

## Annual Comprehensive Economic Development Strategy (CEDS) And Progress Report

**Grantee: East Central Intergovernmental Association**

**Project Number: 05-83-04375-02**

**Period covered by the report: April 1, 2023 to March 31, 2024**

**Total Expenditures: Cumulative through end of reporting period**

*All line items may not apply. Please see latest authorized budget (SF-424) to fill out column 1.*

<b>Line Item</b>	<b>Total Budgeted (from SF424)</b>	<b>Federal Funds Expended</b>	<b>Match Funds Expended</b>
Personnel	\$ 252,808	\$ 117,221	\$133,941
Fringe Benefits	\$ 70,789	\$ 39,339	\$ 44,949
Travel	\$ 14,227	\$ 922	\$ 1,054
Equipment*	\$0	\$0	\$0
Supplies	\$0	\$0	\$0
Contractual/Subaward*	\$0	\$0	\$0
Other	\$0	\$0	\$0
Indirect Costs	\$ 82,176	\$ 52,518	\$ 60,008
<b>Total</b>	<b>\$ 420,000</b>	<b>\$ 210,000</b>	<b>\$ 239,952</b>

\*Contracts, Subawards, and Equipment expenditures require receipts/invoices to be attached.

### ADJUSTMENTS

ECIA's five-year CEDS was submitted in September 2022 for the years 2022 to 2027 as part of the new consolidated CEDS. The four goals of the ECIA remained consistent with the previous CEDS and include the following: maintaining and modernizing critical infrastructure including transportation, broadband, water, sewer, downtowns, and community facilities; attracting and retaining a diverse population and workforce to meet the needs of regional employers; support business expansion, development, retention and entrepreneurialism; and honoring cultural and natural resources through enhancing quality of life. At this time, we do not have adjustments to our strategy, however, the following is a report on current conditions, unforeseen opportunities and unexpected problems.

- The workforce remains the highest priority with record low unemployment rates causing stress for many companies as they cannot meet their hiring need. Our economic development partners and community colleges continue to prioritize growing our workforce and retaining talent in the region. As indicated in the following chart, the region's average annual unemployment rate for calendar year 2023 hovered close to the State of Iowa's rate of 2.9% and lower than the national average of 3.6%. Headed into calendar year 2024, four of the counties in the ECIA region are experiencing higher unemployment rates than the State of Iowa average of 2.9% with Dubuque county matching it. All counties in the region are well below the U.S. average of 3.6%. The highest unemployment rate for the region in January 2024 is

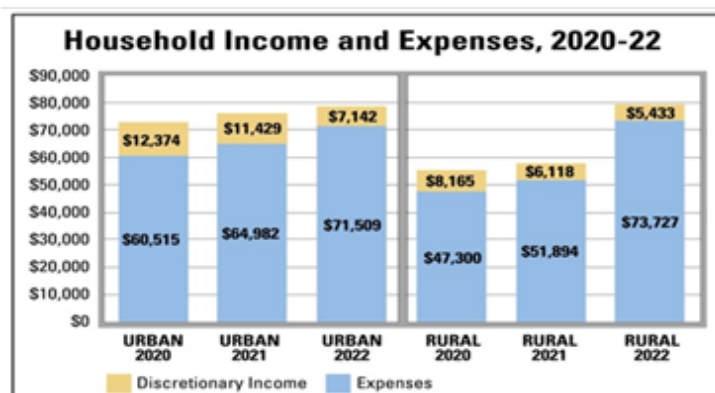
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4.7% in Jackson County, 1.2% higher than the average unemployment rate for the year 2023. February 2024 rates were not available at the time of writing this report.

	Average Annual Rate 2023	Jan 2024	Feb 2024
Cedar County	3.0%	3.9%	%
Clinton County	3.7%	4.3%	%
Delaware County	2.6%	3.6%	%
Dubuque County	2.9%	3.7%	%
Jackson County	3.5%	4.7%	%
State of Iowa (adjusted)	2.9%	3.0%	%
United States (adjusted)	3.6%	3.7%	3.9%

Source: Iowa Workforce Development Local Area Unemployment Statistics (LAUS) (<https://workforce.iowa.gov/labor-market-information/indicators/local/data>)

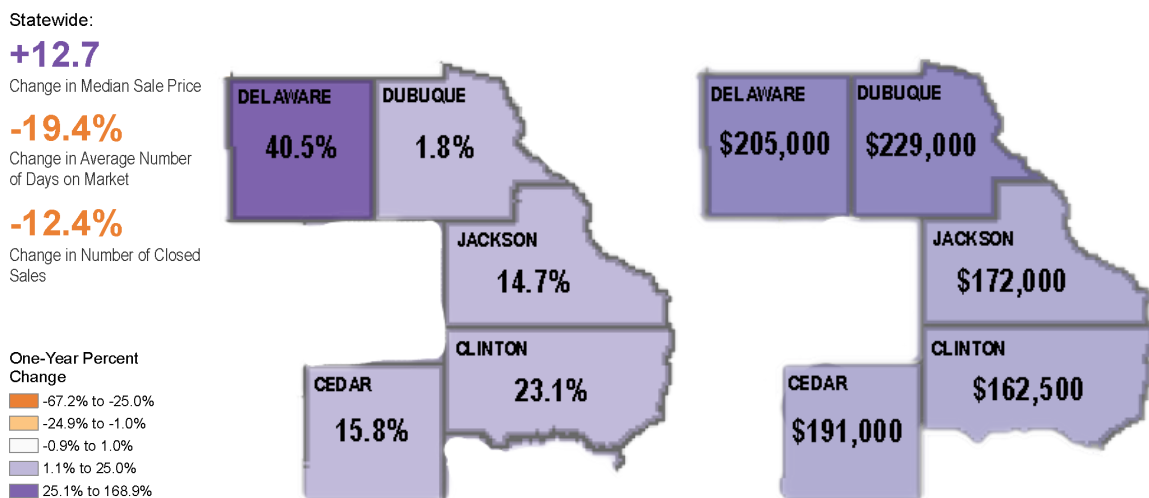
- The construction sector remains a concern for the region, the state and across the nation. In March 2023, the construction sector shed 9,000 jobs with job openings in the sector hitting a near-record high, according to the Construction Association (AGC). The industry is struggling to replace aging workers and push for new construction training and education support, as well as immigration reform measures to encourage more people into the industry. 89% of the AGC members report a hard time finding workers to hire; 61% have delayed project schedules because of workforce shortages; 90% of the companies hope to hire new workers in the next year if they can find them.
- Inflation through 2022 and into 2023 has continued to impact households across the ECIA region and in the State of Iowa. According to a study completed by Iowa State University professor, David Peters, average discretionary income dropped in all U.S. households from 2020 to 2022, but the decrease has been even worse in rural areas. Two years of rising prices have shrunk discretionary income in rural households to less than \$500 a month. When gas prices shot up in early 2022, rural households felt it more. For the first two-thirds of 2022, inflation costs hit rural households cost them an extra \$450 per month, between \$60 to \$90 more than urban households. In rural areas there is less availability of public transportation, with rural life involving more driving to jobs, schools, stores, services, etc. Inflation appears to have cooled in January 2023 for the seventh month in a row, but there is a



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cautionary sign, the 12-month price increases were slightly lower surged between December 2022 and January 2023, suggesting that inflation is far from over! According to a report from the Labor Department, consumer prices in January 2023 were 6.4% higher than a year ago. That's the lowest inflation reading since October 2021. The Federal Reserve has raised interest rates by 4.5% points since March 2022 in an effort to curb inflation. More rates could be in store in coming months. These rate increases are impacting lending rates and the ability for people to purchase homes and cars.

- Available and affordable housing remains a concern for employers throughout the region. The first chart indicates the statewide average change in median sale prices. The middle map below indicates the increase in housing costs from June 2021 to June 2022 and the average sale price of homes in June 2022 is indicated in the far-right map. The dramatic increase in pricing is impacting the ability for workers to find and secure housing in the region. Employers and economic developers are working with private and public partners to find creative solutions to the housing shortage throughout the region. Cities are using incentives for developers, housing tax increment financing, partnering with nonprofit developers, and tax abatements. For example, a recent housing study completed for the City of Dubuque in 2022 indicates that city is projected to be short 1,100 units to support residents housing needs for the next ten years. The City of Dubuque City Council in September of 2022 agreed to incentivize the creation and rehabilitation of housing to developers building market-rate and workforce housing and are allowing some to use tax dollars collected from their property toward public improvements and in some cases on construction costs.



### ECIA GOVERNING BODY

Please see attached PDF of ECIA's governing body.

### ECIA STRATEGY COMMITTEE

Please see attached PDF of ECIA's Strategy Committee.

### ECIA STAFF

Please see attached PDF of the ECIA staff roster.

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FY 2023 to FY26 SCOPE OF WORK – April 2023 to March 31, 2026

## REPORTING PERIOD – APRIL 1, 2023 TO MARCH 31, 2024

Grantee: East Central Intergovernmental Association (ECIA)

Project Number: 05-83-04375-02

The following report from the Scope of Work outlines the progress and difficulties toward each goal.

EDA Planning funds supported the implementation of an Economic Development program designed to create and retain jobs throughout the region. ECIA performed the following activities as part of our annual EDA Planning Grant:

### **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 will participate on the Greater Dubuque Development Corporation Board of Directors; the Greater Dubuque Upcoming Leaders' Board; monthly meeting with GDDC staff to discuss regional ED projects and related retention and expansion projects.

#### **Accomplishments and Quantifiable Deliverables**

- a. Staff attended three of the four Greater Dubuque Development Board meetings via Zoom.
- b. Staff also participated in 10 monthly meetings with GDDC staff to discuss economic and community development priorities and activities throughout the region.

Attending the meetings maintains relationships with local businesses and with Greater Dubuque Development staff and keeps ECIA engaged in economic development priorities in the Dubuque area. As a result of these discussions there has been much discussion on barriers for people to obtaining employment. We have worked collaboratively on childcare and transportation issues.

#### **Difficulties**

No difficulties this year.

**2.** ECIA will facilitate County mayors' meetings in the ECIA region.

#### **Accomplishments and Quantifiable Deliverables**

- a. ECIA hosted 24 Mayor's meetings and local official orientations throughout the region; in Cedar (3), Delaware (3), Dubuque (5), Jackson (5) and Clinton (3) Counties and presented information on various topics of interest to the Mayors including Keep Iowa Beautiful Hometown Pride, EPA Brownfields, GIS mapping of water and sewer lines, legislative updates, transportation safety plan, homelessness alleviation efforts, nuisance abatement, Iowa League of Cities programs, DRA Field of Opportunities, Travel Dubuque partnership, Dubuque County Hazard Mitigation Plan, Rural County Transportation grant program, Jackson County Hazard Mitigation Plan, Crime Stoppers information and ECIA programs and services.

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As a result of these meetings, ECIA was able to push out our programming and validate the good work that we do. We are changing the format in early 2024 and hosting five ECIA orientations in our five county region and sharing information that way to new and seasoned elected officials.

## Difficulties

It is not always easy to get the mayors to participate in Cedar and Delaware counties. Even with offering free meals and Zoom, we still don't always get good participation. We will continue to work on their participation and change the format starting in early 2024.

**3. ECIA staff regularly participates in City Clerk meetings throughout the ECIA region and hosts two regional clerks' meetings annually.**

## Accomplishments and Quantifiable Deliverables

a. ECIA hosted two East Central Iowa Clerks Association (ECICA) meetings with the following topics: Recovery from Disaster, GIS Mapping of Water and Sewer Lines, Legislative Updates, Tax Increment Financing, Options to Address Blighted Buildings, Iowa Waste Exchange, Iowa Community Trust for Health Care Coverage, City Budgets and Legislative Changes.

b. Staff attended the following clerks meetings: Delaware County (6), Dubuque County (5). These are more for networking among the clerks and ECIA researching questions that may come up.

Because of this activity and the constant outreach and networking involved, community relationships are strengthened.

## Difficulties

One difficulty is coming up with appealing topics for the ECICA meetings. Another is getting these meetings going in the other counties.

**4. ECIA staff will hold meetings and facilitate community discussions in our small rural communities through the Hometown Pride initiative throughout the region and apply for grants related to their community economic and community development priorities.**

## Accomplishments and Quantifiable Deliverables

- a. ECIA staff coach 31 communities in Cedar, Delaware, Dubuque, and Jackson counties.
- b. Coaches assisted with the writing of 43 requests totaling \$2,402,320 and securing \$1,373,828.
- c. 225 meetings attended by seven coaches to move community projects forward.

Because of these activities, community champions who want to get things done are learning about more and new opportunities to achieve their project dreams.

## Difficulties

Not enough grant or other funding for all the projects. Meeting cancellations by committees or weather. Lots of evening meetings since committee members have regular day jobs.

**5. ECIA staff will continue to participate in the Project Hope, DubuqueWorks, Opportunity Dubuque committees. The groups are focused on workforce solutions for the Dubuque area.**

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## Accomplishments and Quantifiable Deliverables

ECIA staff attend Project Hope, DubuqueWorks and support Opportunity Dubuque initiatives. Staff also provide updates on programming and resources.

## Difficulties

None.

**6. ECIA staff will hold trainings pertinent to local government priorities through the USDA Rural Community Development Initiative (RCDI) grant funding. Trainings include topics such as Tax Abatement, Housing Finance and development, Workforce strategies, Childcare and its impact on workforce recruitment, Economic Development Deal structuring, Opioids, quality drinking water, Capital Improvement planning, Entrepreneurship, Budgeting, etc.**

## Accomplishments and Quantifiable Deliverables

a. ECIA held 49 group trainings virtually on various topics between April 1, 2023 and March 31, 2024. ECIA is planning to hold meetings both virtually and in person as we proceed into 2024 and 2025. The Zoom option has remained popular for those that do not want the travel time to attend meetings and trainings.

b. ECIA was also selected as a Fiscal Year 2024 Grantee for the Rural Community Development Initiative (RCDI) Program. The amount received through the grant totals \$150,000 over three years. This funding will be used for ECIA to continue the Rural Regeneration Training Institute (RRTI) that provides training and technical assistance to rural government leaders and economic development organizations in the areas of improving quality of life, community resiliency, and general technical assistance. This grant is in addition to ECIA's two other USDA grants provide training and technical assistance to low-income communities.

c. ECIA will be applying for an RCDI grant again in the summer of 2024 for a late fall 2024 start date. This will allow ECIA to continue to provide training and technical assistance to member communities.

## Difficulties

The difficulties lie in planning around schedules of elected officials, city staff and economic developers. It's a challenge to get individuals to commit time out of the office, even though the training is of high quality, applicable to their roles and is a free service.

**7. ECIA staff will continue working and meeting with State legislative staff, Iowa League of Cities, Iowa Association of Counties, and Iowa Council of Governments to keep the legislators informed of the regional economic and community development priorities.**

## Accomplishments and Quantifiable Deliverables

a. Land Banks stalled during the 2021, 2022 and 2023 legislative sessions. The 2024 session has been somewhat more positive as the bill passed out of subcommittee and is awaiting consideration in the full Ways and Means Committee.

## Difficulties

It has been five years since the Land Bank bill was originally introduced in the Senate and it continues to be a lower priority for the legislators.

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## **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 attend the Iowa League of Cities meeting.**

### **Accomplishments and Quantifiable Deliverables**

a. Three ECIA staff attended the Iowa League of Cities Annual meeting. Valuable networking occurs at this conference and ECIA members who can't make it rely on ECIA to go to this conference and bring back information. Because of this activity, member relationships are strengthened, new ideas considered, and training topics brought to the region for future ECICA meetings.

### **Difficulties**

None.

2. **ECIA staff will attend regional national meetings such as NADO, NARC, NADCO, Brownfields, IEDC meetings, or trainings and meetings hosted by EDA.**

### **Accomplishments and Quantifiable Deliverables**

a. ECIA staff attended the National Brownfields conference in Michigan, Economic Development conference in Denver, CO, and staff attended the APA National Conference too.

### **Difficulties**

None.

3. **ECIA staff will participate in local, regional, and national meetings presenting on ECIA programs, projects and successes in the region related to economic and community development.**

### **Accomplishments and Quantifiable Deliverables**

a. ECIA staff presented at the Iowa League of Cities Nuisance Abatement Conference on Keep Iowa Beautiful Hometown Pride and the ECIA Nuisance Abatement program in May 2023.

b. ECIA staff presented to the Delaware County Board of Supervisors on Hometown Pride activities in the county and the Delaware County communities in February 2024.

c. ECIA staff presented on the Nuisance Abatement program at a council meeting in March 2024 and will present in April 2024.

d. ECIA staff presented at two council meetings on Hometown Pride activities in February and March, 2024.

f. ECIA staff presented at the Iowa League of Cities regarding the ECIA Brownfields program in September, 2023.

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- g. ECIA staff spoke at United Way Dubuque Area Tri-States Annual Fund Campaign Kick-off Breakfast in August 2023, John Deere Dubuque Works Company Leadership Day in November 2023, and Rotary of Dubuque on CSEI programs and homelessness in Dubuque area in February 2024.
- h. ECIA spoke to the Iowa Finance Authority Board of Directors on the Cost of Homelessness in Delaware and Dubuque counties in preparation of a pilot program for which ECIA/CSEI manages the funding in August 2023.

### **Difficulties**

None.

### **C. DEVELOPMENT STUDIES: Assist local governments and economic development entities in preparing Community Plans, Workforce Housing Plans, Comprehensive Plans, etc.**

- 1. **ECIA staff will prepare strategic plans for development groups, chambers or cities and counties.**

### **Accomplishments and Quantifiable Deliverables**

- a. Completed Camanche DeWitt Coalition strategic and sustainability plan
- b. Completed Grant Wood Mississippi River Region strategic and sustainability plan
- c. Completed a region wide plan inventorying the assets in the region and developing an interactive map, securing a partner to host the map, and developing short and long term goals for recreational enhancements in the region.

### **Difficulties**

None

- 2. **ECIA staff will prepare feasibility studies for community projects and provide oversight and assistance in conducting their community-wide fundraising efforts for community projects.**

### **Accomplishments and Quantifiable Deliverables**

- a. ECIA staff completed a feasibility study for the Dyersville Child Care Center with a leadership gift and an increased campaign goal in May 2023. Construction started in summer 2023
- b. ECIA worked on a fundraising plan for a youth sports complex in Dubuque and it opened in time for Spring 2023 and continues to raise funds.
- c. ECIA entered into a contract with L'Arche of Clinton, a nonprofit that provides homes and programming for adult handicapped men in spring 2023.

### **Difficulties**

None.



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3. ECIA staff work closely with local governments in preparing Comprehensive Plans, Economic Development Plans, Housing Needs Assessments, etc.

## Accomplishments and Quantifiable Deliverables

- a. Wrapping up work on the Asbury Zoning Ordinance. Target completion date is May 2024.
- b. Will begin work on Asbury Comprehensive Plan after the zoning ordinance is adopted.
- c. Wrapping up work on the Delhi Park Plan. Final draft has been delivered to the city and is awaiting city council approval.
- d. Jackson County Comp Plan. Continuing work on the Plan. Target completion date June 2024.
- e. Delaware County Water Trails Plan. Continuing to work on the plan. Target completion date is August 2024.
- f. East Dubuque Comp Plan. After some delay due to the change in city manager, began work on the plan. No target completion date established yet. Need input from the city to establish a timeline.
- g. Clinton County Comp Plan. We expect to begin work in this project in July 2024, if the county approves funding for the project in its final FY 25 budget.
- h. DeWitt Comp Plan. Began work on the project in September 2023. Target completion date is September 2024.

## Difficulties

None.

**D. 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 with providing technical expertise in community and project planning, grant writing, financing and deal packaging.**

1. ECIA staff will prepare grant and loan applications for community and economic development projects.

## Accomplishments and Quantifiable Deliverables

- a. E.C.I.A. Business Growth had 6 new loans totaling \$6,321,960.
- b. ECIA staff are currently administering 4 CDBG-CV projects for various communities in the region. The CV grants are from the State COVID funding.

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## Difficulties

We have had two EDA public works projects turn back their funding due to rising costs of construction and the rising costs of their projects. Local match is always an issue for the smaller more rural communities on any project. We have noticed loan volume slow down in our Business Growth RLF and SBA 504 loan programs. The higher interest rates are causing the slow down.

## 2. **ECIA staff will prepare federal and state grant applications for housing and transportation projects.**

## Accomplishments and Quantifiable Deliverables

- a. EIRHA was awarded \$300,000 in Lead Risk Hazard funds from the U.S. Department of Housing and Urban Development (HUD) to identify lead hazards in housing choice voucher assisted homes throughout the EIRHA's 7 county region.
- b. EIRHA was awarded \$377,8000 from HUD for the Housing-Related Hazards Capital Fund Program Grant to address housing related hazards in Public Housing which serves 4 of the counties in the region.
- c. ECIA/CSEI was awarded an initial \$240,000 CoC Rapid Rehousing grant through HUD. It has already been renewed for the same amount.
- d. ECIA/CSEI was awarded a renewal Emergency Solutions Grant in the amount of \$113,025.
- e. ECIA/CSEI was awarded a HOME TBRA initial grant of \$287,102.
- f. ECIA/CSEI continues to implement the Department of Treasury Emergency Rental Assistance 2 grant award in the amount of \$1.1M.
- g. ECIA/CSEI was awarded a National Endowment for the Arts/Iowa Arts Council grant for \$10,000.
- h. ECIA/CSEI was awarded a \$10,000 Dubuque Racing Association grant.
- i. ECIA/CSEI was selected by Iowa Finance Authority to be the fiscal administrator for a pilot program providing rental assistance and case management for a reentry program for felons in Iowa.
- j. DMATS was awarded \$394,186 in Safe Streets and Roads for All ("SS4A") Planning Grant.
- k. DMATS was awarded \$288,000 in Federal Statewide Planning and Research funds from the Illinois Department of Transportation.

## Difficulties

Difficulties continue to be securing the unrestricted matching funds for the federal grants. And the 10% administrative fee that often does not cover staff time.

## 3. **ECIA will continue working with counties in the region in the design, preliminary engineering work, and grant application plans for funding for unsewered communities in the region.**

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## Accomplishments and Quantifiable Deliverables

- a. ECIA has secured funding for the Petersburg sewer project and began construction. The project was completed in January, 2024.
- b. Funding was secured for the Droessler Subdivision water project and construction started in December 2023. Work was suspended for the Winter, with construction to begin, weather permitting, with completion by August, 2024.

## Difficulties

Funding for these water and sewer projects are complicated and takes several years to secure and begin construction. Rates are high in these smaller communities since they have fewer users.

4. **ECIA staff will continue to explore funding and programs to address the workforce shortage in the region.**

## Accomplishments and Quantifiable Deliverables

- a. ECIA staff are working with Fountain of Youth to receive State of Iowa funding for a pilot program for offenders being released from prison. The program would provide housing assistance, transportation, wrap around supportive services, and a job at a local employer. An application was submitted to the State of Iowa for funding. If awarded, ECIA will explore applying for an EDA grant as a partnership for this project.
- b. Workforce Recruitment is another piece of the workforce shortage and we have engaged other organizational solutions as part of our programming. We hosted the Iowa Nice program which is an entirely volunteer run non-profit program adopting and assisting Ukrainian refugees with schooling and housing. Most refugees had employment within the first few months of arriving to DeWitt, Iowa and were able to help purchase their homes soon after.
- c. Housing is another key piece of the workforce shortage. We also hosted a presentation with Homes for Iowa, a program that build custom, affordable housing through the prison system, based out of Newton, Iowa. We are exploring visiting their facility to learn more about the process and view the quality craftsmanship.

## Difficulties

With such low unemployment, recruitment is very difficult for employers. New incentives that are appealing to the workforce are necessary to be successful and this is costly to companies especially small companies.

5. **ECIA staff will work with economic developers to explore entrepreneurial centers and entrepreneurial startup businesses throughout the region.**

## Accomplishments and Quantifiable Deliverables

- a. Innovate 120 had its ribbon cutting in May 2023. The project is completed and is located in Maquoketa.
- b. Innovate 120 is continuing to have programming with high school students from the surrounding schools located in Jackson and Clinton County.

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## Difficulties

ECIA is continuing to collaborate with Innovate 120 and assist them in grant research and assisting them with applying for future funding in order to sustain their current programming as well as finding ways to expand their current programming.

6. ECIA staff will continue to explore funding options to address the derelict building needs and assist in securing grants and loans to demolish buildings, clean-up sites, rehab buildings, etc., for our member governments.

## Accomplishments and Quantifiable Deliverables

- a. ECIA provided technical assistance and ECIA Brownfields grant funds of \$100,000 to the City of Stanwood for the removal of regulated asbestos containing material and demolition. The project started with receiving \$67,724 in ECIA Brownfields Assessment funds. ECIA assisted the city in obtaining IA DNR Brownfields funds of \$24,999.
- b. The City of Clinton utilized \$40,621 from the ECIA Brownfields Assessment grant and was awarded a total of \$500,000 in loans from the ECIA Brownfields RLF Program of which \$100,000 is forgivable. ECIA assisted the City in obtaining additional funding totaling \$524,999 from U.S. EPA Brownfields Cleanup Program and from IA DNR Brownfields Program. Funds will be utilized for removal of regulated asbestos containing material and demolition of the 1000 Block of South 4th St, Clinton.
- c. ECIA provided Brownfields technical assistance and financial assistance of \$117,664 to the City of Clinton for assessment and planning activities regarding the former YMCA site. ECIA is working with the City on an asbestos abatement and partial demolition of the site to make it ready for reuse. The City obtained a \$250,000 partially forgivable loan from ECIA Brownfields RLF Program.
- d. ECIA wrote an unsuccessful Catalyst grant for \$100,000 for the City of Cascade for upper story housing and first floor commercial.
- e. ECIA was awarded a \$1,000,000 EPA Brownfields Assessment grant and an additional \$1,000,000 in EPA Brownfields Supplemental funds for the RLF. ECIA is in the process of applying for an additional \$3,000,000 in supplemental funds to recapitalize its Brownfields RLF program.
- f. ECIA wrote a successful \$100,000 Catalyst grant for the City of Colesburg for upper story housing and retail on first floor. Project is in progress.
- g. ECIA is working on Catalyst grants for \$100,000 each due April 15, 2024 for the cities of Clinton and Sabula for rehab to two-story buildings with upper story housing.

## Difficulties

None.

7. ECIA staff will work with our member governments on their disaster resiliency and recovery needs.

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## Accomplishments and Quantifiable Deliverables

- a. The Dubuque County Hazard Mitigation Plan update has been completed and approved by HSEMD and has been submitted to FEMA in February 2024. The plan will be valid for five years from date of FEMA approval.
- b. The Jackson County Hazard Mitigation Plan update is underway and ECIA plans to submit to HSEMD for approval by the end of FY24 (June 30, 2024).

## Difficulties

Getting jurisdictional participation.

## **E. 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. Key projects and activities that will be conducted include:**

1. [Continue to seek partners and raise funds for the Prosperity priorities and projects.](#)

## Accomplishments and Quantifiable Deliverables

- a. ECIA Staff continuously seeks partners and tries to raise funds for PEI priorities and projects.
- b. The Grant Wood Mississippi River Region partnership continues. The counties that both entities serve overlap including Dubuque, Jackson, and Jones Counties. PEI has prioritized improving quality of life amenities in the region with the announcement of the Field of Dreams \$80,000,000 investment. Grant Wood Mississippi River Region (GWMRR) is a quality of life initiative focused on improving parks and recreation. The GWMRR board has agreed to attend the PEI meetings and have a standing agenda item on the work they are doing to improve on the parks and outdoor recreation in the region. GWMRR and PEI could partner on future endeavors and priority projects. The group meets twice per year and are facilitated by ECIA.

## Difficulties

None.

2. [Continue to work on workforce recruitment and retention strategies for the region to address the workforce shortage.](#)

## Accomplishments and Quantifiable Deliverables

- a. ECIA staff continues to staff the Cascade Economic Development group and continues to work on workforce related initiatives.
- b. PEI continues to review best practice models for child care options in the region. Child care is a barrier for some potential employees to maintaining or securing a job. Successful models are being reviewed to determine feasibility in the PEI region. The region celebrated the groundbreaking for Dyersville's child care center and the Dubuque/YMCA Child care center.

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c. PEI continues to move forward on resources and grant opportunities related to recruitment, retention and training and is strengthening partnerships with NICC, IowaWORKs and others. Some trainings this year included recruiting Immigrants from Ukraine with the Iowa NICE model and Iowa HOMES affordable housing built locally by inmates in Iowa. We also hosted regional speakers on an immigrant survey to share data and barriers to employment.

### **Difficulties**

The workforce shortage continues to be a problem with very low unemployment rates.

### **3. Provide training opportunities to the Prosperity partners through the USDA RCDI grant in economic development priorities and tools.**

#### **Accomplishments and Quantifiable Deliverables**

a. ECIA held 49 group trainings virtually on various topics between April 1, 2023 and March 31, 2024. ECIA is planning to hold meetings both virtually and in person as we continue in 2024.

b. ECIA was also selected as a Fiscal Year 2024 Grantee for the Rural Community Development Initiative (RCDI) Program. The amount received through the grant totals \$150,000 over three years. This funding will be used for ECIA to establish a Rural Regeneration Training Institute (RRTI) that provides training and technical assistance to rural government leaders and economic development organizations in the areas of improving quality of life, community resiliency, and general technical assistance. This grant is in addition to ECIA's two other USDA grants that provides training and technical assistance to low-income communities.

c. ECIA will be applying for an RCDI grant again in the summer of 2024 for a late fall 2024 start date. This will allow ECIA to continue to provide training and technical assistance to member communities.

### **Difficulties**

None.

### **4. Continue to provide expertise developing and submitting proposals to leads and inquiries in the region and providing technical assistance to the economic development partners in the region.**

#### **Accomplishments and Quantifiable Deliverables**

a. PEI provided several leads to the regional ED groups. The leads were followed up on by ED partners.

### **Difficulties**

Leads coming through the State of Iowa to PEI are limited and very few and far between. Most leads now go directly to the ED partner from the State passing up Prosperity Eastern Iowa.

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5. Provide resources to the partners in the region to replace software that has been discontinued by the State of Iowa that tracks business retention efforts.

## Accomplishments and Quantifiable Deliverables

Emailed out reminders and resources to staff yearly, and follow up on any questions/inquiries.

## Difficulties

None.

6. Partner with the Field of Dreams to expand the economic and community development opportunities as the result of this initiative throughout the region.

## Accomplishments and Quantifiable Deliverables

- a. In constant communication with Dyersville Economic Development related to Field of Dream initiatives.
- b. Previously ECIA applied for a DRA grant and successfully received monies to create a database of community assets and mapped those for the region, entitled "Field of Opportunities." This year, ECIA received a Core grant to continue this work integrating the asset database with information from the Grant Wood Loop website into more regional marketing, collaborating with Travel Dubuque. Each participating county has its own unique webpage on the Travel Dubuque site and the yearly published Travel Dubuque guide has specialized advertising for each county included. Other marketing initiatives include scavenger hunts, water/bike trail maps, selfie stations and possible bike rental kiosks. This regional marketing plan offers visitors and residents alike to explore outside Dubuque and Dyersville's Field of Dreams into some of the other unique gems found in our region. We are hoping to apply for a grant to further initiatives for the upcoming year as well.

## Difficulties

Timelines can change because we are working with various folks on this project, however overall the project is going well.

## EVALUATE

The evaluation framework serves as a mechanism to gauge and measure progress on the implementation of the overall CEDS goals while providing information for our CEDS Annual Performance Report. These regular updates keep the strategic direction and action plan relevant and the CEDS current and provide an opportunity for the CEDS Committee and our partners to visualize progress. The evaluation framework is an important element of the ongoing planning process and should answer the questions "How is the region doing?" and "What can we do better?" The performance measures will help to evaluate the progress of activities in achieving the vision, goals, and objectives of the ECIA region. The Goals and evaluation for each goal are as follows for the five-year CEDS for 2022-2027 for the year April 1, 2022 to March 31, 2023 are as follows:

### **Goal 1: Maintain and modernize critical infrastructure for a more competitive region.**

- Number of EDA/CDBG planning related projects addressing infrastructure needs for water, sewer, broadband/fiber, downtown investments, business park expansion or development, etc.
  - ECIA is currently working on 4 sewer and water projects funded with CDBG, City and SRF funding; 1 downtown revitalization and upper story rehabilitation projects funded by CDBG, city bonds, and private investments from developers; and 3 EDA public

## Annual Comprehensive Economic Development Strategy (CEDS) And Progress Report

works grants in the region funded with EDA, SRF and city funding. Total cost of all projects are \$33,649,992 with \$13,213,800 in grants and \$33,909,657 in local share. ECIA staff is also working on a childcare center with the City of Maquoketa. The City provided \$120,000 in local match; with \$480,000 from CDBG funds with IEDA.

- Total funding available and grants awarded from federal and state programs for water, sewer, wastewater, broadband/fiber, etc. and total public and private investment.
  - \$31,000,000 available at Iowa Department of Economic Development for Community Development Block Grant COVID related projects for public WiFi, public facilities, business assistance, housing conversion, commercial façade improvements, daycare assistance and food bank programs.
  
- Total DMATS/RPA funding available and grants awarded for transportation and multi-modal projects in the region.
  - ECIA has 28 active transportation related projects in the region ranging from multi-million-dollar projects over multiple years to small \$25,000 projects for very rural communities. Total funding for transportation and planning projects over the June 2023 to June 2028 timeframe is \$56,289,838 with \$24,260,137 of that funding from local sources and the balance from federal and state sources.

PROJECTS	TIMELINE	FUNDING		
		Federal	State	Local
<b>DMATS</b>				
Smart Traffic Routing with Efficient and Effective Traffic Signals (STREETS) - PHASE I	June 2021 - June 2025	\$998,000	\$2,118,250	\$550,000
Smart Traffic Routing with Efficient and Effective Traffic Signals (STREETS) - PHASE II	October 2024 - June 2027	\$758,800	\$1,100,000	\$464,700
DMATS Travel Demand Forecast Model	June 2023 - June 2025	\$100,000		\$25,000
John Deere improvements	July 2022 - June 2024	\$5,452,023	\$677,977	
NW Arterial Improvements	May 2022 - June 2024	\$4,536,420	\$3,643,580	
Quite Zone Study (BNSF,CN, CP, IADOT, ILDOT, City of Asbury, city of Dubuque, city of East Dubuque, City of Peosta and Dubuque county)	October 2022 - June 2024			\$115,000
East Dubuque comprehensive Plan	Jan 2024 - June 2025	\$10,000		\$15,000
Asbury Comp Plan	July 2024 - December 2025	\$10,000		\$10,000
East -West corridor Improvements	May 2022 - June 2026	\$1,190,175		\$297,544



## Annual Comprehensive Economic Development Strategy (CEDS) And Progress Report

14th Street Overpass	Oct 2025-Sep 2028	\$9,156,598		
US Highway 20 - Northwest Arterial Intersection	Oct 2025-Sep 2028	\$2,097,000		
North Cascade Resurfacing	Oct 2025-Sep 2028	\$1,120,000		\$280,000
Skyline Rd Resurfacing	Oct 2025-Sep 2028	\$1,760,000		\$440,000
Safe Roads and Streets for all - DMATS	May 2023 - May 2025	\$200,000	\$12,000	\$38,000
Asbury/Hales Mill Roundabout- City of Asbury	July 2024 - June 2026	\$500,000		\$500,000
Old Hales Mill Rd - City of Asbury	July 2023 - June 2024	\$1,000,000		
ITS Improvements on Asbury rd-City of Dubuque	July 2023 - June 2025	\$400,000		\$100,000
<b>RPA 8</b>				
City of Maquoketa Platt Street project	Jan 2019 - June 2025	\$3,818,957	\$5,064,643	\$4,587,768
City of Clinton - Drive to Prosperity: Manufacturing Drive and Bluff Boulevard Reconstruction	July 2021 - June 2026	\$15,000,000	\$7,900,000	\$15,200,000
Jackson County Hazard Mitigation Plan	July 2023 - June 2024	\$10,000		\$15,000
Delaware county Water Trail Plan	July 2023 - December 2024		\$25,000	
DeWitt Comp Plan	July 2023 - December 2024	\$15,000		\$15,000
DeWitt Zoning	Jan 2025 - December 2026	\$15,000		\$15,000
Safe Roads and Streets for all -RPA 8	May 2023 - May 2025	\$198,400	\$12,000	\$37,600
F-12 CIR with HMA Overlay - Clinton Co	July 2023 - June 2025	\$1,185,000		
Bridge on Y-4E - Clinton Co	July 2024 - June 2026	\$240,000		\$60,000
E 50 Overlay - Clinton Co	July 2025 - June 2027	\$1,050,000	\$80,000	
6th Avenue/Northridge - City of DeWitt	October 2024 - September 2026	\$703,635		
HWY Z34 improvements - Jackson Co	October 2024 - September 2026	\$1,350,000		
Higginsport Road improvements - Dubuque Co	October 2024 - September 2026	\$2,360,000		\$590,000
East Main Street - City of Manchester	October 2023 - September 2025	\$684,280		\$904,525
E Maple St - City of Maquoketa	October 2024 - September 2026	\$211,000		
S Main/Summit Intersection - City of Maquoketa	October 2024 - September 2026	\$159,550	\$290,000	
	<b>RPA FUNDING FOR SMALL</b>			

## Annual Comprehensive Economic Development Strategy (CEDS) And Progress Report

	CITIES			
<b>SMALL CITYs</b>				
<b><i>CLINTON CO</i></b>				
Wheatland	July 2023 - June 2024			\$25,000
Toronto	July 2023 - June 2024			\$23,200
Calamus	July 2023 - June 2024			\$19,135
<b><i>DEALWARE CO</i></b>				
Earlville	July 2023 - June 2024			\$25,000
Ryan	July 2023 - June 2024			\$25,000
Hopkinton	July 2023 - June 2024			\$15,769
<b><i>DUBUQUE CO</i></b>				
Centralia	July 2023 - June 2024			\$12,000
Cascade	July 2023 - June 2024			\$25,000
Dyersville	July 2023 - June 2024			\$25,000
<b><i>JACKSON CO</i></b>				
Monmouth	July 2023 - June 2024			\$25,000
Baldwin	July 2023 - June 2024			\$12,410
Andrew	July 2023 - June 2024			\$25,000

- Total funding available and grants awarded for downtown revitalization and uppers story housing projects in the region.
  - City of Maquoketa received a CDBG downtown revitalization grant \$500,000 grant with \$500,000 local match from a private building owners and the city. This grant is ongoing.
  - ECIA is administering downtown revitalization projects funded by CDBG, city bonds, and private investments from local developers. Projects total \$1,000,000 with 500,000 funded in CDBG grants and \$500,000 provided in local match from private developers and the cities.

### **Goal 2: Attract and retain a diverse population and workforce to meet the needs of regional employers.**

- Number of new day care centers opened in the region
  - This is difficult to track especially with private in-home day care facilities. ECIA has been working with our regional Economic Developers and meeting with Childcare Resource and Recovery on best practices for recruiting in-home day care providers, funding new day care centers in partnership with private businesses, and talking with school districts in the region about their interest in partnering on new day care options. We have found there is no simple solution even with State funding available to assist with developing daycare facilities. The City of Maquoketa and Sunshine Childcare Center were awarded CDBG funds in the amount of \$480,000 (State funds) and \$120,000 matching funds from the City to expand childcare in the City of Maquoketa.
- Number of industry days hosted by partners in the region.

## **Annual Comprehensive Economic Development Strategy (CEDS) And Progress Report**

Our partner Economic Development groups hosted 7 industry days in the region in this past year.

- Number of new housing developments initiated by public and private partners in the region. In Jackson County, the City of Preston created 26 lots for single family development; Bellevue created 16 lots for future single family development; and the City of Maquoketa created 28 lots. The City of Maquoketa is partnering with a private developer. In the City of Dubuque, private developers pulled permits in 2023 for 15 different housing projects anticipating 1,197 new units of multi-family rentals. The City of Dubuque has approximately 250 available lots in existing sub-divisions available for purchase. The City of Dubuque had 53 single family homes constructed by private developers.
- Number of Opportunity Dubuque programs offered and the number of graduates annually.
  - For this past year, NICC offered 40 career pathway programs.
  - Through the Opportunity Dubuque program, 18 programs were funded for participants to attend the programming for free. In 2023, there were 400 graduates in through the March 31, 2024, 388 students have graduated. 80% of students are in Dubuque and we have 93% of students continue in education or go into employment.
- Percent change of minorities living in the region and percent change of minorities working in the region.

The minority population more than doubled in the region from 2010 to 2021 with Dubuque County as the largest minority population growth. The region as a whole is approaching a 10% total minority population versus just over 4% in 2010. The chart below illustrates the county by county data for 2021.

## Annual Comprehensive Economic Development Strategy (CEDS) And Progress Report

Minority Population Difference from 2010 to 2021 Demographic Estimates						
	Cedar County, Iowa	Clinton County, Iowa	Delaware County, Iowa	Dubuque County, Iowa	Jackson County, Iowa	Total
Black or African American	178	859	184	2962	288	4471
American Indian and Alaska Native	53	390	43	408	20	914
Asian	110	182	116	783	118	1309
Native Hawaiian and Other Pacific Islander	87	15	0	550	107	759
Some other race	5	418	234	1351	30	2038
Hispanic or Latino (of any race)	185	352	228	890	128	1783
<b>Total</b>	<b>618</b>	<b>2216</b>	<b>805</b>	<b>6944</b>	<b>691</b>	<b>11274</b>
Information obtained from 2010 and 2021 ACS DEMOGRAPHIC AND HOUSING ESTIMATES						
Table ID: DP05						
<b>2010</b>						
Black or African American	8	1,258	2	1,412	43	2723
American Indian and Alaska Native	28	60	17	168	16	289
Asian	41	285	13	997	5	1341
Native Hawaiian and Other Pacific Islander	0	6	0	94	40	140
Some other race	107	218	3	123	21	472
Hispanic or Latino (of any race)	247	1,203	49	1,746	191	3436
<b>Total</b>	<b>431</b>	<b>3030</b>	<b>84</b>	<b>4540</b>	<b>316</b>	<b>8401</b>
<b>2021</b>						
Black or African American	186	2,117	186	4,374	331	7194
American Indian and Alaska Native	81	450	60	576	36	1203
Asian	151	467	129	1,780	123	2650
Native Hawaiian and Other Pacific Islander	87	21	0	644	147	899
Some other race	112	636	237	1,474	51	2510
Hispanic or Latino (of any race)	432	1,555	277	2,636	319	5219
<b>Total</b>	<b>1049</b>	<b>5246</b>	<b>889</b>	<b>11484</b>	<b>1007</b>	<b>19675</b>

- Number of educational opportunities hosted by ECIA and those ECIA staff attend, in the region related to diversity, equity and inclusivity and the number of people in attendance at each event ECIA DEI Committee – 12 meetings, 8 attendees at each meeting, 96 total attendees. USDA Trainings throughout the region – 2 training sessions, 22 attendees at each session. DEI training – 1) Bias Interruption Training and Sensitivity training with Gina Daley, NICC, 38 ECIA staff attended. DISC training was also provided by John Rotz with NICC.

### Goal 3: Support Business Expansion, Development, and Retention, and Entrepreneurialism for regional prosperity.

- Number of business retention calls conducted in the region and number of workforce related issues/ opportunities as a result of the calls.

## Annual Comprehensive Economic Development Strategy (CEDS) And Progress Report

The economic developers in the ECIA region conduct over 325 calls annually with existing businesses. The common themes with the calls are the need for human capital and a skilled workforce. 12% of the companies reported during the retention visits they plan to expand in the upcoming year and 20% said they plan to add new jobs. Businesses ranked the top priorities and opportunities in the region as quality of life; childcare, affordability of housing; health and wellness opportunities; and entertainment venues. The top barriers to company growth reported during the calls are: finding employees, supply chain, and economic uncertainty.

- Number of new business proposals developed throughout the region.  
In Dubuque City and County this past year including Cascade there are currently several ongoing project leads; including three leads from the State of Iowa that went out to the entire ECIA region for new companies but neither located in the region, with one pending.
- Number of new businesses locating in the region or expanding in the region and the total investment. Below is the list of company expansions from 4/1/2022 to 3/31/2023.

Company Name	City	County	Jobs Gained	Jobs Lost	Reason	Investment
Merrill Steel	Camanche	Clinton	100		Purchase & redevelopment of existing facility -\$800K IEDA recipient	\$15,000,000
Great Revivalist Brewery	Clinton	Clinton	30		New brewery in historic church	\$2,100,000
Clinton Community College Career Advancement Center	Clinton	Clinton	10		New facility	\$8,000,000
Wilson Lofts/Makers on 5th	Clinton	Clinton	4		Rehabbed building	\$12,000,000
Nestle	Clinton	Clinton	15		Constructing an automated vending machine	\$110,000,000
Sassy Stems	Clinton	Clinton	4		New business	
Lighthouse Autism Center	Clinton	Clinton	45		Relocation	
Rusty Barrell	Clinton	Clinton	6		Rehabbed into whiskey bar and event space	
The Eyewear Gallery, LLC	DeWitt	Clinton	2		Purchase real estate and improvements	\$1,886,000
DG Market	DeWitt	Clinton	10		New construction	\$1,025,000
Save Maxx	DeWitt	Clinton	3		Purchased empty building to rehab	\$500,000
Clee Entertainment, Inc	Clinton	Clinton	2		Purchase real estate and improvements	\$706,132
Family Dollar/Dollar Tree	Manchester	Delaware	12		New combination store	
Simmons Pet Food Expansion	Dubuque	Dubuque	10		New 250,000 sq ft warehouse, completed by 2023	\$22,400,000

## Annual Comprehensive Economic Development Strategy (CEDS) And Progress Report

Bread & Vine DBQ	Dubuque	Dubuque		10	Area not ready for contemporary French cuisine w/American twist	
Aldi	Dubuque	Dubuque	20		Opening 2nd location November 30, 2023	\$1,700,000
Grand River	Dubuque	Dubuque		52	Staff reduction	
Briley, LLC	Dyersville	Dubuque	1		Purchase real estate	\$350,000
CON-TROL	Maquoketa	Jackson	30		New location in one of existing buildings	\$800,000
Central Financial Group	Maquoketa	Jackson	2		Business expansion	\$200,000
Fade Babe	Bellevue	Jackson	2		New business	\$30,000
Potter's Mill	Bellevue	Jackson		8	Business closure	
Sweet Things Bakery	Maquoketa	Jackson		2	Business closure	
Jackie's Ice Cream	Preston	Jackson	1		New business	\$50,000
OffShore	Bellevue	Jackson	2		Addition to hotel resort	\$1,200,000
Taco Johns	Maquoketa	Jackson		13	Business closure	
Makin' Copies & More	Maquoketa	Jackson		3	Business closure	
Metal Design Systems	Anamosa	Jones	10		Purchase real estate and building construction	\$2,997,000
			321	88		\$180,944,132

- Number of entrepreneurial centers opened in the region and the number of new entrepreneurial businesses opened in the region.  
Entrepreneurial centers opened in Dyersville and Cascade by the same company, the Innovation Lab, over the last couple of years. The Labs provide incubator space, accelerator programming, and entrepreneurial coaching to start-up businesses. The City in Maquoketa in Jackson County provides entrepreneurs with a space called the Innovation 120. They will provide similar services but are also partnering with the community college and will have programming and training. Finally, there is also an entrepreneurial center that recently opened in Clinton ran through GROW Clinton. This center offers tools for businesses of all types and stages in development.

### **Goal 4: Enhance quality of life through honoring arts/cultural events and natural resources in our region.**

- Change in population in the region.
  - From 2010 Census to 2020 Census the following population changes have occurred in the ECIA region:
    - Regionally the population increased from 198,880 to 201,204 or 1.2% growth.
    - The greatest loss was in Clinton County of 5.4% and the largest gain was in Dubuque County of 6%.
    - The rural areas of cities under 500 population were the hardest hit with a -6.7% loss. The greatest gain was in the City of Asbury in Dubuque County with a 42% growth from 1773 to 4170 total population.
- Number of arts and cultural programs/events held in the region.

## **Annual Comprehensive Economic Development Strategy (CEDS) And Progress Report**

In the City of Dubuque alone last year over 600 cultural programs/events were held in this past year. Another 66 events were held throughout the region in this last year.

- Number of communities with culture creations (trails, murals, paintings, bike paths, etc.). Clinton is working with an artist to develop murals throughout their downtown and the youth group is also raising money for murals for Clinton; Hardacre Theater in Tipton received Iowa Great Places and Iowa Cultural Affairs HRDP grants for restoration. Planning underway for total renovation of historic theater. \$381,060; Mechanicsville Historical Society is restoring their WWI Doughboy sculpture. \$9,669 grant; Cedar County – placemaking signs throughout the county; City of Colesburg – beautification project and welcome sign – received Foundation for the Future of Delaware County grant for \$3000 – City pool updates (Applied for funding); Dundee received a McElroy Trust grant for \$5,000 for new playground equipment; Greeley Received an AARP grant of \$10K for decorative light poles; Delaware – City Park (Planning/applied for grants for improvements); Delhi – Silver Lake Trail Extension (Plans in progress) – City Park Plan (Community engagement in progress); Edgewood – Viking Loop Trail (Completed) – Recreation Survey (Public engagement in progress); Hopkinton – Downtown Ally Grate Murals (completed) – Downtown Greenspace (Nearly complete); Manchester – Beautification (In progress) – Dog Park (Plans in progress)
- Number of new projects and funding levels in the Grant Wood Loop initiative annually. Grant Wood Loop has been winding down in recent years due to the lack of State funding for the project. The initial grant ended, and funding for staff time and projects no longer exists. However, several projects that fit under culture creations above also fit with the Grant Wood Loop initiative. The region continues to prioritize recreational projects to recruit and retain workforce. The following projects were completed or funding awarded in this past year: Master Park Plan Update community survey just finished in West Branch; Dubuque Racing Association grants awarded to Prosperity Eastern Iowa for a regional gaps and opportunities analysis of the region related to the development of the Field of Dreams baseball stadium and overall project; New soccer complex and capital campaign in Dubuque \$3.2M project; Ninja course in Preston developed; Master Park Plan in Camanche completed; New pavilion and park path in Mechanicsville city park; new facilities at Lowden city park to support baseball/softball/soccer fields; Delhi – Pickleball Courts (Plans/applied for grants); Ryan – Ballpark Improvement (Plans in progress); Delmar – Community Catalyst grant for \$100,000 for downtown building redevelopment; Manchester – Shelly Park Development (CDBG-CV grant for amphitheater); Dyersville awarded a \$12.5 million Destination Iowa grant for Field of Dreams; Dyersville awarded a \$18 million Community Attraction grant for Field of Dreams; City of Dubuque awarded a \$3 million Destination Iowa grant for a new amphitheater at Schmitt Island; and City of Maquoketa awarded a \$750,000 Destination Iowa grant for their Prairie Creek Recreation Area.

### **SCHEDULE**

**See Attached PDF of the Implementation Action Plan.**

# ECIA GOVERNING BOARD MEMBERSHIP ROSTER

## 1. GOVERNMENT REPRESENTATIVES

*Elected officials and/or employees of a general-purpose unit of state, local or Indian tribal government who have been appointed to represent the government.*

Name	Government	Position	Female	Minority
Brad Gaul	Cedar Co. Supervisor	Supervisor		
Erin George	Clinton Co. Supervisor	Supervisor	X	
Steve Hasenmiller	City of DeWitt	Mayor		
Connie Behnken	City of Manchester	Mayor	X	
Linda Gaul	City of Earlville	City Clerk	X	
Jeff Madlom	Delaware Co Supervisor	Supervisor		
Harley Pothoff	Dubuque Co Supervisor	Supervisor		
Annette Ernst	City of Peosta	City Administrator	X	
Beth Bonz	City of Asbury	City Administrator	X	
Josh Boldt	City of Maquoketa	City Manager		
Scott Maddasion	City of Clinton	Mayor		
Brian Wagner	City of Tipton	City Manager		
Mike Steines	Jackson Co Supervisor	Supervisor		
Jeremiah Wiese	City of Wheatland	Mayor		
Sheryl Ganzer	City of Preston	City Administrator	X	
Roger Laughlin	City of West Branch	Mayor		
Teresa Weinschenk	City of Bellevue	City Administrator	X	
Brad Cavanagh	City of Dubuque	Mayor		
Andrew Oberbreckling	City of Mechanicsville	Mayor		

## 2. NON-GOVERNMENT REPRESENTATIVES

**Private Sector and Stakeholder Representatives:** *Community leaders, representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals.*

Name	Company / Enterprise	Position	Female	Minority
Chuck Niehaus	Eastern IA Development Co	President		
Shannon Sander-Welzien	YWCA Clinton	Executive Director	X	
Jason Neises	Dubuque Community Foundation	Comm Develop Coord		
Elise Bergan	Edgewood Chamber	President	X	
Sarah Mauer	GNB Bank	Loan Officer	X	
Brian Kelly	EICC-Clinton Co College	President		
Matt Tranel	Maquoketa State Bank Ag	First Vice President		
Shirley Helmricks	Business Owner Cedar Co	Owner	X	
Rod Ness	Econ Development	Executive Director		
Derek Olberding	Fidelity Bank	Vice President		
Jack Willey	Jackson County	Business Owner (retired)		



**ALTERNATES - GOVERNMENT REPRESENTATIVES**

Name	Company/Enterprise	Position	Female	Minority
Steve Lindner	City of DeWitt	City Administrator		
Timothy Vick	City of Maquoketa	City Manager		
Don Schwenker	Jackson Co Sup.	Supervisor		
Tom Messerli	City of Maquoketa	Mayor		
Jeff Kaufmann	Cedar Co Sup.	Supervisor		
Tom Roth	City of Bellevue	Council Member		
Wayne Kenniker	Dubuque County	Supervisor		
Cori Burbach	City of Dubuque	Asst City Manager	X	
Don Thiltgen	Clinton County	Supervisor (former)		

**CALCULATIONS**

	<u>Percent</u>	<u>Number</u>	
1. Government Representatives (51-65%)		<u>19</u>	<u>63%</u>
2. Non- Government Representatives (35-49%)		<u>11</u>	<u>37%</u>
<b>Total Board Membership</b>		<b>30</b>	<b>100%</b>

**APPLICABLE REGULATIONS– December 19, 2014**

*13 CFR Part 304.2(c): (2) The District Organization must demonstrate that its governing body is broadly representative of the principal economic interests of the Region, including the private sector, public officials, community leaders, representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals. In addition, the governing body must demonstrate the capacity to implement the EDA-approved CEDS.*

# ECIA STRATEGY & PLANNING COMMITTEE (CEDS) ROSTER

## APRIL, 2024

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

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

Name	Company	Position
Shannon Sander-Welzien	YWCA Clinton	Executive Director
Rod Ness	Executive Director	Cedar County ED
Sarah Maurer	GNB Bank	Loan Officer
Matt Tranel	Maquoketa State Bank	First Vice-President
Derek Olberding	Fidelity Bank	Vice President
Jason Neises	Community Foundation Dbq	Comm Development Director
Tom Messerli	Empire Lock and Key	Owner/Operator

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

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

Name	Area of Interest	Position
Sheryl Ganzer	Local Govt, Women	City of Preston, Administrator
Steve Hasenmiller	Local Government	Mayor, DeWitt
Connie Behnken	Local Government	Mayor, Manchester Chairperson
Chuck Niehaus	Housing Board, Senior Citizen	EIRHA/EIRHC
Brian Kelly	Higher Education	President, Clinton CC Director,
Elise Bergan	Local Government	Edgewood Develop

### CALCULATIONS

	<u>Number</u>	<u>Percent</u>
Private Sector Representatives (at least 51%)	7	51%
Representatives of Other Economic Interests (no more than 49%)	6	49%
<b>Total Committee Membership</b>	<b>13</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.*

<b>ECIA Staff</b>	<b>Female</b>	<b>Race</b>	<b>Ethnicity</b>
Berning, Sarah	X	White	Not Hispanic or Latino
Carstens, Laura	X	White	Not Hispanic or Latino
Cooper, Ben		White	Not Hispanic or Latino
Danielson, Dawn	X	White	Not Hispanic or Latino
Dupont, Amanda	X	White	Not Hispanic or Latino
Efferding, Christine	X	White	Not Hispanic or Latino
Eipperle, Shelby	X	White	Not Hispanic or Latino
Elgin, Maria	X	White	Not Hispanic or Latino
Elskamp, Craig		White	Not Hispanic or Latino
Finke, Kyle		White	Not Hispanic or Latino
Fox, Daniel		White	Not Hispanic or Latino
Glaser, Kim	X	White	Not Hispanic or Latino
Hefel, Denise	X	White	Not Hispanic or Latino
Huseman, Michelle	X	White	Not Hispanic or Latino
Jobgen, Mark		White	Not Hispanic or Latino
Kelley, Amber	X	White	Not Hispanic or Latino
Kemp, Elizabeth	X	White	Not Hispanic or Latino
Koppes, Angela	X	White	Not Hispanic or Latino
Kuhle, Gail	X	White	Not Hispanic or Latino
Leuchtenmacher, McKenna	X	White	Not Hispanic or Latino
LoBianco, Dan		White	Not Hispanic or Latino
Maier, Debbie	X	White	Not Hispanic or Latino
McPherson, Holly	X	White	Not Hispanic or Latino
Mergen, Christine	X	White	Not Hispanic or Latino
Meyers, Mindy	X	White	Not Hispanic or Latino
Michels, Dylan		White	Not Hispanic or Latino
Murray, Linda	X	White	Not Hispanic or Latino
Nims, Walter		White	Not Hispanic or Latino
Noonan, Ashley	X	White	Not Hispanic or Latino
Oberhoffer, Kristi	X	White	Not Hispanic or Latino
O'Connell, Leonard		White	Not Hispanic or Latino
Quinn, Marla	X	White	Not Hispanic or Latino
Ravada, Chandra		Other	Not Hispanic or Latino
Reimer, Carl		White	Not Hispanic or Latino
Sabers, Roseann	X	White	Not Hispanic or Latino
Schnier, Michelle	X	White	Not Hispanic or Latino
Schrobilgen, Jenny	X	White	Not Hispanic or Latino
Scott, Stacie	X	White	Not Hispanic or Latino
Shaul, Sue	X	White	Not Hispanic or Latino
Siemionko, Caitlin	X	White	Not Hispanic or Latino
Specht, Matt		White	Not Hispanic or Latino
Steffensmeier, Katie	X	White	Not Hispanic or Latino
Stoffel, Steve		White	Not Hispanic or Latino
Studier, Jack		White	Not Hispanic or Latino
Wagner, Tricia	X	White	Not Hispanic or Latino
Walker, Jennifer	X	White	Not Hispanic or Latino
Wiley, Mindy	X	White	Not Hispanic or Latino
<b>TOTALS</b>	33 F; 14 M	46 W; 1 OTHER	47

CEDS Action Implementation Plan

**2022-2027 CEDS ACTION/IMPLEMENTATION PLAN**

CEDS Goal	Objectives	Tasks/Projects	Lead Agency	Funding Source/Agency	Timeframe	Priority	Investment	Jobs Created
Goal 1	Expand Tipton Industrial Park	Expand Tipton Industrial Park	City of Tipton, Tipton ED	RISE; City	2021-2027	Medium		
Goal 1	Expand DeWitt Industrial Park	Expand DeWitt Crossroads Industrial Park	City of DeWitt, DCED	RISE; City, EDA	2023-2027	High		
Goal 1	Completion of water system in Petersburg, IA	Build wastewater system in Petersburg, Iowa. Project complete in 2024!	Delaware County, EIRUSS	USDA; CDBG; SRF	2021-2024	Medium	\$2,000,000	
Goal 1	Completion of water system in Droessler subdivison	Build water system in Droessler Subdivision/Spruce Creek Park. Construction in progress	Jackson County, EIRUSS	USDA; CDBG; SRF;	2021-2024	Medium	\$2,000,000	
Goal 2	Expansion of Daycare in Dyersville	Build new child care center in the 20W Industrial Park, adding 131 new slots to The Kid Project Community Child Care Center's existing 97 slots. The facility is open to all and will include before and after school care with transportation to the elementary school, and summer programming.	Dyersville Economic Development	State of Iowa Day Care Grant, private funds	2023-2025	High		
Goal 2	Creation of new Daycare Center in Dubuque Industrial Center West	The new Dubuque Industrial Center West (DICW) Multi-Employer Childcare Center will initially create 120 new child care slots for participating local employers and increase capacity for gap coverages, including infant care, flex care, and drop-in care. The facility will ultimately be capable of hosting a maximum of 225 child care slots.	Dubuque Initiatives	State of Iowa Day Care Grant, private funds	2023-2025	High		
Goal 2	Creation of Delhi Community/Daycare center	PEI Daycare Advocacy, grant research, and best practices	PEI	CDBG, City, private developer	2021-2027	Medium		
Goal 2	Expansion of Landbank Legislation	Landbank Legislation support and advocate with legislators to pass legislation	ICOG, ECIA, Senator Lofgren	State of Iowa	2020-2027	High		
Goal 2	Creation of workforce outreach events	Cascade Hiring Events	ECIA	CEDC; Maquoketa Valley Electric Co Op	2020-2025			
Goal 2	Eastern Iowa Community College Expansion and Bond Referendum	EDA Grant for equipment in expanded training facility at the Clinton Campus.	ECIA	EDA; EICC	2021-2024	High		
Goal 3	Apply for and get awarded CDBG grant; work with business owners; Rehab downtown properties	Expand Maquoketa Façade Program - apply for another section of downtown and secure additional grant funds	City of Maquoketa, JCEA	CDBG; City; private business owners	2021-2027	High		0
Goal 3	Apply for and get awarded CDBG grant; Work with business owners; Rehab downtown properties	Expand Clinton Façade Program - apply for another section of downtown and secure additional grant funds	City of Clinton, Clinton Regional Development	CDBG; City; private business owners	2021-2027	High		0
Goal 3	Apply for and get awarded Community Catalyst grants; Rehab downtown properties; Spark other dt development	The City of Colesburg was awarded a \$100,000 Catalyst for the last building that was identified in a 2021 Downtown Walkaround. Funds will be used for upper story housing and storefront development.	ECIA, Colesburg	Community Catalyst Building Remediation Grant; City	2021-2027	High		0
Goal 3	Expand incentive programs to create new downtown businesses	Create downtown incentive programs in Cascade, Edgewood, Delmar. Clinton and Maquoketa have expanded their incentive programs	ECIA, Respective Cities	City; Iowa Economic Development Authority	2021-2027	High		0
Goal 3	Increase # of SBA loans in the region with a minimum of \$2M per year in loans	Grow SBA loan portfolio - \$3,398,092 in SBA 504 and RLF loans in FY 2023.	ECIA Business Growth	Local Banks; Respective Cities	2021-2027	High	\$3,398,092	1
Goal 3	Create and support entrepreneurial development	Innovate 120 - Maquoketa - Entrepreneurial Center - grant funds received with grand opening in 2023. Project complete	ECIA, JCEA, City of Maquoketa	CDBG-CV, USDA, EDA, private developer	2021-2024	High	\$500,000	15

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Goal 3	Expand the EPA brownfields program in the region and create a new RLF	Grow ECIA EPA Brownfields program - ECIA: Received a \$1,000,000 RLF Supplemental grant. Stanwood: RACM demolition of buildings located on two city owned parcels. First project funded under the RLF program. Completed in 2023. Clinton: Two cleanup projects covering six properties are underway.	ECIA, Cities	ECIA; EPA; Iowa DNR	2022-2027	Medium		0
Goal 4	Increase # of KIB communities; Increase # of active projects	Secure additional Keep Iowa Beautiful (KIB) funding - in 2021 started a new KIB contract for Delaware and Cedar Counties - \$500,000 over five years; started new KIB contract in Jackson and Dubuque Counties - \$350,000 over 5 years	ECIA, Cities	Keep Iowa Beautiful; Respective Cities	2021-2027	High		4
Goal 4	Expand Dubuque Museum of Art	DMA received \$8 million through the Destination Iowa Project to create a 45,000 square feet new space to hold classes and display the work of local artists. Project underway.	City of Dubuque	Destination Iowa, Private Funders	2023-2026	High	\$55 million	0
Goal 4	Prairie Creek Development	Develop Prairie Creek in Jackson County and secure funding for project. City partnering with Jackson County Conservation. Secured \$750,000 Destination Iowa Grant. City has paid for a disc golf course design and major parts of the project will be bid in Spring 2024.	Maquoketa and Jackson County Conservation	Maquoketa, Jackson County Conservation, State of Iowa	2023-2026	High	\$2,000,000	
Goal 4	Secure Great Places Grant for Cedar County Hardacre Theater	Secured Great Places Grant for \$350,000. Need to raise additional private and grant funds to complete the project. Starting a capital campaign to raise private funds	ECIA and Cedar County mayors and community members	ECIA. CEDCO, Tipton ED, Cedar County Sups	2022-2025	High		
Goal 4	Engage community; Identify recreational projects	Dubuque Pedestrian and Bike Trail Plan	ECIA, Dubuque County	Dubuque County; State/local grants	2022-2023	Medium		0
Goal 4	Engage community; Identify recreational projects	Delaware County Trail from Hopkinton to Delhi	ECIA, private residents	Grants, private donations, County/City contributions	2022-2027	Medium		
Goal 4	Expand Grant Wood Loop	The committee met in March 2024 and the whole idea is being expanded into the Field of Opportunities initiative expanding to ECIA five-county region.	ECIA, Grant Wood members	ECIA, Grant Wood members	2022-2025	Low		
Goal 4	Prosperity Eastern Iowa Field of Opportunities Project	Received funding and completing project funds with regional marketing, selfie stands and more. Applying for another round of funding for future marketing plans including an outdoor guide and videos to be shared on social media.	ECIA, PEI	ECIA, PEI, DRA	2022-2025	High		
Goal 4	North Port Expansion City of Dubuque	Development of a sports complex	City of Dubuque and private developers	City of Dubuque, State/local grants, private developers	2023-2027	Medium	\$161,000,000	
Goal 4	South Port Development City of Dubuque	Development of retail, housing, commercial space in South Port; burying flood wall	City of Dubuque, Private Developers	City of Dubuque, State/local grants, private developers	2023-2027	High		
Goal 4	Schmitt Island Expansion City of Dubuque	Additional new development on Schmitt Island including new hotel, baseball diamond improvements, trail improvements, park improvements, amphitheater	City of Dubuque, DRA, Dubuque Initiatives, Private Developers	City of Dubuque, State/local grants, private developers, DRA	2023-2030	High	\$25,000,000	
Goal 4	Play major league baseball games; Increase tax revenue; Increase economic impact	Field of Dreams Development - development done in phases to include 9 youth baseball fields, 104 room boutique hotel, fieldhouse, amphitheater, team dorms and an RV park	City of Dyersville, Dyersville Economic Development, private developer Go the Distance Baseball	City of Dyersville; State/local grants, private Developer Go the Distance Baseball	2020-2028	High	\$80,000,000	250
Goal 4	Field of Dreams Expansion	New baseball stadium along with other updated features and amenities for the baseball experience	City of Dyersville, Dyersville Economic Development, private developer Go the Distance Baseball	City of Dyersville; State/local grants, private Developer Go the Distance Baseball	2020-2028	High	\$12,500	