provide services and high quality of life to all ages
- Continue to compare existing age distribution in each county
- Strive for balanced age distribution
- Develop community resilience to changes in age distribution
 - Incentivize or allocate resources to services that accommodate all ages

Trends in Labor force (16+)

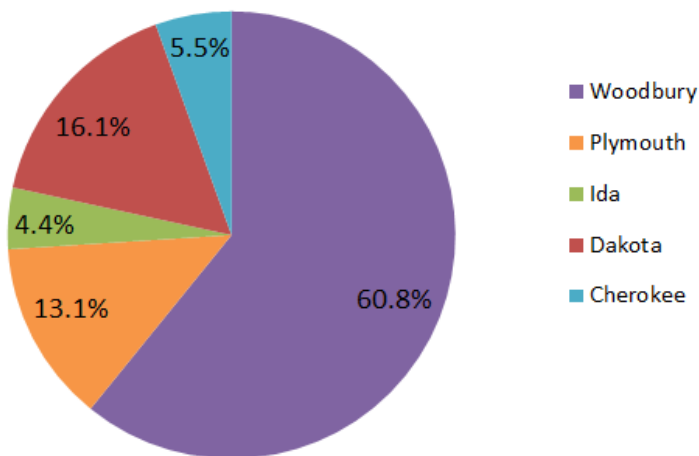
- 2001 – 2016 Labor force change:
Plymouth County = +10.20%
Dakota County = +2.13%
Woodbury County = +1.30%
Ida County = -0.08%
Cherokee County = -8.40%



Labor Force Strategies

- Continue to monitor labor force trends in the region and respond to employment needs
- Record working age labor force in each county and compare to the number of jobs
- Monitor employer labor force needs
- Respond to labor force surpluses or shortages with programs to recruit labor force or create jobs

2015 Region Job Share



Job Share Strategies

- Continue to monitor job share in the region
- Strive to balance job share in the region per capita
- Plan logistics within the region to respond to job share and monitor commuting and transportation patterns*

*Reference transportation strategies

Job Change Trends

- All counties have approximately as many jobs in 2016 as recorded in 2002
- From 2002-2016 all counties were affected by the recession with over 5% job loss experienced in three counties including: Cherokee, Ida, and Dakota. The same three counties experienced over 5% job gain and rebound in subsequent years.



Job Change Strategies

- Continue to monitor job change in the region
- Report job expansions and closures to SIMPCO on an annual basis
- Develop flexible regional, county, and city systems and programs to incentivize job creation and business expansion
- Develop resilient regional, county, and city systems and programs to minimize the negative effects of closures

Unemployment Trends

- 2016 Unemployment Rates
 - Plymouth County = 2.9%
 - Ida County = 3.4%
 - Woodbury County = 4.1%
 - Dakota County = 4.3%
 - Cherokee County = 4.8%
- Region unemployment rate averaged 4.11% from 2000 to 2016, 2% lower than US



Unemployment Strategies

- Continue to monitor unemployment in the region
- Strive to reduce unemployment in each county
- Work with state, regional and local workforce centers and programs to match skills with employer needs
- Evaluate, expand, and amend unemployment programs to develop each individual's best potential for success

Top 3 Industries	
Cherokee County	1. Health Care 2. Transportation/Utilities 3. Retail Trade
Dakota County	1. Manufacturing 2. Transportation/Utilities 3. Retail Trade
Ida County	1. Manufacturing 2. Health care 3. Retail Trade
Plymouth County	1. Manufacturing 2. Transportation/Utilities 3. Health care
Woodbury County	1. Health Care 2. Retail Trade 3. Leisure/Hospitality

Industry Distribution Strategies

- Continue to monitor industry trends for each County in the region
- Develop a diversified economy that encourages retention and expansion of successful existing industries and supports recruitment and creation of new industries with potential for job creation and private investment
- Identify and expand target industries through cluster analysis

Wage and Cost of Living Trends



Average weekly wages have gradually increased in all counties from 2003-2016

Average annual increases in weekly wage

- Ida County = 3.7%
- Plymouth County = 3.4%
- Woodbury County = 3.4 %
- Cherokee County = 2.9%
- Dakota County = 2.9%

Low cost of living (< 100 = less than national avg.)

- Cherokee County – 86
- Dakota County – 86
- Ida County – 85
- Plymouth County – 95
- Woodbury County – 84

Wage and Cost of Living Strategies

- Continue to monitor wages and cost of living in the region
- Support job creation and high wage jobs that can improve quality of life and assist to stabilize the population in each County
- Consider incremental percentage wage increases based on consumer price index and cost of living in each County
- Promote the region's low cost of living

Economic Development Partnerships



149 US Highway 20
Corridor Partners:
8 Federal
14 State (IA)
17 State (NE)
15 Regional
61 County / City
11 Higher Ed
23 School
Employers

Partnership Strategies

- Support economic development partnerships within the region
- Work together to build partnerships between economic development partners highlighted in this plan including: Federal, state, regional, and county organizations, villages, cities, school districts, higher education institutions, and employers
- Support existing economic development professionals (County and City) and consider hiring local staff to create jobs and facilitate local economic development efforts within each county and city
- Collaborate in the promotion and marketing of the region including its strengths and opportunities

Business Growth and Job Creation



2015 Total approximate
number of Jobs in study
region = 83,820

U.S. Bureau of Labor
Statistics, 2018

Business Retention, Recruitment, and Expansion Strategies

- Work with colleges and area schools to match the education programs with business needs to develop a qualified workforce
- Market the region as an attractive place to live and work to recruit labor supply
- Assist existing businesses with expansion efforts
- Create an enabling environment for existing businesses to improve
- Identify funding and develop incentive packages for business retention, expansion, and recruitment
- Develop an inventory of available buildings and sites and continually update the list to accurately market available buildings and sites to potential employers
- Contact and survey existing businesses on an annual basis to identify business needs
- Consider supporting business succession planning training for business owners nearing retirement.
- Consider entrepreneur support programs including incentives and training
- Support workforce housing
- Participate in a regional housing study initiative to inventory housing needs and identify opportunities
- Identify funding and implement programs that support quality, diverse, workforce housing

Highway 20 Corridor Communities (West to East)

Dakota County

Jackson
Hubbard
Homer
Dakota City
South Sioux City

Plymouth County

Le Mars
Kingsley

Cherokee County

Cherokee

Woodbury County

Sioux City
Sergeant Bluff
Lawton
Merville
Correctionville
Cushing

Ida County

Holstein
Ida Grove
Galva



Community Identity Strategies

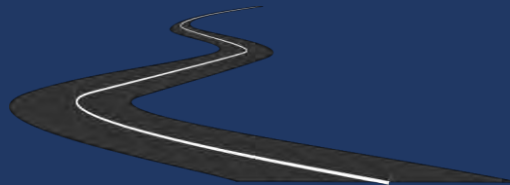
- Promote and preserve the character and identity of the communities within the region
- Continue to inventory and define the community identity
- Research and consider updating characteristics, events and tributes
- Encourage tourism and high quality of life through promotion of community identity features such as maintenance and expansion of trail and sidewalk networks
- Consider designating historic locations or architecture through State Historic Preservation Office (SHPO)
- Consider developing a marketing plan for each community
- Consider developing an online story map with link to available sites

Road Network Trends

- US Highway 20 completion of 4-lane construction in November 2018
- Investment in reconstruction of Highway 75
- Vehicle Miles Traveled (VMT) and Average Annual Daily Traffic (AADT), in every county, increased from 2008-2016

Road Network Strategies

- Support SIMPCO Regional and MPO (Metropolitan Planning Organization) Long Range Transportation Plans
- Continue to monitor maintenance and expansion of regional road network
- Continue to monitor Annual Average Daily Traffic (AADT) and Vehicle Miles Traveled (VMT) for each county
- Support increased funds for local road network
- Study economic impact of Hwy 20 improvements with future comparison of AADT, wages and job creation



Commute Trends

- Approximately less than 20 percent of the residents in the study counties commute more than 26 minutes to work.
- The majority of residents in Cherokee, Dakota, Ida, and Plymouth County commute to Sioux City for work purpose.



Commute Strategies

- Support all transportation modes for commuting
- Continue to monitor Means of Commuting to Work, Commuting time to work, and County Inflow and Outflow Analysis
- Propose transportation improvements that support the greatest commuting needs

Railroad Trends

- Canadian National Railway Co. (CN) serves Cherokee, Ida, Plymouth, and Woodbury County
- Burlington Northern Santa Fe (BNSF) railroad serves Dakota, Plymouth, and Woodbury County
- Union Pacific Railroad (UP) serves Plymouth and Woodbury County



Railroad Strategies

- Monitor rail freight movement through region
- Support maintenance and improvements needed for job creation and business retention, expansion and recruitment



Transit Trends

- Siouxland Regional Transit System (SRTS) provides public transportation service to the rural part of Cherokee, Ida, Plymouth, Woodbury County
- Number of rides increased from 2011-2017 by 3% from 186,368 to 192,000

Transit Strategies

- Support and expand Siouxland Regional Transit System (SRTS)
- Continue to monitor county and city commuting inflow and outflow patterns
- Propose transit routes and improvements that support the greatest commuting needs
- Support maintenance and improvements needed for job creation and business retention, expansion and recruitment

Airports

- Sioux Gateway Airport is the only commercial service airport in the region
- Sioux Gateway enplanements increased the most from 2006 -2008 from roughly 27,000 to 45,000. Recent years, 2010-2013 have remained stable between 21,000-25,000.
- 6 Airports within study region include Sioux Gateway, Cherokee Municipal, Le Mars Municipal, Ida Grove Municipal, Martin Field and Lawton Airport



Airport Strategies

- Monitor air transportation in the region
- Support maintenance and improvements needed for job creation and business retention, expansion and recruitment

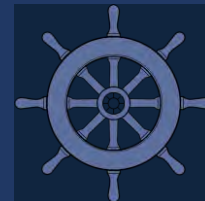


Waterways

- Missouri River is the only navigable river in the region and has the potential to support freight movement by barges
- US Department of Transportation designated the portion of Missouri River stretching from Kansas City, MO to Sioux City, IA as part of the Marine Highway 29 (M-29) which serves landside corridors: I-29, I-35, I-70, and I-49.
- All 7 marine terminals available in the region are located in Sioux City

Waterway Strategies

- Monitor waterway freight movement through region
- Support maintenance and improvements needed for job creation and business retention, expansion and recruitment
- Consider waterway tourism opportunities such as cruises, canoeing, and kayaking



Electricity

- Each of the counties has the essential infrastructure necessary to attract new businesses and also support the expansion of existing ones
- Major electric providers and services in the study region are provided by: Mid-American Energy, Municipal Energy, Nebraska Public Power District, Northwest Iowa Power Cooperative (NIPCO) North West REC, Woodbury County REC

Electric Strategies

- Continue to work with electric providers to service the needs of the region
- Support maintenance and improvements needed for job creation and business retention, expansion and recruitment
- Continue to support green energy infrastructure and investments in the region



Natural Gas

- Major natural gas providers and services in the study region are provided by: Mid-American Energy, Black Hills Energy and Alliant Energy/Interstate Power and Light

Natural Gas Strategies

- Continue to work with natural gas providers to service the needs of the region
- Support maintenance and improvements needed for job creation and business retention, expansion and recruitment



Communication

- Le Mars has the fastest average internet downloading speed in the State of Iowa
- Ida County has the lowest number of residents who have access to at least 25 Mbps wired broadband in the region

Communication Strategies

- Continue to monitor broadband availability in the region
- Support communications maintenance and improvements needed for job creation and business retention, expansion and recruitment

Water and Sewer

- Number of wells in study region (65)
- Capacity of sewer and water treatment facilities gathered for participating communities

Water and Sewer Strategies

- Continue to monitor wells and capacity of facilities
- Consider future study of water and sewer needs and consider green infrastructure options
- Support maintenance and improvements needed for job creation and business retention, expansion and recruitment

Cluster Analysis Terms

- **Cluster** is a geographically proximate group of interconnected companies, suppliers, service providers and associated institutions in a particular field, linked by externalities of various types
- **Externalities** are a side effect or consequence of an industrial or commercial activity that affects other parties without this being reflected in the cost of the goods or services involved, such as the pollination of surrounding crops by bees kept for honey
- **Traded clusters** serve markets beyond the region
- **Local clusters** serve the local market
- **Location Quotient** is the ratio of an industry's share of total employment in a location relative to its share of total national employment. A location quotient greater than one (1) indicates a higher than U.S. average cluster concentration in a location and indicates the sector is an export activity, an important link to the outside economy
- **Cluster linkages** measure the linkage or the share of skills, technology, and supply and demand within and between clusters using Between Cluster Relatedness that measures the average relatedness between the industries in two different clusters and Related Industries that measures the average relatedness between a specific industry and a specific cluster.
- **Cluster data** from U.S. Cluster Mapping Project, US Economic Development Administration and Harvard Business School developed the cluster mapping tool to define U.S. industry codes that show significant inter-industry linkages based on input-output measures, labor occupations, and the co-location patterns of employment and establishments

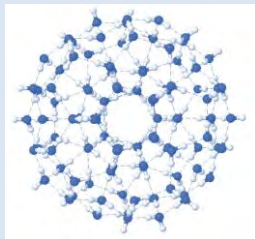
SIMPCO Region Cluster Strategies

- Continue to monitor major clusters in the region to inform economic development efforts
- Support efforts to improve the similar, synergistic, or complementary characteristics of the cluster industries to strengthen existing clusters, stimulate innovation in closed-loop systems, facilitate collaboration in supply chains, and create jobs.
- Work with economic development partners to provide and interpret cluster information



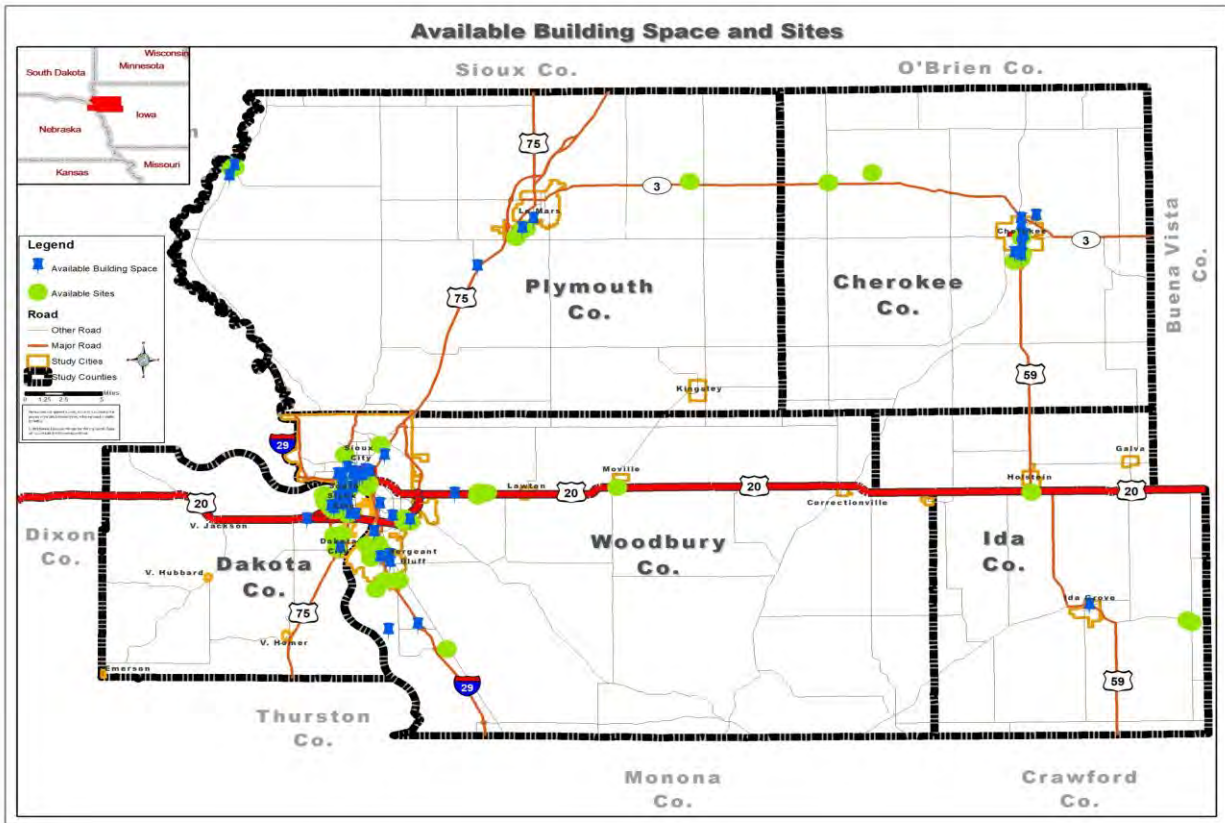
County Target Industry Clusters

Top Target Industry Clusters	
Cherokee County	Strongest: Distribution & Electronic Commerce 1. Construction Products & Services 2. Education & Knowledge Creation
Dakota County	Strongest: Livestock Processing 1. Plastics 2. Distribution & Electronic Commerce
Ida County	Strongest: Production Technology & Heavy Machinery 1. Plastics 2. Downstream Metal Products
Plymouth County	Strongest: Food Processing & Manufacturing 1. Distribution & Electronic Commerce 2. Biopharma
Woodbury County	Strongest: Education & Knowledge Creation 1. Construction Products & Services 2. Upstream Metal Manufacturing



County Cluster Strategies

- Review County cluster analysis including traded and local cluster information in: Employment, job creation, wages, specialization and cluster linkages
- Consider cluster wage comparisons and changes that support competitive wages to improve quality of life, economic growth, and stable population
- Explore local cluster specialization opportunities of concentrated or underrepresented clusters
- Explore traded cluster linkage and target industry opportunities and facilitate job creation by:
 - Improving the similar, synergistic, or complementary characteristics to strengthen clusters and linkages
 - Stimulate innovation in closed-loop systems
 - Facilitate collaboration in supply chains
- Work with economic development partners to identify desired changes in the cluster trends or remain satisfied with County's current cluster profile



Site Selection Strategies

- Promote the identified, available industrial and commercial sites and buildings in the region
- Consider pursuing development and promotion of the GIS identified sites in the region
- Review County zoning maps and compare to zoning ordinance text and amend both as needed with intent to allow commercial or industrial uses in appropriate areas and consistent ordinances and map designations
- Facilitate marketing of available sites and buildings to economic development partners including:

Prospective investors and entrepreneurs
 Federal partners
 State (IA, NE) partners
 Regional partners

County / City partners
 Schools
 Employers

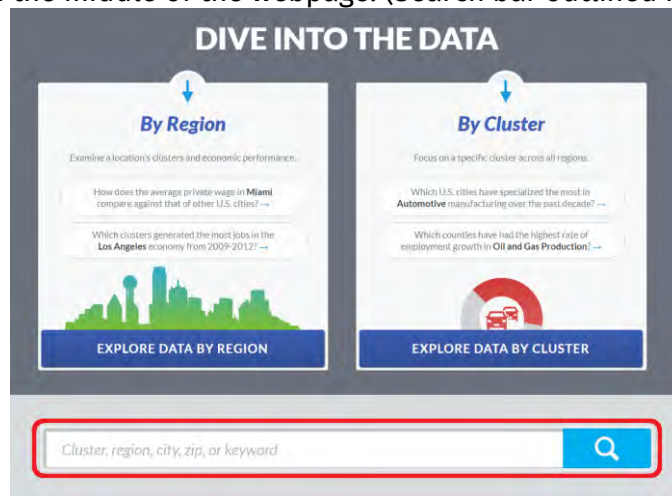
Appendix A



U.S. Cluster Mapping Project Guide

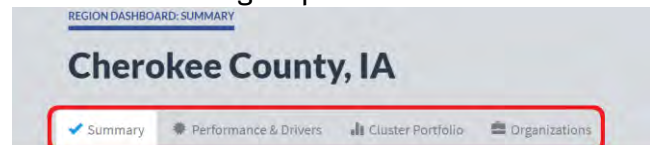
The following guide outlines how to navigate the *U.S. Cluster Mapping Project* website (<http://www.clustermapping.us/>) for future research. A step-by-step process on how to access the data presented in the *U.S. Highway 20 Corridor Economic Development Study 2018* and additional features offered through the website is included as well.

1) After entering the *U.S. Cluster Mapping Project's* URL, enter the name of a county in the search bar located in the middle of the webpage. (Search bar outlined in red).

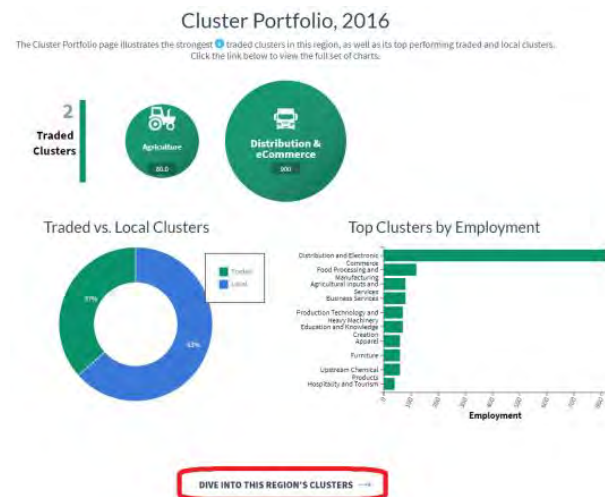


2) After entering the county's name, users will be taken to a webpage that is organized in four sections; *Summary*, *Performance Drivers*, *Cluster Portfolio*, and *Organizations*. To access the data presented in this study complete one of the two following steps:

2a) Click on the *Cluster Portfolio* tab. (Tabs for each of the four sections is outlined in red).



2b) On the Summary tab, scroll down three-fourths of the webpage to view the *Cluster Portfolio* section. After arriving at this section click on *DIVE INTO THIS REGION'S CLUSTERS* located at the bottom of the section. (*DIVE INTO THIS REGION'S CLUSTERS* is outlined in red).



U.S. Cluster Mapping Project Guide

3) The *Cluster Portfolio* webpage contains all the data presented in the *Cluster Analysis* chapter. The webpage is organized into the three following sections:

Section One

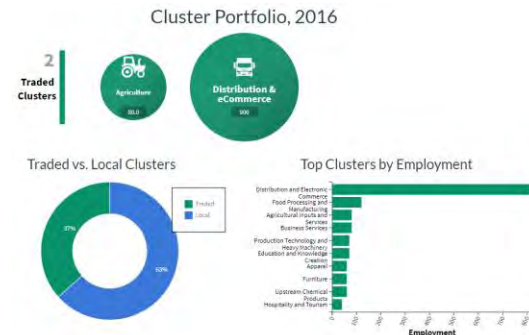


Located at the top of the webpage, *Section One* offers users to explore data pertaining to industry's *employment, wages, job creation, and specialization* (Highest red outline). The list of industries in this section is organized into two types of clusters, *Traded* and *Local* (Outlined in red on the right side). The data can further be customized by either selecting a single year or a range of years (Lowest red outline); *employment* and *wages* data is only presented on an annual basis, whereas users can select a range of

years for *job creation* and *specialization* data. Outlined in red on the left side of the above image, users can download the data into an excel format.

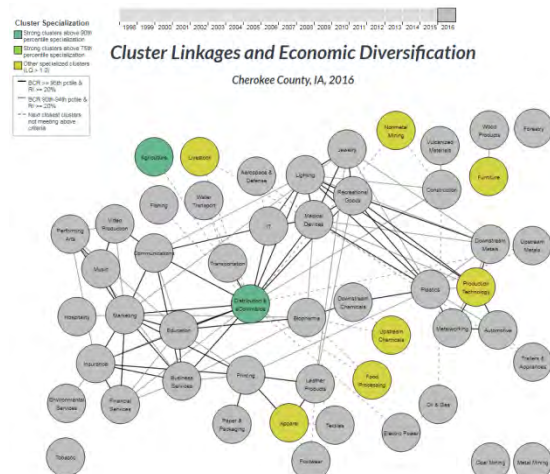
Section Two

Located at the middle of the webpage, *Section Two* provides a general profile of the county's cluster.

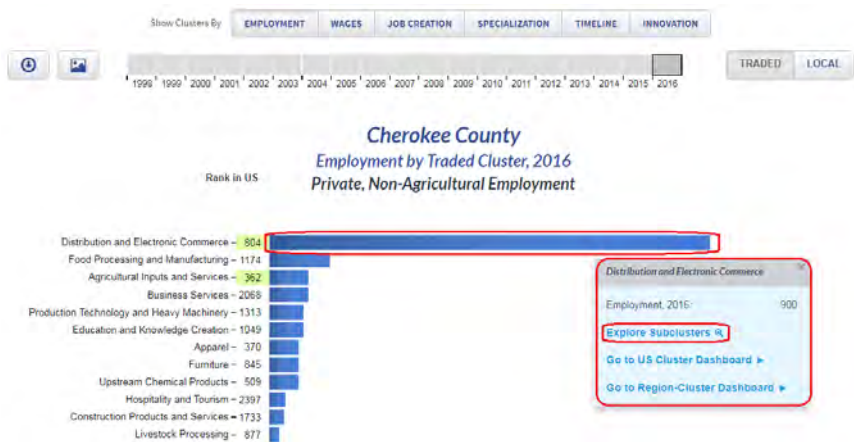


Section Three

Located towards the bottom of the webpage, *Section Three* provides a *Cluster Linkages and Economic Diversification* graph that demonstrates the strength and connectivity of each traded cluster in the county. To view a single industry's connectivity, simply move the cursor onto the circle outlining the industry.

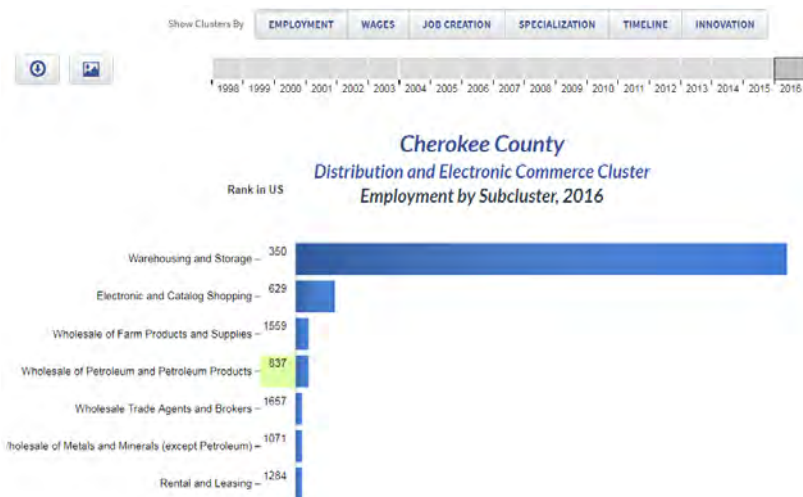


4) Remaining on the *Cluster Portfolio* webpage, return to *Section One*, as previously discussed in step three and have the *employment* tab, *TRADED* tab, and the year 2016 selected. Data on each traded cluster industry can be further analyzed due to the availability of data pertaining to the subclusters of each



industry. To access subcluster data, simply click on the blue bar (outlined in red) representing the number of employees for any industry. Upon clicking on the blue bar, a box will appear (outlined in red) that is headlined by the name of the industry selected and three options providing additional data. To view the selected industry’s subcluster data click *Explore Subclusters* (outlined in red) in the outlined box.

Upon clicking the *Explore Subclusters* option, an identical chart (see to the right) from the previous webpage will be presented detailing the number of employees for each subcluster within the selected industry. Detailed data on each subcluster is available too. To examine the industries within the subclusters, repeat the same step required to access the subcluster data, but select the *Explore Industries* option.



***Please Note: Data on the existing subclusters and the industries within pertaining to wages, job creation, and specialization can be accessed by repeating the same directions listed in step four.**