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Iowa Northland Regional Economic Development Commission

Annual Comprehensive Economic Development Strategy and Progress Report (#05-83-05378-02)

For the Period of:
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Prepared by the Iowa Northland Regional
Economic Development Commission (INREDC)
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ADJUSTMENTS FOR CURRENT YEAR

In the past year, the INREDC region has continued to experience the effects of a weakening agricultural market and its impacts on agricultural commodity producers as well as agricultural-related manufacturing.

In recent years, farm incomes have steadily been declining. In turn, with fewer resources for producers to invest, demand for farm-related manufacturing has slowed as well. This has resulted in layoffs for some major agriculture-related employers in the region in recent years. Employers continue to report that hiring of certain employees remains difficult, specifically skilled laborers including welders and computer numerically controlled (CNC) operators. Although this seems to be an issue in the Midwest, it remains a serious concern in the region as expansions and relocations are difficult when employees are unavailable. The region continues to explore workforce issues and options to assist with training and retraining of the employment pool, both internally and externally to the region.

That said, the region's overall economy remains relatively positive – consistently experiencing a regional unemployment rate near or below 5 percent. However, concern still lingers over the impacts of a stalled agriculture economy if it does not begin to change direction.

The region has continued to pursue economic development efforts outlined in the INREDC's 2012 Comprehensive Economic Development Strategy (CEDs). We were involved in a number of development endeavors including economic development, planning, grant-writing, taking advantage of educational opportunities, and administering projects, all of which are consistent with our CEDs. As is stated in our CEDs, our goals are as follows:

- Goal #1: Aggressively Address the Workforce Needs of the Region
- Goal #2: Continue to Develop and Capitalize on the Following Regional Clusters: Advanced Manufacturing, Bio-fuels and Alternative Energy, Food Processing, Information Technology, Logistics and Distribution, and Wind Power
- Goal #3: Maintain and Improve the Economic Vitality of the Region
- Goal #4: Assist Businesses and Industries with Disaster Preparedness
- Goal #5: Foster Effective Transportation Service for Projects
- Goal #6: Protects and Enhances the Environment

- Goal #7: Local Projects Will Be Consistent with Federal and State Economic Development Plans and Programs
- Goal #8: Recognize that Technology Will Play a Crucial Role in Economic Development
- Goal #9: Work to Balance Resources in Economic Development Processes
- Goal #10: Define the Available Economic Development Funding Sources
- Goal #11: Maintain INREDC's Economic Development District Status

As outlined in our planning grant's scope of work, we believe CEDS Goals 1, 2, 3, 10, and 11 illustrated the primary focus of the planning grant year. However, that does not mean the other goals identified in the current CEDS (2012 Revision) were not considered when carrying out the needs of our region. All eleven of these goals are important aspects of economic development in the region and were integrated into projects and the Scope of Work as was appropriate. All eleven goals, and their reports, are listed sequentially in the next section, despite only five being identified in the scope of work.

In addition, significant new economic development projects are reported later in the Evaluation section of this report consisting of both expanded and new operations, as is our updated Board and Planning Committee member rosters.

REPORT

The following report reflects the EDA-funded economic development activities throughout the past year, referencing the Scope of Work as set forth in the Planning Grant Amendment (#05-83-05378-02).

CEDS Goals #1 & #2: Assist Local Economic Development Groups and Governments to Continue to Develop and Capitalize on Existing Regional Clusters and Aggressively Address the Workforce Needs of the Region:

- **Assist in identifying the workforce needs of the Region**
 - Accomplishments Achieved: The Cedar Valley Regional Partnership (CVRP), which emphasizes marketing of our region, also focuses on the business/industry clusters in the region (Advanced Manufacturing, Bio-fuels and Alternative Energy, Food Processing, Information Technology, Logistics and Distribution, and Wind Power) as well as workforce needs of the region. Our educational partners, University of Northern Iowa (UNI) and Hawkeye Community College (HCC), are also focused on both of these areas, as is evident in the programs they offer to their respective institutions, students, surrounding communities, and businesses.
 - Quantifiable Deliverables: The table in the following section shows the investments made within our region.

Hawkeye Community College (HCC) has updated their curriculum to focus on providing training for specialized laborers (i.e. welders, CNC operators, etc.) These programs include a shorter, more intense, training timeline that will allow the students to enter the workforce quicker.

Incidentally, the INREDC Board held one of their meetings at HCC, received a presentation, and toured their educational laboratories during this past year. Further, regional economic development professionals in our region continue to make inroads into the secondary education institutions (high schools) in order to inform students about modern manufacturing processes. Their primary focus has been to provide information regarding the need for workers in certain skill professions, while showing students that these types of positions pay a decent living wage and offer a good work environment.

In the past year, the Greater Cedar Valley Alliance and Chamber launched a new “Live the Valley” regional marketing campaign. This effort is focused on attracting new families and workforce to the area by focusing on our strong quality of life.

- Difficulties Encountered: Our region continues to struggle with workforce challenges, both in the overall quantity of available workers and enough skilled workers to fill certain skill positions.

- **Assist in efforts to provide training for new workers or retraining for existing or displaced workers**
 - Accomplishments Achieved: This is ongoing and on an as-needed basis. In recent years, our region has experienced agriculture-manufacturing layoffs. These layoffs are in response to slowing sales due to drop in commodity prices. Companies with significant layoffs in the past year have included John Deere, (which has had to lay-off over 1,000 employees in the Waterloo area in the past two years), GMT, and Black Hawk Engineering. Unverferth Manufacturing experienced their third and fourth rounds of layoffs this past September and January.
 - Quantifiable Deliverables: Within our region, displaced workers appear to be able to find employment, as many existing companies are seeking qualified individuals. The region’s low unemployment rate, consistently at approximately 5 percent, also supports this. The demand for skilled labor remains high. With that said, in some instances these downsizings are requiring retraining in the required skill sets of the affected persons, worker relocation, and unfortunately, possibly some underemployment.

Hawkeye Community College, in coordination with Iowa Workforce Development, provides a “rapid response” team to help workers get training and find new employment. This is in addition to their other training and programs previously discussed.
 - Difficulties Encountered: No significant difficulties were experienced.
- **Assist in cultivating existing identified regional clusters**
 - Accomplishments Achieved: This is a continuous action step for our region. The clusters previously identified have been maintained.
 - Quantifiable Deliverables: Again, economic development professionals continue to focus on the clusters we have identified in our CEDS, in their marketing, retention, and attraction efforts. Specifically, as they attend trade shows and make corporate visits under the auspices of the Cedar Valley Regional Partnership, our local economic development professionals target companies that fit within our identified regional clusters.
 - Difficulties Encountered: No significant difficulties were encountered.

CEDS Goal #3: Maintain and Improve the Economic Vitality of the Region:

- **Assist existing businesses so that they might expand and flourish**
 - Accomplishments Achieved: Our region's focus regarding economic development has been on assisting existing businesses or businesses that are part of our regional clusters, which is also consistent with the state of Iowa's philosophy.
 - Quantifiable Deliverables: As the following section illustrates, the economic development projects that INREDC worked on have been primarily with businesses and organizations currently located in our region during the past year. The CVRP focuses their site selection and corporate visits on existing companies to both retain and expand job opportunities.
 - Difficulties Encountered: Regional economic vitality is influenced by state, national, and global economic conditions the region has no control over. No significant difficulties were experienced.

- **Encourage new business development, including development of entrepreneurial activity**
 - Accomplishments Achieved: When contacted by local economic development officials, the state of Iowa, or local government officials, we have provided guidance and direction to new business start-ups as has been requested.
 - Quantifiable Deliverables: The quantifiable deliverables provided under this action step including meetings, phone calls, emails, and other correspondence with either the company, an individual representing the company, local government, and/or the local economic development professional. The INREDC and CVRP have ongoing relationships with the University of Northern Iowa Entrepreneurial Program.
 - Difficulties Encountered: We continue to face challenges identifying new businesses that may need assistance and that meet the state's wage threshold requirements.

- **Work seamlessly with the US Department of Commerce Economic Development Administration and the Iowa Economic Development Authority to assist communities in our region**
 - Accomplishments Achieved: INREDC and INRCOG continue to work to achieve this task.
 - Quantifiable Deliverables: During the past year, INRCOG and INREDC have solidified scope of work requirements related to EDA including projects, reporting, employee assignments, and administration. We are maintaining our projects to the expectations of EDA, as well as to those of our local cities, counties, and economic development organizations. All planning and project reports have

been, and will be, filed in a timely manner. We recently notified EDA that we are nearing completion of the Waterloo Pump Stations Project.

In the past year, significant efforts have also been made as INREDC staff is in the process of updating the region's CEDS, which expires in 2017. This has included several meetings with economic development professionals and elected officials to gather input via SWOT analyses.

The INREDC also has an EDA Revolving Loan Fund program. The RLF's Administrative and Operational Plan was updated and submitted to EDA in April, 2016.

- Difficulties Encountered: Work on all of our EDA projects and programs continue to be a priority.
- **Maintain our positive working relationships with the local economic development commissions, organizations, and staff members.**
 - Accomplishments Achieved: Our organization has continued to focus on and recognize the importance of a regional economic development approach through building positive relationships with our local development organizations, as well as with EDA and the state of Iowa.
 - Quantifiable Deliverables: We meet regularly with all of our economic development organizations and entities, specifically through the Cedar Valley Regional Partnership (CVRP), which is a consortium of local development professionals. The INREDC Board meets on a quarterly basis to discuss economic development initiatives and policy. We continue to engage the local development groups through requests for input on the CEDS and offering strategic planning services to their organizations. In turn, this allows us to request their assistance with implementing our CEDS. As previously stated, INREDC and INRCOG also provided grant writing/administration, procurement, and fiscal management services for the CVRP.
 - Difficulties Encountered: No noteworthy difficulties or problems were experienced.
- **Identify regional projects and visions for diversification of entire region.**
 - Accomplishments Achieved: We have chosen to utilize INREDC meeting time more effectively with regard to local project identification and discussion among members to allow for the coordination of planning.
 - Quantifiable Deliverables: As was previously stated, we have integrated project overview discussion time on our INREDC Board and Technical Committee agendas. We also added an educational component (presentations, tours, etc.) to all of our Board agendas this past year. Finally, with the success of the Cedar

Valley Regional Partnership (CVRP), project information is shared regularly among all of the local economic development organizations and with INREDC.

- Difficulties Encountered: The development of the CEDS has afforded our organization the opportunity to plan for the future of the region, including diversification of the economy. After the CEDS planning process is completed next year, implementing some of the long-term visions established in the CEDS will be challenging because many of the factors and influences are beyond local control.
- **Continue to use the Cedar Valley Regional Partnership as a vehicle to promote the region and cooperative activity.**
 - Accomplishments Achieved: This is an ongoing task to which our organization is committed. We helped create this consortium of local economic development professionals, which was legally formed under Iowa law nearly a decade ago, and while we are not technically a voting member of the partnership, we serve in a leadership role as facilitator, contributor, and financial manager for them. The members of the CVRP recently re-affirmed their Memorandum of Understanding (MOU) identifying the organization's goals as well as the roles and responsibilities of CVRP partners.
 - Quantifiable Deliverables: As noted above, INREDC and INRCOG provide all of the ongoing fiscal oversight, administration, and management for the CVRP at no cost to their organization. We continue to offer our facilities to their organization for meetings and functions. Finally, our staff will continue to write any grants for funding and/or procure professional services on their behalf.
 - Difficulties Encountered: No difficulties were experienced.
- **Assist communities in leveraging private investment dollars through local, state and federal incentives.**
 - Accomplishments Achieved: As is illustrated in the following section of this update—Evaluation of Effectiveness—there have been several economic development successes in our region.
 - Quantifiable Deliverables: The table in the next section of this update presents the regional economic development projects during the past year. As shown, we can document approximately \$92 million in private investment and approximately \$5.8 million in public investment for regional economic development projects during the past year. Said investments can then be credited with creating or retaining approximately 435 jobs in our region.
 - Difficulties Encountered: No significant difficulties encountered. The table shows that private investment has been infused all of the projects.

- **Provide education in the development and use of tax increment financing for both industrial and housing projects.**
 - Accomplishments Achieved: We have re-established our organization as a provider for both TIF education and products (plans, ordinances, and technical assistance) for our member communities.
 - Quantifiable Deliverables: During the previous year, we have offered technical and planning assistance regarding TIF to our members. Further, we provide TIF planning projects pending in member communities specifically this year on using TIF for low- and moderate-income housing developments. This service has been made possible through staff education, training, and experience, as well as working more closely with municipal bond (legal) counsel and public financing companies (Speer Financial, Northland Financial, and Piper-Jaffrey).
 - Difficulties Encountered: No significant problems or challenges were experienced.

- **Provide technical assistance to help communities implement Comprehensive Plans concerning economic development activities, infrastructure improvements, and expansion of housing options, workforce development, and other economic development elements.**
 - Accomplishments Achieved: One of INRCOG’s primary services is working with communities to develop Comprehensive Land Use Plans. Within said plans are elements addressing community development, infrastructure, housing, workforce development, and transportation, all of which affect economic development. Because of the size of the undertaking and staff limitations, our agency generally completes two or three Comprehensive Plans per year. Incidentally, these Plans are a policy instrument that act as the foundation for a community’s land use regulations, urban renewal plans and revitalization efforts, and capital improvements programs.
 - Quantifiable Deliverables: In addition to local government and planning staff, we ask economic development staff to participate in the comprehensive planning process when a community is developing or updating plans. This allows us to share programmatic information with the community while affording the staff member a chance to obtain information regarding the community’s growth plans and aspirations.

During this past year, our agency completed Comprehensive Plans for La Porte City and Bremer County. We are currently in the process of updating the City of Waterloo’s Comprehensive Plan. We are also in the process of negotiating a contract with the City of Elk Run Heights to update their plan.

Related to land use and development, our Metropolitan Planning Organization (MPO) utilizes its current long range transportation plan, which sets priorities and identifies funding for programing transportation improvements within the Waterloo-Cedar Falls Metropolitan Area. In addition, the complementary Long-

Range Transportation Plan for the remainder of our region is also well underway. These plans, and the projects they contain, are crucial to economic development efforts and land use policy in our region.

INRCOG wrote one CDBG grant this past year that, unfortunately, was not funded. We are currently administrating four Community Development Block Grant (CDBG) infrastructure (water/sewer; community facility/storm water; housing). We have also worked with, and provided technical assistance to, a number of communities in preparation of future CDBG applications, including the cities of Wellsburg, Winthrop, Greene, Brandon, and Independence. Also under CDBG, INRCOG managed the local review and scoring of all water/sewer and housing applications that are submitted to IEDA from our region.

Other economic development and quality of life projects in which we participated include preparing and submitting recreational amenities grant applications such as the Resource Enhancement and Protection (REAP) Grant Program; Land, Air, and Water Conservation (LAWCON) Grant Program; Blue Zones (healthy living and economic sustainability) initiatives; hazard mitigation and watershed management; and organizational development of a locally-grown/food policy council.

- Difficulties Encountered: Available grant funding is always a concern as there is never enough to meet the state's need. This past year, IEDA changed their CDBG application requirements which have forced cities to spend more time and money up front, before submitting an application, to meet the new requirements. New requirements include completion of the environmental review, securing local funding match and approval of facility plans for projects requiring a Department of Natural Resources (DNR) permit. These changes have forced some communities to delay submitting applications in order to allow time to meet the new readiness standards. With regard to comprehensive planning, limited staff and resources continue to constrain the number of plans which can be completed in a given year.
- **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 Indian Tribes, and University Centers.**
 - Accomplishments Achieved: During the past year, INRCOG/INREDC worked with our neighboring Councils of Governments and EDDs on projects as the opportunities presented themselves, most of which were cross-boundary service related issues or providing technical assistance. As previously stated, we have added the Director of the Institute of Decision Making at the University of Northern Iowa (UNI) (EDA University Center) and the Economic Development Director of Hawkeye Community College to the INREDC Board of Directors.
 - Quantifiable Deliverables: In all instances, we worked well with all of the COGs and EDDs in our attempts to bolster our economies while assisting our member communities.

- Difficulties Encountered: Inter-regional projects did create an opportunity for us to work with our counterpart agencies on endeavors with economic development ramifications. In the end, the experiences at the local level were positive.

CEDS Goal #4: Assist Businesses and Industries with Disaster Preparedness

- Accomplishments Achieved: This is an ongoing goal implemented as needed.
- Quantifiable Deliverables: We are currently in the process of updating our CEDS Resiliency Strategy to consider both economic and natural hazard shocks in response to the new CEDS requirements. We have also accomplished the following disaster-related planning efforts this past year.

Our organization worked a number of Hazard Mitigation Plans in our region. Of note, a new Butler County Multi-Jurisdictional (MJ) Hazard Mitigation Plan (HMP) was approved by the Federal Emergency Management Agency (FEMA) in the past year. Plan includes all ten incorporated cities in Butler County.

We are also in the process of updating three other MJ HMPs, for: Bremer County, Buchanan County, and Grundy County. While Bremer and Buchanan funding was awarded in the previous year, Grundy County was awarded federal (FEMA) and state funds through the Hazard Mitigation Grant Program (HMGP) to update their MJ HMP this past year. Though at different stages, meetings have been held for all three plans. In addition, all three plans are on schedule to finalize in 2017, as their current FEMA approved plans will expire in 2017.

Our only county that has not had their plan updated in the past two years, but is currently in the process of being updated, is Chickasaw County, which has a current plan. In short, all of our jurisdictions are covered by an MJ HMP, and our organization and members are committed to maintaining that status.

The Waterloo EDA project for residential and commercial pump stations was successfully closed this past year. The project included the construction of five separately-sited commercial pump projects. Though not funded by EDA, three residential pump stations have been successfully constructed that complement the commercial stations.

In 2015, INRCOG wrote a successful CDBG grant and we are now administering the resulting community facility project to mitigate flooding and storm water runoff. We submitted two applications for sirens and are working on two infrastructure projects under the HMGP program this past year.

We also continue to implement disaster-related housing projects including structural acquisitions and redevelopment initiatives.

- Difficulties Encountered: Our most significant difficulty encountered was identifying consistent funding availability to implement projects and initiatives identified in the plans.

CEDS Goal #5: Foster Effective Transportation Service for Projects

- Accomplishments Achieved: INRCOG is in the process of implementing its recently-completed Long Range Transportation Plan for the Metropolitan Planning Organization (MPO). INRCOG also designed and identified locations for 150 way-finding signs plus bicycle route navigational signs throughout the MPO. In this past year, staff has also begun work on a pedestrian master plan for the MPO and completed the organization's first Long Range Transportation Plan for the Regional Transportation Authority (RTA) for all of areas in our EDD region not located in the MPO. Ongoing support is provided to cities and counties through monthly public policy and technical committees for both the MPO and RTA.
- Quantifiable Deliverables: Completion of the transportation plans justifies the allocation and programming of transportation funds (capital and planning) which is accomplished through the Transportation Improvement Program (TIP), Transportation Alternative Program (TAP), and Transportation Work Programs (TPWP). INRCOG is responsible not only for the plans, but the TIPs, TAPs, and TPWPs for the MPO and RTA. Regarding the TIP, TAP and TPWPs for both entities, the annual drafts of both documents, with funding allocated through 2020, are out for public comment and the finished products will be presented to their respective boards for approval by this summer.

Specific transportation projects with strong economic development impacts addressed this past year include reconstruction of an approximate 2.5 mile stretch of a business corridor on University Avenue in Cedar Falls which connects to Waterloo; a highway access and overpass project at IA Hwy 58 and Viking Road in Cedar Falls; US Hwy 218 and Cedar Wapsi Road in rural Black Hawk County; reconstruction projects along IA Hwy 57 in Cedar Falls, Hudson Road in Cedar Falls, and US Hwy 63 in Waterloo; and the beginning of a corridor study that looks at a potential northeastern industrial bypass of the Waterloo/Cedar Falls metropolitan area.

Our staff also continues to participate in the Complete Streets efforts in Waterloo and Cedar Falls. In the end, we hope that the Complete Streets projects we review will positively affect quality of life, enhance local/central business districts, solidify neighborhood preservation efforts, encourage multiple transportation modes, and as a result maintain and improve economic vitality whenever possible.

- Difficulties Encountered: Other than having to continuously seek funding for such large transportation and Complete Streets projects we identify, no significant difficulties were experienced.

CEDS Goal #6: Protects and Enhances the Environment

- Accomplishments Achieved: In the past year, we completed county-wide Resource Enhancement and Protection (REAP) plans for Bremer and Buchanan counties. These plans identify goals and projects to further enhance and protect the county's environmental, recreational, and historical resources. A REAP plan for Grundy County is currently underway.

INRCOG has also participated in several watershed planning initiatives to reduce nitrate and phosphates runoff as well as mitigation flooding. These multi-jurisdictional efforts include the Cedar River Basin area, including the Upper Cedar Watershed and the Middle Cedar Watershed, stretching from southeastern Minnesota to Cedar Rapids, Iowa. This program is still in its infancy; we have prepared and submitted proposals for watershed planning and financial administration

INRCOG also conducts environmental reviews for Community Development Block Grant projects for housing and public infrastructure and identifies mitigation actions as appropriate. We also provide technical assistance to communities when they need additional resources or expertise while completing their own environmental reviews for projects.

- Quantifiable Deliverables: All economic development projects must adhere to environmental regulations, as is required by program, in order to receive assistance.
- Difficulties Encountered: Some difficulty is experienced in local jurisdictions identifying funding sources for planning initiatives.

CEDS Goal #7: Local Projects Will Be Consistent with Federal and State Economic Development Plans and Programs

- Accomplishments Achieved: This is an ongoing action step that continues to be implemented.
- Quantifiable Deliverables: Required by program; projects have remained consistent.
- Difficulties Encountered: None were noted or identified.

CEDS Goal #8: Recognize that Technology Will Play a Crucial Role in Economic Development

- Accomplishments Achieved: This is also an ongoing goal. In the past year, the Cedar Valley Regional Partnership (CVRP) reached out to locally owned internet utility providers. A roundtable discussion brought together economic development professionals and the utility providers to identify the importance and capability of local internet services and the importance/need to stay-up-to-date on technology to give the region an economic development advantage.

- Quantifiable Deliverables: All economic development projects are being impacted by technology. We should note that the CVRP, with our staff participation, is working with internet service providers and municipal utilities to enhance service to our businesses and industries including encouraging installation of infrastructure that will place our region at an economic advantage when it comes to web connectivity. In addition, this effort provides an educational opportunity for CVRP members.

Also, the CVRP has begun the development of a new website to allow them to reach people more effectively while providing more current information to prospective business clients. The website development has included a strategic planning process to optimize the website functionality and appearance from internet search engines. The Cedar Valley Alliance, a member of the CVRP, recently launched the Gigabit Valley website highlighting the competitive advantages to industry and entrepreneurs that areas with high speed fiber internet access provider.

- Difficulties Encountered: Other than staffing shortages, no difficulties were noted during the past year.

CEDS Goal #9: Work to Balance Resources in Economic Development Processes

- Accomplishments Achieved: This is also an ongoing goal.
- Quantifiable Deliverables: All economic development projects require a balancing of resources, not to mention the utilization of multiple funding sources. See the table presented in the next section, Evaluation of Effectiveness.
- Difficulties Encountered: No difficulties were noted during the past year.

CEDS Goal #10: Define the Available Economic Development Funding Sources

- **Identify possible funding sources for governments and businesses**
 - Accomplishments Achieved: As one of the primary charges of INRCOG, our agency works diligently to identify possible funding sources for our local member governments and their businesses and industries.
 - Quantifiable Deliverables: During the past year, we continued to provide a significant amount of technical assistance to our members regarding potential funding sources for many different types of projects. This information was provided via personal visits, phone conferences/conversations, emails, presentations, and through meetings.

INRCOG sends a quarterly newsletter to all member jurisdictions which, among other relevant information, provides a list of upcoming grant opportunities. Staff also notes potential funding sources and grant opportunities at the various meetings we host throughout the year. The INRCOG website also identifies local, state, and federal economic development sources.

- Difficulties Encountered: As we noted in previous years, the available dollars in our funding programs are decreasing while the program requirements have increased, which requires the local governments to participate more on the front-end of projects, both technically and financially, in order to make their applications more competitive. Our challenge has been to educate our member communities and businesses that they will likely have to contribute more at the beginning and will likely face more transparency review, examination, and scrutiny than similar projects completed in prior years. Obviously, this is an ongoing objective for our organization.

- **Apply for grant or loan programs, as is appropriate**
 - Accomplishments Achieved: This is an ongoing action step for our organization, utilizing a number of different local, state, and federal programs. This includes providing technical assistance to cities on potential grant applications as well as writing and administration.
 - Quantifiable Deliverables: Our measure of deliverables is if the project is completed as designed and requested on-time and within budget. In the past year, INRCOG applied for grants from CDBG water/sewer, CDBG housing rehabilitation, EDA, Land and Water Conservation Fund (LWCF), Resource Enhancement and Protection (REAP) Fund, USDA-Rural Business Development Grant Program, Revitalizing Iowa's Strong Economy (RISE), Hazard Mitigation Grant Program (HMGP), Community Attraction and Tourism (CAT), state Low-Head Dam Public Hazard Program, statewide Transportation Alternative Program (TAP), State Recreational Trails, and Federal Recreational Trails. In addition to the grants submitted, INRCOG also provides consultation with communities on potential grants for future projects.
 - Difficulties Encountered: Identifying appropriate programs and tracking ever-changing program requirements have been two ongoing challenges for our agency. The need for funding continues to exceed the limited grant dollars available.

- **Allocate, appropriate, and administer local funds, as is necessary or required by the program itself**
 - Accomplishments Achieved: This action step is implemented on an "as needed" basis.
 - Quantifiable Deliverables: During the past year, the Waterloo Pump Stations EDA Project was completed and closed. Our Revolving Loan Fund Administration and Operations manual was updated this past year. RLF information and a fillable application are posted on the INREDC of the INRCOG website. We continue to administer four RLF loans in the region. In addition, we are currently

administrating four CDBG projects, including for water/sewer, community facilities (storm water), and housing.

- Difficulties Encountered: The Waterloo EDA project consisting of five commercial pump stations has been successfully completed and closed. As for the RLF, our challenges have been providing a service that complements financial institutions, identifies businesses in need, and obtains approvable, viable business applications. RLF program requirements make funding some potential projects more difficult. That being said, we continue to see interest and have updated all of the information related to our existing business loan date and files. The complexity of existing and changing CDBG regulations requires staff to keep an insistent eye on these programs and attending trainings.
- **Continue to expand professional knowledge base and expertise in development issues, tools and programs to include: new EDA and CEDS guidelines, housing programs, revolving loan administration, business credit analysis and financial packaging, economic impact analysis, tax increment financing and tax abatement, workforce development, and grant writing and administration.**
 - Accomplishments Achieved: INRCOG and INREDC support continuing education and training as an employee or program needs or requires. In short, this is an ongoing or continuing action step for our organization.
 - Quantifiable Deliverables: We have identified a continued need for additional training during the upcoming year. We continue to utilize available webinar trainings for efficient use of time. INRCOG staff has also attended a number of trainings in the past year including multiple CDBG trainings, environmental review trainings, RLF training, hazard mitigation planning training, economic development, and others.
 - Difficulties Encountered: No unexpected difficulties were experienced.
- **Work closely with USDA, Iowa Economic Development Authority and other organizations that can provide economic development assistance to member jurisdictions and businesses.**
 - Accomplishments Achieved: This action step is a continuous or ongoing effort that may be considered as the opportunity and/or need presents itself. Specifically, we have completed a USDA Rural Business Development Grant (RCDG) seeking funding to complete a county-wide Housing Needs Assessment and to qualify for workforce housing programs in Buchanan County. As communities consider infrastructure projects, we provide information on USDA programs and funding opportunities and directly refer communities to the local USDA as appropriate. We continue to have a strong relationship with IEDA and frequently work with their staff regarding grant applications and administration, state businesses incentives, and on-going program training, such as for CDBG.

- Quantifiable Deliverables: Through meetings, funding agency presentations, conversations, reports, and emails, we have maintained relationships with both USDA and IEDA regarding programs and current projects during the past year. INRCOG staff routinely communicates with USDA and IEDA staff on existing and potential projects.
- Difficulties Encountered: Other than adjusting projects to fit ever-changing, decreasing funding sources, we have not faced any notable difficulties related to this action step during this last year. Many communities are hesitant to invest the time and resources required to become merely eligible for a grant, without an assurance of funding.
- **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.**
 - Accomplishments Achieved: This is also an ongoing, and as-needed, action step.
 - Quantifiable Deliverables: We meet with our regional economic development partners at least monthly as part of the Cedar Valley Regional Partnership (CVRP). In addition, we conduct regular meetings of our INREDC Technical Committee and Board, which allows us to maintain contact opportunities for sharing programmatic information. Likewise, all of the partners share information through their websites, emails, and social media. In the past year, presentations were made by representatives from the Home Base Iowa, a workforce program for veterans, and the governor’s STEM (Science, Technology, Engineering, and Math) Advisory Council. Finally, the table in the Evaluation section of this report illustrates the efforts that have been made regionally with regard to projects, development investment, and jobs created/retained in our region.
 - Difficulties Encountered: No difficulties were experienced.

CEDS Goal #11: Maintain INREDC’s Economic Development District Status

- **Provide annual CEDS updates to EDA and prepare and file all required reports (GPRA and SF 425 Financial Reports)**
 - Accomplishments Achieved: All EDA Reports have been submitted on schedule.
 - Quantifiable Deliverables: The prior year and current year’s CEDS updates were provided in a timely fashion, as were the required Financial Reports (SF 425), and GPRA Reports. Said reports have all been accepted by EDA.
 - Difficulties Encountered: No difficulties were encountered

- **Provide timely reports to EDA on plant closures and downsizings within the region**
 - Accomplishments Achieved: Staff notified EDA regarding closures and downsizings in our region. Specifically, two reductions in work force totaling approximately 50 jobs at GMT (which has multiple locations throughout the region) and two rounds of layoffs totaling approximately 100 jobs at Unverferth Manufacturing in rural Butler County.
 - Quantifiable Deliverables: Information related to specific company changes, including company name and job losses were reported to EDA staff during this past year. Currently, we are working with EDA and local economic developers to address these losses, including the possible development of an Economic Adjustment Assistance application.
 - Difficulties Encountered: No difficulties were encountered.

- **Serve as the regional economic development umbrella agency for our members**
 - Accomplishments Achieved: Conducted and attended economic development activities, housing the Iowa Northland Regional Economic Development Group (INREDC) and serving as the fiscal agent for the Cedar Valley Regional Partnership. INRCOG has also taken a role in the development of a local food policy group. Though still in the developing stages, the plan is to become an umbrella group coordinating healthy food policy and communication among producers and consumers in the region.
 - Quantifiable Deliverables: INREDC conducted quarterly meetings of its Board and Technical Committees and offered educational opportunities for members this past year. Staff also attended monthly meetings of the Cedar Valley Regional Partnership (CVRP), which is a regional consortium of economic development professionals. Our agency also serves as the grant writer/administrator and fiscal agent for the CVRP. Specific to this year, our staff participated in one major regional economic development grant application, and administration thereof, for the continued operations of the CVRP. INRCOG has hosted food policy meetings and recently participated in a strategic planning process for the group in this early stage.
 - Difficulties Encountered: No major difficulties were associated with this action step.

- **Offer a forum for economic development that not only includes local governments and economic development professionals, but also encourages private sector, non-profit and non-governmental, as well as general public input involvement**
 - Accomplishments Achieved: During the past year, we have strived to maintain a diverse INREDC Board and Technical Committee membership. A list of board members, and their affiliations, is in the following section.

- Quantifiable Deliverables: Our organization has completed restructuring, including filling vacancies on our Board by inviting specific members of their respective communities to participate in our activities. In addition, we have added representation from our local Community College (Hawkeye Community College) and an EDA University Center (at the University of Northern Iowa) to the Board. Their experience and regional knowledge will offer our organization leadership and direction that has been lacking. As the 2017 CEDS planning is underway, we have met with local businesses leaders, via their local economic development board, in four of the counties to identify and discuss ways to address what they see as the strengths, weaknesses, opportunities, and threats to the regional economy. We will be meeting with the other two counties in the coming months. We have also utilized the INREDC, with private sector representation, in the CEDS planning.
- Difficulties Encountered: No difficulties were encountered.
- **Provide economic development assistance to businesses, industries, and local governments in our region**
 - Accomplishments Achieved: INREDC and INRCOG, in cooperation with our partner EDC organizations, provided grant writing and administration assistance to all requesting businesses in our region. We also provided technical assistance and consultation on a variety of projects.
 - Quantifiable Deliverables: During the past year, we have written and administered several business-related grants, specifically under the Revitalize Iowa Sound Economy (RISE) program, Community Development Block Grant, USDA Rural Development Business grant, and multiple grants for recreational/quality of life projects to help attract the needed workforce to the region. We also provided assistance regarding these programs to economic development professionals and our member cities and counties. Further, we have completed a Tax Increment Financing (TIF) project, specifically the development of a housing plan for low- and moderate-income households. We have also attempted to enhance our educational knowledge regarding TIF and follow legislative changes that may occur. Not to be understated, we also assisted our partner EDCs, as requested, by providing input on numerous economic development projects.
 - Difficulties Encountered: We faced, and will continue to face, a few issues related to this action step. First, the Iowa Economic Development Authority (IEDA) has adjusted many of their programs, specifically the required wage levels, making their programs more challenging to access. Second, the State Legislature continues to consider making adjustments to TIF regulations, with the most recent significant changes occurring in 2012. Within these changes, the statute requires thorough project identification, budget, and timelines, which in turn, requires our local communities to adjust their urban renewal plans accordingly. This then creates an opportunity for INREDC to lead our local communities in making the necessary changes to their TIF programs. It is important to point out

that while TIF legislation has been proposed in the 2015 and 2016 Legislatures, but has failed to win approval, we have participated in the legislative input processes.

- **Provide economic development assistance to local economic development groups in the region**
 - Accomplishments Achieved: We have offered assistance in several different ways to each of the local economic development organizations.
 - Quantifiable Deliverables: We have attended and conducted numerous meetings with our local development organizations, including but not limited to, the INREDC Board and Technical Committee meetings; Cedar Valley Regional Partnership (CVRP) meetings; INRCOG Board meetings; local EDC planning and governmental affairs sessions; various city and county committees; and other INRCOG committee meetings where membership includes local EDC personnel. In the past year, we have also met directly with four of the economic development boards to receive input, discuss, and provide information on the assistance we can provide as part of the CEDS planning process.
 - Difficulties Encountered: No significant difficulties have been encountered.
- **Actively participate in meetings of the Iowa Association of Regional Councils (IARC), a statewide association for the Iowa Councils of Government**
 - Accomplishments Achieved: Programmatic information and education have been garnered by INRCOG and INREDC through attending monthly IARC meetings
 - Quantifiable Deliverables: Our Executive Director, or his designee, has attended all monthly IARC meetings during the timeframe of this report.
 - Difficulties Encountered: No difficulties were encountered.
- **Engage the INREDC in the CEDS planning process (Annual updates and revisions)**
 - Accomplishments Achieved: We have integrated our 2012 CEDS and updates thereto into our meetings, as well as tasked each local economic development organization to assist us in the implementation of the CEDS. As we have begun our 2017 CEDS update, the CEDS has been discussed at all of our INREDC meetings in the past year. Based on the new CEDS guidelines, we have developed an outline and plan format to meet the new requirements. We have conducted SWOT (Strengths, Weaknesses, Opportunities, and Threats) planning sessions with the INREDC and four of the member counties. Meetings with the other two counties, and private sector, will take place by when the CEDS is due in June of 2017.
 - Quantifiable Deliverables: At each quarterly INREDC Board meeting, as well as each Technical Committee meeting, we have integrated the CEDS, either formally

on the agenda or informally in all of our discussions. We also assist each EDC with strategic planning and have included the overall CEDS goals into their planning session. Further, we continued to link our local economic development professionals' pertinent activities and efforts directly to our CEDS. Through the previously mentioned SWOT analysis, we have identified the unique and universal issues facing each county and region.

- Difficulties Encountered: While we have not encountered any difficulties, we need to remain diligent about connecting all of our activities back to the CEDS and our agency economic development process. Interpreting and implementing the new CEDS development standards will come with a learning curve.

EVALUATION OF EFFECTIVENESS

We have continued to see significant projects develop this past year in our region, and we are pleased with the economic development activities that were accomplished. And while the agricultural economy has continued to be slow, our communities and businesses continue to look forward optimistically with regard to the regional and state economies.

As is evident in the prior section of this update, this past year has required significant and regular contact with our local economic development officials and member governments. Those contacts have fostered excellent working relationships that we believe will continue into the future. Nonetheless, the following table contains a list of projects, reported to INREDC, that have developed during the past year. We should point out that some of these projects are still in the design and construction phases, but they do represent significant regional investment and job growth potential.

#	Initiative (Company/Location)	Local	Public	Category	Jobs Created or Retained	Public Investment			Private Investment
		Funding	Agency			Local	State	Federal	
		Source(s)	(Federal, State, Local)			Type	Local	State	
1	Winnebago Industries (Waverly)	State/Private	IEDA	R	70	\$420,000			\$1,580,000
2	Cobblestone Inn & Suites (Waverly)	City/Private	City of Waverly	R	9	\$696,587			\$2,860,413
3	Sweet Freedom Bakery (New Hampton)	City/Private	City of New Hampton	R	6	\$4,300			\$10,000
4	Rancho Viejo (New Hampton)	City/Private	City of New Hampton	R	6	\$7,500			\$85,600
5	Pedal & Play Sports (New Hampton)	City/Private	City of New Hampton	R	5	\$3,600			\$8,640
6	Josie's (New Hampton)	City/Private	City of New Hampton	R	4	\$5,000			\$21,000
7	Dungey's Furniture & Floor. (New Hampton)	City/Private	City of New Hampton	R	10	\$230,000			\$925,800
8	Menards, Inc. (Butler County)	County/Private	Butler County	R	80	\$100,000			\$4,000,000
9	Sinclair Milling (Butler County)	County/Private	Butler County	R	54	\$600,000			\$16,150,000
10	VT Industries (Clarksville)	City/Private	City of Clarksville/IEDA	R	16	\$71,000	\$126,000		\$3,000,000
11	Martin Brothers (Cedar Falls)	City/Private	City of Cedar Falls/IEDA	R	30	\$690,000	\$1,267,000		\$15,000,000
12	DS Warehouse (#2) (Cedar Falls)	City/Private	City of Cedar Falls	R	20	\$205,000			\$1,600,000
13	300 State Street (River Place) (Cedar Falls)	City/Private	City of Cedar Falls	R	15	\$200,000			\$3,500,000
14	Unity Point Health & Wellness (Cedar Falls)	Private	Not Applicable	R	50				\$20,000,000
15	Allen Occupational Health (Cedar Falls)	City/Private	City of Cedar Falls/IEDA	R	15	\$132,750			\$2,050,000
16	Pinnacle Care Center (Cedar Falls)	Private	Not Applicable	R	25				\$12,200,000
17	Jack Henry & Assoc. (Technology) (Cedar Falls)	State/Private	IEDA	R	20		\$1,047,000		\$9,200,000
	Total				435	\$3,365,737	\$2,440,000	\$0	\$92,191,453
							\$5,805,737		\$92,191,453

Category Type Key: I-Infrastructure; R-Facility; T-Technical Assistance; and P-Planning

State Agency Key: IEDA-Iowa Economic Development Authority; IDOT-Iowa Department of Transportation

SCHEDULE AND IMPLEMENTATION

This fiscal year, 2015-2016, was the final year of our current three year planning grant. In April of 2016, a new Economic Development Technical Assistance Planning grant was submitted to EDA. We anticipate implementing the submitted scope of work for this grant. As is expected, this scope closely follows the 2012 CEDS Goals and Objectives and we anticipate pursuing implementation of as many activities as possible to further our regional goals in the final year of the CEDS. As noted throughout, we are currently in the development of what will be our new 2017 CEDS plan. The goals and objectives for this plan have obviously not yet been completed. In addition, discussions are ongoing with our economic development partners regarding studies that the region may pursue in order to identify opportunities for our region. These studies will be funded by the economic development groups in the INREDC region, the Cedar Valley Regional Partnership, and/or the governmental entities that support them. Nevertheless, our region's goals are as follows:

INREDC District Goals and Priorities:

- Goal #1: Aggressively Address the Workforce Needs of the Region **(High Priority)**
- Goal #2: Continue to Develop and Capitalize on the Following Regional Clusters: Advanced Manufacturing, Bio-fuels and Alternative Energy, Food Processing, Information Technology, Logistics and Distribution, and Wind Power **(High Priority)**
- Goal #3: Maintain and Improve the Economic Vitality of the Region **(High Priority)**
- Goal #4: Assist Businesses and Industries with Disaster Preparedness **(Moderate Priority)**
- Goal #5: Foster Effective Transportation Service for Projects **(High Priority)**
- Goal #6: Protects and Enhances the Environment **(Moderate Priority)**
- Goal #7: Local Projects Will Be Consistent with Federal and State Economic Development Plans and Programs **(Moderate Priority)**
- Goal #8: Recognize that Technology Will Play a Crucial Role in Economic Development **(Moderate Priority)**
- Goal #9: Work to Balance Resources in Economic Development Processes **(Moderate Priority)**
- Goal #10: Define the Available Economic Development Funding Sources **(High Priority)**
- Goal #11: Maintain INREDC's Economic Development District Status **(High Priority)**

INREDC District Objectives and Tasks / Scope of Work: (Based on the proposed Scope of Work in the Fiscal Years 2017-2019 Planning Grant Request)

- **Maintain INREDC's Economic Development District Status**
 - Provide annual CEDS updates to EDA and prepare and file all required reports (GPRA and Financial Reports)
 - Provide timely reports to EDA on plant closures and downsizings within the region
 - Serve as the regional economic development umbrella agency for our members
 - Offer a forum for economic development that not only includes local governments and economic development professionals, but also encourages private sector, non-profit and non-governmental, as well as general public input involvement
 - Provide economic development assistance to businesses, industries, and local governments in our region
 - Provide economic development assistance to local economic development groups in the region, individually and to the Cedar Valley Regional Partnership, which is their legal, marketing consortium organization
 - Actively participate in meetings of the Iowa Association of Regional Councils (IARC), a statewide association for the Iowa Councils of Government
 - Engage the INREDC in the CEDS planning process (annual updates and revisions). We are working with our Board to begin development of our next complete CEDS update. Currently, we have a working outline and timetable that we are refining. Said new CEDS will be consistent with the newly released EDA guidelines.

- **Maintain and Improve the Economic Vitality of the Region**
 - Assist existing businesses so that they might expand and flourish.
 - Encourage new business development, including development of entrepreneurial activity.
 - Work seamlessly with the US Department of Commerce Economic Development Administration and the Iowa Economic Development Authority to assist communities in our region.
 - Maintain our positive working relationships with the local economic development commissions, organizations, and staff members.
 - Identify regional projects and visions for diversification of entire regional economy, specifically participation in health care, healthy community initiatives, and food planning organizations including production, distribution, and consumption of locally grown products. All have local clusters in our region.
 - Continue to use the Cedar Valley Regional Partnership as a vehicle to promote the region and cooperative activity.
 - Assist communities in leveraging private investment dollars through local, state, and federal incentives.
 - Provide education in the development and use of tax increment financing for both industrial and housing projects.
 - Provide technical assistance to help communities implement Comprehensive Plans concerning economic development activities, infrastructure improvements, and expansion of housing options, workforce development, and other economic development elements.
 - 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 Indian Tribes and University Centers.

- **Define the Available Economic Development Funding Sources**
 - Identify possible funding sources for governments and businesses, including public and private funding sources.
 - Research private foundation grants for businesses, industries, and local governments.
 - Apply for grant or loan programs as is appropriate and requested.
 - Allocate, appropriate, and administer local funds as is necessary or required by the program itself.
 - 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 grant writing.
 - Work closely with USDA, Iowa Economic Development Authority, and other organizations that can provide economic development assistance to member jurisdictions and businesses.
 - Assist regional industrial/business retention and expansion teams by providing information on available state and federal programs offered to businesses as well as relevant state regulations and tax policies.

- **Assist Local Economic Development Groups and Governments to Continue to Develop and Capitalize on Existing Regional Clusters and Aggressively Address the Workforce Needs of the Region**
 - Assist in identifying the workforce needs of the Region.
 - Assist in efforts to provide training for new workers or retraining for existing or displaced workers.
 - Assist in cultivating existing identified regional clusters.

Lead Agencies:

- INREDC/INRCOG
- Cities and counties in our region
- Local economic development corporations and partner organizations
- Cedar Valley Regional Partnership members
- Greater Cedar Valley Alliance
- University of Northern Iowa
- Hawkeye Community College

Funding Sources/Agencies:

- Local governments (cities and counties) and other taxing entities
- Local economic development organizations
- INRCOG/INREDC
- Iowa Economic Development Authority (Community Development Block Grant for infrastructure, community facilities, downtown revitalization projects, businesses, housing projects, and the Cedar Valley Regional Partnership)

- US Department of Agriculture including the Rural Business Enterprise Grant (RBEG), Rural Business Development Grant (RBDG) and infrastructure programs
- US Department of Commerce, Economic Development Administration
- Iowa Department of Transportation (transportation planning areas/regions and their programs; Revitalize Iowa's Sound Economy fund)
- Iowa Department of Natural Resources and Iowa Finance Authority (State Revolving Loan Fund for infrastructure and housing projects)
- Private businesses and industries

Timeframe:

- July 1, 2016-June 30, 2017

Jobs Anticipated:

- 200 jobs regionally

IOWA NORTHLAND REGIONAL ECONOMIC DEVELOPMENT COMMISSION

Board of Directors – Updated Composition (for 2016/2017)

1. GOVERNMENT REPRESENTATIVES (51-65%)

Name	Government	Position
Frank Magsamen	Black Hawk County	Supervisor
Ken Kammeyer	Bremer County	Supervisor
Ellen Gaffney	Buchanan County	Supervisor
Jeff Kolb	City of Clarksville	City Council
Steve Geerts	Chickasaw County	Supervisor
Brian Buhrow	Grundy Center	Mayor
Quentin Hart	Waterloo	Mayor
Bill Werger	City of Waverly	Economic Development

2. NON-GOVERNMENT REPRESENTATIVES (35-49%)

A. Private Sector Representatives: *Any senior management official or executive holding a key decision-making position, with respect to any for-profit enterprise. (At least one required)*

Name	Company / Enterprise	Position
Linda Laylin	Cedar Valley Growth Fund I, Inc.	Executive Director
George Lake	Buchanan County EDC	Executive Director
Tammy Robinson	New Hampton EDC	Executive Director
Gale Brinkman	Greene Insurance	Owner/CEO
Rick Whalen	Butler County REC	Econ Dev. Director

B. Stakeholder Organization Representatives: *Executive directors of chambers of commerce or representatives of institutions of post-secondary education, workforce development groups or labor groups. (At least one required)*

Name	Organization	Position
Randy Pilkington	University of Northern Iowa	IDM Director
Aaron Sauerbrei	Hawkeye Community College	ED Director

3. AT-LARGE REPRESENTATIVES (0-14%)

Other individuals who represent the principal economic interests of the region. (No minimum required)

Name	Area of Interest	Background
None		

CALCULATIONS

	<u>Number</u>	<u>Percent</u>
1. Government Representatives (51-65%)	<u>8</u>	53%
2. Non- Government Representatives (35-49%)	<u>7</u>	47%
A. Private Sector Representatives (at least 1)	5	
B. Stakeholder Organization Representatives (at least 1)	2	
3. At-Large Representatives (0-14%)	<u>0</u>	<u>0%</u>
Total Board Membership	15	100%

Strategy Committee - Composition

The strategy committee has not changed in the past year. That said, as we update our CEDS plan over the course of the next year, which is due in June of 2017, we do anticipate there is likely to be some changes in committee representation over the course of the year to satisfy EDA requirements.

1. PRIVATE SECTOR REPRESENTATIVES *(At least 51%)*

Any senior management official or executive holding a key decision-making position, with respect to any for-profit enterprise.

Name	Company	Position
Jerry Bitterman	Geater Machining and Manufacturing, Co.	CEO
Lynn Hopp	TriMark Corporation	VP, Human Resources
Dennis Hobson	American Tool	Owner
Roger Bockes	Heavy Equipment Manufacturing	Owner

2. REPRESENTATIVES OF OTHER ECONOMIC INTERESTS *(No more than 49%)*

Persons who provide additional representation of the main economic interests of the region. These may include, but are not limited to: public officials, community leaders, representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals.

Name	Area of Interest	Position
Noel Anderson	Public official	Dir., Planning & Dev.
Bob Seymour	Public official	Community Services Mgr.
Steve Brustkern	Economic Development	Executive Director

CALCULATIONS

	<u>Number</u>	<u>Percent</u>
Private Sector Representatives (at least 51%)	4	57%
Representatives of Other Economic Interests (no more than 49%)	<u>3</u>	<u>43%</u>
Total Committee Membership	<u>7</u>	<u>100%</u>