

Comprehensive Economic Development Strategy

Five-Year Outlook

For period January 1, 2015 to
December 31, 2019



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introduction - thecedsprocess

Definition of the Comprehensive Economic Development Strategy

The Comprehensive Economic Development Strategy (CEDS) for East Central Intergovernmental Association (ECIA) five-county region has been updated for the next five years, beginning January 1, 2015 through December 31, 2019 (2015-2019). The CEDS is being utilized in the region as a playbook for engaging in a collaborative region-wide effort to raise productivity, create wealth and increase prosperity for our citizens. The CEDS is used to monitor and evaluate our long term economic goals and strategies and to coordinate the economic development activities in the region. It is the intent of the CEDS document and the process to be used as a tool for not only developing goals and strategies that guide the economic growth of the region but to track and benchmark our progress.

Rather than just a document, this CEDS for the ECIA region is a process. The CEDS assesses current challenges and threats to the region as well as our opportunities and brings citizens in the region together to collaborate on how we can create and retain jobs; foster a stable and diversified economy; and improve our overall living environment. The result is a vision for the future and a road map of how we will get there and the partnerships that are necessary to make it all happen.

Community input was received from a series of meetings with local leaders providing for a strategy that is a vision for the economic future of the region. Input for the development of this report was received from local community leaders, economic developers, schools, and private business. The CEDS reflects on the history of the region, identifies trends, and establishes goals for the future both short and long range, and connects our limitations and advantages to our goals and objectives, establishing a foundation and a working plan for the economic future of the region.

The Vision of the CEDS is to generate long-term growth and prosperity which will improve the quality of life for the citizens of the region.

The CEDS Committee, with input from local representation, updated the goals and in this five-year CEDS have created SMART Goals: Smart, Measurable, Achievable, Relevant, and Time-based. In addition to the SMART Goals, specific tasks have been identified; measurable performance measures developed; a schedule has been reflected; and evaluation indicators developed 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). In addition to the Implementation and Evaluation Report, the Results of the Plan have been updated. 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 2014 for the region have been listed.

As we proceed through the next five years, the CEDS will be utilized to assess and benchmark what has been done to meet our goals and evaluate our progress. As economic conditions change and investments are made in the region, the strategy will be modified to accommodate the changes and accomplishments.

eciaandcedsorganizationalstructure

ECIA Structure

The East Central Intergovernmental Association 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. The largest community ECIA serves is the City of Dubuque with 60,000 people. The majority of the other 67 municipalities are under 10,000 in population. Total regional population is 199,631.

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 six broad categories: Community Development, Economic Development, Transportation Planning, Housing and Homeownership Assistance, Employment and Training Services, and Transit Services.

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. The group meets every other month through Prosperity Eastern Iowa and discusses projects, strategies, common priorities, 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, 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 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 five goals identified are all of highest priority, for the region. 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, and the process for the analysis and formulation of this document have remained the same as previous CEDS and can be found on the following pages.

ECIA STRATEGY & PLANNING COMMITTEE (CEDS) ROSTER JANUARY, 2015

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
Rod Tokheim	Mercy Medical Center	Vice-President
Norlan Hinke	Clinton National Bank	Senior Vice President
Steve Hoeger	Henderson Manufacturing	President & Owner
Wayne Breckon	Dubuque Bank & Trust	Vice-President
Tori Richter	American Trust & Savings	Vice-President
Patty Manuel	Maquoketa Valley Electric	Vice-President
Tom Johnson	Premier Bank	Vice-President
Brett Nagle	Community Savings Bank	Senior Vice President
Kevin Burns	Maquoketa State Bank	Vice-President

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
Donna Boss	Local Govt, Women, Ag	Delaware Co Economic Dev
Rick Dickinson	Econ Development, Business	Executive Director & CEO
Don Thiltgen	Local Government	Mayor, DeWitt
Milt Kramer	Local Government	Mayor, Manchester
Bill Rediger	Low-Income, Minority, Senior Citizen	Chairperson EIRHA/EIRHC
Jim Vermazen	Workforce Development	RWIB Board Member
Tim Cottle	Higher Education	Associate Director

CALCULATIONS

	<u>Number</u>	<u>Percent</u>
Private Sector Representatives (at least 51%)	9	56%
Representatives of Other Economic Interests (no more than 49%)	7	44%
Total Committee Membership	16	100%

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.

ECIA GOVERNING BOARD MEMBERSHIP ROSTER

1. GOVERNMENT REPRESENTATIVES (51-65%)

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
Shirley Kepford	City of Tipton	Mayor
Brad Gaul	Cedar Co. Bd of Supervisors	Supervisor
Matt Muckler	City of West Branch	City Administrator
John Staszewski	Clinton Co Bd of Supervisors	Supervisor
Don Thiltgen	City of DeWitt	Mayor
Milt Kramer	City of Manchester	Mayor
Linda Gaul	City of Earlville	City Clerk
Shirley Helmrichs	Delaware Co Bd Supervisors	Supervisor
Jeff Madlom	Delaware Co Bd Supervisors	Supervisor
Daryl Klein	Dubuque Co Bd Supervisors	Supervisor
Ray Stephan	City of Peosta	City Council
Beth Bonz	City of Asbury	City Manager
Mike Van Milligen	City of Dubuque	City Manager
Larry Koos	Jackson Co Bd Supervisors	Supervisor
Paul Konrardy	City of LaMotte	Mayor
Amy Moore	City of Maquoketa	City Council
Peggy Sellnau	City of Charlotte	Mayor
Mark Vulich	City of Clinton	Mayor

2. NON-GOVERNMENT REPRESENTATIVES (35-49%)

A. Private Sector Representatives: *Any senior management official or executive holding a key decision-making position, with respect to any for-profit enterprise. (At least one required)*

Name	Company / Enterprise	Position
Brett Nagel	Community Savings Bank	Senior Vice President
Victoria Richter	American Trust & Savings	Senior Vice President
Norlan Hinke	Clinton National Bank	Senior Vice President
Wayne Breckon	Dubuque Bank & Trust	Senior Vice President
Kevin Burns	Maquoketa State Bank	President
Bill Rediger	Eastern Iowa Developmnt Co	President
Rod Tokheim	Mercy Medical Center	Vice President

B. Stakeholder Organization Representatives: *Executive directors of chambers of commerce, or representatives of institutions of post-secondary education, workforce development groups or labor groups. (At least one required)*

Name	Organization	Position
Donna Boss	Delaware County Chamber	Board Chair
Roy Buol	University of Dubuque	Director Facilities Mgmt (Executive)
Jim Vermazen	Reg. Workforce Development Board, Region 1	Board Member (Executive)
Elise Bergan	Edgewood Chamber	Director
Patti Hoffman	Preston Growth & Develop.	President
Tim Cottle	EICC-Clinton Comm College	Associate Director

3. AT-LARGE REPRESENTATIVES (0-14%)

Other individuals who represent the principal economic interests of the region. (No minimum required)

Name	Area of Interest	Background
Chris Nosbisch	City of Tipton	City Manager
Dave Heiar	Jackson County Economic	Director
Brian Wagner	City of Maquoketa	City Manager
Abbi Kisling	Tipton Economic Develop.	Director

Alternates

Wayne Deerberg, Supervisor, Cedar County
 Peggy Kedley, Lowden City Clerk
 Steve Lindner, City Administrator, City of DeWitt
 Timothy Vick, City Manager, City of Manchester
 Judy Carr, Deputy City Clerk, City of Maquoketa
 Steven Flynn, Owner, Flynn Construction, Jackson County Board of Supervisors
 Orville Randolph, Mayor, City of Bennett
 Wayne Demmer, Supervisor, Dubuque County
 Don Recker, Mayor, City of Sageville

CALCULATIONS

	<u>Number</u>	<u>Percent</u>
1. Government Representatives (51-65%)	<u>18</u>	<u>51%</u>
2. Non- Government Representatives (35-49%)	<u>13</u>	<u>37%</u>
A. Private Sector Representatives (at least 1)	<u>7</u>	
B. Stakeholder Organization Representatives (at least 1)	<u>6</u>	
3. At-Large Representatives (0-14%)	<u>4</u>	<u>11%</u>
Total Board Membership	35	100%

APPLICABLE REGULATIONS

13 CFR Part 304.2(c):

The District Organization must demonstrate that its governing body is broadly representative of the principal economic interest of the Region, and, unless otherwise prohibited by applicable State or local law, must include at least one (1) Private Sector Representative and one (1) or more of the following: Executive Directors of Chambers of Commerce, or representatives of institutions of post- secondary education, workforce development groups or labor groups, all of which must comprise in the aggregate a minimum of thirty-five (35) percent of the District Organization's governing body. The governing body shall also have at least a simple majority of its membership who are 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. Upon the District Organization's showing of its inability to locate a Private Sector Representative to serve on its governing body following extensive due diligence, the Assistant Secretary may waive the Private Sector Representative requirement. The Assistant Secretary shall not delegate the authority to grant a waiver under this paragraph.

Governing Board Members

Name	Affiliation	Public Official	Private	Minority	Female	County	Appt. Date
Matt Muckler	Local Government	X				Cedar	2011
Peggy Kedley (5)	Local Government	X			X	Cedar	2010
Shirley Kepford	Local Government	X			X	Cedar	2008
Brad Gaul	Local Government	X				Cedar	2014
Chris Nosbisch	Local Government	X				Cedar	2012
Abby Kisling	Economic Development		X		X	Cedar	2012
Wayne Deerberg (6)	Local Government	X				Cedar	2009
Orville Randolph (8)	Local Government	X				Cedar	2012
Don Thiltgen	Local Government	X				Clinton	2000
Steve Lindner (1)	Local Government	X				Clinton	2002
John Staszewski	Local Government	X				Clinton	2009
Tim Cottle	Education		X			Clinton	2012
Mark Vulich	Local Government	X				Clinton	2012
Rod Tokheim	Business		X			Clinton	2009
Peggy Sellnau	Local Government	X			X	Clinton	2012
Linda Gaul	Local Government	X			X	Delaware	2005
Jeff Madlom	Local Government	X				Delaware	2009
Milt Kramer	Local Government	X				Delaware	1999
Timothy Vick (2)	Local Government	X				Delaware	2005
Shirley Helmrichs	Local Government, Women	X			X	Delaware	1999
Jim Vermazen (Exec 1994)	Emp & Training, Business		X			Delaware	2012
Elise Bergan	Economic Development		X		X	Delaware	2009
Donna Boss (9)	Economic Development		X		X	Delaware	2014
Daryl Klein	Local Government	X				Dubuque	2011
Ray Stephan	Local Government	X				Dubuque	1988
Beth Bonz	Local Government, Women	X			X	Dubuque	2014
Bill Rediger	Housing, Low Income		X			Dubuque	2012
Wayne Breckon	Business/Commerce		X			Dubuque	2012
Michael Van Milligen	Local Government	X				Dubuque	1994
Wayne Demmer (3)	Local Government	X				Dubuque	2011
Don Recker (10)	Local Government	X				Dubuque	2012
Paul Konrardy	Local Government	X				Jackson	2008
Amy Moore	Local Government	X			X	Jackson	2012
Larry Koos	Local Government	X				Jackson	2005
Steve Flynn (4)	Local Government	X				Jackson	2007
Brian Wagner	Local Government	X				Jackson	1997
Judy Carr (7)	Local Government	X			X	Jackson	2007
Dave Heiar	Economic Development		X			Jackson	2013
Patti Hoffman	Economic Development		X		X	Jackson	2014
Roy Buol	Local Government	X				Dubuque	2005
	Note Vacancies:						
	1 Cedar						
(1) Alternate for Thiltgen							
(2) Alternate for Kramer							
(3) Alternate for Klein							
(4) Alternate for Koos							
(5) Alternate for Cedar Co.							
(6) Alternate for Ellerhoff							
(7) Alternate for Wagner							
(8) Alternate for Cedar Co.							
(9) Alternate for Delaware Co.							
(10) Alternate for Dubuque Co.							

CEDS Planning Committee Work Program

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

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

The structure of this CEDES plan is in five sections:

- Regional Snapshot
- Challenges and Opportunities
- Disaster and Economic Recovery and Resiliency
- Framework for Progress
- Strategy for Implementation
- Performance Measures

Regional Snapshot

This section provides the information traditionally expected from a planning document with a summary of the economic conditions including an analysis of economy, population, geography, workforce, transportation, infrastructure, education and environment. A broad inventory of general trends, statistics, and assets is provided.

Challenges and Opportunities

Challenges and opportunities are really one in the same. The challenges and gaps that the ECIA region faces shape the opportunities for growth. This section seeks to summarize past, current, and future investments in the region and outline the role they play in economic development. In an effort to build on the current strengths of the area, an industry cluster analysis is also provided to help guide future industry investments. Consistency with other resources and plans in the region and state is also important to this strategy's success and those resources have been referenced and built upon.

Disaster and Economic Recovery and Resiliency

Even localized disasters have a regional impact and are best addressed when a regional support plan for recovery and risk mitigation is in place. This section relies heavily on the Hazard Mitigation Plans developed by municipalities throughout the region as required by FEMA. ECIA played a vital role in the development of these plans and will continue to play a role in preparedness and recovery in the region and will work with other agencies and in partnerships to ensure the ECIA region is prepared and resilient in the event of a disaster.

Framework for Progress

Creating a roadmap for where the region wants to be must include clearly defined goals and objectives. From a list of goals that outline the primary expectations for the region, we can outline the more specific and measurable objectives to meeting those goals in the next five years. This section has been developed by bringing the research and data together with the public input. Included in this section is an outline of regional projects, programs, and activities that will be vital to bringing about the revised vision for the region.

Strategy for Implementation

Priority Strategies - With many goals and strategies outlined, it is important to know where to begin. Prioritization of strategies most critical to the region helps to set the strategy in motion on a trajectory for success. A plan of action has been identified for each goal with specific objectives and projects identified.

Performance Measures

Assessing the region's yearly progress begins with having identified performance measures. These measures will be assessed in the annual CEDS report and are tied to accomplishments achieved and are measurable and quantifiable.

cedsgoalsandmeasureablebenchmarks

ECIA has adopted an updated format for its CEDS goals and are using the S.M.A.R.T. CEDS framework and principles to guide the development of the 2015-2019 CEDS Report.

These principles include:

Process —based on proven best practices for regional community economic development and open, transparent collaboration.

Regional focus —coordinating and leveraging assets at the regional level in order to compete successfully in the global economy.

Asset-based —focus on indigenous assets and home-grown competitive advantage rather than defining strategies around what the region lacks.

Diversified —regional resiliency requires diversification in order to weather downturns and navigate economic change successfully.

Measureable strategy —informed by trends, relevant to the true priorities of the region, and focused on tangible progress.

Disciplined and consistent —open collaboration requires a commitment to broad participation but recognition that all ideas are not equal and priorities matter in order to be successful.

The adopted S.M.A.R.T. goals for the region are as follows:

1. **Skilled Workers:** Improve the quantity and quality of the region's workforce to address employer demands Advanced Manufacturing; Healthcare; and Professional, Scientific, Technical Services by expanding the number of participants in regional training programs by 10% and increasing the number of trained skilled employees in these sectors by 10% by January 2020.

Base Data:

- ⇒ Number of skilled employees in high demand jobs related to Advanced Manufacturing; Healthcare; and Professional, Scientific, Technical Services.
- ⇒ Number of job openings in the region in Advanced Manufacturing; Healthcare; and Professional, Scientific, Technical Services.
- ⇒ Number of participants in training programs in the areas of Advanced Manufacturing; Healthcare; and Professional, Scientific, Technical Services.

2. **Transportation Infrastructure:** Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the region by 10% by January 2020.

Base Data:

- ⇒ Amount of DMATS funding to the region annually.
- ⇒ Amount of RPA funding to the region annually.
- ⇒ Amount of Road Use Tax Funds to the region annually.



Smart



Measurable



Achievable



Relevant



Time Based

3. **Housing:** Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.

Base Data:

- ⇒ Number of occupied rental units in the region and number of units constructed after the year 2000.
- ⇒ Number of single family housing units in the region and number of units constructed after the year 2000.

4. **Community Development:** Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.

Base Data:

- ⇒ Total funds secured in ECIA's community development department annually in CDBG grants, RISE grants, emergency grants, etc. and the total funds secured in fundraising related grants, donations, etc. for projects in the region.
- ⇒ Total projects initiated and/or completed in the region annually.
- ⇒ Total funds secured for the Parks to People project annually through fundraising, grants and other sources.

5. **Business Development:** Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.

Base Data:

- ⇒ Annual average over 5 years in SBA 504 loans and RLF loans in the region.
- ⇒ Total laborforce in the region in all sectors.
- ⇒ Total commercial construction in the region annually.
- ⇒ Total business retention calls annually.
- ⇒ Total entrepreneurial start-ups in the region annually

Note: The base data will be collected for January 1, 2015 using the most recent data available through Stats America, Census, Assessors office and internal data. Annually data will be collected as a benchmark for progress as part of the CEDS Annual Reporting requirements to track regional progress.

section 1 - eciaregionalsnapshot

Quality of Life

The ECIA Region, which consists of Cedar, Clinton, Delaware, Dubuque, and Jackson Counties, is a rural region bordering the Mississippi River on the West. Agriculture and manufacturing have been the backbones for the region over the last century. The unique bluffs, beautiful rivers, and parks are the treasured assets in the region and lay a foundation for tourism and historic attractions in the region.

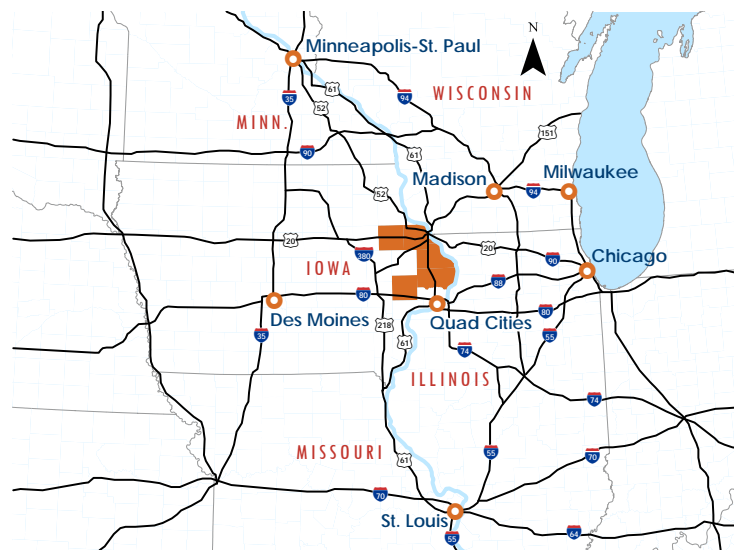
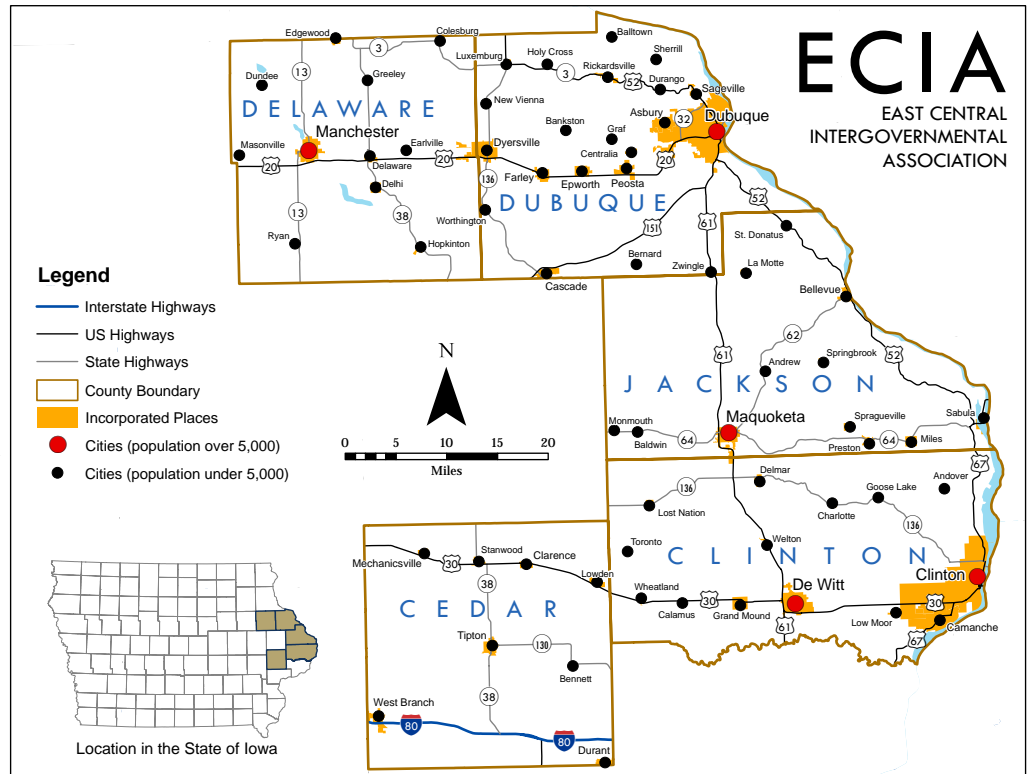
The region boasts a high quality of life, low crime rate, ample educational opportunities and diversity of recreational activities. Our area has a perceived high quality of life which has been made stronger given events of the past several years of violent activities globally. Along with a low crime rate, the cost of living in the region averages at 9.4% below the national average. The average commute time is less than 15 minutes. Iowa's crime index ranking is 21% lower than the National average. The crime rate for the ECIA region based per 100,000 in population averages at 2%. Iowa's crime rates and the rates in the ECIA region are lower than both the United States and the region, which include Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, and South Dakota. The crime rate for the counties in the ECIA region average less than one-half the State crime rate average per 100,000 population.

There is a strong health care delivery system in the region. Both Mercy and Finley Hospitals in Dubuque are quality facilities. The area is in close proximity to internationally recognized medical facilities such as the University of Iowa Hospitals and Clinics and the Rochester Mayo Clinic.

Geography

There is a potential market of approximately 18 million people within a 200 mile radius from the ECIA region. From the center or hub of the region, Des Moines is approximately 202 miles away, the Quad Cities is 72 miles away, Chicago is 183 miles away, Madison is 96 miles away, and Minneapolis is 259 miles away.

The area is uniquely attractive, both aesthetically and environmentally, being situated or in close proximity to the Mississippi River and the Maquoketa River. The region has five State parks and three State



recreational areas, providing many opportunities for leisure and beauty. The region, with its vast natural resources, offers an incredible opportunity to map a new direction that both preserves our rich heritage and uses the innovation and enthusiasm of its citizens to build a more prosperous future for our area. The very foundation of the region's economy has always been on the rich, fertile soil of our landscape. Recreational opportunities such as parks, trails, hunting, fishing and wildlife observation are fundamental to economic development efforts in our region.

Economic Profile

Production technology; heavy machining; manufacturing; education; design and publishing are the top industries. Several events and issues have impacted the ECIA region in the past several years since the 2009-2014 CEDS was published and are outlined below.

⇒ Lack of skilled-trade workers – Regional business leaders have repeatedly expressed a shortage of people seeking jobs in the technical industries for the “middle-skills” jobs. A looming challenge for area employers is the skilled labor shortage due to an aging workforce and a skills gap. Employers in Iowa and in the ECIA region are trying to fill jobs that were erased during the recession but the labor pool is thin with low unemployment rates in the region and a lack of knowledge of the jobs that are available.

⇒ Governor of Iowa Priorities - In January of 2011, Governor Terry Branstad released a set of goals aimed at improving the socio-economic environment of Iowans. These goals include: creating 200,000 new jobs, increasing family incomes by 25 percent, providing Iowa's youth with the best education in the nation and reducing State government costs by 15 percent.

⇒ Property Tax Reduction Bill of 2013 - Governor Terry E. Branstad recently released data from the Iowa Department of Revenue that shows Iowa counties are receiving over \$78.33 million in state backfill funding and taxpayers are receiving over \$49 million in credits, for a total of roughly \$127.33 million, in the 2013 assessment year, as part of the historic property tax reduction bill. The funding to Iowa counties is part of the historic passage of Senate File 295, which Governor Branstad signed into law on June 12, 2013. The historic tax relief package has many benefits for Iowa taxpayers, including: Permanent property tax relief protected by a standing appropriation, that represents the largest tax reduction in Iowa history – \$4.4 billion over 10 years; Property tax reduction for all classes of property: agricultural, residential, commercial and industrial, without shift of the tax burden to other classes of property; Changes the school finance formula so that “allowable growth” is replaced by 100% state aid; and Commercial and industrial property are being taxed at 95% of assessed value this year, eventually moving to 90% of assessed value in 2015.

⇒ Home Base Iowa – The Governor Terry E. Branstad laid out a plan in early 2014 to recruit military veterans to the State – described as “Home Base Iowa”. The plan is a way to address the shortage of skilled workers in the State. Home Base Iowa includes an elimination of state tax on military pensions, increasing support for the Military Homeownership Assistance Program, which provides up to \$5,000 in down payment or closing cost assistance; giving veterans credit for military training and experience as they pursue occupational licenses in Iowa; and asking the State Board of Education to join Regents' universities by passing rules to give veterans, their spouses and their dependents automatic in-state tuition at community colleges. The Governor also asked for the development of policies to provide veterans academic credit for their military training and experience.

⇒ Gaming Industry - The Mystique and Diamond Jo, both casinos located in the city of Dubuque, report revenue down from the 2012 and 2013 figures. For those in the gaming industry, 2013 was not a good year. Mystique Casino reported revenue fell by 5.2% percent in 2013, compared with 2012. Revenue figures obtained from the Iowa Racing and Gaming Commission placed total revenue from 2013 at \$55.6 million, down from \$58.6 million in 2012. Attendance, meanwhile, declined by 9 percent in 2013, compared

with totals from 2012. Mystique Casino was not alone in its struggles. In 2013, the State of Iowa saw close to a 4 percent decrease in year-over-year revenue. Dubuque’s Diamond Jo Casino saw a 3.25% percent year-to-year revenue dip. Total revenue declined from \$68.5 million in 2012 to \$66.2 million in 2013. The gaming industry attributes much of the struggles to the emergence of new gaming options. Electronic gaming has “taken off dramatically” since its approval in Illinois. Internet gambling and the lottery have also provided stiff competition.

The Iowa Legislature passed and the Governor signed a bill that allowed casinos in Dubuque and Council Bluffs to stop dog racing, provide a \$72 million settlement to the state’s greyhound industry and allow the industry to assume racing operations at Dubuque’s track. The Mystique in Dubuque contributed \$13 million per year in tax revenues to the State. Without the legislation passed, the long term viability of the Mystique Casino was in question due to the annual losses and decline in dog racing revenues.

⇒ Solar Energy – In July, 2014 the Iowa Supreme Court ruled that a local solar energy company did not act as a public utility when it attempted to enter a third-party power purchase agreement with the City of Dubuque. The court ruled, 4-2, in favor of Eagle Point Solar, filing as SZ Enterprises, and against the Iowa Utilities Board. The court found that the power purchase agreement, also known as a PPA, didn’t infringe on Alliant Energy’s exclusive operating area. Industry experts have predicted the case could help efforts to further establish solar power as a viable alternative energy source. This is an important milestone for solar energy in Iowa. It undoubtedly will help to jump-start solar installations across the ECIA region and the State.

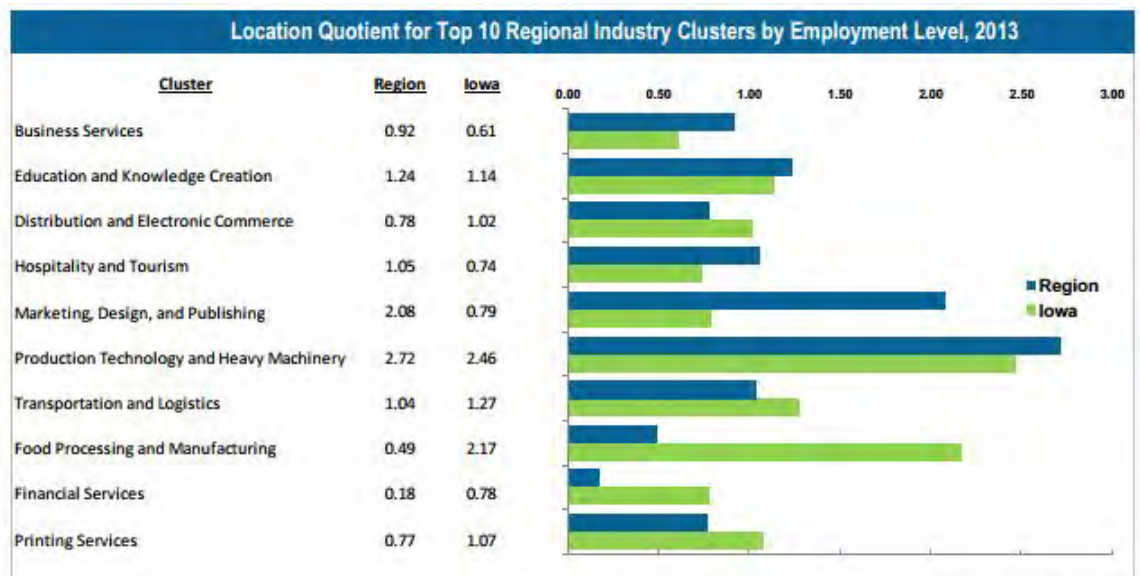
Economic Profile Continued – Data Analysis

The following pages highlight the data analysis completed for the CEDS. Data, while informative tells only part of the story in identifying key trends that are impacting the regional economy. This section highlights the key data findings that when combined with input collected through the CEDS process inform the goals, objectives and activities outlined in the regional strategy.

Industry Clusters

The ten largest industry clusters by employment in the region in 2013, along with their location quotients are indicated in the chart below. Among the top 10 industry clusters, production technology and heavy machinery had the largest location quotient in the region at 2.72. There was a large relative concentration of jobs in the transportation industry cluster within the region; and between 2008 and 2013 the industry cluster experienced a regional growth rate of 12.2%. The industry clusters in the region with the largest location quotients after production and

technology and heavy machinery are marketing, design and publishing (2.08); education and knowledge creation (1.24); hospitality and tourism (1.05); and transportation and logistics (1.04). An LQ measures the relative employment concentration or specialization, of an industry cluster in a region in relation to



Clusters are based on Porter Cluster traded industry categories (see Appendix for cluster breakdown by industry).

Source: Bureau of Labor Statistics, QCEW; 2013 preliminary data

the industry cluster at the national level. Specifically, an LQ is calculated by dividing a cluster's share of total regional employment by the cluster's share of total national employment. If an industry cluster's LQ is near or at 1.0 it means the cluster's employment concentration is similar to the national economy.

Advanced Manufacturing and the Upper Mississippi Manufacturing Innovation Center

The Upper Mississippi Manufacturing Innovation Center (UMMIC) was created in 2013. The Center is in its early development stages and is a cooperative effort of three community colleges in Eastern Iowa, Southwest Wisconsin, and Northeast Illinois and the three EDA districts in the region. Its mission is as follows: The Upper Mississippi Manufacturing Innovation Center mission is to serve as a catalyst for economic growth and as a regional hub for manufacturing by assisting manufacturers in the region succeed through innovation, supply chain positioning, and business development activities. The UMMIC vision is to meet regional demand for workforce, specialized training, workforce education and training, consulting, technical assistance, prototyping, research and development, and related activities. Industry, academia, and community partners will leverage resources in UMMIC's focus to build a skilled workforce, solve local manufacturing issues, and grow a local supply chain. The UMMIC will serve all of the counties in the ECIA region and will be based in Dubuque and is currently housed at Northeast Iowa Community College.



The Center will aim to work with companies that are committed to innovation, linkages and growth in the tri-state region. The primary business focus for the UMMIC is the metal, food processing, equipment and emerging technology manufacturers in the region. There are over 225 metal manufacturers; 350 food processing manufacturers; 130 equipment manufacturers; and over 60 emerging technology manufacturers in the 25-county region that the UMMIC will serve. Approximately 69 or approximately 10% of these manufacturers were interviewed to determine the target market and the demand for the Center. The tables below indicate the distribution of manufacturers and the size and numbers of employees. The interviews conducted by the three community colleges determined the level of interest in the Center and resulted in the definition of the target market. One hundred percent of the surveyed companies expressed interest in at least one proposed center service.

Size of the Target Market by Number of Employees in the Company (Reference USA)

Status	Under 10 Emp.	11-20 Emp.	21-50 Emp.	51-100 Emp.	101-250 Emp.	251-500 Emp.	Over 501 Total Emp.
Total MFG Firms in Region = 765	478	107	76	38	44	15	7
69 Total MFG Firms interviewed	5	3	17	10	20	11	3
69 Target Market w/Interest in UMMIC	5	3	17	10	20	11	3

The drivers and unfilled needs that appear to be generating a strong demand for the UMMIC include the following:

- Concerns about workforce development including skills upgrades, new hires, and maintaining a skilled

workforce.

- Belief that continued innovation and superior business development offer a long-term, sustainable solution to manufacturers in the region.
- Supply chain issues exist with limitations for companies to buy regionally and locally.
- Limited resources exist for companies to reach out to experts for research and reporting capabilities, prototyping assistance, and work cell assistance.
- Lack of networks that provide employer access to local experts; pay for time used on a piece of equipment or contract out a job locally for a lesser cost.
- Companies in the region need operational and capital access to infrastructure and capital to improve and expand their operations. However, there are not many local resources to help manufacturers lean business operational costs while improving performance.
- Wisconsin and Iowa rank 5th with 19.1% and 8th with 16.7% by percent of Gross Domestic Product produced from manufacturing throughout the United States according to a report completed by Iowa State University office of Economic Development and Industry Relations College of Engineering.

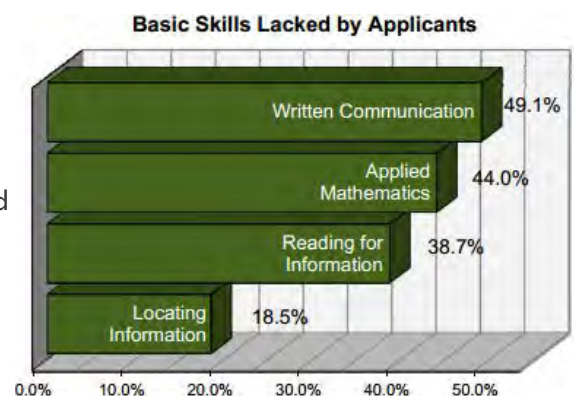
Workforce and Aging Population

The number one concern for employers in the region is the lack of skilled workers to fill open positions especially in the “middle-skills jobs”. Middle-skills jobs are defined as those jobs that require more than a high-school diploma but less than a four-year degree. Lack of skilled workers and the skills gap of the available workforce is the number one barrier to company growth in the ECIA region. Of the companies interviewed in the greater Dubuque area in 2013, 58% of the companies indicated they are having recruitment challenges. However, the numbers are worse in the manufacturing field which is the largest economic base in the region. Sixty-two percent indicated challenges with hiring for vacant positions. Eighty-two percent in the health care field are having troubles with the skills gap and hiring and 64% of the employers in the logistics and transport industry are experiencing the same issues.

Northeast Iowa Community College, along with its partners in education and industry, are working diligently to train and fill middle-skills positions for employers — in Computer Numerical Control (CNC) machining and welding but the demand is still great across the region. According to Northeast Iowa Community College, they are seeing people shifting their emphasis away from the four-year degree and looking at two-year colleges to meet their education and training needs. According to a February 2011 study by the Harvard Graduate School of Education, researchers predict that by 2018 only 33 percent of all jobs will require a four-year degree or more, and the overwhelming majority — 57 percent — will be middle-skill jobs that require technical education from a community college at the credential and associate’s degree level.

New grant funding is also helping NICC to expand its outreach to high school students in recruiting a workforce to fill the middle-skill jobs. A \$2.7 million four-year Youth Career Connect grant from the U.S. Department of Labor Employment and Training Administration is a partnership between NICC, 23 regional high schools, Upper Explorerland Regional Planning Commission and East Central Intergovernmental Association. The grant encourages high school juniors to study a career pathway in a high demand career areas, such as advanced manufacturing and STEM (science, technology, engineering, math).

Related to the training skills-gap, regional employers have expressed concerns related to applicants possessing soft, basic and occupational skills to fill their open positions. The Iowa Workforce Development Needs Assessment for 2013 found that 48.8% of their applicants lacked adequate skills in applied mathematics. Basic skills are those skills developed during the elementary and

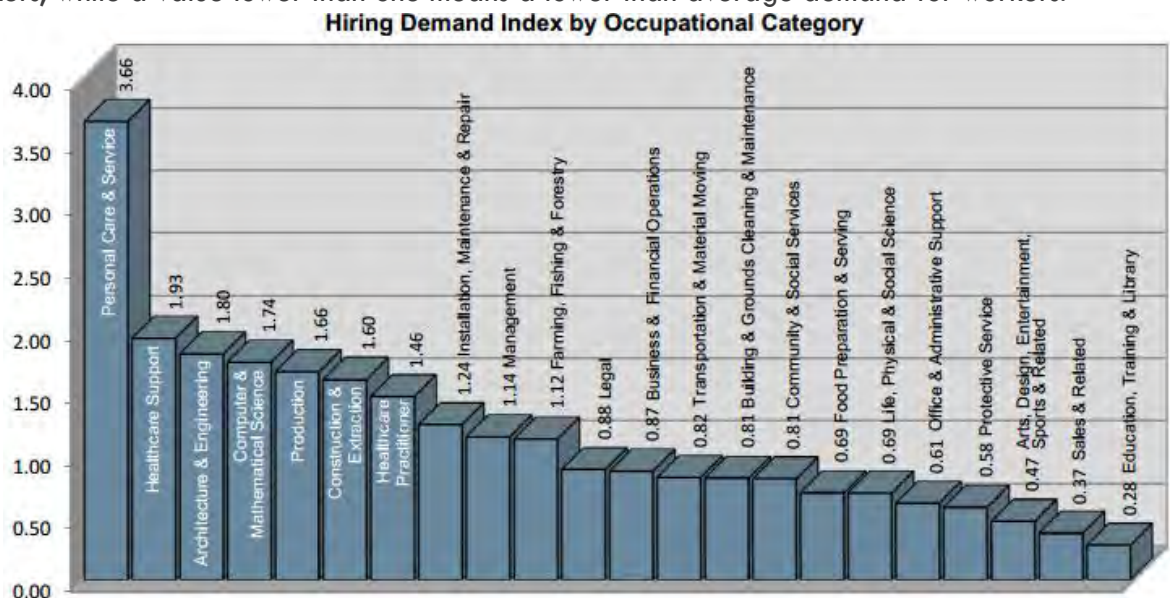


middle part of an individual’s education. These skills include literacy, numeracy (the ability to do arithmetic and reason with numbers), basic computer skills and organization. Over one-tenth (12.2%) of employers surveyed feel that applicants lack basic skills needed for the job. The Skilled Iowa initiative provides a means to benchmark and certify applicant’s skills in Applied Mathematics, Reading for Information and Locating Information through the National Career Readiness certificate testing program and both programs are a priority for the governor and Iowa Workforce Development.

The chart below presents the Hiring Demand Index (HDI) by occupational category for the ECIA region based on information from the Iowa Workforce Development 2013 Workforce Needs Assessment. The HDI is another way of looking at the workforce needs within the economy. The vacancy rate shows the overall demand for workers, but can be misleading because of employee turnover. To account for this, the rate is adjusted by employee turnover to illustrate which industries or jobs are in high demand, using the following equation: $(\text{Industry Vacancy Rate} \div \text{Avg. Vacancy Rate}) \div (\text{Industry Turnover Rate} \div \text{Avg. Turnover Rate})$

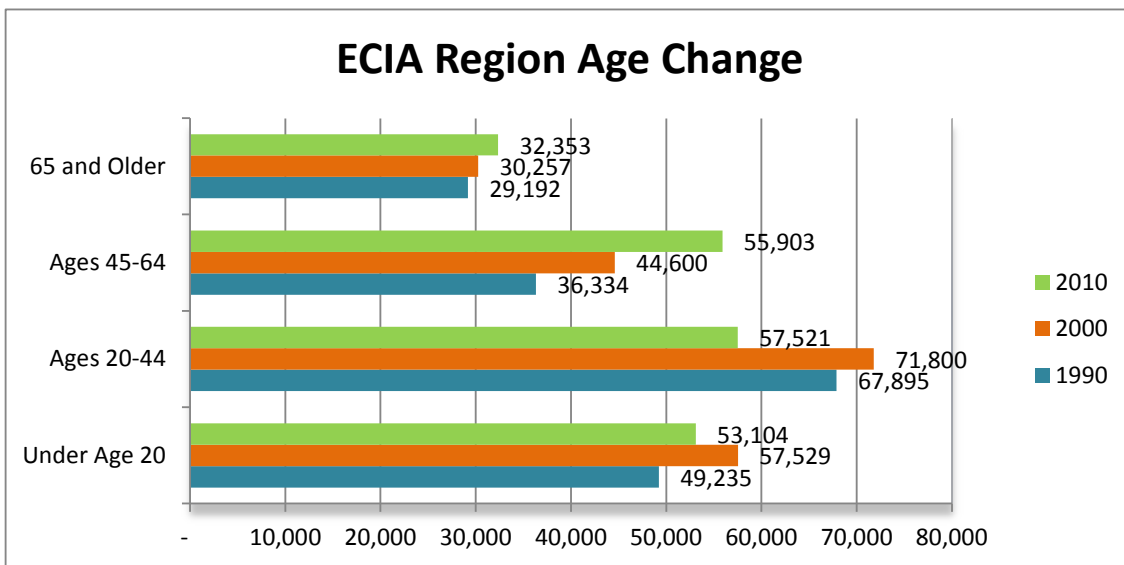
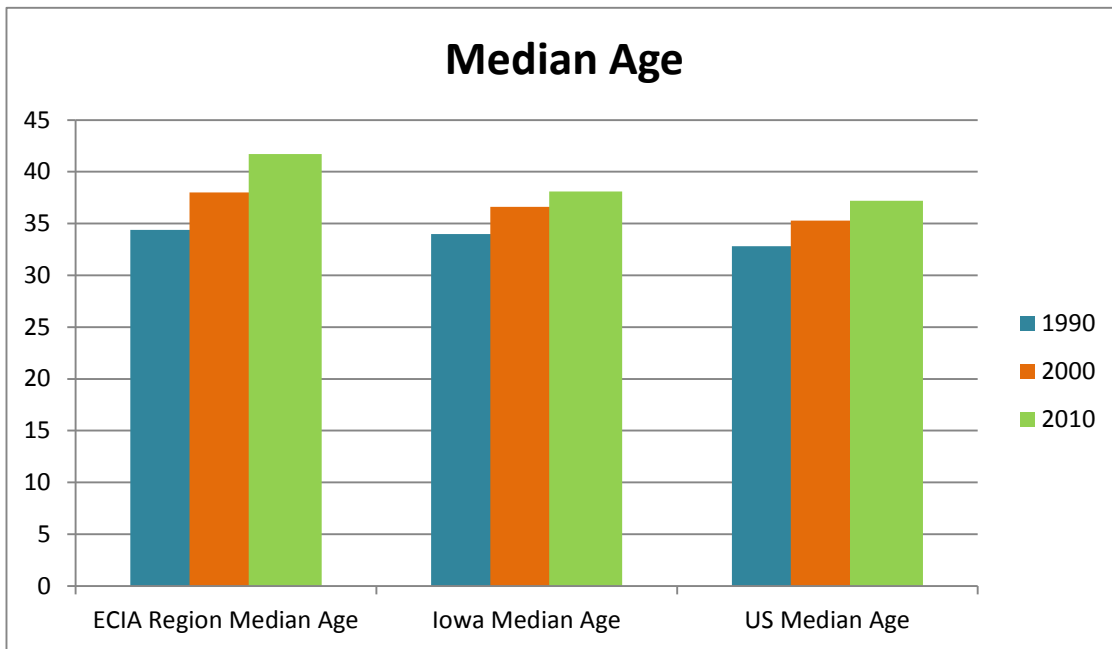
A value of one is the average demand for all industries or occupations. A value greater than one means a higher demand for workers, while a value lower than one means a lower than average demand for workers.

By comparing the Hiring Demand Index with the vacancy rates of an occupational category, we can determine where there is a real unmet need for workers in specific occupations. It is also in these occupations that employers may need to pay a higher wage to attract qualified workers.



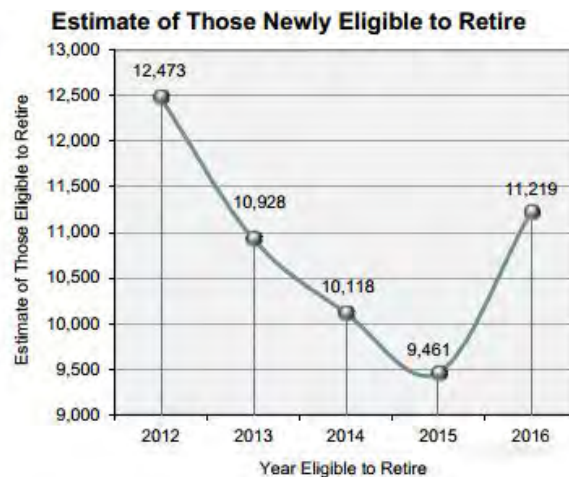
A global retirement crisis is bearing down

on workers of all ages and this includes the ECIA region. Years before the Great Recession and the 2008 financial meltdown, the crisis was significantly worsened by those twin traumas. It will play out for decades, and its consequences will be far-reaching. Many people will be forced to work well past the traditional retirement age of 65. The crisis is a convergence of three factors: 1.) Companies are slashing retirement benefits and raising the age to start collecting benefits and cutting pension costs by eliminating traditional benefit plans. 2.) Companies have eliminated traditional pension plans that guaranteed employees a monthly check in retirement. 3.) Individuals spent freely and failed to save before the recession and saw much of their wealth disappear once it hit. Employees don’t want to bear the cost of guaranteeing employees’ pensions. They’ve moved instead to so-called defined-contribution plans, such as 401(k) plans. These plans shift responsibility for saving to employees. But people have proved terrible at taking advantage of these plans. They don’t always enroll. They don’t contribute enough. They dip into the accounts when they need money. They also make bad investment choices — buying stocks when times are good and share prices are high and bailing when prices are low. Those planning to work past 65 can take some comfort knowing they’ll be healthier, overall, than older workers in years past. They’ll also be doing jobs that aren’t as physically demanding. In addition, life expectancy at 65 now stretches well into the 80s for an increase of about five years since the late 1950s.



Iowans are growing older and the median age is getting higher. The charts above illustrate the increase in median age in the region over the past decades.

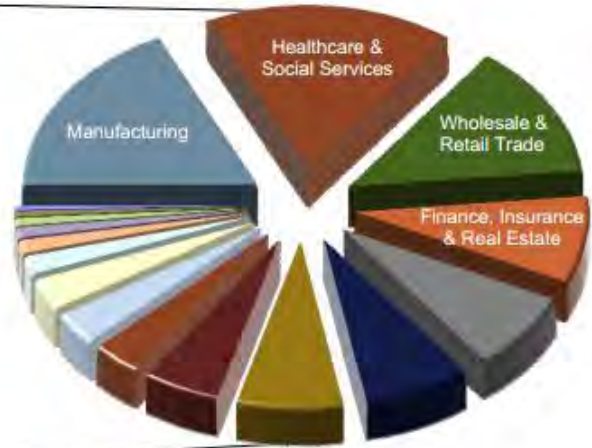
Regionally there are currently 3,367 individuals over the age of 64 working based on the Iowa Workforce Development Workforce Needs Assessment for 2013. They represent approximately 4.5 percent of the total workforce. The arts, entertainment & recreation (7.2%); educational services (6.9%); and personal services (6.4%) industries have the highest percentage of their workforce over the age of 64. There are more males than females in this portion of the workforce, with 50.8 and 49.2 percent respectively. It's also notable that retirement eligibility requirements do vary by employer and industry. While the number of retirees can be somewhat hard for employers to gauge as they look toward the future, the chart to the right illustrates the annual estimated number of eligible retirees through 2016 in the ECIA region. Recognizing that some employees will not retire the year that they first become eligible, employers were asked not to double count employees who were eligible to retire in subsequent years.



There are an estimated 2,553 employees based on the Iowa Workforce Development Workforce Needs Assessment already eligible to retire who have remained in their positions. These retirement-eligible employees may be choosing to remain in the workforce due to their employer's retention efforts or due to personal reasons. The chart below illustrates the estimated percentage of potential worker loss due to retirement by industry in the region. In the next five years, there will be a significant number of workers eligible for retirement from the manufacturing, healthcare & social services, wholesale & retail trade and construction industries. The second chart illustrates the retirement eligibility within each occupational category. Office and administrative support positions represent the largest category. Source: Iowa Workforce Development, 2013 Needs Assessment.

Retirement Eligibility by Industry

Industry	Percent of Expected Retirements
Manufacturing	17.9%
Healthcare & Social Services	17.3%
Wholesale & Retail Trade	13.3%
Finance, Insurance & Real Estate	8.5%
Educational Services	7.7%
Construction	7.4%
Public Administration	7.3%
Professional & Technical Services	5.3%
Utilities	3.3%
Transportation & Warehousing	3.2%
Personal Services	3.1%
Administrative & Waste Services	1.8%
Information	1.3%
Accommodation & Food Services	1.0%
Agriculture & Mining	0.7%
Arts, Entertainment & Recreation	0.5%
Management	0.4%

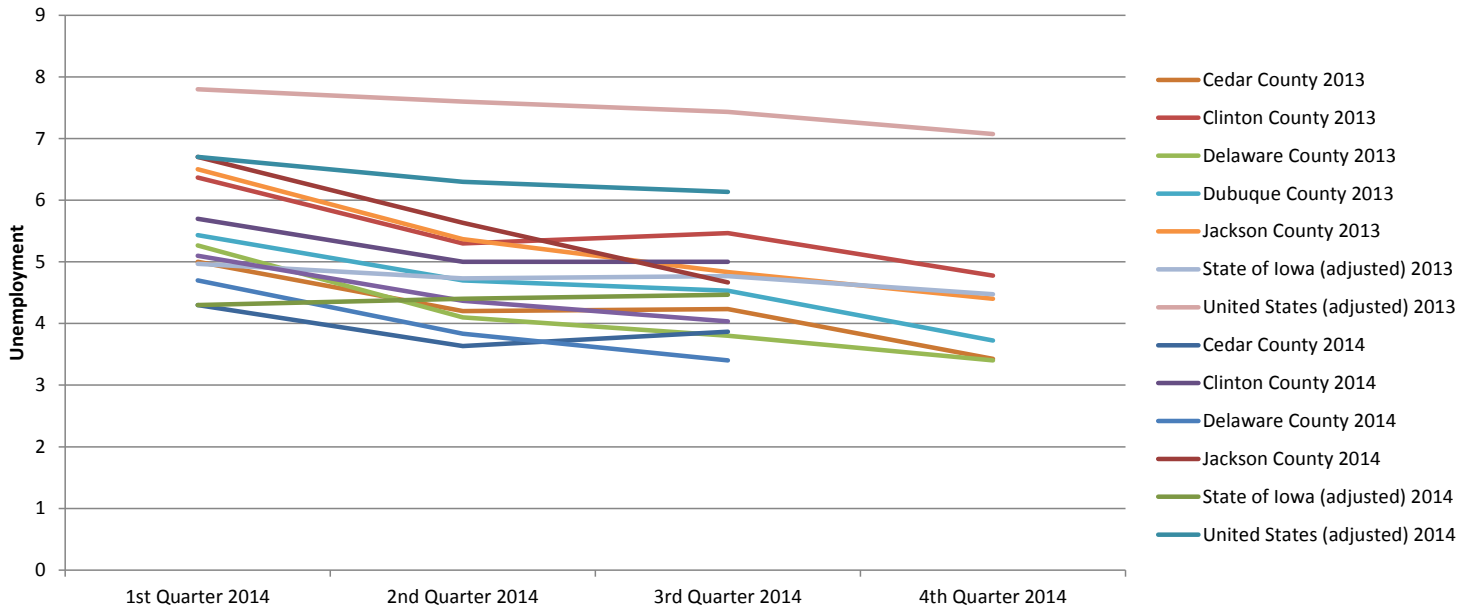


Retirement Eligibility within each Occupational Category

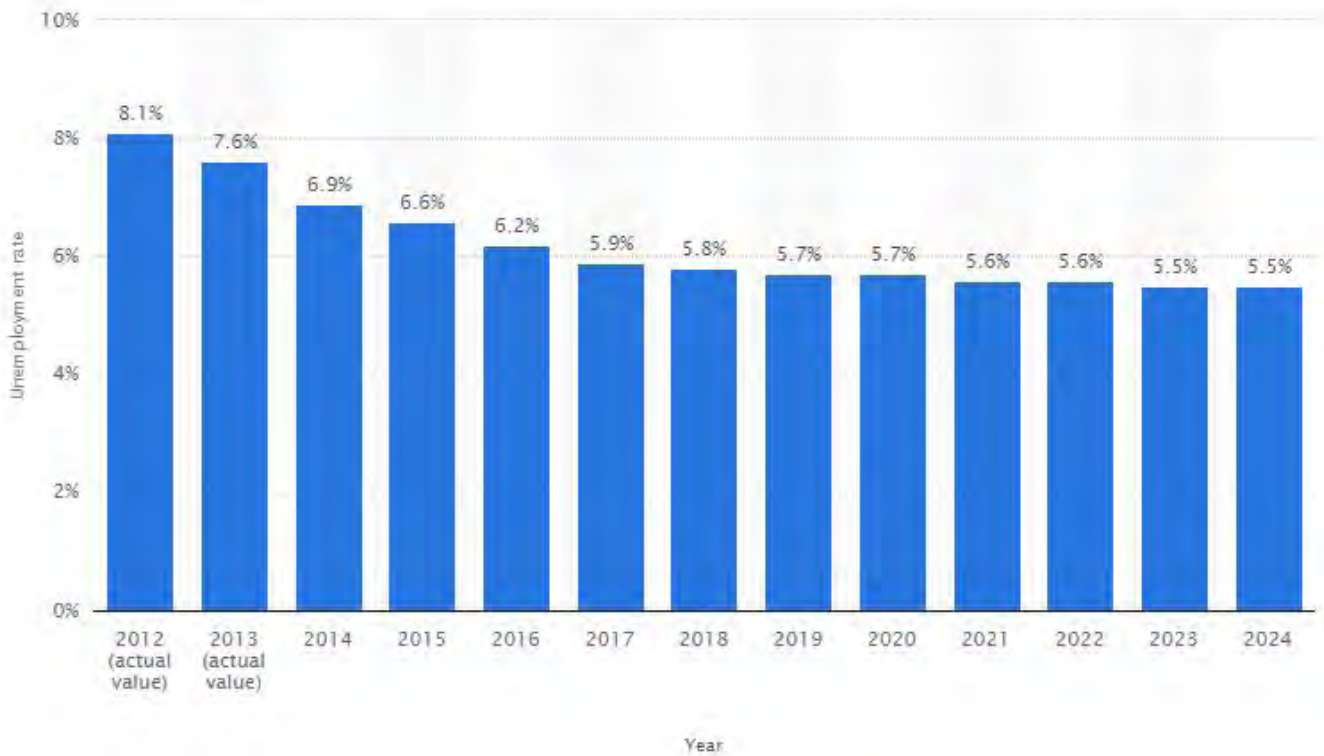
Occupational Category	Percent Affected by Retirements
Office & Administrative Support	17.0%
Management	15.9%
Production	11.5%
Transportation & Material Moving	6.9%
Healthcare Practitioner & Technical	6.8%
Installation, Maintenance & Repair	6.4%
Sales & Related	5.8%
Education, Training & Library	5.5%
Business & Financial Operations	4.8%
Construction & Extraction	4.8%
Healthcare Support	2.5%
Personal Care & Service	2.0%
Building & Grounds Cleaning & Maintenance	1.9%
Architecture & Engineering	1.7%
Food Preparation & Serving Related	1.4%
Legal	1.2%
Community & Social Science	1.0%
Computer & Mathematical Science	1.0%
Protective Service	0.7%
Arts, Design, Entertainment, Sports & Related	0.5%
Farming, Fishing & Forestry	0.3%
Life, Physical & Social Science	0.3%

Unemployment rates in the region have remained lower than the national average through 2013 and 2014. From January 2013 through December 2013 the unemployment rate for the region was consistently 2.4% lower than the national average and remained consistent with the State average. Comparing to the last five year CEDS, in July, 2009, the average unemployment rate in the region was 6.67% and in July 2014 it was 4.4% compared to the national average of 9.5% in July 2009 and in July 2014 it was 6.2%. According to national economists at JPMorgan Funds, as the unemployment rate ticked lower last year and approached the now-discarded 6.5% threshold, many economists noted that the rate was falling but labor markets weren't strengthening. With that in mind, more emphasis has been placed on other elements of the government's labor report such as the labor force participation rate, hourly wages and the number of short-term hires and part-time workers. The labor force participation rate, which measures the number of people actively seeking work, is at its lowest level since the late 1970s, a result of large numbers of baby boomers retiring and people leaving the workforce out of frustration that they can't find a job. However, the news remains positive for unemployment rates as projected by the Statistics Portal, www.statista.com. According to the website that studies statistics for more than 18,000 sources, the U.S. is expected to maintain its unemployment rates at or below 5.5% out through the year 2024. With the ECIA region averaging at least 2.4% less than the national average over the past five years, the projection for this five years CEDS out to 2020 is very optimistic.

2013-2014 Unemployment



Forecast of the unemployment rate in the United States for fiscal years 2012 to 2024

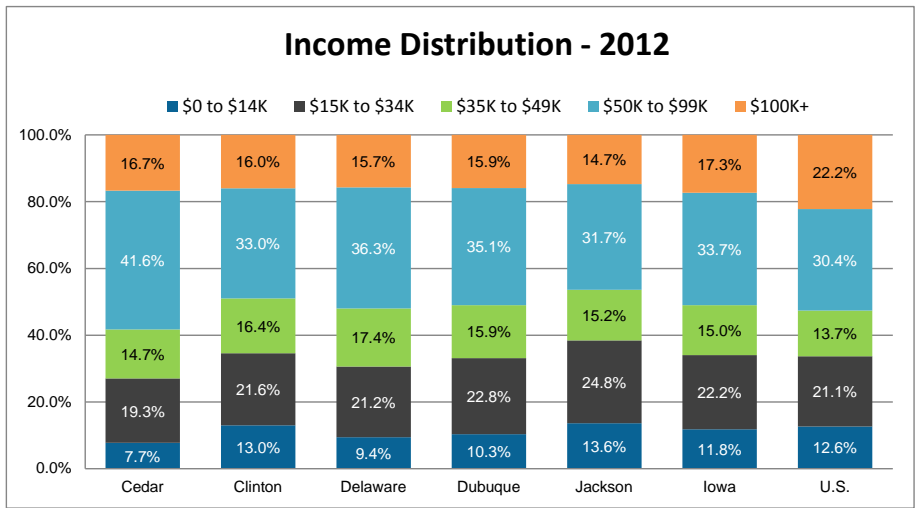


The ECIA region compares favorably with other areas of the nation in the quality of our labor force. According to the Iowa Workforce Development Economic Status Report for the region, on the average 47% of the regional population has some form of post-secondary education including an associate's degree, some college or a four-year degree. Twenty-two percent hold at least an undergraduate degree. Strong adult education programs exist in the region. In addition, the work ethic of the labor force is high because of Midwestern values which produce dedicated and loyal workers.

Income Distribution

The chart on the next page from the Iowa Workforce Development Economic Development report for 2013 illustrates the household income distribution in 2012 throughout the region. Cedar County had the greatest

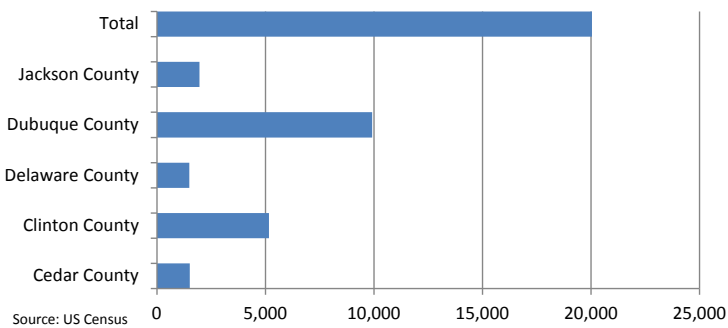
percentage of households earning over \$50,000 or more per year at 58.3 percent. Both Delaware (52.0%) and Dubuque (51.0%) counties have over 50.0 percent of their households earning \$50,000 or more per year. Jackson County follows closely with 46.4 percent of their households earning \$50,000 or more per year. Jackson County has the greatest percentage (38.4%) in the region of households earning \$34,000 or less per year.



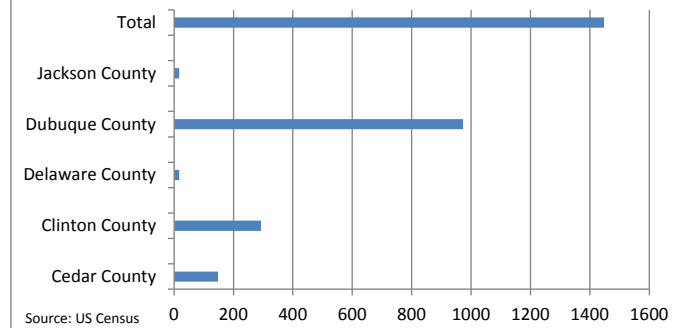
Housing

Due to the unprecedented flooding in Iowa in 2008 and 2011, the Iowa Economic Development Authority received Community Development Disaster funding from the Department of Housing and Urban Development and created the New Production program. New Production funding was used for both single family and multi-family rental housing throughout the State of Iowa. The program was designed to replace the rental and single family housing units lost due to flooding in the 2008 and 2011 floods. Funding could only benefit households at or below 80% of the County Median Income in the ECIA region. Rental units have rent restrictions based on the HOME program guidelines and single family homes had a cap on the total home purchase price. One hundred seventy-five new homes have been constructed in the ECIA region since 2010 for the Single Family New Production Program. The total taxable value of the homes is \$26,363,144 and the total down payment assistance for the homebuyers was \$6,733,388. Additionally, 96 new rental units were constructed through the Multi-Family New Production program at a total value of \$13,425,690.

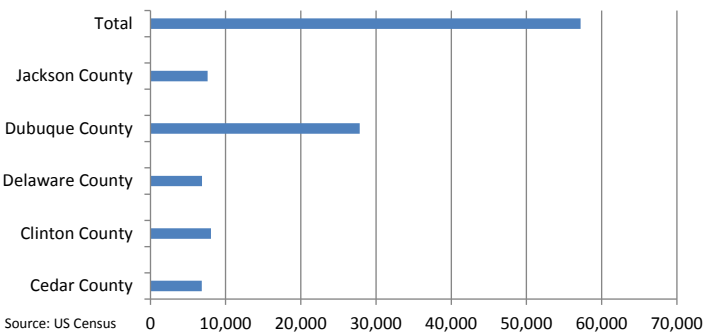
Occupied Rental Units



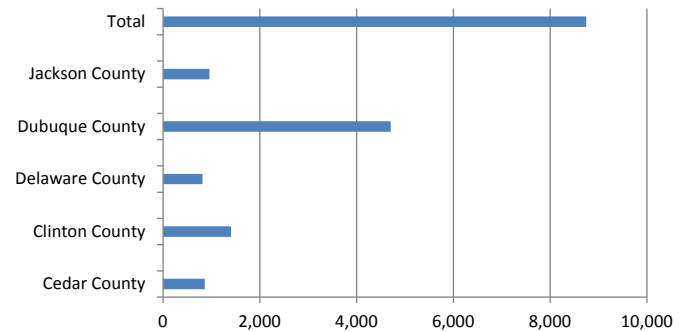
Occupied Rental Units After 2000



Single Family Housing Units



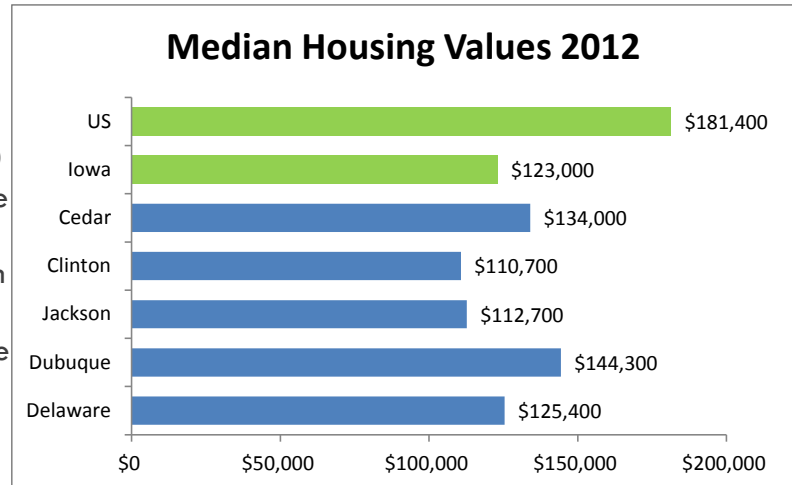
Units Constructed After 2000



While housing has been replaced in the last few years for people at our below 80% of the County Median Income (CMI) through the New Production program, workforce housing for people above 80% of the CMI is in demand. Rental units make-up only 23% of the housing stock in the ECIA region. Single family detached are the predominate housing type in the region.

Real estate is rebounding. Nationally, home prices have climbed 13.7 percent over the past 12 months, according to Standard & Poor's index. Nationally, sales of existing homes totaled 5.09 million last year, the best such performance since 2006. Home industry experts say the gains should continue this year, though at a slower pace because higher mortgage rates and home prices.

On the regional level, real estate has seen dramatic shifts based on the location in the ECIA Region. According to the IWD Regional Report for 2012, Iowa's median home value of \$123,000 was \$54,400 less than the U.S. median home value of \$181,400. Regionally, median housing values are generally high. All of the counties in the region had a home value greater than 100,000. Cedar County has median housing values greater than the State of Iowa.



Below and on the next pages are three examples of housing sales over the last five years in two

of the largest communities in the region and one from a more rural community in Jackson County using data from Trulia. The median sales price for homes in Clinton, Iowa for July 2014 to October 2014 was \$96,500. This represents an increase of 3.5%, or \$3,250, compared to the prior quarter and an increase of 3.2% compared to 2013. The average listing price for Clinton homes for sale on Trulia was \$195,630 for the week ending October 15, 2014, which represents an increase of 26.4%, or \$40,816, compared to the prior week and an increase of 28.2%, or \$43,077, compared to the week ending September 24, 2014.



Number of Sales

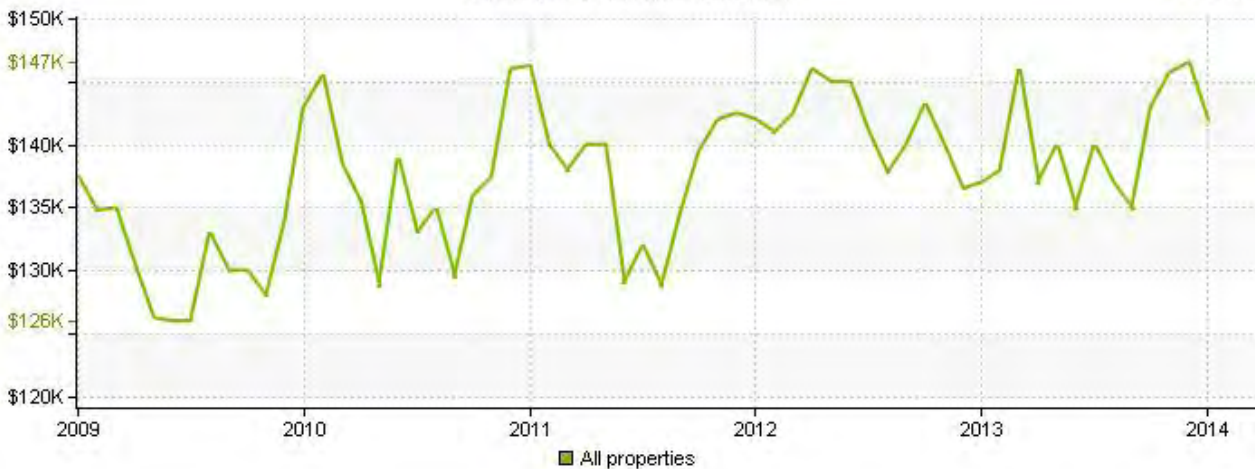
Clinton, IA | All properties | 5 years



median sales price for homes in Dubuque, Iowa for July 2014 to October 2014 was \$140,000. This represents a decline of 3.8%, or \$5,500, compared to the prior quarter and an increase of 3.1% compared to 2013. Sales prices have appreciated 0.7% over the last 5 years in Dubuque. The average listing price for Dubuque homes for sale on Trulia was \$204,826 for the week ending October 15, 2014 which represents a decline of 0.4%, or \$841, compared to the prior week and a decline of 2.9%, or \$6,053, compared to the week ending September 24, 2014. Average price per square foot for Dubuque IA was \$107, an increase of 0% compared to the same period in 2014.

Median Sales Price

Dubuque, IA | All properties | 5 years



Number of Sales

Dubuque, IA | All properties | 5 years



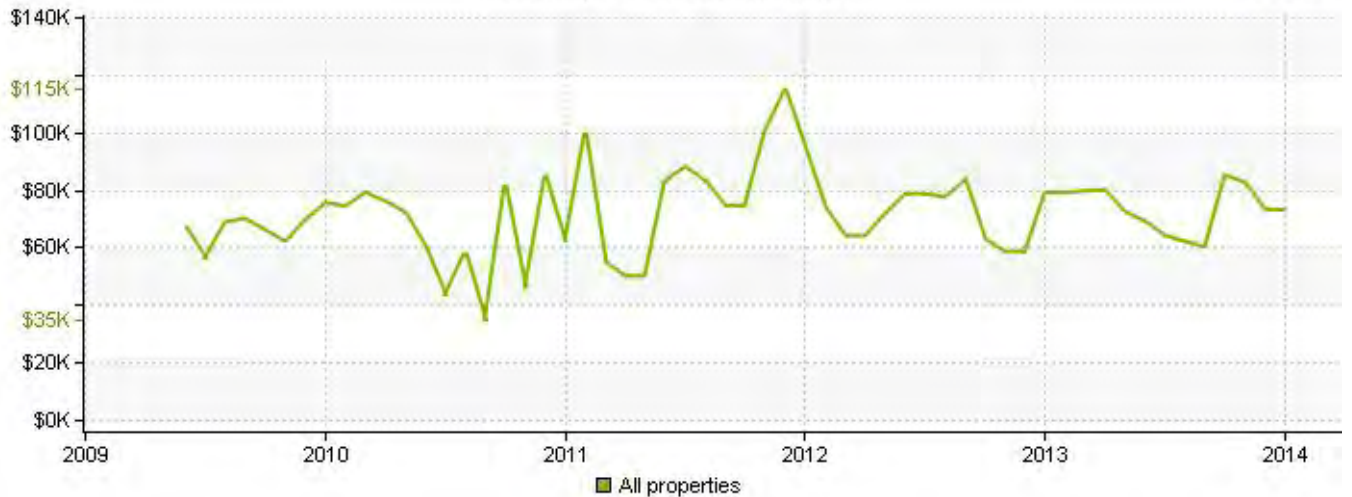
Average Price Per Sqft
Dubuque, IA | All properties | 5 years



The median sales price for homes in Maquoketa, Iowa in Jackson County for July 2014 to October, 2014 was \$66,000. This represents a decline of 22.4%, or \$19,000, compared to the prior quarter and a decrease of 16.5% compared to 2013. The average listing price for Maquoketa homes for sale on Trulia was \$129,269 for the week ending October 15, 2014 which represents an increase of 21.6%, or \$22,939, compared to the prior week and an increase of 18.5%, or \$20,136, compared to the week ending September 24, 2014.

Median Sales Price

Maquoketa, IA | All properties | 5 years



Number of Sales

Maquoketa, IA | All properties | 5 years



Housing Trust Fund

The mission of the Housing Trust Fund is to assist in the provision of providing decent, safe and affordable housing, as well as providing access to the resources for creating housing opportunities to qualifying families in Dubuque, Delaware, Jackson, Cedar and Clinton Counties. The emphasis is to provide economic assistance to benefit the low, moderate, very low, and extremely low-income residents to address critical housing needs. This is the inaugural year of the EIRHC Housing Trust Fund.

According to the Five Year American Community Survey, there are currently 4,577 families in the five county region that are considered extremely low income (ELI) based on the Department of Housing and Urban Development (HUD) income guidelines. For example, according to the HUD income guidelines, a family of four in the region is considered extremely low income when their household income is at or below \$23,850. The regional housing market does not have enough affordable housing opportunities for extremely low income to moderate income households in the region for them to secure housing that is decent, safe and sanitary. While the area has a stable population at best, the housing stock continues to age, and the net supply of homes is not growing rapidly enough to meet the needs of the general population especially those that are less fortunate. The ELI households are not finding homes suitable to their needs and more particularly ELI persons (particularly seniors/handicapped on fixed incomes) have homes that are in need of repairs beyond what they can afford. They find themselves living in substandard and unsafe conditions.



In a recent housing needs assessment conducted by ECIA, several key housing needs surfaced as priorities, and are as follows: Owner-occupied rehabilitation; Down payment assistance; Ownership Preservation; Rental Rehabilitation; and Emergency or Relocation Assistance.

The following goals and activities have been set out for the EIRHC Housing Trust Fund. While there are other areas of housing that are certainly in need of attention, the most impact can be made by focusing the funding on priority areas. Those priorities include: Lead Hazard Remediation; Owner-Occupied Rehabilitation; Emergency (Transitional) Housing and Special Needs Housing; Infrastructure, Lot Development & New/Rehab Construction; and Down Payment Assistance/Ownership Preservation. These needs are supported by the MacDonald Study (Housing Economic and Social Impact).

Agriculture

The region possesses some of the most productive farmland in the world. Infrastructure and transportation support the agricultural industry. Our location either on or within a few miles of the Mississippi River provides the region with excellent access to rail and barge transportation. Iowa has over three times the number of farm employees per capita than the United States. Iowa has experienced a decrease from 2002 to 2012 in farm employment from 32.8% in 2002 to 28.7% in 2012. In 2014, according to the United States Department of Agriculture, farm income is expected to fall by 27%. That would mean a third year of declining income for Iowa farmers. In its first estimate of farm income for 2014, the USDA said crop receipts are expected to decrease more than 12 percent in 2014, led by an expected \$11 billion decline in corn receipts. A drop in 2014 would mean the third year in a row of falling income for Iowa farmers, who have faced drought in 2012 and lower grain prices in 2013. Iowa farm income hit a record high in 2011 at \$11 billion. Economists expect Iowa corn and soybean growers will lose money over the next four years, squeezed by low commodity prices and high production costs. Adding to concerns is a proposed rollback in the amount of renewable fuels that must be blended into the U.S. fuel supply. That could further cut corn prices, lowering prices below the cost of production. Experts in Iowa compare the downturn to the devastating 1980s farm crisis, the only time in at least 60 years that the state's farm industry posted a loss. This correction is unlikely to

be as severe, because farmers are coming off record-high net incomes. But enough similarities exist to cause concern. About 25 percent of Iowa's economy is tied to agriculture, including manufacturing of farm implements and other business.

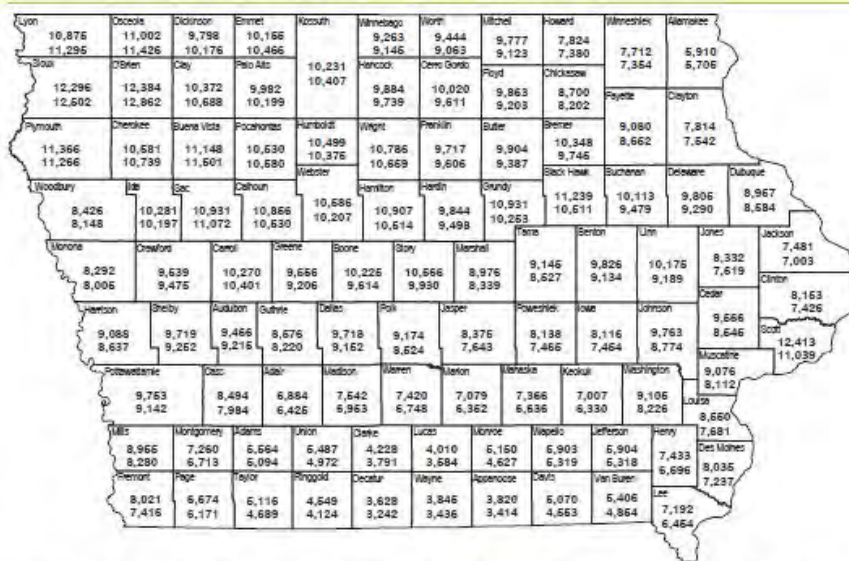
The data released by the U.S. Agriculture Department shows the farm economy will remain historically strong, even with the expected plunge in 2014, with 2014 net farm income the seventh highest since 1973 after adjusting for inflation, and \$8 billion higher than the average of the previous 10 years. USDA has indicated farm income is forecast to decline 27 percent to \$95.8 billion this year, marking its lowest level since 2010. Net farm income last year was nearly \$131 billion, more than double the total from four years earlier, and the highest in three decades.

USDA reported the value of farm assets would increase 2.4% to \$3 trillion, largely the result of farmland that makes up 83 percent of that total. Real estate values are expected to rise \$70 billion to \$2.476 trillion. Farmland prices have surged to record highs in some parts of the Midwest as low interest rates provided cheap access to money and high prices for commodities left farmers flush with cash.

The average price for Iowa farmland rose to an all-time high of about \$8,716 per acre in 2013, the fourth consecutive year that prices rose, according to an Iowa State University survey conducted in November of 2013. The Iowa State University land value survey reported a 5.1% increase in Iowa farmland values. This is the ninth time in the past 10 years land values have increased. Except for 2009,



2013 Land values by county.



County estimates of average dollar value per acre for Iowa farmland based on U.S. Census of Agriculture estimates and the Nov. 1, 2013, Iowa Land Value Survey conducted by ISU Extension and Outreach. The top figure is the estimated Nov. 1, 2013, value; the bottom figure is the estimated Nov. 1, 2012, value.

2013 Land values by crop reporting district.



Estimates of average dollar value per acre for high, medium, and low grade farmland (top row) on Nov. 1, 2013, by Iowa Crop Reporting District; (middle row) the Crop Reporting District average; and (bottom row) the average percentage change from Nov. 1, 2012.

the 2013 increase is the first time values have increased less than double digits since 2003.

The 2013 survey also revealed different land value changes within the State of Iowa. This was only the second time in the past ten years where some counties reported lower land values than the year before. In 2009, 85 counties reported lower land values and in 2013 there were 14 counties that reported lower land values. Except for 2009 and 2013, since 2004 all county land values have increased each year.

The slowing or even reversal of the rate of increase in land values is supported by data from other surveys. The Realtors Land Institute reported land values up 9.4% from September 2012 to March 2013 but only up 1.2% from March 2013 to September 2013. The Federal Reserve Bank of Chicago reported Iowa land values up 9% from October 2012 to October 2013. But, the same survey reported Iowa land values decreased by 1 percent from July to October, 2013.

Investments and Entrepreneurship

Iowa has one of the highest rates of economic performance in the nation, according to rankings from a U.S. Chamber of Commerce Foundation. In July, 2014, Iowa ranked eighth on the list from the U.S. Chamber of Commerce Foundation, a nonprofit arm of the national business group. Iowa's position is up two spots from the same list published in 2013. North Dakota took the foundation's No. 1 spot, continuing a trend where the state ranks high due to a boom in its energy sector. The foundation measured economic performance by analyzing job growth and changes in state gross domestic product, among other factors. In addition to economic performance, the foundation also ranked states based on their exports, innovation and entrepreneurship, business climate, talent pipeline, and infrastructure.

Iowa did fairly well for exports and its talent pipeline, ranking 11th and 16th, respectively. Iowa was on the bottom end, however, for the other criteria, ranking 46th for innovation and entrepreneurship, 32nd for business climate and 33rd for infrastructure.

Local banks have substantial funds available to invest in projects. The availability of funds and the cooperation between the public and private sectors provide ample financing available to new and expanding businesses and industries. The region has availability of new financial resources to assist businesses. Innovative financing techniques that are available include SBA 504 Financing, Revolving Loan Funds, Tax Increment Financing, Tax Abatement and new market tax credits. Resources are available through Small Business Development Centers, SBA Certified Development Companies, Community Colleges, Chambers, Economic Development Organizations, Job Training Programs, Regional Planning Organizations, and Community Planning Departments to assist new and existing businesses. The area is well-positioned to offer business and industry financial and technical support and assistance to those looking to relocate or expand to the area. There is an excess of \$1.3 million available in our local revolving loan fund programs. Programs and resources include Iowa Values Fund, CDBG PFSA, CDBG EDSA, RISE, Tax Increment Financing, and employment and training programs.

Entrepreneurs are the life-blood of our healthy economy. They have the dream, vision, and drive; they put in the long hours—and they have a huge impact on jobs, taxes, and the movement of goods, services, and wealth through the local economy. In 2013, thanks to the generosity of Dick and Carrie Schmid and their private donation, the Greater Dubuque area now has the resources to encourage, support and promote entrepreneurialism. StartUp Dubuque was created and brings together key partners, including the Small Business Development Center, Northeast Iowa Community College, Dubuque SCORE Chapter, and East Central Intergovernmental Association Business Growth to serve aspiring entrepreneurs.

Education

There is a relatively large concentration of higher education institutions in the region, considering its size. Many similarly-sized areas are not able to offer the variety of educational opportunities that we can offer. In the

region, there are three community colleges and six privately-held colleges and universities. Public and private school systems offer excellent education choices to youth in the region. Iowa ACT scores are significantly higher than the national average. Nationally in 2013, 54% of high school graduates take the ACT test up from 45% in 2009 compared to 66% of Iowa high school graduates taking the test up from 59% in 2009. The national ACT composite average in 2013 was 20.9 while Iowa's ACT composite average was 22.1.

Dubuque County has five colleges in the city of Dubuque: Clarke University is a Catholic, co-educational, liberal arts institution founded in 1843 and is the only BVM College in the United States. Clarke's fall 2014 total enrollment was 1,200 students. Loras College is a four-year, Catholic, coeducational, liberal arts college founded in 1839. Currently, there are 1,555 students enrolled at Loras. The University of Dubuque (UD) is a small, private university affiliated with the Presbyterian Church (USA) founded in 1852 offering undergraduate, graduate, and theological seminary programs. UD's student body consists of approximately 1,695 students from 30 states and 20 foreign countries. Wartburg Theological Seminary and Emmaus Bible College are facilities for vocational studies. Divine Word College in Epworth also offers vocational courses.

A campus of Northeast Iowa Community College (NICC) is located in the city of Peosta, in Dubuque County and there is also a campus in Calmar, Iowa in Winneshiek County. Founded in 1967 with the Peosta campus started in 1979, there are currently 5,051 students enrolled among both locations. Kirkwood Community College, located in Cedar Rapids serves the Cedar County area of our region and Eastern Iowa Community College serves Clinton County in the region.

The educational demands by regional employers have shifted in recent years. Through the Iowa Workforce Development 2013 Needs Assessment, employers were asked about the education/training requirements for their current and expected job openings. 54.3% of the openings require a high school diploma or GED. Only 6.7% of the jobs require an undergraduate degree. 44.4% of the jobs require no prior experience and 35% of the jobs require 1-2 years work experience. The charts below illustrate the shift in educational requirements

Education Required - Current Vacancies

Education Required	Percent
No Educational Requirement	20.1%
High School Education/GED	45.2%
Vocational/Technical Training	15.4%
Associate Degree	7.3%
Undergraduate Degree	9.3%
Postgraduate/Professional Degree	2.7%

Experience Required - Current Vacancies

Experience Required	Percent
No Experience Required	45.0%
Less than 1 Year	14.2%
1-2 Years	24.6%
3-5 Years	11.8%
More than 5 Years	4.4%

from the four year college degree to a high school degree or vocational/technical training.

Transportation

The Dubuque Metropolitan Area Transportation Study (DMATS) is the metropolitan planning organization for the Dubuque Metropolitan Area which is located on the Mississippi river, the longest river in North America. The river serves as a valuable asset to the DMATS region, providing direct connectivity to 10 states and numerous cities. The river is currently being used for incoming and outgoing freight. The region is also located on US Hwy 20, US Hwy 51/161, and US Hwy 52. These highways provide a ground connection to the rest of Iowa, Illinois, Wisconsin, and the nation. The rail system that passes through the region is another valuable resource as Iowa moves into greater ethanol and biodiesel production which will require rail transport. Air transport is currently not used by the DMATS region for goods movement as Cedar Rapids, IA and Rockford, IL are located within reasonable driving distance and both serve as major air freight hubs for the surrounding area.

A partial list of current/future projects in the DMATS area include:

Southwest Arterial – The proposed Southwest Arterial will run from US/20Seippel Rd to US 61/151. A

Memorandum of Understanding was signed between the Iowa Department of Transportation and the City of Dubuque in 2013 transferring jurisdiction of the Southwest Arterial from the City to the State. This was the initial step in getting the project officially documented at the State level and as a gesture in the IDOT obligated \$95 million to the project. The ECIA Planning department is forecasting substantial residential development in the area as a result of the Southwest Arterial. Over the next 20 years, an estimated 4,000 units will be constructed. According to ECIA Transportation Planning staff, in the ten years following the completion of the Southwest Arterial in 2020, the project has the potential to generate \$80.18 million in property tax, \$1.67 billion in economic output, \$653 million in labor income, and \$1.02 billion in value added which includes employment compensation, incomes to sole proprietors, property incomes, and indirect tax payments.

From 2021 to 2030 the Southwest Arterial will also generate \$135.26 million in state and local taxes and \$129.97 million in federal tax from new economic development, as well as save \$29.8 million in safety savings.

From 2030 onwards, this project will annually generate \$15.67 million in property tax, \$303.9 million in economic output, \$24.5 million in state and local taxes, and \$23.62 million in federal taxes due to economic development, in addition to \$3.1 million in safety savings.

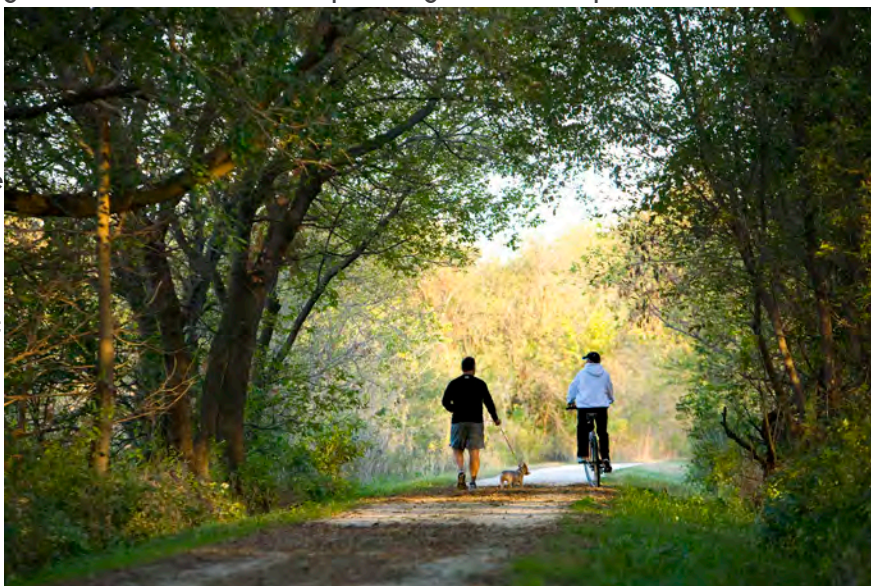
Dubuque Intermodal Transportation Facility – The Intermodal Facility is a key element in the redevelopment of Dubuque’s Central Business District (CBD), serving as a hub for numerous modes of transportation including intercity bus, local and regional transit, automobiles, community and hotel transportation services, taxis, as well as bicycles and pedestrians. The purpose of the Facility is to provide passenger access to multiple modes of transportation as well as office space for transit staff, restrooms, and an information facility.

Over the last 15 years, Dubuque has seen tremendous growth in its CBD employment, increasing from approximately 2,000 workers to 9,000 in that time span and attracting commuters from a 60 mile radius. For some, an intermodal facility will provide an alternative to traveling by private car to a downtown workplace. For others, an intermodal facility will eliminate the need for parking near the workplace, effectively functioning as a “park and ride” destination. Construction began in the summer of 2014 and the Facility will be completed in September 2015.

The Regional Planning Affiliation (RPA 8) is a four-county region including the counties of Clinton, Delaware, Dubuque and Jackson in Eastern Iowa. The size of the cities served by RPA 8 ranges from 24 in Durango to 77,018 in the Dubuque metro. The RPA organizes and oversees the planning and development of the multimodal transportation system using Federal funds under the guidance of the State of Iowa.

A partial list of current/future projects in the RPA area include:

Mississippi River Trail - RPA 8 planning staff are in the process of implementing a Mississippi River Trail in the region. The staff are coordinating with IADOT to develop a road trail system from US 151/61 to Dubuque County line. DMATS has contributed \$400,000 of the Transportation alternative Program funds to implement this project. RPA 8 contributed \$30,000 to



complete the part of the project in Jackson County. The vision of the DMATS and RPA 8 boards is to have a trail connected from the Dubuque County line to Bellevue State Park.

LaMotte South Main Street Bridge - The RPA Policy Board awarded the City of La Motte in Jackson County \$265,200 to replace a failing bridge that was vital to the local economy. In the spring of 2013, an inspection found the South Main Street bridge to be in poor condition. The engineer estimated that the bridge had less than five years left and would need to be inspected annually. The bridge posed a significant safety challenge for the community where continued use of bridge could result in serious injury or loss of life.

The South Main Street Bridge represents a valuable piece of infrastructure that is vital for the economic development and in the City of La Motte and the surrounding region. Transportation is vital for local businesses and agriculture in the region. Businesses need to move workers, make deliveries, or travel to multiple job sites. Farmers need to access different fields, move grain and livestock, and transport heavy equipment through La Motte. The South Main Street Bridge allows businesses to make these necessary trips in the most efficient way possible. On average, 500 vehicles cross the bridge every day. Closure or posting of the bridge and resulting detour will have a significant impact on the local economy.

U.S. Highway 30 Construction between Cedar Rapids and Clinton - U.S. Highway 30 (US 30) is a major east–west U.S. Highway which spans 330 miles (530 km) across the state of Iowa. It is the longest primary highway in the state and is maintained by the Iowa Department of Transportation. The route in Iowa begins at the Missouri River crossing at Blair, Nebraska, and ends at the Mississippi River crossing at Clinton. An economic impact study was recently completed to support the construction of U.S. 30 as a four-lane highway from Cedar Rapids to Clinton. This proposed project is in the State five year plan.

Accolades and Awards

Evidence of the growth and momentum of the region can be found in the many recent accolades received in the region, illustrated below.

2010 - Excellence in Regional Transportation Awards – US Highway 30 Corridor Study, The U.S. Highway 30 Corridor Study provides a compilation of past trends, existing conditions and future projections in the areas of population, housing and economic conditions along the route. Additionally, existing conditions of U.S. Highway 30 itself have been collected and evaluated, including traffic counts, truck traffic, safety, surface width, shoulder width, surface condition, safety issues, high accident locations, trip generation and structures. The study was completed jointly by six regional planning affiliations that are bisected by the U.S. 30 Corridor, Region XII Council of Governments, Metropolitan Area Planning Agency – RPA 18, Central Iowa Regional Transportation Planning Alliance, Region 6 Planning Commission, East Central Iowa Council of Governments, and East Central Intergovernmental Association.

2011 - Iowa Environmental Excellence Awards, ECIA – Petal Project - The Governor’s Iowa Environmental Excellence Awards are the premier environmental honors in Iowa, recognizing leadership and innovation in the protection of Iowa’s natural resources. The prestigious Environmental Excellence Award honors organizations with comprehensive environmental ethics and commitment, while special project awards recognize specific environmental improvements.

2012 - National Association of Development Organizations (NADO), 2012 Innovation Award, ECIA, City of Dubuque, The Jule, IBM Research - Smarter Travel Pilot Study - The East Central Intergovernmental Association (ECIA) led an effort to improve the operations of the Jule transit system in the City of Dubuque, Iowa and help inefficient service adjust to years of regional growth and changing land use patterns. The Smarter Travel Pilot Study uses technology developed by IBM to collect data on how, when, and where volunteer participants travel within the community through smartphone and radio frequency identifier technology. The goal is to design a route

system that will improve efficiency, increase ridership, and decrease vehicle miles traveled by implementing route optimization. ECIA staff played a crucial role in recruiting volunteers, aggregating and analyzing data, refining algorithms, and modeling travel demand.

2012 - Gold Excellence in Economic Development - East Central Intergovernmental Association received a Gold Excellence in Economic Development Award for their Petal Project in the category of Sustainable & Green Development for communities with populations 25,000 - 200,000 from the International Economic Development Council (IEDC).

2013 – Provisional Accreditation - Eastern Iowa Regional Housing Authority (EIRHA) received Provisional Accreditation from the Department of Housing and Urban Development. Provisional Accreditation means that EIRHA has made commitments to implement best practices in both management of the housing portfolio and effectiveness of its operations. The accreditation is valid for two years.

2014-Parks to People - Governor Branstad's new partnership to improve Iowa state parks; Grant Wood Mississippi River region (Dubuque, Jackson, and Jones Counties) Plans call for a nearly \$2 million state appropriation from the Legislature, to be supplemented with contributions from local governments, businesses, non-profit organizations and individuals, equating to a five-to-one match that will be used to revitalize the parks and trail systems in the region.



Regionalism

Regionalism has remained a priority for the region and will continue as a priority through the next five years CEDS. The Prosperity Eastern Iowa regional marketing organization, established in 2005, is comprised of representatives from local governments, economic development organizations, colleges, utilities, and other interested parties in the three of the five counties in the ECIA region plus Jones County and the City of DeWitt. The mission of Prosperity Eastern Iowa is to successfully market and position the regional product as a competitive place to do business and generate new business investments that will grow the regional economy.

UMMIC - Another example of regionalism is The Upper Mississippi Manufacturing Innovation Center (UMMIC), a public/private partnership which includes the following partners: Northeast Iowa Community College (IA), Blackhawk Hills Regional Council (IL), East Central Intergovernmental Association (IA), Southwest Wisconsin Regional Planning Commission (WI), Highland Community College (IL), Southwest Wisconsin Technical College (WI), University of Dubuque (IA), University of Illinois Extension (IL), University of Northern Iowa (IA), University of Wisconsin-Platteville (WI), 16+ employers, 6 local governments, and 10 economic development groups. Northeast Iowa Community College is the lead partner and provides staffing for the UMMIC.

UMMIC's mission is to serve as a catalyst for economic growth and as a regional hub for manufacturing by assisting manufacturers in the region to succeed through innovation, supply chain positioning, and business development activities.

Tri-State Alliance - ECIA is also part of the Tri-State Alliance. The mission of the Tri-State Alliance is to convene the region's leaders to address issues that affect commerce so that the quality of life is improved for the region of Northern Illinois, Northeastern Iowa, and Southwestern Wisconsin.

The Tri-State region can be in a stronger position to assist their leaders and elected officials with needed priorities by working together to build a common plan for: 4 lane divided highways passenger and commuter rail; broadband; rivers.

The region includes three major cities as anchors- Dubuque, IA, Janesville, WI and Rockford, IL. All the border counties, cities and villages between these three states are part of the planning area.

Mississippi River Partnership – The Mississippi River Partnership (MRP) was formed through HF 756 to serve as a forum for city, county, state, agriculture, business, conservation, and environmental representatives and other stakeholders to discuss and work together on matters relevant to the Mississippi River. The Vision of the MRP is for preservation, enhancement, and intelligent use of the Mississippi River in the ecological and economic interests of the citizens of the state of Iowa.

Members of the MRP reside in the counties of Allamakee, Des Moines, Lee, Clayton, Dubuque, Clinton, Muscatine, Scott, Jackson and Louisa. The MRP consists of six (6) voting Governor Appointees who represent special interest in soil and water conservation, businesses, recreation, conservation, environmental and agricultural interest. The council includes ten (10) voting members, each one representing one of the ten counties and ten (10) voting members, each representing the largest river city in their county and four voting members presenting the State Departments of Transportation, Economic Development, Natural Resources and Agriculture and Land Stewardship. There are also two non-voting representatives from the Iowa House and two non-voting representatives from the Iowa Senate.

The four Council of Governments, Upper Exploreland, East Central Intergovernmental Association (ECIA), Bi-State Regional Commission and Southeast Iowa Regional Planning Commission (SEIRPC), which border the Mississippi, serve as support staff for the MRP.

section2 - analysisofchallengesandopportunities

Challenges

Shortage of Skilled Workers - Iowa's economic development chief has been pursuing the State legislature for more State funding for targeted apprenticeships, internships and other efforts to address a shortage of skilled workers that is dampening expansion by existing Iowa businesses. According to Debi Durham, Director of State Economic Development, "It's a race for talent right now," as she asked a legislative budget panel recently to triple funding for apprenticeships to \$3 million in fiscal 2015 and earmark \$2 million for internships in science, technology, engineering and math (STEM) areas. The efforts would be separate from the \$55 million in workforce training initiatives approved in 2013. However, Sen. Bill Dotzler, D-Waterloo, a co-leader of the Legislature's joint Economic Development budget subcommittee, said the competition for high-skilled workers is more than a race, it's a "real serious war" for talent and he believed the state should be investing more in job training, retraining and workforce development than what is being proposed with at least 7,000 jobs "sitting out there unfilled."

Iowa Workforce Development released the "Middle Skill Jobs in Iowa" report in late 2012 that detailed the mismatch of job opportunities and worker skill sets in Iowa. Fifty percent of the jobs in Iowa are classified as middle skill, opportunities requiring more than a high school degree, up to two-year associates. However, the current labor supply indicated that only 33% of the current workforce is qualified for the middle skill opportunities. Only 18% of the employment opportunities in Iowa are for low-skilled workers, however 38% of the current workforce would be considered low-skilled. "In order to bridge the gap existing within Iowa's current labor supply, it's critical that the state embraces and promotes technical training opportunities," stated Iowa Workforce Development Director Teresa Wahlert. "In addition to our traditional training modes,



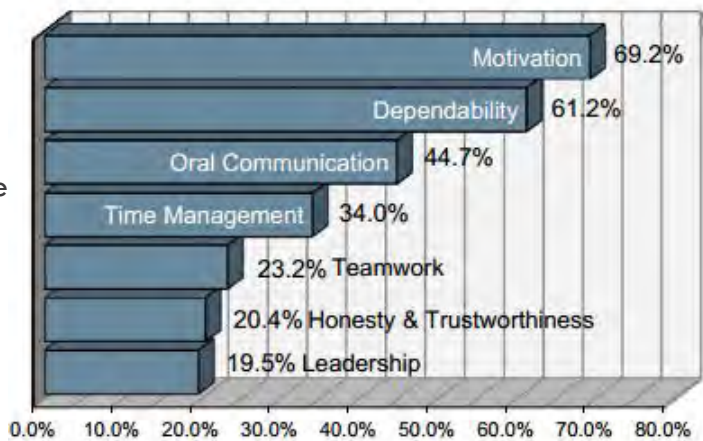
certifications such as the National Career Readiness Certificate (NCRC) and the National Association of Manufacturers Certification (NAM) are essential for Iowa's success now and in the future." The Science, Technology, Engineering and Math (STEM) initiative for Iowa also requires the state to embrace training opportunities that encourages Iowa to enter career paths within the middle-skill arena. While the majority of career paths in STEM require a four year degree or more, over one-third of the careers require a two year degree or less. The middle skill opportunities in STEM field currently represent fifty-four percent of the employment in the field.

Iowa's ability to overcome a skills gap will require multiple partners with innovative ideas for developing the skills sets needed in Iowa's current and future workforce.

An example of an industry experiencing the workforce shortage is the construction industry. Nationwide construction spending has seen an average annual increase of about 10 percent for the past two years, while employment has only increased an average of 2 percent each year. Together, these numbers mean that some areas of the country already are experiencing a skilled worker shortage – including Iowa. Iowa can expect to see around \$9 billion in large commercial projects in 2013, according to an article published on ConstructionEquipment.com. This growing demand coupled with fewer younger workers entering the field and older workers retiring, means the state's builders are feeling the pain of not enough skilled labor. The article cites data from Master Builders of Iowa showing the state's construction industry can expect a shortage of around 2,700 workers each year for the next seven years. And builders currently are reporting shortages of steel workers, heavy equipment operators, concrete workers, carpenters and project supervisors. Some in the industry are responding by asking workers to delay retirement, using recruiters and doing more in-house training.

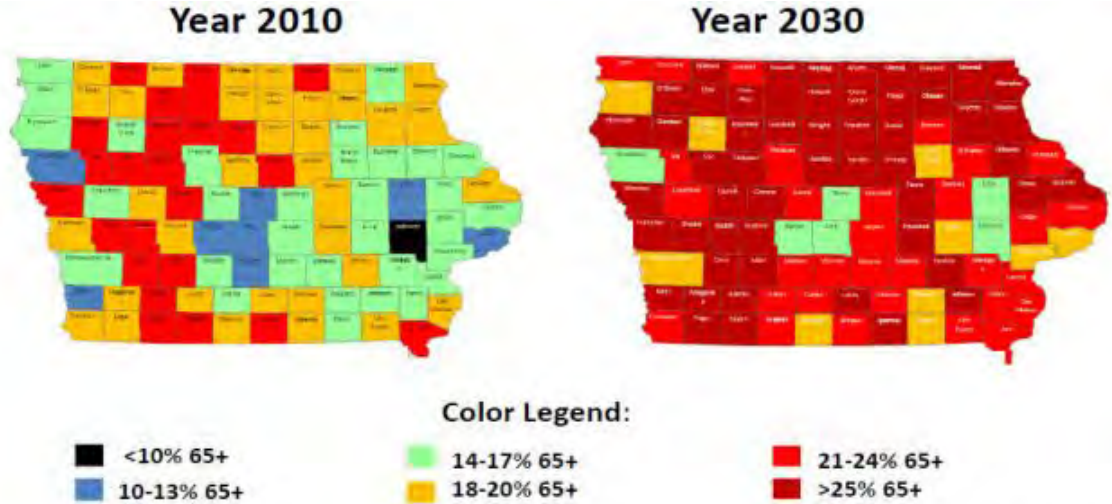
A concerning challenge facing regional employers are the lack of soft skills in the applicant pool for vacant positions. Soft skills refer to skills associated with an individual's habits, personality and character. Soft skills include timeliness, responsibility, integrity and self-esteem. Also included are interpersonal skills such as leadership ability, customer service and teamwork. Individuals with strong soft skills are better suited for working within an organization, as well as with customers and, therefore, are valued by employers. According to the Iowa Workforce Development Needs Assessment for the ECIA region, slightly over one-fifth (20.7%) of employers surveyed feel that applicants lack soft skills needed for the job. The main soft skill lacking is motivation at 74.3%.

Soft Skills Lacked by Applicants



Aging Population – According to the Iowa Department of Aging, in 2012, the number of Iowans aged 60 and over was estimated to be 613,322 or 20.23 percent of the total population. Iowans in the 65+ and 85+ age brackets are expected to grow by 1-2% per year through 2030. Projections show that 22% of Iowans

will be age 65 or older and 3.6% will be age 85 or older by 2030. As a result, the State will face rapidly growing pressures to find ways to meet the needs of these older and frailer lowans. Estimates show that between 2010 and 2030 most of Iowa's rural counties will consist of a significant percentage of lowans age 65 and over. As shown in the maps to the right and below, those counties experiencing highest growth will have the lowest percentage of lowans aged 65 and over. Conversely, those counties losing population will have the highest percentage of persons aged 65 and over, with many rural counties expected to have greater than 25 percent of the population in this age demographic. In the ECIA region by the year 2030, Jackson and Delaware County are expected to have more than 25% of their population exceeding 65+ years of age and Dubuque, Cedar and Clinton County are predicted to have 21-24% of its population at 65+ years of age. According to the Iowa Workforce Development Economic Development Report for 2013, the number of workers in the region increased at a dramatic rate of 67.2% from 2002 to 2012.



Source: National Council on Aging

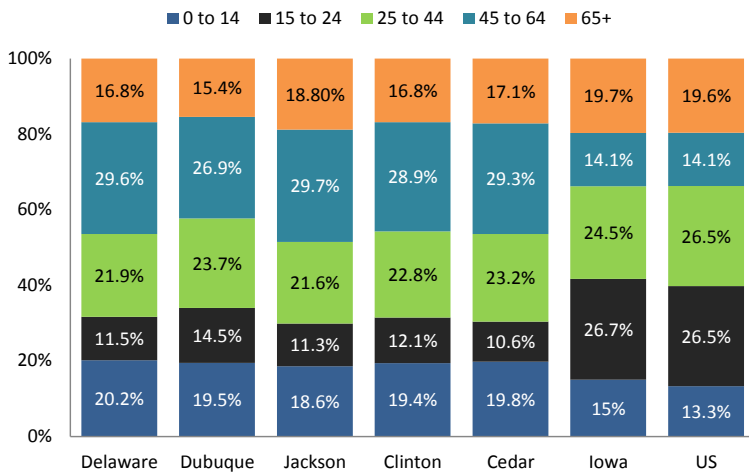
Demographic Shift by Age and County 2010-2030



Iowa's Counties by Population Gain or Loss 2000-2009

Iowa's metropolitan counties include Benton, Black Hawk, Bremer, Dallas, Dubuque, Grundy, Guthrie, Harrison, Johnson, Jones, Linn, Madison, Mills, Polk, Pottawattamie, Scott, Story, Warren, Washington, and Woodbury.

Age Distribution, 2012



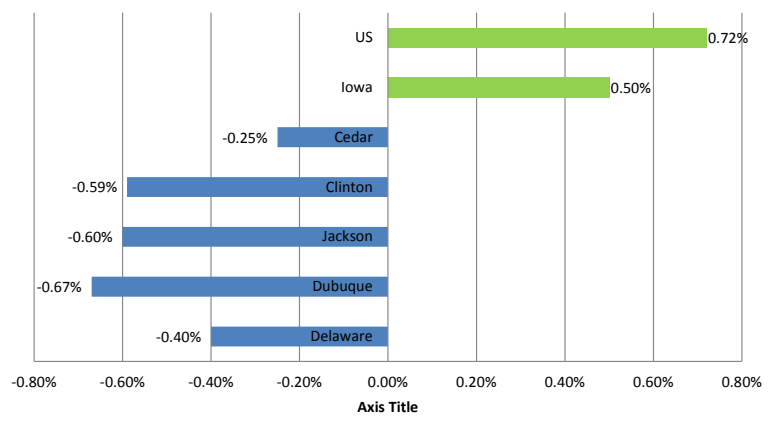
To complicate the aging population, the region is experiencing slow growth. The region grew by .34% or an estimated (447 people) according to the Iowa Workforce Development Status Report dated 2013. Dubuque County was the only county in the region to experience positive growth, at 0.67% (635 people) which was just slightly higher percentage growth than the State (0.50%). The other counties in the region experienced negative growth. Jackson County had the greatest decline in population, within the region, between 2012 and 2013 at -0.60% with Clinton not far

behind at -0.59%. Cedar had a .25% negative population growth.

Slowdown in Building Permits - Building permits issued in the City of Dubuque decreased by more than 21 percent in the first seven months of 2014, continuing a downward trend that has spanned the past three years. Figures obtained from the Dubuque building services department show 878 building permits -- commercial and residential -- were issued from January 2014 through the end of July, 2014. In 2013, 1,119 permits were issued during the same period.

Total construction value associated with these permits also was down more than 20 percent, falling from \$83.3 million during the first seven months of 2013 to \$64 million through the same time span this year. It appears this area has been lagging behind the slow down nationally in building. Both the number of permits issued by the city of Dubuque and the total valuation has fallen since the end of 2012, when the city issued permits for \$165.3 million worth of construction. That total slipped to \$131.4 million in 2013. In Clinton County, the southern portion of the region building permits, both residential and commercial increased from 2013 to 2014. In 2013 there were 832 residential and commercial building permits issued and in the first half of 2014, 816 residential and commercial permits were issued, an increase of almost 40% over the year before.

Population Growth Comparison 2012-2013



Supply Chain Disconnect - Intentionally or not, a disconnected supply chain exists in the region. As evidenced by the Buyer Supplier Connection program, \$6.3 billion annually for goods and services is purchased outside the region rather than from local suppliers. Buyer-Supplier is a web based program for businesses that connects both buyers and sellers in Eastern Iowa to promote and facilitate regional purchasing. The program has grown from 110 companies participating in 2009 to over 1100 companies in 2014. However getting the companies to utilize the Buyer Supplier program is a challenge. Opportunities exist for understanding these connections more deeply and strategically aligning resources and partnerships to take advantage of shared networks but with the internet and ease of shipping, companies continue to do business as usual versus making it a priority to buy regionally. The region needs to map its supply chain components for the region and identifying critical supply needs. This is another way to spur innovation through the connection of existing businesses and supporting the start-up of new businesses to fill the supply chain demands.

Farmland Values Plateaued - Farmland values in Iowa and other parts of the Corn Belt have likely "plateaued," according to the Federal Reserve Bank after acreage prices posted a modest increase during the second

quarter of 2014. The Federal Reserve's Chicago branch said the average dollar value of "good" farmland across Iowa was up 1 percent for the April 1 to July 1 quarter. During the last year, land prices in the Hawkeye State fell 1 percent. The drop indicates the torrid growth of the past few years may be coming to an end as commodity prices have fallen. But, so far, prices have managed to withstand the sharp correction forecast by some economists. "Given the downward trends in crop prices, the year-over-year and quarterly increases in (Seventh Federal Reserve) District farmland values for the second quarter of 2014 may turn out to have been blips," said David Oppedahl, a business economist at the Federal Reserve Bank of Chicago. "Indeed, farmland values may have already plateaued." The survey, compiled with input from 230 agricultural bankers, found only 2 percent of responding bankers expected farmland values to increase in the third quarter of 2014, while 30 percent anticipated a decline.



In recent years, low interest rates and record-high grain prices have provided farmers with cash they have used to buy new equipment and land. After years of torrid growth, a spate of recent land value reports from Farm Credit Services of America and other groups have shown further increases, albeit it at a much smaller clip. A major reason is corn and soybean prices have posted sharp declines as farmers are on track to produce record amounts of each crop this year. Corn futures for December delivery are at \$3.75 a bushel on the Chicago Board of Trade, down from an average of \$6.89 two years ago; while November soybeans are averaging \$10.56 a bushel compared with \$14.40.

The Agriculture Department said that the country's farmers will harvest 14.03 billion bushels of corn and 3.82 billion bushels of soybeans. In Iowa, the country's largest corn and second-biggest soybean producer, with over 50% of the land in the ECIA region designated as farm land, farmers are forecast to produce 2.44 billion bushels of corn and 502 million bushels of soybeans.

Impact of Property Tax Reform on City and County Government - The historic tax bill passed in 2013 will have a direct impact on the taxes collected by City and County governments. The impact to Cities and Counties is as follows: implementation and administration of Business Property Tax Credit; no reimbursement for railway rollback; total appropriation for rollback replacement claims capped at FY2017 amount decrease in assessment growth; limitation can drive down taxable value; no backfill for multi-residential rollback; no backfill for telecommunications exemption. While the backfill will assist in subsidizing the commercial rollback but the rollback for multi-residential will negatively impact the income to communities with a large volume of rental units.

Inadequate Transportation Funding - Adequate transportation infrastructure funding is a challenge for the region and the State of Iowa. Transportation challenges that impact Iowa and the ECIA region include: increased traffic demands and freight movements, changing demographics, increased biofuels production, increased construction and maintenance costs, flattened revenues, and aging infrastructure. The State of Iowa completed a study in 2008 in response to the Iowa transportation needs and found that the transportation system in Iowa requires a minimum of \$200 million per year of funding to the year 2020 to address the critical demands of the system. In response to the study, the State of Iowa created the TIME-21 Fund to address critical transportation needs and to maximize additional revenues to the State for transportation projects. The State of Iowa has identified and defined several funding mechanisms for the TIME-21 program which all hinge on State legislation and approval by the Governor. Since the TIME-21 Study was completed,

the Iowa Legislature has introduced bills to address the funding shortage but nothing passed into law. Each year this issue continues to be a hot discussion.

Another issue is the Iowa gas tax has remained 20 to 21 cents a gallon for 25 years. Federally, more fuel-efficient vehicles are depleting the Federal Highway Trust Fund, which contributes about half of Iowa's road construction budget. The longer a road or bridge project is delayed, the worse the condition gets and the more it costs to fix. Without a longer-term plan, it halts big-picture projects that support economic development and challenges confidence within the construction industry, which affects work force retention and investment in equipment. According to the National Transportation Research Group: 26% percent of Iowa's bridges are structurally deficient or functionally obsolete; 38% of Iowa's major urban highways are congested; Traffic congestion costs American motorists \$121 billion a year in wasted time and fuel costs; Americans rely almost exclusively on motor vehicles for mobility; Travel in private vehicles accounts for 88% of all person miles of travel in Iowa; Air travel accounts for 8% of all person miles of travel, while transit (including buses and trains) accounts for 1%; Vehicle travel on Iowa's highways increased by 37% from 1990 to 2012.

Innovation and Entrepreneurship Lags - The wildcard for the region remains innovation and entrepreneurship. The State New Economy Index ranked the State of Iowa 37th in the nation up from 45th in 2010 when it comes to economic dynamism and their ability to rejuvenate itself through the formation of new innovative companies. The study assessed factors including the number of entrepreneurs starting businesses and the number of patents issued among other indicators. The region lacks a significant institutional source for innovation such as a tier-one research university or major private research and development facility. Leaders in the region agree that the region's economic future will be founded on a strong seedbed of entrepreneurs and a steady stream of talented individuals who are willing to take on the risk associated with starting new businesses. The region must find ways to integrate entrepreneurship into the K-12 curriculum to encourage it at a young age and provide a way to change the culture over time. The region must find new mechanisms to harness some of the indigenous wealth in the region and recycle it into new businesses. The region needs to pursue equity capital to fund new business start-ups and finally, there needs to be a more improved efficiency of its delivery system of support for entrepreneurs.

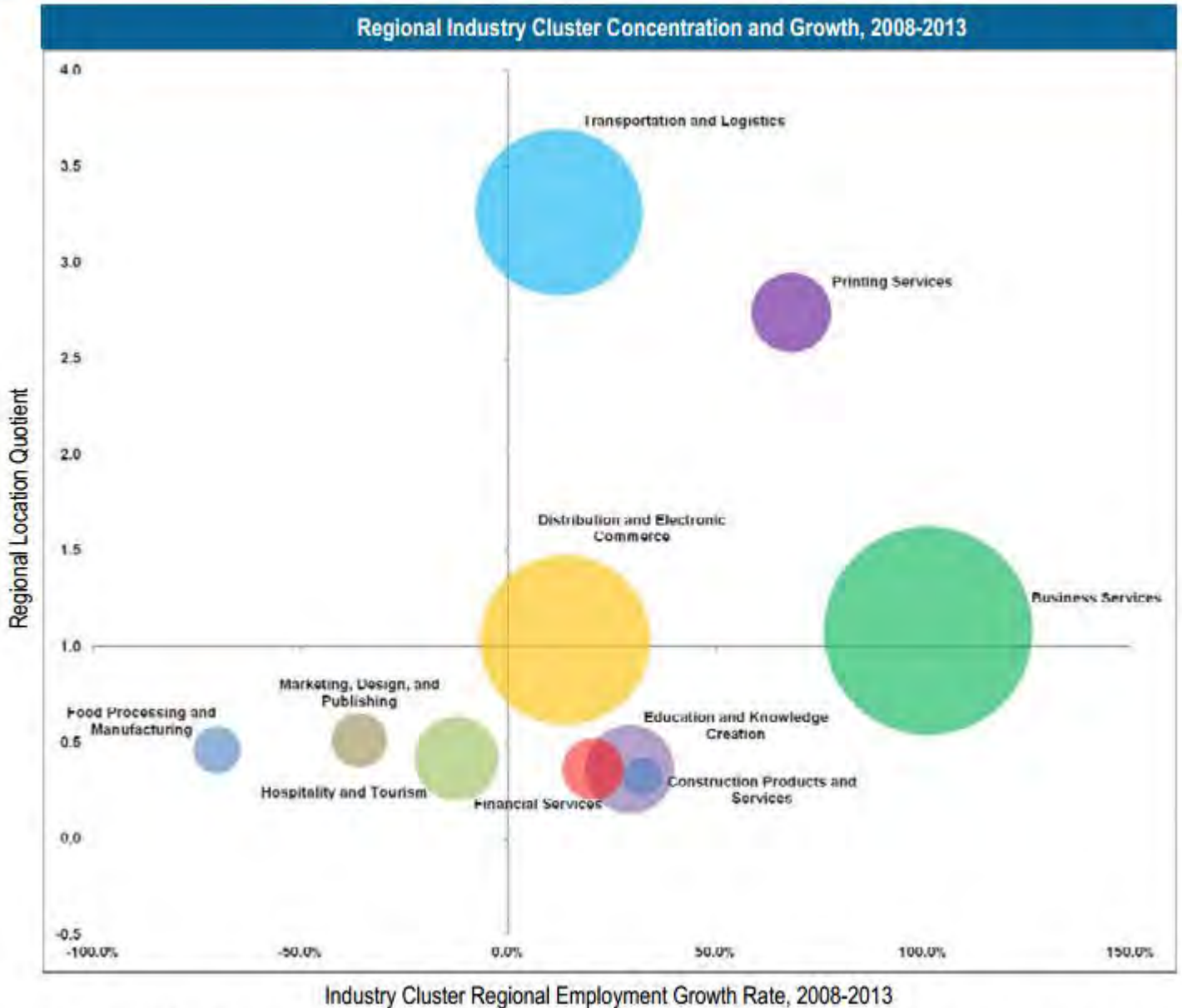
OPPORTUNITIES

Region's Economy Remains Strong - The economy in the region has remained strong since the great recession. The region has experienced steady job growth the past several years and has generally outperformed the State of Iowa and national averages since the recession. The region experienced a slowdown in early 2013 but that has turned around and estimated industrial production is growing faster than State and national averages. Food manufacturing in the region appears to be leading the way with Progressive Processing, LLC investing over \$31 million in upgrading the production lines for new products. Progressive Processing, LLC is a subsidiary of Hormel Foods. The expansion in Dubuque will create up to 100 jobs.

Iowa Workforce Development completed an analysis to determine the strength of regional industry clusters relative to the national economy over time. A growing cluster concentration in a region indicates that a cluster is capturing a larger share of new jobs, suggesting an improvement in the region's attractiveness and competitiveness for that industry cluster. The vertical axis represents the industry's local strength. This is indicated by a location quotient (LQ). An LQ measures the relative employment concentration or specialization, of an industry cluster in a region in relation to the industry cluster at the national level. Specifically, an LQ is calculated by dividing a cluster's share of total regional employment by the cluster's share of total national employment. If an industry cluster's LQ is near or at 1.0 it means the cluster's employment concentration is similar to the national economy. The horizontal axis represents the industry cluster's employment growth in the region between 2008 and 2013. A position on the left half of the chart indicates negative employment growth, while a position on the right side indicates positive employment growth. The size of the bubbles represents the employment level of the industry cluster in the region, therefore, the larger the bubble, the more

people work in the industry.

The region's largest industry cluster by employment is business services. The LQ for this industry cluster is 1.08, indicating that there is a similar concentration of business services employment in the region compared to the nation as a whole. The second largest industry cluster by employment in the region is distribution and electronic commerce, and it also has an LQ near one (1.03). Therefore, there is a similar concentration of employment in the distribution cluster in the region relative to the national proportion. However, the industry cluster experienced positive employment growth (13.7%) between 2008 and 2013.



Clusters are based on Porter Cluster traded industry categories (see Appendix for cluster breakdown by industry).

Source: Bureau of Labor Statistics, QCEW: 2013 preliminary data

According to the Iowa Workforce Development Needs Assessment for 2013, over three-fourths or 74.6% of employers in the region are planning to keep the size of their workforce steady while 21.8% of employers plan to expand their workforce and only 3.7% plan to reduce their workforce. Of those employers planning on expanding their workforce, 55.1 percent indicated they were planning to do within 12 months, 30.4 percent indicated that they were planning to expand in one to two years, 11.6 percent are planning to expand in two to three years and 2.9 percent plan to expand in more than three years. Over one-third (35.7%) of the companies planning to expand would be interested in working with a local education provider to set up a program for training/educating potential employees to fill these needs.



The chart below illustrates those employers who are planning to expand by industry in the ECIA region according to the Iowa Workforce Development Needs Assessment. The “Percent of Each Industry” column shows the percentage of employers in each industry that are planning to expand their payroll. The “Percent of Total” column shows what percentage of all businesses planning to expand their payroll is accounted for by each industry. For example, 35.1% of all businesses in the manufacturing industry are planning to expand their payroll in the future. Those businesses within the manufacturing industry make up 20.8% percent of all the businesses in the survey that are planning to expand their payrolls in the future.

Planned Payroll Expansion

Industry	Percent of Each Industry	Percent of Total
Wholesale & Retail Trade	20.1%	18.1%
Manufacturing	35.1%	15.0%
Healthcare & Social Services	23.8%	13.6%
Construction	25.0%	12.6%
Professional & Technical Services	28.4%	9.4%
Finance, Insurance & Real Estate	19.8%	6.0%
Personal Services	16.8%	5.0%
Administrative & Waste Services	31.3%	4.8%
Accommodation & Food Services	13.9%	3.8%
Transportation & Warehousing	23.1%	3.5%
Information	20.9%	2.0%
Public Administration	6.6%	1.7%
Agriculture & Mining	14.8%	1.5%
Arts, Entertainment & Recreation	16.8%	1.2%
Educational Services	14.7%	1.2%
Utilities	6.0%	0.4%
Management	12.5%	0.1%

Percent of Total Planning to Expand



The table on the next page represents the 10 year growth rate projections from 2010 to 2020 for the highest growth areas in the ECIA region as identified by the Iowa Workforce Development office. It appears the fastest growing fields are in the healthcare area with personal and home health care which directly relates to the aging regional population. However, these occupations tend to be lower wage and requiring lower skills. Two other growing occupations are in the industrial engineering field and in personal finance requiring a higher educational attainment level.

Occupations	2010	2020	Change	Percent	Avg Salary
Personal and Home Care Aides	320	500	180	56.20%	\$17,483
Home Health Aides	605	920	315	52.10%	\$19,263
Industrial Machinery Mechanics	340	490	150	44.10%	\$29,907
Industrial Engineers	185	260	75	40.50%	\$54,903
Personal Financial Advisors	205	285	80	39.00%	\$64,043
Heating, Air Conditioning, and Refrigeration Mechanics	335	450	115	34.30%	\$35,354
Insurance Sales Agents	310	415	105	33.90%	\$30,680
Pharmacy Technicians	325	425	100	30.80%	\$20,867
Medical Secretaries	280	360	80	28.60%	\$23,172
Operating Engineers and Other Construction Equipment	595	765	170	28.60%	\$36,430
Bill and Account Collectors	185	235	50	27.00%	\$25,188
Emergency Medical Technicians and Paramedics	265	335	70	26.40%	\$19,262
Taxi Drivers and Chauffeurs	285	360	75	26.30%	\$19,342
Hotel, Motel, and Resort Desk Clerks	210	265	55	26.20%	\$16,327
Dental Hygienists	175	220	45	25.70%	\$45,566
Coaches and Scouts	420	525	105	25.00%	\$22,449
Construction Laborers	790	985	195	24.70%	\$27,554
Cement Masons and Concrete Finishers	365	455	90	24.70%	\$26,425
Welders, Cutters, Solderers, and Brazers	865	1,075	210	24.30%	\$26,478
Loan Officers	250	310	60	24.00%	\$47,386
Amusement and Recreation Attendants	190	235	45	23.70%	\$14,195
Rehabilitation Counselors	170	210	40	23.50%	\$51,485
Machinists	420	515	95	22.60%	\$29,590
Installation, Maintenance & Repair Workers, Other	200	245	45	22.50%	\$23,084
Fitness Trainers and Aerobics Instructors	230	280	50	21.70%	\$25,038
Carpenters	655	795	140	21.40%	\$30,720
Pharmacists	215	260	45	20.90%	\$86,731
First-Line Supervisors/Managers Of Construction	335	405	70	20.90%	\$48,690
Medical Assistants	265	320	55	20.80%	\$19,126
Plumbers, Pipefitters, and Steamfitters	170	205	35	20.60%	\$34,274

The Region is Small Business Friendly. CNN.MONEY.COM recently ranked Dubuque, Iowa 8th among small metro areas in the United States to launch a small business. According to CNN.MONEY.COM, “The oldest city in Iowa, Dubuque retains its historic roots in manufacturing through the presence of factories owned by John Deere and Hormel. But with five colleges in its midst, Dubuque also offers a highly educated workforce. The insurance industry has a strong presence here, and IBM operates service center that employs 1,300. Taxes on commercial property in Dubuque haven’t increased in the last dozen years, and the local unemployment rate hovers around 4% -- the lowest in the state. While a credit crunch has dried up small business capital throughout much of the country, entrepreneurs say the area’s banks and credit unions have stayed active. For example, Heartland Financial, a financial services company that holds deposits of more than \$2 billion, continues to call Dubuque home.” To compliment Dubuque’s accolades in launching a small business, in 2013, Greater Dubuque Development and its partners launched a new initiative to encourage entrepreneurship, Start-up Dubuque. The overarching goal of Start-Up Dubuque is to consolidate a vast array of local entities, each of which have helped start-up businesses in the past, under one umbrella, creating a “one-stop-shop” for local residents exploring entrepreneurial opportunities. Those entities include Small Business Development Center (SBDC), SCORE, ECIA Business Growth, Inc., and Greater Dubuque Development.

The Upper Mississippi Manufacturing Innovation Center (UMMIC) is a public/private partnership representing groups from Iowa, Illinois and Wisconsin. The UMMIC project will build a regional hub for manufacturing innovation based out of Dubuque, IA, with the following objectives:

- UMMIC will meet regional demand for workforce, specialized training, consulting, technical assistance, prototyping, research and development, and related activities.
- Industry, academia, and community partners will provide input and leverage resources in UMMIC's focus to build a skilled workforce, solve local manufacturing issues, and grow a local supply chain.
- UMMIC partners will share and coordinate curriculum development to address specialized training needs; develop a network of talent and instructors to teach specialized training across the region; coordinate and offer valued pricing for services offered throughout the region; and finally, provide a forum for innovative new programming development in the region.

The Region has Available Industrial land and Buildings. Currently there are over 78 sites and 93 buildings available in the ECIA region. For example, in the City of Clinton, the Lincolnway Industrial Rail and Air Park broke ground in 2010, and is being constructed as one of a small number of industrial parks in the nation which have access to the Union Pacific East-West Mainline. There are very few heavy industrial sites in the upper Midwest that offer the logistics capabilities of the Greater Clinton Region and the Lincolnway Industrial Rail & Air Park. There are 508 available acres within the City limits of Clinton. German manufacturer RAIL.ONE Group celebrated its entrance into the U.S. market with the opening of a \$22 million concrete rail tie plant in Clinton's Lincolnway Railport. RAIL.ONE chief executive officer Jochen Riepl said the plant is the global company's newest and "one of the most modern production facilities in the concrete tie industry."

The Greater Dubuque area offers a wide variety of sites and buildings for industrial, commercial, class A office, technology and retail. The second Greater Dubuque area industrial park, the Dubuque Industrial Center West is home to manufacturers and service industries. A recreational trail exists for public use and for the enjoyment of employees in the industrial park. A small lake with fishing jetties provides water amenities for the park while also serving as storm water detention for the development. Located less than 2 miles from four-lane U.S. Highway 20 and adjacent to a major rail line, this west expansion connects directly to the Dubuque Industrial Center via Chavenelle Road. Current tenants include: Medline Industries, ITC Midwest, Hormel Foods/ Progressive Processing, Automated Presort, Inc., Vanguard, Inc., IWI Motor Parts, Alliant Energy Dubuque Operations Center, Art's Way Vessel Inc., DDI, Inc., Dubuque Screw Products, Inc., Giese Manufacturing, Kendall Hunt Distribution Center, Oral Arts Dental Laboratory and The Adams Company, Theisen Supply Inc., Tri-State Industries, Green Industrial Supply, TM Logistics, Inc., FedEx Ground, Universal Tank & Fabrication, Spiegel Warehouse, InfoSafe Records Management and Hodge Company.

The most recent addition to the Greater Dubuque area industrial parks is Dubuque Industrial Center South. This 140 acre park, with 78 usable acres, has 4 graded industrial pads, which can be further subdivided. Construction is nearly complete for the first industrial user of the park: TriState Quality Metals, LLC.

Adjacent to four-lane U.S. Highway 20, the Dyersville Industrial Park is just a quick 20 minute drive from Dubuque. Flexible lot sizes are available along 1.2 miles of highway frontage in an urban renewal district that is tax increment financing eligible. The local economic development organization will build to suit, and high end fiber optic lines are available. Current tenant includes Digga North America LLC and Dardis Communications, Inc. JEDA Polymers, LLC recently announced plans to build a new facility in 2015.

Adjacent to four-lane U.S. Highway 20, the Peosta Industrial Park is located just 10 minutes west of Dubuque. Lots of varying sizes are available to suit your needs. The park also has warehousing/distribution facility space available. Current tenants include: Swiss Colony, Mi-T-M Corporation, Peosta Warehousing & Logistics, Captive Plastics, Bodine Electric, Die-Cast Promotions, Mi-T-M Cleaning Systems, Farber Bag, Premier Tool &

Manufacturing, First Gear, Decker Precision Machining, Hero 24/7, Roadway Express, Fed-Ex Freight, Yellow Express, M&H Equipment, Myers-Cox. Schieffer International, and Camoplast Inc.

Additional land and buildings can be found throughout the region on the Prosperity Eastern Iowa web site at www.prosperityeasterniowa.org.

The Region has an Award Winning Business Retention Program. Every year, Greater Dubuque Development Corporation, Clinton Regional Development, Delaware County Economic Development, and our other regional partners, conduct face-to-face interviews with more than 300 area business owners, CEOs, and top managers. This business retention program provides a perspective on the area economy and actionable data that help guide our work in maximizing opportunities for regional businesses. For example the program has helped shape policy in local governance and training programs at area schools. It's assisted our area economic developers' link area businesses with outside suppliers, and vice versa. By learning about the business in the region with face to face annual visits, our economic developers can support the businesses with customized services for expansion, recruitment, training, financing, and supply-chain management.

Tourism has remained strong in the region and will continue to be a priority. Wineries, micro-breweries and even a distillery have begun to crop up throughout the region as well as opportunities for eco and agri-tourism. Tourism in 2013 as cited in the Dubuque Area Convention & Visitors Annual Report for 2013 indicated the following: 1.9 million visitors to the area; 70,000 Convention delegates; 46,388: Visitors related to sporting events; 13,808 Individuals came into the Dubuque welcome center; \$1,843,43 in Hotel/motel tax revenue generated locally in fiscal year 2013, up 7.4 percent from fiscal year 2012. \$320.5 million was the local tourism impact in 2012. The Bureau is predicting a 4.14% jump in total revenue proceeds for fiscal year 2014.



In August of 2014, Dubuque and Jackson Counties in the ECIA region partnering with Jones County was selected by the State of Iowa Governor's Green Ribbon Commission, the Iowa Department of Natural Resources, and the Iowa Parks Foundation as the first designated pilot project for the Iowa Parks to People initiative. The partnership known as the Grant Wood Mississippi River Region was awarded \$1.9 million and will leverage an approximate \$6-\$8 million in matching funds or contributions of land and or services to further the regional, State, and local park systems in the region. The area now includes four state parks, scenic byways, and the potential for land and water development. The Parks to People initiative will create the partnerships, plans, and facilities to physically connect parks, communities, and trails across a number of boundaries; Expand connections of parks-to-trails, parks-to-parks, and parks-to-communities, especially among state and county park through cooperation between state officials, local governments and private groups and individuals.

Prosperity Eastern Iowa has implemented programming that has created opportunities for businesses and municipalities in the region: the Buyer Supplier Connection Program and the Petal Project. While Buyer Supplier was listed as a challenge in the previous section of this report, there also remain opportunities with the program. With our partners from Northeast Iowa Community College and the Center for Industrial Research and Service at Iowa State University, the Buyer Supplier program is in the process of being revamped and redirected to becoming a resource for small manufacturers in becoming a metal manufacturing and plastics exchange or trading post for excess waste, equipment and bulk materials. The program will also include

a feature for sharing excess work capacity between companies enabling participating companies to find additional work for an idle or slow line. By expanding the Buyer Supplier services into this area, the web based program is providing an added value to the registered companies.

The Petal Project is a green business certification program that provides a framework for organizations dedicated to reducing their energy, water, and natural resource use to benefit the environment and their



bottom line. Currently over 30 businesses are participating in the Petal Project with over 14 that have achieved the Petal Certification. These businesses span across a range of sectors including retail, education, non-profit, manufacturing, finance, printing and medical. Together these companies employ over 4,000 people. The program received a boost this year with the Grants to Green program initiated by the Community Foundation of Greater Dubuque which provides funding for non-profit

organizations to participate in Petal Project and to adopt the Petal Project framework.

section3 - disasterandeconomicrecoveryandresiliency

Disaster Resiliency

Each year, natural disasters in the United States take the lives of hundreds of people and injure thousands more. Nationwide, taxpayers pay billions of dollars each year to help communities, organizations, businesses, and individuals recover from disasters. These losses only partially reflect the true cost of disasters, because additional expense to insurance companies and nongovernmental organizations are not reimbursed by tax dollars. Additionally, many natural disasters are predictable. Many more are repetitive, often with the same results. Many of the damages caused by these events can be alleviated or even eliminated.

The ECIA region is committed to being a resilient region with respect to disaster mitigation and preparedness. Disasters know no boundaries and cast an immediate need for cooperation and collaboration across city and county borders. There has to be an integration of responses and resources to support those areas that have weak capacity.



In 2008 and again in 2011 the ECIA region was impacted by severe flooding due to heavy snow and record rain levels. Presidential disaster declarations were declared in both years throughout the ECIA region. The flooding had a devastating impact on businesses, homes, municipal water/sewer services, and transportation infrastructure. In July 2010, Dubuque County experienced severe flooding. The City of Durango reported heavy downpours, thunder and lightning. Water came over U.S. 52 and the worst came from the north, from the area of the City of Sherrill and “raged” down U.S. 52. As water came over the highway, it poured into doors and into homes. Twelve homes in Durango were impacted. The City of Dyersville has a long history of dealing with flash and river flood events. In 2009, the City of Dyersville was awarded \$3,336,800 through the Hazard Mitigation Grant Program which has provided the City with the funding to acquire 27 properties that have severe flood damage. In 2009 the City was also awarded a Community Development Block Grant in the amount of \$1,100,000 for the acquisition of an additional 10 properties. Recovery has been long but we have found our region is resilient and that we can rebound and minimize the

impact given the resources and plan necessary for recovery. Local governments and businesses that have been affected by several disasters in the past are committed to reducing disaster impacts and maintaining eligibility for federal mitigation grant funding. (Please see the table on the next page that details the FEMA Disaster Declaration since March 2007.)

As part of the US Department of Homeland Security, the Federal Emergency Management Agency (FEMA) oversees and coordinates the response to disasters that go beyond the capacity of state and local governments. FEMA's mission is to support our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards. FEMA has made reducing losses from natural disasters one of its primary goals. Hazard mitigation planning and subsequent implementation of projects, measures, and policies developed through those plans, is the primary mechanism in achieving these goals. Mitigation planning has resulted in the implementation of projects that have successfully reduced disaster damages.

Disaster	ECIA Counties Affected	Incident Period	Declaration Date
Iowa Severe Storms, Tornadoes, Straight-line Winds, and Flooding (DR-4187)	Cedar, Jackson	June 26, 2014 to July 7, 2014	05-Aug-14
Iowa Severe Storms, Tornadoes, and Flooding (DR-4135)	Cedar, Delaware	June 21, 2013 to June 28, 2013	31-Jul-13
Iowa Severe Storms, Tornadoes, and Flooding (DR-4126)	Delaware	May 19, 2013 to June 14, 2013	02-Jul-13
Iowa Severe Storms, Straight-line Winds, and Flooding (DR-4119)	Cedar, Clinton	April 17, 2013 to April 30, 2013	31-May-13
Iowa Severe Storms and Flooding (DR-4018)	Dubuque, Jackson	July 27, 2011 to July 29, 2011	30-Aug-11
Iowa Severe Storms, Flooding, and Tornadoes (DR-1930)	Delaware, Dubuque, Jackson	June 1, 2010 to August 31, 2010	29-Jul-10
Iowa Severe Storms, Tornadoes, and Flooding (DR-1763)	Cedar, Clinton, Delaware, Dubuque, Jackson	May 25, 2008 to August 13, 2008	27-May-08
Iowa Severe Winter Storm (DR-1737)	Cedar, Clinton	December 10, 2007 to December 11, 2007	04-Jan-08
Iowa Severe Winter Storms (DR-1688)	Cedar, Clinton	February 23, 2007 to March 2, 2007	14-Mar-07

The Iowa Homeland Security and Emergency Management Division (HSEMD) coordinates hazard mitigation and preparedness activities on the state level. HSEMD was created in 1965 as the State Civil Defense Agency. Following the September 11th terrorist attacks, the HSEMD's mission was expanded to include Iowa's homeland security efforts. HSEMD provides technical assistance, training, exercise facilitation, communications and other support necessary for establishing and maintaining local capabilities. HSEMD ensures consistency and compliance with various federal and state requirements and regulations.

ECIA coordinates with county governments as lead jurisdictions and local emergency management coordinators and will ensure that all jurisdictions, including school districts, participate. ECIA assists cities in implementing plan recommendations in current planning processes and evaluating the effectiveness of those actions and

overall planning process. Multi-jurisdictional Hazard Mitigation Plans (MJHMP) have been completed for all counties in the ECIA region. A multi-jurisdictional plan is important because it: offers an opportunity to cooperate on mutual concerns; allows economies of scale by leveraging individual capabilities and sharing costs and resources; avoids duplication of efforts; and imposes an external discipline on the process.

The primary purpose of the MJHMP is to identify hazards, analyze the risk associated with each hazard, and estimate the community's vulnerability to each hazard. Hazards are ranked using the Hazard Risk Analysis Ranking system. The system awards a score of 1-4 for each of the following categories: Historical Occurrence, Probability, Vulnerability, Maximum Geographic Extent, Severity, and Speed of Onset. The scores are summed and hazards are ranked based on their total score, which can range between 6 and 24. Hazard rankings are done in two groups, countywide hazards and community specific hazards. Once each of the eight identified countywide hazards have been assessed, scored, and ranked, the eight hazards are prioritized into one of three categories to provide guidance in the establishment of goals, objectives, timetables and mitigation alternatives. The Priority Group 1 Hazards are candidates for immediate focus in the emergency plan because of their high risk. Priority Group 2 hazards are those that have a known risk, but their focus in the plan will have mitigation activities in the next 1-3 years. Those noted in Priority Group 3 have an acceptable level of risk and will not be addressed further. No action items were formulated to address Group 3 hazards. Each participating jurisdiction independently ranked the six hazards that are considered to vary from city to city. The six community specific hazards are: dam failure, flash flood, landslide, levee failure, river flood and sinkholes.

The multi-jurisdictional plans for each county within the ECIA region can be found on the ECIA website at www.ecia.org/resiliency.

In addition to disaster planning, resiliency is critical for the region and our ability to anticipate disruptions, adapt to events, and create lasting value. The concept of resilience is rapidly advancing as a practical response to the needs of an organization, enterprise or government to effectively address the combined issues of security, preparedness, risk, and survivability. Resilience is the capacity to maintain the functions and structure in the face of internal or external change or threat.

The ECIA region has taken a proactive approach and has examined what it means to be resilient and has determined a proactive and determined attitude is imperative to remain a thriving enterprise (country, region, organization or company) despite the anticipated and unanticipated challenges that will emerge. Resilience moves beyond a defensive security and protection posture and applies the entity's inherent strength to withstand crisis and deflect attacks of any nature. Resilience is the empowerment of being aware of the situation, the risks, vulnerabilities and current capabilities to deal with them, and being able to make informed tactical and strategic decisions.

A more resilient region is one that has anticipated threats and mitigated them, developed a vision for the future, organized itself around key resiliency priorities, and planned for recovery, can more quickly restart its community services and chart a path to the post-disaster functionality. The outcome of resiliency will position the region to efficiently and effectively organize the region's approach to preparation, emergency response, and rebuilding. Taking a resiliency approach requires extending beyond emergency responsiveness to planning and organizing in advance to address these vulnerabilities and to enable rebuilding afterwards in ways that offer healthier, sustainable communities and more robust regional economies.

Cycle of Emergency Management

Mitigation is one of four phases in the cycle of emergency management. The four phases are interdependent, with each phase contributing to better performance in the next one. "Understanding of the cyclical pattern of disasters can help shape community awareness that hazards are always present, that the next disaster

is a matter of time, and that mitigation planned and implemented during the lull between events can pay serious dividends in reducing future death and destruction. The figure below illustrates the cycle of emergency management.

Mitigation. This phase includes any activities that prevent an emergency and reduce the likelihood of occurrence, or reduce the damaging effects of unavoidable hazards. Mitigation activities should be considered long before an emergency.

Preparedness. This phase includes preparations made to save lives and to help response and rescue operations. Evacuation plans, stocking food and water, and holding disaster drills are examples of preparedness. Preparedness activities take place before an emergency occurs.

Response. This phase includes actions taken to save lives and prevent further property damage in an emergency situation. During the response phase, preparedness plans are put into action. The response phase includes the mobilization of necessary emergency services and first responders to the disaster area. Response activities take place during an emergency.

Recovery. This phase includes actions taken to return to a normal or an even safer situation following an emergency. Recovery efforts are primarily concerned with actions that involve rebuilding destroyed property, reemployment, and the repair of other essential infrastructure. Recovery activities take place after an emergency.



Schwab, James C. "Hazard Mitigation: Integrating Best Practices into Planning" American Planning Association. May 2010.

County Implementation Strategy

Local emergency management in Iowa is structured as a commission form of government established in chapter 29C of Iowa Code. County emergency management commissions are composed of a member of the board of supervisors or its appointed representative, the sheriff or the sheriff's representative, and the mayor or the mayor's representative from each city within the county. The emergency management commission establishes the agency and hires an emergency management coordinator who is responsible for the development of the countywide emergency operations plan, coordination of emergency planning activities, and providing technical assistance to communities throughout the county. The emergency management coordinator is also responsible for establishing local mutual aid arrangements, and coordinates with Iowa Homeland Security and Emergency Management to ensure the emergency management and response agencies have adequately planned and are well-equipped, trained, and exercised.

Emergency management commissions are charged with 11 responsibilities. They are:

- Hazard analysis and risk assessment
- Resource management
- Planning
- Direction, control and coordination
- Damage assessment
- Communication and warning
- Operations and procedures
- Training
- Exercises
- Public education and information

- Agency administration.

County emergency management agencies are responsible for developing countywide emergency operations plans. The plans include three parts: an operations plan, a mitigation plan, and a recovery plan. The operations plan assigns responsibilities to organizations and individuals for carrying out specific actions at projected times or places during an emergency or disaster. The mitigation plan establishes interim and long-term strategies to eliminate hazards or reduce their impact. The recovery plan identifies the short-term and long-term strategic priorities, processes, vital resources, and acceptable time frames and procedures for restoration. The multi-jurisdictional plans for each county within the ECIA region can be found on the ECIA website at www.ecia.org/resiliency.

Regional Implementation Strategy

This strategy for governments and business is a resource to utilize before and after a disaster. The Strategy is used as a guiding process and resource document for those wishing to perform pre-disaster planning and post-disaster recovery. Revisiting the Strategy will be done throughout the course of the five year CEDS to reflect changing resources, potential disaster scenarios and general government and business landscapes. The Regional Implementation Strategy is intended to serve as a framework for ongoing recovery and mitigation activities. The goals and objectives of the regional strategy are as follows:

Goal 1: Increase capabilities within the region to mitigate the effects of hazards by enhancing existing or designing and adopting new policies that will reduce the damaging effects of hazards.

- 1.1. Reduce repetitive property losses due to flood, wildfire, winter storms, and other hazards.
- 1.2. Protect critical facilities, infrastructure, and utility systems.
- 1.3. Improve the integrity and resiliency of infrastructure within the region by applying for funding for previously identified recovery and mitigation projects. These projects include road repair, the enhancement of back-up generators, storm and sanitary sewer systems, wastewater treatment facilities, power transmission, among others.
- 1.4. Encourage the incorporation of mitigation measures into repairs, redevelopment, and capital improvement projects for governments, businesses, education institutions, and the public.
- 1.5. Identify funding opportunities for future mitigation measures.
- 1.6. Prepare and Update of Multi-Jurisdictional Hazard Mitigation.
- 1.7. Encourage local governments and community school districts to pursue FEMA Funding for safe rooms at public facilities.

Goal 2: Protect the most vulnerable populations, buildings, and critical facilities within the region through the implementation of cost effective and technically feasible mitigation projects.

- 2.1. Educate property and business owners on affordable mitigation and preparedness measures that can be taken to reduce property loss.
- 2.2. Assure that vulnerable buildings and critical facilities within the region are identified and cataloged, and that vulnerability assessments are completed for each identified facility.
- 2.3. Assure that vulnerable populations such as the elderly, homeless, low income or those with limited English proficiency are included in educational programs regarding preparedness or mitigation.
- 2.4. Enhance the capabilities to collect, analyze, update, and exchange data and information to support risk assessment and mitigation needs.

Goal 3: Continue to replace and protect housing stock damaged and lost by 2008 and 2011 flooding

- 3.1. Encourage local governments and private developers to partner to construct new affordable single family housing in the region. ECIA over the last five years has worked with its local governments and the Iowa Economic Development Authority through their New Production

program to replace lost housing in the region. Over 175 new homes have been constructed throughout the five county region. ECIA over the last five years has worked with local governments and the Iowa Economic Development Authority through their New Production Multi-Family housing program to replace lost rental housing in the region. Over 100 new rentals have been developed. ECIA will continue to encourage local governments and private developers to partner to in the construction of new affordable rental housing in the region.

- 3.2. Promote the Eastern Iowa Regional Housing Corporation's Housing Trust Fund program to private developers, cities, counties and local citizens. The mission of the EIRHC Housing Trust Fund is to assist in the provision of providing decent, safe and affordable housing, as well as providing access to the resources for creating housing opportunities to the families served in eastern Iowa. The emphasis is to provide economic assistance to benefit the low, very low, and extremely low-income residents of Dubuque, Delaware, Jackson, Cedar and Clinton Counties for a variety of housing needs. Funding priorities for the Housing Trust fund include: Lead Hazard Remediation; Owner-Occupied Rehabilitation Activities; Emergency (Transitional) Housing and Special Needs Housing; Infrastructure, Lot Development, New/Rehab Construction, including rental rehabilitation; and Down Payment Assistance/Ownership Preservation.

Goal 4: Improve the resiliency of the private sector to disaster situations

- 4.1. Promote business continuity planning and maintain resources and example plans for interested businesses through ECIA Business Growth Inc., local Chambers of Commerce and Economic Development Corporations.
- 4.2. Promote Business Continuity and Continuity of Operations planning to critical assets and major employers identified in the Hazard Mitigation Planning process.
- 4.3 Promote economic diversification regionally to insulate the region from economic disasters and difficult times.

Goal 5: Improve the level of responder, government, business, and citizen awareness and preparedness for disaster.

- 5.1. Identify and develop needed training and exercises for targeted responder, government and citizen audiences.
- 5.2. Strengthen outreach and partnerships with the private sector, nonprofit organizations and the public.
- 5.3. Improve public understanding of hazards and risk by providing public awareness, preparedness, and mitigation information through various channels of communication.

Goal 6: Develop programs to assure that response agencies, governments, educational institutions, and local businesses are able to operate during times of disaster.

- 6.1. Promote the development of emergency response plans, including continuity of operations plans, among local response agencies, governments, educational institutions and local businesses.
- 6.2. Provide education, training, and exercise opportunities for local entities to prepare for and test their ability to operate during times of disaster.

Goal 7: Coordinate a multi-jurisdictional approach to integrate hazard mitigation and land use planning.

- 7.1. Create maps to identify hazardous areas.
- 7.2. Incorporate hazard mitigation into zoning, subdivision, and building codes where applicable.
- 7.3. Develop policies and ordinances to steer development away from hazardous areas.
- 7.4. Review land for potential hazards before subdivision approval.
- 7.5. Consider providing incentives for building in non-hazardous areas.
- 7.6. Preserve and enhance protective features of the natural environment including wetlands,

- vegetation on steep slopes, and other natural areas that promote ground water infiltration.
- 7.7. Retrofit buildings and facilities at risk in redeveloping areas.

Goal 8: Coordinate future transportation plans with appropriate hazard mitigation plans.

- 8.1. Prioritize which roads and bridges that shall remain passable during an emergency or evacuation.
- 8.2. Identify alternative routes if prioritized roads and bridges become impassible.
- 8.4. Establish ongoing means of redundant communication with fire, sheriff, and police departments and the County Emergency Management Agency to ensure sharing of crime and security information among all concerned.
- 8.5. Work with public safety agencies including law enforcement, fire, emergency medical services, and emergency management regarding security and emergency preparedness plans.
- 8.6. Define transit system's role in non-transit emergencies.
- 8.7. Review evacuation plans in the region, focusing on transit security plans.

Implementation in Progress

An example of an integrated model for a more resilient community is the plan the City of Dubuque adopted for its Bee Branch Restoration project. The flash floods that have long plagued Dubuque were getting worse. Although the city lies on the Mississippi River, the biggest threat of a deluge is from the summer storms. The water speeds downhill toward the Bee Branch Creek, a partially buried waterway that flows beneath several neighborhoods before emptying into the Mississippi. Often, the storms dump so much rain that the creek's concrete channels cannot contain the runoff. Water spills over streets, across backyards and into basements. It can push open manhole covers, spray out from fire hydrants and carry away parked cars.

As is happening elsewhere in the Midwest, the storms are coming through Dubuque with greater frequency and ferocity than in the past. Six times since 1999, Dubuque has been declared a presidential disaster area. One storm in 2011 dumped nearly 11 inches of rain on the city in less than 24 hours. That July set the record for the rainiest single month in Dubuque history. The city estimates that, since 1999, floods in the Bee Branch Creek watershed have caused \$70 million in damage to homes and businesses.

The City has moved ahead with a plan to end the chronic floods. The plan involves opening up the Bee Branch Creek to daylight. The newly visible channel is the centerpiece of a linear park, stretching nearly a mile between the city's North End neighborhood and the Mississippi River bank. The park serves a practical purpose: It shape the contours of the creek to slow the water's flow, trap pollutants and sediments, and provide a protected space for overflow after heavy rains.

Along with those improvements, Dubuque will also expand other stormwater pipes in the area. Five years ago, the city began replacing the first of 240 alleys in the watershed with "green alleys" that absorb rain into the ground rather than directing it to the stormwater system. The cost for all of those upgrades will exceed \$200 million. But Dubuque officials say the watershed improvements will prevent more than \$580 million in damage over the next century. The City will finance the Bee Branch Creek upgrades with a combination of state flood-control money, federal grants, local bonds and stormwater sewer fees paid by city residents.

section4 - frameworkforprogress

EDA Planning funds will support the implementation of an Economic Development program designed to create and retain jobs throughout the region. An updated five-year Economic Development Strategy adopted for the region beginning January, 2015 and runs through December, 2019 includes the CEDS goals that are the principles that guide the development and scope of work for the five years of the CEDS. ECIA intends to perform the following activities as part of our annual EDA Planning Grant and to support the CEDS S.M.A.R.T Goals:

Skilled Workers: Improve the quantity and quality of the region's workforce to address employer demands Advanced Manufacturing; Healthcare; and Professional, Scientific, Technical Services by expanding the number of participants in regional training programs by 10% and increasing the number of trained skilled employees in these sectors by 10% by January 2020.

Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the region by 10% by January 2020.

Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.

Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private grant funds to the region by 20% and completing 15 projects by January 2020.

Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing the total regional labor force by .5%; increasing commercial construction by 10%; increasing business retention calls annually by 5%, and increasing entrepreneurial start-ups by 5% total by January 2020.

Schedule – 2015 Proposed Scope of Work

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 attends their regular board meetings at least quarterly.
2. ECIA participates and sits on the Board of the Dubuque Area Chamber of Commerce and attends their monthly board meetings.
3. ECIA staff regularly hosts and participates in City Clerk meetings in Delaware, Dubuque and Cedar Counties and is exploring the option to add regular meetings in Jackson and Clinton Counties. ECIA hosts two meetings a year of the regional city clerks.
4. ECIA staff regularly attends and acts as the secretary for the Jackson County Mayors. Meetings are held monthly in Jackson County. ECIA attends and participates in the Mayors monthly meetings in Cedar County.
5. ECIA staff will continue with regular roundtable discussions within each county in 2015 on an annual basis with ED groups, Clerks, Mayors and Boards of Supervisors to discuss potential projects, needs for their county, etc.
6. ECIA staff participates in the Tri-State Alliance regional partnership. The entity focuses on furthering economic development and transportation in the tri-state region of Iowa, Illinois and Wisconsin. The Tri-State Alliance meets quarterly in person and monthly by teleconference.
7. ECIA holds monthly Prosperity Eastern Iowa meetings with local economic developers.
8. ECIA ED staff to meet with GDDC staff on a monthly basis to discuss local and regional ED projects related to retention and expansion of local businesses.
9. ECIA staff participates in the Start-Up Dubuque monthly meetings with the Small Business Development Center, SCORE, Greater Dubuque Development and ECIA Business Growth to discuss entrepreneurial activity in the region.
10. ECIA staff participates in the City of Dubuque's Project Hope meetings. The group is focused on defining poverty in the Dubuque area and finding solutions to the barriers that people experience in finding and maintaining long term employment. The group meets monthly.
11. ECIA staff participates in the DubuqueWorks, Opportunity Dubuque, and the Re-Engagement Center committees. The three groups are focused on workforce solutions for the Dubuque area. The groups meeting monthly and quarterly.
12. ECIA staff have been meeting with the Clinton and Jackson County Economic Developers and local leaders regarding the impact of the Thompson Prison opening in Thompson, IL and how the region can better prepare for the influx of new employees.
13. Complete the five year CEDS report for January 2015 through December, 2019 and submit by 12/31/2014.

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. Trips are scheduled for February and May, 2015.
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 two national meetings - either NADO, NADCO, NARC, or the IEDC meetings.

6. ECIA staff will attend training to become familiar with “green” and sustainable business practices that can be introduced to Buyer Supplier companies and member governments.
7. ECIA staff will attend training related to local government finance and municipal finance.

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 six newsletters each year that is emailed out to over 800 individuals and/or entities in the region and archived on our website.
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, Buyers Supplier Connection, Petal Project, Dubuque Metropolitan Transportation Study, and Accessmyfuture.com.
3. ECIA staff responds to approximately 150-200 requests for information each year pertaining to grant applications, TIF districts, enterprise zone, city finance, business loan programs, etc.
4. ECIA staff participates in local, regional and national meetings discussing programs, projects and successes in our region related to economic and community development.

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 State economic development programs.
3. ECIA staff regularly prepare federal and state grant program applications for programs such as RISE, State of Good Repair, EPA Brownfield, and TIGER. ECIA staff will continue to pursue these grant programs annually for communities in the region.
4. ECIA staff prepare Community Attraction and Tourism grant applications for communities. We anticipate 1 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 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.
3. ECIA is working with the City of Dubuque and Greater Dubuque Development and exploring the uses and creating a Data Dashboard for Dubuque and also to the greater ECIA Region. We are talking with consultants, reviewing best practices and determining our data needs for the region. ECIA has received a small amount of funding for this endeavor from the USDA and hopes to secure additional funding to develop the regional dashboard in 2015.

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

1. ECIA staff will prepare strategic plans for development groups, chambers or cities in the upcoming year.
2. ECIA has implemented a new program and are working with small communities and no-profits on fundraising plans for community and economic development projects. ECIA staff prepare feasibility studies

for the community projects and provide oversight and assistance to communities in conducting their community-wide fundraising efforts for community projects. We plan to do two feasibility plans in 2015.

G. EASTERN IOWA RURAL UTILITIES, INC.: 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 will continue work with counties in the region in the design and application plans for funding for unsewered communities in 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 Municipal Relations Coordinator and the Regional Economic Development Coordinator and has extended this to economic development technical assistance. The association will provide technical expertise in financing and deal packaging.

1. ECIA will assist with Tax Increment Financing in the region.
2. ECIA will assist in writing ordinances and in developing zoning 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.
5. ECIA will assist with EPA, IDNR and IDED Brownfield grant applications.
6. ECIA staff will continue to assist small communities under 500 population with utility billing and accounting services.
7. ECIA staff through the Prosperity Eastern Iowa entity will continue to provide expertise in web page design and optimization and developing and submitting proposals to leads and inquiries in the region.

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 three of ECIA's Counties, Dubuque, Delaware, Jackson and then Jones County. Key projects and activities that will be conducted include:

1. ECIA implemented the local industry business retention and expansion program and regional compiling of this data
2. Continue updating the regional websites: Buyer Supplier; Prosperity Eastern Iowa; Accessmyfuture.com; and Petal-project.com.
3. Continue to seek partners and raise funds for the Prosperity efforts.
4. Continue to partner with the State of Iowa on the export conference and program.
5. Continue to pursue partnerships to expand Buyer Supplier into other parts of Iowa; into Wisconsin; and into Illinois.
6. Continue to promote and seek businesses to participate in the Petal Project sustainability program and green business program that can be incorporated into their daily business practices.
7. Continue to focus on workforce recruitment and retention in the region.

section5 – strategyforimplementation

See spreadsheets for implementation, plan of action, timelines and accomplishments achieved

See spreadsheets for performance measures, quantifiable deliverables, evaluation

ECIA Strategic Projects, Programs & Activities

General Information																			
CEDS Goal (if applicable)	Project Title	Project Description	Project Location (County)	Project Location (City)	Lead Organization	Project Status	Project Priority	Project Type	Schedule	Jobs Created or Retained (projected or actual)	Jobs Lost (projected or actual)	Private or Leveraged Funding Total	ECIA Assisted Grant Funding Sources	ECIA Assisted Grant Funding Total	Other Grant Funding Sources	Other Grant Funding Total	Local Match Source	Local Match Total	Total Project Cost
	Cedar County Clerks Meetings	Staff attends meetings and answers pertinent questions. Two in 2013, three in 2014	Cedar County	Cedar County	ECIA		Vital	Technical Assistance	Ongoing										\$0
	Cedar County Mayors Meetings	Staff attends meetings and answers pertinent questions. Two in 2014	Cedar County	Cedar County	ECIA	In Progress	Vital	Technical Assistance	Ongoing										\$0
	General Technical Assistance	Provided grant and financing information to Board of Sups and County Engineer for the new Secondary Maintenance Facility and provided information to Tipton CD/ED Director on Housing Needs Assessment	Cedar County	Cedar County	ECIA	Completed	Vital	Technical Assistance	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Wastewater Facility	Wastewater collection and treatment facility improvements	Cedar County	Bennett	City of Bennett	In Progress	Vital	Infrastructure	2009-2015				Community Development Block Grant	\$300,000			City of Bennett	\$402,400	\$702,400
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Clarence Library Construction	The new library will more than double the space of the current facility. The total project cost is \$466,538.	Cedar County	Clarence	Friends of the Edna Zybelle Memorial Library	Seeking Funding	Vital	Facility Construction / Rehab.	2012-2015	4		\$210,707	Cedar County Community Foundation; Roy J. Carver Foundation	\$66,000	Clarence Foundation	\$5,000	In-kind labor	\$30,000	\$311,707
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Owner-Occupied Rehabilitation Assistance	Provide owner-occupied rehabilitation assistance to seven (7) households; Applied for funding in 2011 (not funded), 2013 (not funded), 2014 (waiting notification)	Cedar County	Lowden	City of Lowden	Seeking Funding	Vital	Facility Construction / Rehab.	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Sewer System	Construct sewer system. Applied for funding in fall 2013 (not funded), 2014 (awaiting notification)	Cedar County	Lowden	City of Durant	Seeking Funding	Vital	Facility Construction / Rehab.	2013-2017										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Acquire flood-damaged properties	Removal of damaged properties and mitigate future flood damage; 2013 (2 houses, 1 in the City and 1 in the County) and 2014 floods -Funding secured via DOT due to ECIA involvement.	Cedar County	Lowden	City and ECIA	In Progress	Vital	Technical Assistance	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Water System	Water system improvements; Applied for funding in 2011, 2012; Continue to seek funding	Cedar County	Lowden	City of Lowden	Seeking Funding	Vital	Infrastructure	Ongoing										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Housing Rehab Grant	Housing Rehab grant application prepared in 2012; continue to seek funding	Cedar County	Mechanicsville	ECIA	Seeking Funding	Vital	Technical Assistance	Ongoing										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Homeownership Program	Provide assistance to 6 owner occupied households; Applied for funding in 2011, 2012, and 2013; Six owner occupied households rehabilitated	Cedar County	Stanwood	City of Stanwood	Seeking Funding	Vital	Technical Assistance	Ongoing										\$0

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Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Water System	Water system improvements; Funds secured; work in progress; applying for additional funds in November 2012, 2013 (waiting notification)	Cedar County	Stanwood	City of Stanwood	Seeking Funding	Vital	Infrastructure	2005-2015										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Housing Rehab Grants	Housing Rehab grant application prepared in 2013	Cedar County	Stanwood	ECIA	In Progress	Vital	Technical Assistance	2014-2016				Community Development Block Grant	\$227,994					\$227,994
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Housing Needs Assessment	Provided an outline and a sample Housing Needs Assessment to Jackson County ED Director	Cedar County	Tipton	Tipton Economic Development	Completed	Vital	Planning	2014										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Hardacre Theater Preservation	ECIA staff is facilitating a capital campaign to restore the theater; feasibility study in progress	Cedar County	Tipton	Hardacre Theater Preservation Association	Seeking Funding	Vital	Facility Construction / Rehab.	2014-2017										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Cedar County Tourism	Organize a county-wide tourism organization for promotion of tourism in Cedar County; Organization in place and staff hired	Cedar County	Cedar County	Cedar County Board of Supervisors	In Progress	Vital	Other	Ongoing										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	255th Street Paving	Paving of 255th Street from the entrance to the park to the upper grounds; Need to secure funding; Shovel-ready	Cedar County	Cedar Valley Park Paving		Seeking Funding	Vital	Infrastructure	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Water Tower Replacement	Construction of a new 350,000 gallon water tower; Shovel-ready	Cedar County	Durant	City of Durant	Seeking Funding	Vital	Facility Construction / Rehab.	2010-2015										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Wastewater Treatment Facility replacement upgrade	Construct new WWTF to meet DNR permit limits and upgrade stormwater system to eliminate infiltration; To be bid summer 2014	Cedar County	Durant	City of Durant	Seeking Funding	Vital	Facility Construction / Rehab.	2013-2017										\$0

ECIA Strategic Projects, Programs & Activities

General Information																			
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Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Land Annexation and Subdivision Development	Annex land to accommodate new housing development, add streets and improvements as needed to accommodate subdivision development, increase and provide utilities for subdivision development	Cedar County	Durant, Mechanicsville, Tipton	Durant, Mechanicsville, Tipton	Seeking Funding	Vital	Infrastructure	Ongoing										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Market Rate Housing Development	Continue supporting a Housing Development on 10-15 acres of land	Cedar County	Lowden	City of Lowden	Seeking Funding	Vital	Facility Construction / Rehab.	Ongoing								Planning on doing a TIF		\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Industrial Park Projects	Develop a 20-acre park in the northeast section of the city; One new park in the county for industrial growth and three expanded parks for industrial growth; existing business moved to Durant industrial park; new business also in park - Norfolk Iron and Metal	Cedar County	Mechanicsville	City of Mechanicsville	Seeking Funding	Vital	Planning	2009-2017										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Industrial Parks Improved Access	Infrastructure improvements: Construct a road in the industrial park and upgrade street in the Southeast Industrial Park	Cedar County	Tipton	City of Tipton	Seeking Funding	Vital	Infrastructure	2009-2015										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Highway 38 Street Improvements	Reconstruction of five blocks of HWY 38 (Cedar Street). Curb, gutter and pavement to be replaced in PCC; Project complete	Cedar County	Tipton	City of Tipton	Completed	Vital	Infrastructure	Complete										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Rental Housing	Need rental housing development	Cedar County	Tipton	City of Tipton	Seeking Funding	Vital		Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	City Hall and Council Chambers Updates	City Hall and Council Chambers Updates for accessibility study and plan needed. Possible community center with chamber	Cedar County	Tipton	City of Tipton	Seeking Funding	Suggested		Ongoing										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Incubator for New Startups	Incubator program for small new startup businesses, flexible space, small business support center	Cedar County	Tipton	Cedar County Economic Development	Seeking Funding	Suggested	Facility Construction / Rehab.	Ongoing						Possibly EDA		Possible City funding		\$0

ECIA Strategic Projects, Programs & Activities

General Information																			
CEDS Goal (if applicable)	Project Title	Project Description	Project Location (County)	Project Location (City)	Lead Organization	Project Status	Project Priority	Project Type	Schedule	Jobs Created or Retained (projected or actual)	Jobs Lost (projected or actual)	Private or Leveraged Funding Total	ECIA Assisted Grant Funding Sources	ECIA Assisted Grant Funding Total	Other Grant Funding Sources	Other Grant Funding Total	Local Match Source	Local Match Total	Total Project Cost
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	David's Famous Gourmet Frozen Custard	New production facility; Total project cost is \$1.2 million.	Cedar County	Tipton	Cedar County Economic Development	Completed	Vital	Facility Construction / Rehab.	Complete	34					State-High Quality Jobs Program	\$125,000			\$125,000
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Pedersen Valley Park : recreational complex	Community Center, Library, and ballfields, including: Gymnasium, fitness rooms, weightlifting and cardiovascular equipment, racquetball court, locker rooms, elevated track, meeting rooms, kitchen, council chambers, and a future pool; site is selected, land is being acquired, grants applied for and then a possible tax levy may take place; City purchased 22 acres of park land in Summer of 2013. Public planning process to be completed in June of 2014. LOST and bond issue are both expected to be on the ballot for voters on November of 2014. In the process of conducting a feasibility study and fundraising plan for the project.	Cedar County	West Branch	City of West Branch and the West Branch Park Commission	Seeking Funding	Suggested	Facility Construction / Rehab.	2014-2017						Planning to apply for FEMA Safe Room, Vision Iowa CAT, Baseball Tommorrow Fund		Planning to do: Tax Levy, Local Option Sales Tax, TIF, Urban Renewal Plan, GO Bond		\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Trail from West Branch Village to the Hoover Nature Trail	The project includes a 400-foot-long, 10-foot-wide concrete trail, a 100-foot-long bridge over the creek and floodplain and 200 feet of stream bank stabilization to control erosion. The trail will start at the south end of the mobile home park's storm shelter, curve behind the building toward the north, then cross the creek and curve south to connect with the Hoover Nature Trail.	Cedar County	West Branch	City of West Branch	Seeking Funding	Vital	Infrastructure	2011-2015						State (REAP)	\$75,000	City	\$15,000	\$90,000
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Continue South Downy Road Industrial Park Project to Tide Water Drive	Sites available; utilities connected to the site; possible road construction; Total project cost is \$450,000	Cedar County	West Branch	City of West Branch	Seeking Funding	Vital	Infrastructure	Ongoing								Planning on doing a TIF with Casey's Store		\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Slachs Commercial Subdivision	New housing subdivision; possible annexation of 50 acres of land; seeking developer and funding	Cedar County	West Branch	City of West Branch	Seeking Funding	Vital	Facility Construction / Rehab.	Ongoing										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	College Street Improvements	Improved street; new bridge; new sewer and water; new sidewalks; Shovel-ready; need to secure funding	Cedar County	West Branch	City of West Branch	Seeking Funding	Vital	Infrastructure	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Pathway project	Five projects consisting of 14 sections and more than 6 miles of new pathways; Conceptual plan	Cedar County	West Branch	City of West Branch	Seeking Funding	Vital	Infrastructure	Ongoing										\$0

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Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Inflow and Infiltration	Reduce the amount of stormwater entering the wastewater system by repairing and replacing wastewater mains; Study completed and areas identified; initial repairs complete; need to secure funding for remaining repairs	Cedar County	West Branch	City of West Branch	Seeking Funding	Vital	Infrastructure	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Waste Water Treatment Facility Improvements	Reduce ammonia levels; Researching options; need to update/develop a facility plan	Cedar County	West Branch	City of West Branch	Seeking Funding	Vital	Facility Construction / Rehab.	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Wastewater System	Wastewater system; Cost: \$500,000	Cedar County	Sunbury	Sunbury	Seeking Funding	Vital	Infrastructure	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	CDBG Wastewater Grant Administration. (Grant funded in 2013)	Administering CDBG wastewater grant	Clinton County	Calamus	ECIA	In Progress	Vital	Technical Assistance	2013-2016				Community Development Block Grant	\$300,000			City of Calamus	\$884,400	\$1,184,400
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	2012 Washington Boulevard/ MRT	Improved recreational activity	Clinton County	Camanche	City of Camanche	In Progress	Vital	Infrastructure	2013-2015				RPA 8 Enhancement Grant	\$237,600					\$237,600
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Homeownership Program	Provide assistance to owner occupied households to rehab 10 homeowner occupied units; Funds applied for in 2006, 2007, 2008, 2009, 2010, 2011; 2012; (Never funded)	Clinton County	Camanche	City of Camanche	Seeking Funding	Vital	Technical Assistance	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Water grant administration	Water grant administration	Clinton County	Charlotte	ECIA	Completed	Vital	Technical Assistance	2014-2016				Community Development Block Grant	\$187,700			City of Charlotte	\$92,188	\$279,888
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Homeownership Program	Provide assistance to 13 owner occupied households; Applied for funding in 2011 (Not funded); Applied for funding in 2014 (funded)	Clinton County	Clinton	City of Clinton	Seeking Funding	Vital	Technical Assistance	2014-2016				HOME	\$470,000			City of Clinton	\$100,000	\$570,000

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Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Sewer System	Combined sewer system separation; Cost for total project: \$75,000,000. ECIA is helping in phases. One grant funded because of ECIA. One grant applied for by ECIA in fall of 2013. A recent study estimates \$80 million in capital improvement projects are needed for the city of Clinton by 2037.	Clinton County	Clinton	City of Clinton	In Progress	Vital	Infrastructure	2013-2018				CDBG	\$800,000				\$500,000	\$1,300,000
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Lyons Technology Park	Extension of 19th Avenue North and construction of 10th Street NW in the Lyons Technology Park. Seek funding for infrastructure and rail for park development; Phase I & II complete; phase III partially funded; still seeking \$2 million; construction tentatively scheduled for 2015/2016. Two adjacent properties purchased	Clinton County	Clinton	City of Clinton	In Progress	Vital	Infrastructure	Ongoing	None			RISE Grant Application	\$449,433			City of Clinton	\$1,188,274	\$1,637,707
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	First Time Homebuyer Program	Acquisition and rehab of ten homes for first time homebuyers. Funded in 2011. Five houses complete. Will continue to seek additional funding.	Clinton County	Clinton	ECIA	In Progress	Vital	Technical Assistance	Ongoing				HOME	\$399,990			City of Clinton	\$50,000	\$449,990
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Airport Zoning	Update the City of Clinton's airport zoning ordinance in conformance with Iowa Department of Transportation's (IDOT) Airport Land Use & Height Overlay Zoning Ordinance model.	Clinton County	Clinton	ECIA	In Progress	Vital	Planning	2013-2014				Iowa DOT Airport Planning and Zoning Grant	\$14,100					\$14,100
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Liberty-Lincolnway Mississippi River Trail Connection	Improve Recreational activity	Clinton County	Clinton	City of Clinton	In Progress	Vital	Infrastructure	2012-2014				RPA 8 Enhancement Grant	\$79,024					\$79,024
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	US 67 & Millcreek PKWY Swap Project	Coverting US 67 through City of Clinton to local road and make Millcreek Parkway US 67 with IADOT building Millcreek Parkway extension.	Clinton county	Clinton	City	In Progress	Vital	Infrastructure	2014-2016										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Homeownership Program	Provide homeownership assistance to one household; Applied for funding in 2011; Four houses are complete, one is in the final stages of completion, and DeWitt is looking for one more applicant.	Clinton County	DeWitt	City of DeWitt	In Progress	Vital	Technical Assistance	Ongoing				HOME	\$225,000			City of DeWitt	\$6,000	\$231,000
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Wastewater System	New wastewater system; Seeking funding	Clinton County	Elvira	Elvira	Seeking Funding	Vital	Facility Construction / Rehab.	2013-2018										\$0

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Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Homeownership Program	Provide assistance to 13 owner occupied households for rehabilitation in the City; Applied for funding in 2011, 2012, 2013 (Not funded)	Clinton County	Lost Nation	City of Lost Nation	Seeking Funding	Vital	Technical Assistance	Ongoing										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Homeownership Program	Provide assistance to owner occupied households for rehabilitation in the City; Applied for funding in 2012 (Not funded)	Clinton County	Wheatland	City of Wheatland	Seeking Funding	Vital	Technical Assistance	Ongoing										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Kwik Star	Kwik Trip, a family-owned business based in La Crosse, Wis., will open one of its Kwik Star stores in DeWitt at 5 a.m. Thursday, Nov. 13.	Clinton County	DeWitt	Kwik Star	Completed	Vital	Other	2014	12									
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Expander Americas, Inc.	Expander Americas Inc. purchased the 15,000-square-foot building on four acres at 223 E. Industrial St. at the end of October and hopes to begin production by mid-December. Expander makes pivot expander pins for heavy equipment in the construction, forestry, mining and oil/natural gas industries. Initially, the plant will employ six to eight people. Its workforce will grow to 30-35 as more operations are relocated from Arizona.	Clinton County	DeWitt	Expander Americas, Inc.	In Progress	Vital	Other	2014	8									
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Y44	Pavement rehab Y44 /Davenport Street; project complete	Clinton County	Calamus	City	Completed	Vital	Infrastructure	2013-2014							\$31,200	Clinton County	\$7,800	\$39,000
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	9th AVE	Pavement Rehab from HWY 67 to Platt st; project complete	Clinton County	Camanche	City	Completed	Vital	Infrastructure	2013-2014							\$271,302	City of Camanche	\$67,826	\$339,128
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Third St	Pavement rehab from 4th Avenue to 13th Avenue; project complete	Clinton County	Camanche	City	Completed	Vital	Infrastructure	2013-2014							\$170,800	City of Camanche	\$42,700	\$213,500
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	9th AVE	Pavement rehab from Anamos rd to HWY 67	Clinton County	Camanche	City	In Progress	Vital	Infrastructure	2015-2016							\$100,000	City of Camanche	\$25,000	\$125,000
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	9th AVE: From Anamosa rd to HWY 67	Cost: \$100,000	Clinton County	Camanche	City of Camanche	Completed	Vital	Infrastructure	Complete										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Third St: From 4th Avenue to 13th Avenue	Cost: \$170,800	Clinton County	Camanche	City of Camanche	Completed	Vital	Infrastructure	Complete										\$0

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Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	9th AVE: From Anamora rd to HWY 67	Cost: \$100,000	Clinton County	Camanche	City of Camanche	In Progress	Vital	Infrastructure	2013-2015										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Y44/Davenport Street	Cost: \$31,200	Clinton County	Camanche	City of Camanche	Completed	Vital	Infrastructure	Complete										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Housing Development	Annex land to accommodate new housing development, add streets and improvements as needed to accommodate subdivision development, increase and provide utilities for subdivision development	Clinton County	Camanche, DeWitt, Lost Nation, Wheatland	Camanche, DeWitt, Lost Nation, Wheatland	Seeking Funding	Vital	Infrastructure	Ongoing										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Job Creation and Private Sector Improvements	Create 1,250 jobs and generate \$130 million in new private sector improvements; To attract jobs that pay 20 percent more than the current median wage; \$1 billion ADM expansion last 5-7 years; & 67 million in tech park; 645 new jobs	Clinton County	Clinton	Clinton Regional Development Corporation, City of Clinton	In Progress	Vital	Planning	Ongoing										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Mill Creek Expressway Enhancements	Construct northern leg of the Mill Creek Expressway; Conducting needs assessment; property acquisition completed	Clinton County	Clinton	City of Clinton	Seeking Funding	Vital	Infrastructure	2013-2018										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Manufacturing Meadows III	Active urban renewal and urban revitalization area; Continue to evaluate ways to create inventory	Clinton County	Clinton	City of Clinton	Seeking Funding	Vital	Planning	Ongoing										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Lincolnway Rail Port Industrial Park	Develop Lincolnway Rail Port Industrial Park to accommodate industries requiring 50 acres or more; Phase 1 completed; awarded RISE grant; Accommodate both rail and non-rail industries; 2012 city approved building spur track into park; City of Low Moor has pledged to provide water service to the industrial park; RAIL.ONE, Nevada Rail Materials, and Data Dimensions are open.	Clinton County	Clinton	Clinton Regional Development Corporation, City of Clinton	In Progress	Vital	Facility Construction / Rehab.	Ongoing										\$0

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Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Lyons Business and Tech Park	Two adjacent properties purchased.	Clinton County	Clinton	Clinton Regional Development Corporation, City of Clinton	In Progress	Vital	Planning	Ongoing										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Commercial Area Development	Continue development of the commercial area north of U.S. 30 and east of Mill Creek Parkway; Wild Rose Casino since 2008 and Hampton Inn opened in 2012; new prospects continue to be developed; new auto dealership under construction	Clinton County	Clinton	Clinton - Valley Bluff Development	In Progress	Vital	Infrastructure	Ongoing										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Student Housing	Rehabilitate vacant property in City for student housing; Partially done with Ashford Community College rehab of best western hotel; Develop student housing	Clinton County	Clinton	City of Clinton	In Progress	Vital	Facility Construction / Rehab.	2014-2020										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Public Library	Improved public library; seeking funding; ongoing discussions	Clinton County	Clinton	City of Clinton	Seeking Funding	Suggested	Facility Construction / Rehab.	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Comprehensive Plan	Encourage community design that results in sustainable design and land use with "smart growth" components; Funding secured; Commission would like to see the plan address how to entice development of new housing that falls in a higher price-range than the average in order to attract residents and businesses.	Clinton County	Clinton	City of Clinton	In Progress	Vital	Planning	Ongoing										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Winkel, Parker & Foster Accounting	Accounting; Expansion	Clinton County	Clinton	Clinton Regional Development Corporation, City of Clinton	Completed	Vital	Planning	Complete	20					SBA 504 (IL)	\$900,000			\$900,000

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Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Data Dimensions	Process Automation; New facility	Clinton County	Clinton	Clinton Regional Development Corporation, City of Clinton	Completed	Vital	Facility Construction / Rehab.	Complete	35		\$1,300,000							\$1,300,000
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	19th Ave North Phase III	Complete 19th Ave North Phase III	Clinton County	Clinton	City	Completed	Vital	Infrastructure	Ongoing							\$1,200,000	City of Clinton	\$300,000	\$1,500,000
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	TIGER Grant analysis	Providing performance measures information to FHWA	Clinton County	Clinton	City	In Progress	Vital	Infrastructure	Complete										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Clinton County Economic Coalition	Lead by John Staszewski, with representatives from DeWitt Chamber and Development Co., Clinton Regional Development Corp., Clinton Community College and other stakeholders. Looking at economic development along HWY 30 corridor	Clinton County	Clinton County	Clinton County	In Progress	Vital	Planning	2014-2018										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Y60/250th Ave	Pavement Rehab from 2400' North of Y60/Main St to Hwy 61	Clinton County	Clinton County	County	Completed	Vital	Infrastructure	Complete							\$889,500	Clinton County	\$222,375	\$1,111,875
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Y-44/170th Avenue	Pavement rehab from E-63 to City of Calamus	Clinton County	Clinton County	County	Completed	Vital	Infrastructure	Complete							\$314,636	Clinton County	\$78,659	\$393,295
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Clinton County Secondary Roads	Y-60 Rehab and Resurfacing; Shovel-ready	Clinton County	Clinton County	Clinton County	Seeking Funding	Vital	Infrastructure	2012-2015										\$0
Skilled Workers: Improve the quantity and quality of the region's workforce to address the employer demands in the areas of Advanced Manufacturing; Healthcare; and Professional, Scientific, Technical Services by expanding the number of participants in the regional training programs by 10% and by increasing the number of trained skilled employees in these sectors by 10% by January 2020.	Business Education Coordinator	Connect business and education to create youth awareness of local career opportunities	Clinton County	Clinton County	DeWitt Chamber & Development Company	In Progress	Vital	Technical Assistance	Ongoing			\$2,000					Clinton County	\$12,000	\$14,000

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Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Recreational Projects	Explore ways for expanding recreational/historic trail system from park along historic highway; construct sidewalks from depot to old jailhouse; add recreational equipment to the park; develop a camp ground, athletic field, establish bike paths; Funding sources identified, matching funds secured, timeline for project finalized, work complete; park improved, sidewalks installed, athletic field constructed, etc	Clinton County	Delmar	City of Delmar	Completed	Vital	Planning	Project complete										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Y60	Pavement Rehab of Y 60 Within City	Clinton County	Delmar	City of Delmar	Completed	Vital	Infrastructure	Project is constructed							\$66,500	Clinton County	\$16,625	\$83,125
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Locate business to Crossroads Business Park	Retain employees and reuse infrastructure; Guardian Industries completed phase II of a \$45 million expansion in 2011, Custom-Pak completed a new 250,000 sq ft building in Spring 2012	Clinton County	DeWitt	DeWitt Chamber & Development Company	In Progress	Vital	Infrastructure	Ongoing										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Street Improvements	Extended Industrial Drive; improvements to 300th Avenue; Shovel-ready	Clinton County	DeWitt	City of DeWitt	Seeking Funding	Vital	Infrastructure	2012-2015										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Street Reconstruction	6th Avenue 5th Street to Union Pacific; Total street and utility reconstruction; Shovel-ready; Seeking funding	Clinton County	DeWitt	City of DeWitt	Seeking Funding	Vital	Infrastructure	Ongoing										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Residential Housing Development with D&N Investment Partnership	New houses for less than \$210,000; The 34-lot subdivision with 19 family lots and 15 condominium units on 15.4 acres on the city's west side is targeting lower cost new housing.	Clinton County	DeWitt	City of DeWitt	Seeking Funding	Vital	Facility Construction / Rehab.	2012-2022										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Library Expansion	Expanded library; Shovel-ready; seeking funding; still valid, timeline not determined	Clinton County	DeWitt	City of DeWitt	Seeking Funding	Vital	Facility Construction / Rehab.	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	New police station	Improved facility; Shovel-ready; seeking funding; meetings ongoing to decide plan - in the works	Clinton County	DeWitt	City of DeWitt	In Progress	Suggested	Infrastructure	Ongoing										\$0

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Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Recreational Trail/Bridge	Most of the recreational trails are complete; Replacing pedestrian bridge in progress	Clinton County	DeWitt	City of DeWitt	In Progress	Vital	Infrastructure	2009-2014										\$0
Skilled Workers: Improve the quantity and quality of the region's workforce to address the employer demands in the areas of Advanced Manufacturing, Healthcare, and Information Technology by expanding the number of participants in the regional training programs by 10% and by increasing the number of trained skilled employees in these sectors by 10% by January 2020.	Silver Creek Trail Phase III	Trail extension -east from Well #7 to 5th Street; Shovel-ready	Clinton County	DeWitt	City of DeWitt	Seeking Funding	Vital	Infrastructure	Ongoing										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	11TH ST	Pavement rehab from 6th Ave to Silver Creek Bridge	Clinton County	DeWitt	City	Completed	Vital	Infrastructure	Project is constructed							\$607,000	City of DeWitt	\$151,750	\$758,750
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Wastewater Treatment Facility	Improvements at WWTF to meet new limits - ammonia limits & gen. operation	Clinton County	Welton	City of Welton	Seeking Funding	Vital	Infrastructure	Ongoing										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Evergreen Packaging	Permanently closed its Clinton facility Sept. 1, 2014	Clinton County	Clinton		Completed this Year			2014		107								\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Maschio Gaspardo	An international company specializing in the production of agricultural machinery for tillage, seeding, haying landscaping and crop care will move its North American base of operation from Eldridge to DeWitt early in 2014.	Clinton County	DeWitt		Completed this Year	Vital	Facility Construction / Rehab.	2014	25									\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Delaware County Comprehensive Plan	Encourage community design that results in sustainable design and land use with "smart growth" components; Funding secured; County adopted in 2013 and 3 communities participated.	Delaware County	Delaware County	Delaware County		Vital	Planning	Ongoing										\$0

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Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Walkway/Bikeway	Started discussion with a Walkway/Bikeway Committee	Delaware County	Delhi	City of Delhi	In Progress	Vital	Infrastructure	2013-2015										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Dardis Building	Construct Building	Delaware County	Dyersville	ECIA	Completed	Vital	Facility Construction / Rehab.	Project complete	2		1,132,340	SBA 504	\$742,000					\$1,874,340
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Dardis Equipment	Purchase Equipment	Delaware County	Dyersville	ECIA	Completed	Vital	Facility Construction / Rehab.	Project complete	0		\$28,000	EDA-RLF	\$250,000					\$278,000
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	KC Kramer Building	Land and new building	Delaware County	Dyersville	ECIA	Completed	Vital	Facility Construction / Rehab.	Project complete	0		\$977,998	SBA 504	\$640,000					\$1,617,998
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Homeownership Program	Provide assistance to owner occupied households; Seeking funding; 13 homeowner occupied units rehabilitated within the city	Delaware County	Edgewood	Edgewood		Vital	Technical Assistance	Ongoing										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Homeownership Program	Provide assistance to owner occupied households; Seeking funding; 13 homeowner occupied units rehabilitated within the city	Delaware County	Greeley	Greeley		Vital	Technical Assistance	Ongoing										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Homeownership Program	Provide assistance to owner occupied households; Seeking funding; 13 homeowner occupied units rehabilitated within the city	Delaware County	Hopkinton	Hopkinton	Seeking Funding	Vital	Technical Assistance	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Wastewater System	New wastewater system; Preliminary engineering report completed; seeking funding	Delaware County	Lake Delhi	Lake Delhi	Seeking Funding	Vital	Facility Construction / Rehab.	2009-2016										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Whitewater Park	Park will consist of six drops at roughly 18" per drop and span over 800 ft.; Public fundraising complete; Project total: \$1.8 million	Delaware County	Manchester	City of Manchester	In Progress	Vital	Facility Construction / Rehab.	2014-2015			\$630,000	Vision Iowa CAT	\$300,000	IDNR Low Head Dam, IDNR REAP	\$200,000	City, County, Citizens, Businesses	\$1,280,000	\$2,410,000

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Skilled Workers: Improve the quantity and quality of the region's workforce to address the employer demands in the areas of Advanced Manufacturing, Healthcare, and Information Technology by expanding the number of participants in the regional training programs by 10% and by increasing the number of trained skilled employees in these sectors by 10% by January 2020.	Regional Education Center	Educational services that respond to the growing demands of employers including contract training, soft skills training, and specific, employer-based skills training. Applied for EDA funding in March 2014 for \$47,500. Grant not funded May, 2014 and resubmitted Fall 2014.	Delaware County	Manchester	Northeast Iowa Community College	Seeking Funding	Vital	Facility Construction / Rehab.	2013-2015										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Acquire flood-damaged properties	Removal of damaged properties and mitigate future flood damage; Funding secured - closed out	Delaware County	Manchester	City and ECIA	In Progress	Vital	Technical Assistance	Ongoing										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	West Marion Street Trail	Improve Recreational activity;	Delaware County	Manchester	Manchester	In Progress	Vital	Infrastructure	2013-2015				RPA 8 Enhancement Grant	\$155,124					\$155,124
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Riverfront Trail Extension	Improve Recreational activity;	Delaware County	Manchester	Manchester	In Progress	Vital	Infrastructure	2013-2015				RPA 8 Enhancement Grant	\$151,409					\$151,409
Skilled Workers: Improve the quantity and quality of the region's workforce to address the employer demands in the areas of Advanced Manufacturing; Healthcare; and Professional, Scientific, Technical Services by expanding the number of participants in the regional training programs by 10% and by increasing the number of trained skilled employees in these sectors by 10% by January 2020.	Manchester Welding Program	Long term, community generated and sustained initiative to equip unemployed and under employed lowans in Eastern Iowa with the skills necessary to advance to career track, high wage jobs with full benefits; Manchester: 50 have graduated from the program, Currently 31 are working in Adv Manufacturing, 2 went back for further Welding training, 10 working in other positions (self-employed, etc), 2 not working	Delaware County	Manchester	NICC, West Delaware Schools, local industries: Henderson Products, XL Specialized Trailers, Paladin and EIP, DCED, Great Delaware County Foundation	In Progress	Vital	Technical Assistance	Ongoing			\$71,900	WIA (Promise Jobs), ECIA, Gap funding						\$71,900
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Homeownership Program	EIRHA purchased a lot in Manchester to develop an affordable single family home.	Delaware County	Manchester	Manchester	In Progress	Vital	Facility Construction / Rehab.	2014-2015				EIRHA				City		\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Multi-Family Housing Development	Applied for funding Manchester (2), Dyersville (1), Earlville(2), Hopkinton (1); Applied for NP program but denied in 2013. Housing Needs Assessment underway.	Delaware County	Manchester, Dyersville, Earlville, Hopkinton	Manchester, Dyersville, Earlville, Hopkinton	Seeking Funding	Vital	Facility Construction / Rehab.	2013-2016										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Wastewater System	New wastewater system; Not funded; applied for funding in 2005, 2007, 2008 and 2009	Delaware County	Petersburg	City of Petersburg	Seeking Funding	Vital	Facility Construction / Rehab.	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	BF Park - campground improvements	Additional land adjacent to Spring Branch Stream (the park is on that stream); additional land to expand the boundaries of the park; additional amenities including a water well, restrooms, etc. Shovel-ready; need to secure funding	Delaware County	Delaware County	Delaware Co. Conservation Dept.	Seeking Funding	Vital	Infrastructure	2010-2015										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Sewer	In progress; Local: \$1,307,500	Delaware County	Colesburg	City of Colesburg		Vital	Infrastructure	2014				CDBG	\$300,000					\$300,000
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Well Application	Seeking funding; Local: \$176,035	Delaware County	Ryan	City of Ryan	Seeking Funding	Vital	Infrastructure	2016				CDBG	\$160,000					\$160,000

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Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Delaware County Jail Expansion	Larger and more secure Delaware County Jail; \$4 million project; Spring 2014 vote - Vote failed	Delaware County	Delaware County	Delaware County	Seeking Funding	Vital	Facility Construction / Rehab.	2014-2016										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Housing Development	Encourage a private developer to renovate an old school into rental workforce housing; County needs to provide rental needs assessment to potential developers	Delaware County	Dundee	Dundee	Seeking Funding	Vital	Facility Construction / Rehab.	2014-2016										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Homeownership Program	Provide assistance to owner occupied households; Seeking funding; 13 homeowner occupied units rehabilitated within the city	Delaware County	Dundee	Dundee	Seeking Funding	Vital	Technical Assistance	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Wastewater System	Wastewater treatment plant upgrade; Shovel-ready;	Delaware County	Earlville	Earlville	Seeking Funding	Vital	Infrastructure	2014-2016										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Housing Development	Encourage a private developer to renovate an old school into rental workforce housing; County needs to provide rental needs assessment to potential developers	Delaware County	Earlville	Earlville	Seeking Funding	Vital	Facility Construction / Rehab.	2014-2016										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Industrial Park Utility Connection	Provide utilities within the industrial park; Water and sewer is in the industrial park; Electric and natural gas connected as needed.	Delaware County	Edgewood	City of Edgewood	Completed	Vital	Infrastructure	2009-2014										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Industry Park Development	Development of a 54 acre commercial park by a private investor; located at the corner of Iowa Highway 13 and U.S. 20	Delaware County	Manchester	City of Manchester	In Progress	Vital	Infrastructure	Ongoing										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Housing Development	Encourage private development to accommodate new housing development for median income, add streets and improvements as needed to accommodate subdivision development, increase and provide utilities for subdivision development; In Manchester, seven projects complete, two in progress; Additional housing within the communities	Delaware County	Manchester, Ryan	Manchester, Ryan	In Progress	Vital	Infrastructure	Ongoing										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Housing Development	Encourage a private developer to renovate a local pub into workforce housing rental units; County needs to provide rental needs assessment to potential developers	Delaware County	Ryan	Ryan	Seeking Funding	Vital	Facility Construction / Rehab.	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Emergency Services Facility	New facilities to house sandbag supply, emergency shelter trailer, communications trailer, generators and other disaster related supplies; Shovel-ready; seeking funding	Delaware County		Delaware County Emergency Management	Seeking Funding	Vital	Facility Construction / Rehab.	Ongoing										\$0

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	Dubuque County Clerks Meetings	Staff attends meetings and answers pertinent questions. Four in 2014.	Dubuque County	Dubuque County	ECIA		Vital	Technical Assistance	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Smart City pilot program for sustainability	Revamp how water, energy and transportation systems operate; reduce carbon footprint; Cost: \$2.5 million; Water meter replacement complete. Smarter Travel underway.	Dubuque County	Dubuque	Dubuque, IBM, AY McDonald	In Progress	Vital	Infrastructure	2009-2017				IDOT	\$1,000,000					\$1,000,000
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Trail	Develop a trail to direct pedestrians and bicyclists around Asbury Road; Safe alternative route for pedestrians and bicyclists; trail location identified and a portion of funding secured; sidewalk is complete, bicycle lane in future	Dubuque County	Asbury	City of Asbury	Completed	Vital	Infrastructure	2009-2015										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Municipal Campus	Combines City Hall, Police, and Library into one building; broke ground September 2014	Dubuque County	Asbury	City of Asbury	In Progress	Vital	Facility Construction / Rehab.	2012-2015			\$183,500	DRA, McElroy Trust, Woodward Foundation, Marla - check asbury chart				City of Asbury, County	\$630,000	\$813,500
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Safety Improvements: Realign the intersection of Asbury Road and Hales Mills Road	Tree Removal, Remove Vertical Curve, Realign Hales Mill Road to eliminate skew angle	Dubuque County	Asbury	City of Asbury	In Progress	Vital	Infrastructure	2013-2015						IDOT, local	\$243,015			\$243,015
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Installation of Sidewalks	Shovel-ready; need to secure funding	Dubuque County	Bernard	City of Bernard	Seeking Funding	Vital	Infrastructure	2010-2016										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Downtown Revitalization	The Cascade Area Chamber of Commerce is considering a downtown revitalization project and is soliciting the input of downtown property owners.	Dubuque County	Cascade	Cascade Economic Development	Seeking Funding	Vital	Planning	2014-2017										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	1st Ave Trail Project	Improve Recreational activity;	Dubuque County	Cascade	City of Cascade	In Progress	Vital	Infrastructure	2012-2015				RPA 8 Enhancement Grant	\$190,718					\$190,718
Skilled Workers: Improve the quantity and quality of the region's workforce to address the employer demands in the areas of Advanced Manufacturing; Healthcare; and Professional, Scientific, Technical Services by expanding the number of participants in the regional training programs by 10% and by increasing the number of trained skilled employees in these sectors by 10% by January 2020.	Dubuque Works - Strategic Plan	Develop a strategic work plan for the Dubuque area to address impending workforce shortage - Dubuque Works	Dubuque County	Dubuque	Greater Dubuque Development Corporation; Dubuque Area Chamber of Commerce, ECIA, Community Foundation of Greater Dubuque, Dubuque Area Labor Management	In Progress	Vital	Planning	Ongoing										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Local Business Loan Program	SBA 504 Loans, Local RLF loans and Energy Efficiency Loans are available through and processed by E.C.I.A. Business Growth, Inc.; loans to local businesses result in the creation of new jobs and the retention of existing jobs.	Dubuque County	Dubuque	E.C.I.A. Business Growth, Inc.	In Progress	Vital	Planning	Ongoing										\$0

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	Project Hope	Meet regularly to discuss re-engaging the dropout youth and the unemployed and under employed; EDA technical assistance planning grant funded in August 2011; Business Plan completed Spring 2012;	Dubuque County	Dubuque	Community Foundation of Greater Dubuque, Dubuque Community Schools, Northeast Iowa Community College, ECIA, city of Dubuque, city of Dubuque Housing, Greater Dubuque Development Corp.	In Progress	Vital	Planning	Ongoing				EDA	\$45,000					\$45,000
	Youth Re-Engagement Center	Reconnect with high school drop-outs and encourage them to work on GED attainment or return to high school for their diploma; Re engagement center opened fall 2012; two success coaches hired	Dubuque County	Dubuque	City of Dubuque/Project Hope, NICC, Dubuque Community Schools, ECIA	In Progress	Vital	Technical Assistance	Ongoing						Dubuque Community Schools	\$100,000			\$100,000
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	New Production Homeownership Program	25% downpayment housing assistance to LMI buyers in ECIA region - New Production (NP4) - 2008 State flood funds to construct 49 units in Dubuque and Dubuque County; Funds secured; construction in progress; Collaboration with internal and external partners; increased number of housing units; 39 units complete; 10 units remaining	Dubuque County	Dubuque	ECIA, EIRHA, local contractors, regional cities	In Progress	Vital	Facility Construction / Rehab.	2009-2015				IEDA NP						\$0
	Green Dubuque	Reduce emissions by 50 percent by 2030; Greenhouse gas emissions study complete;	Dubuque County	Dubuque	Dubuque	In Progress	Vital	Planning	Ongoing										\$0
	Solar Power Pilot Study	A state agency has been awarded a \$1 million grant from the U.S Department of Energy to launch a statewide program aimed at promoting the installation of solar power systems. Pilot organizations will implement measures to reduce barriers to solar installation. The Iowa Economic Development Authority will work with the Iowa Environmental Council and other groups to implement the program over the next three years. The money will be used to increase solar awareness and encourage installation of solar power generation systems.	Dubuque County	Dubuque	City of Dubuque	In Progress	Vital	Planning	Ongoing				US Department of Energy>Iowa Economic Development Authority>Iowa Environmental Council	\$100,000					\$100,000
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	9th & 11th Street Conversion	Convert one-way to two-way streets to help circulate traffic efficiently in intermodal campus; Cost - \$1.7 million; Complete in June 2014.	Dubuque County	Dubuque	City of Dubuque	Completed this Year	Vital	Infrastructure	2013-2014								City	\$1,700,000	\$1,700,000
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Elm Street conversion	Convert one-way to two-way and eliminate elm street extension and improve traffic circulation in and around HMD; Cost - \$600,000; Funded with TCSP funds; Contract cost is \$744,000.00. Complete in June 2014.	Dubuque County	Dubuque	City of Dubuque	Completed this Year	Vital	Infrastructure	2013-2014						City, USDOT	\$744,000			\$744,000
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Safety Improvements: Grandview Ave/Loras Blvd and Grandview Ave/University Ave	Remove on-street parking within 200 feet of the intersection, Add left turn lanes on north and south approaches, Reconstruct traffic signals; Remove on-street parking within 200 feet of the intersection; Add left turn lanes on all approaches, Construct traffic signals	Dubuque County	Dubuque	City of Dubuque	In Progress	Vital	Infrastructure	2013-2015						IDOT	\$478,750			\$478,750
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	7th Street Reconstruction	Connector between downtown, Historic Millwork District and Port of Dubuque; Cost: \$4,500,000; RISE grant awarded for 50% of a portion of the project funded; Project is currently delayed	Dubuque County	Dubuque	City of Dubuque	In Progress	Vital	Infrastructure	2012-2015										\$0
	Energy Efficiency Upgrades	Provide energy efficiency upgrades in commercial sector, energy audits of municipal buildings, RLFs for energy efficiency for landlords, property owners, and municipal buildings; Funds awarded; Self-sustaining source of funds for energy efficient retrofits	Dubuque County	Dubuque	City of Dubuque	In Progress	Vital	Infrastructure	Ongoing										\$0
Skilled Workers: Improve the quantity and quality of the region's workforce to address the employer demands in the areas of Advanced Manufacturing; Healthcare; and Professional, Scientific, Technical Services by expanding the number of participants in the regional training programs by 10% and by increasing the number of trained skilled employees in these sectors by 10% by January 2020.	Opportunity Dubuque	Long term, community generated and sustained initiative to equip unemployed and under employed with the skills necessary to advance to career track, high wage jobs with full benefits; Program launched in fall 2011; Welding, CNC, Adv Manufacturing training; 12 employers participating; 100 students completed training; 89% working	Dubuque County	Dubuque County	City of Dubuque, Project Hope, NICC, Dubuque Community Schools, ECIA, local businesses	In Progress	Vital	Technical Assistance	Ongoing				WIA, IEDA Career Link	\$100,800	Dubuque Community Schools,	\$100,000			\$200,800

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Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Heritage Trail Improvements	Improved connectivity between small communities and recreational trail access; Funding source for improvement planning has been identified with an estimated cost of \$12,500; Cost of suggested improvements remains TBD.	Dubuque County	Dubuque County	Dubuque County	In Progress	Vital	Infrastructure	2011-2015										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Smart Zoning	Create a smart zoning code for cities and county in Dubuque county designed to help implement form based zoning; Project underway	Dubuque County	Dubuque County	ECIA, Dubuque County	In Progress	Vital	Planning	2013-2015										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Mud Lake Road Improvements	Extention, widening, subdrain and paving;	Dubuque County	Dubuque County	Dubuque County	In Progress	Vital	Infrastructure	2012-2015										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Asbury Road Pavement Rehabilitation	Widening and repaving of Asbury Road, the main road through the community	Dubuque County	Dubuque County	Dubuque County	Completed	Vital	Infrastructure	2012-2014										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Farley Road Widening and Subdrain	Project underway; increased costs and design issues	Dubuque County	Dubuque County	Dubuque County	In Progress	Vital	Infrastructure	2011-2015										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Highway 52 Improvements	Coordinate with the State on improving Highway 52 from Sageville to Luxemburg; Securing funds for the improvements, completion of the planning study; status of the project in the State plan; IADOT is implementing the changes in different phases.	Dubuque County	Dubuque County and City of Holy Cross	Dubuque County and City of Holy Cross	In Progress	Vital	Infrastructure	Ongoing										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Highway 20 West Interchange	Project included in IDOT's 5 year plan; construction planned for 2015; City roads will need to be built and extended to support the interchange; funding needed for city portion of project; \$17 million project is expected to improve traffic safety at Seventh Street and U.S. 20.; City Council voted to approve a right-of-way agreement with the IDOT	Dubuque County	Dyersville	City of Dyersville	In Progress	Vital	Infrastructure	2012-2016										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Wastewater treatment facility upgrade	Double the capacity of the sewer system to mitigate raw sewage going into nearby rivers; Cost: \$4,000,000; Received \$1,000,000 EDA Public Works award	Dubuque County	Dyersville	Dyersville	In Progress	Vital	Infrastructure	2011-2015				EDA	\$1,000,000			City	\$3,000,000	\$4,000,000
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Homeownership Program	Provide homeownership assistance for first time homebuyers; had one rehab in 2008 for \$119,000	Dubuque County	Dyersville	ERHA	In Progress	Vital	Technical Assistance	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Sewer and Water Extension	Sewer and water extension to DOT facility on Hwy 136; Cost: \$1,500,000	Dubuque County	Dyersville	Dyersville	Seeking Funding	Vital	Infrastructure	2014-2016										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	12th Ave SE Utility Extension Project	Sewer and water extension and improved water quality; Cost: \$974,500	Dubuque County	Dyersville	Dyersville	Seeking Funding	Vital	Infrastructure	2014-2016										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Westside Park Bike/Walking Trail Project	Bike/walking trail along 3rd Ave SW: From 5th St SW to 1st St SW & south on 3rd St SW & 3rd Ave SW To the drainage ditch along 5th street & Bear Creek	Dubuque County	Dyersville	Dyersville	Completed	Vital	Infrastructure	Complete				RPA Enhancement	\$250,000				\$63,000	\$313,000

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Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	X 49 and 1st Avenue West Intersection	In the City of Dyersville, X49 and 1st Avenue West Intersection of X49 and 1st Avenue West	Dubuque County	Dyersville	Dyersville	In Progress	Vital	Infrastructure	Ongoing				RPA STP	\$264,000				\$66,000	\$330,000	
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	1st Avenue West Bridge Deck Overlay	In the city of Dyersville, On 1st Avenue West Bridge Deck Overlay, Over Bear Creek, from X49/332nd Ave to Beltline Rd	Dubuque County	Dyersville	Dyersville	In Progress	Vital	Infrastructure	Ongoing				RPA STP	\$260,000				\$65,000	\$325,000	
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Passenger Bridge Overpass	This bridge will overpass 3rd Avenue and assist students in getting to school safely	Dubuque County	Dyersville	Dyersville	Seeking Funding	Vital	Infrastructure	Ongoing											
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Trail Extension	Extend trail to X49 past Ellen Kennedy Center, past school, to convert to Heritage Trail	Dubuque County	Dyersville	City of Dyersville	Seeking Funding	Vital	Infrastructure	Ongoing											
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Downtown Revitalization	City Council members voted 4-0 at a special meeting Thursday (Oct 30) to approve an application for a new pilot program through the Iowa Economic Development Authority. The program, a partnership between IEDA's Iowa Downtown Resource Center and Drake, aims to help communities improve the economic viability of their downtowns using the university's services to conduct market research and develop business recruitment and retention programs, branding and marketing campaigns.	Dubuque County	Dyersville	City of Dyersville	Seeking Funding	Vital		2014-2016											
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Acquire flood-damaged properties	Removal of damaged properties and mitigate future flood damage; Funding secured; purchased 34 properties	Dubuque County	Dyersville	Dyersville	Completed	Vital	Technical Assistance	Project complete				FEMA; CDBG	\$4,466,800					\$4,466,800	
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Homeownership Program	This grant targets 6 first time home buyers within incorporated Cities in Dubuque County excluding Dubuque. Approved applicants may receive up to about \$30,000 per project which is used for down payment and after purchase rehabilitation.	Dubuque County	This grant has not even started yet and homeowners /communities have not been identified	ECIA	In Progress	Vital	Facility Construction / Rehab.	2015-2017				IFA-HOME program	\$285,250					\$285,250	
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Highway 20 improvements	Highway 20 improvements from Peosta to Seipple Road; DOT priority; Study complete; waiting on funding	Dubuque County	Dubuque County	Dubuque County, Iowa DOT	Seeking Funding	Vital	Infrastructure	2014-2020										\$0	
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Bee Branch Flood Mitigation	1. Carter Road Detention Basin Completed in 2004 \$1,076,315; 2. West 32nd Street Detention Basin Completed in 2009 \$4,158,589; 3. Historic Millwork District Complete Streets Completed in 2012 \$7,977,311; 4. Lower Bee Branch Creek Restoration Est. Completion 2014 \$21,274,685; 5. Flood Mitigation Gate Replacement Est. Completion 2015 \$2,099,000; 6. Impervious Surface Reduction (alley reconstruction) Est. Completion 2033 \$57,420,000; 7. Upper Bee Branch Creek Restoration Est. Completion 2016 \$64,823,636; 8. 22nd Street Storm Sewer Capacity Improvements Est. Completion 2020 \$3,380,000; 9. Flood Mitigation Maintenance Facility Est. Completion 2020 \$4,360,000; 10 North End Storm Sewer Capacity Improvements Est. Completion 2019 \$1,160,000; 11. Water Plant Flood Protection Est. Completion 2020 \$3,800,000; 12. 17th Street Storm Sewer Capacity Improvements Est. Completion 2020 \$7,520,000. Total project cost, excluding interest on debt: \$179,049,536. Received \$98.5 million from Iowa Flood Mitigation Board in 2013.	Dubuque County	Dubuque	City of Dubuque	In Progress	Vital	Facility Construction / Rehab.	2004-2020			\$165,000				State RECAT; National Scenic ByWays; Mississippi River Trail; Federal Pass-Thru (DMATS); GO Bonds; Iowa SRF Loan; Iowa SRF Loan (Forgivable); I-JOBS EDA Disaster Recovery (Awarded 2013) - \$1,200,000 Iowa Flood Mitigation Board - \$98,500,000	\$140,866,780			\$141,031,780

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Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	14th Street and Pedestrian Bridge at 5 Points	ECIA Transportation Staff developed the cost benefit analysis for the 2014 TIGER grant. Total project cost is \$19.5 million	Dubuque County	Dubuque	City of Dubuque	Seeking Funding	Vital	Infrastructure	Ongoing										
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Affordable Housing	Create affordable housing opportunities	Dubuque County	Dubuque	City of Dubuque	In Progress			Ongoing										
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Cascade Aquatic Center	ECIA staff is facilitating a capital campaign to build a new aquatic center; feasibility study in progress	Dubuque County	Cascade	City of Cascade	Seeking Funding	Vital	Facility Construction / Rehab.	2014-2016										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Cascade Aquin Daycare Center	ECIA staff is facilitating a capital campaign to add on to the existing daycare center	Dubuque County	Cascade	Aquin Daycare Center	Seeking Funding	Vital	Facility Construction / Rehab.	2014-2016										
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Rousselot	Rousselot announced plans to invest in a 9,000 square-foot expansion to its facility. The expansion project was expected to increase production by 40 percent	Dubuque County	Dubuque	Rousselot	Completed	Vital	Facility Construction / Rehab.	2014	10		\$16,300,000							#REF!
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Rite Hite	Workforce expansion	Dubuque County	Dubuque, Peosta	Rite Hite	Completed	Vital	Other	2014	18									
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Expansion of Housing Subdivisions	Possible 230 units constructed	Dubuque County	Asbury	Asbury	Seeking Funding	Vital	Facility Construction / Rehab.	Ongoing										\$0

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Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Delong Avenue Water Main Looping Project	New water main; Shovel-ready;	Dubuque County	Cascade	Cascade	Seeking Funding	Vital	Facility Construction / Rehab.	2014-2016										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Waste Water Treatment Plant upgrades	Cascade's \$400,000 low-interest state revolving is zero-interest and will go toward planning and design; for preliminary planning of the Waste Water Treatment Plant upgrades	Dubuque County	Cascade	Cascade	Seeking Funding	Vital	Planning	2014-2016										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Monroe Bridge Repair	Shovel-ready;	Dubuque County	Cascade	City of Cascade	Seeking Funding	Vital	Infrastructure	2012-2015										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	0' Manhole Replacement Project	New sanitary sewer manholes; Shovel-ready;	Dubuque County	Cascade	Cascade	Seeking Funding	Vital	Infrastructure	2014-2016										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Dubuque Regional Airport Facility Expansion	Airport to expand facilities; New terminal, parking lot and access road; Cost: \$40 million; implement master plan; State RISE grant submitted and approved; Construction in progress.	Dubuque County	City of Dubuque	City of Dubuque	In Progress	Vital	Facility Construction / Rehab.	2007-2016						Federal, State, RISE				\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Portside Plaza	Funding; construction timeline; owners; tenants; Flexsteel home office started in Port of Dubuque; \$63 million mixed use condos, office and retail in Port of Dubuque	Dubuque County	City of Dubuque	City of Dubuque	In Progress	Vital	Planning	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Millwork District Revitalization Strategy	Preserve and sustain the Millwork District by providing commercial, housing, and employment opportunities; \$200 million in residential and commercial development in 29 vacant buildings; Plan adopted by city council; historic tax credits secured for the CARADCO building, other buildings in progress; New market tax credits received for CARADCO building; 72 units of workforce housing in the CARADCO building (complete); two additional buildings under construction for 2013-2015; Linseed Oil Building - 16 energy efficient apartments - CDBG NP 5 funds awarded to rehab apartments - private money, loans and enterprise zone, \$4 million; Bob Johnson building - private money, loans, historic tax credits, and enterprise zone, 76 units at full build-out estimated at \$27 million. Novelty Iron Works Project (\$33 million plus) Phase I: A total of 16 residential units to be completed by January 2015; and 30,000 sq ft of commercial space will be ready for occupants in spring 2015, Phase II: the addition of 30 more apartments, and another 20,000 square-feet of commercial space -- will wrap up in 2015-2016.	Dubuque County	City of Dubuque / Millwork District	City of Dubuque / Millwork District	In Progress	Vital	Planning	Ongoing										\$0

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Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Start Up Dubuque (formerly known as the Schmid Innovation Center)	Entrepreneurial one-stop center for new business start ups	Dubuque County	Dubuque	City of Dubuque, NICC, Chamber, ECIA, SDC, SCORE	In Progress	Vital	Infrastructure	2013-2014			\$1,000,000							\$1,000,000
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Convention Expansion	Expanded facility; Cost: \$24,732,105	Dubuque County	Dubuque	Grand River Center	Seeking Funding	Suggested	Facility Construction / Rehab.	2012-2017										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Retail Development	Develop a 30-acre retail site at old Farmland Foods location; Construct a 250,000 square-foot shopping center with several outlets; Bee Branch improvements have been completed	Dubuque County	Dubuque	Greater Dubuque Development	Seeking Funding	Suggested	Infrastructure	2012-2016										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Extend fiber optic cable to DBQ Industrial Center West	Fiber optic connection for industrial park	Dubuque County	Dubuque	City of Dubuque	Seeking Funding	Vital	Infrastructure	Complete										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Dubuque Technology Park	Tenants include McKesson Co., Cartegraph, Kunkel & Associates, Sedgwick, Straka Johnson Architects, Entegee, and Windstream; Rockfarm Supply Chain Solutions will break ground on its new, 10,000-square-foot building in October 2014 and expects to employ 50 people by 2018.	Dubuque County	Dubuque	City of Dubuque, Greater Dubuque Development	In Progress	Vital	Infrastructure	Ongoing										\$0

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Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Downtown Development	Local banks collaborated to create low-interest loan pool to encourage downtown economic growth; \$149 million invested since 2008 with an additional increase of 1,120 employees since 2008. The fund was recapitalized in 2010 with an additional \$2.5 million; no data available for 2011 and 2012	Dubuque County	Dubuque	Dubuque Main Street	In Progress	Vital	Planning	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Energy efficiency, conservation and IBM "Smart City"	Energy efficiency and conservation and IBM "Smart City"; Energy efficiency upgrades in the commercial sector, energy audits of municipal buildings; RLF for energy efficiency retrofit to landlords or property owners, RLF for municipal buildings for energy efficient retrofits, Created \$200,000 RLF for an Energy Efficiency loan fund; November 2013, Iowa has received \$1.03 million IEDA to promote solar energy and make it easier for homeowners and businesses to adopt rooftop solar systems. Dubuque is a pilot city.	Dubuque County	Dubuque	City of Dubuque	In Progress	Vital	Infrastructure	Ongoing						US Dept of Energy, ICAAP	\$2,174,700			\$2,174,700
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Phase II Historic Federal Building (Dubuque)	Renovation, cost: \$6 million	Dubuque County	Dubuque	City of Dubuque	Seeking Funding	Vital	Facility Construction / Rehab.	2011-2016										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	New science building	Construct new science building; Cost: \$13 million;	Dubuque County	Dubuque	Clarke College	Seeking Funding	Vital	Facility Construction / Rehab.	Complete										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	IA 32 (Southwest Arterial) Construction	Construct IA 32 (Southwest Arterial) from Seippel Road to Hwy 61/151 to provide less congestion in surrounding areas; Final engineering and land acquisition started in 2009; \$2.9 million in ARRA funds committed; Project location study and environmental assessment complete; Construction of two bridges underway; \$17 million in the state of Iowa 5 year program for US 20 interchange; MOU signed for Transfer of Jurisdiction of SW/NW Arterials and U.S. 52; \$15 million (2015), \$20 million (2016), \$10 million (2017)	Dubuque County	Dubuque	Dubuque County	In Progress	Vital	Infrastructure	2003-2019				IDOT, DMATS STP	\$90,000,000					\$90,000,000
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Industrial Center West	Encourage new and existing businesses to locate to expanded industrial park; Cost of this phase: \$5 million; Grading, streets, water, sewer extensions	Dubuque County	Dubuque	City of Dubuque	In Progress	Vital	Infrastructure	Ongoing										\$0

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Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Industrial Center South	New park along both sides of Seippel Road near Highway 20; Grading underway; Funding needed for construction of US 20 interchange; 110 acres graded and ready for development, including addition of water, sanitary, and stormwater utilities along with fiber optic conduit. Also, creation of new 900 ft. Partners Road. Project cost is \$4.1 million, with \$230,000 from an IDOT RISE grant. Land is now available for sale.	Dubuque County	Dubuque	City of Dubuque	In Progress	Vital	Infrastructure	Ongoing						RISE	\$230,000			\$230,000
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Water Pollution Control	Water pollution control plant upgrade; Cost: \$65,000,000	Dubuque County	Dubuque	City of Dubuque	Seeking Funding	Vital	Infrastructure	Complete										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Garfield, Heeb, and Cooper Retaining Walls	New retaining walls; Shovel-ready;	Dubuque County	Dubuque	Dubuque	Seeking Funding	Vital	Facility Construction / Rehab.	2010-2015										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Utility Expansion to Dubuque Regional Airport	New sanitary sewer and water main serving the Dubuque Regional Airport expanded terminal; Shovel-ready;	Dubuque County	Dubuque	Dubuque	Seeking Funding	Vital	Facility Construction / Rehab.	2010-2015										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Foye, Merchant, and Gold Street Reconstruction	Shovel-ready;	Dubuque County	Dubuque	City of Dubuque	Seeking Funding	Vital	Infrastructure	Ongoing										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Louise Lane Bridge Construction	Shovel-ready;	Dubuque County	Dubuque	City of Dubuque	Seeking Funding	Vital	Infrastructure	Ongoing										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Rental Property Rehabilitation	Provide long term low interest loans for rental property rehabilitation	Dubuque County	Dubuque	Dubuque	Seeking Funding	Vital	Technical Assistance	Ongoing										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Novelty Ironworks project	76-unit development	Dubuque County	Dubuque	Dubuque	In Progress	Vital	Facility Construction / Rehab.	2013-2015										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	EZ Contracts	20 housing units will be created; 1689 Main St (6), 407-409 Loras Blvd (4), 324-326 W. Locust (5), 346-348 W. Locust (5)	Dubuque County	Dubuque	Dubuque	In Progress	Vital	Facility Construction / Rehab.	2013-2015										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Great River Road Reconstruction	Partial reconstruction completed; Status of the reconstruction, improved safety and access	Dubuque County	Dubuque County	Dubuque County	In Progress	Vital	Infrastructure	2012-2014										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Massey Station Road Widening, Subdrain and Paving	Shovel-ready;	Dubuque County	Dubuque County	Dubuque County	Seeking Funding	Vital	Infrastructure	Ongoing										\$0

ECIA Strategic Projects, Programs & Activities

General Information																			
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Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Swimming Pool Expansion	Improved swimming pool; waiting on funding, shovel-ready	Dubuque County	Dyersville	City of Dyersville	Seeking Funding	Vital	Facility Construction / Rehab.	2010-2015										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Go the Distance Baseball, LLC	Phase One: Six baseball and softball fields, concession stands, indoor state of the art training center, conference center (possibly a public/private partnership with indoor pool and theatre room). Will host youth baseball and softball tournaments and pro-league baseball. City has rezoned land and provided TIF funding; City awarded \$1 million EDA funds for sewer expansion; business is in the process of securing private sector funding for project. Total project cost: \$38 million	Dubuque County	Dyersville	Go the Distance Baseball, LLC	Seeking Funding	Vital	Facility Construction / Rehab.	2011-2015										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Commercial Park Development	Acquire and develop commercial property for a new commercial park; (12th Ave SW/332nd Ave Street Expansion); Land has been acquired thru City and DEDC partnership; 20 acres sold to FarmTek for facility expansion and 100 additional jobs; Remaining 30 acres will need to be developed with water, sewer, gas and electrical; 12th Ave SW was completed in 2012 for access to the park.	Dubuque County	Dyersville	City of Dyersville	In Progress	Vital	Infrastructure	2015-2020										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Industrial Park Expansion	Expand 20 West Industrial Park (Phase II); phase I complete; 25 acres still available; utilities are in place in phase I; seeking funding to expand infrastructure to the west 100 acres of the park (phase II & III)	Dubuque County	Dyersville	City of Dyersville	In Progress	Vital	Infrastructure	2012-2016										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	X 49 and 1st Avenue West Intersection	Cost: \$264,000; In progress	Dubuque County	Dyersville	Dyersville	In Progress	Vital	Infrastructure	2013-2015										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	7th Street SW Bridge Replacement	Cost: \$1,200,000; need to secure funding	Dubuque County	Dyersville	Dyersville	Seeking Funding	Vital	Infrastructure	2009-2015										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Beltline Bridge Replacement	Cost: \$1,200,000; need to secure funding	Dubuque County	Dyersville	Dyersville	Seeking Funding	Vital	Infrastructure	2012-2015										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	12th Avenue SW Bridge Replacement	Cost: \$1,200,000; need to secure funding	Dubuque County	Dyersville	Dyersville	Seeking Funding	Vital	Infrastructure	2012-2015										\$0

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Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	US 20 Interchange for 320th Avenue into Industrial Park	Cost: \$20,000,000; Funded through IADOT	Dubuque County	Dyersville	Dyersville	In Progress	Vital	Infrastructure	2012-2015										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	US 20 Overpass for 332nd Avenue (X49 to ethanol plant)	Cost: \$3,000,000; need to secure funding	Dubuque County	Dyersville	Dyersville	Seeking Funding	Vital	Infrastructure	2012-2015										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	12th Ave SW Extension	New road for Interchange access; Cost: \$800,000; Immediate Need RISE	Dubuque County	Dyersville	Dyersville	Seeking Funding	Vital	Infrastructure	2012-2015										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Main Street Program	The City of Dyersville would like to start a main street program	Dubuque County	Dyersville	City of Dyersville	Seeking Funding	Vital	Planning	Ongoing										
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Subdivision Development	Promote Urban Revitalization/tax incentive plan for new subdivision development	Dubuque County	Epworth	Epworth	Seeking Funding	Vital	Planning	Ongoing										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Industrial Park Improvements	Extend streets, sewer and water; plat and survey completed	Dubuque County	Farley	City of Farley	In Progress	Vital	Infrastructure	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Wastewater System	Wastewater treatment disinfection; Shovel-ready;	Dubuque County	Farley	Farley	Seeking Funding	Vital	Infrastructure	2014-2016										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Water Main Replacement	First Street Water Main Replacement and Reconstruction; Shovel-ready;	Dubuque County	Farley	Farley	Seeking Funding	Vital	Facility Construction / Rehab.	2014-2016										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Industrial Park Development	Purchase land for the purpose of developing an industrial park; Industrial park developed	Dubuque County	New Vienna	City of New Vienna	Seeking Funding	Vital	Infrastructure	Ongoing										\$0

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Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Elementary School Facility Expansion	Increase learning skills; Increase ITBS results	Dubuque County		West Dubuque School District	Seeking Funding	Vital	Planning	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Sageville Elementary Improvements - Senior High Media Center	Sageville - New elevator; new classrooms and office. Senior - New media center; Shovel-ready; seeking funding	Dubuque County	Sageville	Dubuque Community School District	Seeking Funding	Vital	Infrastructure	2014-2016										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Northwest Arterial Bike/Hike Trail to the Bergfeld Recreation Area - Phase 5	The trail will begin at the intersection of Pennsylvania Avenue and the Northwest Arterial and will extend southerly along the west side of the arterial to Chavenelle Road. The trail then will head west along Chavenelle Road as bike lanes through the Dubuque Industrial Center to the Bergfeld Recreation Area.	Dubuque County	Dubuque	City of Dubuque	In Progress	Vital	Infrastructure	2015-2016						Iowa Natural Resources Commission	\$200,000			\$200,000
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Blain's Farm and Fleet	New Dubuque store opened in October 2014	Dubuque County	Dubuque	City of Dubuque	Completed this Year	Vital	Facility Construction / Rehab.	2013-2014	100						\$4,700,000			\$4,700,000
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	E.B. Lyons Interpretive Center Expansion Project	An outdoor education area will be built near the center over the next several months, along with new informational kiosks, increased parking, a new restroom facility and an Americans with Disabilities Accessible trail. At the same time, the Iowa Department of Natural Resources will construct a new maintenance and storage shed.	Dubuque County	Dubuque	E.B. Lyons Interpretive Center	In Progress													\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Kendall Hunt Publishing	Dubuque-based Kendall Hunt Publishing closed its distribution center located at 7200 Chavenelle Road on June 1, 2014.	Dubuque County	Dubuque	Kendall Hunt Publishing	Completed this Year			2014		10								\$0

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Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Jeld-Wen	Closure of the wood fiber production plant	Dubuque County	Dubuque	Jeld-Wen	Completed this Year			2014		52								\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Cartegraph	Lay offs	Dubuque County	Dubuque	Cartegraph	Completed this Year			2014		8								\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Sears	Store closed in April 2014	Dubuque County	Dubuque	Sears	Completed this Year			2014		50								\$0
Skilled Workers: Improve the quantity and quality of the region's workforce to address the employer demands in the areas of Advanced Manufacturing; Healthcare; and Professional, Scientific, Technical Services by expanding the number of participants in the regional training programs by 10% and by increasing the number of trained skilled employees in these sectors by 10% by January 2020.	Youth CareerConnect Program	NICC and Upper Explorerland Regional Planning Commission will partner with 23 high schools in the Northeast Iowa Pathways to Employment project to help the college's efforts to develop new and expand existing concurrent enrollments in high-demand industries, such as finance, health care and technology.	Dubuque County	Dubuque	Northeast Iowa Community College	In Progress	Vital	Planning	2014-2016						US Dept. of Labor	\$2,700,000			\$2,700,000
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Schmitt Island Master Plan	The Cunningham Group, an architectural firm out of Minneapolis, presented a master plan for Schmitt Island before the Dubuque Racing Association Board of Directors. It was presented in three phases, that included retail and housing uses, leisure and recreational uses, as well as parking and water. The City hired the Cunningham Group and the City will have the final say as to what part of the three phases will be implemented first. The Group will make it's final presentation to the City Council on July 21, 2014.	Dubuque County	Dubuque	City of Dubuque	In Progress	Vital												\$0

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Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Tri State Quality Metals	Currently located on leased space in Peosta, plans are to build a new, 44,000 square foot facility in the Dubuque Industrial Center South	Dubuque County	Dubuque		Completed this Year	Vital	Facility Construction / Rehab.	2014	10		\$3,400,000							\$3,400,000
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Hormel	Dubuque's Progressive Processing plant will be home to the production of Hormel's bacon toppings products. The project will create two new production lines at the plant.	Dubuque County	Dubuque		Completed this Year	Vital	Facility Construction / Rehab.	2014	100		\$36,000,000							\$36,000,000
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	JEDA Polymers	The company plans to build a 48,000-square-foot manufacturing facility in the Dyersville Industrial Park with a capital investment of \$3.7 million	Dubuque County	Peosta		Completed this Year	Vital	Facility Construction / Rehab.	2014	16		\$3,155,000			Tax Increment Financing	\$545,000			\$3,700,000
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Government Training Institute	ECIA has implemented a government training institute in which members are welcome to attend training sessions on various subjects such as economic development, housing and sustainability.	ECIA Region	Dubuque	ECIA	In Progress	Vital	Technical Assistance	2014-2017				USDA	\$150,000			ECIA, ECIA Business Growth, EIRHA	\$150,000	\$300,000
	ECICA City Clerks Meeting	Host the spring and fall regional City Clerks meeting attended by city clerks from the five county region.	ECIA Region	Dubuque	ECIA	In Progress	Vital	Technical Assistance	Bi-Annual										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Homeownership Program - Public Housing	Work with existing tenants to purchase their unit; Number of public housing units sold; five homes sold to date; two in Dyersville in 2005 and 2006 at \$50,000 each	ECIA Region	DeWitt, Manchester, Worthington, Preston, Dyersville	DeWitt, Manchester, Worthington, Preston, Dyersville	Seeking Funding	Vital	Technical Assistance	Ongoing										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	DMATS - Resurfacing and Pavement rehabing projects	\$22.1 million will be used to bring the road system to standards of which \$17.7 million will be DMATS Surface Transportation Program (STP) funds.	ECIA Region	DMATS Region	ECIA Transportation and Planning	In Progress	Vital	Infrastructure	Ongoing				STP, DOT	\$17,700,000					\$17,700,000
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	DMATS - Bridge Replacement	\$3.2 million will be used to replace bridges that are below standards of which \$2.6 million will be from STP Bridge Program.	ECIA Region	DMATS Region	ECIA Transportation and Planning	In Progress	Vital	Infrastructure	Ongoing				STP, DOT	\$2,600,000					\$2,600,000
Skilled Workers: Improve the quantity and quality of the region's workforce to address the employer demands in the areas of Advanced Manufacturing; Healthcare; and Professional, Scientific, Technical Services by expanding the number of participants in the regional training programs by 10% and by increasing the number of trained skilled employees in these sectors by 10% by January 2020.	New Industrial Maintenance Program	NICC will be offering both a one-year diploma and a two-year Associates of Applied Science degree in the field of Industrial Maintenance. Begins Fall 2013.	ECIA Region	Dubuque	NICC	In Progress	Vital	Planning	Ongoing										\$0

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Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Ride the Rail, Passenger Train Service (Amtrak) from Chicago to Dubuque	A consolidated effort to achieve funding; creation of a state-wide rail program in Iowa; advocate for additional financial resources; Cost: \$3.2 million; creation of community coalition; presentations to legislative committees; correspondence to Congressional delegations; City needs to find funding for platform and rail improvements. Applied for Iowa Clean Air Attainment Program (ICAAP) but grant not amended in 2013, will re apply	ECIA Region	Dubuque	City of Dubuque	Seeking Funding	Vital	Infrastructure	2009-2018						State				\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Dubuque Intermodal Transportation Campus	Will create a multi-modal (bicycle, pedestrian, bus, rail, and single occupant vehicle) hub for the region; Cost-\$10.5 million of which \$8 million is from State of Good Repair Grant; submitted TIGER V in June 2013 grant for last phase - denied. Cost is approximately \$11-\$12 million, approximately \$6 million from the Federal Transit Administration State of Good Repair Grant; currently under design by Neumann Monson; estimated completion date is Spring 2015.	ECIA Region	Dubuque	City of Dubuque	In Progress	Vital	Facility Construction / Rehab.	2013-2015						Federal (State of Good Repair), City, local funds	\$10,500,000			\$10,500,000
	Converting projects into 3D	In partnership with city of Dubuque, Greater Dubuque Development Corp, and DOT; Visualization for future projects helping to get better public input;	ECIA Region	Dubuque	ECIA	Completed	Vital	Planning	2014						City, GDCC				\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Jule/RTA transit study	Creating projects to facilitate future changes in the area for all modes of transportation by taking into consideration safety and security of the area; primary input for TIP; Shopping Route implemented in October 2011; Applied for funds for evening college route and mid-town loop (2012-2013);	ECIA Region	Dubuque and RTA region	ECIA	In Progress	Vital	Planning	Ongoing										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Julien Dubuque Bridge Improvements	Work with City of Dubuque and State of Iowa to widen Julien Dubuque Bridge to four-lanes; Funds secured for AE and architectural phase – 2002; secure funds for construction. Status of the project in the State plan; status of Federal funds for construction	ECIA Region	Dubuque County	Dubuque County	Seeking Funding	Vital	Infrastructure	Ongoing										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Highway 20 Study	The IADOT staff Coordinated with the City of Dubuque and DMATS to analyse future improvements between Seipple Rd and Century Dr on Highway 20. IADOT is working with HDR to complete the study. However, there is no funding to make the suggested improvements as of now.	ECIA Region	Dubuque County	Dubuque County	Seeking Funding	Vital	Planning	2013-2020										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Mississippi River Trail	Participate in the MRT board activities and encourage participation by MPO and RPA in the region; Development of national trail in region; Funding secured for different phases	ECIA Region	ECIA Region	ECIA Transportation and Planning	In Progress	Vital	Planning	Ongoing										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Homeownership Program Section 8	Work with existing tenants to purchase a unit using their existing rental assistance; 21 tenants assisted to date with homeownership	ECIA Region	EIRHA	EIRHA	In Progress	Vital	Technical Assistance	ongoing										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	RPA 8 - Resurfacing and Pavement rehabbing projects	\$52.3 million will be used to bring the road system to standards of which \$4.5 million will be RPA 8 Surface Transportation Program (STP) funds.	ECIA Region	RPA Region	ECIA Transportation and Planning	In Progress	Vital	Infrastructure	Ongoing				STP, DOT	\$4,500,000					\$4,500,000
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	RPA 8 - Bridge Replacement	\$4.6 million will be used to replace bridges that are below standards of which \$3.7 million will be funds from STP Bridge Program.	ECIA Region	RPA Region	ECIA Transportation and Planning	In Progress	Vital	Infrastructure	Ongoing				STP, DOT	\$3,700,000					\$3,700,000

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Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	ECIA Long Range Transportation Plan - DMATS L RTP 2010-2040	List of transportation federal aid projects within DMATS area; Help cities and counties to program their five year budgets with projects that are federal aid eligible and have a positive impact within their region; Create a timeline for future projects helping communities to start planning and programming for implementation	ECIA Region	Dubuque	ECIA	In Progress	Suggested	Technical Assistance	2010-2040										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Smarter Travel	In partnership with city of Dubuque and IBM; Web portal for transit providers; Collecting GPS and GIS data and route schedules within the region. Volunteer recruitment to begin March 2015.	ECIA Region	Dubuque, Peosta, Asbury, East Dubuque	ECIA	In Progress	Vital	Planning	Ongoing										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	New Production Homeownership Program	25% downpayment housing assistance to LMI buyers in ECIA region - New Production (NP3) - 2008 State flood funds to construct 54 units in Dubuque; 54 units complete	ECIA Region	Dubuque	ECIA, EIRHA, local contractors, regional cities	Completed	Vital	Facility Construction / Rehab.	2012-2015				IEDA NP						\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	New Production Homeownership Program	25% downpayment housing assistance to LMI buyers in ECIA region - New Production (NP5) - 2008 State flood funds to construct 16 units in Betty Building in Millwork District; project cost: \$4 million; 72 units in Bob Johnson building; project cost: \$27 million; Funds secured; construction in progress	ECIA Region	Dubuque	ECIA, EIRHA, local contractors, regional cities	In Progress	Vital	Facility Construction / Rehab.	2014-2016				IEDA NP						\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Eastern Iowa Rural Revitalization Initiative (EIRRI)	This project will assist ECIA's rural local government members with brownfields revitalization from beginning to end. ECIA just applied for an EPA Brownsfield Assessment grant in December 2014 for \$200,000.	ECIA Region	Dubuque	ECIA	Seeking Funding	Vital	Technical Assistance	Ongoing										
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Parks to People	Provide technical assistance to Jackson, Jones, and Dubuque Counties for the Parks to People Program; Traveled to Des Moines for award announcement; Project awarded	ECIA Region	Dubuque, Jackson, and Jones Counties	ECIA	In Progress	Vital	Technical Assistance	2014-2018				State	\$1,900,000					\$1,900,000
Skilled Workers: Improve the quantity and quality of the region's workforce to address the employer demands in the areas of Advanced Manufacturing; Healthcare; and Professional, Scientific, Technical Services by expanding the number of participants in the regional training programs by 10% and by increasing the number of trained skilled employees in these sectors by 10% by January 2020.	Upper Mississippi Manufacturing Innovation Center	UMMIC's mission is to serve as a catalyst for economic growth and as a regional hub for manufacturing by assisting manufacturers in the region to succeed through innovation, supply chain positioning, and business development activities. The 25 counties in Iowa, Illinois, and Wisconsin that encompass this project have a strong manufacturing ecosystem. The region's manufacturing concentration ranks in the top third in the nation for key manufacturing technology or supply chains (KTS) by location quotient (LQ) for employment. ECIA Staff completed a business plan in 2014 for the Center.	ECIA Region	Tri-state region	NICC	In Progress	Vital	Technical Assistance	Ongoing										
Skilled Workers: Improve the quantity and quality of the region's workforce to address the employer demands in the areas of Advanced Manufacturing; Healthcare; and Professional, Scientific, Technical Services by expanding the number of participants in the regional training programs by 10% and by increasing the number of trained skilled employees in these sectors by 10% by January 2020.	Adv. Mfg Center of Excellence	Tri-State Partnership with 3 Comm. Colleges, ECIA Region, and two other EDA Districts for Tri-State Adv. Mfg Center of Excellence	ECIA Region	all Counties	NICC	In Progress	Vital	Planning	Ongoing				EDA Technical Assist.	\$62,500					\$62,500
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Housing Development	Annex land to accommodate new housing development including low and median income housing, add streets and improvements as needed to accommodate subdivision development, increase and provide utilities for subdivision development	ECIA Region	Cascade, Holy Cross, Farley Worthington, Epworth, Zwingle, Peosta	Cascade, Holy Cross, Farley Worthington, Epworth, Zwingle, Peosta	Seeking Funding	Vital	Infrastructure	Ongoing										\$0

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Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Small Business Development Center	Virtual one stop shop for entrepreneurs to increase access to resources; Center open; Director hired	ECIA Region	Dubuque	Small Business Development Center/Northeast Iowa Community College	Completed	Vital	Other	2012-2014										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Highway 20 East, Galena Bypass	Cost: \$250,000,000;	ECIA Region	Dubuque County	Dubuque County	Seeking Funding	Vital	Infrastructure	Ongoing										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	U.S. 30 Construction between Cedar Rapids and Clinton	Support the construction of U.S. 30 as a four-lane highway from Cedar Rapids to Clinton; in the State five year plan; Economic Impact Study complete	ECIA Region	ECIA Region	ECIA Transportation and Planning	In Progress	Vital	Infrastructure	2009-2018										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	U.S. 30 Expansion	Study to expand U.S. 30 to four-lanes through Cedar, Clinton and Linn Counties to Chicago; Feasibility study complete; some funding secured; status of the project in the State plan	ECIA Region	ECIA Region	ECIA Transportation and Planning	In Progress	Vital	Planning	2009-2018										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Digital Communications	Investigate and encourage companies to provide up-to-date digital communications to local businesses, industry and residential consumers	ECIA Region	Tipton, Farley, and Dyersville	Tipton, Farley, and Dyersville	In Progress	Suggested	Infrastructure	Ongoing	130		\$6,200,000							\$6,200,000
	Jackson County Municipal League (JCML)	Serve as secretary and facilitate the monthly meetings of the (JCML)	Jackson County	Jackson County	ECIA	In Progress	Vital	Technical Assistance	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Recreational Park Development	Develop 11 acres of park land with recreational facilities; Number of acres acquired and developed; enhanced recreational opportunities, new tourists to the area	Jackson County	Bellevue	City of Bellevue	Seeking Funding	Vital	Infrastructure	2009-2015										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Bellevue Riverview Trail Phase II	Improve recreational activity; the second phase of the project will bring the trail north on the west side of Highway 52 for 1.46 miles, where it will turn east under the railroad bridge and end near the entrance to the Off-Shore and Baymont on the road to Spruce Creek. ECIA prepared RPA grant.	Jackson County	Bellevue	City of Bellevue	In Progress	Vital	Infrastructure	2013-2015				RPA 8 Enhancement Grant	\$250,000	State Recreational Trails Program	\$260,000	City	\$90,000	\$600,000

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Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Belleve Strategic Planning	Several entities, including of the City of Belleve, the Belleve Chamber of Commerce and Belleve Economic and Tourism Association (BETA) joined together in November 2014 to set goals and strategies in order for the community to increase tourism, shopping and economic development.	Jackson County	Belleve	City of Belleve	Seeking Funding	Vital	Planning	Ongoing											
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Wastewater System - Leisure Lake	Construct wastewater system to serve Leisure Lake subdivision	Jackson County	Leisure Lake	EIRUSS	In Progress	Vital	Infrastructure	ongoing				USDA Rural Development; WIRB; CDBG	\$5,069,000						\$5,069,000
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Water - Droessler Subdivision and Spruce Creek Park	Provide water to Droessler Subdivision and Spruce Creek Park	Jackson County	Jackson County	EIRUSS	In Progress	Vital	Infrastructure	ongoing											\$0
	Buyer Supplier	There are over 1,200 Eastern Iowa businesses participating in Buyer Supplier, a buy local search engine. Forty of those businesses are located in Jackson County. Membership has increased by 1200% since October 2010. The website (www.buyersupplier.org) has hosted over 5,300 unique visitors since 2011.	Jackson County	Buyer Supplier	Prosperity Eastern Iowa	In Progress	Vital	Technical Assistance	Ongoing											\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Housing Needs Assessment	Provided an outline and a sample Housing Needs Assessment to Jackson County ED Director and continue discussing housing needs	Jackson County	Jackson County	Jackson County Economic Development Alliance	Completed	Vital	Planning	2013-2015											\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Pine/Ash Street Reconstruction	Total cost: \$322,000; Shovel-ready;	Jackson County	Lamotte	City of Lamotte	Seeking Funding	Vital	Infrastructure	2012-2014											\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	South Main Street Bridge	Small City funding for South Main Street Bridge Replacement and Culvert Extension = \$265,200.	Jackson County	LaMotte	City of Lamotte	Seeking Funding	Vital	Infrastructure	2015-2016				RPA	\$265,000					\$66,000	\$331,000
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Washington Street Reconstruction	Cost: \$150,000;	Jackson County	Maquoketa	City of Maquoketa	In Progress	Vital	Infrastructure	2012-2015											\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	IFA HOME Grant	An IFA HOME grant that will assist seven households to become homeowners - seven homes completed.	Jackson County	Maquoketa	ECIA	Completed	Vital	Facility Construction / Rehab.	2014				HOME funds	\$270,000						\$270,000

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Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	CDBG Housing Fund	Assisting City with CDBG Housing Fund application to assist 12 households in a targeted area of the city with rehabilitation needs. No money has been funded yet. State recommends environmental review and potential houses identified before grant is submitted. Will know by April 2015.	Jackson County	Maquoketa	City of Maquoketa	In Progress	Vital	Facility Construction / Rehab.	2014-2016										\$0
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Street Resurfacing	Shovel-ready;	Jackson County	Miles	City of Miles	Seeking Funding	Vital	Infrastructure	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Wastewater Treatment Facility	Working with City to assist in development of wastewater treatment facility improvement project	Jackson County	Miles	City of Miles	In Progress	Vital	Infrastructure	ongoing				CDBG	\$300,000			City will borrow from SRF	\$753,000	\$1,053,000
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Comprehensive Plan	Encourage community design that results in sustainable design and land use with "smart growth". This was part of the levee project.	Jackson County	Sabula	City of Sabula	Completed	Vital	Planning	Ongoing				IJOBS - partial funding	\$10,000					\$10,000
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Highway 52 Reconstruction	DOT listed this on their five year program; St. Donatus portion in progress. 2014: No RPA money for this project as of now.	Jackson County	St. Donatus	City of St. Donatus	In Progress	Vital	Infrastructure	2012-2015										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Wastewater Treatment Facility	Working with City to address wastewater treatment facility issues. IJW is in discussions with City on future plans. Received Disadvantaged Community Designation in 2014 which will give them time to plan appropriately and financially feasible.	Jackson County	St. Donatus	City of St. Donatus	Seeking Funding	Vital	Planning	ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Levee System Improvements and Certification Project	Improvements to existing storm water levee system; Construction complete; (work remains due to City & funding). Assisted with CDBG application in 2012 for levee improvements but was never funded.	Jackson County	Sabula	Sabula	Completed	Vital	Facility Construction / Rehab.	2010-2016										\$0

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Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	RLF Loan	Waste Authority of Jackson County, \$225,000 RLF Loan	Jackson County	Maquoketa	ECIA Business Growth, Inc.	Funded	Vital	Technical Assistance	FY 2014	0		\$0	Revolving Loan Fund	\$225,000					\$225,000
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	RLF Loan	Jackson County Care Facility, \$300,000 RLF Loan	Jackson County	Maquoketa	ECIA Business Growth, Inc.	Funded	Vital	Technical Assistance	FY 2014	0		\$0	Revolving Loan Fund	\$300,000					\$300,000
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	RLF Loan	Hospice of Jackson County, \$56,000 RLF Loan	Jackson County	Maquoketa	ECIA Business Growth, Inc.	Funded	Vital	Technical Assistance	FY 2014	0		\$0	Revolving Loan Fund	\$56,000					\$56,000
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Mississippi River Docks	Install docks along the Mississippi River for easier access	Jackson County	Bellevue	City of Bellevue	Seeking Funding	Vital	Infrastructure	Ongoing										
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Aquatic Center/Pool Upgrade	Aquatic Center/Pool Upgrade	Jackson County	Bellevue	City of Bellevue	Seeking Funding	Vital	Infrastructure	Ongoing										

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Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Downtown Revitalization	Downtown facade improvements	Jackson County	Maquoketa	Maquoketa Betterment Fund	Seeking Funding	Vital	Planning	Ongoing										
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Urban Revitalization District Updates	The city of Maquoketa would like to unify their existing urban renewal areas; currently working with ECIA to update urban renewal maps	Jackson County	Maquoketa	City of Maquoketa	Seeking Funding	Vital	Planning	Ongoing										
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Industry Park Development	Locate and evaluate potential sites for industrial park development	Jackson County	Bellevue	City of Bellevue		Vital	Planning	2013-2015										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Urban Renewal Maps	Create updated maps for urban renewal area	Jackson County	Bellevue	City of Bellevue	Completed	Vital	Planning	2014										
Transportation Infrastructure: Improve highway and bridge transportation infrastructure funding to attract, retain, and expand business in the region by increasing the State and Federal funding to the area by 10% by January 2020.	Millcreek bridge project	Cost: \$8,200,000;	Jackson County	Bellevue	City of Bellevue	Seeking Funding	Vital	Infrastructure	2009-2015										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Condominium Project	Up to 400 upscale condominiums; Land for project annexed; 20 units constructed;	Jackson County	Bellevue	City of Bellevue	In Progress	Vital	Facility Construction / Rehab.	Ongoing										\$0

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Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Bellevue State Park	The Iowa Department of Natural Resources is crafting the plan for the 770-acre park, which features a butterfly garden, nature center and campground. Residents were to provide feedback.	Jackson County	Bellevue	City of Bellevue	In Progress		Planning	2014-2018										
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Sewer and Water Extension	New sewer and water extension to development north of City; Shovel-ready subject to annexation	Jackson County	Bellevue	City of Bellevue	Seeking Funding	Vital	Infrastructure	2010-2016										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Economic Development - Recruitment; Synchronist	Follow up on leads brought to JCEA; Make annual visits with existing industries to discover needs	Jackson County	Jackson County	Jackson County Economic Alliance (JCEA)	Seeking Funding	Vital	Planning	Ongoing										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Industrial/Commercial areas growth pattern study	Identify potential industrial/commercial areas along U.S. 61 highway corridor; Study growth patterns – prevent sprawl; Study completed and areas identified; commercial and industrial areas identified; property rezoned	Jackson County	Jackson County/City of Maquoketa	Jackson County/City of Maquoketa	In Progress	Vital	Planning	2013-2018										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Housing Development	Annex land to accommodate new housing development of all income ranges; add streets and improvements as needed to accommodate subdivision development; increase and provide utilities for subdivision development; encourage spec housing; Miles under construction	Jackson County	LaMotte, Miles	LaMotte, Miles	In Progress	Vital	Infrastructure	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Water-Sewer Replacement	Downtown Overlay; New mill/overlay; new water mains; new sanitary sewer mains; Shovel-ready; PhasingpProject	Jackson County	Maquoketa	Maquoketa	Seeking Funding	Vital	Infrastructure	2014-2018										\$0

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Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Main Street - Downtown Streetscape Improvements	Main Street Downtown mill/overlay, ADA ramps; Cost: \$270,000;	Jackson County	Maquoketa	City of Maquoketa	Seeking Funding	Vital	Infrastructure	2012-2016										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Rental Housing	Coordinate with developers to construct rental housing	Jackson County	Maquoketa	Maquoketa	Seeking Funding	Vital	Facility Construction / Rehab.	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Sewer System	Upgrade Sewer System; Shovel-ready;	Jackson County	Miles	Miles	Seeking Funding	Vital	Infrastructure	2010-2016										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Water Main Replacement	Water Main replacement Phase 2 and 3; Shovel-ready;	Jackson County	Miles	Miles	Seeking Funding	Vital	Infrastructure	2010-2016										\$0
Housing: Increase the number of workforce rental and single family housing units in the region by 2% to accommodate the industry demands by January, 2020.	Hansen Subdivision	Shovel-ready; need funding; Development of new subdivision of 15 new lots	Jackson County	Miles	City of Miles	Seeking Funding	Vital	Planning	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Water Main Project Phase I	New water main; Cost: \$180,000; Study completed	Jackson County	Preston	City of Preston	In Progress	Vital	Infrastructure	2012-2015										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Water Main Project Phase II	New water main; Cost: \$290,000; Study completed	Jackson County	Preston	City of Preston	In Progress	Vital	Infrastructure	2012-2015										\$0

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Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Water Main Project Phase III	New water main; Cost: \$303,000; Study completed	Jackson County	Preston	City of Preston	In Progress	Vital	Infrastructure	2012-2015										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Water Main Project Phase IV	New water main ; Cost: \$247,000; Study completed	Jackson County	Preston	City of Preston	In Progress	Vital	Infrastructure	2012-2015										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Industry Park Development	Locate and evaluate potential sites for industrial park development	Jackson County	Preston	City of Preston	Seeking Funding	Vital	Planning	2013-2015										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Wastewater System Upgrades	Improved wastewater system;	Jackson County	Spragueville	City of Spragueville	In Progress	Vital	Infrastructure	2014-2016			\$261,410	\$81,000						\$261,410
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Wastewater Treatment project	New wastewater treatment facility; Proceeding with engineering selection and design; upgrade project in progress	Jackson County	Sabula	Sabula	Seeking Funding	Vital	Facility Construction / Rehab.	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Well Project	New additional well; Cost: \$350,000	Jackson County	LaMotte	LaMotte	Seeking Funding	Vital	Facility Construction / Rehab.	Ongoing										\$0

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Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Storm Water Project	New storm water system	Jackson County	Springbrook	Springbrook	Seeking Funding	Vital	Facility Construction / Rehab.	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Water Project	Improved water system	Jackson County	Springbrook	Springbrook		Vital	Facility Construction / Rehab.	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Wastewater Treatment Project	New wastewater treatment facility; Analyze capacity needs	Jackson County	Monmouth	Monmouth	Seeking Funding	Vital	Facility Construction / Rehab.	Ongoing										\$0
Community Development: Enhance community and public facility infrastructure and increase access to community services and amenities to meet the demands of regional employers and their employees by increasing the number of public and private funds to the region by 20% and completing 15 projects by January 2020.	Wastewater Plant Improvements	New wastewater treatment facility; no cost determined	Jackson County	St. Donatus	St. Donatus	Seeking Funding	Vital	Facility Construction / Rehab.											\$0
	Renovation 1848 Elementary	Improved building; Shovel-ready; seeking funding	Jackson County	Belleve	Belleve Community School	Seeking Funding	Vital	Infrastructure	Ongoing										\$0
Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Workforce recruitment and retention	On November 13, 2014, PEI will be hosting a workplace culture education event for all members/businesses in PEI's region. Part of the PEI IEDA Marketing grant. Around 90 people attended. Estimated time: 15 hours	PEI Region	Dubuque	ECIA	In Progress	Vital	Technical Assistance	2014										\$0
Skilled Workers: Improve the quantity and quality of the region's workforce to address the employer demands in the areas of Advanced Manufacturing; Healthcare; and Professional, Scientific, Technical Services by expanding the number of participants in the regional training programs by 10% and by increasing the number of trained skilled employees in these sectors by 10% by January 2020.	Veteran recruitment	PEI will be marketing the Home Base Iowa initiative in order to be apart of the statewide effort of veteran recruitment. Time coded to general PEI membership dues	PEI Region	Dubuque		In Progress	Vital	Technical Assistance	2015-2016										\$0

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Business Development: Remain economically competitive by retaining businesses, encouraging expansion, and attracting new industry in the region by increasing SBA and RLF loan activity by 10%; increasing annual business retention calls to regional employers by 5%; increasing the total regional laborforce by .5%; increasing commercial construction by 10%, and increasing entrepreneurial start-ups by 5% total by January 2020.	Regional Workforce Recruitment Program	In July of 2014, PEI applied for grant funding to collaborate with regional economic development entities and regional employers to promote and build a regional workforce recruitment program through the Accessdubuquejobs.com website including one year trial memberships for local companies in the PEI region. Time coded to general PEI membership dues.	PEI Region	Dubuque	ECIA	In Progress	Vital	Technical Assistance	2015-2016										\$0
	Petal Project	Green business certification program to encourage environmental practices in the business community; Companies will learn sustainability practices; Program in place; 26 businesses participating; 14 businesses certified	PEI Region	PEI Region	Prosperity Eastern Iowa	In Progress	Vital	Technical Assistance	Ongoing										\$0
	Petal Project	Encourage sustainable and energy conserving measures in all housing rehabilitation and construction activities; Work with funding entities and contractors	PEI Region	PEI Region	Prosperity Eastern Iowa	In Progress	Vital	Technical Assistance	Ongoing										\$0
	Shift 5%	Encourage regional companies to shift 5% of their out-of-region spending back into the region; Businesses connected with each other to offer purchasing opportunities within the region, increasing the growth and wealth of our regional economy; Website complete; Marketing plan developed; Over 1200 companies participating	PEI Region	PEI Region	Buyer Supplier	In Progress	Vital	Other	Ongoing										\$0
Skilled Workers: Improve the quantity and quality of the region's workforce to address the employer demands in the areas of Advanced Manufacturing; Healthcare; and Professional, Scientific, Technical Services by expanding the number of participants in the regional training programs by 10% and by increasing the number of trained skilled employees in these sectors by 10% by January 2020.	WIA Dislocated Worker Program	Assist unemployed workers obtain re-employment; in FY14, 66.6% of participants obtained employment and \$12,849 was the average six months earnings	Region 1	Dubuque and Manchester	Region 1 Employment and Training in Delaware and Dubuque Counties	In Progress	Vital	Planning	Ongoing										\$0
Skilled Workers: Improve the quantity and quality of the region's workforce to address the employer demands in the areas of Advanced Manufacturing; Healthcare; and Professional, Scientific, Technical Services by expanding the number of participants in the regional training programs by 10% and by increasing the number of trained skilled employees in these sectors by 10% by January 2020.	IowaWORKS	Facilitate industry requested for joint training of multiple employers for specific assistance and educational programs; Represent industry and actively participate in workforce development activities and programs	Region 1	Dubuque and Manchester	IowaWORKS	In Progress	Vital	Planning	Ongoing										\$0
Skilled Workers: Improve the quantity and quality of the region's workforce to address the employer demands in the areas of Advanced Manufacturing; Healthcare; and Professional, Scientific, Technical Services by expanding the number of participants in the regional training programs by 10% and by increasing the number of trained skilled employees in these sectors by 10% by January 2020.	IowaWORKS	Coordinate with high schools and NICC in the school to work program to train individuals	Region 1	Dubuque and Manchester	IowaWORKS	In Progress	Vital	Planning	Ongoing										\$0

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Skilled Workers: Improve the quantity and quality of the region's workforce to address the employer demands in the areas of Advanced Manufacturing; Healthcare; and Professional, Scientific, Technical Services by expanding the number of participants in the regional training programs by 10% and by increasing the number of trained skilled employees in these sectors by 10% by January 2020.	Labor Tool Guide	Assist potential employers, develop and distribute to area guidance counselors a labor tool guide; Labor tool guide completed	Region 1	Manchester	Delaware County Economic Development	In Progress	Vital	Planning	Ongoing										\$0
Skilled Workers: Improve the quantity and quality of the region's workforce to address the employer demands in the areas of Advanced Manufacturing; Healthcare; and Professional, Scientific, Technical Services by expanding the number of participants in the regional training programs by 10% and by increasing the number of trained skilled employees in these sectors by 10% by January 2020.	WIA Adult Program	Assist low-income adults obtain employment or better employment; Number of clients obtaining employment was 64.8%; in FY14 the average six months earnings was \$11,042	Region 1	Manchester	Region 1 Employment and Training in Delaware and Dubuque Counties	In Progress	Vital	Technical Assistance	Ongoing										\$0
Skilled Workers: Improve the quantity and quality of the region's workforce to address the employer demands in the areas of Advanced Manufacturing; Healthcare; and Professional, Scientific, Technical Services by expanding the number of participants in the regional training programs by 10% and by increasing the number of trained skilled employees in these sectors by 10% by January 2020.	Dubuque Works/IowaWORKS	Connecting workforce development efforts in the area; IowaWORKS - Meet with businesses individually and in groups to determine and help address workforce need; FY12: 3,787 served and in FY13: 3,597 served.	Region 1	Region 1	Dubuque Works/IowaWORKS	In Progress	Vital	Planning	Ongoing										\$0
Skilled Workers: Improve the quantity and quality of the region's workforce to address the employer demands in the areas of Advanced Manufacturing; Healthcare; and Professional, Scientific, Technical Services by expanding the number of participants in the regional training programs by 10% and by increasing the number of trained skilled employees in these sectors by 10% by January 2020.	WIA Youth Program	Assist low-income or at-risk youth obtain employment or improve their employment potential; in FY14, 86.4% of participants were placed in education and employment and 62.5% attained a degree or certificate	Region 1	Region 1	Region 1 Employment and Training	In Progress	Vital	Technical Assistance	Ongoing										\$0