

2018-19

# Iowa Northland Regional Economic Development Commission

## Annual Comprehensive Economic Development Strategy and Progress Report (Award #: ED16DEN3020070-Amendment #2)

For the Period of:  
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Prepared by the Iowa Northland Regional  
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# Iowa Northland Regional Economic Development Commission Annual Comprehensive Economic Development Strategy and Progress Report

## ADJUSTMENTS FOR CURRENT YEAR

The INREDC region has continued to experience the effects of an uncertain 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. Conversely, employers continue to report that hiring of certain employees remains difficult, specifically skilled laborers including welders, certified nursing assistants, and computer numerically controlled (CNC) operators as well as healthcare professionals. 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. During recent months, the unemployment rate has been around three percent, with the most recent figure, April 2019, being 2.4 percent according to the Bureau of Labor Statistics. Obviously, the region continues to face workforce issues and challenges relative to training and retraining of the employment pool, both from within and from outside of the region. Finally, the region is facing a housing crisis insomuch as lack of affordable housing, minimal new housing starts, and an aging housing stock are creating challenges for workers. With that said, the region's overall economy remains relatively positive. Nevertheless, there continues to be a nervousness hovering over the economy caused by a stalled agriculture economy that is experiencing low commodity prices.

The region has continued to pursue economic development efforts outlined in the INREDC's 2017 Comprehensive Economic Development Strategy (CEDS). We were involved in a number of development endeavors including economic development, planning, grant-writing, advising local governments, taking advantage of educational opportunities, and administering projects, all of which are consistent with our CEDS.

**Per the 2018-2019 Scope of Work, the INREDC goals and objectives addressed this year are as follows:**

### **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, 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 (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 regional economy, specifically participation in health care; healthy community initiatives; and food planning organizations, including production, distribution, and consumption of locally grown products. All of which 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 (CEDS Goal #10):**

- 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 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 comprised the primary focus of the Scope of Work for the 2018-2019 Planning Grant year. However, that does not mean the remaining goals shown below and identified in the Scope of Work were not addressed. These goals are important aspects of economic development in the region and were integrated into the work completed by our agency.

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)**

## **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 required EDA reports were provided on a timely basis.
  - Quantifiable Deliverables: Reports and Partnership Planning Agreement conditions, including CEDS Progress Report, GPRA, and SF 425 Reports were submitted by INRCOG/INREDC and approved by regional EDA staff through Grants.Gov.
  - Difficulties Encountered: No difficulties were experienced.
  
- **Provide timely reports to EDA on plant closures and downsizings within the region**
  - Accomplishments Achieved: This was not required during this reporting period.
  - Quantifiable Deliverables: Not applicable
  - Difficulties Encountered: Not applicable
  
- **Serve as the regional economic development umbrella agency for our members**
  - Accomplishments Achieved: This is an ongoing strategy.
  - Quantifiable Deliverables: This is measured by our involvement in many projects, committees, community work groups, and plans being undertaken in our region.
  - Difficulties Encountered: No difficulties have been encountered.
  
- **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: As in prior years, we have strived to maintain a diverse INREDC Board. A list of board members, and their affiliations, is in the following section. Furthermore, as a result of the 2017 CEDs planning process, the Board has set a vision for moving the organization forward, as shaped directly by input from members of local economic development boards.
  - Quantifiable Deliverables: In recent years, the board has been restructured including filling vacancies on our Board by inviting specific members of their respective communities to participate in our activities. In addition, we continue to enjoy representation from our local Community College (Hawkeye Community College) and an EDA University Center (at the University of Northern Iowa) on the Board. Their experience and regional knowledge will offer our organization leadership and direction. During completion of the 2017 CEDS, we have met with

local businesses leaders, via their local economic development boards, across the region's counties to identify and discuss ways to address what they see as the strengths, weaknesses, opportunities, and threats to the regional economy. We also utilized the INREDC, with their private sector representation, during the CEDS planning process.

- Difficulties Encountered: No difficulties were encountered.
- **Provide economic development assistance to businesses, industries, and local governments in our region**
  - Accomplishments Achieved: As noted throughout this report, we have provided a significant amount of assistance to our members using the Planning Partnership Grant funding.
  - Quantifiable Deliverables: This is measured by the number of awarded grants, planning contracts earned, completed plans, and successfully closed projects.
  - Difficulties Encountered: No difficulties were experienced.
- **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**
  - Accomplishments Achieved: INRCOG/INREDC successfully closed out the 2017/2018 Iowa Economic Development Authority's (IEDA) Regional Marketing Grant. In addition, INRCOG/INREDC continues to be non-voting member of the CVRP and acts as the entity's fiscal agent. Further, we provided local government experience and expertise to the Cedar Valley Regional Partnership (CVRP).
  - Quantifiable Deliverables: IEDA and the CVRP were able to close the Regional Marketing Grant after we provided final financial reports, audit information, and reports, without question or issue.
  - Difficulties Encountered: No difficulties were encountered.
- **Actively participate in meetings of the Iowa Association of Regional Councils (IARC), a statewide association for the Iowa Councils of Government.**

Incidentally, two years ago, the Iowa Association of Regional Councils (IARC) changed their name to Iowa Association of Councils of Governments (ICOG). The INRCOG Executive Director has served as chair of ICOG during the past two years.

- Accomplishments Achieved: Programmatic information and education have been garnered by INRCOG and INREDC through attending monthly ICOG meetings, including Director's and staff retreats.

- Quantifiable Deliverables: Our Executive Director has attended all monthly ICOG meetings and several staff members participated in the staff retreat 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: As discussed, INREDC staff updated our CEDS in 2016 and 2017, with approval in 2017. CEDS work sessions and planning charettes were incorporated into the regular INREDC meetings. This allowed the board to contribute and provide reaction/feedback as the information was gathered throughout the region and relevant economic data/projections were developed.
  - Quantifiable Deliverables: At each quarterly INREDC Board meeting we have integrated the CEDS, either formally through the agenda or informally in our discussions. We also assisted each local EDC with strategic planning and have included the overall CEDS goals into planning sessions with their boards. Further, we continued to link our local economic development professionals' pertinent activities and efforts 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 agency economic development 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 region's focus regarding business growth has been on assisting existing businesses, businesses that are part of our regional clusters, or new businesses, as is consistent with the State of Iowa's Economic Development Authority. The following section identifies businesses that have experienced growth and development during the past year.
  - Quantifiable Deliverables: We have worked with our economic development partners, specifically the Cedar Valley Regional Partnership (CVRP), to assist business in our region, as is shown in the following section of this report. Incidentally, the CVRP shares the same regional boundaries as INREDC.
  - Difficulties Encountered: While economic development is impacted by international, national, state, and regional economic factors, our region has struggled to accommodate growing companies address workforce shortages, worker skills, and housing challenges.

- **Encourage new business development, including development of entrepreneurial activity**

*Participated in development of and implement the Regional Entrepreneurship Project Plan, currently being developed by UNI (EDA University Center)*

- Accomplishments Achieved: The REP partnership continues to meet on a quarterly basis to maintain and implement the plan that was completed last year from our region. Representatives of our organization are participating in the process.
- Quantifiable Deliverables: The REP partnership is focusing on fostering growth through existing organizations including: Main Street organizations in Waterloo and Cedar Falls, Small Business Development Center, Institute for Decision Making, and Grow Cedar Valley. In addition, REP is developing an “Entre in the Valley” week-long series of events and recognitions focusing on entrepreneurship in our region.
- Difficulties Encountered: Maintaining interest and meeting attendance were challenges for the REP Plan.

*Provided technical assistance, resources, incentives, and support a culture that encourages local entrepreneurship and makes the region an attractive location for potential entrepreneurs*

- Accomplishments Achieved: As needed, INRCOG/INREDC has provided direction and guidance to prospective entrepreneurs. During this report year, our region was notified of three nominated Opportunity Zones Census Tracts, all within the City of Waterloo. Further, all three tracts have now been designated as Opportunity Zones by the US Department of the Treasury.
- Quantifiable Deliverables: This can be measured in the number of phone calls, emails, and requests staff responded to during the past year. Also, this may be measured by the number of development projects or proposals being received within the Waterloo Opportunity Zones.
- Difficulties Encountered: No difficulties were encountered.

*Promoted and aid businesses in the development of succession plans*

- Accomplishments Achieved: Through the assistance of Advance Iowa, Butler and Grundy Counties are nearing the completion of a succession planning process for businesses and industries.
- Quantifiable Deliverables: At this time, we do not have deliverables to report. However, we will have results to share in the next CEDS progress report.
- Difficulties Encountered: No difficulties to report during this past year. However, the facilitator of the planning process reported being somewhat surprised by the unwillingness of some current business owners to disengage, sell, or transfer their businesses to a new owner.

- **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 has been working on three EDA projects, the Sumner Municipal Light and Power Disaster Recovery application, TechWorks Business Expansion application, and a Butler County Logistics Park application. All planning and project reports have been, and will be, filed in a timely manner.
  - 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.**

*Supported communities by providing technical assistance in regard to development and revitalization programs*

- Accomplishments Achieved: As previously stated, our organization provides a significant amount of technical assistance to our member cities and counties. This can take a measurable of time and staff resources. This include offering assistance with planning, grant and loan programs, project and program administration, outreach to members, and supplying examples of documents, plans, and forms related to implementation of said programs.
- Quantifiable Deliverables: During the past year, our staff has made innumerable phone calls, emails, and attended meetings related to development and revitalization of our cities.
- Difficulties Encountered: No difficulties were encountered.

*Supported projects and initiatives aimed at improving the quality of life experience in an effort to attract and retain employers and employees*

- Accomplishments Achieved: Our region has elected to join the “Live the Valley” campaign, which focuses on quality of life amenities (solid educational opportunities, access (transportation assets), employment opportunities, comparatively low cost of living, affordability of housing, and midwestern work ethic), all of which were outlined by the Grow Cedar Valley Alliance.
- Quantifiable Deliverables: Although this effort began less than a year ago, our population is projected to grow and people are settling or returning to the region to work and live. Further, our staff works diligently on quality of life grants in the past year, including Resource Enhancement and Protection (REAP), Land Air, Water

Conservation (LAWCON), Water Trails, Land Trails, Pedestrian Planning, and Complete Streets Committee work. Also, we are actively involved in Local Food Network Planning and Economic Development, Safe Routes to Schools program administration, and water quality planning and grant writing.

- Difficulties Encountered: No difficulties were encountered.
- **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 of which have local clusters in our region.**

*Supported local foods*

- Accomplishments Achieved: Our staff continued to participate in the Cedar Valley Regional Food and Farm Network organization, which is a regional local foods initiative. Staff participates in the Steering and Economic Development Committees of the CVRFFN and helps to set the agenda for organizational meetings. The CVRFFN not only promotes local producers and consumption of healthy foods but seeks to address food insecurity and food access. The organization consists of approximately 40 members from various public, private, and non-profit entities.
- Quantifiable Deliverables: Local farmers markets were identified, community gardens supported, and food educational opportunities were offered to members of the organization. A permanent committee structure was established, after two existing local groups were merged. Finally, a website was also created for the organization.
- Difficulties Encountered: While membership in the organization is strong, it does need to identify a stable funding source so that it does not have to rely solely on participating agencies to fund activities with regard to economic development.

*Supported the maintenance and expansion, as needed, of training and apprenticeship programs with community colleges and workforce partners to meet skill demands*

- Accomplishments Achieved: Hawkeye Community College, and a partner of INRCOG/INREDC, is maintaining several apprenticeship programs in our region.
- Quantifiable Deliverables: Graduates of the program are now entering the workforce, which will hopefully ease employers' needs, which are quite pronounced in our region and state.
- Difficulties Encountered: Tailoring and adapting programs to meet employers' everchanging needs has proven to be a challenge for these programs.

*Supported up-skilling of existing labor force by providing training and education for non-traditional students*

- Accomplishments Achieved: Again, Hawkeye Community College is leading in this regard. HCC has developed Certified Nurse's Assistant (CNA), Computer Numerically Controlled (CNC) and Welding programs that are designed for non-traditional students, with proximate businesses in mind.
- Quantifiable Deliverables: The intent is to not only up-skill members of the workforce, but to provide readily available access to training employees.
- Difficulties Encountered: Accrediting programs and maintaining support for the programs from employers.

*Supported further development of training partnerships between Higher Education Institutions and individual businesses*

- Accomplishments Achieved: One of the CVRP partners, Waverly Economic Development, hosted a manufacturers tour within their community this past year. A large school bus, with approximately 60 participants, traveled to selected employers to learn about manufacturing career possibilities in the community.
- Quantifiable Deliverables: In this case, over 60 student households took advantage of the opportunity to become aware of what manufacturing has to offer today.
- Difficulties Encountered: No difficulties were encountered.

*Supported expanded partnerships between primary, secondary, and post-secondary schools and businesses to introduce students to career opportunities in the region (job shadowing, training programs, business tours, etc.)*

- Accomplishments Achieved: As noted above, economic development partners are working directly with education providers to provide insight and information to students regarding today's modern manufacturing work environment.
- Quantifiable Deliverables: With these efforts, the goal is to provide employment opportunities to persons while easing the current shortage of available labor force for employers.
- Difficulties Encountered: No difficulties were encountered.

*Supported retention of area college graduates to aid in meeting workforce demands (UNI, Wartburg, Upper Iowa, HCC, etc.)*

- Accomplishments Achieved: This is an ongoing effort in our region. We have several educational institutions that turnout graduates each semester, many of which choose to leave the region for employment. Like other higher educational institutions, focus is being directed to retaining graduates.

- Quantifiable Deliverables: Unknown at this point.
  - Difficulties Encountered: Whether real or perceived, our region faces challenges under this strategy related to quality of life. Graduates perceive there is little for them here, in terms of good paying jobs, entertainment, social gathering opportunities, and advancement possibilities. Admittedly, much of this is perception and can be overcome by marketing the positive realities associated with living in the region.
- **Continue to use the Cedar Valley Regional Partnership as a vehicle to promote the region and cooperative activity.**

*Attracted business investments by marketing the region as a whole through the Cedar Valley Regional Partnership (CVRP)*

- Accomplishments Achieved: The CVRP completed its 2017/2018 Iowa Economic Development Authority grant this year, which included funding marketing efforts.
  - Quantifiable Deliverables: In order to market the region, members of the CVRP completed site selection trips to Washington DC, Kansas City, Chicago, Dallas, and Atlanta. Also, the partnership launched its new website and continues to update and enhance the platform by including job board information and cross-referencing local job advertisements across the region. In addition, the region produces a newsletter that is emailed to large subscribership. Finally, the region is using social media, most notably Facebook and Google, to sell the region to prospective businesses, industries, and residents.
  - Difficulties Encountered: Financing these efforts, in a manner that prevents duplication and produces a return on investment, has been challenging, as has maintaining the marketing materials in a current status.
- **Assist communities in leveraging private investment dollars through local, state and federal incentives.**
- Accomplishments Achieved: The Region continues to experience growth by pairing state and federal programs with local and private investment dollars. As is illustrated in the following section of this update—Evaluation of Effectiveness—there have been several economic development successes in our region during the past year.
  - Quantifiable Deliverables: The table in the next section of this update presents the regional economic development projects during the past year.
  - Difficulties Encountered: No significant difficulties encountered.

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

*Supported communities by providing technical assistance in regard to development and revitalization programs*

- Accomplishments Achieved: As previously stated, our organization provides a significant amount of technical assistance to our member cities and counties. This can take a measurable amount of time and staff resources, and includes offering assistance with redevelopment planning, grant and loan programs, project and program administration, outreach to members, and supplying examples of documents, ordinances, plans, and forms related to implementation of said programs.
  - Quantifiable Deliverables: During the past year, our staff has made innumerable phone calls, emails, and attended meetings related to development and revitalization of our cities.
  - Difficulties Encountered: No difficulties were encountered.
- **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.**

*Comprehensive or Land Use Planning:*

- Accomplishments Achieved: Land use plans and regulations were completed, or being completed for, Buchanan County (zoning and subdivision ordinances), the cities of Evansdale, Winthrop, and Elk Run Heights. Further, we assembled proposals for updating land use policies and regulations for Butler County and the cities of Hudson and La Porte City, and Shell Rock.
- Quantifiable Deliverables: In addition to the completed land use documents, we have garnered contracts for updating zoning regulations in Hudson, La Porte City, and Butler County, all of which will be consistent with the salient Iowa Code Chapters.
- Difficulties Encountered: No real difficulties were encountered. However, it is imperative to educate local elected officials on the value of planning and importance of maintaining current policies and regulations.

*Housing:*

*Develop projects, pursue grants, and implement Low-to-Moderate Income Housing Programs (CDBG, HOME, etc.)*

- Accomplishments Achieved: During the past year, our agency closed Community Development Block Grant (CDBG) housing programs in the cities of Allison and

Evansdale. We continued work on similar single-family housing rehabilitation projects in Clarksville, Greene, and Shell Rock after flooding in 2016. In addition, our agency developed project grant applications in Gilbertville, Nashua, Parkersburg, and Waverly, all but Waverly was funded. We also created and submitted application for Readlyn, Sumner, and resubmitted the Waverly proposal. Finally, we became a city of Cedar Falls contractor for administering their CDBG Entitlement housing rehabilitation and repair programs.

Also, we continue to manage and administer Local Housing Trust Funds for the city of Waterloo and our region. Housing assistance is provided to qualifying agencies, organizations, local governments, and individuals that meet income guidelines.

Regarding housing planning as it relates to qualifying communities for programs, we completed a countywide housing needs assessment (HNA) for Buchanan County and its incorporated communities. We also wrote and worked on subsequent HNAs for Butler and Grundy Counties and their incorporated communities. HNAs were also being developed or were completed for the cities of La Porte City, New Hampton and Waterloo. In addition, our agency led a consortium planning project to develop a metro Consolidated Plan, which is a five-year plan outlining housing needs, analysis, and plans for expending CDBG Entitlement funds.

- Quantifiable Deliverables: We have assisted homeowners in the communities (6 per city), as well as administered flood (post-disaster) acquisitions (buyouts) in four of our communities (Clarksville, Greene, Shell Rock, and Sumner), the goal of which is to prevent repetitive loss and decrease impediments for homeowners.
- Difficulties Encountered: No unexpected difficulties were encountered.

*Promote efforts to expand availability of workforce/affordable housing options in close proximity to where persons work*

- Accomplishments Achieved: As part of the Housing Needs Assessments developed this year, we discussed and integrated planning documentation supporting workforce and affordable housing options.
- Quantifiable Deliverables: Housing planning projects (HNAs) were enumerated above.
- Difficulties Encountered: The only difficulty related to workforce housing has been the demand for tax credits, as awarded by the State of Iowa. All allocated credits are expended early in the year, leaving projects without access to possible funding. The state legislature increased the tax credit allocation during their past session, as well as created standards that allow awards to be spread out across the year.

*Pursue state tax incentive, and other programs as identified, to provide incentives for developers*

- Accomplishments Achieved: In addition to tax credit assistance associated with our housing planning efforts (HNAs), we assisted the cities of Dunkerton and La Porte City with developing tax abatement plans and ordinances.
- Quantifiable Deliverables: Cities then opened applications for the programs, as governed by the State of Iowa, for the first time this year.
- Difficulties Encountered: Marketing the tax abatement programs and encouraging owners to apply for assistance have been the primary difficulties experienced by both communities.

*Design incentives that encourage infill development of vacant lots and blighted areas*

- Accomplishments Achieved: Infill development is part of our housing planning (HNA) processes. We also presented programs such as 657A (governed under this Iowa Code section), nuisance abatement, code enforcement, and rehabilitation and demolition programs.
- Quantifiable Deliverables: Our agency worked, through our state association, to support adoption or improvements to the chapter 657A of the Iowa Code, the Iowa Prison Industries (IPI) project, increased Local Housing Trust Funding, and Land Bank legislation. The IPI project, which is modeled after a similar project in a neighboring state, proposes using low risk offenders to construct affordable housing (within a secured area) that can then be placed upon infill lots throughout the state. Land banking enabling legislation was also proposed, and although it was not passed by the legislature this session, our state association is planning to partner on bringing the issue back to the legislature for consideration.
- Difficulties Encountered: Like many new programs requiring legislative approvals, the processes take a considerable amount of time and persistence.

*Implement owner-occupied rehabilitation programs to aid low and moderate-income homeowners and improve community housing stock*

- Accomplishments Achieved: As stated above, our agency closed Community Development Block Grant (CDBG) housing programs in the cities of Allison and Evansdale. We continued work on similar single-family housing rehabilitation projects in Clarksville, Greene, and Shell Rock after flooding in 2016. In addition, our agency developed project grant applications in Gilbertville, Nashua, Parkersburg, and Waverly, all but Waverly was funded. We also developed and submitted applications for Readlyn, Sumner, and resubmitted the Waverly proposal. In addition, we wrote and are administering an Upper Story CDBG apartments project in Grundy Center. Finally, we became a city of Cedar Falls contractor for administering their CDBG Entitlement rehabilitation and repair programs.

Also, we continue to manage and administer Local Housing Trust Funds for the city of Waterloo and our region. Assistance is provided to qualifying agencies, organizations, local governments, and individuals that meet income guidelines.

- Quantifiable Deliverables: As a result of the awarded programs, homeowners are receiving assistance with rehabilitating their homes (6 per city). Further, individual homeowners may receive repair assistance through our redesigned Rural Repair Program, which is part of our regional housing trust fund efforts.
- Difficulties Encountered: Limited funding and staffing are two difficulties most prominently encountered under these programs. Further, timelines and contract deadlines have created hurdles for implementing projects.

*Conduct city and county housing assessments to fully understand local and regional housing needs*

- Accomplishments Achieved: We completed a countywide housing needs assessment (HNA) for Buchanan County and its incorporated communities. We also wrote and worked on subsequent HNAs for Butler and Grundy Counties and their incorporated communities. HNAs were also being developed or were completed for the cities of La Porte City, New Hampton, and Waterloo. In addition, our agency led a consortium planning project to develop a metro Consolidated Plan, which is a five-year plan outlining needs, analysis, and plans for expending CDBG Entitlement funds.
- Quantifiable Deliverables: Planning has been a refocus of our agency and member communities. Deliverables are documented in the list of completed, or nearly completed HNA projects. In addition to the list of projects being developed this past year, the cities of Hudson and Waverly have existing HNAs that are being used to support housing projects in their communities.
- Difficulties Encountered: Currently, the demand for housing and housing-related programs are driving the need for solid planning efforts. However, it can be challenging to convince local governments as to importance of planning in the process of identifying, applying for, and completing housing projects.

*Identify programs, funding sources, and incentives to be used as tools for nuisance abatement and redevelopment*

- Accomplishments Achieved: A number of programs and incentives, related to abatement, are discussed and integrated into our Housing Needs Assessment (HNA) planning process including adoption and implementation of building codes, rental codes, and nuisance abatement and municipal/county infractions ordinances. We have also highlighted use of Chapter 657A of the Iowa Code for municipalities to acquire abandoned properties.

- Quantifiable Deliverables: As part of the planning process, many communities have included one or a number of these accomplishment in their goals and strategies.
- Difficulties Encountered: In addition to convincing local governments of the benefits of these programs, we have had to continually reinforce the importance of evenhanded and uniform enforcement, demand on staff, providing political and legal support for these types of programs, and allocation of funding for implementing programs. We also stress the importance of interested local governments addressing their own properties first, before enforcing ordinances or policies on private properties.

*Provide a mix of residential development types and across a variety of price ranges*

- Accomplishments Achieved: Both the housing and land use planning efforts our agency manages include underscoring the importance of developing and redeveloping housing diversity. Not only do we focus on single and multiple family housing, we also plan for condominiums, row and town homes, garden homes, upper story (in the central business district) apartments, and development of larger housing neighborhood communities.
- Quantifiable Deliverables: Most communities that are working to enhance their housing market, are experiencing development of non-traditional housing types.
- Difficulties Encountered: Balancing what prospective homeowners may want, developers are willing to propose and construct, and the ability of financial institutions to fund non-traditional housing have been challenges, granted these challenges are decades old. Nevertheless, with the elevation of housing needs in our region, these challenges have been come to light in many communities.

*Encourage Development to support living environments for aging demographic (universally designed homes; assisted living; group care facilities; retirement age communities; and access to services)*

- Accomplishments Achieved: Housing communities for our aging populations are, and have been, developing in our metro and larger communities, as well as in smaller communities where they have been partnering with hospitals.
- Quantifiable Deliverables: Growth in this regard has been occurring in Friendship Village (Waterloo), Western Home (Cedar Falls and Hudson), and Bartels (Waverly). Housing development is also occurring in proximity to hospitals in Grundy Center and Sumner.
- Difficulties Encountered: No difficulties were encountered.

- **Recruit and Support Partnerships between Communities and Developers**

- Accomplishments Achieved: Through our state association, the Iowa Councils of Governments (ICOG), our agency has supported the development and existence of

several new housing partnerships. These include the aforementioned Iowa Home/Iowa Prison Industries, possible Land Bank legislation, and Local Housing Trust Funds. We also were supportive of the Housing 360 program and the newly formed Iowa Housing Partnership. The latter two are public/private partnerships to increase and improve housing in the state of Iowa.

- Quantifiable Deliverables: Because these endeavors are just beginning, deliverables have not been realized at this point. However, it is anticipated that there will be return on the investments made for our region, hence our continued involvement.
- Difficulties Encountered: Other than the speed with which these efforts must be developed, no difficulties have been 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, INRCOG/INREDC worked with our neighboring Councils of Governments and EDD, specifically related to housing.

INRCOG/INREDC staff served on the executive committee and participated in the University of Northern Iowa's Regional Entrepreneurship Project (EDA-funded project through the University Center), which focused on how to better support and encourage entrepreneurship in the region through networking, access to capital, creating a support culture, and providing business and technical assistance. The Project was completed this past year and in the process of being implemented.

- Quantifiable Deliverables: In all instances, we worked well with our partner COGs and EDDs in our attempts to bolster our economies while assisting our member communities. Staff will continue to look for ways to partner with UNI-IDM and Hawkeye Community College.
- 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 and will be continued.

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

- **Identify possible funding sources for governments and businesses, including public and private funding sources.**

*Assisted municipalities in planning for and obtaining financial resources (local; bonding; SRF; CDBG; USDA-RD) to fund needed infrastructure improvements*

- Accomplishments Achieved: A number of our member cities have received, or hope to receive, infrastructure funding through various sources. Further, our metro

governments have been working to determine the feasibility of a regional wastewater treatment facility. In either regard, this action was a major endeavor for our staff this past year.

- Quantifiable Deliverables: Currently, we are administering Community Development Block Grant Water/Sewer projects, with matching funding coming from the State Revolving Loan Fund (SRF) or US Department of Agriculture (USDA), for cities of Allison, Brandon, and Winthrop. We are developing similar projects in Evansdale, Plainfield, and Wellsburg. Regarding the regional wastewater treatment project, an existing 1973 study has been updated in the past year, as participating local governments seek to offer their residents services more efficiently and cost effectively. Finally, we assembled and submitted an EDA Disaster Recovery application to relocate the city of Sumner's Municipal Light and Power plant from the floodplain.
- Difficulties Encountered: Lack of available funding, and the associated rules of some programs, have generated significant difficulties for local governments in our region.

*Maintained and invested in community facilities which provide important services and beneficial quality of life aspects (city halls, libraries, community centers, emergency services buildings, daycares, parks, museums, hospitals, clinics, schools and other-like facilities)*

- Accomplishments Achieved: Staffers from our agency have provided technical assistance to our member jurisdictions with regard to several programs designed to support quality of life enhancements.
- Quantifiable Deliverables: We have assisted with grants for funding parks, trails, splashpads, municipal facilities, and emergency response.
- Difficulties Encountered: Lack of funding is a challenge encountered, as well as quantifying the potential benefits for communities can be obstacle that has to be overcome.

*Encouraged investment in local renewable energy production to promote sustainability and reduce long-term energy costs*

- Accomplishments Achieved: Our region is generally supportive of alternate energy programs that utilize clean manufacturing process and seek to phase-out the use of fossil fuels. For example, our region has two existing wind farms, both of which are in Grundy County. A third large wind farm is proposed for southern Black Hawk County. Further, several of our municipal utilities have developed solar fields, most notably, those in Cedar Falls and Sumner.
- Quantifiable Deliverables: As a result of these large wind farms in our region, and those throughout Iowa, a significant amount of electricity is generated by this clean, renewable source. One utility company serving our region, Mid-American Energy, advertises a majority of the power they provide is generated through wind

power. Also, municipal utilities are using wind (Waverly) and solar (Cedar Falls and Sumner) to offset fossil fuels as the primary source of the power they provide.

- Difficulties Encountered. Cost of the investments, long-term returns on investment, uncertainty of state and federal tax incentives, and local regulations and opinions present challenges for these types of developments.

*Study and build infrastructure water management systems to mitigate flooding and protect water quality*

- Accomplishments Achieved: Our agency has written and is administering a number of grants associated with watershed and mitigation projects. We are also developing several future projects, as well.
  - Quantifiable Deliverables: In addition to addressing these issues in our land use planning process, staff members are administering a stormwater management project in community of Lamont and developing them in the cities of Stanley and Stout. Projects managed by the Iowa Economic Development Authority typically require compliance with their Green Streets (sustainability and energy efficiency) planning and implementation processes. Our agency continues to maintain Source Water Protection Plans for the cities of Gilbertville and Jesup and wrote a grant for the city of Plainfield (Water Quality Initiative) to add a well, which would provide potable water supply that is not repeatedly threatened by flooding. Also, as noted prior, we are developing a significant EDA Disaster Recovery mitigation project that entails relocating the Sumner Municipal Light and Power facilities from the floodplain. We have also provided technical assistance to our members regarding creation and maintenance of stormwater utilities and infrastructure, most of which through sustainable designs, methods, and practices. Also, we continue to participate in Watershed Management Authorities in our region (Cedar River Coalition, Upper Cedar River, Middle Cedar River, and Upper Wapsipinicon).
  - Difficulties Encountered: Lack of dedicated funding for these types of projects, as well as the fact that these practices and procedures are fairly recent to our region and state has impacted their acceptance, prioritization, and historic effectiveness.
- **Research private foundation grants for businesses, industries, and local governments.**
    - Accomplishments Achieved: Staffers from our agency have garnered experience working with private foundations during the past year.
    - Quantifiable Deliverables: As part of the INRCOG Strategic Plan, we have begun to develop a list of private funding sources.
    - Difficulties Encountered: No difficulties were experienced.

- **Apply for grant or loan programs, as is appropriate and requested**
  - 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 Disaster Assistance, EDA Partnership Planning Grant, USDA-Rural Development Regional Business Opportunity Grant, Land and Water Conservation Fund (LWCF), Resource Enhancement and Protection (REAP) Fund, Hazard Mitigation Grant Program (HMGP), and the Water Quality Improvements program. In addition to the grants submitted, INRCOG also provides consultation with communities regarding potential grants for projects.
  - Difficulties Encountered: Identifying appropriate programs and tracking ever-changing program requirements have been two ongoing challenges for our agency. As stated, 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: INRCOG continues to administer five RLF loans in the region with recently updated administration plan and new online application. In addition, we are currently administrating eleven CDBG projects (three housing, three water/sewer; one community facility; one upper story residential pilot project; and three urgent need/disaster housing rehabilitation projects). INRCOG also provides the staff and is the fiscal agent for the Iowa Northland Regional Housing Council (INRHC) and the Waterloo Housing Trust Funds.
  - Difficulties Encountered: 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 regulations requires staff to keep an insistent eye on these programs as well as to attend trainings.

- **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 has supported education and training as an employee or program needs or requires. As such, 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 have taken advantage of available webinar offerings, which allow for efficient use of time. INRCOG staff has also attended numerous trainings in the past year including multiple CDBG trainings, environmental review courses, RLF management webinars, disaster recovery webinars, ICOG staff retreat, foreign labor housing inspections training, and other economic development courses.
  - 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, in the spring of 2017 we completed a USDA Rural Business Development Grant (RBDG) that offered partial funding for a single countywide Housing Needs Assessment for Buchanan County. This year we utilized the same program to receive partially funding for two additional countywide Housing Needs Assessments for Butler and Grundy Counties, which are nearly complete. As communities consider infrastructure projects, we provide information on USDA programs and funding opportunities and directly refer communities to the local USDA representatives as appropriate.

Regarding CDBG and our relationship with IEDA, we continue to have a strong relationship with IEDA and frequently work with their staff on grant applications and administration, state businesses incentives, and on-going program training.
  - 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. As noted in prior years, many communities

remain 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 Board, which allow us to maintain contact opportunities for sharing programmatic information. Likewise, all the partners share information through the CVRP website, their individual websites, Dropbox, emails, and social media. INRCOG and agency websites maintain inventories of state and federal incentive programs.
  - Difficulties Encountered: The present state of public program funding at both the state and federal levels of government create some uncertainty regarding what to expect/plan for in terms of technical and financial support.

**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**

*Supported the maintenance, as needed, of training and apprenticeship programs with community colleges and workforce partners to meet skill demands*

- Accomplishments Achieved: Hawkeye Community College, and a partner of INRCOG/INREDC, is maintaining several apprenticeship programs in our region.
- Quantifiable Deliverables: Graduates of the program are now entering the workforce, which will hopefully ease employers' needs, which are quite pronounced in our region and state.
- Difficulties Encountered: Tailoring and adapting programs to meet employers' everchanging needs has proven to be a challenge for these programs.

*Supported up-skilling of existing labor force by providing training and education for non-traditional students*

- Accomplishments Achieved: Again, Hawkeye Community College is leading in this regard. HCC has developed Certified Nurse's Assistant (CNA), Computer Numerically Controlled (CNC) and Welding programs that are designed for non-traditional students, with proximate businesses in mind.
- Quantifiable Deliverables: The intent is to not only up-skill members of the workforce, but to provide readily available access to training employees.
- Difficulties Encountered: Accrediting programs and maintaining support for the programs from employers.

*Supported furthered development of training partnerships between Higher Education Institutions and individual businesses*

- Accomplishments Achieved: One of the CVRP partners, Waverly Economic Development, hosted a manufacturers tour within their community this past year. A large school bus, with approximately 65 participants, traveled to selected employers to learn about manufacturing career possibilities in the community.
- Quantifiable Deliverables: In this case, over 60 students and their households took advantage of the opportunity to become aware of what manufacturing has to offer today.
- Difficulties Encountered: No difficulties were encountered.

*Supported the maintenance and expansion of partnerships between primary, secondary, and post-secondary schools and businesses to introduce students to career opportunities in the region (job shadowing, training programs, business tours, etc.)*

- Accomplishments Achieved: As noted above, economic development partners are working directly with education providers to provide insight and information to students regarding today's modern manufacturing work environment.
- Quantifiable Deliverables: With these efforts, the goal is to provide employment opportunities to persons while easing the current shortage of available labor force for employers.
- Difficulties Encountered: No difficulties were encountered.

*Continued to support retaining area college graduates to aid in meeting workforce demands (UNI, Wartburg, Upper Iowa, HCC, etc.)*

- Accomplishments Achieved: This is an ongoing effort in our region. We have several educational institutions that turnout graduates each semester, many of which choose to leave the region for employment. Like other higher educational institutions, focus is being directed to retaining graduates.
- Quantifiable Deliverables: Unknown at this point.

- Difficulties Encountered: Whether real or perceived, our region faces challenges under this strategy related to quality of life. Graduates perceive there is little for them here, in terms of good paying jobs, entertainment, social gathering opportunities, and advancement possibilities. Admittedly, much of this is perception and can be overcome by marketing the positive realities associated with living in the region.
- **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.

**We believe the above five CEDS Goals constituted the primary focus of the Scope of Work for this past Planning Grant year. However, that does not mean the remaining goals identified were not addressed in some manner. These goals are important aspects of economic development in the region and were integrated into projects and the Scope of Work as appropriate. Those goals include:**

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

- **Prioritize transportation projects and system improvements that facilitate local job creation and retention**
  - Accomplishments Achieved: The metropolitan area (Metropolitan Planning Organization, which staffed by our agency) updated its Long-Range Transportation Plan, which includes population projects and economic/employment projections in its traffic modeling processes.
  - Quantifiable Deliverables: Projects consistent with the new plan are supported and are considered for funding under the Transportation Improvements Program and Transportation Work Program.
  - Difficulties Encountered: The high cost of transportation improvements presents difficulties for local governments. In addition, weighing competing projects for limited funding has been, and continues to be, a challenge for the Metropolitan Planning Organization.

- **Develop linkages between existing, new, and redevelopments, as well as other economic drivers**
  - Accomplishments Achieved: As transportation plans are implemented, this strategy is continually updated.
  - Quantifiable Deliverables: Unknown.
  - Difficulties Encountered: No difficulties were encountered
  
- **Maintain and develop systems that support regional economic clusters, specifically distribution/logistics and movement of manufactured goods**
  - Accomplishments Achieved: Because of our region’s commendable transportation infrastructure, existing industry clusters rely on it for their success. Specifically, Interstate 380 and US Highways 20, 63, and 218 provide four-lane access to larger cities (Chicago, Minneapolis-St. Paul, Kansas City, Omaha) within four hours of the region. As a result of their importance, the local, regional, state, and federal governments have allocated significant resources to construct and maintain these corridors.
  - Quantifiable Deliverables: The metropolitan area is currently finishing a Northeast Bypass study to determine the feasibility of developing a bypass around the eastern and northern edges of the Waterloo-Cedar Falls metropolitan area.
  - Difficulties Encountered: Again, the cost and scope associated with these developments have been challenging.
  
- **Capitalize on existing market access routes via US Highway 20, 218, and 63, as well as Interstate 380 for industrial development**
  - Accomplishments Achieved: Commercial and industrial development, of existing and new businesses, can be seen in the following section of this report.
  - Quantifiable Deliverables: Development along the northern, southern, and eastern edges of Waterloo, southern Cedar Falls, Waverly, and Independence, southern and western New Hampton, and Butler Logistics Park near Shell Rock underscore the importance of transportation corridors and modes to economic development in our region.
  - Difficulties Encountered: The cost of development is largest obstacle, as well as public opinion, are two of the most significant issues that have to be continually addressed.

- **Increase ridership and frequency of passenger flights to/from the Waterloo Regional Airport**
  - Accomplishments Achieved: Maintained American Airlines passenger service at the Waterloo Regional Airport
  - Quantifiable Deliverables: Ongoing. Ridership has increased and access to larger markets through this Chicago link have been valuable to the business and industrial community.
  - Difficulties Encountered: Retaining commercial passenger service and the airport tower service have been ongoing challenges for the city of Waterloo.
  
- **Improve freight transportation network via rail and air**
  - Accomplishments Achieved: Two significant new business and industrial developments have been approved near the Waterloo Regional Airport and are underway. Also, industrial development was recently approved for the Butler Logistics park that requires additional rail investment, as well as takes advantage of existing rail infrastructure.
  - Quantifiable Deliverables: Industrial expansion has been occurring in proximity to the Waterloo Regional Airport. Regarding rail, a recent announcement indicates that a rail car manufacturer will locate in the Butler Logistics Park and create over 260 jobs and invest over \$60M in the project.
  - Difficulties Encountered: Expenses related to these improvements are high and can only be afforded by larger regional projects.
  
- **Promote use of environmentally sustainable modes of transportation, including public transit, trails, walking, and bicycling**
  - Accomplishments Achieved: Our agency continues to be a leader in transportation planning, specifically affecting other modes. Regarding transit, we operate the Iowa Northland Regional Transit Commission (RTC) and we openly coordinate with the metropolitan transit provide, MET Transit. We also cooperate with one of the largest non-profit transit providers in the region as well, Exceptional Persons, Incorporated.

Non-motorized transportation planning (trails) is also provided by our agencies throughout the region and has been for decades. To-date, there are over 100 miles of trails in our area. The Metropolitan Planning Organization is nearing completion of their inaugural Pedestrian Plan, which governs pedestrian modes for six of our incorporated communities and part of Black Hawk County.

Staff members from our agency are appointed members of the City of Waterloo's Complete Streets Committee, which reviews development project, considers transportation corridor development as a whole, and suggests improvements.

- Quantifiable Deliverables: All of these efforts are making an impact on the area. More residents are reducing their carbon footprints and becoming more aware of the benefits of these alternate modes of transportation. Demonstration projects, such as the Park Avenue Bike Lanes, illustrate acceptance of these types of improvements.
- Difficulties Encountered: There are a number of challenges these projects continually face including: awareness, lack of marketing budgets and programs, public understanding, planning support, implementation funding, and acceptance, for some.
- **Pursue additional federal and state funding resources to provide for infrastructure demands**
  - Accomplishments Achieved: Because of the expense, transportation projects usually require the paring of multiple funding sources (federal, state, and local). Projects identified in the Transportation Improvements Programs (TIP), the funding allocation mechanism, identify how local governments will fund their projects using a myriad of sources.
  - Quantifiable Deliverables: The compliment of projects identified and completed through the TIPs represent the deliverables enjoyed by the region.
  - Difficulties Encountered: Again, funding, project prioritization, and allocation of resources represent the difficulties encountered by these types of projects.
- **Work with individual communities and as a region to develop creative means to fund transportation needs**
  - Accomplishments Achieved: Our staff provides a significant amount of technical assistance in this regard.
  - Quantifiable Deliverables: Ongoing
  - Difficulties Encountered: No difficulties encountered.
- **Develop and maintain short-range and long-range MPO and RTA plans**
  - Accomplishments Achieved: These necessary processes are completed on an ongoing basis, with the MPO plan being updated during this past year.
  - Quantifiable Deliverables: The MPO and RTA plans, including Transportation Work Program, Transportation Improvements Program, and Public Input Plan are current and are updated under the auspices of the local Boards of Directors and the Iowa Department of Transportation.
  - Difficulties Encountered: No difficulties were encountered

- **Conduct transportation and corridor studies**

- Accomplishments Achieved: This is an ongoing strategy. At this time, the Northeast Bypass Study is being completed, which affects economic development in a significant way by proposing a transportation corridor connecting I-380/US Highway 20 and US Highway 63 and US 27/218 around the northeastern edges of the Waterloo-Cedar Falls metro area.
- Quantifiable Deliverables: This particular study may necessitate the need for the next study, which involves selection of a desired alternative corridor route and identification of possible funding mechanisms.
- Difficulties Encountered: Studies are expensive and funding them, including through the use of local funding contributions, is a challenge.

**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 that continues to be implemented.
- Quantifiable Deliverables: Required by program; projects have remained consistent.
- 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, not to mention the utilization of multiple funding sources. See the table presented in the next section, Evaluation of Effectiveness, to identify regional deliverables.
- 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. Local ED groups and the Cedar Valley Regional Partnership (CVRP) continue to promote the need for accessible high-speed internet throughout the region.
- 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 to highlight the importance of technology in today's competitive economic development environment.

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

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

- **Prioritize business and industrial development should fit within the existing utility and transportation infrastructure**
  - Accomplishments Achieved: Economic developers in our region tend to prioritize sites that already have infrastructure readily available and that are in proximity to transportation assets.
  - Quantifiable Deliverables: The following section illustrates where development occurred in the region during the past year and most, if not all of it, was at sites that had services available.
  - Difficulties Encountered: No difficulties were encountered.
- **Work with local governments and groups to identify and use or repurpose underutilized resources (empty buildings/lots, blighted areas, grey/brownfields, and new development opportunities)**
  - Accomplishments Achieved: Local government participation in economic development projects occurred in existing sites readily serviced by infrastructure. For example, the Grundy Center Upper Story Project, whereby an unused upper story of a downtown building is being adaptively reused for residential apartments. Incidentally, this project is nearing the construction phase.
  - Quantifiable Deliverables: See the following section for an itemized development list.
  - Difficulties Encountered: No difficulties were encountered.
- **Plan and implement water quality projects local and at the watershed level that reduce runoff and pollutants**
  - Accomplishments Achieved: Our region continued to implement Source Water (Well) Protection Plans for the Cities of Gilbertville and Jesup and wrote one Water Quality Initiative project grant application for the City of Plainfield.
  - Quantifiable Deliverables: The plans remain current, but unfortunately the WQI application was not awarded funding.

- Difficulties Encountered: No difficulties were encountered.
- **Support initiatives focused on the use of local foods in order support regional producers and reduce need to transport food in and out of the region**
  - Accomplishments Achieved: Our staff continued to participate in the Cedar Valley Regional Food and Farm Network organization, which is a regional local foods initiative. Staff participates in the Steering and Economic Development Committees of the CVRFFN and helps to set the agenda for organizational meetings. The CVRFFN not only promotes local producers and consumption of healthy foods but seeks to address food insecurity and food access. The organization consists of approximately 40 members from various public, private, and non-profit entities.
  - Quantifiable Deliverables: Local farmers markets were identified, community gardens supported, and food educational opportunities were offered to members of the organization. A permanent committee structure was established, after two existing local groups were merged. Finally, a website was also created for the organization.
  - Difficulties Encountered: While membership in the organization is strong, it does need to identify a stable funding source so that it does not have to rely solely on participating agencies to fund activities with regard to economic development.
- **Implement land use policies which preserve valuable farmland, as well as natural areas**
  - Accomplishments Achieved: Land use plans and regulations were completed, or being completed for, Buchanan County (zoning and subdivision ordinances), the cities of Evansdale, Winthrop, and Elk Run Heights. Further, we assembled proposals for updating land use policies and regulations for Butler County and the cities of Hudson and La Porte City, and Shell Rock.
  - Quantifiable Deliverables: In addition to the completed land use documents, we have garnered contracts for updating zoning regulations in Hudson, La Porte City, and Butler County, all of which will be consistent with the salient Iowa Code Chapters.
  - Difficulties Encountered: No real difficulties were encountered. However, it is imperative to educate local elected officials on the value of planning and importance of maintaining current policies and regulations.
- **Protect remaining natural areas for ecological benefits and promoting quality of life aspects**
  - Accomplishments Achieved: As part of our land use planning and regulation development processes, we seeking to protect the natural and environmentally sensitive areas (i.e. floodplains, wetlands, steep slopes, valuable soil types, etc.).

- Quantifiable Deliverables: Since the 2008 disasters in our region, our member governments have done remarkably well at protecting areas affected by natural disasters, specifically by not letting affected or acquired properties redevelop. This has reduced repetitive loss and protected people from the impacts of disasters.
- Difficulties Encountered: No difficulties were encountered.
- **Plan and implement initiatives for drinking and source water protection**
  - Accomplishments Achieved: Maintained Source Water Protection (SWP) Plans in Gilbertville and Jesup and helped implement an SWP in Plainfield.
  - Quantifiable Deliverables: Assembled and wrote a Water Quality Initiative (WQI) grant application for drilling a new well in the community that would offer high quality water not threatened by frequent flooding.
  - Difficulties Encountered: Convincing local governments how important protecting the sources of their potable water has proven to be somewhat challenging, as water is readily available from aquifers or rivers.
- **Conduct and adhere to environmental assessments and review processes established by economic development programs.**
  - Accomplishments Achieved: Generally, any projects funded using federal or state funds require some level of environmental review. Compliance with NEPA and Section 106 (Historic Preservation) are common, although the details of each process are slightly different. All require a level of public advertising and notification as well as defined methods of public input and access to reports and/or assessments.
  - Quantifiable Deliverables: As a result of these procedures, environmentally sensitive areas are identified and protected and impacts thereon minimized. The public is provided adequate education opportunities about projects, as well as chances to comment. Non-compliant projects are generally defunded and cancelled.
  - Difficulties Encountered: The environmental process can be challenging and can be viewed as a deterrent. However, it is a necessary part of being awarded grant or loan funds. As a result, education and communication with the recipient community is very important, so as to assure everyone involved of the necessity and importance of these procedures.

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

- **Maintain, update, and implement countywide Multi-Jurisdictional Hazard Mitigation Plans**

- Accomplishments Achieved: All six of our counties (Black Hawk, Bremer, Buchanan, Butler, Chickasaw, and Grundy) have FEMA-approved MJ HMPs. This past year we completed the update of the Chickasaw County MJ HMP. We also secured contracts to update Black Hawk and Butler Counties by the end of fiscal year 2020. Bremer, Buchanan, and Grundy County plans must be updated by 2022.
  - Quantifiable Deliverables: Copies of all current plans are on our website, [www.inrcog.org](http://www.inrcog.org). Existence of said plans maintains adopting local governments' ability to apply for and received FEMA post-disaster funding.
  - Difficulties Encountered: During this past year, we began updating MJ HMPs using only local funds, as FEMA and state funds have become scarce. In addition to funding these types of plans, it has been a continuous effort to keep the need for local planning at the forefront of local officials' minds.
- **Coordinate regionally with Watershed Management Authorities (WMA) to plan and implement flood mitigation efforts**
    - Accomplishments Achieved: This is measured by meeting attendance and the fact that we can assist member communities in applying for funding.
    - Quantifiable Deliverables: Our staff continues to attend quarterly WMA meetings for the Cedar River Coalition, Upper Cedar River, Middle Cedar River, and Upper Wapsipinicon River WMAs. We assisted the City of Plainfield with developing and applying for a Water Quality Grant. Consistent with the local plan, the purpose of the grant was to dig a new well, the location of which would be outside of the floodplain and provide a safe water supply that is low in nitrates.
    - Difficulties Encountered: No difficulties were encountered.
- **Assist Businesses and Economic Development Organizations with Continuity and Disaster Planning Efforts**
    - Accomplishments Achieved: No accomplishments were achieved during this period.
    - Quantifiable Deliverables: No quantifiable deliverables were made during this period.
    - Difficulties Encountered: No difficulties were encountered during this period.
- **Develop continuity plans for local governments and businesses as well as sponsor workshops aiding organizations in disaster preparation**
    - Accomplishments Achieved: Our agency has completed an Evacuation Plan for Black Hawk County. It has also signed its first agreement to create a municipal emergency response plan, which is being recommended by municipal insurance policy providers, for the City of Hudson.

- Quantifiable Deliverables: At this time, the Evacuation Plan is the only deliverable under this strategy.
- Difficulties Encountered: No difficulties were encountered.
- **Conduct preventative studies to identify mitigation actions and strategies**
  - Accomplishments Achieved: The cities of Lamont and Stout have completed stormwater management plans, and the city of Stanley is doing likewise. Also, the relocation of the Sumner Light and Power facilities is an example of a large-scale mitigation project. Mitigation is also the intent of assisting our members with development of Emergency Response Plans.
  - Quantifiable Deliverables: No additional quantifiable deliverables have been achieved.
  - Difficulties Encountered: No difficulties have been experienced.
- **Engage private sector in development of disaster plans**
  - Accomplishments Achieved: As we update Multi-Jurisdictional Hazard Mitigation Plans, we will redouble our efforts to include the private sector in the planning process.
  - Quantifiable Deliverables: No quantifiable deliverables have been achieved.
  - Difficulties Encountered: No difficulties have been experienced.
- **Invest in public safety and emergency services equipment to build capacity to prevent and/or respond to a disaster**
  - Accomplishments Achieved: During the past year, our agency has been asked to provide technical assistance to local governments regarding the Assistance to Firefighters Grants (AFG), which is administered by FEMA. This national grant program is opened annually for cities, counties, and regions and requests proposals for emergency equipment, services, training, and supplies. We used to provide more significant assistance under the AFG, but as funds have decreased and associated online requirements have increased, our local governments have lost sight of the program. Rising equipment costs, coupled with tight budgets, have renewed interest in the program.
  - Quantifiable Deliverables: In anticipation of this fall's program opportunity, we have been assisting four cities in preparing for the online application process.
  - Difficulties Encountered: No difficulties were encountered.

- **Develop resource library for businesses and communities**
  - Accomplishments Achieved: Regarding serving local governments, we have maintained an historical library for our members' plans, ordinances, grant applications, projects, and local government tools. We have not developed the business library at this time.
  - Quantifiable Deliverables: Our members benefit from the library, because we offer assistance and access at no cost to our members.
  - Difficulties Encountered: No difficulties have been encountered.

## EVALUATION OF EFFECTIVENESS

During this past year, we have experienced the development and completion of several economic development projects in the region. Although the number of jobs retained and created as well as the amount of private investment in the area that reported by our partners was less than in previous years, the quality of the projects was marked.

According to the evaluation metrics defined in our 2017 CEDS, we used the following factors for measuring our progress:

- Number of jobs created
- Number of jobs retained
- Public dollars invested in economic development initiatives
- Private dollars invested in economic development initiatives

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
		Funding Source(s)	Agency (Federal, State, Local)			Local	State	Federal	Investment
1	Test America (Cedar Falls)	City/Private	City of Cedar Falls	R	20	\$713,064			\$2,500,000
2	ACOH, LLC (Cedar Falls)	City/Private	City of Cedar Falls	R	15	\$488,439			\$1,400,000
3	Rabo AgriFinance (Cedar Falls)	City/Private	City of Cedar Falls	R	30	\$603,745			\$2,500,000
4	Holiday Inn & Suites (Cedar Falls)	Private	Not Applicable	R	50				\$8,700,000
5	Hilton Garden Inn (Cedar Falls)	Private	Not Applicable	R	10				\$4,500,000
6	Fleet Farm (Cedar Falls)	Private	Not Applicable	R	75				\$12,300,000
7	Raising Cane's (Cedar Falls)	Private	Not Applicable	R	30				\$1,800,000
8	Casey's General Store (Waverly)	Private	Not Applicable	R	20				\$2,625,000
9	Group Benefit Partners (Waverly)	Private	Not Applicable	R	11				\$590,000
10	Four Queens Dairy Cream (Waverly)	Private	Not Applicable	R	20				\$614,815
11	Zip's Truck Equipment/AW Direct (New Hampton)	Private	City of New Hampton	I	50				\$85,000
12	ATEK (New Hampton)	City/Private	City of New Hampton	I	10	\$59,000			\$364,000
13	Bluetique/Threads (New Hampton)	City/Private	City of New Hampton	R	5	\$5,000			\$50,850
14	New Hampton Vet Clinic (New Hampton)	City/Private	City of New Hampton	R	5	\$5,000			\$48,005
15	Follow Up Scrubs (New Hampton)	City/Private	City of New Hampton	R	4	\$5,000			\$79,250
16	Riley's Incorporated (New Hampton)	City/Private	City of New Hampton	R	5	\$6,500			\$50,000
<b>Total</b>					<b>360</b>	<b>\$1,885,748</b>	<b>\$0</b>	<b>\$0</b>	<b>\$38,206,920</b>
						<b>\$1,885,748</b>			<b>\$38,206,920</b>

**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

During the next year, Fiscal Year 2020, our region will continue to implement the goals, objectives, and strategies outlined in our 2017 Comprehensive Economic Development Strategy. Specifically, we will focus our time and effort on the strategies outlined under each goal and objective. Said strategies, consistent with the Planning Partnership Grant that was recently approved, are enumerated in the following tables.

**Per the 2017 CEDS, the INREDC goals and objectives for the upcoming year are:**

### **1) Maintain and Improve the Economic Vitality of the Region**

- A. Attract, Retain and Expand Businesses in the Region
- B. Maintain and Further Develop Identified Regional Industry Clusters
  - a. Advanced Manufacturing
  - b. Food Processing
  - c. Distribution and Logistics
  - d. Information Technology
  - e. Agra-based Biotechnology and Bioscience
- C. Expand Entrepreneur Development
- D. Diversify the Region's Economic Base
- E. Facilitate Sustainable Economic Growth

### **2) Address Regional Workforce Needs**

- A. Increase number of persons in workforce
- B. Up-skill and increase education levels of existing workforce
- C. Develop local pipeline of general and skilled laborers
- D. Improve the quality of life experience and attractiveness of region in order to retain and recruit workforce

### **3) Provide Adequate Housing Options**

- A. Increase availability of workforce and affordable housing
- B. Provide a variety of housing types and options to support diverse and ever-changing lifestyles

### **4) Provide Utility and Public Infrastructure to Support Economic Growth**

- A. Maintain, update, and invest in new infrastructure improvements for sanitary sewer, storm water, drinking water, waste facilities, broadband, as well as energy development and transmission
- B. Maintain and upgrade community facilities

**5) Foster an Effective and Efficient Transportation Network**

- A. Pursue transportation initiatives that strategically support economic development and movement of freight
- B. Provide safe, reliable, and efficient transportation network for the movement of persons and goods
- C. Provide transportation infrastructure that supports the high-use of trucks and farm equipment
- D. Increase availability of funds and revenue options to maintain and modernize regional transportation infrastructure.
- E. Improve public health and quality of life experience through transportation networks

**6) Build Disaster and Economic Resilience**

- A. Mitigate the risk natural and human-caused disasters pose to the region's population
- B. Reduce risk to and protect public (roads, utilities, structures, etc.) and private (businesses, etc.) infrastructure

**7) Protect and Enhance our Natural Resources and Environment**

- A. Protect and Enhance the Region's Land (farm ground, natural areas, etc.) and Water (rivers, aquifer, etc.) Resources

**8) Maintain INREDC's Economic Development District Status**

- A. Review and update CEDS plan on an annual basis
- B. Develop new CEDS every five years
- C. Maintain partnerships with US Department of Commerce Economic Development Administration and the Iowa Economic Development Authority to assist communities in our region
- D. Continue positive working relationships with the local economic development commissions, organization, and other partners
- E. Provide economic development assistance to businesses, industries, and local governments within the region

Figure C.1: Goal One Strategies

Priority	Action	Key Partners	Timeline	Cost Estimate
H	1. Maintain and facilitate growth of existing businesses and industries	ED Groups; Private Industry; Communities	Active	Moderate
H	2. Leverage the strength of the region's existing industry clusters to seek out and attract like-business and service providers	ED groups, CVRP	Long-Term	Medium
H	3. Recruit and Support development of a diverse set of businesses and industry	ED groups; CVRP	Long-Term	Low
H	4. Attract business investments by marketing the region as a whole through the Cedar Valley Regional Partnership	EDA; IEDA; CVRP; INRCOG	Active; Long-Term	Medium
H	5. Create and use a variety of incentive and financing options to support expansion and new development (TIF, Urban Renewal, Enterprise Zones, etc.)	ED groups; private industry; communities	Active	Low (technical assistance) to High (implementation)
H	6. Participate in development of and implement the Regional Entrepreneurship Project Plan, currently being developed by UNI (EDA Center)	UNI; EDA, Entrepreneurs	Medium	Low
M	7. Provide technical assistance, resources, incentives, and support a culture that encourages local entrepreneurship and makes the region an attractive location for potential entrepreneurs	UNI; EDA; Local ED Groups; Entrepreneurs	Active	Medium
M	8. Identify and market underutilized and/or abandoned commercial and industrial sites	INRCOG; CVRP; Communities	Medium-Term	Medium
M	9. Support communities by providing technical assistance in regard to development and revitalization programs	INRCOG; UNI-IDM; Communities	Active	Low
M	10. Promote and aid businesses in the development of succession plans	ED groups; GCVA; UNI-Advance Iowa; Private Sector	Long-Term	Medium
L	11. Develop inventory of best practices, regulations, ordinances, incentives, and other tools local jurisdictions can implement to encourage economic development	INRCOG	Medium-Term	Low

Figure C.2: Goal Two Strategies

Priority	Action	Key Partners	Timeline	Cost Estimate
H	1. Develop and implement regional marketing campaign to recruit general and skilled workers to the region	CVRP; GCVA	Medium Term	Low
H	2. Support projects and initiatives aimed at improving the quality of life experience in an effort to attract and retain employers and employees	CVRP; GCVA	Active; Long-Term	Low
H	3. Maintain and expand, as needed, training and apprenticeship programs with community colleges and workforce partners to meet skill demands	ED groups; K-12; UNI; HCC	Medium-Term	Medium
H	4. Up-skill existing labor force by providing training and education for non-traditional students	IWD; HCC; Private Industry	Medium-Term	High
H	5. Further develop training partnerships between Higher Education Institutions and individual businesses	IWD; UNI; HCC; Elevate Iowa	Medium-Term	Low
H	6. Maintain and expand partnerships between primary, secondary, and post-secondary schools and businesses to introduce students to career opportunities in the region (job shadowing, training programs, business tours, etc.)	K-12; HCC; Private Industry; Elevate Iowa	Short/ Medium-Term	Low
M	7. Retain area college graduates to aid in meeting workforce demands (UNI, Wartburg, Upper Iowa, HCC, etc.)	UNI; HCC; ED groups	Medium-Term	Low

Figure C.3: Goal Three Strategies

Priority	Action	Key Partners	Timeline	Cost Estimate
H	1. Develop projects, pursue grants, and implement Low-to-Moderate Income Housing Programs (CDBG, HOME, etc.)	HUD;IEDA; INRCOG; Cities;	Active to Long-Term	Moderate
H	2. Promote efforts to expand availability of workforce/affordable housing options in close proximity to where persons work	ED groups; Developers; INRHC; Communities	Long-Term	Low (technical) to high (construction)
H	3. Pursue state tax incentive, and other programs as identified, to provide incentives for developers	IEDA; IFA; Communities	Medium-Term	Low (technical) to high (construction)
H	4. Design incentives that encourage infill development of vacant lots and blighted areas	INRCOG; Communities	Short-Term	Low
M	5. Implement owner-occupied rehabilitation programs to aid low and moderate-income homeowners and improve community housing stock	IEDA; INRCOG; Communities	Active	Low
M	6. Conduct city and county housing assessments to fully understand local and regional housing needs	Communities; INRCOG	Short-Term	Low
M	7. Identify programs, funding sources, and incentives to be used as tools for nuisance abatement and redevelopment	IEDA; Communities	Active; Long-Term	Low
M	8. Provide a mix of residential development types and across a variety of price ranges	Communities; Developers	Long-Term	Low (technical) to high (construction)
M	9. Encourage Development to support living environments for aging demographic (universally designed homes; assisted living; group care facilities; retirement age communities; and access to services)	Communities; Developers	Long-Term	Moderate
L	10. Recruit and Support Partnerships between Communities and Developers	Communities; Developers	Medium-Term	Low

Figure C.4: Goal Four Strategies

Priority	Action	Key Partners	Timeline	Cost Estimate
H	1. Assist municipalities in planning for and obtaining financial resources (local; bonding; SRF; CDBG; USDA-RD) to fund needed infrastructure improvements	HUD; IEDA; USDA; USDOT; MPO; RTA	Active	Low (technical assistance) to High (construction)
H	2. Maintain and invest in community facilities which provide important services and beneficial quality of life aspects (city halls, libraries, community centers, emergency services buildings, daycares, parks, museums, hospitals, clinics, schools and other-like facilities)	Communities; IEDA	Active/ Medium-Term	High
H	3. Expand broadband telecommunications (internet) infrastructure systems throughout the region through public/private partnerships	Municipal/ Private Utilities; Communities	Active	High
M	4. Invest in local renewable energy production to promote sustainability and reduce long-term energy costs	Utility Companies	Long-Term	High
M	5. Study and build infrastructure water management systems to mitigate flooding and protect water quality	Cities; Region; WMAs	Long-Term	Moderate (studies) to high (construction)

Figure C.5: Goal Five Strategies

Priority	Action	Key Partners	Timeline	Cost Estimate
H	1. Prioritize transportation projects and system improvements that facilitate local job creation and retention	USDOT; IDOT; MPO; RTA; Rail Industry; Communities	Active	High
H	2. Develop linkages between existing, new, and re-developments as well as other economic drivers	IDOT; MPO; RTA; ED groups; Private Industry	Long-Term	High
H	3. Maintain and develop systems that support regional economic cluster – specifically distribution/logistics and movement of manufactured goods	IDOT; MPO; RTA; Private Industry	Active; Long-Term	Moderate to High
M	4. Capitalize on existing market access routes via Highway 20, US 218, Interstate 380 for Industrial Development	ED groups; Communities; Private Industry	Long-Term	High
M	5. Increase ridership and frequency of passenger flights to/from Waterloo Regional Airport (ALO)	GCVa; ALO	Medium-Term	Moderate
M	6. Improve freight transportation network via rail and air	Rail Companies; Industrial Parks	Long-Term	High
M	7. Promote use of environmentally sustainable modes of transportation, including public transit, trails, walking, and bicycling	MPO; RTA; Communities	Short/Long Term	Low
M	8. Pursue additional federal and state funding resources to provide for infrastructure demands	USDOT; IDOT; MPO; RTA; Communities	Active	Low
M	9. Work with individual communities and as a region to develop creative means to fund transportation needs	USDOT; IDOT; MPO; RTA; Communities	Active	Low (technical assistance) to High (construction)
L	10. Develop and maintain short-range and long-range MPO and RTA plans	MPO; RTA	Long-Term	Low
L	11. Conduct transportation and corridor studies	MPO; RTA; Private Sector Partners	Medium-Term	Low

Figure C.6: Goal Six Strategies

Priority	Action	Key Partners	Timeline	Cost Estimate
H	1. Maintain, update, and implement countywide Multi-Jurisdictional Hazard Mitigation Plans	FEMA; IHSEMD; INRCOG; Counties	Medium-Term	Moderate
H	2. Coordinate regionally with Watershed Management Authorities to plan and implement flood mitigation efforts	DNR; IEDA; WMAs	Short/Long-Term	Low (technical assistance) to High (implementation)
M	3. Assist Businesses and Economic Development Organizations with Continuity and Disaster Planning Efforts	FEMA; IHSEMD; INRCOG; Eon. Dev.	Short-Term	Low-Moderate
M	4. Develop continuity plans for local governments and businesses as well as sponsor workshops aiding organizations in disaster preparation	IHSEMD; Communities	Short-Term	Moderate
M	5. Conduct preventative studies to identify mitigation actions and strategies	Communities; Private/Public Engineers	Long-Term	Moderate
M	6. Engage private sector in development of disaster plans	IHSEMD; INRCOG; Private Sector	Long-Term	Low
M	7. Invest in public safety and emergency services equipment to build capacity to prevent and/or respond to a disaster	Cities; County Emergency Managers	Long-Term	Moderate to High
L	8. Develop resource library to be able to refer businesses and communities to	INRCOG	Short-Term	Low

Figure C.7: Goal Seven Strategies

Priority	Action	Key Partners	Timeline	Cost Estimate
H	1. Prioritize Businesses and Industrial Development should that fit within the existing utility and transportation infrastructure	Cities, MPO; RTA; Rail; Utilities	Long-Term	High (development)
H	2. Work with local governments and other groups to identify and use or repurpose underutilized resources (empty buildings/lots, blighted areas, grey/brownfields, new development opportunities, etc.)	CVRP; Cities	Active	Low (technical) to High (implement)
H	3. Plan and implement water quality projects locally and at the watershed level that reduce runoff and pollutants	SWCD; WMA; Region	Short/Long-Term	Moderate (planning) to High (implementation)
M	4. Support initiatives focused on use of local foods in order to support regional produces and reduce need to transport food in and out of the region	K-12; Restaurant Industry; ED groups; UNI-CEEE; INRCOG	Medium-Term	Low
M	5. Implement land use policies which preserve valuable farmland as well as natural areas	Communities	Active	Low
M	6. Protect remaining natural areas for ecological benefits and promoting quality of life aspects	Communities; DNR	Active	Low
M	7. Plan and implement initiatives for drinking and source water protection	IDNR; INRCOG; Communities	Active/ Long-Term	Moderate (planning) to High (implement)
M	8. Conduct and adhere to environmental assessments and review processes established by economic development programs	USFWS; IDNR	Active	Low

Figure C.8: Goal Eight Strategies

Priority	Action	Key Partners	Timeline	Cost Estimate
H	1. Provide annual CEDS update and other necessary reports to EDA	EDA	Annually	Low
H	2. Provide planning and project development assistance for economic and community development	Communities; CVRP	Active	Low
H	3. Provide timely reports to EDA on plant closures and downsizings within the region	EDA; ED groups	As needed basis	Low
H	4. Maintain viability and continue to support CVRP	IEDA; CVRP	Active	Low
M	5. Attend trainings and continue working relationship with state and federal agencies	EDA; IEDA	Active; as available	Low
M	6. Maintain working relationships with local, state, and federal ED groups	EDA; IEDA; CVRP; counties; cities;	Active	Low
M	7. Conduct out-reach to jurisdictions to aid in development and funding of local ED planning and projects	CVRP; counties; cities; business leaders	Active	Low
L	8. Develop and maintain database of potential funding sources	EDA; IEDA; INREDC	Long-Term	Low

# IOWA NORTHLAND REGIONAL ECONOMIC DEVELOPMENT COMMISSION

## Board of Directors – Updated Composition (for 2018/2019)

### 1. GOVERNMENT REPRESENTATIVES (51-65%)

Name	Government	Position
Frank Magsamen	Black Hawk County	Supervisor
Ken Kammeyer	Bremer County	Supervisor
Clayton Ohrt	Buchanan County	Supervisor
Jeff Kolb	City of Clarksville	City Council
Steve Geerts	Chickasaw County	Supervisor
Al Kiewiet	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
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
Andrew Conrad	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 Interests/Background
Linda Laylin	Economic Development; Former Director of the Cedar Valley Growth Fund; member of Black Hawk County Board of Supervisors

**CALCULATIONS**

	<u>Number</u>	<u>Percent</u>
1. Government Representatives (51-65%)	<u>8</u>	53%
2. Non- Government Representatives (35-49%)	<u>6</u>	40%
A. Private Sector Representatives (at least 1)	4	
B. Stakeholder Organization Representatives (at least 1)	2	
3. At-Large Representatives (0-14%)	<u>1</u>	<u>7%</u>
<b>Total Board Membership</b>	<b>15</b>	<b>100%</b>