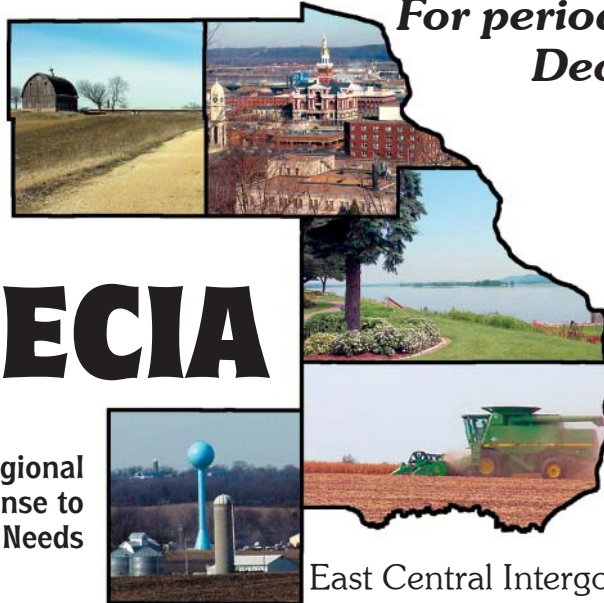


# COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

*Annual Report*

*For period July 1, 2006 to  
December 31, 2007*



## ECIA

**A Regional  
Response to  
Local Needs**

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# Section 1

## Comprehensive Economic Development Strategy

### BACKGROUND

East Central Intergovernmental Association (ECIA) is in the fourth year of its five year CEDS cycle (2003-2008). The CEDS was submitted in a new format in 2003 that is being utilized to monitor and evaluate our long term economic goals and strategies and to coordinate the economic development activities in the region. This report submitted is the annual update of the CEDS for the 2006 and 2007 calendar year. The CEDS document and the process that has been implemented act as tools for developing goals and strategies that will guide the economic growth of the region.

Throughout this past year, input for the development of this annual report was received from local community leaders, economic developers, schools, private business, etc. which have assisted in guiding our vision for the economic future of the region. The 2006 and 2007 CEDS Annual Report builds on the five-year CEDS and updates the region's progress in the past year for the adopted goals, both short- and long-range.

Included in this report is the updated Implementation and Evaluation Report that reflects the goals, and the schedule for completing those goals, for the region. The CEDS Committee, with input from local representation, updated the tasks, performance measures, schedule, and evaluation indicators for the region. The Implementation and Evaluation Report has been adjusted to indicate projects that have been completed (**BOLD** type) and projects that have either been updated or added (RED type). The report reflects a great deal of activity in the Improvement of Basic Public Works Goal with many projects either under construction or near completion during.

In addition to the Implementation and Evaluation Report, the Results of the Plan have been updated as well and are included in this document. The Results of the Plan evaluates the overall activity in the job market, which is driven in part by the total economic development activity in the region. The jobs lost and gained in calendar year 2006 and 2007 for the region have been listed. While the region gained 2,398 total jobs, we also lost 332 jobs due to closures. Overall there was a net gain of 2,066 jobs in the region during the reporting period. **Manufacturing** was the hardest hit with 43% of the job loss rate (144 jobs) in the region; however, **manufacturing** was the industry with the largest gain as well, with 781 of the new jobs in the region being gained in the manufacturing segment, offsetting the jobs lost.

Economic activity for the region continued to increase over the past 18 months. Economic conditions are positive in the region. Locally the economy has remained stronger than on the national scale. Unemployment rates for the State of Iowa remained lower than the national average and unemployment rates for the region averaged close to the national average during the reporting period.

An example of the economic stability in the region is the increase in loan activity we have seen with the Small Business Administration 504 loan program as well as in the revolving loan fund programs. ECIA Business Growth, Inc. had a record level of loans in our Fiscal Year ended June 30, 2006 and June 30, 2007, with \$8,580,000 in total loans approved in FY2006 with \$4,903,000 funded. This is a 35% increase in total loan volume from the previous fiscal year. Seven loans were closed and funded in FY2007 totaling \$6,617,000, which was a 35% increase over the \$4,903,000 in FY 2006.

Regionalism remained a priority this past year. ECIA continued the Prosperity Eastern Iowa initiative. Prosperity Eastern Iowa is a regional economic development organization comprised of representatives from local governments, economic development organizations, colleges, utilities, and other interested parties in the five-county region ECIA serves plus Jones County.

The mission of the Regional Economic Development Group, **Prosperity Eastern Iowa**, is to collaborate regionally with local governments, development groups, private enterprise, and other organizations to increase the economic vitality, expand the economic clusters, and provide for a stronger quality of life in the region by sharing expertise, support services, experiences, and projects that empower each individual entity with the strength of the partners as a whole.

ECIA began its third year of a three-year Collaborative Marketing Regions Grant from the Iowa Department of Economic Development. The three year grant activities include: hiring a Regional Economic Development Coordinator; developing a marketing plan and identity for the region; developing a regional database of assets resources for the region including available buildings, land, workforce, utilities, transportation, and schools; developing a local industry program; developing a regional web site; producing marketing materials; collaborating on labor shed and benefit studies; assisting in the development of a venture capital fund; and finally implementing pieces of a regional economic gardening program where we provide support for local entrepreneurs and businesses in the region.

In addition to the three-year IDED marketing grant, ECIA was awarded for Prosperity Eastern Iowa two additional grants for a new initiative, “Buyer Supplier”. ECIA received a grant from IDED and from the Economic Development Administration to implement the activities of the grant. The goal of the program is to encourage companies to shift 5% of their out of region spending back into the region, connecting them regionally with a supplier. Interesting facts include: **\$8.7 billion** is spent annually on goods and services from out-of-region suppliers. **\$6.5 billion** of that goes to non-regional companies for which there is an existing industry of that kind in the region. **\$326 million** annually could go directly back into the regional economy with just a **5%** shift in spending habits. Those dollars ‘multiply’ and could increase the region-wide impact to **\$458 million** and could result in over **3500** jobs annually.

## Organization and Background

The East Central Intergovernmental Association (ECIA) is a membership supported organization of local governmental bodies in Cedar, Clinton, Delaware, Dubuque, and Jackson Counties in eastern Iowa. The purpose of ECIA is to provide management and technical assistance to local government staff and elected officials.

ECIA exists because of a need for local governments facing similar problems to cooperate in finding solutions. This cooperative effort, through ECIA membership, provides greater resources to local governments than they would be able to afford individually. The sharing of resources and discussion of common concerns vastly improves the quality and consistency of solutions to local and regional problems. Costs are held at a level that allows all local governments in the region to participate.

ECIA provides numerous planning, technical, and management resources to assist local governments in reaching and implementing decisions. Services provided by ECIA cover five broad categories: Community Development, Economic Development, Transportation Planning, Housing Assistance, Employment and Training and Rural Transit Services.

### Community Development

Community Development activities include grant writing, grant administration, comprehensive planning, technical advice related to city financial planning, codification of ordinances, building inspections, and the provision of census data and other information related to the operation of city/county government.

ECIA prepares grant and loan applications on behalf of local governments and businesses in support of community and economic development. If funded, the association then administers the grant/

loan. Since 1975, ECIA has administered grants for more than 63 cities and counties in the region, with a total value in excess of \$128 million. The grants have assisted local governments in upgrading, modernizing, and generally improving communities. Construction of infrastructure improvements such as sewers, wastewater treatment facilities, and water systems account for the majority of the projects funded. Other projects involve improvements to the housing stock through rehabilitation.

ECIA provides comprehensive planning assistance. This includes preparation of land use plans, Community Builder Plans, Housing Needs Assessments, annexation petitions, and zoning and subdivision ordinances. These documents provide the information necessary for the orderly development of the community.

A new community development service implemented by ECIA in 2005 is the Eastern Iowa Regional Utility Service Systems (EIRUSS). EIRUSS is a 28E organization comprised of five counties in eastern Iowa, Delaware, Jackson, Cedar, Clinton and Jones. EIRUSS will own and manage rural wastewater systems in unincorporated areas and small communities either without central wastewater systems or with failing systems requiring improvements. Several systems are under construction in the region and will be in operation in early 2008.

ECIA has a long history of providing financial planning assistance including the preparation of budgets, road use tax reports, utility billing services, and annual reports. These documents are essential to local government operation. The association has a codification service that enables cities to maintain a current code of ordinances in compliance with state law.

The association operates the ECIA Data Center. The center maintains statistical information produced by the U.S. Census Bureau, the State of Iowa, and other reliable sources. This information is maintained and updated in a format that allows for easy dissemination to local governments and businesses.

## **Economic Development**

In 1978, ECIA received designation as an Economic Development District. As such, ECIA prepares a Comprehensive Economic Development Strategy (CEDS) to coordinate economic development activities in the region. This makes cities/counties eligible to receive EDA grant/loan funds.

Staff provides assistance to local governments, development corporations, chambers of commerce, businesses, and individuals in the ongoing implementation of the CEDS.

The program is also used to support applications for Community Development Block Grants and in support of economic development projects. These grants are used to support business expansion, sewer, water, industrial parks, and for direct loans to businesses for the purchase of land, buildings, and equipment.

### **E.C.I.A. BUSINESS GROWTH INC.**

One very successful result of the Association's economic development efforts is E.C.I.A. Business Growth Inc., a non-profit corporation formed in 1982, which provides low-interest loans to businesses for expansion that creates new or retains current jobs. The Small Business Administration is the primary funding source. E.C.I.A. Business Growth Inc. has extended loans in excess of \$52 million. E.C.I.A. and has either created or retained more than 4344 jobs. Business Growth Inc. also assists local communities in the administration of Revolving Loan Funds. These funds are loaned to businesses and industries, and the proceeds are returned to the local governments for future loans.

## **Transportation Planning**

To help meet the area's transportation needs, ECIA provides planning and technical assistance to various transportation organizations.

For the Delaware/Dubuque/Jackson County Regional Transit Authority, ECIA prepared a Regional Transit Development Plan, an Inventory of Para-Transit Providers, and an Analysis for the Volunteer Driver Program. In 2005 ECIA undertook a management analysis and transition plan for the RTA. ECIA assumed management of the RTA in November of 2005. Since then over 300 miles of new routes have been added to the regional transit systems areas of service. Additionally, a \$702,000 state grant was awarded to the RTA for a new maintenance and storage facility. The RTA and ECIA are working jointly and moving forward with the construction of an office building/maintenance and storage facility.

Through ECIA, the Clinton Municipal Transit Administration benefited from an on-board ridership survey, the development of a marketing plan and strategies, the initiation of summer route schedules, and a Five-Year Transit Development Plan.

ECIA acts as Dubuque Keyline's planning staff on an ongoing basis. ECIA also administers East Dubuque's transit operating and capital grants.

ECIA provides staff support to the Dubuque Metropolitan Area Transportation Study (DMATS). DMATS functions under a cooperative agreement among units of government in the states of Iowa, Illinois, and Wisconsin. As the designated Metropolitan Planning Organization, ECIA coordinates with the DMATS officials in a comprehensive, cooperative planning effort. Through DMATS, federal, state, and local officials seek to ensure a uniform, safe, and efficient transportation system. Systems coordinated by DMATS include area highways, railroads, barge fleetings, and mass transit.

Types of plans for ECIA and DMATS include 20-year long-range transportation plans, 5-year transportation improvement programs, transit development plans, transit on-board surveys, ADA compliance plans, and bicycle/pedestrian long-range plans.

In addition, ECIA staffs the Region 8 Regional Planning Affiliation (RPA), which was established in February 1994 through the adoption of Articles of Agreement by participating organizations in the region. Region 8 is one of 18 RPAs in the state that was formed as part of the Iowa Department of Transportation's implementation of the Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991. This cooperative, comprehensive, and continuing transportation planning process was established by agreement between the state and local governments, in compliance with the provisions of ISTEA, to meet the statewide planning and programming aspects of the legislation.

## **Housing Assistance**

Established in 1978, the Eastern Iowa Regional Housing Authority (EIRHA) operates as a division of ECIA, which provides staff and administrative support. EIRHA has a separate Board of Directors, elected by EIRHA members. In the five-county area, EIRHA provides two programs of housing assistance benefiting low-income families and the elderly. EIRHA amended its Articles of Agreement in 1992 to include Jones County as part of the territory covered by EIRHA.

The Housing Choice Voucher Program is designed to meet the needs of very low-income families and elderly and persons with disabilities by providing rental assistance in existing housing units. Staff serves as liaison between renter and landlord to see that all paperwork is completed. Eligibility for rental assistance is based on income guidelines established by the U.S. Department of Housing and Urban Development (HUD). The number of elderly/families benefiting from this program exceeds 880.

The Public Housing Program consists of housing units constructed and paid for by EIRHA with HUD

financing. These units are rented to low-income families and the elderly. Tenants pay a percentage of their adjusted gross income toward rent and utilities. In contrast to the Housing Choice Voucher Program, EIRHA owns, rents, and maintains 166 units located in Bellevue, Colesburg, Delmar, DeWitt, Dyersville, Holy Cross, Hopkinton, Manchester, Miles, Peosta, Preston, Sabula, Wheatland, and Worthington.

In October 1988, the Eastern Iowa Regional Housing Corporation (EIRHC) was established. EIRHC is a non-profit organization eligible to purchase and/or construct USDA Rural Development elderly and family housing projects in the region. The corporation impacts cities under 20,000 (FmHA eligible). The corporation can acquire, construct, provide, and operate rental housing suited to the special needs of the elderly and low-income families within these communities. As a non-profit corporation, EIRHC may be eligible for CDBG financing and Iowa Finance Authority programs, and/or the HOME program.

EIRHC developed USDA Rural Development and HOME financed four units of elderly rental housing in Worthington. USDA financed six units of elderly housing in Grand Mound.

The Eastern Iowa Regional Partnership LLP (EIRP) was formed in 2002 as a limited liability corporation to develop low- to moderate-income housing funded through the Low Income Housing Tax Credit (LIHTC) program.

Eastern Iowa Regional Partnership, L.L.L.P. is a wholly owned for-profit subsidiary of EIRHC. EIRP, L.L.L.P. owns and manages 24 units of family low income housing tax credit units in Peosta, Iowa and a 32 unit tax credit project in Asbury, Iowa.

In late 2004 and early 2005 EIRHA implemented a Homeownership program selling 4 public housing units to low to moderate income tenants as well as constructing and selling 5 single family homes for low to moderate income homebuyers. EIRHA has also assisted eleven participants through the Housing Choice Voucher Program purchase their home. The program is very successful and will continue to be a priority for EIRHA.

### **Employment and Training**

Since its inception in 1982, the Job Training Partnership Act, now known as the Workforce Investment Act (WIA), has been operating successfully to develop job training programs for qualified adults and youth. Under the administration of ECIA, the program provides job training services in Dubuque and Delaware Counties. ECIA staff works with educational institutions and employers to train people for ongoing full-time employment. Training is provided on the job and through technical training programs. The training programs help people obtain skills that enable them to compete successfully in the job market.

ECIA also administers the Promise Jobs (PJ) program. PJ is a welfare reform program initiated by the State of Iowa in 1989, and is a coordinated effort of the Department of Human Services, WIA, and Employment Services as a result of the Families Support Act legislation. Welfare recipients receive training or work experience. Training includes WIA activities, institutional skill training, and experience at a non-profit worksite to learn skills prior to unsubsidized employment.

Funding for the Employment and Training programs has decreased dramatically in the past five years. A chart later in this document will provide information on the funding decline and the need to reauthorize the program.

## SECTION 2

### ANALYSIS OF ECONOMIC DEVELOPMENT PROBLEMS AND OPPORTUNITIES

#### **OPPORTUNITIES**

Iowa and the ECIA region’s economy is on solid ground and on a relatively good footing according to fiscal analysts from the Iowa Department of Revenue. The growth in 2007 is not as rapid as the growth we experienced in 2006 but Iowa is ahead of the national trend where many areas saw a slowdown. An economist from Moody’s Economy.com said Iowa is “far outperforming the rest of the Midwest”. According to Economy.com, Dubuque ranked 22<sup>nd</sup> in its job growth in 2006 among 387 U.S. cities. Dubuque is one of only two Midwest cities and one of just six cold-weather cities in the top 25.

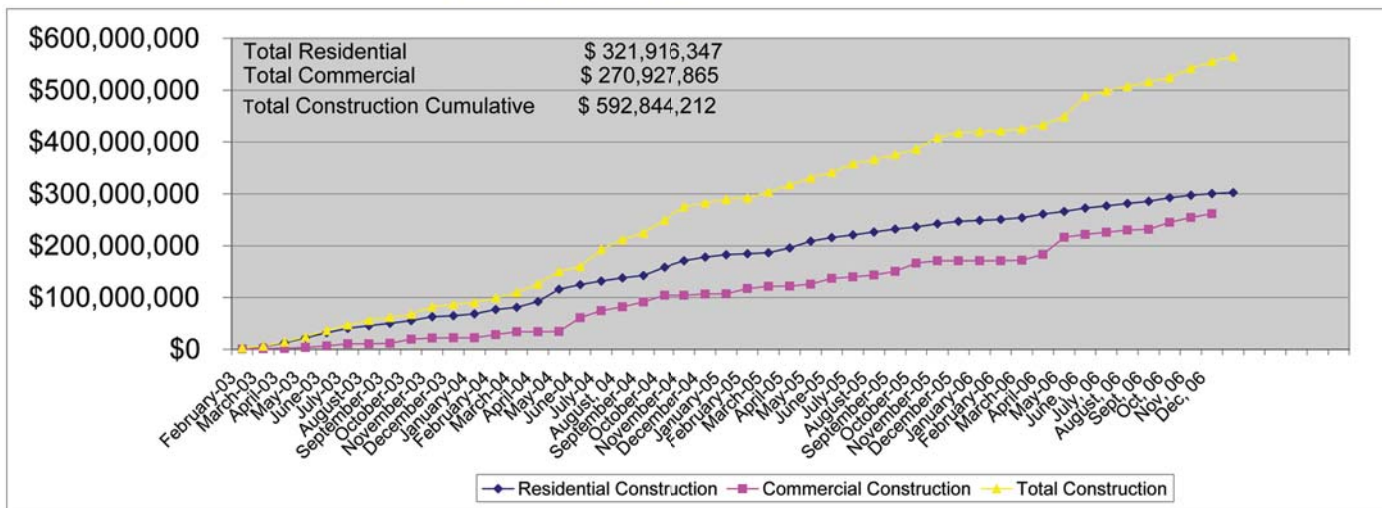
The job outlook in eastern Iowa remains strong. According to the latest survey from Cambridge Staffing, about 37% of the companies surveyed in the region planned to hire in the first quarter of 2007 and only two companies voiced plans to cut positions. Forty-four percent of the companies projected hiring in the fourth quarter of 2006. More than 50% of the 103 companies interviewed in the eastern Iowa survey, indicated their plans to hire over the next 12 months which remained constant from 2006. The respondents indicated they would be adding a total of over 1,500 jobs in the upcoming year.

The Dubuque metropolitan area ranked 39<sup>th</sup> among 179 U.S. small cities on the Milkin Institute/Greenstreet Parnters 2007 Best Performing Cities Index. Dubuque soared 37 spots on the annual gauge of where America’s jobs are being created and sustained, besting all Iowa small metropolitan areas except Iowa City, which moved eight spots to number 25. Based on the Milkin Institute’s percentages between March 2006 and March 2007, Dubuque ranked eighth in job growth among all small cities, and 11<sup>th</sup> among the nation’s largest metropolitan areas.

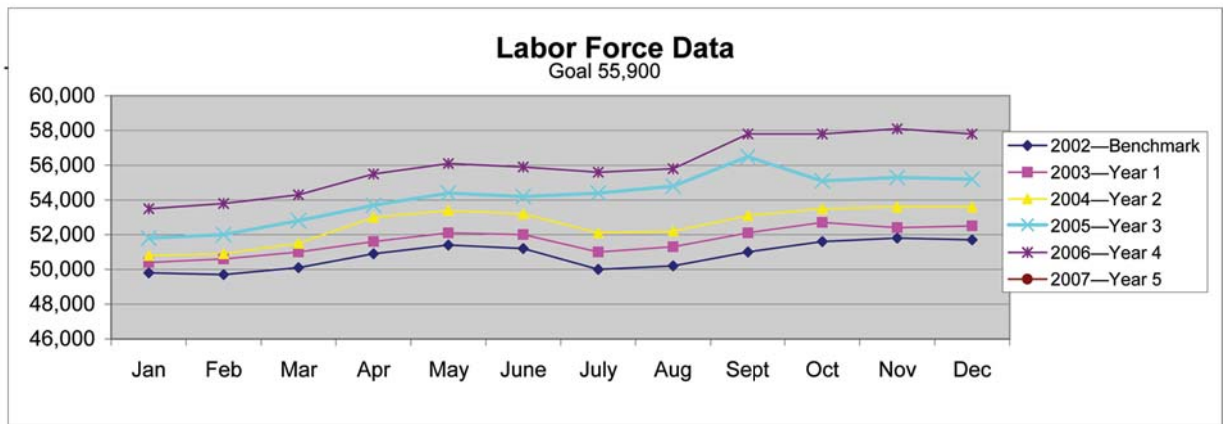
Between July 2000 and July 2007, Dubuque County added 6,300 jobs, an increase of 12% according to figures from the Greater Dubuque Development Corporation. Over the similar period, average wages climbed 24%, rising from \$12.58 per hour to \$15.71 per hour. Dubuque County’s economy has generated the highest job growth figures by percentage among Iowa’s metropolitan areas, according to an analysis of work force figures by Iowa Workforce Development.

**River Valley Initiative—Commercial and Residential Construction** (updated: 06/20/07)

**New Construction - Goal \$200,000,000**



Source: Iowa Workforce Development—Labor Force Summary

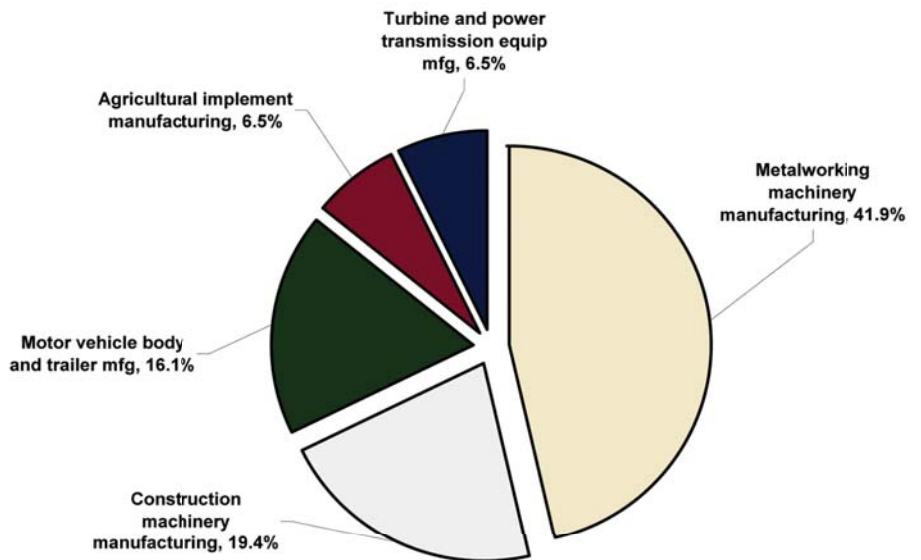


In addition to the exciting growth in the northeastern part of the region, job growth is also occurring in the southern part of the region. According to the Clinton Regional Development Company, over 500 new jobs were created and 100 jobs retained in the Clinton region this past year. Over \$400 million in new investment has been generated which has leveraged \$20 million in state and local assistance.

ECIA, through its Prosperity Eastern Iowa initiative collaborated with Iowa Workforce Development (IWD) and IWD created a Cluster Analysis for the region. The industry cluster analysis allows businesses, economic developers, researchers, and others to identify industries that are geographically concentrated, of a similar nature, and make use of related buyers, suppliers, infrastructure, and workforce. By identifying these industries, recruitment efforts may be focused on those companies that complement existing businesses to capitalize on local assets such as knowledge base and workforce.

Significant clusters for the ECIA region include: Business Services, Construction Materials, Distribution, Financial Services, Motor Driven Products, and Printing and Publishing. Below are excerpts from the Prosperity Eastern Iowa Cluster Analysis. For a full report, go to [www.prosperityeasterniowa.org/businessclimate/](http://www.prosperityeasterniowa.org/businessclimate/).

Motor Driven Products cluster consists of agricultural implement manufacturing, construction machinery manufacturing, metalworking machinery manufacturing, turbine and power transmission manufacturing, automobile and light truck manufacturing, heavy duty truck manufacturing, motor vehicle body and trailer manufacturing, motor vehicle gasoline engine and parts manufacturing, aerospace product and parts manufacturing, ship and boat building. The average wage of \$82,644 is more than double the regional wage of \$32,604 and the state wage of \$34,628.



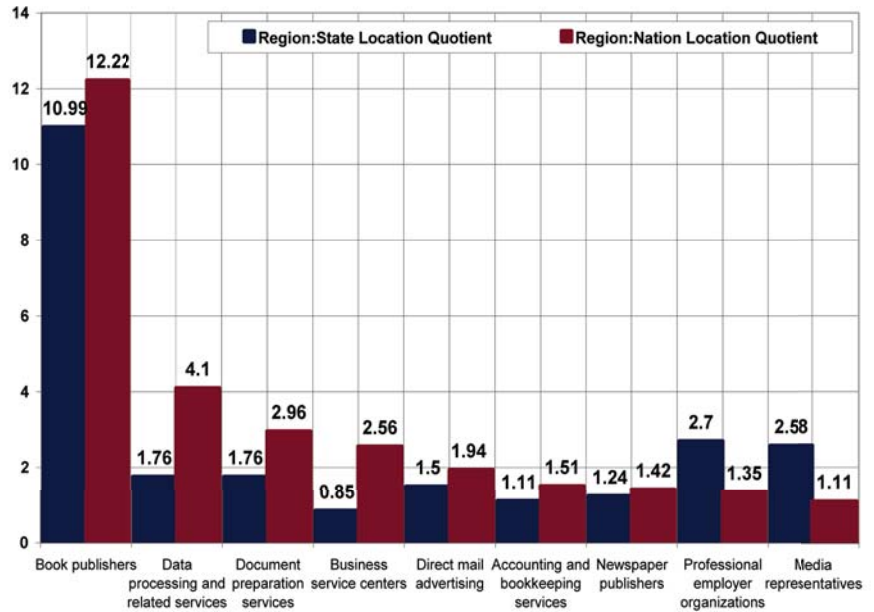
Largest industries in the Motor Driven Products cluster by percent of cluster employment

**What is a location quotient?**

A location quotient measures an area's "share" of an activity when compared to a larger area. In industry cluster analysis, the location quotient measures the employment in a cluster as a ratio of total regional employment when compared to the national cluster.

A location quotient of less than 1.0 indicates that the PEI has a *lower* ratio of cluster employment when compared to the nation. A location quotient of 1.0 means that PEI has the same ratio as the nation. A location quotient greater than 1.0 indicates that PEI has a larger "share" or ratio of employment. In the context of cluster analysis, the higher the location quotient, generally the stronger the cluster.

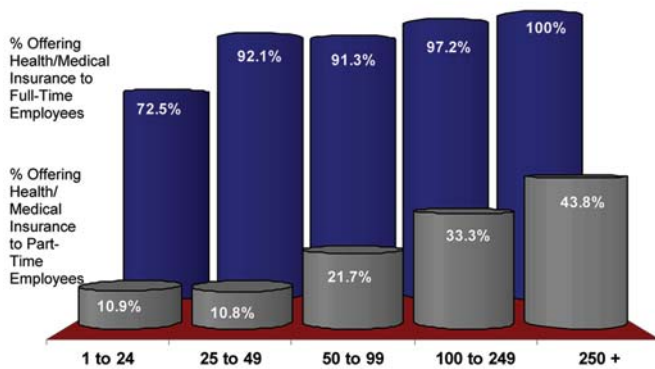
For example, Printing and Publishing cluster had a location quotient of 1.69, indicating a high level of employment in this cluster when compared to the nation.



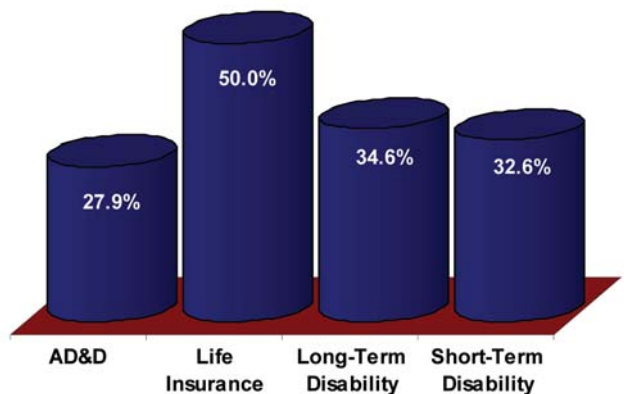
Location quotients for the largest industries in Business Services in Prosperity Eastern Iowa

A Fringe Benefit Profile was also produced by Iowa Workforce Development for the ECIA region. This profile provides results in four benefit categories: insurance, paid leave, retirement, and additional benefit offerings. Over 79.9% of the companies in the region offer a fringe benefit package in addition to wage compensation. Average full-time hours per week is 37 hours. This information is very useful for new employers considering locating in the region and to current employers in recruiting new employees. For a full report, go to <http://www.prosperityeasterniowa.org/businessclimate/>

**Percent of Employers Offering Health/Medical Insurance by Employment Size & Status**



**Percent of Employers Offering AD&D, Life Insurance, Short-term Disability & Long-Term Disability**

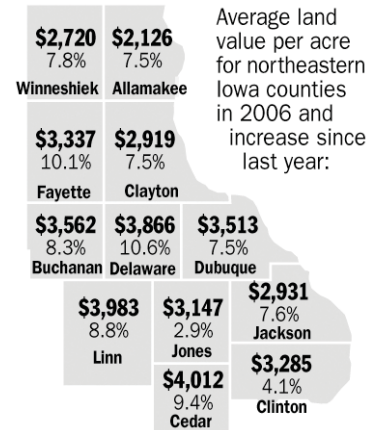


Ethanol and bio-fuels have been revitalizing the rural economy in our region. Demand for corn is turning the kernels into gold in our region, positively impacting the rural farming population. Corn growers and renewable energy experts say the drive to reduce America's dependence on foreign oil should keep corn production numbers rising, bringing in sustained higher prices in the foreseeable future. Two ethanol plants have been constructed in the ECIA region in the past two years. A typical facility the size of US BioEnergy, a plant that recently opened in Dyersville, Iowa, employs 40 people and typically consumes 37 million bushels of corn and produces 320,000 tons of dried distillers grains annually.

The result of this demand for biofuels adds to the demand for rural real estate driving up the value of

land and corn. Iowa as a whole experienced a 7.1% increase in price for farmland in a six month timeframe in September, 2006. Since late 2006 through the present, farmland has increased in value at a record rate of 20.7% according to local real estate services. The previous record was 20.2% which was recorded in 1988.

## Farmland value



## Manufacturing in the Heartland

Iowa's manufacturing employment grew for a third consecutive year in 2006; Wisconsin lost nearly as many jobs it had gained the previous year; and Illinois saw its 10th straight year of declines.

### Change in employment, 2005 to 2006

IA: **+7,417** IL: **-26,365** WI: **-4,500**

### Top Iowa industries, by number of jobs

Meatpacking: **25,378**

Farm equipment: **13,378**

Plastic products: **13,001**

### Top Iowa cities, by number of jobs

Cedar Rapids: **20,254** Davenport: **9,526**

Des Moines: **18,916** Dubuque: **9,604**

Waterloo: **14,457**

### How Iowa ranks

**6,251**

Companies in Iowa, ranking it **22nd** in the nation

**292,184**

Employees in Iowa, ranking it **23rd**

**5.3**

Percent of the Midwest's jobs found in Iowa

SOURCE: 2007 Iowa Manufacturers Register

\* TH

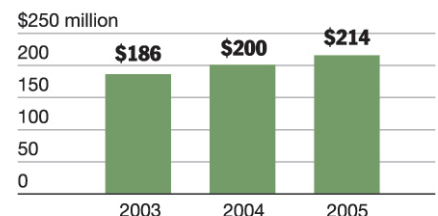
Manufacturing in Iowa grew for three years in a row, 2004-2006.

Iowa bucked the national trend in that it added manufacturing jobs each of the three years while most of the country has lost manufacturing jobs. The state's manufacturers added 7,417 jobs last year according to the 2007 Iowa Manufacturer's Register. The survey ranked Dubuque fourth in manufacturing jobs among Iowa's major metropolitan areas. The City counted 158 plants and 9,604 jobs in 2006.

Another opportunity the region has created internally to generate wealth is the Buyer-Supplier Connection...Realizing our Prosperity. This initiative is connecting companies within the region and encouraging them to buy regionally rather than to buy from outside the region. Over 70 companies have been visited in the region and over 100 connections have been made to buy regionally. **\$8.7 billion** is spent annually on goods and services from out-of-region suppliers. **\$6.5 billion** of that goes to non-regional companies for which there is an existing industry of that kind in the region. **\$326 million** annually could go directly back into the regional economy with just a **5%** shift in spending habits. Those dollars 'multiply' and could increase the region-wide impact to **\$458 million** and could result in over **3,500** jobs annually. The Buyer Supplier web site can be found at [www.prosperityeasterniowa.org/bsc/index.html](http://www.prosperityeasterniowa.org/bsc/index.html).

Tourism continues to boom in the region. Tourism expenditures in Dubuque County hit \$214 million in 2005 based on data from the Travel and Industry Association of America, about 7% higher than the previous year. The Dubuque area experienced a 10.3% growth in tourism spending from 2005 to 2006. The fourth largest increase in the State of Iowa according to the Iowa Tourism Office. Conventions and business has gained with attendance records set in 2006 with more than 63,000 delegates. The count in 2007, just 9 months into the year, approached 64,000 delegates. Hotel and motel tax collected between October, 2005 and September, 2006 approached \$1.5 million; up about \$220,000 from the previous year. In Iowa, state-wide travel increased too. About \$1 out of every \$25 in direct tourism spending was generated in Dubuque County and statewide travel expenditures reached over \$5.4 billion in 2005, up 7% from the previous year.

Tourism spending in Dubuque County:



SOURCE: Travel Industry Association \* TH

\* Courtesy of the Dubuque Telegraph Herald

## Challenges

In every region where there is growth, you will find growing pains as well. The main challenge in this region as well as across the United States is the enormous skills gap and lack of workforce for the future. Iowa is the second oldest State in the nation for workforce and eastern Iowa has the oldest population in the State.

Nationally, over 64 million skilled workers will be able to retire by the end of this decade. In the ECIA region slow Population Growth is a concern: negative net migration from 1995 to 2001; +.5 to +1.2% positive growth 2001 to 2006; and Iowa is the only State in the U.S. that has not grown by more than 50% since 1900. The workforce in our region is aging: Average age of workforce by 2011 will be 40.1; 18% of the population is 55+; 40% of the population is 45+. The region has a small minority/immigrant population and finally, the difference in culture of the next generation age 15-29+. We call them the Gen Y/Millennials (racially diverse, lack loyalty, question authority, tech savvy, reside in CA, Texas, Florida).

### Fastest growing jobs

Projected increase (in percent) for selected occupations from 2004 to 2014:

Home health care aides	<b>56.0</b>
Network systems analysts	<b>54.6</b>
Physician assistants	<b>49.6</b>
Computer software engineers	<b>48.4</b>
Physical therapist assistants	<b>44.2</b>
Dental hygienists	<b>43.3</b>
Forensic science technicians	<b>36.4</b>
Veterinary technicians	<b>35.3</b>
Diagnostic medical sonographers	<b>34.8</b>
Occupational therapists	<b>33.6</b>

SOURCE: U.S. Bureau of Labor Statistics \* TH

Our employers in the region have to rethink the way they market or recruit employees and as economic developers we have to ensure that competitive wages, quality of life and flexibility are part of the regional attraction.

In the next five to ten years, according to the Iowa Works Campaign, there is an estimated shortage of 150,000 workers by the year 2012 in Iowa. In less than six years, Iowa Workforce Development officials predict nearly half of all occupations in the State of Iowa will require some form of post-secondary education or training. This shortage is very real and impacts the ECIA region. The population in the Dubuque area is oldest among the major metropolitan areas in Iowa and the fourth oldest population in the nation according to the 2000 census. If the local labor pool dries up, it could create a perfect storm of collapsing factors, eroding the region's economic success.

### Projected Workforce Shortage in Iowa

	2002	2012	Change	Percent Change
Population age 18-64 (census projections)*	1,782,433	1,846,065	63,633	3.6%
Employment (IA occupational projections)	1,680,865	1,885,070	204,205	12.1%
Ratio: Population / Employment	1.06	0.98		
Population needed to maintain 2002 ratio**		1,998,977		
Less projected population		(1,846,065)		
<b>Shortage</b>		<b>152,912</b>		

\* 2002 is an average of the projection for 2004 and actual 2000 census count

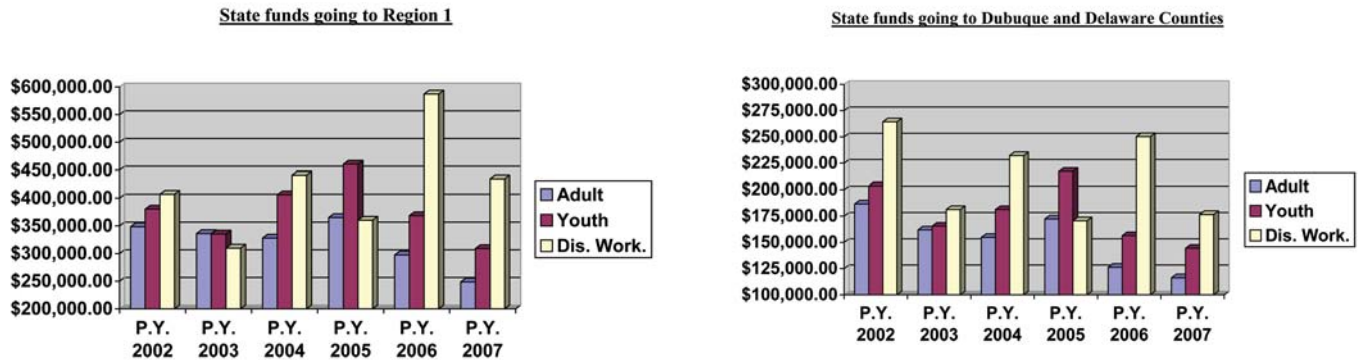
\*\* Alternatively, this is the 2012 population if it grew as fast as employment

Source: "Iowa's Workforce Challenge: A Call to Action for Iowa's New Governor and General Assembly," Summer, 2006, Prepared by the Iowa Works Campaign

\* Courtesy of the Dubuque Telegraph Herald

As mentioned earlier, another challenge to recruiting a skilled workforce is the lack of funds from the Workforce Investment Act (WIA) programs. Program funding has been cut by over 25% in the last two years. Funding for training typically runs out in the first quarter of each fiscal year. This funding is needed to train and retrain people for professions that are in demand for workers such as welders, over the road drivers, nurses, etc. The WIA programs are overdue for reauthorization and have been threatened with drastic cuts in the last several years. The importance of these programs is not recognized on a national level when it relates to the need to recruit and retain a skilled workforce both regionally and nationally.

## WIA Budget History for Program Years 2001-2007



In addressing the workforce challenges, ECIA through its Prosperity Eastern Iowa initiative has developed a workforce subcommittee. This subcommittee is lead by the regional manager for Iowa Workforce Development with key economic development people from the region participating. A few of their initiatives include developing a common web page for all regional partners dedicated to workforce recruitment; promoting common web sites in the region for companies to post and list job opportunities so a central bank for jobs exist; and developing a platform to support at a State level for the recruitment and retention of the workforce. In addition to these efforts, members of Prosperity Eastern Iowa are also collaborating with existing workforce initiatives in the region. Many local economic development groups have initiated their individual efforts for their communities and continue to address the impending workforce crisis.

## **Section 3**

# **CEDS Goals and Objectives - Defining Regional Expectations**

### **Prioritized Goals and Objectives\* as reported in the 2003-2008 CEDS**

#### **Increase/Expand the Economic Segments in the Region**

- Prepare and plan for the expansion and creation of the industrial parks
- Encourage the location and expansion of manufacturing industries
- Encourage the expansion of the tourism/recreation and service industries
- Encourage the location and expansion of technology related industries
- Encourage small and minority owned business startups
- Encourage the creation and expansion of industries that promote the use of agricultural products
- Encourage the location and expansion of up-to-date broadband technology systems
- Promote improvement of highway, rail, airport, and river transportation
- Improve infrastructure and maximize existing resources

#### **Create a Skilled, Highly Educated, Permanent, Full-Time Workforce for Business and Industry**

- Maintain and create new partnerships in the region
- Promote connecting business and industry with employment and training programs

#### **Facilitate the Improvement and Maintenance of the Housing Stock and Housing Supply in the Region**

- Encourage the construction of affordable housing development
- Encourage homeownership opportunities

#### **Promote Improvement of Basic Public Works Facilities and Community Services Which Improve the Public's Health, Safety, and Living Conditions**

- Disseminate information on available funding resources
- Promote partnership in the region

#### **Accomplishments Achieved Compared to Approved Scope of Work for January 1, 2007 to December 31, 2007**

##### **A. LOCAL GOVERNMENT MEETINGS AND ECONOMIC DEVELOPMENT GROUP**

**MEETINGS:** ECIA staff regularly attends meetings of local governments and local economic development groups to provide information and facilitate program implementation.

1. ECIA participates and sits on the Board of the Greater Dubuque Development Corporation (GDDC). This organization is the economic development organization in Dubuque. The Executive Director of ECIA has a seat on that Corporation and attended all of the quarterly meetings.
2. ECIA staff regularly hosts and participates in City Clerk meetings in Delaware and Dubuque Counties.
  - a) The Delaware County City Clerks meet monthly and the Manager of Government Relations sets up all of the meetings and participates in most of them.
  - b) The Dubuque County City Clerks only meet quarterly. ECIA staff set up the meetings and attended almost all of them.
  - c) ECIA sponsors a regional (five counties) City Clerks organization called ECICA. This group meets twice per year. It is a five-hour meeting with speakers from local and state organizations.
3. ECIA staff (Director of Planning) attends and acts as the secretary for the Jackson County

Mayors. Meetings are held monthly in Jackson County.

4. ECIA staff regularly participates in the RC&D meetings. Meetings are held monthly in Jackson County. The RC&D is a separate organization. Attendance at the meetings is valuable because we maintain a good relationship with them. This has resulted in collaboration on sewer improvement and watershed applications.

5. ECIA staff (Regional Economic Development Coordinator) has held regular meetings (approximately eight) Prosperity Eastern Iowa (PEI) meetings with local economic developers. These meetings facilitate the marketing of the region.

6. ECIA staff have attended and participated in local economic development group meetings such as Cascade Economic Development, Marion Economic Development, Tipton Economic Development and Jones County Economic Development.

**B. TRAINING AND CONFERENCE:** Attend and participate in meetings of national, state, and local organizations affecting regional strategy policies and programs.

1. ECIA staff participates in the annual trip of the Clinton and the Dubuque communities to meet with federal officials concerning local needs. The Executive Director accompanied Dubuque officials in February and the Manager of Government Relations attended with participants from the City of Clinton in May, 2007. The Regional Economic Development Coordinator attended both the Clinton and Dubuque meetings to present and discuss regional economic development priorities.

2. ECIA attends the Iowa League of Cities meeting in Dubuque in September. Five staff members participated in the annual meeting attended by over 500 local officials.

3. ECIA staff attended regional meetings hosted by the EDA in Madison, Wisconsin in May and in Kansas City in September. Kelley Deutmeyer, Executive Director was a guest speaker discussing "Regionalism" at the Madison meeting. ECIA went through the peer review process at that meeting.

4. ECIA staff attended the NADCO, IEDC, NADO meetings. Deutmeyer did a presentation at the NADO National meeting on Council of Governments.

**C. INFORMATION DISSEMINATION:** Disseminate census, economic, statistical and program information by telephone, e-mail, letter, newsletter, personal contact, and training programs. Maintain a database for use in program development and implementation.

1. ECIA prepared two full newsletter and two "news alerts" which are disseminated to over 800 individuals and/or entities in the region via both email and on paper.

2. ECIA staff maintains the websites for ECIA, Prosperity Eastern Iowa, the Regional Transit Authority, and the Eastern Iowa Regional Housing Authority/Corporation and the Eastern Iowa Regional Utility Service Systems.

3. ECIA staff responds to approximately 150-200 requests for information each year pertaining to grant applications, TIF districts, enterprise zone, and other topics deemed important by local officials.

**D. GRANT/LOAN APPLICATIONS:** Assist local governments in the preparation of grant/loan applications for funding of projects of local and regional concern.

1. ECIA staff regularly prepares grant applications and loan applications for CDBG projects

such as water, sewer, child care centers, housing etc. ECIA submitted approximately 15 applications in late 2007 with anticipated funding in spring, 2008.

2. ECIA staff regularly prepares applications and documentation in support of Enterprise Zone designation, other State economic development programs, Tax Increment Financing, and Urban Revitalization. ECIA staff participated in projects with the Cities of Farley, Clinton, DeWitt, Luxemburg, and New Vienna. Staff also assisted Dubuque County.

3. ECIA staff prepared Community Attraction and Tourism grant applications for communities. Staff prepared applications for Bellevue and DeWitt (both downtown improvement projects) and Dubuque (Ice Arena).

4. ECIA staff prepared two (2) EDA Technical Assistance grants. One was funded for a port authority study in Clinton and a second was funded for the Prosperity Buyer-Supplier campaign.

**E. DATA CENTER:** Collect data and program information on economic development trends and conditions including finance, labor, business development, industrial development, and the agricultural economy.

1. ECIA maintains data for grants and reports which is used in applications.

2. ECIA maintains the Location One Information System for the region to track the available sites and buildings through the Prosperity Eastern Iowa web site. This is updated on an ongoing basis.

**F. DEVELOPMENT STUDIES:** Assist local governments and economic development entities in preparing Community Builder Plan and Strategic Plans.

1. ECIA staff conducting three Goal Setting sessions. There were for a community group in Farley, the Clinton Regional Development Corporation, and the Clinton Area Chamber of Commerce.

**G. EASTERN IOWA RURAL UTILITIES SERVICE SYSTEM (EIRUSS):** Provide technical assistance to local governments and coordinate with the U.S. Department of Agriculture (USDA) and the Iowa Department of Economic Development (IDED) in efforts to administer the 28E organization that provides water and sewer services to cities and rural residents.

1. A sewer system project that is under construction in Center Junction.

2. A water system project in Andover is expected to be bid late in calendar year 2007.

3. A sewer system project in Fairview will be bid in late 2007 or early 2008.

4. Sewer systems are in the early planning stages in Elvira, Lake Delhi, Leisure Lake, and Petersburg.

**H. ECONOMIC DEVELOPMENT TECHNICAL ASSISTANCE:** Provide technical assistance to local governments, development corporations, chambers of commerce, businesses, and individuals, in the ongoing implementation of the Comprehensive Economic Development Strategy. ECIA has traditionally provided technical assistance to local governments via a “circuit rider” management advisor and has extended this to economic technical assistance. The association provides technical expertise in financing and deal packaging.

1. ECIA will assist with Tax Increment Financing (TIF) in the region: Staff assisted in the

development of TIF's in Dubuque County in support of Namasco, in Farley in support of Western Dubuque Bio-Diesel, and in Luxemburg for future development.

2. ECIA will assist in writing ordinances and in developing land use plans. ECIA staff prepared Codes of Ordinances for Bellevue, Centralia, Luxemburg, and Miles. Staff updated the zoning ordinance in Farley, and is working on zoning ordinances for Camanche, and Stanwood.

3. Staff prepared RISE applications (street funding in support of economic development projects) for the Cities of Durant and Manchester (2). The Durant project supported Norfolk Iron & Metal, and the Manchester projects supported All Energy and Lextron Animal Health.

4. ECIA will assist communities in preparing Urban Revitalization plans and Urban Renewal Plans: This information is listed in #1 immediately above and under the heading of "Grant/Loan Applications".

**I. PROSPERITY EASTERN IOWA COLLABORATIVE MARKETING:** Administer and conduct the activities identified by the Prosperity Eastern Iowa Economic Development Partnership to further business retention and expansion in ECIA's five county region plus Jones County. Key projects and activities that will be conducted include:

1. Prosperity Eastern Iowa has implemented a regional industry business retention and expansion program, InfoAction: Prosperity for Business. A task force committee is working with local economic development professionals promoting awareness of the importance and benefits of an active retention and expansion program. Additionally, Prosperity Eastern Iowa has made access available for all of its partners to e-synchronist, an online database to house information collected historically through personal visits, allowing the regional group the opportunity to analyze the data and detect and address trends, issues, and successes.

2. While the Prosperity Eastern Iowa website, [www.prosperityeasterniowa.org](http://www.prosperityeasterniowa.org), has been live for nearly two years, the content is continually being updated. To incorporate information about all of the activities under PEI's "Return on Investment" campaign, the website has undergone a complete revamp. The redesign takes into consideration suggestions offered by professional site selection consultants to better meet their needs when looking for a business location, while remaining a functional tool for members to retrieve information about upcoming programs and opportunities.

3. Prosperity Eastern Iowa's "Return on Investment" campaign, launched in November 2006, contains four main prongs: Business Retention and Expansion (outlined in #1 above); Workforce Solutions; Buyer-Supplier Connection; and New Business Recruitment. Each prong has its own task force committee to guide the activities.

The Workforce Solutions segment will work to market our region as a "Region of Opportunity" by ensuring that all partner websites have the opportunity to link to powerful job search websites featuring the region, including those provided by Iowa Workforce Development, Iowa Department of Economic Development, and the privately-held [www.accessdubuquejobs.com](http://www.accessdubuquejobs.com). Additionally, the group looks to make regional businesses aware of training and educational services available to them.

The "Buyer-Supplier Connection: Realizing our Prosperity" initiative seeks to encourage a shift of just 5% in the purchase of goods and services from those within the region rather than outside the region. Currently, \$8.7 billion in goods and services are purchased outside the region; of that, \$6.5 billion could

be supplied by regional companies. With that 5% shift, over \$326 million annually could go directly back into our regional economy; and as those dollars multiply, could result in approximately \$458 million back into our regional economy and over 3,500 jobs annually.

The New Business Recruitment task force is focusing on targeted marketing efforts. Our partnership with the Community Venture Network puts us in direct contact with entrepreneurs who are looking to grow their businesses and communities to help them do so. With one successful relocation of a company to our region and several others interested in looking further into our region, the program has been a great success. Targeted direct mail marketing is also a part of this campaign.

4. Prosperity Eastern Iowa's "Return on Investment" Summit was held in November 2006 to launch these four priorities under one unified campaign. Experts in the field of economic development and workforce addressed the membership with awareness and success stories. Over 75 economic development professionals, city/county/state elected officials, workforce officials, and key businesspeople were on hand for the presentation. Additionally, PEI retained Iowa State University economist David Swenson for obtaining benchmark data for the Buyer-Supplier Connection.

5. Funding for activities such as Prosperity Eastern Iowa is a continual challenge. After initially receiving \$175,000 from the Iowa Department of Economic Development (IDED) for the creation of Prosperity Eastern Iowa, the initiative has also been awarded an additional \$60,000 from IDED for the creation of the Buyer-Supplier Connection, and another \$40,000 was received from the Economic Development Administration (EDA) for continued efforts with that program. We continue to seek additional funding for the ongoing efforts of these initiatives through our regional partners, utility companies, and private business.

6. Twice annually, representatives from the regional groups gather in Des Moines, Iowa, to share success and challenges. Additionally, representatives from Prosperity Eastern Iowa attend applicable programs hosted by organizations such as the EDA, the International Economic Development Council, the National Development Council, and others where regions and their successes/challenges are showcased as learning experiences.

## **Section 4**

# **Community and Private Sector Participation**

Community input is critical to the CEDS planning process. An outline of the process follows:

- A survey is conducted with member cities and counties within ECIA’s five-county region to determine their priorities and economic development plans for the upcoming year. Responses are then compiled and prioritized by the CEDS Planning Committee.
- ECIA staff meets with the region’s Economic Development leaders to receive their input. ED Roundtable discussions through Prosperity Eastern Iowa occur every other month with Executive Committee meetings monthly. The group meets every other month and discusses projects, strategies, and shares resources. They also review and discuss the CEDS priorities as well as progress in meeting the priorities.
- ECIA publishes notices in the five-county region in the official county newspapers regarding the CEDS planning process indicating a comment period to receive comments from the public. The planning committee then meets to receive and discuss the community input.
- Comments are received from the ECIA Council.
- The CEDS document is approved by the CEDS Committee, the Executive Committee, and the ECIA Council.
- The CEDS document is reviewed by the Committee on an annual basis and information is provided to the EDA in the form of an annual report.

The prioritized goals and objectives listed below are a reflection of the efforts of the CEDS Committee as well as input received from the citizens of the region identifying the economic goals for the next five years. The committee recommended and the ECIA Council concurred that the four goals identified are all of highest priority, therefore are all ranked at the same level. These goals are linked to improving the limitations within the region as well as building and expanding upon our opportunities.

The CEDS Planning Committee is comprised of representatives from various segments of the region. The committee represents all major interest groups providing viewpoints that give a well-balanced perspective for the region. The trends, opportunities, and limitations affecting the economic growth of the region have been identified and related to the trends of the national and global market. The mission/vision and goals of ECIA have been adopted and used as the vision for the CEDS process. The mission/vision is used as the foundation to build upon when developing goals and strategies for the region.

The committee composition, the community input, and the process for the analysis and formulation of this document have remained the same and can be found on the following pages.

## CEDS Planning Committee

### Private Sector Representatives (At least 51%)

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

Name	Company	Position
Roger Stewart	Maquoketa State Bank	Executive V.P./Credit Review
Bob Cummins	Cummins Manufacturing	President & Owner
Donna Boss	Private Farm, Agriculture	President & Owner
Eric Newton	Community State Bank	President
Steve Hoeger	Henderson Manufacturing	President & Owner
Dave Gaylor	Dubuque Bank & Trust	Vice-President
Tori Richter	American Trust & Savings	Vice-President
Lou Egging	The Egging Company	President
Mary McAllister	Maquoketa Newspapers	President, Co-Owner

### Representatives of Other Economic Interests (No more than 49%)

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

Name	Area of Interest	Position
Donna Sweeney	Local Government, Women	City Clerk, Holy Cross
Rick Dickinson	Econ Development, Business	Executive Director & COO
Don Thiltgen	Local Government	Mayor, DeWitt
Milt Kramer	Local Government	Mayor, Manchester
Merrill Smock	Low-Income, Minority, Senior Citizen IA Workforce Dev. & NICC	Chairperson EIRHA/EIRHC
Wendy Mihm-Herold	Workforce Development	Regional Manager
Jim Vermazen	Economic Development,	RWIB Board Member
Stacy Driscoll	Business	Executive Director-E.D. & Chamber

### Calculations

	Number	Percent
Private Sector Representatives (at least 51%)	9	53%
Representatives of Other Economic Interests (no more than 49%)	<u>8</u>	<u>47%</u>
<b>Total Committee Membership</b>	<b>17</b>	<b>100%</b>

### Applicable Regulations 13 CFR Part 303.6(a):

*The Planning Organization must appoint a Strategy Committee. The Strategy Committee must represent the main economic interests of the Region and must include Private Sector Representatives [as defined above] as a majority of its membership. In addition, the Planning Organization should ensure that the Strategy Committee includes public officials, community leaders, representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals.*

## CEDS Planning Committee Work Program

Work Item/Task	Responsible Party	Timetable
Establish Goals	CEDS Planning Committee ECIA Council	Annually, by December 30
Establish Priorities	CEDS Planning Committee ECIA Council	Annually, by December 30
Collect Data	ECIA Staff complete by April 30	Ongoing, annually
Receive Community Input	ECIA Staff comments by April 15	Ongoing, annually receive
Analyze Information/Comments	ECIA Staff	Annually, by May 30
Identify Strategies	CEDS Planning Committee	Annually, by June 30
Prepare Implementation Plans	ECIA Staff	Annually, by June 30
Identify Opportunities and Limitations	CEDS Planning Committee	Annually, by June 30
Report Progress	ECIA Staff	Annually, by June 30
Prepare Annual Report	ECIA Staff	Annually, by June 30
Prepare Five-Year CEDS	ECIA Staff, in cooperation with CEDS Planning Committee and ECIA Council	

The ECIA Council is the jurisdiction giving the official approval of the CEDS document. The ECIA Executive Director is ultimately responsible for reporting on the progress of the program and its results.

*\*As adopted by the ECIA Council, July 2003*

## **Section 5**

### **Strategic Projects, Programs and Activities**

Based on the analysis and the goals/objectives established, an implementation schedule of activities was developed as well as an evaluation tool for each activity. The implementation schedule is evaluated annually through the CEDS annual reporting process. The activities on the following pages are categorized within each of the goals and are listed by county within the region, and resources are identified. The CEDS committee annually reviews the CEDS process to determine the effectiveness of the implementation plan, reporting process, and the evaluation plan. In the following Implementation and Evaluation Report, notice that the projects in **BOLD** type have been completed over the past year, and projects that have either been added or adjusted are noted in **RED** type.

Based on the progress of the activities, assumptions can be made for the economic future of the region. This 2006/2007 Annual Report reflects a great deal of activity in the Improvement of Basic Public Works goal with many projects completed, under construction, or near completion during calendar year 2006/2007. This report also illustrates the positive job growth in the region with an overall net gain of 2,116 jobs in 2006/2007. Locally the economy has remained strong.

## **Section 6**

### **Implementation/Plan of Action**

**See Spreadsheets**

## **Section 7**

### **Performance Measures/Quantifiable Deliverables/Evaluation**

**See Spreadsheets for number of jobs created and retained, number and types of investments undertaken in the region, amount of private sector investment in the region after implementation of the CEDS**

#### **Evaluation**

As indicated in the attached implementation charts, the activities in the region supporting the goals and objectives have been numerous. The job growth for the region has been positive, surpassing other areas in the State of Iowa. A key to the success of the region and to the progress of these many activities is partnerships. Private and public partnerships have been developed to implement many of the projects, especially the larger scale projects. Without these partnerships, the region would not experience such success. ECIA has acted as a liaison in these public/private partnerships and has worked behind the scenes on grant applications, general technical assistance, and in many cases, provided financing through our loan programs. The charts attached depict the success of the region and the effectiveness of implementing the CEDS goals and objectives.

#### **Schedule - 2008 Proposed Scope of Work**

EDA Planning funds will support the implementation of an Economic Planning program designed to create and retain jobs throughout the region. A five-year Economic Development Strategy was adopted in 2003 for the region and runs through 2008. This will be the final year of our five-year CEDS so preparation will begin for a new five year CEDS from 2009-2013. We will begin working with the CEDS Strategy Committee on the initial steps to prepare the CEDS for 2009. In addition to that we will be performing the following activities:

## **A. LOCAL GOVERNMENT MEETINGS AND ECONOMIC DEVELOPMENT GROUP**

**MEETINGS:** ECIA staff regularly attends meetings of local governments and local economic development groups to provide information and facilitate program implementation.

1. ECIA participates and sits on the Board of the Greater Dubuque Development Corporation and regularly attends their meetings.
2. ECIA staff regularly hosts and participates in City Clerk meetings in Delaware and Dubuque Counties and hosts two meetings a year of the regional city clerks.
3. ECIA staff regularly attend and acts as the secretary for the Jackson County Mayors.
4. ECIA staff regularly participates in the RC&D meetings.
5. ECIA staff will be hosting the CEDS strategy committee meetings to begin the process of updating the 5 year CEDS for 2009-2013.

**B. TRAINING AND CONFERENCE:** Attend and participate in meetings of national, state, and local organizations affecting regional strategy policies and programs.

1. ECIA staff will continue to participate in the annual trip of the Clinton and the Dubuque communities to meet with federal officials concerning local needs.
2. ECIA staff will attend the Iowa League of Cities meeting.
3. ECIA staff will attend Iowa DNR meetings in Des Moines.
4. ECIA staff will attend regional meeting hosted by the EDA.
5. ECIA staff will attend one national meeting either the NADO, NARC, or the IEDC meeting.

**C. INFORMATION DISSEMINATION:** Disseminate census, economic, statistical and program information by telephone, e-mail, letter, newsletter, personal contact, and training programs. Maintain a database for use in program development and implementation.

1. ECIA staff prepares two full newsletters each year and two “news alerts” which is disseminated to over 800 individuals and/or entities in the region.
2. ECIA staff maintains the websites for ECIA, Prosperity Eastern Iowa, the Regional Transit Authority, and the Eastern Iowa Regional Housing Authority/Corporation and the Eastern Iowa Regional Utility Service Systems.
3. ECIA staff respond to approximately 150-200 request for information each year pertaining to grant applications, TIF districts, enterprise zone, etc.

**D. GRANT/LOAN APPLICATIONS:** Assist local governments in the preparation of grant/loan applications for funding of projects of local and regional concern.

1. ECIA staff regularly prepare grant applications and loan applications for CDBG projects such as water, sewer, child care centers, etc.
2. ECIA staff regularly prepare applications for Enterprise Zone and other State economic

development programs.

3. ECIA staff prepare Community Attraction and Tourism grant applications for communities. We anticipate 2 applications per year for this funding.

**E. DATA CENTER:** Collect data and program information on economic development trends and conditions including finance, labor, business development, industrial development, and the agricultural economy.

1. ECIA maintains data for grants and reports which is used in applications.

2. ECIA will update its Prosperity Eastern Iowa regional laborshed, regional profile, cluster analysis, and benefits survey in late 2008.

**F. DEVELOPMENT STUDIES:** Assist local governments and economic development entities in preparing Community Builder Plans.

1. ECIA staff will prepare at least 2 strategic plans for development groups, chambers or cities in the upcoming year.

**G. EASTERN IOWA REGIONAL UTILITY SERVICE SYSTEMS.:** Provide technical assistance to local governments and coordinate with the U.S. Department of Agriculture (USDA) and the Iowa Department of Economic Development (IDED) in the efforts to administer the 28E organization that provides water and sewer services to cities and rural residents.

1. ECIA anticipates at least three projects to be under construction within the region.

2. ECIA will continue with the design phase on at least three projects within the region.

**H. ECONOMIC DEVELOPMENT TECHNICAL ASSISTANCE:** Provide technical assistance to local governments, development corporations, chambers of commerce, businesses, and individuals, in the ongoing implementation of the Comprehensive Economic Development Strategy. ECIA has traditionally provided technical assistance to local governments via a “circuit rider” management advisor and has extended this to economic technical assistance. The association provides technical expertise in financing and deal packaging. ECIA will assist local organizations enter the Iowa Department of Economic Development Community Economic Preparedness Program (CEPP).

1. ECIA will assist with Tax Increment Financing in the region.

2. ECIA will assist in writing ordinances and in developing land use plans.

3. ECIA will assist with RISE applications for roadways in to business parks.

4. ECIA will assist communities in preparing Urban Revitalization plans and Urban Renewal Plans.

**I. PROSPERITY EASTERN IOWA COLLABORATIVE MARKETING:** Administer and conduct the activities identified by the Prosperity Eastern Iowa Economic Development Partnership to further business retention and expansion in ECIA’s five county region plus Jones County. Key projects and activities that will be conducted include:

1. Maintaining the local industry business retention and expansion program known as InfoAction.
2. Updating the regional website;
3. Regional studies will need to be updated in late 2008. Studies to include a regional laborshed, cluster analysis, regional profile, and benefits and wage survey.
4. Continuing the Prosperity campaign efforts, “You can Know a Region...Where you will maximize your return on investment...You can Know Prosperity Eastern Iowa”, with four main goals: Business Retention and Expansion, Workforce Retention and Recruitment, Buyer-Supplier connection and finally, Business Recruitment. The Business Retention and Expansion program, “InfoAction... Prosperity for your Business”. Benchmarks for the campaign will be established for measuring success.
5. Implement the Buyer-Supplier Connection program for the region connecting businesses and challenging them to purchase products inside the region.
6. Continue to seek funds and new partners for the Prosperity Eastern Iowa efforts.