

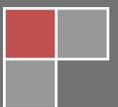
2013-14

# Iowa Northland Regional Economic Development Commission

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

For the Period  
July 1, 2013 through June 30, 2014

Prepared by the Iowa Northland Regional  
Economic Development Commission (INREDC)  
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# Iowa Northland Regional Economic Development Commission Annual Comprehensive Economic Development Strategy and Progress Report

## ADJUSTMENTS FOR CURRENT YEAR

Working under the 2012 Revision of the INREDC region's Comprehensive Economic Development Strategy, we were involved in a number of economic development endeavors. As is stated in our CEDS, our goals were 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

While the national economy continues to improve, the state and regional economy appear to have grown at a faster rate. And our regional and state unemployment rates have consistently remained below the national average. Employers continue to report that hiring of certain categories of employees remains difficult, specifically skilled laborers. Although this seems to be an issue nationally, 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.

Significant new economic development projects are reported later in the Annual Report, consisting of both expanded and new operations, as is our updated Board member roster.

## 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 Renewal (#05-83-05378).

### ***Maintain INREDC's Economic Development District Status (CEDS Goal #11):***

- Provide annual CEDS updates to EDA and prepare and file all required reports (GPRA and 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 Report. 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.

**Quantifiable Deliverables:** Information related to specific company changes, including company name and job losses were reported to EDA staff during this past year.

**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

**Quantifiable Deliverables:** INREDC conducted quarterly meetings of its Board and Technical Committees. Staff also attended monthly meetings of the Cedar Valley Regional Partnership, which is a consortium of economic development professionals in our region. Also, our staff participated in two (2) major regional economic development applications related to EDA funding opportunities, one for the IMCP Program and one under the Technical Assistance Program.

**Difficulties Encountered:** No major difficulties were associated with this action step. However, we should note that neither EDA grant application was funded.

- 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:** Maintained diverse INREDC Board and Technical Committee membership

**Quantifiable Deliverables:** Our organization has reinvigorated the Board by asking specific members of their respective communities to participate in our activities. As a result, we have added representation from our local Community College (Hawkeye Community College) and an EDA University Center (at University of Northern Iowa) to be Board members. Their experience and regional knowledge will offer our organization leadership and direction that was lacking.

**Difficulties Encountered:** No difficulties were encountered.

- Provide economic development assistance to businesses, industries, and local governments in our region

**Accomplishments Achieved:** INREDC, and INRCOG, staff provide grant writing and administration assistance to all businesses in our region.

**Quantifiable Deliverables:** During the past year, we have written and administered several business-related grants, specifically under the Revitalize Iowa Sound Economy (RISE) program, as well as provided assistance regarding programs to economic development professionals and our member cities and counties. Further, we have completed several Tax Increment Financing (TIF) projects, specifically the development of plans that establish policy for use of TIF funding.

**Difficulties Encountered:** We faced 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 difficult to access. Second, the State Legislature made adjustments to TIF regulations in 2012 requiring project identification, budget, and timelines that have required our local communities to adjust their plans accordingly.

- Provide economic development assistance to local economic development groups in the region

**Accomplishments Achieved:** We have offered assistance, in several aspects, 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 INREDC Board and Technical Committee meetings; Cedar Valley Regional Partnership; INRCOG outreach meetings; local EDC planning sessions; and other INRCOG committee meetings where membership includes local EDC personnel.

**Difficulties Encountered:** No significant difficulties have been encountered. However, as our Economic Development Coordinator resigned during this year, we have been short-staffed so workload distribution has been a challenge.

- 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 into our meetings, as well as tasked each local economic development organization with assisting us in the implementation of the CEDS.

**Quantifiable Deliverables:** At each quarterly INREDC Board meeting, as well as each Technical Committee meeting, we have integrated the CEDS into the discussion, either formally on the agenda or informally by discussion. Also, as we go out and assist each EDC with strategic planning, we have included the overall CEDS goals into the planning session. Further, we have begun tying the local economic development professional's activities directly to our CEDS.

**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 economic development process. In other words, we need to be cognizant of the fact that this is an ongoing or continuous process.

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

- Assist existing businesses so that they might expand and flourish

**Accomplishments Achieved:** Our and our partners' focus regarding economic development has been on assisting existing businesses.

**Quantifiable Deliverables:** During the past year, the projects that INREDC have worked on have been primarily with businesses and organizations currently located in our region.

**Difficulties Encountered:** No difficulties were experienced.

- Encourage new business development, including development of entrepreneurial activity

**Accomplishments Achieved:** As 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.

**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, and/or the local economic development professional.

**Difficulties Encountered:** We have faced some challenge in identifying new businesses needing assistance.

- 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:** With staff changes and reorganizational adjustments, INREDC and INRCOG has worked on achieving this task.

**Quantifiable Deliverables:** Since the resignation of our Economic Development Coordinator, INRCOG and INREDC have reassigned work assignments related to EDA, including projects, reporting, and administration. To the best of our ability, we have worked to catch our projects up to the expectations of EDA, as well as our local cities, counties, and economic development organizations. All planning and project reports have been, and will be, filed in a timely manner. Recently, we have successfully closed the TechWorks and Waverly Inflatable Dam EDA projects, and the Waterloo Pump Stations Project has 50 percent of construction completed and the remainder of the work under contract. Finally, we are working to market our EDA Revolving Loan Fund as well.

**Difficulties Encountered:** Again, staff changes and vacancies have necessitated a reassignment of work duties for some members of our staff. That being said, work on all of our EDA projects and programs has been prioritized.

- Maintain our positive working relationships with the local economic development commissions, organizations, and staff members.

**Accomplishments Achieved:** Our organization has better positioned itself to be recognized as the regional economic development organization through building positive relationships.

**Quantifiable Deliverables:** We continue to meet with all of our economic development organizations and entities, specifically through meetings of the Cedar Valley Regional Partnership. We have begun to engage the local development groups through offering strategic planning services to their organizations, which in-turn allows us to request their assistance with implementing the CEDS. We have also helped two local governments with the creation of economic development organizations. Said assistance includes survey work, drafting bylaws, articles of incorporation, and board formation. Furthermore,

INREDC and INRCOG have provided fiscal management services for the Cedar Valley Regional Partnership, which is a consortium of local development professionals.

**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 meeting times more effectively with regard to local project identification.

**Quantifiable Deliverables:** As was previously stated, we have integrated project overview discussion time on our INREDC Board and Technical Committee agendas. Likewise, with the success of the Cedar Valley Regional Partnership (CVRP), project information is shared regularly by all of the local economic development organizations.

**Difficulties Encountered:** The recent development of the CEDS has afforded our organization the opportunity to plan for the future of the region, including diversification of the economy. And while the planning element was not extremely difficult, implementing some of the long-term visions established in the CEDS has been 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 is legally formed under Iowa law, nearly a decade ago, and while we are not technically a voting member of the partnership, we serve in the role as facilitator and financial manager for them.

**Quantifiable Deliverables:** As noted above, INREDC and INRCOG provide all of the ongoing fiscal oversight and management for the CVRP at no cost to them. We continue to offer our building space and facilities to their organization for their meetings and functions. Finally, our staff has, and will continue, to write any grants or requests for funding 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, Evaluation of Effectiveness, our organization has been supportive of implementing this action step.

**Quantifiable Deliverables:** INRCOG and INREDC have helped, formally or informally, with the results presented in the table provided in the following section. As is shown, we can document approximately \$93M in private investment and nearly \$6M in public

investment for regional economic development projects during the past year. Said investment has then created or retained over 300 jobs in our region.

**Difficulties Encountered:** The table shows that private investment has been infused. However, the public dollars appear to have lagged a bit, as the state adjusts its economic development programs and funding delivery requirements.

- Provide education in the development and use of tax increment financing for both industrial and housing projects.

**Accomplishments Achieved:** We have reestablished our organization as a provider for both TIF education and products for our member communities.

**Quantifiable Deliverables:** During the previous year, we have offered technical and planning assistance regarding TIF. We have completed plans for both commercial/industrial urban renewal areas in Cedar Falls and for the expenditure of TIF housing funds in New Hampton. Further, we have several TIF planning projects pending in member communities. This has been made possible through staff education, training, and experience, as well as working directly with bond (legal) counsel and a public financing company (Speer Financial).

**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 and revitalization efforts, and capital improvements programs.

**Quantifiable Deliverables:** In addition to local government and planning staff, we ask our economic development staff to participate in the Comprehensive planning process when they are 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 Grundy Center, and we are nearly finished in Independence. During the upcoming year, we will be working on the La Porte City Plan, and we hope to negotiate a contract with the City of Waterloo. Related to land use and development, our Metropolitan Planning Organization (MPO) recently completed its long range transportation plan, which sets priorities and identifies programs for transportation improvements within the Waterloo-Cedar Falls Metropolitan. In addition, the

complementing long range plan for the remainder of our region is also well underway. Obviously, these plans are crucial to economic development efforts in our region.

**Difficulties Encountered:** No difficulties were encountered.

- 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, INREDC worked with our neighboring Councils of Governments and our University Centers on two EDA grant opportunities. Furthermore, we have added the Director of the Institute of Decision Making, at the University of Northern Iowa (UNI) (EDA University Center), to our INREDC Board of Directors.

**Quantifiable Deliverables:** We partnered with several agencies and organizations, including the East Central Iowa Council of Governments (ECICOG) and North Iowa Area Council of Governments (NIACOG), along with UNI, to submit an EDA Technical Assistance Application. We also worked with all of the COGs statewide, along with UNI, to assemble an IMCP application as well.

**Difficulties Encountered:** Unfortunately, neither of the applications was funded. However, the application process created an opportunity for us to work with them on projects with significant economic development ramifications. In the end, the collaborative experiences at the local level were positive.

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

- 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 provided 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, and through meetings.

**Difficulties Encountered:** With most funding programs, the available dollars are decreasing while the program requirements have increased, which requires the local governments to participate more on the front-end of projects, as well as become more competitive with their applications. Our challenge has been to educate our member communities and businesses that they will likely have to do more out-of-pocket at the beginning and will likely face more transparency examination and scrutiny than similar projects completed in prior years.

- Apply for grant or loan programs, as is appropriate

**Accomplishments Achieved:** This is an ongoing action step for our organization

**Quantifiable Deliverables:** Our measure of deliverables is if the project is completed as designed and requested, and on-time and budget.

**Difficulties Encountered:** Identifying appropriate programs and tracking ever-changing program requirements have been two challenges for our agency.

- 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 both the TechWorks and Waverly Inflatable Dam EDA projects have been closed. Furthermore, the Waterloo Pump Stations Project and our Revolving Loan Fund are making notable progress toward completion.

**Difficulties Encountered:** Regarding the Waterloo project, we faced a few challenges related to staff turnover and environmental assessment approvals. As for the RLF, our challenges have been competing with financial institutions, identifying businesses in-need, and obtaining viable business applications. That being said, we have focused our agency’s efforts to complete these projects in the upcoming year.

- 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.

**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

**Quantifiable Deliverables:** As noted above, INRCOG/INREDC have experienced some staff turnover in the economic development area this past year, and a result, we have had the opportunity to reassign work and reorganize our agency on a limited basis. Said staffing changes required the remaining staff to attend training regarding a number of new topics. Furthermore, we have identified a need for additional training in the upcoming year.

**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.

**Quantifiable Deliverables:** Through meetings, conversations, reports, and emails, we have maintained relationships with both USDA and IEDA regarding programs and current projects during the past year.

**Difficulties Encountered:** Other than adjusting projects to fit ever-changing, dwindling funding sources, we have not faced any notable difficulties related to this action step during this last year.

- 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. 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 websites, emails, and social media. 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.

***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 (CEDS Goals #1 & 2):***

- 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 regional clusters.

**Difficulties Encountered:** Our region continues to struggle with workforce challenges, specifically having enough workers to fill open positions. Moreover, making sure those prospective workers have the appropriate training is also an ongoing challenge. HCC has made changes to curriculums related to specialized laborers (i.e. welders) that will allow

students an opportunity to obtain their education in a compact, intense window of time, which then allows them to enter the workforce quicker. Further, regional economic development professionals in our region are beginning to make inroads into the secondary education institutions (high schools). Their primary focus has been to provide information regarding the need for workers in certain areas to show students that these positions pay a sound living wage and decent work environment.

- Assist in efforts to provide training for new workers or retraining for existing or displaced workers

**Accomplishments Achieved:** This is also ongoing, and on an as-needed basis.

**Quantifiable Deliverables:** Within our region, any displaced workers appear to have been able to find employment, as many of our existing companies are seeking qualified individuals. That being said, in some instances it is requiring some retraining of the skill sets of the affected persons.

**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.

**Quantifiable Deliverables:** Again, our economic development professionals continue to focus on the clusters we have identified in our CEDS, in their marketing, retention, and attraction efforts.

**Difficulties Encountered:** No significant difficulties were encountered.

We believe the above five CEDS Goals will constitute the primary focus of the Scope of Work for the 2014-2015 Planning Grant year. However, that does not mean the remaining goals identified in the current CEDS (2012 Revision) will not be addressed. These goals are important aspects of economic development in the region and will be integrated into projects and the Scope of Work as appropriate. Those goals include:

***Foster Effective Transportation Service for Projects (CEDS Goal #5)***

**Accomplishments Achieved:** As a planning agency, which also writes grants, INRCOG has recently completed long range transportation plan for our Metropolitan Planning Organization (MPO) and is in process of doing so for the remainder of our region under our Regional Transportation Authority (RTA).

**Quantifiable Deliverables:** Completion of the transportation plans then justifies the allocation and programming of transportation funds, which is accomplished through the Transportation Improvement Program (TIP) and Transportation Work Programs (TPWP). INRCOG is responsible for not only the plans, but the TIPs and TPWPs for both the MPO and RTA. As noted above, the MPO's plan was completed during this year, and the RTA's

plan is underway. Regarding the TIP and TPWPs for both entities, both are out for public comment and the finished products will be approved by their respective boards this summer, as they have been in prior years.

**Difficulties Encountered:** No significant difficulties were experienced.

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

**Accomplishments Achieved:** This is an ongoing action step

**Quantifiable Deliverables:** Required by program.

**Difficulties Encountered:** None were noted or identified.

***Work to Balance Resources in Economic Development Processes (CEDS Goal #9)***

**Accomplishments Achieved:** This is also an ongoing goal.

**Quantifiable Deliverables:** All economic development projects require a balancing of resources. See the table presented in the next section, Evaluation of Effectiveness.

**Difficulties Encountered:** No difficulties were noted during the past year.

***Recognize that Technology Will Play a Crucial Role in Economic Development (CEDS Goal #8)***

**Accomplishments Achieved:** This is also an ongoing goal.

**Quantifiable Deliverables:** All economic development projects are being impacted by technology.

**Difficulties Encountered:** No difficulties were noted during the past year.

***Protects and Enhances the Environment (CEDS Goal #6)***

**Accomplishments Achieved:** This is also an ongoing goal.

**Quantifiable Deliverables:** All economic development projects must adhere to environmental regulations, as is required by program, in order to receive assistance.

**Difficulties Encountered:** No difficulties were noted during the past year.

***Assist Businesses and Industries with Disaster Preparedness (CEDS Goal #4)***

**Accomplishments Achieved:** This is also an ongoing goal.

**Quantifiable Deliverables:** As previously stated, we are working to update our CEDS Disaster Strategy.

**Difficulties Encountered:** We unsuccessfully applied for EDA Technical Assistance to develop a model for working with local businesses regarding disaster planning. Said model was intended to be integrated into our Hazard Mitigation Planning processes, as well as create a template for local economic development officials to use when developing preparedness plans for small businesses. That being said, our most significant challenge was staff time and balancing workloads, as we made several aforementioned internal changes within the agency.

## EVALUATION OF EFFECTIVENESS

We have seen significant projects developed this past year, and we are pleased with the economic development activities that were accomplished. Our communities and businesses are also beginning to look forward as the region experiences optimism as the economy continues to improve.

These past years have required significant and regular contact with our local economic development officials and governments. Those contacts have fostered excellent working relationships that we believe will continue into the future.

The following table contains a list of projects reported to INREDC over the past year. Some of these projects are in the design and construction phases, but they do represent significant regional investment and job potential. Some numbers are estimates but are believed to be reasonably accurate.

#	Initiative	Public Agency	Category Type	Jobs Created or Retained	Public Investment			Private Investment
					Local	State	Federal	
1	New Hampton Metal Fabrication	City of New Hampton	R	5	\$17,000			\$43,000
2	Gage Investment	City of New Hampton	R	3	\$18,000			\$42,000
3	Janey Lynn's Designs		R	5				\$20,000
4	MDK (Addition)	City of New Hampton	R	5	\$83,000			\$249,200
5	New Hampton Transfer & Storage	City of New Hampton	R	3	\$246,000			\$674,000
6	Tyson		R	100				\$5,000,000
7	Pries Enterprises		T	5				\$5,000,000
8	Wapsi Valley Creamery		I,R,T,P	3				\$2,000,000
9	Williams Interactive (Reel Deal)	City of Cedar Falls	R	25	\$75,000			\$1,000,000
10	Zuidberg North America (Dahlstrom)	City of Cedar Falls	R	6	\$250,000			\$1,600,000
11	Black Hawk Engineering	City of Cedar Falls	R	8	\$215,000			\$3,000,000
12	River Place	City of Cedar Falls	R	3	\$200,000			\$4,000,000
13	The Gym	City of Cedar Falls	R	15	\$40,000			\$900,000
14	John Deere (PEC)	City of Cedar Falls/State	I,R	30	\$83,000	\$1,300,000		\$27,000,000
15	Viking Road Commercial	City of Cedar Falls	I	50	\$1,000,000			\$7,000,000
16	Zinpro (Butler County)	County/State of Iowa	R	38	\$800,000	\$405,000		\$23,000,000
17	AMCOL Metal Casting (Butler County)	County/State of Iowa	R	12	\$800,000	\$105,000		\$13,000,000
	<b>Total</b>			<b>316</b>	<b>\$3,827,000</b>	<b>\$1,810,000</b>	<b>\$0</b>	<b>\$93,528,200</b>
					<b>\$5,637,000</b>			<b>\$93,528,200</b>

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

## SCHEDULE AND IMPLEMENTATION

We submitted our fiscal year 2014-2015 Scope of Work to EDA for the recent Planning Grant Application. The Scope closely follows the CEDS Goals and Objectives. We expect to aggressively pursue implementation of as many activities as possible to further the regional goals. In addition, discussion is ongoing about additional studies that the region may pursue to further identify opportunities. These studies will be funded by the economic development groups in the INREDC region and the governmental entities. In addition, the state of Iowa is pursuing a statewide assessment process and it is hoped that the region can use that effort as a starting point for more localized study. As in the past, timing of the regional process will depend upon progress at the state level.

### **Updated Action Plan**

#### **INREDC Goals:**

- 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)**

## Action Steps:

- 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
- 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)
- 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 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.
- Identify possible funding sources for governments and businesses
- Apply for grant or loan programs, as is appropriate
- 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 in providing information on available state and federal programs offered to businesses as well as relevant state regulations and tax policies.
- 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
- Economic Development Corporations/Organizations
- Cedar Valley Regional Partnership members
- Greater Cedar Valley Alliance
- University of Northern Iowa
- Hawkeye Community College

**Funding Sources/Agencies:**

- Local governments and taxing entities
- Local economic development organizations
- INRCOG
- Iowa Economic Development Authority (Community Development Block Grant for infrastructure, business, and housing projects)
- US Department of Agriculture (Rural Business Enterprise Grant (RBEG; infrastructure program)
- US Department of Commerce, Economic Development Administration
- Iowa Department of Transportation (planning 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)

**Timeframe:** July 1, 2014-June 30, 2015

**Jobs Anticipated:** 200 positions region-wide

## **Scope of Work (Year 2: Fiscal Year 2015) (As Submitted with our Approved Planning Grant Request)**

As was stated in last year's EDA Peer Review of INREDC during 2012, the Scope of Work that INREDC had been submitting for consideration under previous Planning Grant Applications and Renewals was discussed at length. It was suggested that the Scope be redrafted into a shorter, more concise list of tasks to be performed by INREDC. For that reason, the Scope of Work for the past two years renewal focuses primarily on the Goals identified in the 2012 Revision of the Comprehensive Economic Development Strategy which was approved by EDA on November 30, 2012. Specifically, we will continue to focus on the following documented activities:

### **Maintain INREDC's Economic Development District Status (CEDS Goal #11):**

- 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
- 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)

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

- 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 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 (CEDS Goal #10):**

- Identify possible funding sources for governments and businesses
- Apply for grant or loan programs, as is appropriate
- 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 in 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**

**(CEDS Goals #1 & 2):**

- 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

We believe the above five CEDS Goals will constitute the primary focus of the Scope of Work for the 2014-2015 Planning Grant year. However, that does not mean the remaining goals identified in the current CEDS (2012 Revision) will not be addressed. These goals are important aspects of economic development in the region and will be accommodated into projects and the Scope of Work as appropriate. Those goals include:

- **Foster Effective Transportation Service for Projects (CEDS Goal #5)**
- **Local Projects Will Be Consistent with Federal and State Economic Development Plans and Programs (CEDS Goal #7)**
- **Work to Balance Resources in Economic Development Processes (CEDS Goal #9)**
- **Recognize that Technology Will Play a Crucial Role in Economic Development (CEDS Goal #8)**
- **Protects and Enhances the Environment (CEDS Goal #6)**
- **Assist Businesses and Industries with Disaster Preparedness (CEDS Goal #4)**

# IOWA NORTHLAND REGIONAL ECONOMIC DEVELOPMENT COMMISSION

## Board of Directors – Updated Composition

### 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
Jason Byrne	Chickasaw County	Supervisor
Brian Buhrow	Grundy Center	Mayor
Quentin Hart	Waterloo	City Council
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>
<b>Total Board Membership</b>	<b>15</b>	<b>100%</b>

## Strategy Committee - Composition

### 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>
<b>Total Committee Membership</b>	<b><u>7</u></b>	<b><u>100%</u></b>