

2007 Annual CEDS Report

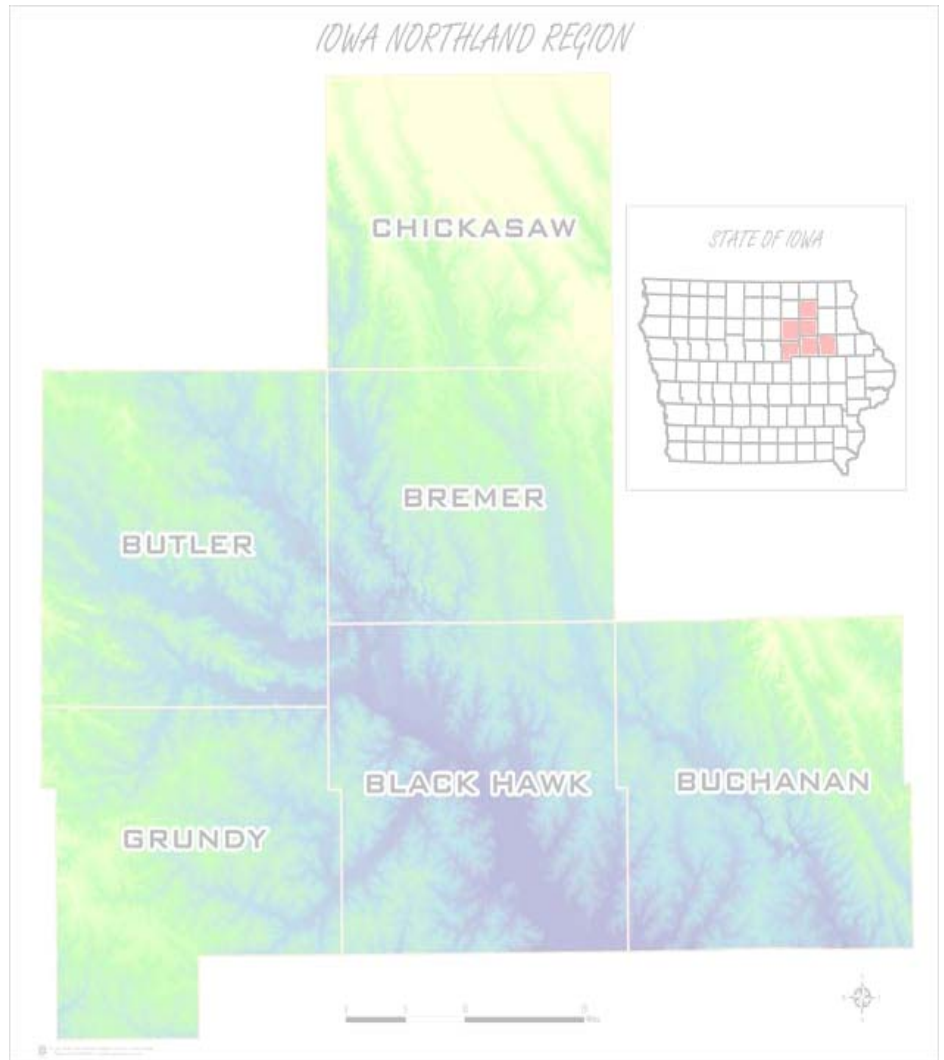
Iowa Northland Regional Economic Development Commission

Comprehensive

Economic

Development

Strategy



Prepared by:
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-----TABLE OF CONTENTS-----

Introduction2

INREDC Board of Directors3

INREDC CEDS Technical Committee4

INREDC District Map..... See Attachments

Meetings Summary.....5

Vision Statement and Goals9

Economic Development Activities.....10

Changes in Regions Economy.....10

Success Analysis12

Priority Goals for Coming Year20

Attachments.....25

- Iowa Northland Regional Economic Development Contacts
 - Board of Directors-Attachment A
 - Technical Committee-Attachment B
- Iowa Northland Regional Industrial Parks-Attachment C
- Iowa Northland Regional Transportation Routes-Attachment D

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

-----ANNUAL REPORT 2007-----

Introduction

The 2007 Annual Report for the Iowa Northland Regional Economic Commission's Comprehensive Economic Development Strategy summarizes the activities of the Commission and provides an update of the area's economic development activities and identified potential projects. The 2007 report covers the period between July 1, 2006 and June 30, 2007.

The report is a supplement to the larger more descriptive Comprehensive Economic Development Strategy (CEDS) for our six county region. A Comprehensive Economic Development Strategy (CEDS) is a plan that emerges from extensive and continuous planning process addressing the economic opportunities and constraints of the INREDC region. The guidelines for developing a CEDS include effective general planning practices that can be used by any community to design and implement a plan to guide its economic growth.

The CEDS must be maintained in order to be able to receive funds under most EDA programs, including Public Works Economic Development (PWED) Program grants, the Economic Adjustment Program, and 302(a) Planning grants.

The Iowa Northland Regional Economic Commission generally meets three to four times annually to discuss ongoing economic planning and development projects in the region, to discuss ongoing economic development efforts in the region and to learn and put into practice new and beneficial strategies that will assist in fostering the economic vitality of the region. In addition, a Technical Committee, comprised primarily of professionals in the field of economic development, meet to further share best practices and discuss strategies that can be implemented throughout the region. Subsequent to these meetings, the support staff prepares the Annual Report for submission to the Economic Development Administration.

This report is being submitted to the EDA in order to document the benefits that the establishment of the region has had for all of the member communities and to justify continued involvement by not only local entities, but also State and Federal cooperation.

IOWA NORTHLAND REGIONAL ECONOMIC DEVELOPMENT COMMISSION
GOVERNING BOARD MEMBERS
-----2007-----

Greg Halverson
Lyle Taylor

Chairperson
Vice-Chairperson

COMMISSION MEMBERS

BLACK HAWK COUNTY

Linda Laylin
Frank Magsamen*

BREMER COUNTY

Gaylord Hinderaker*
Carol Jahnke

BUCHANAN COUNTY

Greg Halverson
Ellen Gaffney*

BUTLER COUNTY

Gale Brinkman
Jeff Kolb*

CHICKASAW COUNTY

Sherry Mattke*
Robert Soukup

GRUNDY COUNTY

Rick Whalen
Jack Stumberg*

INRCOG

John Kincaid*
Michelle Smith*

BLACK HAWK ECONOMIC DEVELOPMENT, INC.

Lyle Taylor

*Elected Officials (8)
Unelected Officials (7)

-----INREDC CEDS TECHNICAL COMMITTEE-----

<u>Name</u>	<u>Title</u>	<u>Agency</u>
Steve Brustkern	Executive Director	Black Hawk County Economic Development
Steve Dust	President & CEO	Greater Cedar Valley Alliance
Virgil Goodrich	Director	Parkersburg Economic Development
Greg Halverson	Director	Buchanan County EDC
Carol Jahnke	Director	Waverly Area Development Group
Melanie Kirkpatrick	Associate Director	Grundy County Development Alliance
Jeff Kolb	Director	Butler County Resource & Development Group
Cindy Lantow	ED Director	City of Fredericksburg
Linda Laylin	Director of Business Services	Greater Cedar Valley Alliance
Betty Ruzek	Program Manager	Hawkeye Community College
Sandra Scholl	Community Development	ISU Extension
Bob Seymour	Community Services Manager	City of Cedar Falls
Bob Soukup	Director	New Hampton Economic Development
Don Temeyer	Planning & Development Director	City of Waterloo
Jenny Troyna	Director	Aplington Economic Development Commission
Rick Whalen	ED Director	Butler County REC

-----MEETINGS SUMMARY-----

The INREDC Board members are to have four quarterly meetings, which typically occur in the following months: January, April, June, and October. The meetings are set annually, but occasionally the meeting dates and times are adjusted in order to accommodate a speaker or to correspond with necessary board considerations. Unfortunately this year, the October meeting had to be cancelled due to lack of quorum. The following summary therefore includes three regularly scheduled meetings and their subsequent minutes.

A summary of the meetings that were held this past year include:

July 20th, 2006

The regular meeting of the Iowa Northland Regional Economic Development Commission was called to order at 12:00 p.m. by Chairperson Sherry Mattke.

Commission members present were: Melanie Kirkpatrick, Grundy County Development Alliance; Greg Halverson, Buchanan County Economic Development; Brian Buethe, INRCOG, Shelly Smith, Evansdale City Council; Linda Laylin, Greater Cedar Valley Alliance; Sherry Mattke, Chickasaw County Board of Supervisors; Gaylord Hinderaker, Bremer County; Bob Soukup, New Hampton Economic Development; Jen Troyna, Aplington Economic Development; Noel Anderson, City of Waterloo; Ellen Gaffney, Buchanan County; Carol Jahnke, Waverly Area Development Group; and David Deeds, Cedar Valley Restoration and Development/Speaker

The Chair offered a welcome to all meeting attendees. Introductions were made by all present. Election of officers was the next item addressed. Brian Buethe shared the recommendations of the nominating committee. The recommendations of the committee were to nominate Greg Halverson of Buchanan County Economic Development as Chairperson for FY'07 and Lyle Taylor of Black Hawk County Economic Development as Vice Chairperson. The Chair then requested any additional nominations from the floor. None being heard, Linda Laylin moved that nominations for Chairperson cease and that Greg Halverson be considered. Ellen Gaffney seconded. Greg Halverson was elected Chairperson by a unanimous voice vote. Bob Soukup moved, and Gaylord Hinderaker seconded that nominations for Vice Chairperson cease and that Lyle Taylor be considered. Lyle Taylor was appointed Vice Chairperson following a unanimous voice vote.

Brian Buethe then offered a short update on the current activities/status of the Cedar Valley Marketing Region. He noted that an Request for Proposals had been issued in June 2006 seeking the services of a third-party consultant to help with some of the initial required planning and strategy documents for the region. Interviews were held in early July and Smart Solutions Group, Inc. was chosen to provide the required services.

David Deeds, President and founder of Cedar Valley Restoration and Development was introduced by Brian Buethe as a guest speaker. David began his presentation by explaining that he is currently involved in two developments in downtown Waterloo. The two developments that he spoke of included the Riverfront Village area and Water Street Flats and Rowhouses, both located near the intersection of 8th and Sycamore Street, in downtown Waterloo. David explained how he became interested in this type of project, which includes revitalizing areas of the community that had long been considered blighted. He noted that his project would coincide and compliment a number of other downtown revitalization projects that are ongoing in and around

downtown Waterloo. His goal is to provide a residential setting that is within walking distance of downtown amenities and in close proximity to the scenic Cedar River. The target audience for these residential units included young demographics and “empty nesters”. The anticipated pricing structure for the development was from \$120,000 for some single family homes to \$300,000+ for riverfront row houses. He noted that early investors would stand to purchase at a reduced rate and that tax abatements from the City of Waterloo would act as an incentive for prospective buyers.

David answered a variety of questions, and listened to comments from those in attendance. David was thanked for his time and was applauded by the group.

A short discussion followed the guest speaker presentation. It was noted that the Northeast Iowa Development Conference was scheduled to take place on September 14th, 2006 in Decorah, Iowa at the Historic Hotel Winneshiek. Members were encouraged to consider attending. Economic Development professionals were thanked for their willingness to provide and track in-kind match for purposes of the EDA Planning Grant for FY’07. An in-kind math tracking supplement was passed out to County ED Coordinators. Gaylord Hinderaker announced that the Waverly Law Center was about complete and the Grand Opening would be occurring shortly. Sherry Mattke and Bob Soukup spoke of the ethanol plant that is planned to be built in east central Chickasaw County. Bob Soukup also noted that Soy Basics is expanding their facility, including the construction of a 100,000 square foot building. The new area will include a visitor’s center and a commercial candle sales area.

October 19th, 2006

Meeting was cancelled due to lack of quorum.

January 18th, 2007

A short meeting of the Iowa Northland Economic Development Commission was called to order at approximately 12:10 p.m. by acting Chairperson Greg Halverson. An attendance sign in sheet was passed around in lieu of a roll call. Introductions were made and guests were welcomed by Halverson.

Commission members present were: Melanie Kirkpatrick, Grundy County Development Alliance; Greg Halverson, Buchanan County Economic Development; Brian Buethe, INRCOG, Linda Laylin, Greater Cedar Valley Alliance; Gaylord Hinderaker, Bremer County; Bob Soukup, New Hampton Economic Development; Jen Troyna, Aplington Economic Development; Noel Anderson, City of Waterloo; Ellen Gaffney, Buchanan County; Carol Jahnke, Waverly Area Development Group and Jim Rodemeyer, INRCOG.

Halverson asked Buethe to proceed by introducing the guest speaker, Mr. Jim Rodemeyer, Director of Housing at the Iowa Northland Regional Council of Governments. After a short introduction, Rodemeyer gave a presentation on the services offered to member communities in the INREDC and INRCOG region from the Housing Department. Rodemeyer reviewed grant opportunities available to member communities and the requirements of eligibility for those grants. These programs included the Renter Occupied Housing Rehabilitation Program, the Local Housing Trust Fund, the Emergency Repair Program, the Homebuyer Assistance Program, among others. Rodemeyer also indicated that his department has been active in the FEMA funded flood buyout program and well as having written numerous housing planning documents throughout the six county region.

Rodemeyer also discussed some of the ongoing projects that he and his staff are currently working including projects in the following communities: Clarksville, Dike, Dumont, Dunkerton, Grundy Center, Hazleton, Jesup, La Porte City, Lamont, Parkersburg, Waverly, and Wellsburg. Printed materials were distributed to those in attendance outlining existing opportunities. Following the presentation, which lasted approximately forty minutes, Rodemeyer opened the floor to questions.

Following a short question and answer period the presentation concluded and the floor returned to Buethe. Buethe thanked Rodemeyer for presenting and expressed to the attendees that future INRCOG director presentations are a possibility.

Halverson thanked the attendees for their participation. Gaffney moved to adjourn. Kirkpatrick seconded the motion. All were in favor.

Meeting was adjourned at 1:07 P.M.

April 19th, 2007

The regular meeting of the Iowa Northland Regional Economic Development Commission was called to order at 12:00 p.m. by Brian Schoon, for Chairperson Greg Halverson.

Commission members present were: Melanie Kirkpatrick, Grundy County Development Alliance; Greg Halverson, Buchanan County Economic Development; Melissa Henriksen, INRCOG; Brian Schoon, INRCOG; Gaylord Hinderaker, Bremer County; Bob Soukup, New Hampton Economic Development; Ellen Gaffney, Buchanan County; Carol Jahnke, Waverly Area Development Group; Jeff Kolb, Butler County Economic Development; Rick Whalen, Butler/Grundy County REC; Gale Brinkman, Butler County; Virgil Goodrich, PED; and John Miller, Black Hawk County Board of Supervisors.

Brian Schoon offered a welcome to all meeting attendees. Schoon introduced INRCOG's newest member, Melissa Henriksen. Henriksen is replacing Brian Buethe as Economic Development Coordinator. Introductions were made by all present. Minutes from the previous meeting held January 18th 2007 were approved. Gaffney motion, Hinderaker second, unanimous approval.

Motion by Kolb, seconded by Brinkman to approve the resolution approving the submission of the EDA Planning Grant Application for FY 2008-2010.

Each member then offered a short update on their current activities/status. Greg Halverson explained the Cedar Valley Marketing Region will have its kickoff on September 20th, 2007. John Miller, BHC, updated the status of Peregrine Financial Groups potential relocation to the area. He addressed the re-zoning issues near the Beaver Hills County Club and their implications. Bob Soukup, New Hampton, updated the board on Zip's Truck Equipment expansion and current site work being done on a new ethanol plant. Jeff Kolb, BCED, mentioned projects including an ethanol plant which will be under construction in the next two months, a large railroad project beginning this summer, a new intermodal logistics facility, and a spec building in Green Industrial Park. Greg Halverson, Buchanan County, noted that Fairbank is developing a 10-acre Industrial Park; there will be a second vote on the jail referendum, and RAGBRAI in the Cedar Valley and the preparations surrounding it. Carol Jahnke, Bremer County, described a Terex Expansion in Waverly, a second Shumacher Elevator expansion, and Carmi Flavors is moving their division from California and relocating in Waverly. Gaylord

Hinderaker, Bremer County, added that Community Based Services (CBS) is breaking ground on an expansion of living/housing units for the mentally/physically challenged and securing funding for extending the trail from Denver to Readlyn. Virgil Goodrich, PED, updated projects Parkersburg is working on including: the transfer of ownership of two local businesses, new auto body shop, new units for assisted living, new golf course as of May 1st, and 100 lots for housing development. Lastly, Melanie Kirkpatrick, GCDA, noted that the Alliance will be under Grundy Center Chamber management on a 6-month trial basis, spec building sold to a tire company out of Quad Cities, new housing subdivision project in Grundy Center/Waverly, and Scott Software will be opening a new branch in Grundy Center.

The next meeting was announced for July 19th, 2007.

After a request from Chairperson Halverson, Kolb moved to adjourn the meeting. Whalen seconded the motion. All were in favor.

Meeting was adjourned at 1:30 P.M.

-----VISION-----

The economic vitality of the Iowa Northland Region will strengthen through the efforts of various organizations working in a coordinated fashion toward common goals. The region will become a more attractive place for residents and employers, benefiting from a more diverse economy that provides a greater number of high-skilled, well paying jobs.

Goals of the Iowa Northland Regional Economic Development Commission

The goals of the Iowa Northland Regional Economic Development Commission (INREDC) are listed below. These goals were created and fine tuned with input from local communities, and approval of the CEDS Strategy Committee and INREDC Board of Directors. The goals for the INREDC are to:

- I. Maintain EDA Eligibility** - Provide Annual Comprehensive Economic Development Strategy (CEDS) report and supply timely information on plant closures and prospective plant closures and the number of employees affected to economic development representatives at the Des Moines, Iowa office. Keep abreast of EDA priorities when considering grant opportunities.
- II. Develop and Disseminate Economic Development Resources** - Create an internal ability to integrate the resources and expertise of the INRCOG staff in all regional economic development projects, where applicable. Provide the means to address all aspects of economic and community development through effective coordination and implementation of services and efforts.
- II. Support Current Economic Development Efforts** - Provide technical and administrative support for the efforts of communities and businesses to expand existing businesses, attract new business ventures, diversify and expand the economic base, and provide employment opportunities for the area's residents. Additionally, provide technical support to assist with workforce issues and housing development as they relate to job creation and community development.
- III. Assess and Address Future Economic Development Needs** - Assist communities in setting goals and planning for the future. Assist community leaders in coordinating infrastructure planning, financing, state and federal assistance programs, and rural revitalization. Provide analyses of the impacts of development on local infrastructure, housing, and existing market conditions.
- IV. Facilitate Communication and Collaboration** - Provide community leaders with data from business surveys to enhance development efforts. Facilitate optimum communication and coordination between all levels of economic development professionals (city, county, state) in order to clarify delivery of services, improve local understanding of economic and community development issues, avoid duplication of efforts, and inform local leaders of legislative action.

-----**ECONOMIC DEVELOPMENT ACTIVITIES**-----

The most notable undertaking of the past year for the INREDC was the implementation of a new collaborative marketing region. Although this group was a separate designation from the INREDC, the concept was initially engaged at the Technical Committee level and later fully supported by the INREDC in its entirety. The group, through a series of discussions, fundraising, and planning sessions submitted a successful application for funding to the Iowa Department of Economic Development.

In our effort to assist communities in examining their potential for sharing essential services with other communities to establish a greater level of efficiency the Cedar Valley Marketing Region is currently being implemented in our region. The six counties, in an effort to more effectively attract new business/employment opportunities to the Cedar Valley, are teaming up to create a new regional collaborative marketing region. INRCOG was successful in securing a substantial grant from the State of Iowa to help move the process forward. This group has developed an operational and business plan, is working on logo development, and has developed lead protocols among members.

Within the organization, INRCOG, several new staff members have been hired, including an Economic Development Coordinator, a Community Planner, and two Transportation Planners. While changing personnel typically presents unique challenges to the region, the fact that most of the region's representatives remained unchanged helped to ease the transition. The Economic Development Coordinator has worked with the INREDC representatives as a group and as individuals in order to further the goals of the region as identified in the region's Comprehensive Economic Development Strategy.

----- **Changes in Region's Economy** -----

Presented on the following pages are a several changes that have taken place in the economy of the Region VI Iowa Workforce Development Region, whose borders correspond with those of the INREDC region. The information is presented in both a data and a narrative format that tries to indicate the changes that have occurred in population, labor force unemployment, and industry projections over the past year.

Population

The 2000 U.S. Census reported the total population of the region (Black Hawk, Bremer, Buchanan, Butler, Chickasaw, and Grundy Counties) was 197,894. April 2006 estimates of the region's population were 210,793 which indicated a growth rate of 1.07 percent, which is less than the state of Iowa's growth rate of 1.9 percent during the same period.

Percent of Labor Force Unemployed

As can be seen in the following table, unemployment rates and work force data is compared for the time period between April 2006 and April 2007. As shown, the average annual unemployment rates for the entire region have declined since the last report. Unemployment percentages have decreased in every county and, as an average, the unemployment rate for the region has decreased by .3 percent. This indicates that economic development opportunities are spurring sustainable economic growth which has allowed the region to create and maintain employment. Compare this to Iowa's unemployment rate of 3.4 percent for April 2007, and 3.8

percent in April 2006, and it becomes clear that the region has also decreased its unemployment rate from a year ago in comparison to Iowa as a whole.

County	Unemployment Rates for April 2006 (%)	Unemployment Rates for April 2007 (%)
Black Hawk	3.8	3.4
Bremer	3.3	2.7
Buchanan	4.6	3.7
Butler	3.8	3.5
Chickasaw	4.8	4.1
Grundy	2.8	2.7
Average for Region	3.9	3.4
Iowa	3.8	3.4

Source: Iowa Workforce Development

Industry Projections

According to Iowa Workforce Development, the region can expect a total growth of 13,675 jobs by the year 2014 for all non-agricultural industries. This represents a 6.6 percent increase from current reported levels. While this is definitely a positive trend for the region, in relation to projections for the entire State of Iowa, the region's growth is less than 50 percent of the State's expected growth. The same projections for the State of Iowa for the same timeframe estimate an increase of 13.6 percent in industrial jobs (Source: www.iowaworkforce.org).

These are only a few of the measures of trends in the northeast Iowa Region of the INREDC. They are not exclusive, however they do point out essential information that can be used to plan future development initiatives.

-----Success Analysis-----

The following is an analysis of how the region has done with regard to the Scope of Work as established in previous revisions of the CEDS document. While progress has been made, the review indicates that substantial improvements can and should be made to performance.

I. Maintain EDA Eligibility

1. Supply the Economic Development Representative (EDR) with timely information on plant closures or prospective plant closures and the number of employees affected.
 - Information regarding plant closures and cutbacks is submitted to Bob Cecil periodically at the EDA office in Des Moines. Fortunately, there have been none this year in our region.
2. Submit an annual Comprehensive Economic Development Strategy (CEDS) report to the Denver Regional Office and EDR by June 30, 2007. Identify discrepancies or changes that need to be made to the current CEDS.
 - A report has been prepared and will be submitted on or about June 30th, 2007. It is likely that the region will conduct a complete revision of the current CEDS document during the coming fiscal year.
3. Submit a progress report to the Denver Regional Office and EDR by May 31, 2007.
 - This progress report has been provided to the Denver Regional office by May 31st, 2007 in accordance with scheduled due date.
4. Submit the Financial Reports to the Denver Regional Office by January 31, 2007 and July 31, 2007.
 - The first referenced Financial Report was submitted in accordance with the requirements of the grant award and subsequent reports will be submitted according to set deadlines.
5. Submit the Government and Performance Results Act (GPRA) report to the Denver Regional Office by June 30, 2007.
 - The GPRA report will be submitted in accordance with the requirements of the grant award.
6. Provide assistance to the six County Economic Development Committees to include board composition compliance assistance.
 - Assistance has been provided regularly to the County Economic Development Coordinators per their request. In addition, assistance has been provided directly to the Boards by way of presentations and appearances at local meetings regarding a variety of topics.

II. Develop Internal Mechanisms to Help Maintain and Create Employment and Development Opportunities

1. Update the “Regional Economic Development Resource Guide” to assist communities and leaders in development initiatives.
 - An updated “Regional Economic Development Resource Guide” is currently under development.

- INREDC staff routinely contacts new professionals in the region to introduce the Commission and invite their participation.
 - Currently, one of our six counties has an open economic development position.
2. Define and maintain an inventory of expertise of INRCOG staff and district development professionals.
 - This is an ongoing effort intended to improve the economic development performance of our region, and the inventory of expertise is continuously updated as new staff are hired.
 3. Maintain a library of economic development reference materials.
 - A great number of reference materials are maintained in the INREDC coordinator's office. This information is routinely referenced and shared with other economic development officials in and around the region. Examples include information on a variety of government assistance and/or guidance programs, best practice case studies, numerous economic development periodicals, Census information, reference data, website knowledge, and a compilation of media presentations relevant to local development efforts.
 - INREDC also utilizes Location One Information Systems (LOIS) which acts as a central repository for important site, building and community data that IDED and our collective clients utilize on a very frequent basis. We rely on the information available through LOIS to represent available sites and buildings for a specific request. Also, as the site selection industry continues to rely on electronic data, it is an expectation that states make accurate and timely data available online.
 4. Assess and integrate expertise of INRCOG employees in economic development projects.

Economic development projects that are undertaken in the INREDC region generally incorporate the skills of a number of people from throughout the region.

 - Even within the INRCOG office there are several people that are commonly involved on development projects, depending on the scope of the effort. Examples include incorporating land use planning personnel, transportation personnel, and accounting personnel, in addition to economic development professionals.
 5. Continue to expand professional knowledge base and expertise in development issues, tools and programs to include: housing, revolving loan administration, business credit analysis and financial packaging, economic impact analysis, tax increment financing and tax abatement, workforce development, and grantsmanship.
 - This is an ongoing effort conducted by staff and INREDC partners. The expansion of professional knowledge is achieved in a variety of ways including attending relevant economic development conferences, staying informed of current events in the world of economic development, and sharing strategies both within and outside of our region.
 - The previous Economic Development Coordinator for the INREDC Region, Brian Buethe, left the organization in February of 2007. Melissa Henriksen assumed the position of Economic Development Coordinator in April of 2007. In her short time in this position, Melissa has had the opportunity to become acquainted with a variety of EDA and Iowa Department of Economic Development resources by participating

in ongoing projects and working with communities to establish new and expanding business ventures.

In addition, she has also attended a variety of training seminars including the Smart Conference in Des Moines, Iowa in April of 2007, as well as the Professional Developers of Iowa (PDI) spring conference in Iowa City, Iowa on May 30-June 2, 2007. She has also attended the CDBG Administration Training Session on June 18, 2007 in Iowa City, Iowa.

6. Keep INRCOG staff members up to date on current projects and seek their input and technical assistance.
 - INRCOG staff members are regularly updated on current projects in order to garner their opinions and to identify and resolve any potential problems. This is done through three primary means of communication; weekly staff updates meetings, bi-weekly directors meetings, and direct communication via email, telephone, or face-to-face conversation.
7. Maintain relationship with the Professional Developers of Iowa organization for staff development, networking, and advocacy.
 - The INREDC Economic Development Coordinator maintains a membership in the PDI organization, attended their fall 2006 Conference in Des Moines, Iowa and is planning to attend the Spring Conference, which will be held in Iowa City, Iowa in May 30, 2007.
8. Work closely with the Iowa Department of Economic Development staff to ensure continued quality delivery of services.
 - Relationships with the Iowa Department of Economic Development staff are viewed as paramount to the success of the region. They are considered partners and an excellent resource as we work collectively to improve the economic welfare of our six-county region.

III. Assist Local Communities, Development Groups, and Businesses in Maintaining and Creating Current Employment and Development Opportunities

1. Provide technical assistance in the application of economic and community development grants and loans.
 - Most of the leads in the INREDC region are identified through cooperation with the above noted groups. It is the goal of the INRCOG to approach this goal by two means. First, educating local development and government officials of the opportunities that are available. Second, we will write and administer grant applications for various organizations in order to complete their projects.
2. Provide technical assistance for rural revitalization activities that coordinate and focus resources to non-urban areas of the district.
 - Because the INREDC region is predominately rural in nature, many of our efforts either directly or indirectly focus on rural areas. We maintain a good working relationship with our outlying communities and the Rural Development arm of USDA.

3. Assist regional industrial/business retention and expansion teams in providing information on available state and federal programs offered to businesses as well as relevant state regulations and tax policies.
 - The Economic Development Coordinator for the INREDC Region regularly shares information regarding resources available to new and expanding businesses in the region. This sharing of information is done via personal communication and through INREDC Board Meetings and INREDC Technical Committee meetings.
 - Staff also serves local governments by speaking at special city council and county supervisor sessions about state regulations, economic development opportunities, and tax policies and changes.
4. Assist communities in leveraging private investment dollars through local, state and federal incentives.
 - When an opportunity is identified, every effort is made to cooperate with our member communities and the development organizations in the area to work as a liaison between them and State and Federal authorities to make every effort to put sound economic development incentive packages into action.
 - Several private business expansions projects are being undertaken, including Zip's Truck Equipment, Inc. in New Hampton.
5. Assist member jurisdictions in implementing job creation projects such as the establishment of industrial parks, business retention and expansion, workforce development and other projects identified in the CEDS.
 - The City of Fairbank is currently expanding their existing Industrial Park in order to provide additional land ready for development. This expansion will also serve to buffer the community from a large ethanol plant that was recently constructed on the outskirts of the City.
 - In the City of Waterloo, the creation of Waterloo TechWorks is still under development.
 - Also in the City of Waterloo, a large coal electrical plant is scheduled to be constructed. The plant, when operational, is expected to have approximately 50 high paying jobs. The total financial investment in the plant is expected to near \$1 billion.
 - In Black Hawk County, Peregrine Financial Group (PFG), is currently proposing the construction of a \$10 million office complex that is expected to bring 35 new jobs to the Cedar Valley and is also projected to provide economic benefits estimated at more than \$125 million a year.
6. Provide technical assistance to help communities implement Comprehensive Plans concerning economic development activities, infrastructure improvements, expansion of housing options, workforce development, and other economic development elements.
 - INRCOG staff has, over the past year, been involved in a variety of planning efforts including comprehensive development plans, Hazard Mitigation Plans, and Urban Renewal Plans.
 - Information about this important assistance is provided in the INRCOG newsletter for others in the region
7. Continue to enhance the role of the INREDC Technical Committee for consultation and mutual support among members.

- INREDC Technical Committee is the most active committee for regional economic development in the six county area.
 - The Committee has recently formed the Cedar Valley Marketing Region whose role it is to develop a unified marketing strategy for the region. The Region has successfully obtained local and state funds to support their efforts.
8. Through community surveys, review existing business, housing, labor supply, and infrastructure needs to identify expansion and retention issues; attempt to assess needs, assets and resources.
 - No regional surveys were conducted over the past 12 months. However, a number of surveys were conducted in individual communities for purposes of assessing income eligibility for a variety of grant applications.
 9. Update communities as to current eligibility for EDA programs.
 - This is an ongoing effort done through emails, direct conversations, meetings, newsletters, direct mailings, and satellite telecasts provided by the EDA.
 10. Coordinate economic development planning and implementation with other economic development organizations affecting the area, especially EDA-funded grantees such as adjoining economic development districts and Native American Tribes, and University Centers.
 - A cooperative effort with organizations outside our region has taken place at least twice in the past year as it pertains to economic development advancement. The first example was a cooperative effort between INRCOG and Charles City Economic Development in order to attract a business expansion project to an abandoned manufacturing facility in the City of Nashua.

IV. Assist Local Communities, Development Groups, and Businesses in Maintaining and Creating Future Employment and Development Opportunities

1. Provide outreach to local development groups and governments in order to identify needs and improve/expand their capacity to initiate economic development projects; assist local efforts to increase capacity to service existing and future business and industry.
 - This goal is best reached when there is open communication between the Economic Development Coordinator and the local jurisdictions. The goal of most, if not all of the development organizations in our region, is primarily two-fold. First, we want to retain existing business and encourage their expansion when it is feasible. Second, we want to attract new potential employers to the area in order to help diversify our economic base.

We feel we can best serve these goals by continuing to offer planning and analysis services, sharing information on new and existing assistance programs, and educating our member communities on how they can best proceed with their economic development efforts.
2. Assist metro, regional, and state development organizations in the creation and distribution of economic development informational materials and resources. Bring focus on workforce development issues.
 - Our State and Federal partners keep INRCOG well informed of economic development initiatives and programs. We also receive a variety of requests from

our member communities seeking information on new and existing initiatives. Therefore, we are diligent in passing any information we receive onto our communities in order to help them help themselves. Furthermore, we work as a source of technical assistance to our member communities if they have questions or need direct assistance to take advantage of eligible programs.

One of the primary development tools any community has is the ability to sell its workforce to potential employers. To that end the improvement of the local workforce is an ongoing goal that is facilitated by fostering an educational atmosphere for potential workers.

3. Develop and provide housing market analyses for communities, and promote housing efforts that support economic development activities. Be a key resource for the development and use of tax increment financing for housing development.
 - This effort is primarily served in two capacities. The first is the coordination the City, County, and Economic Development officials in our region have with the regional housing planning department and Iowa Northland Regional Housing Commission, both of which reside at INRCOG. The second, which is facilitated by the Economic Development Coordinator, is an effort to educate City and County officials as to the availability and proper use of tax increment financing (TIF). There has been a recent upsurge in the number of rural communities using TIF dollars as an incentive to potential housing developers. This is especially true in communities near the larger metropolitan area of Waterloo/Cedar Falls, where many smaller communities view themselves as “bedroom” or “satellite” communities to the larger urban area.
4. Assist communities in examining the potential for sharing essential services with other communities or private organizations to help establish a greater level of efficiency and comfort with public/private partnerships.
 - As stated above, a notable example of sharing services for the greater good is currently being implemented in our region. The six counties, in an effort to more effectively attract new business/employment opportunities to the Cedar Valley, are teaming up to create a new regional collaborative marketing region. INRCOG were successful in securing a substantial grant from the State of Iowa to help move the process forward. This group has developed an operational and business plan, is working on logo development, and has developed lead protocols among members.
5. Focus on education in the development and use of tax increment financing for both industrial and housing projects.
 - INREDC is often invited to speak and give advice to development groups, City Councils, Boards of Supervisors, etc. in order to educate new members on the benefits and the extent to which they can use TIF for the greater good in their communities. TIF is a tool that is commonly used in our region and has been viewed as a success in most instances.
6. Identify regional projects and visions for diversification of entire region.
 - The best example of this playing out in the INREDC region is the creation of the Waterloo Tech Works facility in downtown Waterloo, Iowa. This project will focus primarily on developing new uses for many agricultural commodities produced in

Iowa and the Midwest. By expanding to uses of local commodities it will eventually result in less dependence on specific traditional markets for these goods.

7. Work with communities to build awareness of the value of planning for development initiatives and the necessary tools and mechanisms for encouraging economic growth and diversification.
 - Again, this is an ongoing effort that is addressed by attending meetings, sharing information and having frank discussions with local leaders on the future of their communities and the region as a whole.

V. Develop Program Support Initiatives and Effective Marketing Strategies to Integrate Development Efforts throughout the District

1. Define and describe INREDC and INRCOG products and services and market to member and district jurisdictions through brochures, newsletter, public meetings, updated website, media release, etc.
 - INREDC and INRCOG employees attend hundreds of meetings on an annual basis. Generally, we attend these meeting in order to help educate or to administer programs for which we are directly involved with or at least aware. We also maintain a website (www.inrcog.org) and prepare a newsletter six times/year. These efforts are made in order to maintain an awareness of products and services available to our member communities.
2. Maintain an up-to-date directory of district development professionals and make it available to those persons, as well as local city and county officials and businesses.
 - We have on file a directory of district development professionals that is available to all who are interested. This information is compiled with the help of the INREDC Technical Committee.
3. Provide information through INRCOG's bi-monthly newsletter, which promotes economic development activities, creates awareness of educational activities, and explanations and deadlines for grants and technical assistance.
 - When new initiatives or current opportunities are available the newsletter is often used to forward this information onto our current membership and partners.
4. Attend regional, county and municipal EDC meetings.
 - This is an ongoing effort that may be expanded in the coming year.
5. Strengthen the INREDC Technical Committee.
 - The INREDC Technical Committee works extensively together to share new ideas, provide advice to one another, accomplish tasks identified in the CEDS document, and provide guidance for new initiatives.
6. Track economic development successes and failures within the district.
 - This is an ongoing effort, made possible by the cooperation and input of the INREDC Technical Committee.
7. Assist local EDCs in establishing their goals and objectives, and any other organizational matters.

- This goal is accomplished through a continual sharing of information, the CEDS planning process, and formal presentations to governing bodies.
8. Support county-wide economic development organizations to provide local leadership training, community certification and preparedness, and cooperative attitudes on economic development issues.
 - This goal has been addressed by sharing educational opportunities with member communities through our website, our bi-monthly newsletters, emails, and direct correspondence between INRCOG and our member communities.
 - INREDC, the Greater Cedar Valley Alliance (GCVA), and local chambers, together with the Waterloo-Cedar Falls Courier, are developing a Cedar Valley Marketing guide that will include employment, entertainment, and quality of life information. It is intended that this guide will be mass distributed through these organizations both within and outside of our region.
 9. Develop educational seminars, professional presentations on development related topics.
 - This goal has been met primarily by inviting presenters from outside the organization to come and address the INREDC Board in the past five months. Beyond that, an effort to get individuals to attend educational presentation through IDED and EDA has been an often-used method of accomplishing the goal.

-----PRIORITY GOALS FOR COMING YEAR-----

As indicated earlier in this document, the priority goals for the coming year will closely mimic the goals of last year. As new staff and new members acquaint themselves with the objectives and develop opinions, these goals may change throughout the year. A thorough analysis will need to take place to determine which projects will be prioritized in the coming months.

Please note that under the category of “Timeframe”: S = Short Term, L = Long Term, and O = Ongoing.

I. Maintain EDA Eligibility

Objectives	Responsible Party	Timeframe (S, L, O)
Prepare and submit the annual CEDS to the Denver Regional EDA Office as scheduled.	Staff, INREDC	O
Prepare and submit the INREDC Progress & Financial Reports to the Denver Regional EDA Office.	Staff	O
Supply EDA with timely information on regional plant closures, cutbacks, and projected plant closures including number of employees affected.	Staff	O
Provide assistance to the six County Economic Development Committees to include board composition compliance assistance.	Staff	O

II. Develop and Disseminate Economic Development Resources

Objectives	Responsible Party	Timeframe (S, L, O)
Update "Regional Economic Development Resource Guide" to assist communities and leaders in development initiatives.	Staff	O
Define and maintain an inventory of expertise of INRCOG staff and district development professionals.	Staff	O
Maintain a library of economic development materials, including Community Quick References.	Staff	O
Assess and integrate expertise of INRCOG employees in economic development projects.	Staff	O
Continue to expand professional knowledge base and expertise in development issues, tools and programs to include: housing, revolving loan administration, business credit analysis and financial packaging, economic impact analysis, tax increment financing and tax abatement, workforce development, grantsmanship, etc.	Staff	O
Keep all INRCOG staff members up to date on current projects and seek	Staff	O

their input and technical assistance.		
Maintain relationship with the Professional Developers of Iowa organization for staff development, networking, and advocacy.	Staff	O
Work closely with the Iowa Department of Economic Development staff to ensure continued quality delivery of services.	Staff, INREDC	O

III. Support Current Economic Development Efforts

Objectives	Responsible Party	Timeframe (S, L, O)
Provide technical assistance in the pre-application of Economic/Community Development grants and loans.	Staff	O
Provide technical assistance for rural revitalization activities that coordinate and focus resources to non-urban areas of the district.	Staff	O
Assist regional industrial/business retention and expansion teams in providing information on available state and federal programs offered to businesses as well as relevant state regulations and tax policies.	Staff	O
Assist communities to leverage private investment dollars through local, state and federal incentives.	Staff	O
Assist member jurisdictions in implementing job creation projects such as the establishment of industrial parks, business retention and expansion, workforce development and other projects identified in the CEDS.	Staff	S, O
Provide technical assistance to help communities implement Community Builder Plans, Housing Action Plans, and Comprehensive Plans concerning economic development activities, infrastructure improvements, expansion of housing alternatives, workforce development, and other economic development elements.	Staff	O
Continue to enhance the role of the Regional Economic Development Technical Committee, explore potential for consultation and mutual support among members.	Staff, INREDC	O
Through community surveys, review existing business, housing, labor supply, and infrastructure needs to identify expansion and retention issues; attempt to assess needs, assets and resources.	Staff, INREDC	O
Update communities as to current eligibility for EDA programs.	Staff	O
Coordinate economic development planning and implementation with other economic development organizations affecting the area, especially EDA-funded grantees such as State and Urban Planning grantees, adjoining economic development districts and Indian Tribes, and University Centers.	Staff, INREDC	O

IV. Assess and Address Future Economic Development Needs

Objectives	Responsible Party	Timeframe (S, L, O)
Expand personal outreach to local development groups and governments in order to identify needs and improve/expand their capacity to initiate economic development projects; assist local efforts to increase capacity to service existing and future business and industry.	Staff	O, S
Assist metro, regional, and state development organizations in the creation and distribution of economic development informational materials and resources. Bring focus on workforce development issues.	Staff	S, O
Provide technical assistance to member jurisdictions, development corporations and businesses in the creation, processing and servicing and utilization of loans through existing Revolving Loan Funds in the region.	Staff, INREDC	L
Develop and provide housing market analyses for communities, and aggressively promote housing efforts that support economic development activities. Become a key resource for the development and use of Tax Increment Financing for housing development.	Staff	S, O
Assist communities in examining the potential for the sharing of essential services with other communities or private organizations to help establish a greater level of efficiency and comfort with public/private partnerships.	Staff	S, O
Focus on education in the development and use of Tax Increment Financing for both Industrial and Housing projects.	Staff	O
Identify regional projects and visions for diversification of entire region.	Staff, INREDC	S, L, O
Work with communities to build awareness of the value of planning for development initiatives and the necessary tools and mechanisms for encouraging economic growth and diversification.	Staff	O
Increase communities' capacity to identify, plan, develop, and market agriculture-related heritage tourism opportunities, in cooperation with the "Silos & Smokestacks" National Heritage Area.	Staff	O

V. Facilitate Communication and Collaboration

Objectives	Responsible Party	Timeframe (S, L, O)
Define and describe INREDC and INRCOG products and services and market to member and district jurisdictions through brochures, newsletter, public meetings, media release, etc.	Staff	S, O
As part of the Resource Guide, maintain an updated directory of district development professionals and make it available to district development professionals, local city and county officials, and businesses.	Staff, INREDC	S, O
Provide information through INRCOG's bi-monthly newsletter which promotes economic development activities, creates awareness of educational activities, and explanations and deadlines for grants and technical assistance.	Staff	O
Attend regional, county and municipal EDC meetings on a frequent basis.	Staff	O
Strengthen the technical advisory committee of development professionals.	Staff	S
Create case study resource to describe successes and failures within the district.	Staff	L, O
Assist local EDCs in establishing their goals and objectives, and any other organizational matters.	Staff	S, O
Support countywide economic development organizations to provide local leadership training, community certification and preparedness, and cooperative attitudes on economic development issues.	Staff	O, L
Organize Bi-annual legislative forum for state legislators and candidates representing the INREDC district.	Staff, INREDC	O
Develop educational seminars, professional presentations on development related topics.	Staff, INRCOG	L

VI. Track and Document CEDS Implementation Activities

Objectives	Responsible Party	Timeframe (S, L, O)
Educate each member of the INREDC on specific objectives as defined in the CEDS.	Staff	S, O
Require quarterly reports that indicate how much time has been spent on specific project identified in the CEDS.	Staff	S, O
Incorporate new strategy discussions into ongoing INREDC Board and Technical Committee gatherings/meetings.	Staff	O

Request countywide updates of progress made on community specific projects identified in the CEDS.	Staff	O
Coordinate efforts to implement a new Collaborative Marketing Region known initially as the “Cedar Valley Marketing Region” in order to be more competitive in an increasingly global economy.	Staff, INREDC Members	L

Attachments