

Development and Management Plan
Exhibit B
Lease No. W912EK-1-06-4003

Objective

The objective of MYCA as laid out in the Articles of Incorporation is to serve as a charitable, educational and religious organization dedicated to the following objectives:

- A. To establish a cultural, educational and religious membership organization for support of the youth of the Muslim faith; and
- B. To acquire, establish, operate and maintain a summer youth camp or camps to provide multicultural, educational and religious opportunities for youth of the Muslim faith.

To meet the above objectives, MYCA seeks a unique, international, multicultural, educational experience that is grounded in the outdoors and reinforced through classes in language, computers, and history. To provide a supportive and secure environment for Muslim children in particular, it is also meant to be a camp where children in general can experience cultural diversity uncommon to U.S. youth activities. It is a camp for enhancing and enlarging campers' worlds. Though a camp for Muslim children in particular, it will not be a religious education camp, but rather a camp where participants can live their religious values regardless of religious orientation.

It will be the first Muslim youth camp located in the United States. The Camp is dedicated to the task of teaching Muslim youth about themselves - their culture, their languages, their future - as well as inviting them into a new relationship with their environment and with each other.

The Muslim community in the United States is almost 50% African American, and a large percentage of the remaining 50% is first and second generation immigrants. This community is currently underserved with regards to access and utilization of camping and environmental resources. MYCA is a first step in attempting to link the targeted community more closely with the natural resources so deeply enjoyed by other segments of the U.S. society.

It is also being developed to provide urban minority and immigrant youth with a larger cultural experience of their possibilities in the world. The MYCA sees as part of its mission the task to assist young people to re-vision their potential role and contribution in the modern world. MYCA hopes to enhance campers' knowledge of computers and computer related tools. The Camp will support its youth through scholarship-aide to get to camp and by providing them with a diversity of educational and motivational experiences while at camp. The experiences of the Camp are designed to assist the target audience develop new self-empowerment in meeting the challenges and stresses affecting urban and immigrant youth. MYCA also is seeking to build a financial resource capable of following the camp alumni and assisting them to attend college, through the awarding of college scholarships.

As a secondary purpose, MYCA facilities will be made available to other non-profit groups during the school year when youth are back in classes. The Board of MYCA is committed to utilizing the site four seasons out of the year, actively marketing and inviting other non-profit groups to make use of the resources of the site. Even though this activity will account for a much larger share of the calendar year, and may account for a larger share of the generated income stream, it will have, nonetheless, a secondary programmatic emphasis for the MYCA. This secondary emphasis is simply reflective of good stewardship of the site. The facilities will also permit the MYCA to hold special educational/cultural retreats and conferences as a part of their commitment to the stewardship of such beauty and resources as afforded by the site, and as defined in their Articles of Incorporation.

Location

Camp will be located just north of North Liberty, Iowa, off of Scales Bend Rd., on a short spur off 200th Street, on a site formerly known as the Girl Scouts' Camp Daybreak. This 106-acre parcel of land lies across a small bay area from an area that is leased to the University of Iowa for the Macbride Nature Recreation Area.

Present Use

Camp Daybreak has been idle nearly 10 years following a fire that destroyed the Girl Scout's lodge on the site. In the interim, the Corps has kept the head of the trail clear, while many of the remaining structures (2 outhouses, 1 storage shed, and 1 picnic shelter) have deteriorated but a little. The 8 tent platforms have seen the collapse of their light frame structures for the tents, though the platforms have, for the most part, remained fairly strong. There is the expected overgrowth of blackberry brambles around the structures where the tree canopy is open. There is evidence of an occasional fire for people on a picnic and possibly for some cross-country skiers.

Planned Use and Anticipated Number of User Days

We anticipate two to three summer camping sessions per year to take place on the area. Off season camping sessions may also be held on a limited basis dependent upon campers' school attendance schedules. We anticipate the summer camping season to be from May to September of every year, while the rest of the year will be considered the off season. We will keep COE office informed of the use/activities schedule as it becomes available and a schedule of sessions will be provided annually to the Corps of Engineers.

MYCA will have following major areas of use.

1. MYCA anticipates lodging for up to forty (40) users per night during the off season and up to 60 campers and staff counselors per night during the summer camping season. Each cabin will be designed to house eight (8) campers for a total of forty (40) campers in the cabins. Each tent will house four (4) campers for a total of twenty (20) campers. The total number of overnight campers at any time will not exceed sixty (60) campers including five (5) camp counselors. Overall use of the area will not exceed the proposed 4,300 user-days during the summer camping season, and 1,500 user-days during the off season.

In addition, there will be a central lodge with classrooms and facilities for dining, a kitchen, and restrooms that would be used for camp programs, general meeting purposes, campers' families' get-togethers and to house the camp director *office/residence*. Subject to review of the final construction plans by the Corps of Engineers, the director will need overnight accommodations in the lodge building to allow on site presence as necessary.

2. *Swimming, Boating and Fishing Areas* - The camp's abutment onto the Coralville Reservoir provides a significant amount of shoreline for campers to enjoy water sports. Swimming and boating will be concentrated near the central part of the site. The camp will provide a floating facility for different boating activities. Fishing will occur along the banks away from the swimming area, while swimming will be concentrated near the area of the beachfront with the gentlest incline into the reservoir pool.

3. *Educational Trails and Facilities* - The campsite provides excellent opportunities for numerous outdoor learning experiences. The lower southwestern portion of the site provides rock cliffs that will provide rock climbing opportunities. That section of the site will also be excellent for some orienteering training and challenge course work. Numerous areas throughout the site provide excellent opportunity for educational trails that will provide campers an opportunity to learn the flora and fauna of the area, as well as some of the geography/geology as seen in its Devonian limestone deposits and glacial moraine deposits. The site is crisscrossed by numerous deer, rabbit and raccoon trails that can be used for some training in watching and tracking animals.

4. Forest Meditative Isolation - Part of any great camping or retreat experience is the ability to remove oneself from the group and find someplace to be alone with one's thoughts amongst natural splendor. The site, through size, topography and forest canopy, provides many opportunities for a person to be alone. Through the late fall, winter and early spring, the reservoir is basically silent, frequented most by hawks and eagles hunting for food. During the rest of the year, the early morning and late evening are quiet and peaceful. The views from much of the site are of a seemingly, relatively undisturbed landscape. Because of this great meditative isolation, much of the site will be minimally developed through the sparse use of trails so as to preserve this important feature.

Location of Cabins and Lodge

The location of the cabins and lodge will be below the ridge line. The lodge will not exceed 32' in height. (See attached site plan for dimension of proposed structures).

Size of Beach

The size of the beach will not exceed 50'X100". Dimensions and details are shown on the attached site plan.

Recreation Trails

To provide for nature education, interpretive trails would be developed within the site that highlights natural features (e.g., tree species, habitats, geologic formations, etc.). Signs will be placed to mark the location of the trails, and for interpretive purposes, as needed.

Entrance Road

We plan to pave the entrance road with either hot mix asphalt, or a seal coat. The entrance road will be designed and constructed according to Johnson County Standards. We anticipate that the entrance roadway will have twenty two foot (22') width with ditches. Additional traffic signs will be mounted as necessary.

Description of the Buildings : (See attached site plan)

- One Central Lodge
- Five Cabins
- One Common Bathroom Facility
- Five Tent Pads

The lodge and the cabins are planned to be constructed from wood on a concrete foundation. The outside of the buildings will consist of cedar wood siding, brown in color to coordinate with the surrounding area.

Sewer System Requirements

The wastewater requirements for the facilities must be further evaluated to assure that the facility will meet applicable standards. After obtaining a lease, we will provide a preliminarily site plan to the appropriate authorities to start analyzing and determining any need for reasonable variances. We will analyze both the existing septic system on the site, and additional necessary alternatives to meet the applicable requirements. The locations of both the existing and proposed septic systems are shown on the attached site plan. MYCA has made preliminary contact with the Iowa Department of Natural Resources (IDNR) regarding the sanitary sewer permit required for the camp. MYCA engineer has preliminarily set alternative solutions for the sewer issue and will pursue further with the IDNR upon obtaining the lease.

Existing Septic System within Proximity of Proposed Beach

The existing septic system will need to be evaluated for potential use in the camp as per applicable wastewater rules and regulations. If the separation distance between the existing septic system and the proposed beach is deemed inappropriate, then we will revise the location of the beach.

Water Supply for the Camp

Upon obtaining a lease, the existing water well will be further evaluated for use at the camp to comply with applicable rules and regulations. Water quality certification will be obtained from IDNR prior to using the water wells. In addition, bottled water will be available for use if necessary. Both potable water needs and water supply needed for fire suppression will be investigated in order that the facility will comply with applicable rules and regulations.

Planned Programming

The program is designed to expand the experience and knowledge of every camper, while helping them shape their behavior in being creative, responsible citizens, all within a supportive Islamic and diverse environment.

Daily activities likely would include, but not necessarily be limited to, the following:

On-site:

- Computer classes
- Language Development
(English, Arabic, Spanish, etc)
- Environmental education
- International affairs
- Religious & cultural education
- Sporting
- Swimming
- Canoeing
- Fishing
- Any other activities that fit within the purposes of the lease

Off-site Activities:

- Recreation programs
- (Soccer, Volleyball, Tennis, Table Tennis etc.)
- Cultural entertainment
- Nature education (Spillway ,Parks, Museum, Raptor Center, etc.)

Operation and maintenance of lease area

MYCA Board of Directors plans to have experienced staff operate and maintain the camp. The following positions are anticipated to be filled:

- **Board of Directors:** (Voluntary positions).

The Board of Directors shall consist of President, Vice President, Secretary and Treasurer with responsibilities as defined in the article of incorporation.

- **Project Engineer** : (Paid Position)

Services of a professional Engineer in Civil Engineering would be acquired to address engineering and construction responsibilities of the project. Would report to Board of Directors.

- **Maintenance Supervisor** : (Paid position)

Would have general maintenance responsibilities with plumbing, heating, ventilation and landscaping experience. Would report to project engineer.

- **Teachers and Counselors** : (Volunteers and paid positions)

Would seek the services of certified teachers specialized in youth development programs. Counselors would be appointed on voluntary basis and would report to camp director

Miscellaneous items

1. Per our discussion with Johnson County Planning and Zoning, we will provide adequate distances between the cabins for fire truck access. In addition, a sprinkler system will be installed in all the buildings for added safety. We will be in touch with the local fire chief to discuss any other fire requirements, including any necessary water supply needs.

2. Prior permission for the removal of any trees will be requested from the Corps of Engineers. No tree removal will take place between April 1 and September 30 in any given year unless an Indiana Bat survey is completed ahead of time.

3. A running pine (*Lycopodium clavatum*) survey will be conducted in any specific proposed construction area prior to start of construction.

Target Ages

The primary target ages for MYCA program participants are 10 to 17 years.

Target Community

MYCA will serve various communities:

1. *Urban minorities and immigrants who are Muslim*

MYCA seeks to offer an Islamic cultural backdrop for Muslim youth as a setting for a number of different educational opportunities and experiences. It will assemble funding support for camp scholarships to help successfully provide a camping experience to this underserved community.

2. *Non-Muslim youth*

As part of the Muslim commitment to education and universal community, the Camp's outreach will seek to attract any young person who desires the educational and cultural experiences the camp will afford. The vast diversity of campers from many different ethnic backgrounds will provide a very unique experience amongst camps in the United States. Similarly, the second-language classes, especially the ASL (Arabic as a Second Language) classes will provide a rare opportunity for young people in the Midwest.

3. International Youth

Parents of young people around the world often seek to send their children on educational trips elsewhere in the world. There has been a lack of culturally supportive, Muslim sites to send youth to in the United States. The uniqueness of this site, its seeming safety and lack of urban proximity (i.e., not near NYC, Chicago or LA), contributes to the site's attraction for families from abroad.

4. Other Non-Profit Groups

The target audience for the use of the camp by other non-profit organizations is within a 250-mile radius from the camp. The MYCA will welcome parties from further away, but does not see the primary users as being outside of that radius. It envisions the usage as being primarily focused on weekend uses but could occur during anytime of the month.

Location rationale

Cedar Rapids holds a special relationship to the Muslim community in the United States. It is home to the oldest standing mosque in America, while also home to the first Muslim cemetery in the United States. It has been the site of the first national conference on Islam in America. Because of experiences and concerns of members of the local Islamic community, the idea for the camp started in Cedar Rapids and is moving towards fruition in the Cedar Rapids area.

The MYCA foresees broadening educational and cultural experiences for its target audience. This broadening of experience will not only be environmental, but will also involve the cultural and educational resources of the area. The camp is in close proximity to the resources offered by the University of Iowa, which includes the Raptor Center, the McBride Museum and Hancher Auditorium. The camp will also be in close proximity to more than a dozen area colleges which will provide an effective pool for interns, camp counselors, language teachers, computer educators and other labor support. The site also provides quick access to local soccer fields.

The site in eastern Iowa is also well situated for fairly easy access to the larger market of population in the Midwest. Southeast Iowa is easily accessed by a day trip from most of the large urban population centers in the Midwest, from Minneapolis, to Detroit, to Kansas City and Omaha. The proximity of the site to Interstate 80 and the Eastern Iowa Airport in Cedar Rapids helps insure that campers and other camp users will be able to reach the site with very little problem.

To attract consistent audiences for other non-profit groups, a site must provide attractive lodging and dining facilities for those most likely to participate.

Need

Currently, there are approximately 8 million Muslims in the United States. The predominant ethnic group among Muslims in the United States is African Americans. The immigrant communities, which come from a great variety of countries stretching from Eastern Europe to Cambodia and virtually every country in between, comprise the next largest group. The student community is the third largest group. Finally, Caucasian and other ethnic Americans comprise the smaller group, but this, too, is growing at a fast rate.

Among all these, African Americans are reported to comprise 42% of the total; 24.4% are Indo-Pakistani; 12.4% are Arabs; 5.2% are Africans; 3.6% are Iranians; 2.4% are Turks; 2% are from South-East Asia; 1.6% are white Americans; & .5% are Albanians; and all other groups comprise 5.6%. The ten states with the highest concentration of Muslims are California, New York, Illinois, New Jersey, Indiana, Michigan, Virginia, Texas, Ohio and Maryland (listed in order of population). Note how four of the states of highest concentration are Midwestern states. The above states account for 3.3 million of the Muslim population in the United States. Nationally, there are more than 1500 mosques, compared to 600 in 1980, 230 in 1960 and 19 in 1930. In addition, there are 600 Islamic schools (200 full-time), over 500 associations, an estimated 300,000 businesses, and over 100 publications, journals, and weekly newspapers.

The Muslim population is concentrated primarily in larger urban areas, though there is a representation of Muslims in many of smaller towns. This community is without the overnight, weekly and/or monthly camping access and experience that is so much a part of many young people's lives in the States. Much of this lack is explainable by income and by ethnic isolation from the networks that inform of and provide such resources. Unlike the extensive camp networks that exist for many denominations and other faiths in the U.S., the Muslim community, up to this time, has been primarily delimited in its experience from such camps. Instead, the community has worked to provide day camps, which are, because of an ethnic and cultural urban concentration, without the access to the resources of "the Great Outdoors." If MYCA is successful in meeting its goals, it will be the first of such camps designed to provide such ethnically diverse and isolated communities with such camping experience.

Funding for Project

The MYCA has planned a series of fundraising dinners across the Midwest with the explicit intent of raising funds from Muslim professionals and businesses. Proposal outreach to the national foundation network in the U.S. is also targeted for site completion and camp scholarships. There is a high priority given by many of the large foundations such as the Ford and Carnegie Foundations, towards creative projects supporting and encouraging cultural diversity.

This fundraising outreach is primarily targeted regionally and then nationally, towards Muslim professionals. There will also be targeted appeal for foundation support of the Second Language programming, science/nature education and minority/immigrant programming.

Source of finance for development and maintenance of the project

- Fund raising dinners
- Registration fees
- Donations (personal and organizational)
- Campers Dues

Use Charges

Campers will be charged an amount commiserate with the financing needed to operate the camp. Camp management and staff will all require payment for their services, which will be afforded through camper fees. The fees generated by charging other non-profit organizations for the use of the facilities will help fund the upkeep of the site as well as building an endowment towards camper scholarships.

User Groups Served

MYCA will have a national youth market appeal because of its identity as the "first" of its kind in the Muslim community. Despite this unique, national appeal, it is expected that the camp will pull primarily from communities that are within a 400 mile radius (a day's drive) of the Iowa City-Cedar Rapids market. Detroit, Chicago, Indianapolis, Minneapolis, Milwaukee, St. Louis, Kansas City, Omaha, and Sioux City are all included in that market as well as many smaller cities and towns.

While the youth market will have greater regional and national appeal, MYCA's hosting of use by other non-profit groups will be more local, with some events having larger regional and national appeal

Area of Iowa Served

The uniqueness of the cultural experience, the opportunity to interact with youth of many different ethnic origins, and the rare opportunity to learn Arabic in the Midwest, will be offered to all the youth of Iowa as well as the surrounding states. Though the Camp will be an attempt to provide services to an under-served community, it will nonetheless reach out to the full community to insure all an opportunity to benefit from the unique resources offered by the site, its locale, and its programming.

Maintenance

As part of the environmental awareness aspect of the Camp, MYCA program participants will share in the duties for minor site preparation and maintenance activities. There is significant site preparation necessary for a camp (e.g., removal of many downed trees, clearing of some understory, trail development, etc.). Throughout the development and preparation of the site, young people will work closely with staff to provide a continual improvement of the site.

This camp-participant role of maintenance is an important part of the education of the campers, as their clean-up tasks will link with the environmental education towards citizen' stewardship of natural resources. The MYCA wishes to not only provide the campers with a fun experience, but it wishes also to send campers home with a sense of enhanced responsibility for the world around them, both of person and planet.

Neighborhood Impact

MYCA management believes in "*love thy neighbor*" philosophy and would take necessary precautions to have the comfort of its neighbors through mutual consultation and understanding.

The heavier use of the site will be on the south slope, and most towards the eastern end of the piece. This planned use pattern helps preserve the quiet neighborhood of the housing development just across 200th Street, to the north of the camp. There is a significant ravine that runs the length of much of the camp on that northern side, and it is this ravine which will also serve as a natural barrier between the campers and the development. During the summer camping season, when the site will have its heaviest, most consistent usage, and loudest participants, the site will be further buffered from the neighborhood by the natural sound barrier of the forest foliage, which is enhanced by the ravine topography

Estimated cost of the proposed facility:

The total cost of the camp facilities required for full operation is anticipated to be around \$934,000 (See five year plan table below) with all construction to be completed within 5 years of lease issuance. If additional facilities are needed, such as for water, sanitary system, or other improvements, more investment will be required.

Five Year Schedule

Year	Description	Estimated Cost
1	Build tent pads	\$ 2,700
	Prepare access road	\$ 52,000
	Removal of Camp DB Structure	\$ 25,000
2	Recondition existing water well	\$ 5,000
	Recondition existing septic tank	\$ 40,000
3	Build lodge	\$192,000
	Build parking lot	\$ 27,000
	Develop water sports facilities beach	\$ 10,000
4	Build 2 cabins, common bath	\$150,000
	Build canoe storage room	\$ 25,000
	Develop indoor sports room inside lodge	\$ 20,000
5	Build 3 cabins	\$150,000
	Develop trail system	\$ 20,000

Subtotal Cost: \$718,700

Other Contingencies, Application fees,
Engineering Fees, Inflation, \$215,300

Total Anticipated Cost: \$934,000

Interim Use Schedule During 5-Year Construction Phase:

As stated above in the "Camp Fee" section, the camp will start with five tents in the first year, which will facilitate a regular camping schedule with fewer campers. As the camp grows over the following four years, more facilities will be built to house more campers and facilitate additional activities such as hiking, swimming and canoeing. Initially, bottled water will be used for drinking, meals will be delivered to the camp, and port-a-Johnny will be used as outhouses. Interim use of the area will be in accordance with all applicable laws and regulations as per the lease.

Any future development beyond the five years

MYCA Board of Directors does not foresee any future development plans beyond the first five years. MYCA board of directors will keep COE office aware of any future plans and will seek its approval ahead of time.