

NorthWest Iowa Planning & Development Commission



"Prairies & Lakes Region"

ANNUAL COMPREHENSIVE ECONOMIC
DEVELOPEMNT STRATEGY (CEDs) AND PROGRESS
REPORT

JULY 2010 - JUNE 2011

Prepared for the Economic Development Administration (EDA)
U.S. Department of Commerce

Annual Comprehensive Economic Development Strategy (CEDS) And Progress Report

Grantee: Northwest Iowa Planning & Development Commission

Project Number: Planning Partnership Investments 05-83-04985

Period covered by the report: July 2010 to June 2011

The second year of the revised CEDS saw more activity with project development, application and administration. The second year of the community capital improvement survey showed some improvement, mostly through new means of returning information, from the initial year, but still remains a work in progress. The agency website www.nwipdc.org continued to see more use through staff diligence in updating and promotion, but like the community survey, still has room to grow. Work towards resurrecting the agency newsletter met with some challenges as the format desired was not compatible with current software, but renewed effort will see this vital tool put back into the tool belt of the agency by this time next year

As always, the staff continued to deliver services based upon the comprehensive economic planning strategy. This activity was supported by funding from the U.S. Department of Commerce's Economic Development Administration in accordance and consistent with the region's Comprehensive Economic Development Strategy Plan. In compliance with the requirements of the aforementioned funding agency, this annual report detailing the work of staff in delivery of the economic strategy has been prepared.

The following information outlines the FY 2010 NWIPDC work along this service delivery line.

Adjustments

The Strategy Committee and Policy Council saw some changes during the last year, mainly because of elections and the filling of vacant positions. Unfortunately the region experienced one death of a long time Policy Council member Mr. Barry Thong Vanh in late May. The following list indicates present Policy Council Members and their respective fields of interest.

**NORTHWEST IOWA PLANNING & DEVELOPMENT COMMISSION
CURRENT POLICY COUNCIL**

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
Dale Arends	Buena Vista County	County Supervisor
Tim Schumacher	Emmet County	County Supervisor
W.C. Leupold	Dickinson County	County Supervisor
Merle Koedam	Lyon County	County Supervisor
Rich Haack	O'Brien County	County Supervisor
Mike Schulte	Osceola County	County Supervisor
Edward Noonan	Palo Alto County	County Supervisor
George Kruger	City of Spencer (Clay Co. Cities)	City Councilman
Penny Clayton**	City of Estherville (Emmet Co. Cities)	City Administrator
Ron Walker**	City Arnolds Park (Dickinson Co. Cities)	City Administrator
Jim Zeutenhorst**	City of Sanborn (O'Brien Co. Cities)	City Administrator
Dan Janssen**	City of Sibley (Osceola Co. Cities)	City Administrator
John Bird* **	City of Emmetsburg (Palo Alto Co. Cities)	City Administrator
Duane Feekes**	City of Orange City (Sioux Co. Cities)	City Administrator
Jon Kruse	City of Storm Lake (Buena Vista Co. Cities)	Mayor

* - Chairman

** City Administrators are selected by county-wide city groups to represent all elected city councils for each respective county

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
Jim Vandervelde	Rock Valley Dev. Corp.	President
Dick Drahot	Heritage Bank	Vice-President
Kiana Johnson	O'Brien Business Consortium	Director
Marjean Westerman	Treimer Realty	Owner
Al Bloemendaal*	Allen Bloemendaal, Inc./Farms	Owner
Jim Jenson	Jenson Farms	Owner
Linda Swanson*	Swanson Farms	Co-Owner

* - Mr. Bloemendaal and Ms. Swanson are elected County Supervisors but for EDA purposes are being counted as private sector representatives..

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
Shaun Arneson*	Iowa Lakes Corridor Dev/Lakes Commerce.	Vice President
Steve Simons*	Lyon County Development/Rock Rapids Chamber	Director
Kirk Grau*	Osceola County Econ Dev/Sibley Chamber	Director
Steve Heldt*	Emmetsburg Comm Dev/Chamber	Director

* Represent Chamber of Commerce functions for their respective areas

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

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

Name	Area of Interest	Position
Don Scheur	Community Development	Retired City Management/Economic Dev.

CALCULATIONS

	<u>Number</u>	<u>Percent</u>
1. Government Representatives (51-65%)	15	<u>56%</u>
2. Non- Government Representatives (35-49%)	11	<u>41%</u>
A. Private Sector Representatives (at least 1)	7	
B. Stakeholder Organization Representatives (at least 1)	4	
3. At-Large Representatives (0-14%)	1	<u>3%</u>
Total Board Membership	27	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.

CEDS/STRATEGY COMMITTEE

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
Kris Ausborn	Community State Bank	Vice-President
Dale Arends	Arends Farms	Farmer/Owner
Linda Swanson	Swanson Farms	Farmer/Co-Owner
Jim Jenson	Private Agriculture/Farmer	Farmer /Owner
W.C. Leupold	Laker Alternative HS	Lead Instructor
Merle Koedam	Private Agriculture/Farmer	Farmer/Owner
Rich Haack	Private Agriculture/Farmer	Farmer/Owner – Retired Ag Lender
Ed Noonan	Noonan Farms	Farmer/Owner
Dick Drahota	Heritage State Bank	Vice-President
Al Bloemendaal	Allen Bloemendaal Inc./Farm	President/Owner
Jon Kruse	Sara Lee, Inc.	Manager – Storm Lake
Cleber Meyer	Meyer Oil	Owner
Paul Brink	Brink Inc.	President
Randy Van Roekel	Orange City Hospital	Director
Robert Sewell	Milford Utilities	Manager
Ken Hassenius	IA DNR/Farmer	Farmer/Owner
Mark Gaul	Sheldon Chamber/Farmer	Farmer/Owner

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

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

Name	Area of Interest	Position
Linda Gray	Labor Force	Director, Iowa Workforce Development – Spencer Center
Hugh Lively	Public Transportation	Director, Regional Transit Authority
Penny Clayton	Civic Government	City Administrator, Estherville
Kirk Grau	Economic Development	Director, Osceola County Econ. Dev.
Ron Walker	Civic Government	City Administrator, Arnolds Park
Eileen Skogerboe	Human Services	Director, Spencer Office DHS
Jim Zeutenhorst	Civic Government	City Administrator, Sanborn
Shaun Arneson	Economic Development	Vice President, Iowa Lakes Corridor Development Corporation
John Bird	Civic Government	City Administrator, Emmetsburg
Steve Heldt	Economic Development	Director, Emmetsburg Development/ Chamber
Duane Feekes	Civic Government	City Administrator, Orange City
Gerald Rath	Labor/Disabilities	Director, Iowa Vocational Rehab
Jane Goeken	Education	Community Dev. Specialist, Iowa State University Extension
Clark Marshal	Labor/Education	Director of Training and Economic Development, Iowa Lakes Community College

CALCULATIONS

	<u>Number</u>	<u>Percent</u>
Private Sector Representatives (at least 51%)	17	<u>55%</u>
Representatives of Other Economic Interests (no more than 49%)	14	<u>45%</u>
Total Committee Membership	<u>31</u>	<u>100%</u>

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.

Membership of the Commission did not change from the previous years report. All nine (9) counties remained as members and 78 of the 79 cities as well. However, the 2010 Census information became available and overall the region lost 1,376 persons for a slight decline of .98%

from 2000. This was a much better outcome population wise than was expected given the last three years of economic hardship through plant closures and layoffs. The following table provides the listing of member counties and cities for 2010.

2010 MEMBER COUNTIES: Buena Vista, Clay, Dickinson, Emmet, Lyon, O'Brien, Osceola, Palo Alto and Sioux.

2010 MEMBER CITIES:

County	County Seat City	Other Cities within the County
Buena Vista	Storm Lake	Albert City, Alta, Lakeside, Linn Grove, Marathon, Newell, Rembrandt, Sioux Rapids, Storm Lake, Truesdale
Clay	Spencer	Dickens, Everly, Fostoria, Gillet Grove, Greenville, Peterson, Rossie, Royal, Spencer, Webb
Dickinson	Spirit Lake	Arnolds Park, Lake Park, Milford, Okoboji, Orleans, Spirit Lake, Superior, Terril, Wahpeton, West Okoboji
Emmet	Estherville	Armstrong, Dolliver, Estherville, Gruver, Ringsted, Wallingford
Lyon	Rock Rapids	Alvord, Doon, George, Inwood, Larchwood, Lester, Little Rock, Rock Rapids
O'Brien	Primghar	Archer, Calumet, Hartley, Paullina, Sanborn, Sheldon, Sutherland
Osceola	Sibley	Ashton, Harris, Melvin, Ocheyedan, Sibley
Palo Alto	Emmetsburg	Ayrshire, Cylinder, Emmetsburg, Graettinger, Mallard, Rodman, Ruthven, West Bend
Sioux	Orange City	Alton, Boyden, Chatsworth, Granville, Hawarden, Hospers, Hull, Ireton, Matlock, Maurice, Orange City, Rock Valley, Sioux Center

NON-MEMBER CITIES: Curlew (Palo Alto Co.)

Total Member Counties -	9	100%
Total Member Cities -	78	98.7%
Total Non-Member Cities -	1	1.3%

June, 2009 Membership				
	Number	% of Total	Population (2000)	% of Total
Total Members	78	98.7%	139,404	99.95%
Total Non-Members	1	1.3%	58	.05%

*2010 Census figures

STAFF

NWIPDC had some staff change during 2010 with the addition of Cara Wessling to the planning staff in November and the loss of Mr. Reilly Wagenbach upon completion of the Disaster Coordinator grant funded through EDA.

NAME & POSITION	DATE HIRED
Ted Kourousis Executive Director	June 1, 1989
Jackie Huckfelt, Finance Officer	June 19, 1989
Steve Hallgren, Planning Director	Nov. 16, 1998
Darren Bumgarner, Planner (ED)	July 1, 1999
Aaron Sedey, Planner (ED)	June, 2008
Cara Wessling (ED)	November 2010

Chapter II - The District's Economy

As mentioned in previous reports, this section is comprised mainly of demographics and background information. During 2009, the region's economy continued to suffer with continued layoff's and plant closures. Palo Alto County was particularly hard hit during this time period losing over 26 percent of their CLF. As a result, NWIPDC in conjunction with the County and local development group, put together a CTAA application to EDA for development of a long-range strategic economic recovery plan.

Chapters III - Economic Development Projects & Potential

The project's listings and potential did not change within the existing plan during the course of the reporting cycle. However, a new annual project development survey was issued to the members during January. Unfortunately, this process did not yield the information that was desired and no new project development resulted from the submitted information. The staff was disappointed, but

not deterred and the process will continue. This was the first year in a long-term process to get the cities and counties of the region familiar with this report and the benefits that come from long-term capital improvements and economic development project planning. The staff will work over the course of the next year to revise reporting methods and work to better advertise and familiarize the members with the process.

Chapters IV – Vision Statement, Goals & Objectives

This was first year under the newly revised Chapter IV. The following is a review of those activities as they related to the goals and objectives of the current CEDS plan.

The specifics of this chapter did not change, but the vision statement, goals and objectives did change slightly. The new statements are as follows:

NWIPDC VISION STATEMENT

TO ASSIST ALL REGION 3 COUNTY AND MUNICIPAL GOVERNMENTS IN COMMUNITY DEVELOPMENT AND ECONOMIC DEVELOPMENT ACTIVITIES.

OVERALL GOALS

1. Continue efforts to provide technical, financial and other necessary assistance to city and county government to assist in short-term and long-term economic planning and project development.
2. Continue to promote EDA and EDD concept within Region 3 as a way to promote multi-jurisdictional economic development, physical planning and cooperative efforts.
3. Coordinate and promote special project and capital improvement planning between member organizations for better efficiencies enabling conservation of resources.
4. Expand on recent projects conducted within the region.
5. Development of better efforts for promotion of public-private partnerships to better implement regional economic development strategies as they relate to specific issues and projects.
6. Promote, coordinate, and facilitate communication among separate economic development groups within Region 3 for enhancement to the overall regional economy.
7. Review and improve project development and subsequent service delivery to member counties and cities with project development as it relates to the regional CEDS process.

8. Remain fastidious in terms of new trends and processes to enable member counties and cities to take full advantage.
9. Continue and expand upon the role of NWIPDC being the voice for our membership to state and federal government organizations.
10. Improve and expand upon current marketing, communication and service delivery of services to regional members.

With the revised statement and goals, staff continued to work diligently to assist the region on projects and developments that related specifically towards these goals and objectives. The following table lists the projects that NWIPDC worked on in conjunction with the various members and other development organizations from July 1, 2010 to June 30, 2011. All of the projects either resulted in direct job creation through expanded industry, indirect job retention/creation, or worked towards a specific goal within the CEDS plan via technical assistance provided by NWIPDC. These projects are the core of the economic development work the agency performs for its region and members, and are the highlight of the local EDA planning assistance program.

**July 1, 2010 – June 30, 2011
Economic Development Impact within NWIPDC Region**

<i>LOCATION</i>	<i>PROJECT ACTIVITY</i>	<i>TOTAL PROJECT COST</i>	<i>LOCAL INVESTMENT</i>	<i>STATE/FEDERAL INVESTMENT</i>	<i>PRIVATE INVESTMENT</i>	<i>SOURCE OF FUNDS</i>
Spencer	Storm Water Separation	\$1,245,902	\$645,902	\$600,000	\$0	HUD-CDBG
Albert City	Wastewater System	\$715,232	\$415,232	\$300,000	\$0	HUD-CDBG
Paullina	Storm/Sanitary Sewer Improv.	\$506,000	\$258,000	\$248,000	\$0	HUD-CDBG
Paullina	Storm/Sanitary Sewer Improv.	\$506,000	\$258,000	\$248,000	\$0	FEMA
Hawarden	Housing Rehabilitation	\$332,500	\$100,000	\$232,500	\$0	CDBG-R Stimulus
Hull	Housing Rehabilitation	\$206,700	\$25,000	\$181,700	\$0	CDBG-R Stimulus
Primghar	Housing Rehabilitation	\$206,700	\$9,000	\$197,700	\$0	CDBG-R Stimulus
Sheldon	Housing Rehabilitation	\$332,500	\$35,000	\$297,500	\$0	HUD-CDBG Housing
Lyon, Sioux, O'Brien, Osceola, Emmet, BV	Regional Housing Trust Fund (Rehabilitation)	\$319,425	\$50,436	\$268,989	\$0	State Housing Trust Fund (IJOBS)

NWIPDC Region	Tax Credit Project Inspections	\$9,800	\$0	\$9,800	\$0	Iowa Finance Authority (IFA)
Lakeside	Safe Room Shelter Facility	\$611,690	\$274,820	\$336,870	\$0	FEMA HMGP
Hull	Urban Renewal (housing TIF)	\$3,500,000	\$1,400,000	\$0	\$2,100,000	Tax Increment Financing
Hull	Urban Renewal (comm.. TIF)	\$3,500,000	\$3,500,000	\$0	\$0	Tax Increment Financing
Alton	Urban Renewal (housing TIF)	\$500,000	\$350,000	\$0	\$150,000	Tax Increment Financing
Alton	Urban Renewal (housing TIF)	\$600,000	\$500,000	\$0	\$100,000	Tax Increment Financing
Spencer	Clay County Heritage Center	\$920,100	\$50,000	\$247,710	\$622,390	Vision Iowa CAT Grant
Sioux Center	Community Events Center	\$2,897,000	\$1,897,000	\$700,000	\$300,000	Vision Iowa CAT Grant
Palo Alto County	Poet Ethanol	\$250,000,000	\$2,138,802	\$350,000	\$247,511,198	IDED-RISE
Palo Alto County	CTAA-application	\$100,000	\$25,000	\$75,000	\$0	EDA
TOTALS		\$267,009,549	\$11,932,192	\$4,293,769	\$250,783,588	

CEDS EVALUATION

Per the CEDS guidelines, a review and analysis of the CEDS goals and objectives was conducted by the NWIPDC planning staff, CEDS Committee and Policy Council. The review made no changes to the goals and objectives as the consensus was that we are only into the second year of the plan and all parties involved feel these goals are working. In addition, a separate review was conducted of the CEDS' action plan, in the form of the Scope of Work submitted in the continuation of funding application and the new combined CEDS and Progress report that outlines the accomplishments achieved under the previous funding cycle approved EDA Scope of Work.

A summary of the NWIPDC CEDS evaluation has been compiled utilizing the factors outlined above. The evaluation summary is as follows:

Evaluation of NWIPDC CEDS Goals and Objectives - (listed in order of priority)

Performance Measures - The following is the measures for rating the overall accomplishment under each goal and objective:

Rating Number 1 – No accomplishments. No work was undertaken which impacted this goal or objective.

Rating Number 2 – Minor accomplishments. Some work activities were completed that had a minor impact on this goal or objective.

Rating Number 3 – Average Accomplishments. Work activities were undertaken and completion levels realized for this goal or objective area that were at a level that was expected for a normal work program.

Rating Number 4. – Above Average Accomplishments. Work activities were undertaken and completion levels realized for this goal or objective area that were above a level that was expected for a normal work program.

Rating Number 5. – Outstanding Accomplishments. Work activities and outcomes were far above those expected for a given year on ongoing goals and objectives.

Goals and Accomplishments Ratings:

1. Continue efforts to provide technical, financial and other necessary assistance to city and county government to assist in short-term and long-term economic planning and project development.

Rating Number 4.5 – All of the previously listed projects were projects that were a result of assistance provided by NWIPDC either in the preparation of the project and/or in assistance with application preparation for funding. This work included working on funding for public infrastructure improvements, health and recreation projects, community safety, housing, traditional commercial and industrial expansion and relocation projects, TRADE adjustment assistance through EDA, and public safety. Typically the effort involved seeking funding to meet the needs of the specific project. Also this year, the commission continued with the community/county project survey for future project development, but initiated an all electronic form and return in the hopes of increasing return rate. While return rates improved, the survey is still a work in progress.

2. Continue to promote EDA and EDD concept with Region 3 as a way to promote multi-jurisdictional economic development, physical planning and cooperative efforts.

Rating Number 4.5 NWIPDC staff continued their work as the EDD for northwest Iowa. This involved specific meetings with regional post-secondary education and county economic development organizations. Continued efforts by the EDD were undertaken to establish an overall regional economic development consortium, but local politics have been somewhat of hindrance to the process. The agency continued its efforts to assist member counties and cities with their planning needs through land use and hazard mitigation planning.

3. Coordinate and promote special project and capital improvement planning between member organizations for better efficiencies enabling conservation of resources.

Rating Number 4.00 – The commission continued working with specific groups (county and municipal) on special projects: These included housing and employment surveys, trail development, transportation system improvements and functional classification changes, safe routes to schools, continued development of wind-energy ordinances and development plans, and local emergency planning committee technical assistance and funding application preparation. The commission continued, through assistance from a private consultant, to offer a capital improvement financial planning system available through the COG to member cities and counties for their future capital improvements planning. This has been well received by the cities and counties that utilize it and we are working to expand its use across the region.

4. Expand on recent projects conducted within the region.

Rating Number 4.5. NWIPDC staff continued an ongoing program of assisting business start-ups and finding inventive funding sources for businesses. Even with a continued slack economy six (6) businesses were assisted in 2010 that needed start-up information and three (3) of these required further funding assistance. NWIPDC continued its relationship with the local Small Business Development Center to purchase SBDC staff time to assist NWIPDC clients in greater amounts. This cooperative effort continued to provide inroads to entrepreneurial resources and venture capital prospects. NWIPDC also continued working with a local community college (ILCC) on development of new entrepreneurial programs aimed at specifically increasing entrepreneurial efforts within the region and gaining more venture capital from outside sources. This effort began in 2008 and will continue.

5. Development of better efforts to form and for promotion of public-private partnerships to better implement regional economic development strategies as they relate to specific issues and projects.

Rating Number 3.0 – NWIPDC staff has had a long relationship with all of its member governments and related economic development groups and consortiums. This past year marked continued steps to take that full public partnership and better coordinate it with private developers, entrepreneurs and other private economic development groups to better implement the goals and strategies of the CEDS. As such, the commission staff attended entrepreneurial workshops, private/public lending meetings, and continued work to better market and coordinate the agency's RLF with local private financial institutions. In addition, The COG also worked with private developers and consultants to formulate a strategic recovery strategy involving increased public/private partnerships within Palo Alto, County.

6. Promote, coordinate and facilitate communication among separate economic development groups within Region 3 for enhancement to overall regional economy.

Rating Number 1.00 -- The NWIPDC service area continues to be divided into three areas for recruitment and marketing efforts. During this report's time period, NWIPDC staff attended meetings of all three groups and assisted with project development when called upon. The commission continued to expand upon work started last year to develop a single region wide group aimed at opening dialogue and better communication of the separate groups. However, these efforts met with some local resistance and as a result the work toward this new group development was postponed until a new plan of action can be developed. Hopefully next year will see new positive steps towards this objective.

7. Review and improve project development and subsequent service delivery to member counties and cities with project development as it relates to the regional CEDS process. Promote, and inform local, State, and Federal funding sources of technology advancement needed in Northwest Iowa in the areas of infrastructure, communications, and opportunities for continued development.

Rating Number 3.25 – Staff assistance in project development can always improve, particularly in coordination and facilitation in the beginning elements of a project and in overall service. Like last year, a heavy emphasis was placed upon staff to better serve members through more access, more communication about upcoming funding cycles and attendance to local meetings. In this way it is hoped that better project development will occur through enhanced communication. The sooner NWIPDC staff can learn and become involved in the planning of a project, the better the overall result. This effort will continue and evolve with the needs of the membership and this year proved much better than last with more applications prepared and over 50% more projects funded through staff efforts. It is hoped that this positive effort continues and staff gains more experience.

8. Remain fastidious in terms of new trends and processes to enable members to take full advantage.

Rating Number 3.50 – NWIPDC continued to work hard this year to stay ahead of new funding availability and to provide more and enhanced information to the membership for potential project development in that regard. This was done through continued attention and uploading of information to the agency's webpage: www.nwipdc.org that enabled staff to present new program information or funding availability much quicker, alert local member groups and governments electronically and finally to allow users to access information much easier than they previously could. Staff continued to work on development of an electronic newsletter, but software issues derailed this process until next year.

9. Continue to be and expand upon the role of NWIPDC being the voice for our membership to state and federal government organizations.

Rating Number 3.50 - Similar to past reports, the NWIPDC continued its involvement with national organizations such as the National Association of Development Organization, Iowa Association of Regional Councils and the American Planning Association in order to inform these agencies of local technology needs as they related to potential funding. NWIPDC also continued its long relationship with state agencies such as the Iowa Department of Economic Development, Iowa Department of Natural Resources, Iowa Finance Authority, Iowa Department of Homeland Security and the Iowa Department of Transportation. These direct relationships resulted in over 15 funded projects for 2010 from these agencies respectively.

10. Improve and expand upon current marketing, communication and service delivery to regional members.

Rating Number 3.00 – NWIPDC increased its marketing and communication services over the past year through the improvements made to its webpage: www.nwipdc.org. These improvements allow staff to upload information, and for users to then access that information. One staff person has been dedicated to monitor, edit and update www.nwipdc.org on a weekly basis. This has proved very beneficial. Unfortunately a marketing/service factor that remains incomplete is the revival of the agency newsletter. This was hoped to be completed during the year, but technicalities, mainly the agencies software, have prevented it. 2011 will see the purchase of a compatible software program that can support the needs of the newsletter format. During 2010, the agency developed an annual report and conducted its first full annual meeting in over 10 years. The resurrection of this process was very well received with many positive comments coming from member cities and counties. This effort will be continued.

Objectives (and sub-objectives) and Accomplishments Ratings:

1. Assist cities with capacity building to allow them to utilize economic development tools.

- A. Assistance with infrastructure development through the use of federal programs, such as the Economic Development Administration, and state programs.
- B. Assistance with business financing by utilizing the same sources as above.
- C. Assistance with an analysis of local resources available for development, including an identification of businesses operating in the market area.
- D. Education on the use of local option sales tax as a revenue source for local economic development.
- E. Education in use of local economic development tools such as tax increment financing and tax abatements.

Rating Number 5.0 -- All of the above priorities have been for years a major part of the NWIPDC staff work activities and will continue to be so in the future. A more detailed analysis of accomplishments under this item can be viewed later in this report as part of the review of the 2010 scope of work.

2. *Promote an emphasis on industries that enhance the region.*

- A. Environmentally sound “green” enterprises.
- B. Industries that utilize skills indigenous to the area, such as metal fabrication welding.
- C. Agricultural products processing.
- D. Targeted Industries

Rating Number 3.75 -- Agency staff continued to promote industries that enhance the area in certain ways. Work continued with the many metal fabrication shops located in the northwest corner of the region. Many of these firms were downsizing as a result of the economic downturn, but through their own efforts and assistance from staff in regards to financial packaging and grantsmanship, 3 firms were able to attract new customers and expand employment during 2010. Staff also assisted a major soy diesel manufacturer receive state assistance to expand operations into the region. Staff continued to work with staff laid off from previous plant closures on their re-training needs.

3. *Promote education as a means of assisting with the economic development process.*

- A. The promotion of secondary and post-secondary educational opportunities where people can develop abilities that leads to successful activities/enterprises in the community.
- B. Encourage the development of entrepreneurial skills in all age classes and assist with or promote development of entrepreneurial courses, seminars and presentations.
- C. Promote education as a means of increasing the level of developmental activity of young people in the community.

Rating Number 5.0 – NWIPDC staff has a strong tie to area K-12 schools through the agency’s School to Work and Workforce Investment Act youth programming. This leads to a wide range of youth activities geared to a life long learning process. In addition the NWIPDC has continued a strong working relationship with the state college system. This relationship continues to be used to promote education as a means of creating and attracting more quality jobs to the area and to insure that area youth see the benefits of utilizing this system.

4. *Net regional job growth.*

- A. Assist with, and encourage, the creation of new industries.

B. Assist with the attraction of new industries/enterprises to the region.

C. Assist with existing industries' start-up and expansion planning.

Rating Number 3.0 -- This activity remains the cornerstone of the NWIPDC economic development planning effort. 2010 did not see appreciable job growth across the region, nor did it see much for job loss. In a word, "static" would best describe job growth for 2010. Staff continued to assist economic development groups, cities, counties and businesses with project technical assistance, but regional employers were working hard to keep an even keel and the job development that did occur simply worked to balance the losses over the last two years. With so much of our regional economy tied to agriculture, given the solid prices in these commodities, it is hoped that 2011 will see a turn for the better in net job creation.

5. *Concentrate on entrepreneurial and value-added activities and enterprises.*

Rating Number 2.6 -- This priority continued to benefit from the NWIPDC/SBDC contract at least in terms of visibility and communication. Staff continued with efforts with the SBDC and ILCC on the prospect of an entrepreneurial training center. This year saw some positive steps as the eastern region held a one day entrepreneurial conference focused on initial development steps and how to generate interest. Staff will work on this positive aspect to expand work in this area in 2011.

6. *Assist communities with ways of preventing the loss of established businesses.*

A. Assisting communities with developing strategies for the resale of businesses that look at local, regional and out of region buyer potential.

B. Encouraging persons who are nearing retirement to sell their business and not just close.

C. Assisting with the development of a means of turning the negative migration faced by the Western and Eastern sections of the United States into a positive by promoting business sale opportunities to those individuals who are relocating.

Rating Number 3.75 – Effort continued under this objective in 2010. This year saw no major closures or layoffs by established businesses. Staff's work on applying for TRADE assistance to help the most severely impacted county paid off with CTAA funding. Staff spent much of the year working to help the county work to complete a strategic recovery plan which will be completed in late summer of 2010. It is hoped that this plan will open doors to potential new projects and future EDA investments that will have a noted positive impact on business creation, diversification and positive job growth in Palo Alto County.

7. *Assist with economic development related housing issues.*

Rating Number 5.0. NWIPDC staff continued a well recognized program in housing assistance and housing stock rehabilitation. With the regional housing trust fund fully created in 2009, 2010 saw a full year of applications and projects with over \$300,000 being loaned/granted out to rehabilitate housing across 7 participating counties. 2011 will see a continuation of this. In addition, staff is working with adjacent regional council staff to assist them with development of their own trust fund in 2011.

Overall CEDS Process Average Performance Rating: 3.69

NORTHWEST IOWA PLANNING AND DEVELOPMENT COMMISSION ECONOMIC DEVELOPMENT PLANNING PROGRAM

- ACCOMPLISHMENTS OF THE FY 2010 WORK PROGRAM -

For over 20 years, the Northwest Iowa Planning and Development staff has worked to develop and deliver a comprehensive economic development planning program to the counties and cities of the agency's region. This program is designed to meet the needs of the various groups and individuals who are involved with economic development in Northwest Iowa. This is all made possible with funding assistance provided by the United States Department of Commerce Economic Development Administration.

In order to undertake this program, the NWIPDC staff develops a yearly Scope of Work that outlines what will be implemented, continued and/or accomplished during each EDA funding cycle. Every effort will be made by NWIPDC staff to assist with the anticipated needs of the Northwest Iowa economic development community. Since the NWIPDC has been delivering an economic development planning program for over two decades there are many elements of each scope of work that are ongoing. These elements are seen by the NWIPDC Policy Council and the various groups and individuals who utilize these services as the "meat and potatoes of the program. Items such as project funding packaging, infrastructure funding assistance, urban renewal plans (required for utilizing local economic development funding options), assistance to individual and multi-jurisdiction development organizations, support for workforce development efforts, coordination with the Small Business Development Center, and various other economic development activities are called upon, if not on a daily basis, at least several times weekly.

The following is a summary of the activity accomplishments of the NWIPDC staff for Fiscal Year 2010:

Grantee: **Northwest Iowa Planning and Development Commission**

Project Number: **05-83-04985**

The Recipient will perform the following activities:

A. Administrative/Eligibility Related Activities:

1. More intense recruitment effort of additional and diverse private industry leadership to Policy Council and CEDS strategy Committee.

- **Accomplishments Achieved:**

The NWIPDC staff worked with local development groups, lending institutions and their respective county boards to expand the private industry representation on these respective boards. First order of business was to fill certain vacancies, particularly Policy Council at

large positions with private industry leaders. This was somewhat successful as the Emmet County position was filled by a private agri-business person.

- **Quantify deliverable(s):** continued efforts to attract more private industry persons needs to continue on an ongoing basis.
 - **Difficulties Encountered:** Unfortunately, a recent death of a long-time policy council member has reduced the private industry representation, but efforts by staff are working to fill this position. Also, finding capable people willing to spend the time on yet another “board” is proving difficult. Staff is conversing with other EDD’s to learn their recruitment methods and apply best practices to the region.
-

2. Continue to promote the Economic Development Administration's programs to area leaders and Policy Council members.

- **Accomplishments Achieved:**
The NWIPDC staff continued a process of promoting EDA’s programs to area leaders. This process included continued efforts in explaining these programs, and their value to Northwest Iowa residents at city council meetings, county supervisors’ meetings and presentations. Every time that staff was able to assist an entity as the result of the EDA funded work program, the entity was told in detail the value of this funding. EDA is often an agenda report at NWIPDC Policy Council meetings so the members can take the information back home with them. NWIPDC staff also continued the process of providing new board members with the updated document entitled the Policy Council Orientation Handbook. This document gives an overall summary of many facets of the agency’s operations. Included is an explanation of the EDA program, along with addendums of the current Scope of Work and the Goals and Objectives section of the CEDS plan.
 - **Quantify deliverable(s):** This information was provided at approximately 14 meetings over the course of the time period of this report
 - **Difficulties Encountered:** None to report, NWIPDC Staff continues to promote EDA programs.
-

3. Work with Policy Council and CEDS Committee on better ways to improve NWIPDC overall economic development services, expanding into broadened work with local county economic development and marketing groups.

- **Accomplishments Achieved:**
Staff continues to attend the meetings of the local economic development partners in an effort to expand the role of the EDD. Each meeting presents an opportunity for NWIPDC staff to assist in any potential economic project. Staff also worked last year with the Policy Council Executive Committee and CEDS Committee to develop new strategies to work better with all the economic development partners. This effort was not aimed at improving technical expertise, but more focused on developing better involvement in areas that show a lack of it. While some headway was made, this effort will undoubtedly need to continue for real progress to be achieved.

- **Quantify deliverable(s):** Staff attended 8 meetings of economic development groups and had two working sessions with Policy Council and CEDS Committee.
 - **Difficulties Encountered:** Local politics and turf battles. Staff needs to work better with existing groups and form better relationships to overcome these hurdles.
-

4. Provide administrative assistance to western Northwest Iowa Economic Developers group (Lyon, Osceola, O'Brien and Sioux Counties in EDD) to enhance their group's management and program delivery.

- **Accomplishments Achieved:**
Staff attended 6 meetings of the group and re-established a report with this group. Staff services included technical expertise, job training presentations, grantsmanship workshop and EDA program consultation.
- **Quantify deliverable(s):** Staff attended 6 meetings of the economic development group and will work to increase attendance in 2011.
- **Difficulties Encountered:** None.

B. Development Activities:

1. NWIPDC will work with ISU to expand the targeted industry analysis to include all counties within the region.

- **Accomplishments Achieved:**
NWIPDC staff continued work with Iowa State University in regards to development of this study for its entire region. While this was not completely successful, the process was initiated in Palo Alto County with certain aspects of the plan to be included in the strategic development strategy being prepared.
 - **Quantify deliverable(s):** Receipt of CTAA funding was successful and portions of this planning process were begun in Palo Alto County.
 - **Difficulties Encountered:** Funding availability continues to hamper development of full regional plan and it is highly doubtful that this effort will be successful in 2011.
-

2. Provide a technical assistance program to public and private interests with an emphasis on economic development activities, and assisting with project finance packaging as it relates to job creation and general local development efforts

- **Accomplishments Achieved:**
Staff provided assistance to many groups from strictly local government to special interest groups such as trails, community improvement, community theatre, county fair associations, parks departments, economic development, CAP agencies, local volunteer fire departments, etc. throughout the year that culminated with applications

seeking funding for many specific projects. A review of the table contained earlier in this report provides a summary of all the projects that were completed in 2010.

- **Quantify deliverable(s):** Met with 35 various community/county groups and assisted with project development that resulted in 16 successful applications for funding.
 - **Difficulties Encountered:** None.
-

3. Facilitate the exchange of pertinent economic development related information through established referral systems to appropriate sub-area and local development groups.

- **Accomplishments Achieved:**
NWIPDC staff continued economic development assistance and exchange of information to local development groups such as the Northwest Iowa City Clerks Association, Northwest Iowa Economic Development Coalition, Northwest Iowa League of Cities, Iowa Lakes Corridor Development Corp., Kossuth/Palo Alto County Economic Development Corporation as well as other small groups and organizations.
 - **Quantify deliverable(s):** Attended 20 meetings and provided technical assistance.
 - **Difficulties Encountered:** Coordination and communication continue as the major difficulties in dealing with these groups.
-

4. Provide technical assistance and information on local infrastructure projects and prepare applications for those that qualify for outside funding whether they are grants or loans.

- **Accomplishments Achieved:**
NWIPDC staff provided technical assistance on thirty-three (33) infrastructure assistance requests in 2010. These activities ranged from providing information, preparing applications for funding, to administering Community Development Block Grant projects. In addition Resource Enhancement and Protection, Revitalize Iowa's Sound Economy, SAFTEA-LU and several other miscellaneous program applications were written and submitted to funding sources. There are also many projects that are in the developmental stages for future funding periods.
 - **Quantify deliverable(s):** Prepared 22 applications for funding for various projects.
 - **Difficulties Encountered:** None encountered
-

5. Explore ways to partner with other agencies in order to use their existing staff expertise to promote EDA programs and to strengthen CEDS services in targeted areas.

- **Accomplishments Achieved:**
As reported in previous progress reports, the NWIPDC staff maintained partnerships with many different organizations such as two area community colleges, USDA-

Rural Development, the Iowa Departments of Economic Development, Iowa Department of Transportation, Iowa Department of Natural Resources, Cultural Affairs, and Iowa Workforce Development, the regional utilities' developmental departments, Iowa Finance Authority, the Small Business Development Center, local development organizations, the Iowa State Extension Service; and various other partners, including those mandatory WIA partners. Part of this partnering included cosponsoring workshops and providing information on EDA and other agency's programs to these partners.

- **Quantify deliverable(s):** Conducted 4 meetings with WIA partners and attended 25 other meetings with USDA, IDNR, IDED, IDOT, and small business development center.
 - **Difficulties Encountered:** Communication and coordination of activities, as previously mentioned, between multiple partnering organizations continues to be a challenge in support of Economic Development initiatives. For some reason, local politics and "turf" battles were more prominent this year than noted in previous years. Let's hope this trend does not continue as this was a major impediment to expanding partnerships and strengthening regional economic development efforts.
-

6. Provide assistance and facilitation in the formation of a new region wide economic development group/consortium.

- **Accomplishments Achieved:** NWIPDC staff continues to work with existing development groups and the community colleges to facilitate the potential formation of an overall northwest Iowa economic development consortium. This has proved a worthy goal as development is slow going. During the past year, staff worked with the established economic development groups to provide the greatest extent of technical and economic development assistance available. Staff also continued their involvement with the Iowa Lakes Corridor Development Corp. and renewed greater activity with the Northwest Iowa Economic Developers and Kossuth/Palo Alto County Economic Development. By attending these groups' meetings, staff was often able to offer input on planning and economic development issues and to assist with goals and objectives development that impacted the economic development marketing efforts of both areas.
 - **Quantify deliverable(s):** Attended 10 meetings over this time period and worked on two (2) grant applications for outside funding from USDA and EDA.
 - **Difficulties Encountered:** Resistance from independent development groups on the need for a region wide consortium became more apparent this year. Work in the upcoming year needs to focus on the benefits available for a more solid regional approach than the current county by county system.
-

7. Continue assistance to local Downtown Improvement groups with efforts to revitalize main streets and Central Business Districts, and to develop strategies for the reuse of central business space.

- **Accomplishments Achieved:**
Staff assisted several communities and local organizations looking to improve central business districts and/or downtown beautification improvement projects. Staff worked with the Cities of Ruthven, Emmetsburg, Storm Lake and Estherville on the process needed to become Main street Communities
 - **Quantify deliverable(s):** Attended 3 meetings, worked with communities/county on potential application preparation.
 - **Difficulties Encountered:** None
-

8. Provide technical assistance to local communities and counties with needs assessments and resource identification for the purpose of creating economic development action plans.

- **Accomplishments Achieved:**
Staff assisted 2 communities and 1 county last year with efforts along these lines. Although, they were in the form of an economic component within the entities specific land use plans, the effect of the effort was the same. The cities were: Sioux Rapids, Rock Rapids. The county was Lyon County.
 - **Quantify deliverable(s):** Assisted 2 cities and 1 county.
 - **Difficulties Encountered:** Staff initiated the survey in 2009 with poor results, altered it to an all electronic form in 2010 and did receive better input. It is hoped that through better information and communication, this survey will become a better tool for communities
-

9. Support the continuation of the established information exchange network with Chambers of Commerce and other interested groups and individuals on available economic development activities.

- **Accomplishments Achieved:**
NWIPDC staff has continued to work with representatives and members of the Northwest Iowa City Clerks Association, Northwest Iowa League of Cities and other various organizations, some including local Chamber or Economic Development organizations to facilitate the exchange of information about EDA programs and other economic development initiatives.
 - **Quantify deliverable(s):** No quantifiable jobs created, but 12 meetings were attended and information was exchanged.
 - **Difficulties Encountered:** None
-

10. Provide technical assistance to member communities with housing issues that are related to economic development needs and concerns.

- **Accomplishments Achieved:**

Available housing stock issues continue to have an impact on economic development efforts in Northwest Iowa. The NWIPDC housing staff has approached this issue from various angles, and has grown to be one of the more respected authorities on housing issues in the State, especially in the area of housing rehabilitation, low income housing programs, and grants for new low income housing. The NWIPDC housing staff attended multiple meetings to discuss needs and options, administered multiple housing rehabilitation projects and prepared applications for six (6) more housing projects in 2010. Staff also continued administrative services for the Northwest Iowa Housing Trust Fund going on its second year of existence.. Staff also continued the partnership with the Iowa Finance Authority and continued conducting low-income tax credit inspections on housing units throughout the region.

- **Quantify deliverable(s):** Prepared 6 applications for funding that resulted in 4 new rehab projects. Continued administrative function for Regional Housing Trust Fund. Continued low-income housing tax credit inspection process.
 - **Difficulties Encountered:** None
-

11. Assist local governments with other, non-grant, financing tools that are related to economic development projects.

- **Accomplishments Achieved:**
There are four primary local resources that governments can utilize in the State of Iowa to fund development projects. These tools are Tax Incremental Financing, Tax Abatement, local bonding options and local revolving loan funds. NWIPDC staff has become a leading source of assistance to the Northwest Iowa governments in the use of these tools. During this funding cycle, agency staff wrote urban renewal and revitalization plans (required to utilize TIF and Tax Abatement resources) for multiple city and county projects. Some of these plans were based upon utilizing future tax proceeds from projects with private investments into industrial facilities and other economic development related projects. Staff also assisted several cities with how to set up special assessment and general obligation bonding projects and how to best inject local RLF funds into the projects.
 - **Quantify deliverable(s):** Both of the urban renewal projects worked on in 2010 resulted in the creation of 25 jobs as shown on the latest GPRA report submitted.
 - **Difficulties Encountered:** None.
-

12. Provide traditional planning assistance to member governments in areas such as zoning, smart growth, and effective land use in order to increase their capacity to meet economic development opportunities.

- **Accomplishments Achieved:**
The major source of funding for staff time of traditional planning activities continues to be local special project contracts such as zoning, comprehensive plans, strategic planning, subdivision regulations, etc.

- **Quantify deliverable(s):** In 2010, staff worked to develop a new zoning administration program to assist member counties and cities that lack trained personnel with this service. To date 2 cities and 1 county are currently utilizing this new service. Staff also worked on over 20 of these traditional projects with some receiving monthly staff attendance.
 - **Difficulties Encountered:** None.
-

13. Conduct annual CEDS goals review process with CEDS sub-committee of the Policy Council in coordination with county meetings as they relate to the region's economy and economic activities.

- **Accomplishments Achieved:**
Conducted 2nd review of revised CEDS goals and it was determined by the group that they still felt that the goals were meeting the regions needs and no changes were taken.
 - **Quantify deliverable(s):** Met with CED sub-committee of Policy Council to review CEDS plan goals and objectives.
 - **Difficulties Encountered:** None.
-

14. Continue annual needs and priorities of projects survey of communities and counties initiated last year with the CEDS revision.

- **Accomplishments Achieved:**
2010 marked the second year of this survey and this year the format was changed to an all electronic format. Cities and counties were sent the link to the survey located on the agency web site www.nwipdc.org and asked to complete it. After a one month period cities and counties were contacted with a reminder if they had not already completed the survey. Return rates improved from less than five percent last year to almost 15 percent this year. A continued effort along with a consistent approach will hopefully see this annual survey return rate improve and more beneficial project development will result.
- **Quantify deliverable(s):** Continued survey, changed to all electronic format, improved return rate.
- **Difficulties Encountered:** Need to improve return and information obtained on survey.

C. Promotional/Marketing Activities:

1. Continue promotional efforts to educate members on the availability, use and value of existing economic tools on the federal, state and local levels.

- **Accomplishments Achieved:**

Information exchange continues to be a vital tool in any economic development planning program. This work task, however, is geared towards the general exchange of information with the enquirers not having anything specific in mind, but with a desire to “learn what is out there.” NWIPDC staff makes every effort to attend workshops, conferences and training sessions to gather and obtain new economic development information to disseminate to member cities and counties.

- **Quantify deliverable(s):** In order to accommodate this task’s objective, agency staff, as in previous years, continues to meet the boards of supervisors and city councils for the sole purpose of educating them on available tools, funding programs and other pertinent information. In addition, the Policy Council Orientation Handbook has been updated and disseminated to all Board, RWIB and city’s that requested it as it continues to be a valuable tool for information purposes. Staff is contemplating making the handbook available through the webpage: www.nwipdc.org as well.
 - **Difficulties Encountered:** None.
-

2. Plan, prepare and hold an annual meeting with all member cities and counties. Utilize this meeting to educate the membership on the capabilities of the EDD, recent grant activities and overall program and service delivery.

- **Accomplishments Achieved:**
In 2010, the agency held its first annual meeting in over ten years with all cities, counties, economic development groups, small business development center, community colleges and other economic professionals invited. The meeting was a showcase for the EDD with all programs highlighted, and key efforts focused on EDA programming and the benefits the region has received from the planning partnership funding. In addition an annual program summary was developed that supported the annual event but also provided additional information on agency activities through the course of the year.
 - **Quantify deliverable(s):** Annual meeting held and annual report prepared.
 - **Difficulties Encountered:** None.
-

3. Continue promotional activities designed to increase citizen, business and governmental participation in the Commission’s and EDA’s economic development programs

- **Accomplishments Achieved:**
Getting the word out is key to the success of this work item. In terms of return on investment, no other entity within the region can compare to the EDD’s cost benefit. For every dollar that members pay to belong to the organization, the commission returns back over \$12 through grants, loans and other programs or private investment generated by commission activities. In 2010, staff worked to better inform the general public through press releases and dissemination of an annual report about the work the

commission performs and the results it receives. This effort needs to continue and expand in 2011.

- **Quantify deliverable(s):** Press releases, development of annual report and attendance of economic meetings
 - **Difficulties Encountered:** Lack of agency newsletter is slowing this work activity.
-

4. Continue a region wide distribution of informational materials including pamphlets, grant alerts, meeting notices and a newsletter to increase awareness of economic development related programs and activities among local governmental units, development corporations and existing area businesses.

- **Accomplishments Achieved:**

Last year work on this task included development of a new agency webpage www.nwipdc.org with interactive capabilities to first offer the agency the ability to place newsworthy items and points of interest on to the page as needed and second to allow users to access that information. 2010 saw the dedication of a staff member to weekly monitor the webpage and provide updated material as necessary. Staff continued to work on an all electronic newsletter format to be "mailed" at least quarterly. This was not completed during 2010 due to software issues and incompatibility with the agency computer network. Additionally, staff continued to disseminate information through group emails, agency pamphlets handed out at meetings, job fairs, employer meetings, and placed in various partner offices and resource centers. In many of these situations, staff was also available to answer questions. Staff also continued the process of providing update reports at Policy Council meetings.

- **Quantify deliverable(s):** 3 mass mailings for grants were disseminated earlier in the year and 6 information bulletins were posted on the webpage: www.nwipdc.org using the new electronic information notification format, new agency pamphlets were developed and handed out at 2 job fairs, agency training guidelines were revised in accordance with rules and regulations.
 - **Difficulties Encountered:** Lack of agency newsletter is slowing this work activity.
-

5. Provide information to development prospects exploring the area for the purpose of business expansion and those looking to purchase existing businesses instead of letting those businesses close down.

- **Accomplishments Achieved:**

The activities under this work task usually develop in three manners: by staff serving on local contact teams; by referrals from other economic development resources, including the Small Business Development Center and even the Iowa Department of Economic Development; or walk-in traffic. During the year, staff was contacted by potential prospects looking for information ranging from demographics to labor trends to housing stock and availability information for Northwest Iowa. These activities often feed into

others outlined in this report. For example some of the successful finance packaging projects were the result of this initial request for information.

- **Quantify deliverable(s):** This year was slower than usual and the agency handled 3 projects with aforementioned groups.
 - **Difficulties Encountered:** Open communication with local economic development groups continues to pose problems. They seem to hold projects close and bring NWIPDC into the fold very late in the process, which can be an extreme detriment to the project. The staff will continue to work to develop better lines of communication over the course of the next year with emphasis placed on “earlier” involvement.
-

6. Assist with the promotion of tourism in Northwest Iowa as an economic development tool.

- **Accomplishments Achieved:**

Tourism continues to be top industry in Dickinson County, home to the Iowa Great Lakes. This area is consistently the number one travel destination in the State of Iowa, drawing in approximately 1 million visitors annually from across the state and country. Outside of the lakes area, there continues to be an interest in how tourism and travel attractions play a role in economic development. This interest can be found in small cities, like Peterson, which has a city park with a collection of circa 1890s buildings and a museum, to other recreational attractions such as two large nature centers and numerous other natural resources. Regional tourism projects even include the promotion and entertainment provided by the region’s resort casinos Emmetsburg and rural Lyon County. Staff continues to assist tourism projects in the region by being the primary resource for assisting member cities in developing financial request proposals for various projects. This effort was dealt a severe blow in 2010 as the State of Iowa eliminated the Community Attraction and Tourism program which had funded over 15 large scale county and community attraction projects in the region. Before the elimination of the program, staff was able to successfully receive 2 grants - 1 for the Clay County Heritage Center and the other for the Sioux Center Community Events Center. New funding sources are not available at the current time. At the time funding was eliminated, staff was preparing two applications for community center projects.

- **Quantify deliverable(s):** 2010 did see 2 applications for attraction based assistance.
 - **Difficulties Encountered:** Elimination of a major source of funding for attraction projects will severely reduce the development of these projects within the region. Staff will work to explore new funding avenues.
-

7. Assist with the promotion of secondary and post-secondary education as a valuable resource in the developmental process.

- **Accomplishments Achieved:**

In 2010 NWIPDC continued having a very solid WIA youth program and the only School to Work program in the state. The STW program is designed to match students and local employment opportunities. NWIPDC renewed the contract with fifteen school districts and continued to coordinate the STW activities in those districts in 2010. These

activities also included the summer youth employment program resulting in several youths placed in work experience situations. Combined with the regular WIA youth program, NWIPDC youth staff assisted 57 youths in obtaining employability skills, and more importantly aided in the ability to sustain and increase the local workforce in Northwest Iowa. The increased coordination requirements between WIA and economic development efforts mean the planning staff is becoming more involved with workforce development staff. Although EDA does not fund the youth activities, it does provide a small amount of funds to the coordination efforts. This is important since this work task is a favorite of the Policy Council, and one that was directly requested to be included in the yearly Scope of Work by the CEDS committee.

- **Quantify deliverable(s):** Assisted 57 participants through the WIA youth and school to work program
 - **Difficulties Encountered:** None
-

8. Continue to monitor and update the agency's new website with changes to interactive features that allow browsers to access economic development information, funding programs, funding sources and learn of regional economic success stories.

- **Accomplishments Achieved:**
In 2009 NWIPDC worked with a new consultant and completely revamped the agency webpage: www.nwipdc.org with interactive features that allow users to access programs from various state and federal agencies including EDA. In 2010 specific staff was assigned the duties of maintaining and increasing the features of the website to increase its utilization. In addition, staff promotes the site whenever and wherever possible to promote increased usage as well. These efforts will continue and expand into 2011.
 - **Quantify deliverable(s):** Continue improvement to www.nwipdc.org and continue promotion of its utilization.
 - **Difficulties Encountered:** None
-

9. Develop and disseminate an annual report of activities including economic activities and subsequent funding summary.

- **Accomplishments Achieved:**
In 2010 staff completed the annual report including details on economic activity and a funding summary showing totals of received funding and rate of return NWIPDC grantsmanship efforts have done over the years. This report was highlighted at the annual meeting held during August.
- **Quantify deliverable(s):** Completed report.
- **Difficulties Encountered:** None

The following are the current goals and objectives of the CEDS plan and FY 2011 Work plan.

NWIPDC VISION STATEMENT

TO ASSIST ALL REGION 3 COUNTY AND MUNICIPAL GOVERNMENTS IN COMMUNITY DEVELOPMENT AND ECONOMIC DEVELOPMENT ACTIVITIES.

OVERALL GOALS

1. Continue efforts to provide technical, financial and other necessary assistance to city and county government to assist in short-term and long-term economic planning and project development.
2. Continue to promote EDA and EDD concept within Region 3 as a way to promote multi-jurisdictional economic development, physical planning and cooperative efforts.
3. Coordinate and promote special project and capital improvement planning between member organizations for better efficiencies enabling conservation of resources.
4. Expand on recent projects conducted within the region.
5. Development of better efforts to from and for promotion of public-private partnerships to better implement regional economic development strategies as they relate to specific issues and projects.
6. Promote, coordinate, and facilitate communication among separate economic development groups within Region 3 for enhancement to overall regional economy.
7. Review and improve project development and subsequent service delivery to member counties and cities with project development as it relates to the regional CEDS process.
8. Remain fastidious in terms of new trends and processes to enable member counties and cities to take full advantage.
9. Continue to be and expand upon the role of NWIPDC being the voice for our membership to state and federal government organizations.
10. Improve and expand upon current marketing, communication and service delivery of services to regional members.

OBJECTIVES AND PRIORITY SETTING - (established in order of priority)

1. ***Assist cities with capacity building to allow them the use of economic development tools.***
Capacity building is the method by which communities develop their capacity to make use of developmental tools that are available, or may become available. There are several economic development programs and tools available that small rural communities need assistance in utilizing. Some of the forms of assistance that can be given to the communities are:
 - A. Assistance with infrastructure development through the use of federal programs, such as the Economic Development Administration, and state programs.
 - B. Assistance with business financing by utilizing the same sources as above.
 - C. Assistance with an analysis of local resources available for development, including an identification of businesses operating in the market area.
 - D. Education on the use of local option sales tax as a revenue source for local economic development.
 - E. Education use of local economic development tools such as tax increment financing and tax abatements.

2. ***Promote an emphasis on industries that enhance the region.*** More economic development effort is being placed on industries that are compatible with the resources and needs of a given area. Examples of some of the considerations that could be used when looking at industrial expansion are as follows:
 - E. Environmentally sound “green” enterprises.
 - F. Industries that utilize skills indigenous to the area, such as metal fabrication,/welding.
 - C. Agricultural products processing.
 - G. Targeted Industries (Additional information on targeted industries follows this section).

3. ***Promote education as a means of assisting with the economic development process.*** Iowa has an outstanding post-secondary educational resource in a statewide community college network and three state universities. This resource is already very active in the development arena; however at the same time, the recognition that developmental education needs to begin at the secondary level is only in the early stages of development. By the promotion of the post-secondary assistance already available and the development of a secondary educational program, it is desired that increased opportunities for young persons in rural communities can be presented so that those individuals will stay in rural Iowa and will become a vital part of the development of Iowa’s rural communities. Again this objective is broken down into several sub-objectives that should be promoted:
 - A. The promotion of secondary and post-secondary educational opportunities that can develop abilities which lead to successful activities/enterprises in the community.
 - B. Encourage the development of entrepreneurial skills in all age classes and assist with or promote development of entrepreneurial courses, seminars and presentations.

- C. Promote education as a means of increasing the level of developmental activity of young people in the community.
4. ***Net regional job growth.*** This is always a major consideration for economic development planning programs. This objective can further be broken down into three sub-objectives that are as follows:
- B. Assist with, and encourage, the creation of new industries.
 - C. Assist with the attraction of new industries/enterprises to the region.
 - C. Assist with existing industries' start-up and expansion planning.
5. ***Concentrate on entrepreneurial and value-added activities and enterprises.*** This is especially important in a region where raw, natural products are produced and then shipped to another area to be processed into a useable product. More emphasis is now being placed on attempting to create a system for the actual processing of these products within the area they are produced.
6. ***Assist communities with ways of preventing the loss of established businesses.*** The combination of retirement related business closures, and closures resulting from market related factors, have resulted in a large decline in the number of businesses in most small communities. Although this is the hardest area in the economic development process to provide assistance, some help can be provided by:
- A. Assisting communities with developing strategies for the resale of businesses that look at local, regional and multi-regional approaches.
 - B. Assisting with the development of a "concierge" service that helps locate persons seeking to relocate to Midwestern communities given the proper set of economic circumstances such as promoting business sale opportunities to those individuals who are relocating.
7. ***Assist with economic development housing issues.*** Northwest Iowa, even following the recent economic downturn, is still faced with a housing shortage. This problem greatly affects the ability to attract and retain a solid workforce base. Recent developments have established county and regional housing trust funds to begin to improve local and regional housing stocks, but this trend will not be one that will be successfully addressed in the short-term.

Schedule:

The following tables outline the timeframes for implementation of priorities/projects established in order of importance within the CEDS

PRIORITY 1 ASSIST CITIES WITH CAPACITY BUILDING TO ALLOW THEM THE USE OF ECONOMIC DEVELOPMENT TOOLS			
Strategy/Action Item	Responsible Agency	Potential Funding Sources	Timeframe
Federal, State, County Regionally Significant Surface Transportation Projects broken out by county and cities within counties			
Buena Vista County			
County farm to market highway M-27 rehabilitation project	NW/PPDC/TPC/County//IDOT	FHWA/County	2012
County farm to market highway M-50 rehabilitation project	NW/PPDC/TPC/County//IDOT	FHWA/County	2013
County farm to market highway C-13 rehabilitation project	NW/PPDC/TPC/County//IDOT	FHWA/County	2015
City of Storm Lake			
West 5th Street pavement rehabilitation	NW/PPDC/TPC/City//IDOT	FHWA/City	2012
E Richland Street pavement rehabilitation	NW/PPDC/TPC/City//IDOT	FHWA/City	2015
Clay County			
County farm to market highway M-27 rehabilitation project	NW/PPDC/TPC/County//IDOT	FHWA/County	2013
County farm to market highway M-44 rehabilitation project	NW/PPDC/TPC/County//IDOT	FHWA/County	2013
Dickinson County			
City of Spirit Lake			
Hill Avenue arterial street improvement project	NW/PPDC/TPC/City//IDOT	FHWA/City	2015
City of Lake Park			
Ave B West: minor arterial improvement project	NW/PPDC/TPC/City//IDOT	FHWA/City	2015
Emmet County			
County farm to market highway A-34 rehabilitation project	NW/PPDC/TPC/County//IDOT	FHWA/County	2014
County farm to market highway A-22 rehabilitation project	NW/PPDC/TPC/County//IDOT	FHWA/County	2014
City of Estherville			
Park Road arterial rehabilitation project	NW/PPDC/TPC/City//IDOT	FHWA/City	2014
Lyon County			
County farm to market highway K-40 rehabilitation project	NW/PPDC/TPC/County//IDOT	FHWA/County	2012
County farm to market highway K-30 rehabilitation project	NW/PPDC/TPC/County//IDOT	FHWA/County	2013
County farm to market highway L-26 rehabilitation project	NW/PPDC/TPC/County//IDOT	FHWA/County	2014
County farm to market highway L-14 rehabilitation project	NW/PPDC/TPC/County//IDOT	FHWA/County	2015

PRIORITY 1: ASSIST WITH CAPACITY BUILDING TO ALLOW THE USE OF ECONOMIC DEVELOPMENT TOOLS

Strategy/Action Item	Responsible Agency	Potential Funding Sources	Timeframe
<p>O'Brien County</p> <p>County farm to market highway B-14 rehabilitation project</p> <p>County farm to market highway L-58 rehabilitation project</p> <p>County farm to market highway B-40 rehabilitation project</p> <p>County farm to market highway L-48 rehabilitation project</p> <p>City of Sanborn</p> <p>1st Street Industrial farm to market urban street project</p> <p>City of Paulina</p> <p>S Maple St: arterial reconstruction project</p>	<p>NW/PPDC/TPC/County/IDOT</p> <p>NW/PPDC/TPC/County/IDOT</p> <p>NW/PPDC/TPC/County/IDOT</p> <p>NW/PPDC/TPC/County/IDOT</p> <p>NW/PPDC/TPC/County/IDOT</p> <p>NW/PPDC/TPC/City/IDOT</p> <p>NW/PPDC/TPC/City/IDOT</p>	<p>FHWA/County</p> <p>FHWA/County</p> <p>FHWA/County</p> <p>FHWA/County</p> <p>FHWA/County</p> <p>FHWA/City</p> <p>FHWA/City</p>	<p>2014</p> <p>2012</p> <p>2014</p> <p>2015</p> <p>2012</p> <p>2015</p>
<p>Osceola County</p> <p>County farm to market highway A-18 rehabilitation project</p> <p>County farm to market highway A-22 rehabilitation project</p> <p>County farm to market highway M-12 rehabilitation project</p> <p>City of Sibley</p> <p>2nd Ave: arterial rehabilitation project</p>	<p>NW/PPDC/TPC/County/IDOT</p> <p>NW/PPDC/TPC/County/IDOT</p> <p>NW/PPDC/TPC/County/IDOT</p> <p>NW/PPDC/TPC/City/IDOT</p> <p>NW/PPDC/TPC/City/IDOT</p>	<p>FHWA/County</p> <p>FHWA/County</p> <p>FHWA/County</p> <p>FHWA/City</p> <p>FHWA/City</p>	<p>2014</p> <p>2012</p> <p>2013</p> <p>2012</p> <p>2012</p>
<p>Palo Alto County</p> <p>Iowa Highway 4 widening and rehabilitation project</p> <p>Sioux County</p> <p>County farm to market highway K-18 rehabilitation project</p> <p>County farm to market highway B-40 rehabilitation project</p> <p>County farm to market highway B-30 rehabilitation project</p> <p>County farm to market highway K-52 rehabilitation project</p> <p>City of Sioux Center</p> <p>Main Ave: principal arterial rehabilitation project</p>	<p>NW/PPDC/TPC/County/IDOT</p> <p>NW/PPDC/TPC/County/IDOT</p> <p>NW/PPDC/TPC/County/IDOT</p> <p>NW/PPDC/TPC/County/IDOT</p> <p>NW/PPDC/TPC/County/IDOT</p> <p>NW/PPDC/TPC/County/IDOT</p> <p>NW/PPDC/TPC/City/IDOT</p>	<p>FHWA/County</p> <p>FHWA/County</p> <p>FHWA/County</p> <p>FHWA/County</p> <p>FHWA/County</p> <p>FHWA/City</p>	<p>2012</p> <p>2014</p> <p>2012-13</p> <p>2012</p> <p>2013</p> <p>2015</p>
<p>State of Iowa Department of Transportation</p> <p>Dickinson County IA Highway 86 reconstruction project</p> <p>Emmet County IA Highway 9 widening and rehabilitation project</p> <p>O'Brien County IA Highway 10 Rehabilitation</p>	<p>NW/PPDC/TPC/IDOT</p> <p>NW/PPDC/TPC/IDOT</p> <p>NW/PPDC/TPC/IDOT</p> <p>NW/PPDC/TPC/IDOT</p>	<p>FHWA/IDOT</p> <p>FHWA/IDOT</p> <p>FHWA/IDOT</p> <p>FHWA/IDOT</p>	<p>2012-2013</p> <p>2013</p> <p>2012</p>
<p>City and County sewer/water and or community facility projects</p> <p>City of Milford storm water project</p> <p>City of Hull sanitary sewer treatment system improvements</p>	<p>NW/PPDC/City</p> <p>NW/PPDC/City</p> <p>NW/PPDC/City</p>	<p>HUD/IDED/USDA</p> <p>HUD/IDED/USDA</p> <p>HUD/IDED/USDA</p>	<p>2013</p> <p>2013</p> <p>2013</p>

PRIORITY 1: ASSIST WITH CAPACITY BUILDING TO ALLOW THE USE OF ECONOMIC DEVELOPMENT TOOLS

Strategy/Action Item	Responsible Agency	Potential Funding Sources	Timeframe
Expand and enhance access to government financing.	NWIPDC/Cities/Counties	IDED/USDA/EDA	Ongoing
Continue local assistance services that research and provide regional cities and counties with prospective fund sources and grant writing services for local infrastructure projects as they develop.	NWIPDC	EDA/HUD/USDA/ State/	Long-term
Promote annual survey of infrastructure need and project development to member cities and counties to development enhanced long-term capital improvement plan/strategy for CEDS purposes.	NWIPDC	EDA	Long-Term
Provide training to local governments of available economic development financial tools and how to promote and use them for development.	NWIPDC/Cities/Counties	EDA/IDED	Ongoing
Promote enhanced capital improvement planning by local governments.	NWIPDC/Strategic Insights	EDA/IDED	Short-Term
Assist local governments with land use and development planning.	NWIPDC/Local Governments	HUD/IDED/EDA	Ongoing
Work with local Development Groups on infrastructure surveys to determine capacity for future business development or expansion.	NWIPDC/NWIED/LCDC/KCED	IDED/EDA/HUD	Long-Term
Prepare long-range transportation system plans to guide future expenditure of capital.	NWIPDC/IDOT/Cities/Counties	IDOT/FHWA	Short-Term
Prepare annual Transportation Improvement Plan to provide detailed listings of surface transportation capital improvements throughout the region.	NWIPDC/TT/C/TPC	IDOT/FHWA	Short-Term
Utilize GIS to provide detailed transportation and land use maps.	NWIPDC	IDOT/FHWA	Short-Term
Prepare hazard mitigation and project development plans.	NWIPDC/Cities/Counties	FEMA/IHLSEMA	Short-Term
Work with local governments on zoning and subdivision planning to ensure improvements are placed in suitable land use areas for economic and industrial expansion/development.	NWIPDC/Cities/Counties	Local/HUD/USDA	Ongoing
Work with local Development Groups on existing infill areas to assess property status and determine what is necessary for infrastructure to promote property for in-fill on prospective economic projects.	NWIPDC/Development Groups	USDA/IDED/EDA	Ongoing
Assist local governments with zoning administration	NWIPDC/Cities/Counties	NWIPDC	Ongoing

PRIORITY 2: PROMOTE AN EMPHASIS ON INDUSTRIES THAT ENHANCE THE REGION

Strategy/Action Item	Responsible Agency	Potential Funding Sources	Timeframe
Promote the development of local regulations designed at directing economic projects into existing development areas.	NWIPDC/Cities/Counties	IDED	Short-Term
Research feasibility of establishment of duty free zones to promote international trade.	NWIPDC/Development Groups	IDED/USDA/EDA	Short-Term
Recruit industries that support or coordinate with existing industrial base.	NWIPDC/Development Groups/ Cities/Counties	IDED/EDA/USDA	Ongoing
Promote expansion of wind energy and other "green" industries to existing base, particularly focusing on new technology.	NWIPDC/Development Groups/ Cities/Counties	IDED/EDA/USDA	Ongoing
Recruit value-added agriculture industries to take advantage of raw locally produced commodities.	NWIPDC/Development Groups/ Cities/Counties	IDED/EDA/USDA	Ongoing
Work with local groups to assess industrial base and long-range economic development trends and place information into local strategic plans and CEDS.	NWIPDC/Development Groups/ ISU Extension Services	ISU/IDED	Long-term
Work to develop an integrated regional economic development group to better communicate information and ideas amongst local communities, governments, private and public entities involved with economic development.	NWIPDC/Development Groups/ Cities/Counties/IWD/IDED	IWD/EDA/IDED	Short-Term
Work with area businesses and Development Groups to develop new markets for locally produced products regionally, nationally and internationally where possible and applicable.	NWIPDC/Development Groups/ IWD/IDED/Community Colleges	IDED/EDA	Long-Term
Develop an information clearinghouse containing demographics, economic trends, assistance programs, infrastructure stocks, and regional economic and development potential.	NWIPDC	IDED/ EDA	Long-Term

PRIORITY 3: PROMOTE EDUCATION AS A MEANS OF ASSISTING WITH THE ECONOMIC DEVELOPMENT PROCESS

Strategy/Action Item	Responsible Agency	Potential Funding Sources	Timeframe
Support programs that promote initial training, re-training and skill upgrades to regional labor force.	NWIPDC/Community Colleges/ IWD/IDED	IWD/IDED	Ongoing
Coordinate labor market studies to provide valuable regional workforce laborshed information tailored to regional business/industry needs ensuring adequate study on available workforce skills, commuting patterns and distances and other pertinent information.	NWIPDC/RWIB/IWD	IWD	Short-term
Provide case management to dislocated workers for re-training and coordinate needDED training programs with local post-secondary education providers.	NWIPDC/RWIB/Community Colleges	IWD/IDED	Ongoing
Develop new training and communication programs in association with businesses and educators to meet business needs.	NWIPDC/RWIB	IWD	Short-Term
Businesses and industries, educational institutions, workforce investment boards, and local and state agencies should coordinate programs and efforts to provide training programs that enable local workforces to have the training and skills needDED by regional industries.	NWIPDC/RWIB/Community Colleges/Business and Industry IWD/	IWD/IDED	Long-Term
Support technical/vocational programs throughout regional school districts.	NWIPDC/RWIB/Schools/Community Colleges	IDOE	Short-Term
Support education funding levels that sustain appropriate program sufficiency.	RWIB/Schools/Community Colleges	IDOE/IACC	Long-Term
Coordinate rapid response meetings for major employment dislocations or plant closures to ensure affected workers receive information on retraining options.	NWIPDC/RWIB/Community Colleges/Business and Industry IWD/	IWD/IDED	Ongoing

PRIORITY 4: NET REGIONAL JOB GROWTH

Strategy/Action Item	Responsible Agency	Potential Funding Sources	Timeframe
Continue with efforts to assist members with project packaging to provide financing options for business expansion and relocation.	NW/PPDC/Cities/Counties/Development Groups	EDA/USDA/IDED	Ongoing
Assist local cities and counties with development of industrial/technical parks. Ensuring necessary infrastructure through potential funding programs designed for such projects.	NW/PPDC/Cities/Counties/Development Groups	EDA/USDA/IDED IDOT	Ongoing
Expand partnerships with local banks and financial institutions to increase use of RLF.	RLF Committee	EDA RLF/Banks	Ongoing
Expand marketing campaign of RLF to local Development Groups.	RLF Committee	EDA RLF	Short-Term
Expand resources/capital for the RLF.	RLF Committee	EDA RLF	Ongoing
Expand services and program delivery with SBDC.	NW/PPDC/SBDC	IDED/EDA	Short-Term

PRIORITY 5: CONCENTRATE ON ENTREPRENEURIAL AND VALUE-ADDED ACTIVITIES AND ENTERPRISES

Strategy/Action Item	Responsible Agency	Potential Funding Sources	Timeframe
Work with local Development Groups to identify venture capital sources and create venture capital lending programs.	NWIPDC/IDED/development groups	VC	Long-Term
Promote entrepreneurship and small business start-up by providing information and technical assistance, and assist post-secondary education centers in the creation and implementation of entrepreneurial programs.	NWIPDC/Community Colleges/Development Groups/IDED	EDA/SBDC/IDED	Long-Term
Expand services to better utilize management, financial and training assistance programs available through SBDC, SEDC, community colleges, public and private resources.	NWIPDC/SBDC/Community Colleges/SEDC/IDED	EDA/SBDC/IDED	Long-Term

PRIORITY 6: ASSIST COMMUNITIES WITH WAYS OF PREVENTING THE LOSS OF ESTABLISHED BUSINESSES			
Strategy/Action Item	Responsible Agency	Potential Funding Sources	Timeframe
Assist communities with developing strategies for resale of business that look at local, regional and multi-regional approaches.	NWIPDC/Cities/ Counties	EDA/IDED/Local	Long-Term
Work with Development Groups to develop programs and services such as a "concierge" service to assist with matching prospective buyers with potential business opportunities within the region.	NWIPDC/IDED/Local Developers	IDED/Local	Long-Term
Work with chambers and Development Groups to encourage residents and businesses to patronize local merchants, service providers and contractors.	NWIPDC/Chambers/local developers	Local	Short-Term
Encourage localities to increase use of small business and disadvantaged business enterprises within the region.	NWIPDC/Chambers/local developers	Local	Short-Term
Help local businesses develop/learn of programs that will assist in the recruitment of new employees to the area.	NWIPDC/SBDC/Chambers/Local Developers	Local	Short-Term

PRIORITY 7: ASSIST WITH ECONOMIC DEVELOPMENT HOUSING ISSUES

Strategy/Action Item	Responsible Agency	Potential Funding Sources	Timeframe
Assist member governments with preparation of housing assessment plans.	NWIPDC	IDED/Local	Ongoing
Provide technical assistance on program preparation and administration for housing rehabilitation programs for low-to-moderate income homeowners.	NWIPDC	IDED/Local	Ongoing
Continue rehabilitation program assistance through the Regional Housing Trust Fund.	NWIPDC/NWIRHTF	IFALocal	Ongoing
Expand Regional Housing Trust Fund programs to include down payment assistance for low-to-moderate income persons.	NWIPDC/NWIRHTF	IFALocal	Long-Term
Expand Regional Housing Trust Fund to include additional counties not currently covered.	NWIPDC/NWIRHTF/County Governments	IFALocal	Short-Term
Work with local development/developers on creation of new multi-family units.	NWIPDC/Local Government/ Realtors/Developers	IFAUSDA/Local	Long-Term
Assist local governments with expertise in writing and adopting new zoning and subdivision policies that promote smart housing development within their respective jurisdictions.	NWIPDC/Local Government	Local	Ongoing

Glossary of Acronyms:

EDA – Economic Development Administration
FEMA – Federal Emergency Management Agency
FHWA – Federal Highway Administration
HUD – Federal Department of Housing and Urban Development
IACC – Iowa Association of Community Colleges
IDED – Iowa Department of Economic Development
IDOE – Iowa Department of Public Schools
IDOT – Iowa Department of Transportation
IFA – Iowa Finance Authority
IHLSEMA – Iowa Homeland Security and Emergency Management Agency
ILCDC – Iowa Lakes Corridor Development Corporation
ISU – Iowa State University
IWD – Iowa Workforce Development
KCED – Kossuth County Economic Development
NWIED – Northwest Iowa Economic Developers
NWIPDC – Northwest Iowa Planning and Development Commission
NWIRHTF – Northwest Iowa Regional Housing Trust Fund
RLF – Northwest Iowa Planning & Development Commission Revolving Loan Fund
RWIB – Regional Workforce Investment Board
SBDC – Small Business Development Center
SEDC – Siouxland Economic Development Corporation
TPC – Transportation Policy Council
TTC – Transportation Technical Committee
USDA – United States Department of Agriculture
VC – Venture Capitalists

NWIPDC WORK PROGRAM

Over the course of the past several years, the NWIPDC work program has taken on new challenges and the Policy Council has modified the work program, for purposes of updating this new CEDS Plan, to reflect the needs of the member county and municipal governments.

While updating the district's goals and objectives, the NWIPDC CEDS Committee looked at previous year's work programs to one determine validity and two, to develop a base for what could be implemented to meet the region's requirements in the area of economic development planning assistance. It was ascertained that the work program format was germane, and that the program outlined ample tasks for the coming year. With this in mind, the following is a summary of the 2011 NWIPDC work program:

FY 2011 Scope of Work Summary

The Recipient will perform the following activities:

The Recipient will perform the following activities:

A. Administrative/Eligibility Related Activities:

1. More intense recruitment effort of additional and diverse private industry leadership to Policy Council and CEDS Strategy Committee
2. Continue to promote the Economic Development Administration's programs to area leaders and Policy Council members.
3. Work with Policy Council Executive Committee and CEDS Committee on better ways to improve NWIPDC's overall economic development services, expanding into broadened work with local county economic development and marketing groups.
4. Provide administrative assistance to western Northwest Iowa Economic Developers group (Lyon, Osceola, O'Brien and Sioux Counties in EDD) to enhance their group's management and program delivery.

B. Development Activities:

1. NWIPDC will work with ISU to expand the targeted industry analysis to include all counties within the region..
2. Provide a technical assistance program to public and private interests with an emphasis on economic development activities, and assisting with project finance packaging as it relates to job creation and general local development efforts.
3. Facilitate the exchange of pertinent economic development related information through established referral systems to appropriate sub-area and local development groups.
4. Provide technical assistance and information on local infrastructure projects and prepare applications for those that qualify for outside funding whether they are grants or loans.

5. Explore ways to partner with other agencies in order to use their existing staff expertise to promote EDA programs and to strengthen CEDS services in targeted areas.
6. Provide assistance and facilitation in the formation of a new region wide economic development group/consortium.
7. Continue assistance to local Downtown Improvement groups with efforts to revitalize main streets and Central Business Districts, and to develop strategies for the reuse of central business space.
8. Provide technical assistance to local communities and counties with needs assessments and resource identification for the purpose of creating economic development action plans.
9. Support the continuation of the established information exchange network with Chambers of Commerce and other interested groups and individuals on available economic development activities.
10. Provide technical assistance to member communities with housing issues that are related to economic development needs and concerns.
11. Assist local governments with other, non-grant, financing tools that are related to economic development projects.
12. Provide traditional planning assistance to member governments in areas such as zoning, smart growth, and effective land use in order to increase their capacity to meet economic development opportunities.
13. Conduct annual CEDS goals review process with CEDS sub-committee of the policy council in coordination with county meetings as they relate to the region's economy and economic activities.
14. Continue annual needs and priorities of projects survey of communities and counties initiated last year with the CEDS revision.

C. Promotional/Marketing Activities:

1. Continue promotional efforts to educate members on the availability, use and value of existing economic tools on the federal, state and local levels.
2. Plan, prepare and hold an annual meeting with all member cities and counties. Utilize this meeting to educate the membership on the capabilities of the EDD, recent grant activities and overall program and service delivery.
3. Continue promotional activities designed to increase citizen, business and governmental participation in the Commission's and EDA's economic development programs.

4. Continue a region wide distribution of informational materials including pamphlets, grant alerts, meeting notices and a newsletter to increase awareness of economic development related programs and activities among local governmental units, development corporations and existing area businesses.
5. Provide information to development prospects exploring the area for the purpose of business expansion and those looking to purchase existing businesses instead of letting those businesses close down.
6. Assist with the promotion of tourism in Northwest Iowa as an economic development tool.
7. Assist with the promotion of secondary and post-secondary education as a valuable resource in the developmental process.
8. Continue to monitor and update the agency's new website with changes to interactive features that allow browsers to access economic development information, funding programs, funding sources and learn of regional economic success.
9. Develop and disseminate an annual report of activities including economic activities and subsequent funding summary.