

SECTION 6: IMPLEMENTATION/PLAN OF ACTION/ACCOMPLISHMENTS ACHIEVED

CEDS Goal: Increase/Expand the Economic Segments in the Region

County	Task to be Implemented	Lead Organization and Implementation Plan	Difficulties Encountered	Sources of Funding	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Cedar	Expand industrial parks	Mechanicsville – Develop a 20-acre park in the northeast section of the city		Local, state and grant funds	One new park in the county for industrial growth and three expanded parks for industrial growth	Number of acres in the industrial parks; acres purchased and parks developed; existing business moved to Durant industrial park; new business also in park - Norfolk Iron and Metal	2003-2008
		Durant – Develop an industrial park					
		West Branch – Continue development of industrial park on I-80					
	Encourage creation of commercial development	Tipton - Develop a 75-acre ste		Private funds	New commercial development	New or existing business relocating; site identified	2005-2008
	Construct new roads in the industrial parks	Tipton – Construct a road in the industrial park and upgrade street in the Northwest Industrial Park		Local and state funds	Improved access to the industrial parks	Number of new roads built and access to parks	2003-2008
		Durant - Expand West 2nd Avenue to the south of Highway 927		State funds	Improved access to the Industrial Park South	RISE grant applications funded; access to park; streets under construction	2005-2008
	Continue supporting four-lane highway improvements	Support the construction of U.S. 30 as a four-lane highway from Cedar Rapids to Clinton	State and Federal funding	Local, state, and federal funds	Improved access to the region	Securing of funds for the four-lane; not in the State five year plan; Economic Impact Study in progress	2003-2008
	Encourage the expansion of the tourism/recreation industry	Cedar County – Organize a county-wide tourism organization		Local funds	Promotion of tourism in Cedar County	Organization in place and staff hired; number of additional tourists and attractions	2003-2008
		Durant – Develop new marketing materials for the community including signs, logos, banners, etc.			Promotion of tourism in Durant	New logo, stationary, banners, etc.; number of additional tourists and attractions	
West Branch - Possibly construct a new recreation center		Vote against a local option sales tax	Local funds	A new recreation center for the community	Site identified; public outreach ongoing	2006-2008	
Conduct community outreach to achieve new vitality and economic prosperity	Stanwood - Conduct public meeting and facilitate surveys	Community support	Local funds	Plan developed to achieve various community projects	Consultant hired; number of community projects completed	Ongoing	
Clinton	Designate Enterprise Zones within the county	Review and determine acres within business parks that could utilize Enterprise Zone benefits		Local and state funds	Business expansion or new business development	Expanding businesses or new businesses using Enterprise Zone benefits; number of acres designated; number of businesses using Enterprise Zone benefits	2003-2008
	Construct new roads in and to the Industrial Parks	Clinton County – Construct northern leg of the Mill Creek Expressway	Funding	Local, state, and grant funds	New industrial and commercial development	Some funds raised but looking for more funds, road completed, new development; number of new prospects for the industrial parks; roadway paved	2005-2010
		Clinton - Construct road for access to Lyons Business and Technology Park; Develop Lincolnway Railport Park; seek funding for infrastructure and rail for park development	Funding	Federal, Local, State funds	Improved access to business and technology park; another major road to border the City; access to rail for new and expanding companies	Number of roads constructed; funds raised; park developed; Feasibility/engineering report complete; funds raised	2005-2010
	Encourage the location and expansion of manufacturing industries	DeWitt - Locate business to Crossroads Business Park		Private funds	Employees retained; reuse infrastructure	New business in the business park	Ongoing
		Clinton - Expand Archer Daniels Midland facility in south Clinton to include cogeneration plant and plastics manufacturing		Private funds	Creation of jobs; new coal-fired steam and electric power generation facility aimed at reducing emissions; corn-based plastics	Project complete in 2007	2005-2007
		Clinton - Air Control expansion		State and local funds	New fabrication facility	CDBG EDSA Grant awarded	2007-2009

CEDS Goal: Increase/Expand the Economic Segments in the Region, continued

County	Task to be Implemented	Lead Organization and Implementation Plan	Difficulties Encountered	Resources	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Clinton	Prepare and plan for the expansion and creation of the industrial parks	Clinton - Continue development of Manufacturing Meadows III.		Local, TIF, Development Corp. funds, state, and grant funds	New industrial and commercial development	Number of acres in the industrial parks available; number of acres available for industrial/commercial development in the industrial parks	2005-2010
		Clinton - Develop Lincolnway Rail Port Industrial Park to accommodate industries requiring 50 acres or more		Local funds, state and federal grant funds	New industrial and commercial development	New infrastructure completed; number of new prospects for the industrial parks	Ongoing
		Camanche and Clinton - Create a port authority and foreign trade zone; to regulate water, rail and air transportation and a foreign trade zone to allow for duty-free importation of raw goods and materials		Local, state and federal funds	Improved access to region to attract and retain industry	New infrastructure and port authority designation; number of barge terminals established; port authority established; number of new prospects	2005-2010
		Clinton - Provide speculative building in Lyons Business and Technology Park			Attract a tenant that will provide more jobs to the area	Building construction complete; occupied by Ashford University; 200 jobs estimated	2005-2007
		DeWitt - Expand infrastructure (water pollution control plant) in support of industrial prospects		Local funds, state and federal grant funds	New industrial and commercial development	Funding secured and expanded sewage treatment under construction, EDA grant awarded, \$950,000 local match raised. Infrastructure improvements completed in 2007; three expansions anticipated in the industrial park	2005-2007
		<i>Clinton - Develop commercial area north of U.S. 30 and east of Mill Creek Parkway</i>			<i>Local, TIF</i>	<i>New commercial development</i>	<i>Area is currently being developed</i>
	Continue supporting four-lane highway improvements	Support study to expand U.S. 30 to four-lanes through Cedar, Clinton and Linn Counties to Chicago	Obligating funds	Local, state and federal funds	Improved access to the region	Feasibility study in progress; some funding secured; status of the project in the State plan	2003-2008
	Liberty Square Project, including housing demolition, sanitary and storm sewer improvements, roadway construction	Demolish dilapidated houses; construct sanitary/storm sewers, pave Camanche/Liberty Avenue	Weather; securing ongoing funds	Local, state, and federal funds	Improved neighborhood and transportation	Number of houses demolished; sewer installed; roadway paved; number of businesses expanded or relocated; jobs created or retained	2006-2011
	Encourage the expansion of the tourism/recreation industry	Clinton - Implement "Things to Do With a River View"		Vision Iowa, Federal Grants, gaming funds, Bonds, local	Riverfront improvements and growth - \$26 million investment	Funding sources identified, grants secured, matching funds secured, project timeline finalized; riverfront is improved to provide for new tourism, recreation, and service related industries, the number of industries locating to the riverfront area, the project timeline; \$3.3 million received from Vision Iowa in 2004	2003-2008
		Delmar - Explore ways for expanding recreational/historic trail system from park along historic highway; construct sidewalks from depot to old jailhouse; add recreational equipment to the park; develop a camp ground, athletic field, establish bike paths	Lack of grant funding	Local, state and grant funds	A variety of recreational activities in Delmar	Funding sources identified, matching funds secured, timeline for project finalized, work complete; park improved, sidewalks installed, athletic field constructed, etc	Ongoing
		DeWitt and Wheatland - Develop a multi-purpose recreational trail		Local and state funds	Recreational activities for the communities	Funds secured for the project; recreational trails under construction	2003-2008

CEDS Goal: Increase/Expand the Economic Segments in the Region, continued

County	Task to be Implemented	Lead Organization and Implementation Plan	Difficulties Encountered	Resources	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Clinton	Encourage the expansion of the tourism/recreation industry	Clinton - Mississippi Belle II relocation/expansion		Local funds	Recreational and social activities for the area	Site selection/engineering; project under construction; expected completion in 2008	2006-2008
		Clinton - Designated by the state of Iowa as a "Great Place"		State and local funds	New funding and development opportunities for the area	New sources of funding secured; new development opportunities; sources and types of funding as the result of Iowa Great Places designation	2005-2010
		Clinton - Mississippi Belle II/Wild Rose Casino land based facility		Tax increment funds	Location for the new casino plus availability of 40 lots for commercial development on Clinton's west end	Land is being prepared	2006-2008
	Encourage location and expansion of technology related industry	Clinton - Develop a 100-acre business technology park located adjacent to Mill Creek Parkway		Local, state, grants, federal funds, TIF	Business and Technology Park	Funds for the project secured, timeline in place, HUD funds, EDA funds; technology park ready for occupancy, marketing program implemented, number of businesses in park; 25 acres of business park developed; 100 acres available; tenant signed; building under construction	2007-2010
		Clinton - Develop former PCS site in support of bio-mass and protein extraction industries - Hawkeye Bio Energy		Federal, state, grants, private, and local funds	Utilization of abandoned site	Project complete in 2007	2006-2007
	Encourage expansion of employer expansion/retention contact program	Clinton - Create 1,250 jobs and generate \$130 million in new private sector improvements		Local funds	To attract jobs that pay 20 percent more than the current median wage	Number of jobs created and revenue; expected completion in 2011	2006-2011
Encourage the creation and expansion of industries that promote the use of agricultural products	Clinton - Clinton County Bio Energy; will use soybean oil from more than 7 million bushels of soybeans per year		Private funds	First industrial project in the new LincolnWay Railport Industrial Park; renewable energy produced	Complete and operating in 2006	2005-2006	
Delaware	Expand the industrial parks	Delaware County – Construct an industrial speculative building	Competitive market	Local, state, and grant funds	Spec building to attract new business	Status of the spec building; spec building constructed, number of prospects for the building	2003-2010
		Earlville – Acquire and improve industrial park			New industrial park in Earlville	Number of acres in the Earlville industrial park	
		Manchester – Pursue annexation of areas with potential development			Development of a new industrial park	Number of acres annexed; number of acres in the industrial park and number of new businesses; two RISE grant written and approved	
	Provide utilities within the industrial parks	Edgewood – Provide utilities within the industrial park		Local, state and grant funds	New utilities in the industrial park	Number of new utilities in the Edgewood park; number of new prospects for the industrial park	2003-2010
		Manchester – Extend utilities beyond the Industrial Park to allow for orderly industrial growth	Funding		Utilities extended beyond the Industrial parks	Number of utilities extended beyond the industrial parks; number of new utilities, length of utilities extended beyond Manchester industrial parks	
	Market industrial parks	Manchester – Market 30,000 sq. ft. speculative building in the industrial park	Competitive market	Local funds	New businesses	Number of prospects for the speculative building; spec building leased or sold	Ongoing
	Encourage the expansion of the tourism/recreation industry	Edgewood - Community Dreams Recreation Area; new soccer/football field, walking/running track, two little league fields, concession stands, press box, seating, lighting and bleachers		State and other funds	New recreation activities	Project complete in 2007	2005-2007

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County	Task to be Implemented	Lead Organization and Implementation Plan	Difficulties Encountered	Resources	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Delaware	Encourage the expansion of the tourism/recreation industry	Manchester - Construct bikeway/walkway in the City			New bikeway/walkway in the City	Project complete in 2006	2004-2006
Dubuque	Improve roadways including reconstruction and new construction to access industrial parks	Dubuque County – Construct IA32 (Southwest Arterial) from Seippel Road to Hwy 61/151.	Lack of funds from State; rising construction costs	Local, state and federal funds	Preliminary engineering will be complete in late 2007	Status of funds secured for the IA32 project; IA32 funding partially secured; preliminary design in progress; FONSI received 2004; construction out to 2012	2003-2012
		Farley – Extend streets, sewer and water; plat and survey in the industrial park			Facilities improved in the industrial park	Number of new improvements, plat and survey completed; improved facilities in the industrial park	2003-2008
	Improve roadways including reconstruction and new construction to access industrial parks	Dubuque - Create access from existing to expanded Industrial Center West		State and local funds	Improved access to the industrial parks; estimated to create 913 jobs	Number of roads constructed. Chavenelle Road extension opened in 2005	2005-2007
		Cascade - Industrial Park street improvement projects - Add 500 linear feet to First Avenue East, 980 feet to the north end and 430 feet to the south end of Industrial Street		State funds	Improved access to the industrial parks	Completed in 2007	2006-2007
	Promote improvement of highway, rail, airport, and river transportation	Dubuque - Dubuque Regional Airport to expand facilities	Negotiations with land owners	Federal, local	Expanded terminal, better entrance to airport and better parking.	Plans approved, 95% of the funding secured	2007-2025
		Dubuque - Riverside Boat Pier - Construct 90 transient boat slips; \$5 million project		Local, Federal	Boaters would have more shore time; more tourists to City; estimated economic impact of more than a quarter million dollars per year	Need identified; grant to US Fish and Wildlife submitted	2007-2008
	Improve infrastructure and maximize existing resources	Dubuque - Warehouse District Revitalization Strategy	Funding	Public and private funds	The preservation and sustainability of the warehouse district by providing commercial, housing, and employment opportunities	Approval of the Strategy by the city council; requesting funds for an overall master plan	2007-2010
	Expand and develop the industrial parks	Cascade – Grade and develop industrial land; contract new streets	Competitive market	Local, state and grant funds	New industrial park in Cascade	Number of acres available in the industrial park; Industrial park developed and number of acres available and number of prospects; RISE grant awarded; streets under construction	2003-2010
		Extend fiber optic cable to DBQ Industrial Center West		Local and state funds	Fiber optic connection for industrial park	Fiber optic present in the park; Fiber optic connections, number of new businesses in park using connection	2003-2008
		Dyersville – Acquire and develop industrial property for a new industrial park	Funding for infrastructure to park	Local, state and grant funds	New industrial park in Dyersville	Number of acres available in the industrial park; industrial park developed and number of acres available and number of prospects; 220 acres purchased; more land to be annexed by end of 2007	2003-2010
		New Vienna – Purchase land for the purpose of developing an industrial park	Competitive market	Local, state and grant funds	New industrial park in New Vienna	Number of acres available in the industrial park; Industrial park developed and number of acres available and number of prospects	
		Peosta - Purchase land for the purpose of developing an industrial park		Local funds	New industrial park in Peosta	East Peosta Industrial Park open and one tenant	2006-2010
		Dubuque - Annexation of 195 acres on its northwest corner near Asbury Plaza		Approval by The City Development Board	More land for commercial development	Annexation complete	Ongoing
	Encourage the creation and expansion of industries that promote the use of agricultural products	Farley - Construct a biodiesel production facility - Western Dubuque Biodiesel, L.L.C.		Private and local funds	25-30 well-paying jobs	Facility began production in August, 2007.	2005-2007

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Dubuque	Encourage the creation and expansion of industries that promote the use of agricultural products	Dyersville - Construct an ethanol and distiller grains facility - U.S. BioEnergy; investing \$25 million		Private and local funds	40 well-paying jobs	Under construction	2007-2008
	Market industrial parks	Farley – Market 10-acre industrial park		Local funds	New businesses	Number of acres remaining; only 10 acres remaining of original 22 acres	Ongoing
	Assist with business expansions and start-ups	Peosta – Assist businesses with start-up and expansion projects		Local, state and grant funds	New businesses and expansions	Number of start-ups, number of expansions, number of new employees; new and expanded businesses; Peosta Industrial Park at Cox Springs Road expanded to south side across Highway 20	2003-2008
		Dubuque - Assist businesses with marketing and allow them to be successful in startup businesses	Continued funding for business accelerator	Private and local funds	Businesses marketed and new businesses started	Number of businesses marketed; number of new start-ups; GDDC hired Retail Expansion Coordinator; new businesses identified and opened; NICC Business Accelerator opened in 2006	Ongoing
	Continue supporting four-lane highway improvements	Peosta Highway 20 to Seipple Road	Securing funding	Local and state funds	Improved access and control of Highway 20 at Peosta	DOT priority. Study complete; waiting on funding	2005-2012
		Dubuque County – Work with City of Dubuque and State of Iowa to widen Julien Dubuque Bridge to four-lanes	Securing funding; behind two other bridges on the Illinois DOT priority list	Local, state and federal funds	Improved access to the region	Funds secured for AE and architectural phase – 2002; secure funds for construction. Status of the project in the State plan; status of Federal funds for construction	2003-2012
		Dubuque County – Coordinate with the City of Dubuque and the State on a study of Highway 20 from Swiss Valley to Peosta	Securing funding	State funds	Improved traffic flow and safety	On DOT's list of priority projects; DOT requesting federal funds; results of the study, status of the project in the State plan	2003-2010
	Continue supporting four-lane highway improvements	Dyersville - Improve safety at Highway 20 and County Road X49	Funding	State and federal funds	New interchange for Industrial Park	Became a State priority; status of funds for project	2005-2010
	Continue improvement of two-lane highways in the region	Dubuque County and Holy Cross – Coordinate with the State on improving Highway 52 from Sageville to Luxemburg	Securing funding	Local, state and federal funds	Improved access to the region	Securing funds for the improvements, completion of the planning study; status of the project in the State plan	Ongoing
		Dubuque County – Complete the reconstruction of the Great River Road	Securing funding		Improved access to the region, improved safety on the road	Reconstruction project completed. Status of the reconstruction, improved safety and access	2006-2009
	Encourage the expansion of the tourism/recreation industry	Dubuque - Coordinate with Dubuque County Historical Society to develop an agricultural museum	Securing funding	Local, state, federal and grant funds	An agricultural museum, additional tourists to the area	Project timeline developed, partners identified, funding sources identified; resources identified and secured for the project	2003-2008
		Dubuque - Diamond Jo Casino - Relocate facility; \$78 million project		Private and local funds	Expanded facility	Project under construction	2006-2008
		Dubuque - Port of Dubuque - Public Parking Facility; \$23 million project			New parking facility	Project under construction	2007-2008
		Dubuque - National Mississippi River Museum; expand facility; \$38 million project			Twenty-five full time jobs; expanded facility; more room to accommodate tourists	Planning underway; targeted completion of Fall 2009	2007-2009
	Dubuque - Construct a Sam's Club on the corner of the Northwest Arterial and Asbury Road		Private funds	New retail development	Completed in 2007	2005-2007	

CEDS Goal: Increase/Expand the Economic Segments in the Region, continued							
County	Task to be Implemented	Lead Organization and Implementation Plan	Difficulties Encountered	Resources	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Dubuque	Encourage the expansion of the tourism/recreation industry	Dubuque - Construct three miles of bike/hike path along west side of NW Arterial to connect at Marshall Park and the Dubuque Arboretum and Botanical Gardens		State, federal and local	Recreation areas for residents	Completed in 2007	2003-2007
		Asbury - Develop a trail to direct pedestrians and bicyclists around Asbury Road	Scope of project change	State and local funds	Safe alternative route for pedestrians and bicyclists	Funding applied for; trail location identified and a portion of funding secured; bids out for sidewalks, bicycle lane in future	2005-2013
		Dubuque - "Envision: Ten Community Projects by 2010"		Local funds	Ten community projects by 2010	Community meetings held; public meetings, phone surveys completed; list trimmed to top 10 ideas; all projects at different stages toward completion	2005-2010
		Dubuque - Great Places designation		State and local funds	Achieve Envision 2010 projects	Awarded funds, some projects complete	2006-2010
		Dubuque - Construct a new park to transform the Hawthorne Street Peninsula into a more inviting, park-like attraction		Local funds	New park - Water Works Park	Completed in 2007	2005-2007
		Dubuque - Construct a two-mile trail to connect regional trails, riverfront attractions and the Mines of Spain State Recreation Area		State and other funds	A trail constructed to connect consumers to regional trails and riverfront attractions	Completed in 2007	2005-2007
		Dubuque - America's River Phase 2 - Double the size of the National Mississippi River Museum & Aquarium by converting the former Dubuque Welcome Center and Portside facility		Local, state, federal and grant funds	More venues of entertainment: restaurants, bowling center and gaming	City council support, design work in progress	2006-2008
		Dubuque - Dubuque Community Ice and Recreation Center, Inc. - Construct 30,000-to-35,000 square foot arena to accommodate hockey, figure skating, open skating, physical education classes, broom ball and curling.	Adhering to timeline	Local, grant funds	A dedicated facility for ice recreation	Design work complete. Fundraising nearly complete.	2006-2008
		Dyersville - Develop a park and trail comprehensive plan	Coordination of resources	Local funds	Comp Plan identifying needs, locations, strategies	Comp plan completion; partial plan completed for Westside Park to link with Heritage Trail	2003-2007
		Dyersville - Develop a recreational trail within City	Securing funding	Local, state funds	Recreational trail along the Maquoketa River North Fork	Design work complete; applied for REAP not funded; trail completion date, trail identified in comp plan, trail usage	Ongoing
	Farley - Develop a recreational trail		Federal funds	Extend Heritage Trail to Farley City Park	Completed in 2006	2003-2006	
	Dubuque - Attract a developer for the Star Brewery building			New tenants and attraction for the Port of Dubuque area	Identified interested tenants-Stone Cliff winery to lease 10,000 square feet; restaurant occupies building as well and is open; other space available for lease	2005-2008	

CEDS Goal: Increase/Expand the Economic Segments in the Region, continued

County	Task to be Implemented	Lead Organization and Implementation Plan	Difficulties Encountered	Resources	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Dubuque	Encourage the location and expansion of service related and technology related industries	Dubuque - Develop a 30-acre retail site at old Farmland Foods location	Attracting retail industry	Local funds	Current building to be demolished; construct a 250,000 square-foot shopping center	Number of stores at location; purchase of site complete	Ongoing
		Epworth - Pursue commercial development		Local, state	New commercial development along frontage road east and Bierman Road corridor	Marketing plan in place, number of prospects for area; frontage road area developed with new businesses	2003-2008
		Epworth - Attract new businesses to locate to the community	Competitive market		New businesses locate in Epworth	Marketing plan in place, number of businesses considering Epworth. Number of new businesses in the community	Ongoing
		Farley - Revitalize downtown by improving buildings to attract prospective businesses		State, federal, and local grants	Revitalized buildings in downtown Farley and new businesses occupying the buildings	Number of buildings revitalized, number of new businesses considering location in Farley, funds secured for revitalization; status of downtown revitalization, total dollars secured for revitalization, number of new businesses in downtown Farley	
Dubuque	Encourage the location and expansion of manufacturing industries	Peosta - Mi-T-M Corporation expansion		Federal, state, local funds	The addition of 57 new jobs; expanded local business	Completed in 2007	2005-2007
		Dyersville - Land annexation west of the community			Potential future industrial development	Public hearing date is set	2007-2010
Jackson	Develop and expand industrial parks	Jackson County - Identify potential industrial/commercial areas along U.S. 61 highway corridor	Competitive market	Local funds	Study growth patterns - prevent sprawl	Study completed and areas identified; commercial and industrial areas identified; property rezoned	2003-2008
		Bellevue - Pursue annexation to provide for industrial parks	Annexation process	Local and state funds	Annex properties into city for industrial park development	Number of properties annexed, number of options on properties; annexation and land use study to begin in 2006	Ongoing
		Maquoketa - Annex land for expansion of existing industrial park, and investigate sites for new businesses or a new park		Local fund	Expanded industrial park and new industrial park	Number of properties annexed, number of options on properties; expanded industrial park and new industrial park area identified	
		Preston - Develop existing industrial park and attract an industry to the park	Competitive market	Local and state fund	Expanded industrial park with a new business	Number of acres in the industrial park and number of businesses located in the park; new and expanded industrial park and new businesses located in the park; Plastics Unlimited expansion complete; proposed TM Woodworks relocation	2005-2010
		Maquoketa - Promote citywide status as an industrial enterprise zone			Maintain current status	Number of enterprise zone opportunities; number of businesses using Enterprise Zone benefits	Ongoing
	Encourage the expansion of the tourism/recreation industry	Jackson County - Encourage and promote the designation of historical sites as National Landmarks	Securing funding	Local	Increased tourism to visit National Landmarks	Number of landmarks designated; increased landmarks and tourism	Ongoing
		Bellevue - Develop 11 acres of park land	Securing funding	Local, state, grant	11 acres of new parks with recreational facilities	Number of acres acquired and developed; enhanced recreational opportunities, new tourists to the area	2003-2010
Bellevue - Construct new Bellevue Family Aquatic Center		Securing funding	Local and private funds	Increased recreational opportunities in the community	Acres identified, timeline identified, acres purchased; enhanced recreational opportunities, new tourists to the area	2007-2010	
	Maquoketa - Construct Maquoketa Area Family YMCA			State and local funds	Increased recreational opportunities in the community	Project complete in 2007	2005-2007

CEDS Goal: Increase/Expand the Economic Segments in the Region, continued

County	Task to be Implemented	Lead Organization and Implementation Plan	Difficulties Encountered	Resources	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Jackson	Encourage the expansion of the tourism/recreation industry	LaMotte - Explore purchasing land for park development		Local and private funds	Increased recreational opportunities in the community	Acres identified, timeline identified, acres purchased; timeline for park development, recreation plan in place	Ongoing
		Sabula - Expand tourism marketing		Local	Marketing plan in place and increased tourism	Marketing plan is in place and tourism increases; relationship and contacts with Jackson County Economic Development Commission	Ongoing
	Investigate the expansion of cable television system	Bellevue - construct fiber optic network system within City and eventually serve areas outside of the City	Duration and complexity of project	Local, private	Improved cable and internet services and eventually phone service	Fiber optic network complete within City	2003-2008
	Encourage the location and expansion of service related and technology related industries	Bellevue - Provide start-up funding through BETA for emerging businesses		Local, state, grants	Increased number of new businesses in community	Number of times BETA is utilized; number of new businesses; new businesses within the community	Ongoing
Delaware, Cedar	Encourage web site development	Delaware County - Provide technical assistance for the enhancement of retail, commercial, industrial and housing development efforts by overseeing web site development		Local	Comprehensive web site	Resources for technical assistance, number of times resources are utilized; success of the resources and technical assistance	Ongoing
Dubuque, Jackson, Cedar	Continue investigating internet and telephone development and charges	Dubuque - Investigate development of a municipal communications utility	Securing support		Provide leverage for the City to encourage companies to maintain a quality communication system	Status of a municipal communications utility; cost of the municipality	2005-2012
Dubuque, Jackson, Clinton	Encourage the development of the Mississippi River Trail (MRT) in the region	Participate in the MRT board activities and encourage participation by MPO and RPA in the region	Securing funding	Local, state, grant and private	Development of national trail in region	Securing funds; development of the trail; status of the project, status of funding	2004-2010
Dubuque, Cedar	Encourage telecommunications companies to provide or improve digital service to business, industry and residential consumers	Tipton, Farley, and Dyersville - investigate and encourage companies to provide up-to-date digital communications to local businesses, industry and residential consumers	Customer satisfaction	Local, private	Improved communication services	Status of the services, type of new or improved service, cost to consumers, number of households affected; service has improved over previous year, consumer satisfaction rates	Ongoing
Delaware, Dubuque, and Jackson	Promote partnerships in the region	Foster entrepreneurs in Delaware, Dubuque and Jackson counties and connect them with investors who are willing to back their high-growth ideas		State funds	Once fledgling companies will be successful and grow	Regional director hired	Ongoing
Delaware, Dubuque, Jackson and Clinton	Complete improvements in the Transportation Improvement Plan as identified through the MPO and RPA process	Promote the activities of the TIP including surface transportation projects	Facilitating numerous projects	Local, state and federal funds	Improved access to the region as well as safety for the travelers	Securing funds for each project; status of each project, monitor the MPO and RPA Work Programs	Ongoing
	Complete Long Range Transportation Plan (LRTP) for DMATS and RPA 8 region	ECIA Transportation and Planning - Focus on transportation related issues in a specific area over a 20-year period	DMATS - Environmental assessment; financial constraints. RPA 8 - financial analysis of the needs	Federal, State and local funds	Projecting potential changes for the area into the future	Creating projects to facilitate future changes in the area for all modes of transportation by taking into consideration safety and security of the area; primary input for TIP	DMATS complete and next update: 2011; RPA 8: 2009
	Complete Passenger Transportation Development Plan (PTDP) for DMATS and RPA 8 region	ECIA Transportation and Planning - Focus on passenger related issues in a specific area over a 20-year period	Coordination to understand the process	Federal, State and local funds	Projecting potential changes for the area into the future	Creating projects to facilitate future changes in the area for all modes of transportation by taking into	DMATS and RPA 8 next update: 2008
Delaware, Dubuque, Jackson and Clinton	Complete Transportation Planning Work Program (TPWP) for DMATS and RPA 8 region	ECIA Transportation and Planning - Focus on work items that need to be done by ECIA in the current fiscal year	Coordinating budget with actual project work	Federal, State and local funds	Fulfilling planning requirements and needs for the area	Creating work elements for staff to fulfill FHWA and DOT planning requirements and future needs for all modes of transportation	DMATS and RPA 8 next update: 2008

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County	Task to be Implemented	Lead Organization and Implementation Plan	Difficulties Encountered	Resources	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Cedar, Clinton, Jackson, Dubuque, Delaware	Promote coordination of efforts with business, farmers, governmental officials	Provide training, develop a diversified agricultural base, encourage new business		ECIA Staff, local, grant, federal, state funds	Increased use of agricultural products in the region by industry	Number of industry using agricultural products; coordinated efforts, awareness level, cooperation among sectors	Ongoing
Cedar, Clinton, Jackson, Dubuque, Delaware	Conduct outreach programs, collect data, provide program information, technical assistance	Complete Hazard Mitigation Plans; complete Community Builder Plans; complete the Pre-Disaster Plans		ECIA staff, local, grant, state funds	Builder plans complete, hazard mitigation plans complete, pre-disaster plans complete	Number of Community Builder Plans completed, number of Hazard Mitigation Plans completed, number of Pre-Disaster Plans completed; numerous plans in progress in 2004;	2003-2008, Hazard Mitigation Plans ongoing
	Promote partnerships in the region	Prosperity Eastern Iowa - six counties. Secure funds; meet six times per year; hire coordinator; develop identity; develop business retention program; develop database of available resources; Economic Development Gardening program	Keeping up with activities of initiative; encouraging communities to think regionally	Local, private, state funds	Collaboration of six counties to achieve common economic development initiatives	Number of jobs created/retained; number of expanding businesses; number of new businesses; website complete; coordinator hired; marketing plan complete; LOIS system updated; jobs created/retained; businesses located; contacts developed	Ongoing
		Buyer Supplier Connection - Encourage regional companies to shift 5% of their out-of-region spending back into the region.	Getting companies to take the time to meet and discuss initiative initially		Businesses connected with each other to offer purchasing opportunities within the region, increasing the growth and wealth of our regional economy.	Website complete. Company visits conducted.	Ongoing

CEDS Goal: Create a Skilled, Highly Educated, Permanent, Full-Time Workforce for Business and Industry							
County	Task to be Implemented	Lead Organization and Implementation Plan	Difficulties Encountered	Resources	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Clinton	Utilize the community colleges for a trained labor pool	Clinton County – Utilize 260E & F programs to encourage and support new and expanded businesses	Securing funding	Local, state, and federal funds	Trained workforce for business and industry	Number of businesses utilizing benefits from program and number of trained employees; skill level of workforce, employers utilizing program	Ongoing
	Maintain and create new partnerships in the region	Clinton County - Develop a program aimed at building relationships between schools and businesses and creating interest among students for area job opportunities		Local funds	Clinton County students living and working in Clinton County after high school or college	Clinton County Board of Supervisors support.; school visits conducted. Workforce coordinator hired.	Ongoing
Delaware	Represent industry and actively participate in workforce development activities and programs	Delaware County – Facilitate industry requested for joint training of multiple employers for specific assistance and educational programs	Assessing and developing skill levels	Local and state funds	Collaboration among service providers providing for educational programs	Number of educational programs and opportunities, number of collaborating partners, number of employers participating, number of employees participating; skill level of labor force and programs available for training	Ongoing
		Delaware County – Assist potential employers, develop and distribute to area guidance counselors a labor tool guide	Identifying needs of industries		Labor tool guide outlining skills and needs of existing industries	Labor tool guide completed, number distributed, number of employers participating; employers and counselors using skill guide	
Dubuque	Provide job creation grant and loan programs	Dubuque County – Provide loans and grants to companies investing in the community and creating new full-time employment opportunities	Assessing and developing skill levels	Local and state funds	New full-time employment opportunities, new loans and grants	Number of new full-time opportunities; number of new grants and loans; New employers with new full-time opportunities and skill level of workforce	Ongoing
		Farley – Coordinate with high schools and NICC in the school to work program to train individuals	Assessing and developing skill levels		Trained workforce for business and industry	Number of employees trained through program; skill level of workforce	
	Assist clients laid off from Flexsteel Industries, Inc	Assist clients in applying for Federal Trade Act funds and provide support services and case management as required	Securing funding	Federal funds	Retain affected workers in local labor market	Affected workers will secure new jobs at comparable wages; number of workers served (31 to date); number of workers re-employed (100%)	2005-2009
	Assist clients laid off from Colorbox	Write State Emergency Grant for funds to assist affected workers		State funds	Retain affected workers in local labor market	Affected workers will secure new jobs at comparable wages. Number of workers served (38 to date); number of workers obtaining re-employment (100 % to date)	2005-2008
	Assist clients laid off from Regency Thermographers	Write National Emergency Grant for funds to assist affected workers		Federal funds	Retain affected workers in local labor market	Affected workers will secure new jobs at comparable wages. Number of workers served (70 to date); number of workers obtaining re-employment (100 % to date)	2006-2008
	Improve infrastructure and maximize existing resources	Dubuque - Warehouse District Revitalization Strategy		Public and private funds	The preservation and sustainability of the warehouse district by providing commercial, housing, and employment opportunities	Approval of the Strategy by the city council; requesting funds for an overall master plan	2007-2010
Develop a strategic work plan for the Dubuque area to address impending workforce shortage	Greater Dubuque Development Corporation; Dubuque Area Chamber of Commerce		State, local funds	Strategic work plan/action plan for the future	Number of participants from the community; complete plan that can be implemented	2007-2008	

CEDS Goal: Create a Skilled, Highly Educated, Permanent, Full-Time Workforce for Business and Industry, continued

County	Task to be Implemented	Lead Organization and Implementation Plan	Difficulties Encountered	Resources	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Cedar, Delaware, Dubuque, Jackson and Clinton	Assist workers laid off from area businesses to obtain re-employment	Effective operation of WIA Dislocated Worker Program	Securing funding	Federal funds	Retain affected workers in local labor market	Affected workers will secure new jobs at comparable wages; number of workers obtaining re-employment (86% in 2006); average six months earnings \$22,398 in 2006; number of workers increasing or obtaining credentials (80% in 2006)	Ongoing
	Assist low-income adults obtain employment or better employment	Effective operation of WIA Adult Program	Securing funding	Federal funds	Clients will increase their earnings	Clients will secure employment at a level that will allow self-sufficiency. Number of clients obtaining employment (86% in 2006); average six months earnings \$23,692 in 2006; number of clients increasing or obtaining credentials (71% in 2006)	Ongoing
	Assist low-income or at-risk youth obtain employment or improve their employment potential	Effective operation of WIA Youth Program	Securing funding	Federal funds	Clients will increase their earnings of their potential to earn in the future	Clients will secure employment or engage in activities leading to employment; number of clients obtaining employment (83% in 2006); number of clients in activities designed to enhance employability (83% skill attainment in 2006; 92% diploma rate in 2006); amount of earnings increase (annual average \$3,825 in 2006); number of clients increasing or obtaining credentials (50% in 2006)	Ongoing
	Assist welfare recipients in becoming self-sufficient	Effective operation of the Promise Jobs Program	Securing funding	State and federal funds	Clients will develop skills that will qualify them for employment opportunities	Clients will develop and implement a written plan for obtaining employment and becoming self-sufficient; number of clients leaving welfare in June, 2006 and not returning as of July, 2007 - 64%; sufficient average wages (\$7.57/hour in June, 2007)	Ongoing
	Implement a region-wide workforce initiative to address impending workforce shortage	Prosperity Eastern Iowa	Very broad category and diverse issues	Federal, state and local funds	An action plan for the future	Agreeing on common goals and action plan for the region	Ongoing

CEDS Goal: Facilitate the Improvement and Maintenance of the Housing Stock and Housing Supply in the Region								
County	Task to be Implemented	Lead Organization and Implementation Plan	Difficulties Encountered	Resources	Expected Results	Performance Measures and Evaluation Indicators	Schedule	
Cedar	Encourage development of new subdivisions by private developers	Durant, Mechanicsville, Tipton – Annex land to accommodate new housing development, add streets and improvements as needed to accommodate subdivision development, increase and provide utilities for subdivision development	Lack of grant funding	Private, state, local funds	Additional housing within the communities	Number of units developed, number of acres annexed, dollar value of improvements to the communities, number of lots developed; community growth, increased property values	Ongoing	
		Lowden – Ongoing construction for re-sale of spec houses and apartments		Private, local funds	Additional housing in the community	Number of spec houses developed, number sold; lowden development underway in 2004; housing constructed and occupied		
		Lowden – Continue supporting a TIF Housing Development on 7 acres of land	Lack of grant funding			Number of acres developed using TIF		
		Tipton - Expand mobile home park				Project complete in 2006	2003-2006	
		West Branch - Expand Pedersen Valley subdivision	Weather			Project complete in 2006	2004-2006	
	Provide for rehabilitation assistance to homeowners	Mechanicsville - Provide assistance to ten owner occupied households		CDBG funds, private resources, local funds	Eight homeowner occupied units rehabilitated within the city	Completed in 2007	2005-2007	
Clinton	Encourage development of new subdivisions by private developers	Camanche, DeWitt, Lost Nation, Wheatland – Annex land to accommodate new housing development, add streets and improvements as needed to accommodate subdivision development, increase and provide utilities for subdivision development	Lack of grant funding	Private, state, local funds	Additional housing within the communities	Number of units developed, number of acres annexed, dollar value of improvements to the communities, number of lots developed; community growth, increased property values	Ongoing	
	Encourage the construction of affordable housing development	Clinton - Provide 23 lots for 1,000 square foot homes		Private funds	Increased number of affordable homes	Project complete in 2006	2005-2006	
		DeWitt - Approval of five sites to be zoned as enterprise zones		Local resources	Increased land for future construction of affordable housing	Number of total acres to be developed; community growth, increased number of affordable homes	Ongoing	
	Provide for rehabilitation assistance to homeowners	Wheatland - Provide assistance to 8 owner occupied households			CDBG funds, private resources, local funds	Eight homeowner occupied units rehabilitated within the city	Completed in 2007	2003-2006
		Clinton - Provide assistance to 15 owner occupied households				15 homeowner occupied units rehabilitated within the city	Completed in 2007	
		Camanche - Provide assistance to owner occupied households	Lack of available grant funding	CDBG funds, local funds	10 homeowner occupied units rehabilitated	Funds applied for in 2006 and 2007	2005-2008	
		Grand Mound	Lack of grant funding	CDBG funds, local funds	Six targeted for Grand Mound; rehabilitated	Funds applied for in 2005; six targeted, five complete	2005-2008	
	Provide for first time homebuyer programs and/or rehabilitation assistance	DeWitt - Provide homeownership (6) and/or rehabilitation (10) assistance to nine households			CDBG funds, private resources, local funds	Additional homeowners and/or rehabilitated homes in the community	Completed in 2007	2004-2007
	Provide affordable rental housing for residents	Clinton - Provide affordable rental housing for 19 families			State, local, private funds	Increased number of affordable housing units	Project complete in 2006	2004-2006
		Clinton - Provide 16 affordable rental apartments.			Private funds	Increased number of affordable housing units	Funds secured; project under construction	2005-2008
Provide affordable rental housing for disabled residents	Clinton - Skyline Center - Provide assistance to disabled residents			IDED Housing funds	26-unit facility constructed	Project complete in 2007	2005-2007	
Provide transitional housing for residents	Clinton - New Directions - Provide assistance to individuals who need transitional housing			IDED Housing funds	Ten-unit building constructed	Project complete in 2006	2005-2006	

CEDS Goal: Facilitate the Improvement and Maintenance of the Housing Stock and Housing Supply in the Region, <i>continued</i>							
County	Task to be Implemented	Lead Organization and Implementation Plan	Difficulties Encountered	Resources	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Clinton	Provide for rehabilitation assistance to homeowners	Manchester - Housing assistance (7)		CDBG Funds, private resources, local funds	Seven homeowner occupied units rehabilitated	Funds secured in 2007	2007-2009
		Edgewood - Provide assistance to seven owner occupied households			Eight homeowner occupied units rehabilitated	Funds secured; two projects complete and five in progress	2004-2006
		Manchester - Provide assistance to owner occupied households		CDBG and local funds	Homeowner occupied units rehabilitated; target nine	Funding secured in 2007	2005-2009
	Provide for first time homebuyer programs and/or rehabilitation assistance	Manchester - Provide homeownership and/or rehabilitation assistance to six households		CDBG funds, private resources, local funds	Additional homeowners and/or rehabilitated homes in the community	Completed in 2006	2004-2006
	Encourage development of new subdivisions by private developers	Manchester, Ryan – Encourage private development to accommodate new housing development for median income, add streets and improvements as needed to accommodate subdivision development, increase and provide utilities for subdivision development	Lack of grant funding	Private, state, local funds	Additional housing within the communities	Number of units developed, number of acres annexed, dollar value of improvements to the communities, number of lots developed; community growth, increased property values; In Manchester, seven projects complete, two in progress	Ongoing
Manchester - provide homeownership assistance to home buyers			Additional homeowners in the community		Completed in 2006	2002-2006	
Delaware and Dubuque	Encourage first-time homeownership via the sale of public housing units	Manchester and Dyersville	Community awareness; qualifying buyers	Private and public funds	Additional low- to moderate-income homeowners in the communities	Number of public housing units sold; five homes sold to date	Ongoing
Delaware	Provide for rehabilitation assistance to homeowners	Manchester - construct 3-4 new homes for low-to moderate income homebuyers	Weather	HOME, local, state, private funds	Increased number of affordable housing units	Number of affordable lots secured and number of units constructed and sold; funding secured in 2004; units constructed and sold; number of interested program applicants; one homebuyer moved in May 2006; one additional home currently under construction	2004-2008
Dubuque		Farley, Worthington - Provide assistance to owner occupied households	Lack of grant funding	CDBG and local funds	Homeowner occupied units rehabilitated; eight for Farley and five for Worthington	Funds secured; Farley project complete ; Worthington-never funded	2005-2007
		Epworth - Provide assistance to owner occupied households	Lack of grant funding	CDBG and local funds	Six homeowner occupied units rehabilitated	Funds secured; funds applied for in 2005 and 2007	2005-2007
	Encourage development of new subdivisions by private developers	Cascade, Holy Cross, Farley Worthington, Epworth, Zwingle, Peosta – Annex land to accommodate new housing development including low and median income housing, add streets and improvements as needed to accommodate subdivision development, increase and provide utilities for subdivision development	Lack of grant funding	Private, state, local funds	Additional housing within the communities	Number of units developed, number of acres annexed, dollar value of improvements to the communities, number of lots developed; community growth, increased property values	Ongoing
		Epworth – Promote Urban Revitalization/tax incentive plan for new subdivision development	Weather			Number of acres developed using tax incentives or urban revitalization; success of securing funding sources, residents, and timeline for constructing homes	Ongoing

CEDS Goal: Facilitate the Improvement and Maintenance of the Housing Stock and Housing Supply in the Region, continued

County	Task to be Implemented	Lead Organization and Implementation Plan	Dificulties Encountered	Resources	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Dubuque	Encourage development of new subdivisions by private developers	Asbury - Expansion/rezoning of Forest Hills subdivisions	Weather	Private, local funds	Additional housing within the communities	Number of acres developed; number of homes constructed/occupied. Possible 230 units; number of homes constructed and occupied	2004-2008
		Dubuque - River Pointe Condominiums - two-building, 240-unit condominium project	Project costs; streets	Private		Project underway and in development	2006-2007
	Provide for rehabilitation assistance for property owners for rental properties	Dubuque - Provide long term low interest loans for rental property rehabilitation	Lack of grant funding	Local and state funds	Rental properties rehabilitated	Number of properties per year, number of renters affected, dollars disbursed; success of the program each year and the number of renters affected	Ongoing
	Provide for first time homebuyer programs	Dyersville - Provide homeownership assistance for first time homebuyers	Lack of grant funding	Local, grant, private, and state funds	Increased number of first time home buyers	Number of households assisted, total dollars used to assist households; success of the program, households assisted	Ongoing
		Asbury - Construct 5 new homes for low- to moderate-income homebuyers	Qualifying homebuyers	HOME funds, local, state, private funds	Increased number of affordable housing units	Funding secured in 2004; units constructed and sold, number of interested program applicants; five homebuyers moved in by February 2007	2004-2007
	Provide affordable rental housing for families	Asbury - Construct 32 units of low- to moderate-income family housng		HOME funds, Low Income Housing Tax Credits, private funds	Increase availability of rental housing	Funds secured, construction began summer 2005, lease-up complete; 100% occupied	2004-2006
		Dubuque - Gronen Properties (Washington Court) - Construct 35 apartments for income qualifying households		Tax credits	Increase availability of rental housing	Project complete in 2006	2005-2006
	Provide affordable rental units for low and moderate income tenants	Dubuque - Fresh Start Housing - Construct 19 units of low-to moderate-income housing		IDED Housing funds	Increased number of affordable rental units	Completed in 2006	2005-2006
	Improve infrastructure and maximize existing resources	Dubuque - Warehouse District Revitalization Strategy	Funding	Public and private funds	The preservation and sustainability of the warehouse district by providing commercial, housing, and employment opportunities	Approval of the Strategy by the city council; requesting funds for an overall master plan	2007-2010
	Encourage first-time homeownership via the sale of rehabilitated housing units	Dyersville - Rehabilitate existing home and sell to individuals at or below 80% county median income guideline		HOME, local, state, private funds	Increased number of affordable units	Number of affordable rehabilitated homes secured and number of units sold; funding secured in 2004; one home purchased and currently being rehabilitated for future sale	2007-2008
Provide mixed-use development options	City of Dubuque/ Wayne Briggs - Portside Plaza		Private and public funds	\$63 million mixed use condos, office and retail in Port of Dubuque	Funding; construction timeline; owners; tenants	2007-2010	
Clinton	Encourage first-time homeownership via the sale of rehabilitated housing units	Lost Nation - Rehabilitate existing home and sell to individuals at or below 80% county median income guideline		HOME, local, state, private funds	Increased number of affordable units	Number of affordable rehabilitated homes secured and number of units sold; funding secured in 2004; one home purchased and currently being rehabilitated for future sale	2007-2008
Jackson	Provide for rehabilitation assistance to homeowners	Maquoketa - Provide assistance to at least 10 owner occupied households		CDBG funds, private resources, local funds	At least 10 homeowner occupied units rehabilitated	Completed in 2006	2003-2006
		Preston - Provide assistance to owner occupied households	Lack of available grant funds	CDBG and local funds	Seven homeowner occupied units rehabilitated	Never funded	2005-2007
		Sabula - Provide assistance to owner occupied households	Lack of available grant funds	CDBG and local funds	Seven homeowner occupied units rehabilitated	Never funded	2005-2007

CEDS Goal: Facilitate the Improvement and Maintenance of the Housing Stock and Housing Supply in the Region, continued

County	Task to be Implemented	Lead Organization and Implementation Plan	Difficulties Encountered	Resources	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Jackson	Provide housing for residents	Bellevue - Provide eight -unit condominiums		Private funds	Increased number of living units	Completed in 2007	2005-2007
		Bellevue - Provide four-unit condominium development		Private funds	Four-unit development	Completed in 2007	2005-2007
		Bellevue - Provide condominiums - One two-unit and three four-unit		Private funds	One two-unit and three four-unit condominium development	Completed in 2007	2006-2007
		Bellevue - Provide condominiums -one ten-unit		Private funds	One ten-unit condominium development	Expected completion in 2008	2007-2008
		Bellevue - Senior Housing Complex - 16 units		Private and USDA	One 16-unit development for senior citizens	Seven units rented; completed in 2007	2006-2007
		Bellevue - Subdivision development		Private	Four subdivisions; 41-, 36 -, 17 - and 5- lots	All projects complete in 2007	2006-2007
		Bellevue - Up to 400 upscale condominiums	Land annexation	Private	Up to 400 condominiums	Land for project annexed	2007-2008
	Provide for first time homebuyer programs	Maquoketa - Provide homeownership assistance for six homeowners		Local, grant, private, and state funds	Increased number of first time home buyers	Completed in 2006	2002-2006
	Encourage development of new subdivisions by private developers	LaMotte, Miles – Annex land to accommodate new housing development of all income ranges, add streets and improvements as needed to accommodate subdivision development, increase and provide utilities for subdivision development, encourage spec housing	Lack of grant funding	Private, state, local funds	Additional housing within the communities	Number of units developed, number of acres annexed, dollar value of improvements to the communities, number of lots developed; community growth, increased property values	Ongoing
		Maquoketa – Promote city status Rural Housing Enterprise zone and city wide urban revitalization		Local	Increased number of housing units, public awareness	Number of units produced using enterprise zone or city wide urban revitalization; success of securing funding sources, residents, and new construction	
Provide for adequate rental housing	Maquoketa – Coordinate with developers to construct rental housing		Private, state, grant, local, federal	Increased number of rental units	Number of new rental units, occupancy of rental units; increased rental units in the community, greater valuation	Ongoing	
Develop assisted living arrangement for elderly	Maquoketa – Research funding sources and secure developers		Private, state, grant, local, federal	Increased number of assisted living units	Project complete in 2006	2003-2006	
	Maquoketa - Hurst Hotel - Provide 22 independent living apartments		Tax credits	Increased number of independent living apartments	Project complete in 2007	2005-2007	

CEDS Goal: Promote Improvement of Basic Public Works Facilities and Community Services Which Improve the Public's Health, Safety, and Living Conditions							
County	Task to be Implemented	Lead Organization and Implementation Plan	Difficulties Encountered	Resources	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Cedar, Clinton, Dubuque, Delaware, Jackson	Secure funding to provide basic public works improvements	All counties and communities in the region – Secure funding and complete projects that improve the basic public works facilities and services	Lack of adequate funding at state and federal levels	Local, private, state, federal, grants	Improved facilities to benefit the public's health, safety and living conditions	projects completed, number of households affected, amount of matching or local funds. Improved services to the public, services provided	Ongoing
		Charlotte		CDBG and SRF Funds, local match	Well construction	Completed in 2006	2003-2006
		Delaware County		CDBG funds	New human services building in county	Completed in 2006	2005-2007
		Dubuque	Lack of adequate funding at state and federal levels	CDBG funds	Sunnycrest Manor - Improved facility	Not funded but will proceed. Applied for funding in 2005; expected completion in 2008	2005-2007
		Mechanicsville		CDBG Funds, local match	Wastewater system improvements	Completed in 2006	2003-2006
		LaMotte		CDBG and SRF Funds, local match	Wastewater system improvements	Completed in 2006	2003-2006
		Wheatland	Lack of adequate funding at state and federal levels	CDBG and SRF Funds, local match	Wastewater system improvements	Funds secured.	2003-2008
		Maquoketa		CDBG and SRF Funds, local match	Water system improvements	Completed in 2006	2003-2006
		Monmouth		CDGB Funds, local match	Water system improvements	Completed in 2006	2003-2006
		Edgewood		CDBG and SRF Funds, local match	Water system improvements	Completed in 2006	2003-2006
		Greeley	Lack of adequate funding at state and federal levels	CDGB and USDA Funds, local match	Construct water system to serve Greeley and Dundee	Funds secured. Applied for funding in 2005; expected completion in 2008	Ongoing
		New Vienna		CDBG and SRF Funds, local match	Wastewater system improvements	Completed in 2006	2003-2006
		Calamus		CDBG and SRF Funds, local match	Water system improvements	Completed in 2006	2006
		Ryan		CDBG and SRF Funds, local match	Wastewater system improvements	Completed in 2006	2006
		Lowden	Lack of available grant funding	CDGB and USDA Funds, local match	Childcare center expansion	Completed in 2007	2007
				CDBG funds	Water system improvements	Applied for funding in 2005 and 2006; not yet funded	Ongoing
		Clinton County		CDGB Funds, local match	Sheltered workshop expansion	Completed in 2006	2006
		Clinton	Lack of adequate funding at state and federal levels	CDBG funds, local match	Wastewater system improvements	Funds secured; expected completion in 2007	2006-2007
		Clinton		CDBG funds, local match	Childcare expansion	Completed in 2007	2007
		Camanche	Lack of adequate funding at state and federal levels	CDBG and SRF funds, local match	Wastewater system improvements	Funds secured; expected completion in 2008	2008
		Delaware	Lack of adequate funding at state and federal levels	CDBG and SRF funds, local match	Water system improvements	Funds secured; expected completion in 2008	2008
		Tipton	Lack of adequate funding at state and federal levels	CDBG and SRF funds, local match	Water system improvements	Funds secured; expected completion in 2008	2008
		Welton	Lack of adequate funding at state and federal levels	CDBG and SRF funds	New water system	Funds secured; applied for funding in 2005; expected completion in 2008	2005-2008
Delmar		CDBG and USDA funds	Water system improvements	Completed in 2007	2005-2007		
Grand Mound	Lack of adequate funding at state and federal levels	SRF funds	Water and wastewater system improvements	Funds secured; some projects in progress	2005-2007		
		CDBG funds	Wastewater system improvements	Not funded but will proceed; applied for funding in 2005; will apply for future funding	Ongoing		

CEDS Goal: Promote Improvement of Basic Public Works Facilities and Community Services Which Improve the Public's Health, Safety, and Living Conditions, continued							
County	Task to be Implemented	Lead Organization and Implementation Plan	Difficulties Encountered	Resources	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Cedar, Clinton, Dubuque, Delaware, Jackson	Secure funding to provide basic public works improvements	Stanwood	Lack of adequate funding at state and federal levels	SRF funds	Water system improvements	Funds secured; engineering work in progress; will apply for future funding for additional projects	2005-2008
		Farley		CDBG and City funds	Storm sewer improvements	Completed in 2007	2007
		Andrew	Lack of adequate funding at state and federal levels	CDBG funds	Wastewater collection improvements	Not funded but will proceed; applied for funding in 2005, 2006, and 2007	Ongoing
		Sherrill	Lack of adequate funding at state and federal levels	CDBG funds	Wastewater system improvements	Not funded but will proceed	Ongoing
		DeWitt		EDA, Public Works, SRF funds	Wastewater system improvements	Completed in 2007	2007
		Preston		CDBG funds	Wastewater system improvements	Completed in 2007	2007
Cedar, Clinton, Delaware, Jackson, Jones	Operate regional utility entity for small and unincorporated communities	Develop sewer systems in small, unincorporated areas of five counties	Lack of available grant funding	Local, state, private, county funds	Improve facilities to benefit the health, safety, and living conditions for residents in small and unincorporated communities	Sewer systems constructed/operating 2005: 28E agreement signed, bylaws adopted, USDA and CDBG funds applied for; 1st project in design phase for 2005	Ongoing
		Petersburg	Lack of available grant funding	CDBG funds	New wastewater system	Not funded; applied for funding in 2005 and 2007	Ongoing
		Leisure Lake	Lack of timely grant funds	CDBG, USDA, WIRB funds	New wastewater system	Funds secured; engineering work in progress; will apply for future funding for additional projects	Ongoing
		Andover	Lack of available grant funding	CDGB and USDA funds, local match	New water system	Funds secured; expected completion in 2008	2006-2008
		Center Junction (Jones Co.)	Lack of available grant funding	CDBG and USDA funds	New wastewater system	Construction in progress; expected completion in 2008	Ongoing
		Elvira	Lack of available grant funding	USDA funds	New wastewater system	Seeking funding	Ongoing
		Fairview (Jones Co.)	Lack of available grant funding	USDA funds	New wastewater system	Seeking funding	Ongoing
		Lake Delhi	Lack of available grant funding	USDA funds	New wastewater system	Preliminary engineering report being completed	Ongoing
Clinton	Improve streets and sidewalks in community	DeWitt - Streetscape Phase II - Add decorative concrete, decorative landscaping, antiquated streetlights and streetlight banners	Lack of available grant funding	Local, state and federal funds	Increased character and ambiance of downtown; designated specified corridor	Project is under construction; still raising funds	2006-2008
Jackson	Improve sidewalks and create trail system in community	Bellevue - Walkways for Life - Upgrade pedestrian transportation by rehabilitating the sidewalks which includes making commercial entrances handicapped accessible; construct trail system to run parallel to scenic Mill Creek	Lack of available grant funding; citizens afraid project will take away from town's ambiance	Local, state funds	Handicap access to business district, new trail system, improved landscape,	Design work complete; Community Attraction and Tourism grant secured	2007-2008

Section 7: PERFORMANCE MEASURES/QUANTIFIABLE DELIVERABLES/EVALUATION

County	City	Name of Employer	Business/Industry Type	Existing or New Business/Industry	Jobs Created or Gained	Jobs Lost	Reason for Gain or Loss	Dollars Invested
Cedar	Durant	Iowa Can Company, Inc.	manufacturing	existing	6		Expansion	\$1,074,495
	West Branch	Acciona Energy	manufacturing	new	110		New plant	\$23,000,000
		Rockhard Concrete, Inc.	manufacturing	existing	5		New equipment	\$500,000
		Procter & Gamble	distributing	existing	175		Expansion	
	Tipton	Cedar Poly	recycling	existing	12		Expansion	\$1,886,183
		Tiger Mart	retail	existing	3		Expansion	\$410,000
Clinton	Camanche	Hawkeye Bio Energy	manufacturing	new	38		New plant	\$75,000,000
	Clinton	Center Leaf Partners/Ashford University	service/education	new	225			\$2,750,000
		Nestle Purina PetCare Company	manufacturing	new	10		New plant	\$20,000,000
		Clinton County BioEnergy, L.L.C.	manufacturing	new	14		New plant	\$6,076,955
		Summit Building Systems, Inc.	manufacturing	new	56		New facility	\$2,000,000
		Air Control, Inc	manufacturing	existing	10		New equipment	\$786,000
		Archer Daniels	manufacturing	existing	114		Expansion	\$210,750,000
	DeWitt	Guardian Industries	manufacturing	existing	40		Expansion	\$46,000,000
Dubuque	Dubuque	Unique Balance	manufacturing	existing		40	Moving production	
		Sedgwick CMS	financial services	new	130		New claims service office & call center	\$4,000,000
		Flexsteel Industries	manufacturing	existing		49	Continual lay offs	
		Thermo Fisher Scientific (Barnstead)	manufacturing	existing		37	Department transfer	
		Crescent Community Health Center	medical	new	18		New facility	\$1,200,000
		Hy-Vee	retail	new	400		New store	\$6,000,000
		Dubuque Star Brewery	restaurant	existing	100		Rehabilitation	\$6,500,000
		George Washington Carver Elementary School	education	new	25		New facility	
		McGraw Hill	publishing	existing	30		Expansion	\$32,000,000
		Carlisle Publishing Services	publishing	existing		20	Moving operations offshore	
		Regency Thermographers	printer	existing		150	Consolidation	
		Straka Johnson Architects	archetecture	existing	2		Expansion	
		Starbucks Coffee	restaurant	new		18	New business	
		American Customer Care	telemarketing	existing	100		Expansion	
		McGladrey & Pullen	accounting	existing	10		Relocation	
		John Deere Dubuque Works	manufacturing	existing	55		New operation	
		American Trust	banking	existing			New branch	
		The Durrant Group	architecture	existing	11		Relocation	\$3,000,000
		Cottingham & Butler	insurance	existing	90		Expansion	multi-million
		Namasco	manufacturing	existing	40		Expansion	\$6,000,000
		Kendall/Hunt Publishing Co.	publishing	existing	10		New distribution center	\$5,000,000
		Entegee Dubuque Design Center	engineering	existing	10		Expansion	\$1,000,000
		Giese Manufacturing	manufacturing	existing	15		Expansion	\$1,500,000
		Theisen's Supply, Inc	manufacturing	existing	10		Expansion	\$5,000,000
		Dubuque Screw Products	manufacturing	existing	10		Expansion	\$1,500,000
Oral Arts	manufacturing	existing	10		Expansion	\$1,300,000		
DDI, Inc.	manufacturing	existing	10		Relocation	\$1,600,000		

