



Comprehensive Economic Development Strategy (CEDS) and Annual Progress Report 2019-2020

Prepared and Submitted by:



Grantee:

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Cover Photo of Upper Iowa River near Decorah, Iowa

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EXECUTIVE SUMMARY

What is a Comprehensive Economic Development Strategy?

Upper Explorerland Regional Planning Commission (UERPC) received a Planning Grant Investment in 2010 from the U.S. Economic Development Agency (EDA) to help support the process of formulating and implementing a comprehensive economic development strategy (CEDS). The formulation of the CEDS is the outcome of structured dialogue among a diverse set of stakeholders in the public, non-profit and private sectors involved in all aspects of economic development. Through a consensus-building forum, the CEDS aims to establish a unified economic development roadmap for the Northeast Iowa region.

Members of the CEDS committee assessed the current state of Northeast Iowa's economy and the myriad of resources and entities that are involved in supporting, growing and marketing both businesses and employees in Northeast Iowa. The CEDS process enabled them to articulate a vision and set of goals for sustaining economic growth; identifying strategic focus areas for Northeast Iowa to direct its limited resources for achieving economic health; recognizing the vital projects and programs deemed critical for future growth; and establishing an action plan geared towards realizing the CEDS vision.

Scope of the CEDS

In compliance with the requirements associated with receiving funds via the EDA's planning grant, this report contains certain prescribed elements and follows a pre-specified outline. However, the content of this document reflects the combined priorities of organizations that the CEDS committee members represent and are deemed vital to Northeast Iowa's economy. It is important to note that the issues addressed in this document, though many, are not an exhaustive list of the many aspects and concerns regarding economic development, neither for the CEDS committee members themselves nor for Northeast Iowa overall. This document, and specifically its goals, should be viewed by all as a blueprint for and snapshot of economic development in Northeast Iowa.

UERPC CEDS COMMITTEE BOARD LIST

The UERPC CEDS committee consisted of a diverse set of stakeholders involved in all aspects of economic development for the region. The CEDS committee consisted of the following members listed below.

Government Representatives

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

Table 1: Government Representatives		
<i>Name</i>	<i>Government</i>	<i>Position</i>
Larry Schellhammer	Allamakee County	Supervisor
Barb Collins	City of Monona	City Administrator
Ray Peterson	Clayton County	Supervisor
Brett DeVore	City of Oelwein	Mayor
Marty Stanbrough	Fayette County	Supervisor
Allison Holten	Northeast Iowa Community College	Business
Mark Bohle	City of Cresco	Mayor
Pat Murray	Howard County	Supervisor
Bonnie Basemann	City of Marquette	Clerk
Mark Kuhn	Winneshiek County	Supervisor
Dean Thompson	Winneshiek County	Supervisor

Non-Government Representatives

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

Table 2: Non-Government Representatives		
<i>Name</i>	<i>Company/Enterprise</i>	<i>Position</i>
Leon Griebenow	Hawkeye Stages	Business
Jack Knight	Northeast Iowa Resource Conservation and Development	Representative
Roger Arthur	Allamakee-Clayton Electric Cooperative	Representative
Sue Updegraff	Retired Educator	Individual
Nina Taylor	Small Business Development Center	Representative
Sam Whitehead	ServPro	Business
Mary Koopman	Allamakee County	Individual
Patti Ruff	Clayton County Sanitation and Zoning	Business

Table 3: UERPC CEDS Committee Summary		
	<i>Number</i>	<i>Percent</i>
Government Representatives	10	53.0%
Non-Government Representatives	9	47.0%
Total Board Membership	19	100.0%

ADJUSTMENTS

Report on Changing Economic Conditions and Adjustments

The top priorities and adjustments during FY 2019-2020 took a harsh turn when CO-VID 19 presented itself. The region was hit particularly hard with a high number of cases based in Postville, IA. Other top priorities within the region included the development of a workforce plan to increase inflow and training to the region; studies and rehabilitation efforts for housing; and the increase in funding for transportation and infrastructure projects. These priorities and adjustments are a continuation of the past few years.

CO_VID

The pandemic presented a high unemployment rate within the region and a slow return to work for employees. It also presented a new set of daycare concerns with daycare closures. Transportation needs were an issue for many employers utilizing Northeast Iowa Transit system to transport employees to and from work. All while retail sales and manufacturer sales all slowed. The need for bandwidth and customer based-service providers for broadband has come into focus as another high need.

Workforce

For the majority of the fiscal year, the region has seen underemployment, very low unemployment rates and worker shortages. Additionally, an aging workforce and a shortage of critical talent are among the biggest challenges facing the region. Along with the worker shortage comes the amenity needs of housing, quality transportation and daycares. The region is showing areas of daycare deserts. Large amounts of homes are needing rehabilitation.

With the second and final year of the Workforce Planning Project completed with the Economic Development Administration, UERPC worked with Iowa State University Extension and Outreach to synthesize our existing data in the areas of housing, transportation and childcare, knowing these three issues are opportunities where the region can improve upon for workforce recruitment. UERPC and partners administered a survey to area employees and employers to collect data to assist in future planning efforts and projects. Furthermore, county focus groups were held to further investigate the needs and desires of employees and employers within the region. One example of an upcoming project is to recruit pockets of groups such as veterans, retirees and stay-at-home residents who may want to re-emerge into the workforce on a different level. A plan including all of the above items was developed. The major outcomes were:

- Building thriving connected communities
- Developing innovative and engaged employers
- Assisting new and expanding businesses
- Expanding Housing Solutions
- Leveraging Recreation Potential
- Attracting and retaining people

Housing

This adjustment continues from last year. A shortage in workforce housing is another top priority within the region. All five counties within the UERPC region have completed housing assessments. A common concern is the need for “middle” homes or affordable housing. Even with an aggressive Housing Trust Fund Program that assists with housing rehabilitation and improvement projects for qualifying individuals, landlords and organizations, the region still is in dire need of rehabilitation funding. Most communities have an aging housing stock, with 80% of homes built prior to 1978 and 40% constructed prior to 1939. Using data collected from the housing assessments, UERPC will be assisting communities and counties with developing best practices, housing projections, housing cost of living, median incomes and commuting patterns. There is also a large need for incentivizing residents and developers to build diverse new housing options, from infill construction and downtown housing above shops, to duplexes, apartments and new spec houses.

Transportation and Infrastructure

UERPC’s mission continues to be an extension of city and county government. UERPC promotes regional cooperation and meets the planning and economic development needs of local governments. UERPC is a membership-supported organization of local governmental bodies in the Northeast Iowa counties of Allamakee, Clayton, Fayette, Howard and Winneshiek.

UERPC staff members make it a point to listen to the needs of their clients, which include cities, counties, organizations and individuals. UERPC has positioned itself with a plethora of partners to best serve client needs and make adjustments accordingly, which go hand in hand. This cooperation has led to economies of scale, greater efficiencies and more uniformity in the delivery of services throughout Northeast Iowa.

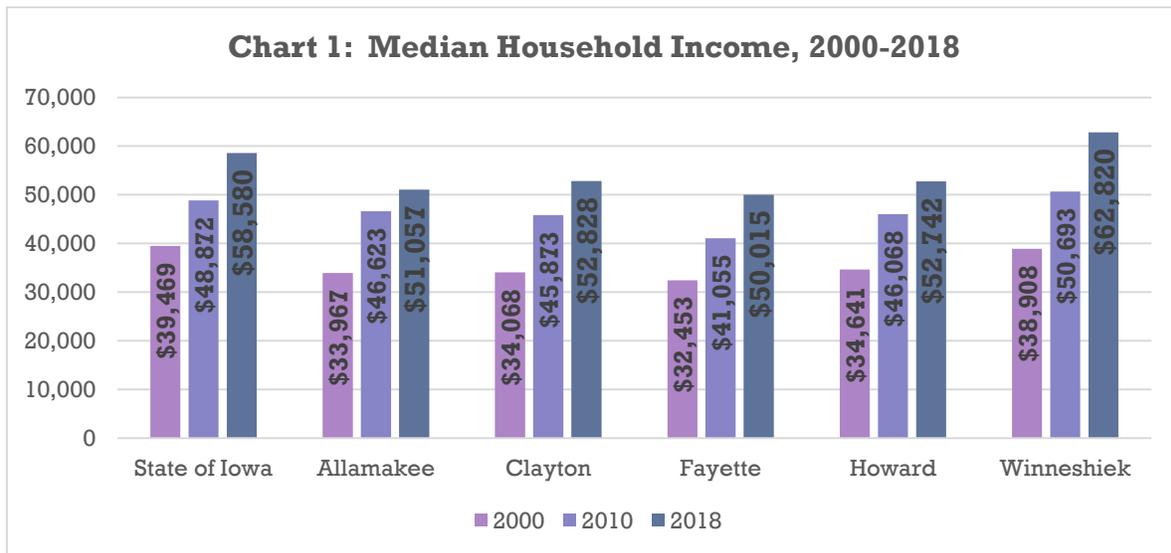
Studies are being conducted and research is being collected to assist with these adjustments. Within the studies, the next three-year scope will emerge. It will now take educating the cities and counties on how to develop the necessary best practices for solving workforce, housing and transportation issues. UERPC continues to market themselves as a one stop shop in the industries of housing, workforce, transportation, economic development, fiscal agent work and community planning. UERPC will utilize their EDA funds for the scope of work that addresses the above listed adjustments.

REPORT

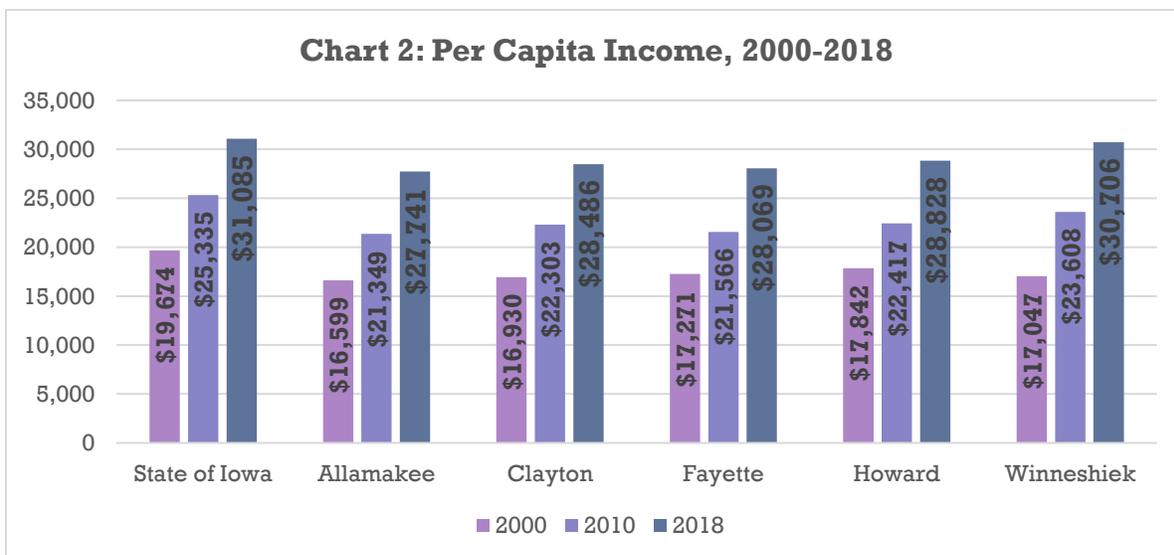
Regional Background and Trends

Income

The median household income for the region has generally continued to rise. The same is true of per capita income. Charts 1 and 2 compare the median and per capita income of each county to the state for the years 2000, 2010 and 2018 (estimated). With the exception of Winneshiek County, the counties of the UERPC region have median income levels below that of the state as a whole. All counties have a per capita income level lower than the state.

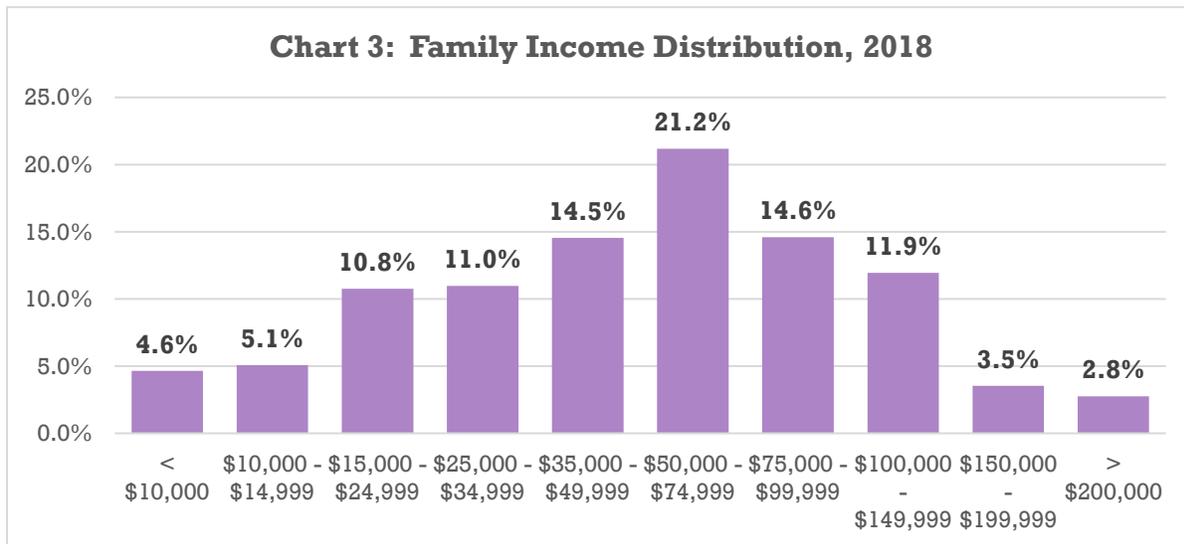


Source: U.S. Census Bureau, 2018 ACS 5-Yr Estimates



Source: U.S. Census Bureau, 2018 ACS 5-Yr Estimates

Chart 3 demonstrates the family income distribution of all counties combined by percent of households in each income range. Approximately 46% of the region’s families earn less than \$50,000 and about 20% make less than \$25,000.



Source: U.S. Census Bureau, 2018 ACS 5-Yr Estimates

Employment

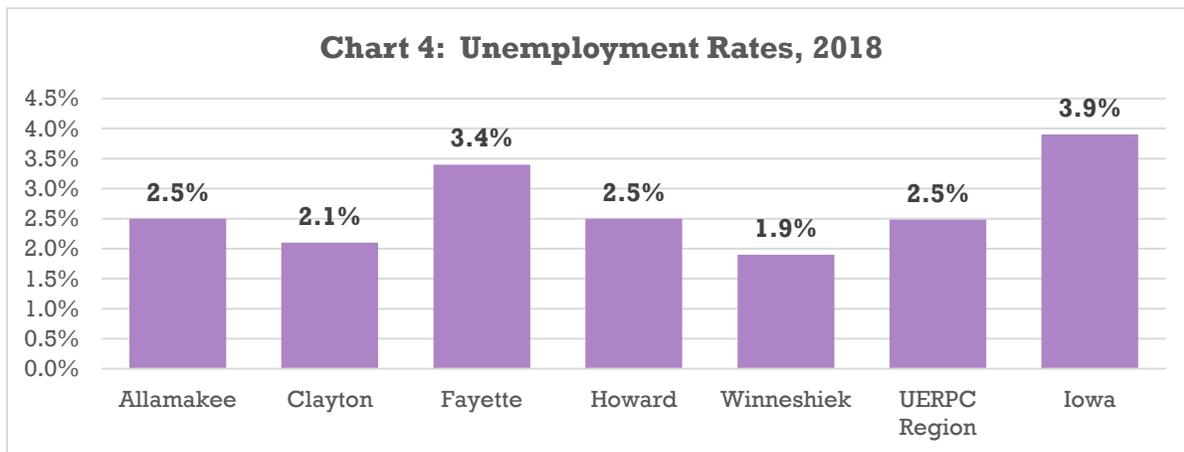
An aging workforce, a shortage of critical talent and a low unemployment rate are among the biggest challenges facing today's rural businesses. The availability of, and access to, skilled workers is critical to the success of the region’s businesses, especially when competing in an increasingly global economy. Table 4 breaks down the labor force characteristics for the region as it compares to the state.

	UERPC Region	State of Iowa
Population age 16 years and over	65,882	2,484,354
Workers age 16 years and over	43,712	1,676,339
Labor force participation rate	66.3%	67.5%
Unemployment rate	2.5%	3.9%
Females age 16 years and over	32,980	1,260,300
Female labor force participation rate	61.1%	63.1%

Source: U.S. Census Bureau, 2018 ACS 5-Yr Estimates

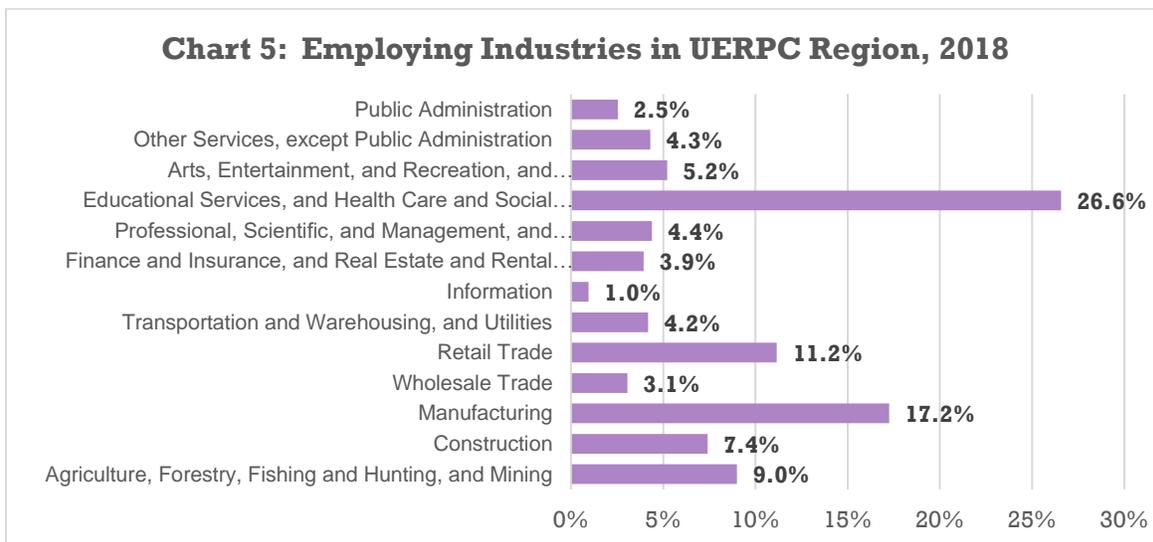
Unemployment rates for the region and the state are shown in Chart 4. All five counties and the region as a whole have estimated rates of unemployment lower than that of the state. Clayton and Winneshiek Counties noted the lowest rates, while Fayette had the highest. Unemployment rates have continued to drop in the state and at the county level with the average rate as of 2018 at 2.5%, a six-year low for the region. According to UERPC’s Long Range Transportation Plan, businesses within the region are experiencing a shortage of workers. The costs of transportation and lack of suitable housing are affecting their ability to attract a workforce, especially for lower paying positions. This has led to some business expansion plans being put on hold or occurring in other locations. The region has already begun addressing these issues and is working to

develop more affordable transportation options. Additionally, many communities are assessing their housing to determine the best strategies for improvement.



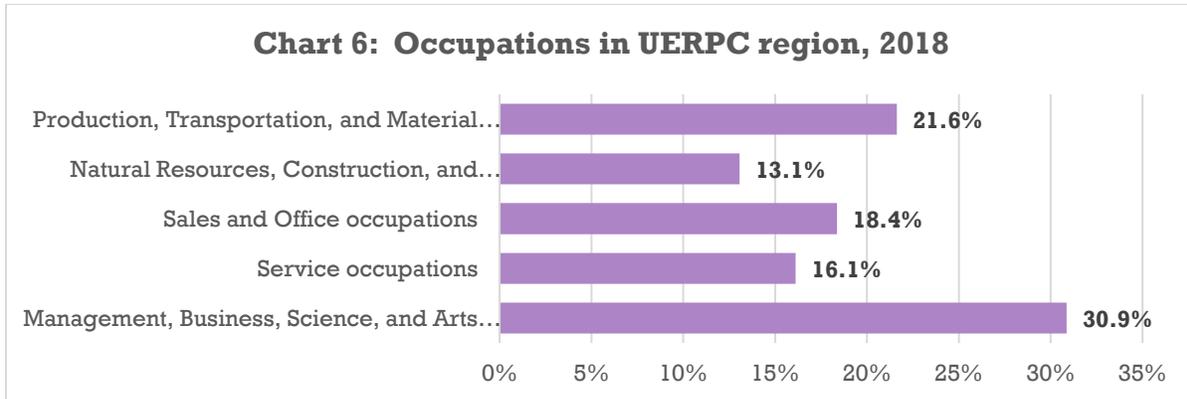
Source: U.S. Census Bureau, 2018 ACS 5-Yr Estimates

The region’s economic base is distributed across many industries. The education, health care and social assistance service industry employs over 26% of the employed population within the region, with manufacturing and retail trade being the next largest employing industries at 17.2% and 11.2% respectively. Chart 5 illustrates the percentage of the employed population working in each industry within the UERPC region.



Source: U.S. Census Bureau, 2018 ACS 5-Yr Estimates

Chart 6 shows the occupations of these same workers, regardless of industry. Most of the working population is employed in Management, Business, Science and Arts occupations (30.9%). Production, Transportation and Material Moving occupations is the second highest employing industry (21.6%), followed by sales and office occupations (18.4%).



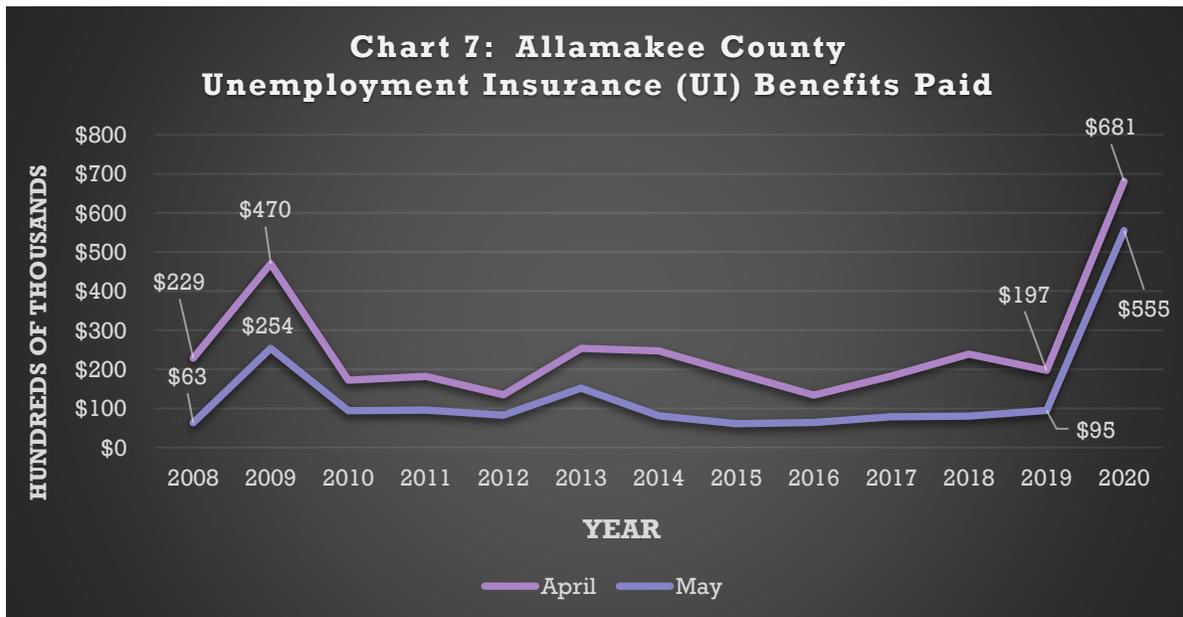
Source: U.S. Census Bureau, 2018 ACS 5-Yr Estimates

Iowa Workforce Development – Unemployment Insurance (UI) Statistics

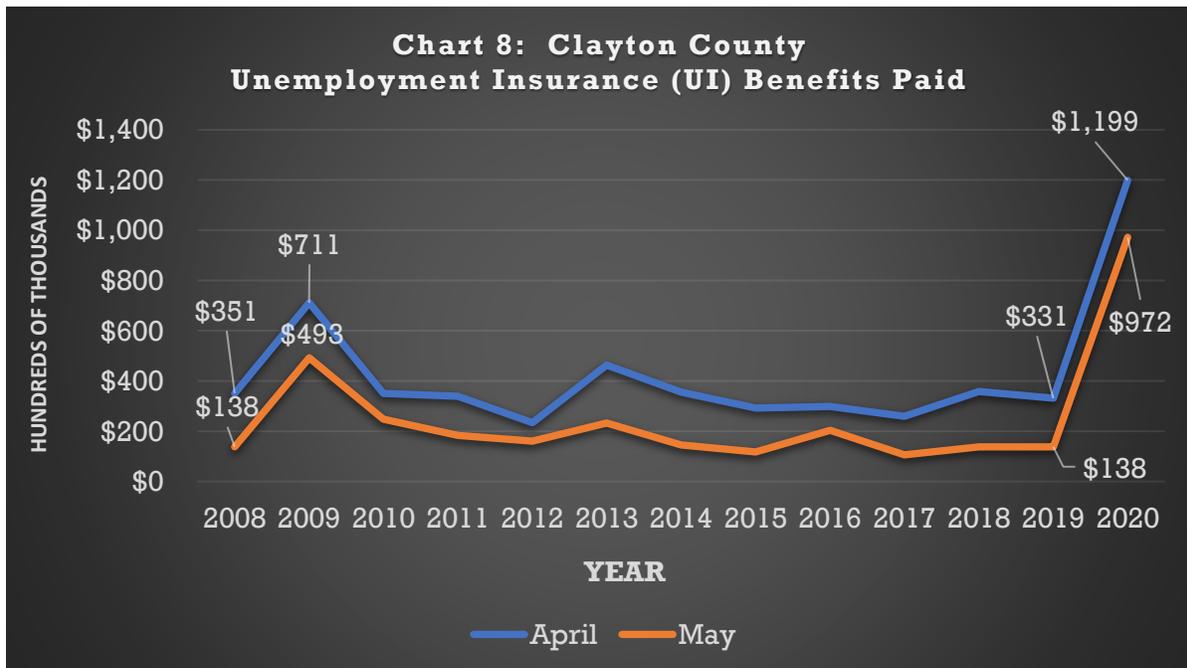
Monthly County UI Payments

1) Unemployment Insurance (UI) Benefits Paid, for Individual Counties & the UERPC Region:

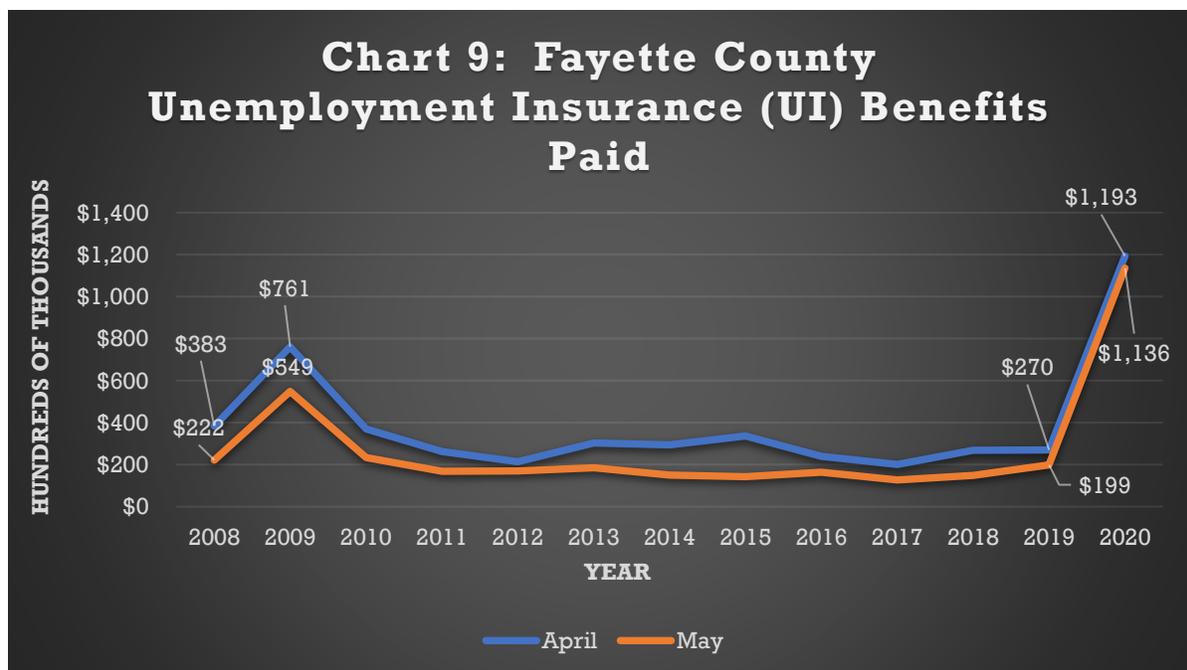
Charts 7 through 12 provide a yearly comparison of county UI payments for the months of April and May in each of the five counties in the UERPC region and for the overall region. The time period covered is from the Great Recession to the COVID-19 pandemic (2008 – 2020). A sharp increase in benefits paid out can be observed in April – May of 2020 during the COVID-19 pandemic. Note, the benefits shown are for regular UI only, and do not yet include additional Federal Pandemic Unemployment Compensation (FPUC) program amounts paid out (an additional \$600 per week per claimant).



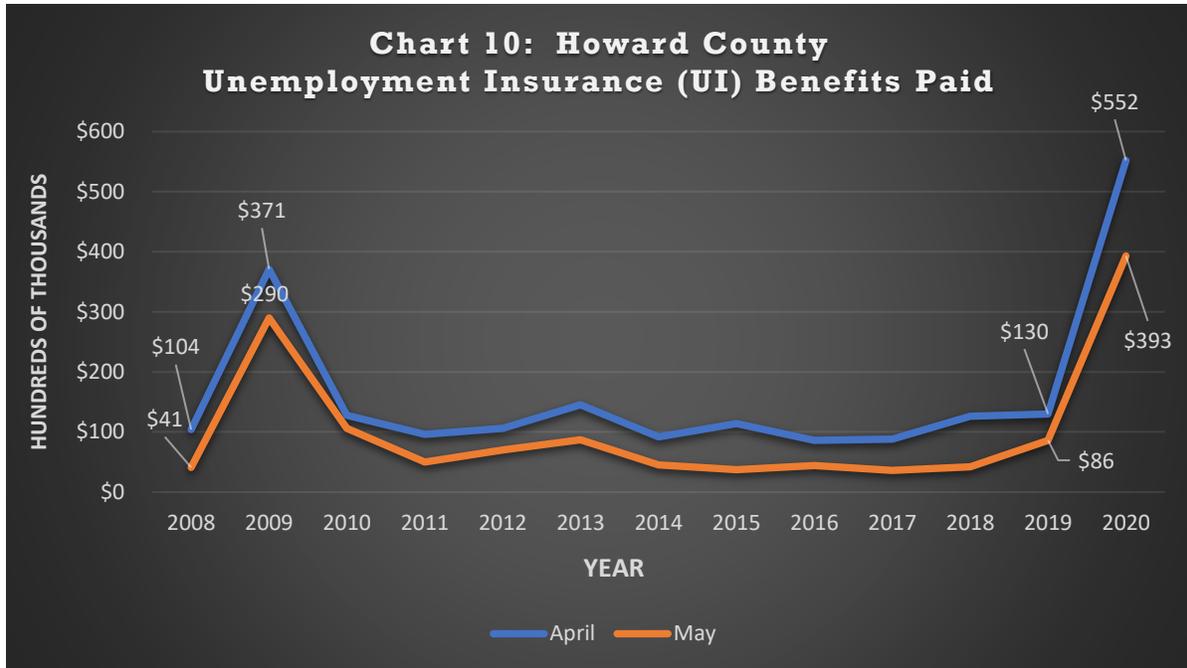
Source: Unemployment Insurance Data Tool- <https://www.iowalmi.gov/unemployment-insurance-statistics>



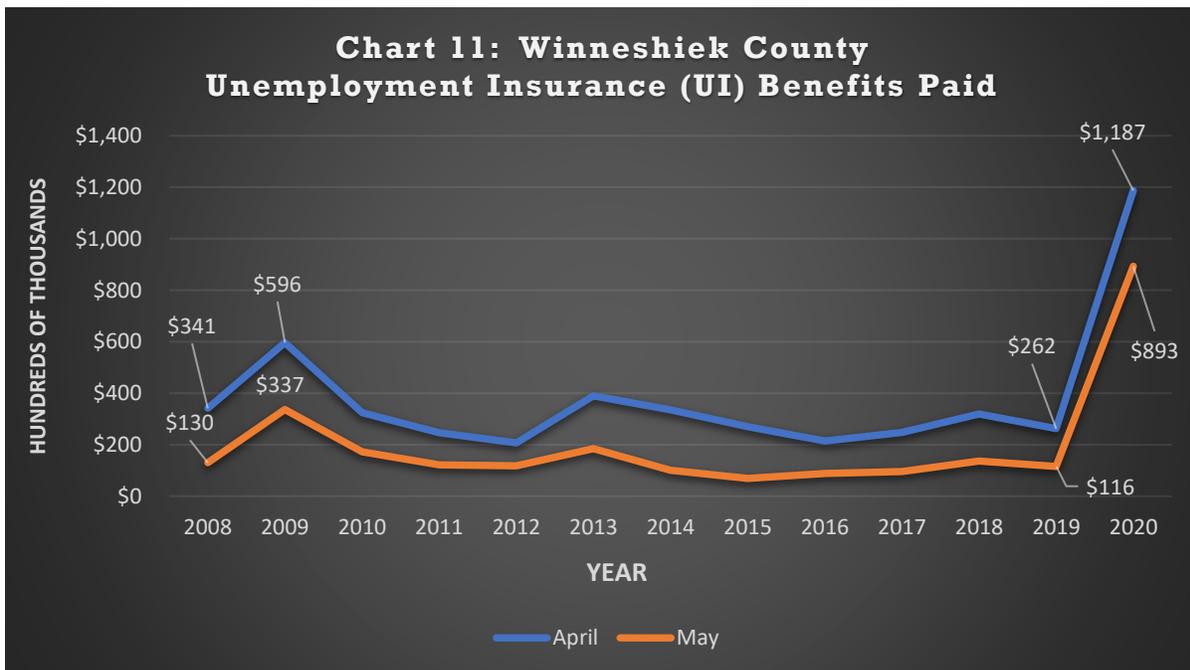
Source: Unemployment Insurance Data Tool- <https://www.iowalmi.gov/unemployment-insurance-statistics>



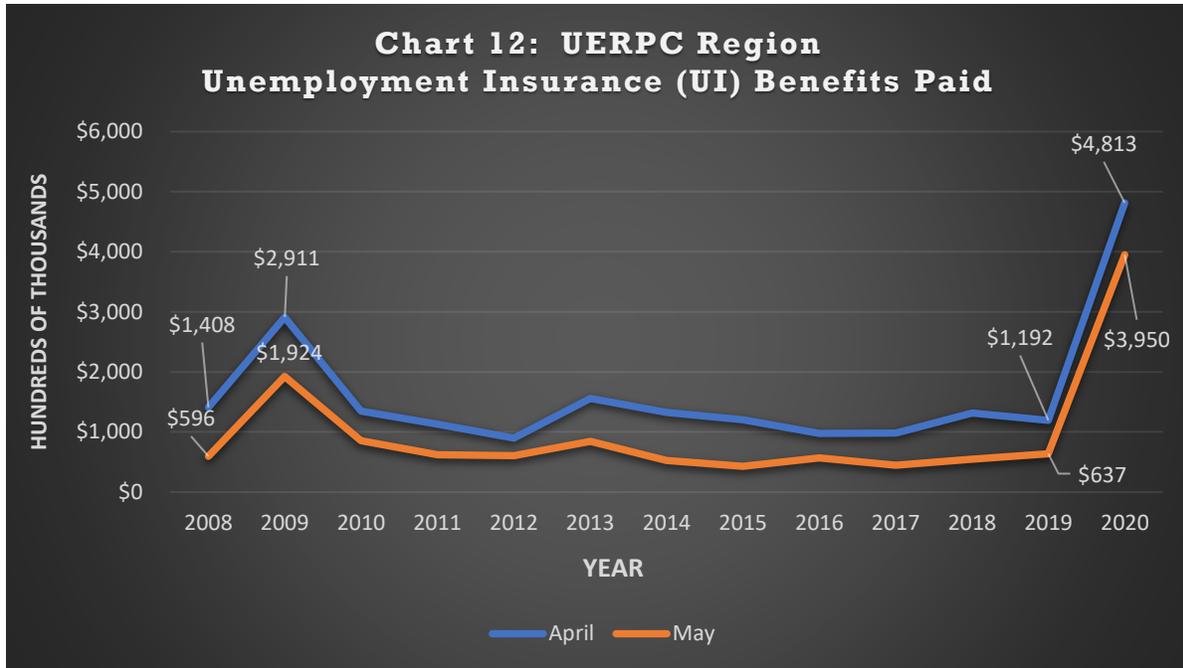
Source: Unemployment Insurance Data Tool- <https://www.iowalmi.gov/unemployment-insurance-statistics>



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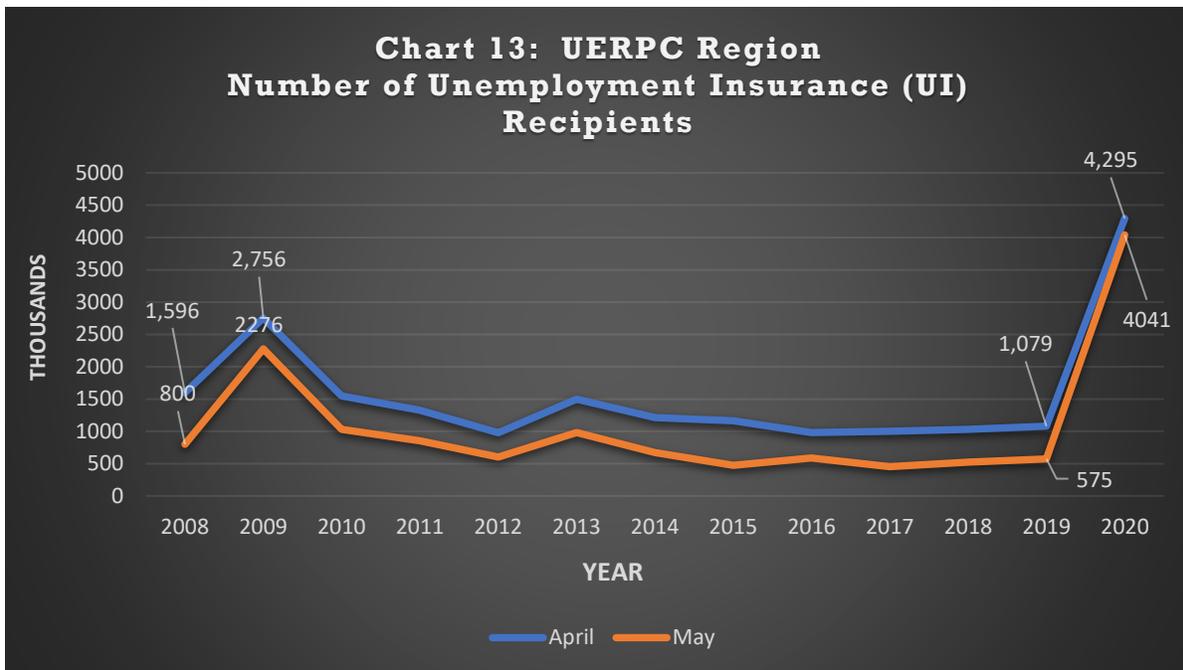


Source: Unemployment Insurance Data Tool- <https://www.iowalmi.gov/unemployment-insurance-statistics>



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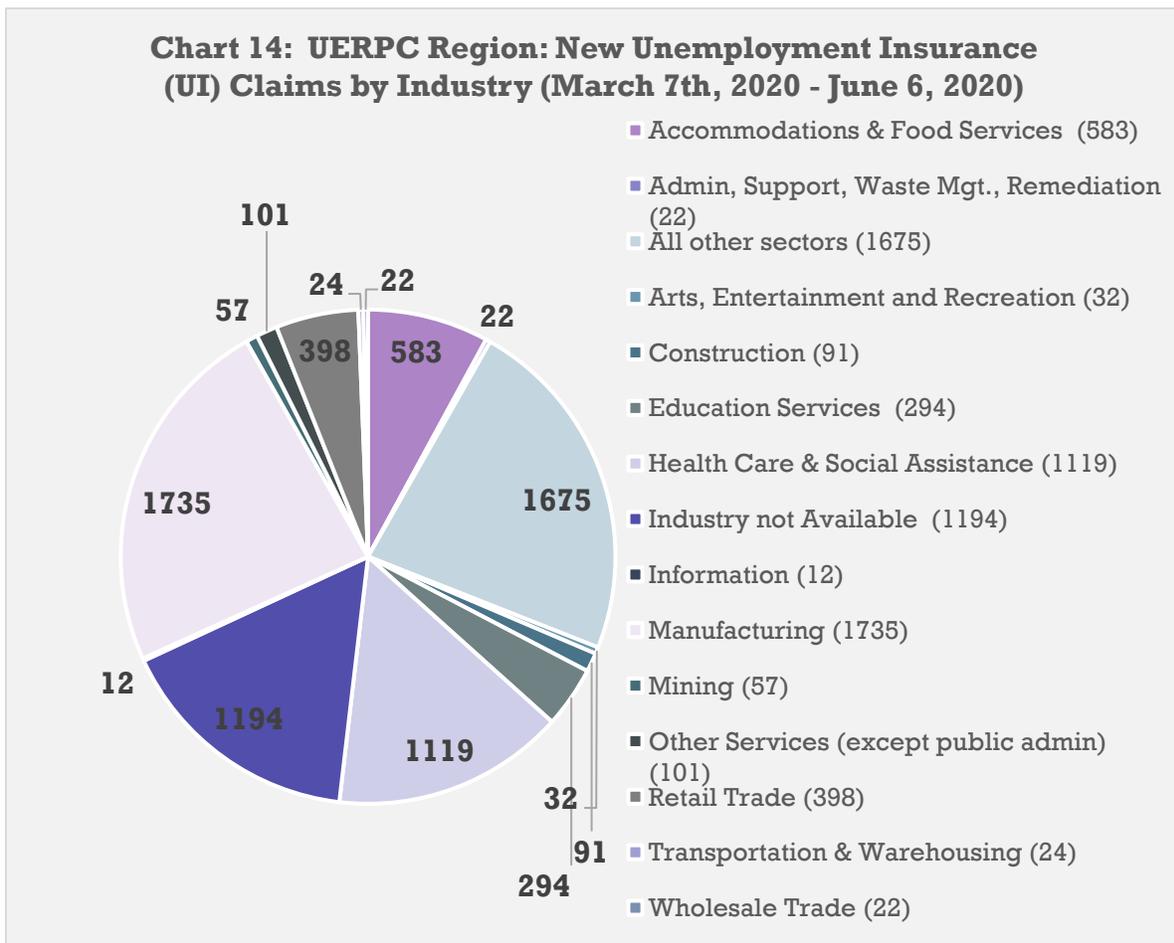
2) Number of Unemployment Insurance (UI) Recipients in the UERPC Region (April – May of 2020): Chart 13 illustrates that the increase in UI benefits paid out in April – May of 2020 also results from an increase in the number of recipients receiving benefits.



Source: Unemployment Insurance Data Tool- <https://www.iowalmi.gov/unemployment-insurance-statistics>

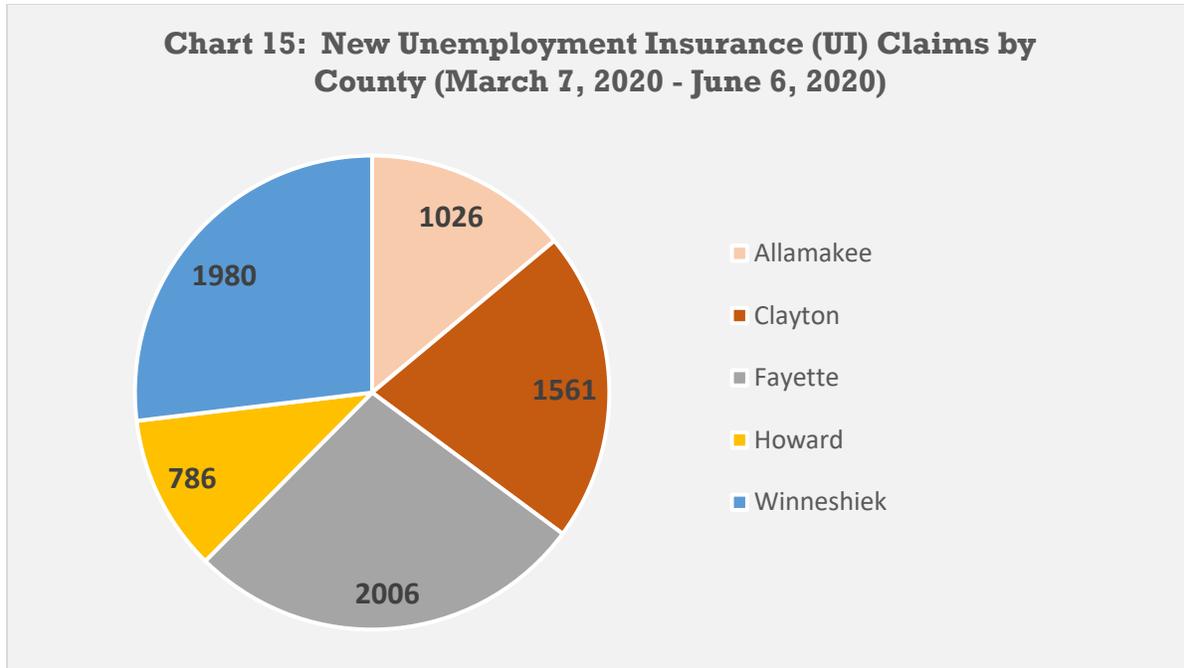
Weekly UI Claims by Industry

1) UERPC Region - New Unemployment Insurance (UI) Claims by Industry (March – June 2020): Chart 14 accounts for all new, or “initial,” UI claims in the 5-county UERPC region from March 7, 2020 – June 6, 2020, over the course of the COVID-19 pandemic. Throughout the region, workers in the Manufacturing and Health Care & Social Assistance industries recorded the highest new numbers of UI claims. Industry sectors that recorded less than ten initial claims on a weekly basis were combined and published as "All other sectors," and the "Industry not Available" sector represents initial claims where the last employer was not identified (e.g. in the case of self-employed or contract workers, etc.). Workers in the Accommodations & Food Services, Retail Trade and Education Services sectors have also reported notably higher numbers of new UI Claims since the pandemic began.



Source: Unemployment Insurance Data Tool- <https://www.iowalmi.gov/unemployment-insurance-statistics>

2) New Unemployment Insurance (UI) Claims by County (March – June 2020): Chart 15 illustrates numbers of new UI claims in the five counties in the UERPC region from March 7, 2020 – June 6, 2020. Fayette County has recorded the highest number of new claims during the COVID-19 pandemic, followed by Winneshiek County. New UI claims for the entire UERPC region from March 7 – June 6, 2020 total 7,359.



Source: Unemployment Insurance Data Tool- <https://www.iowalmi.gov/unemployment-insurance-statistics>

Main Street America

Main Street America conducted an online survey, “The Impact of COVID-19 on Small Businesses: Findings from Main Street America’s Small Business Survey,” to assess the impact of the COVID-19 on the approximately 300,000 small businesses across the network. Specifically, this survey was designed to help us understand small businesses’ ability to withstand what may be several months of suppressed revenue and what kinds of support programs will have the most impact. With thanks to our Main Street Network for encouraging participation in the survey, more than 5,850 small business owners responded.

Iowa Statewide Results Source: The Impact of COVID-19 on Small Businesses: Findings from Main Street America’s Small Business Survey- <https://www.mainstreet.org/howwecanhelp/resourcecenter/mainstreetforward/research>

Total responses from small businesses in Iowa: 155
(this included 14 businesses in Elkader and Lansing, in the UERPC region)

Would you characterize the ownership of the business in any of the following ways?

Locally owned 115 74.20%

How many people does your business employ?

Sole owner-operator	41	26.50%
2-5 employees	59	38.10%
6-10 employees	23	14.80%
11-20 employees	23	14.80%
More than 20 employees	9	5.80%

Has your business suspended storefront operations as a result of the COVID-19 public health emergency?

Yes	107	69.00%
No	48	31.00%

How many of your employees are at risk of unemployment and/or layoffs as a result of the coronavirus?

0	33	21.30%
1-5	86	55.50%
6-10	18	11.60%
11-20	11	7.10%
More than 20	7	4.50%

How has COVID-19 affected your business?

Added expenses to mitigate public safety risks (i.e., cleaning supplies, etc.)	58	37.40%
Change of business hours	67	43.20%
Change of business model	35	22.60%
Employee layoffs / workforce displacement	76	49.00%
Business closures (voluntary or mandated)	94	60.60%
Loss of revenue	138	89.00%
Event cancellation	83	53.50%
Reduced participation at gatherings and events	71	45.80%
Off-site working options	22	14.20%
Supply chain disruptions	60	38.70%
Change in insurance rates	2	1.30%
Est. alternative mode of business operation to sell products (i.e., online)	56	36.10%
Enhanced secondary mode of business operation to sell products (i.e., online)	27	17.40%
Other	4	2.60%

How has your business revenue changed since COVID-19 became a widespread concern in early March 2020?

Revenue has decreased by more than 75%	80	51.60%
Revenue has decreased by between 50 and 75%	22	14.20%
Revenue has decreased by between 25 and 50%	22	14.20%
Revenue has decreased by between 0 and 25%	21	13.50%
Revenue has been normal	9	5.80%

If business disruption continues at the current rate, how soon will your business be at risk of closing permanently?

Less than one month	5	3.20%
2-3 months	47	30.30%
3-5 months	45	29.00%

More than five months	25	16.10%
Not a concern	33	21.30%

At this time, what are you most concerned about?

Paying this month’s rent / mortgage	80	51.60%
Making payroll this pay period and beyond	53	34.20%
Employee’s financial welfare	89	57.40%
Losing work (i.e., clients, projects, sales)	99	63.90%
Losing employees	55	35.50%
Getting inventory/supplies	52	33.50%
Customer traffic	96	61.90%
Accessing government support related to the COVID-19 public health emergency	63	40.60%
Other	17	11.00%

Lansing/Elkader Local Results (14 businesses in Elkader and Lansing in the UERPC region) Source: The Impact of COVID-19 on Small Businesses: Findings from Main Street America’s Small Business Survey- <https://www.mainstreet.org/howwecanhelp/resourcecenter/mainstreetforward/research>

Would you characterize the ownership of the business in any of the following ways?

Locally owned 9 out of 14 64%

How many people does your business employ?

Sole owner-operator	6	43%
2-5 employees	5	36%
6-10 employees	1	7%
11-20 employees	1	7%
More than 20 employees	1	7%

Has your business suspended storefront operations as a result of the COVID-19 public health emergency?

Yes	7	50%
No	7	50%

How many of your employees are at risk of unemployment and/or layoffs as a result of the coronavirus?

0	5	36%
1-5	8	57%
6-10	0	0%
11-20	1	7%
More than 20	0	0%

How has COVID-19 affected your business?

Added expenses to mitigate public safety risks (i.e., cleaning supplies, etc.)	4	29%
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Change of business hours	3	21%
Change of business model	3	21%
Employee layoffs / workforce displacement	4	29%
Business closures (voluntary or mandated)	5	36%
Loss of revenue	13	93%
Event cancellation	7	50%
Reduced participation at gatherings and events	6	43%
Off-site working options	1	7%
Supply chain disruptions	7	50%
Change in insurance rates	0	0%
Est. alternative mode of business operation to sell/del products (i.e. online)	3	21%
Enhanced 2 nd mode of business operation to sell/del products (i.e. online))	2	14%
Other	0	0%

How has your business revenue changed since COVID-19 became a widespread concern in early March 2020?

Revenue has decreased by more than 75%	7	50%
Revenue has decreased by between 50 and 75%	1	7%
Revenue has decreased by between 25 and 50%	2	14%
Revenue has decreased by between 0 and 25%	2	14%
Revenue has been normal	1	7%
Revenue has increased by more than 75%	1	7%

If business disruption continues at the current rate, how soon will your business be at risk of closing permanently?

Less than one month	1	7%
2-3 months	1	7%
3-5 months	5	36%
More than five months	3	21%
Not a concern	4	29%

At this time, what are you most concerned about?

Paying this month's rent / mortgage	1	7%
Making payroll this pay period and beyond	2	14%
Employee's financial welfare	5	36%
Losing work (i.e., clients, projects, sales)	8	57%
Losing employees	5	36%
Getting inventory/supplies	3	21%
Customer traffic	7	50%
Accessing govt support related to the COVID-19 public health emergency	5	36%
Other	4	29%

Note: A follow-up survey, "The Impact of COVID-19 on Small Businesses: Follow-up Survey Report," was completed in late May of 2020, with summary findings located on the following website:

<https://www.mainstreet.org/blogs/national-main-street-center/2020/05/26/the-impact-of-covid-19-on-small-businesses-follow>

Summary

To summarize the region's adjustments and needed efforts of UERPC's staff, the regional adjustments include:

1. Address the needs of business and communities during and after the effects of the pandemic
2. Address the needs of businesses and communities for technologies centered around bandwidth, cellular service and internet access to improve employee communication and collaboration, increased device connectivity and reduced employee costs
3. Market and visit cities and counties to promote UERPC services, successes and future projects
4. Continue with housing assessments and housing programs
5. Carry out the Workforce Roadmap plan – housing efforts, community engagement and business workshops
6. Host STEM Festivals to increase knowledge of STEM jobs within elementary and middle school ages
7. Increase transportation funding for county roadways and bridges; trail and alternative funding is still an issue
8. Increase Community Development Block Grant (CDBG) funding for water/sewer projects – communities have aging water and sewer lines and facilities

UPPER EXPLORERLAND REGIONAL PLANNING COMMISSION

Scope of Work

In-Kind Work Elements Performed

A. ECONOMIC DEVELOPMENT

Assist Local Economic Development Agencies, Partners and Existing and Expanding Businesses

- 1. Assist with the planning for the expansion and creation of business lots and industrial parks.***
- 2. Assist local businesses in retention and expansion.***

Accomplishments Achieved:

There are 15 industrial parks and sites within UERPC's region listed on the Location One Information System (LOIS) system that the Iowa Economic Development Authority (IEDA) utilizes to promote building sites for the State of Iowa. IEDA developed a Certified Site Program, designed and implemented by the nationally recognized site selection firm McCallum Sweeney Consulting (MSC), which parallels a typical site location process. Once credentialed, an Iowa Certified Site has relevant site-related data and documentation accumulated and is designated as "development-ready." At this time, the UERPC region does not have any Certified Sites.



The 15 industrial sites within UERPC's region are as follows: Postville Industrial Park, Calmar Industrial Park, Decorah Business Park, Manchester Industrial Park Site 2, Luana Schultz Site, Bickel Industrial/Commercial Site – McGregor, Waukon Industrial Park, West Union – Southwest Industrial Park, Edgewood Industrial Park, Johnson Park of Elkader, Strawberry Point Industrial Park, Monona Industrial Park, Guttenberg Industrial Park, Garnavillo Industrial Park and Erickson Industrial Park – Cresco.

Quantify Deliverable(s):

The COVID-19 pandemic has had a drastic effect on our local businesses, primarily retailers and industry leaders. The downtown districts are struggling with consumer confidence, but are continuing to attempt to provide services and products to citizens, some even through virtual channels, curbside services, etc. County Development offices have recently established an online COVID response resource

page for businesses. This interactive site is an easy to use tool for businesses and individuals to seek out funding and support resources available through local, state and federal networks.

Additionally, Northeast Iowa Community College (NICC) has teamed up with a variety of partners to launch the Small Business Helpline, which has recently expanded to help business owners, nonprofits and self-proprietors navigate the application process for federal, state and local funding. This effort is in partnership with Northeast Iowa Community College, Greater Dubuque Development Corporation (GDDC), Small Business Development Center (SBDC) and the East Central Iowa Intergovernmental Association (EICA).

UERPC staff assist Northeast Iowa counties and communities with the marketing of these sites by placing the site information onto the LOIS system as well as developing a website for the building sites to be placed.

Furthermore, as part of Northeast Iowa Business Network's (NIBN) work, each county's economic developer visits their manufacturing businesses and inputs the business' data onto the Synchronist system as part of IEDA's system.

UERPC also works with member groups such as NIBN, IEDA, educational institutions, and IowaWorks to promote the location and expansion of industries within the fields of technology, advanced manufacturing, information technology and renewable energy. In partnership with these member groups, UERPC develops marketing materials, websites and more and also shares resources for the benefit of the region and the region's businesses to assist current and future industries. Each county economic development office within the UERPC region works individually and collectively to market and encourage business start-up and expansion.

More specific deliverables regarding business expansion and retention within the region include:

- Winneshiek County:
 - Hy-Vee, a chain of supermarkets, is scheduled to open a store in Decorah's Centrum Plaza. The 25,000 square-foot store will have a large grocery product offering. Renovations of the existing structure have begun and will continue to happen through the summer of 2020. The store will add up to 70 new jobs to the local economy.
 - The local business parks continue to grow – construction on the first phase of the 42-unit apartment complex will start this summer. The four-phased project will ultimately develop approximately 200 workforce housing units within the Decorah Business Park.
 - Toppling Goliath (TG) continues to grow and support tourism in the community through special releases, which bring more than 1,500 people to the area for each event. Through the pandemic, the TG has redesigned the events to provide social distancing amongst crowds.
 - The Calmar Industrial Park's PIVO Brewery and Blepta Studios has expanded, building a 250+ capacity event center within the park. This event center will support local events and special releases at the brewery.

- Allamakee County:
 - Northeast Iowa Telephone (NEIT) has constructed a cell tower in rural New Albin to assist with emergency calls in poor cell service areas of the county; the State of Iowa opted into this federal program. NEIT is also working on a cell tower in rural Harpers Ferry. Additionally, AcenTek has installed fiber in New Albin as well.
 - Manufacturing Day/Month continues to be celebrated with visits from Allamakee County Economic Development (ACED) and NICC to all manufacturers in the county. This year we will be including IowaWorks in those visits.
 - Eastern Allamakee High School Teacher, Ray Rankin, completed an externship at Waukon Feed Ranch in the agronomy unit. Allamakee High School Teacher, Caleb Ferring, completed an externship at both Benjegerdes and Trinity Fabricators in welding.
 - Governor Kim Reynolds has announced that six schools were selected to each receive a \$50,000 grant through the Computer Science in Elementary project. The Governor's STEM Advisory Council and the Iowa Department of Education are partnering with businesses and industries on this project to transform six high-poverty elementary schools into models of innovative computer science instruction. The goal is to create opportunities for students and also a statewide network of computer science expertise. One of the six schools is in Allamakee County: Cora B. Darling Elementary in the Postville Community School District.
 - Waukon High School (WHS) has implemented the Allamakee Regional Welding Academy to serve Allamakee County and the surrounding area in Fall 2019. This is a partnership with NICC, WHS and ACED with a goal of creating a pipeline of talent to fill current and future welding vacancies within the region. Local manufacturers including Benjegerdes and Trinity Fabricators assist in the classroom.

- Fayette County:
 - Fayette County Economic Development (FCED) has been working on goals to reinvigorate economic development within the county. One of the main goals is to develop and identify projects and initiatives that strengthen existing businesses and resources within the county and to foster new businesses and resources within each community.
 - FCED secured a \$15,000 Rural Business Development grant to help conduct business inventories, compile economic statistics, develop professional relationships, and create community resources for businesses and resident recruitment.
 - FCED also developed a website, visitfayettcountyiowa.com to provide up-to-date resources and share news and stories during this COVID-19 pandemic and beyond.

- Howard County:
 - Growth occurring in Howard County over the past year included: Plantpeddler Expansion in Cresco along Hwy 9; new Hy-Vee Dollar Fresh grocery store in Cresco along Hwy 9; Upper Iowa Beef Expansion in Lime Springs along Hwy 63; a new restaurant in each of

the communities of Elma, Lime Springs and Cresco; and three new service businesses in downtown Cresco.

- Howard County Economic Development met with over 28 distinctive and innovative entrepreneurs in Howard County during the fiscal year ranging from the individual employer to larger businesses to chart paths of starting a new adventure or growing their current businesses. Howard County supplied \$201,300 in revolving loan funds, creating 30 new jobs and retaining another 105 jobs; the County is looking to do more of the same in the upcoming year.
- Clayton County:
 - There have been many business expansions in Clayton County including: Commercial Vehicle Group (CVG) in Monona hiring 4 to 8 employees; expansion at Edgewood Locker in Edgewood; Kendrick Forest Products in Edgewood expanding and adding 3 to 6 employees; and expansion at Seedorff Masonry in Strawberry Point.

Difficulties Encountered:

Noting the region's adjustments and statistics, the UERPC region still is striving to increase housing options, increase daycare centers and address transportation concerns, prior to recruiting big businesses. While working on these efforts, the largest difficulty at the present time is the economic impact of the pandemic. Travel restrictions, internet access, bandwidth and measures to work from home are just name a few of the many resulting difficulties. And these difficulties do not even compare to the impacts the pandemic has created and will leave on our businesses and communities.

3. *Actively participate in the meetings of the Iowa Association of Regional Councils (ICOG), a state-wide association for the Iowa Councils of Government.*

Accomplishments Achieved:

In February 1988, the Iowa Association of Regional Councils (IARC) was incorporated as a statewide association for Iowa's Council of Governments (COGs). It has more recently renamed itself, to Iowa Association of Councils of Government (ICOG). There are 17-members included within the association. Each executive director of the member organization serves on the Board of Directors, which meets monthly.

Quantify Deliverable(s):

UERPC Executive Director is the board chair for ICOG for both FY 2019-2020 and FY2020-2021. UERPC's Director has been heavily involved with all programs and projects at the state level, ICOG has expanded to hosting two director's training sessions each year. Also, the agency has added mini-trainings and speakers to their regularly scheduled monthly meetings. There is useful information shared and discussed during these trainings. During the pandemic, ICOG has met weekly to discuss return to work plans for staff as well as state-wide programming.

Difficulties Encountered:

The pandemic and the resulting unforeseen times have created difficulties for this goal. Iowa legislators were unable to meet and discuss budgets, therefore holding back the state's planning efforts.

4. Review CEDS five-year plan for any updates and CEDS checklist (next required update will be in September of 2022, date has changed this year).

Accomplishments Achieved:

UERPC staff will be working on the CEDS five-year plan beginning in July 2021. To date, the agency is still working on the existing five-year plan. UERPC has been awarded a CARES Stimulus Planning Grant that will include a resiliency plan centered around COVID-19 and the related measures needed for planning.

Quantify Deliverable(s):

UERPC will be hosting various meetings with its Commission members, the CEDS Committee, NIBN and various other partners to gather data and needs. UERPC staff is researching resiliency material to incorporate into the next five-year plan.

Difficulties Encountered:

No difficulties found.

Improve Regional Workforce Skills and increase employment base.

- 1. Synthesize regional data into a report.**
- 2. Develop a workforce plan for recruitment of employees.**
- 3. Utilize Workforce Plan to carry out various projects noted in the plan.**

Accomplishments Achieved:

The Workforce Roadmap effort is a two-year project consisting of a study and plan, which are now completed. The region continues to have an aging workforce and a shortage of critical talent, which are among the biggest challenges facing Northeast Iowa's rural businesses. With the recent loss to business both in production and services due to the pandemic, the region will have to further assess the workforce needs of businesses.

Since 2009, overall unemployment rates for the UERPC region have been higher than the state and lower than the national average. Howard and Delaware Counties noted the lowest rates, while Allamakee and Clayton Counties had the highest. Unemployment rates have continued to drop in the state and at the county level, with the average rate as of 2015 at a five-year low for the region. However, the pandemic has changed some of these statistics for lowest unemployment rates and business needs. From March 7, 2020 – June 6, 2020, new unemployment income (UI) claims for the entire region totaled 7,359. Fayette County has recorded the highest number of new claims during the COVID-19 pandemic,

followed by Winneshiek County. More concerning is the number of employees at risk of unemployment found in the MainStreet survey from businesses across the state of Iowa, shown below.

How many of your employees are at risk of unemployment and/or layoffs as a result of the coronavirus?

0	33	21.30%
1-5	86	55.50%
6-10	18	11.60%
11-20	11	7.10%
More than 20	7	4.50%

The costs of transportation, daycare deserts and the lack of suitable housing continue to affect the region’s ability to attract a workforce.

Quantify Deliverable(s):

As workforce safety concerns continue during this pandemic, the working from home concerns of bandwidth, cellular service coverage and productivity are the region’s top adjustments and priorities. UERPC applied for and was awarded Economic Development Administration CARES Stimulus funding to assist with these concerns.

The pandemic concerns for workforce and the on-going needs of daycares, transportation and trainings will be merged into the overall Workforce Roadmap plan.

The Workforce Roadmap work plan includes:

Synthesis and analysis of existing studies and plans- Gap analysis

1. Review existing studies provided by UERPC Commissioners, NIBN and other partners and synthesize the information relevant to workforce and housing. UERPC and NIBN representatives will then be provided a brief summary of findings, with a list of “gap” items which represent a complete picture of the issues needing to be addressed.

Secondary data gathering and analysis

2. Conduct secondary data analysis to address gaps in data not found in existing studies. The analysis will use available data sources to increase the understanding of the economic and demographic characteristics of the study region. This may include:
 - a. Assessment of individual county and overall regional workforce characteristics using data from U.S. Census Bureau Longitudinal Employer-Household Dynamics (LEHD) program.
 - i. On the Map – resident workforce profiles and commuting inflows and outflows
 - ii. Quarterly Workforce Indicators – trends in employment and wages by firm type, worker age and educational attainment

- b. Basic demographic and economic profiles for the region/counties using data from U.S. Census Bureau, U.S. Bureau of Labor Statistics (BLS), and U.S. Bureau of Economic Analysis (BEA).
- c. Analysis of recent home construction activity using building permits data from U.S. Census Bureau and local jurisdictions.
- d. Comparative summary of trends in total taxable sales, per capita sales and taxable retail data for counties and selected cities from the Iowa Department of Revenue and supporting data from U.S. Census Bureau. Note: Assessment of taxable sales trends by detailed business group would NOT be included in the analysis due to issues with availability and consistency of data.
- e. Input-output analysis of the regional industrial structure to identify higher levels of details than available through BEA or BLS in key industries.
- f. Fiscal capacity and effort index of cities and counties in the study region, using government fiscal conditions data collected through the Iowa Government Finance Initiative.

Primary data collection and analysis

3. Complete an online survey of employees working for businesses in the six-county study region using Qualtrics. The businesses will be identified from the 17 different industrial classifications that are most representative of sectors found in the study region. Questions will focus on the perceptions of the employees as identified above.
4. Complete face to face interviews of employees and residents. These will be divided relatively evenly between workers who live and work in the study region and workers who work in the study region but live elsewhere. This will supplement the data collected through the online surveys and provide a better understanding of local and unique factors as they relate to the various communities and the region to gain insights into workforce perceptions of the places where employees live and work. This will include data collection on:
 - a. Workers who live and work in the study region
 - b. Workers who work in the study region but live elsewhere
 - c. Residents of the study region who work elsewhere

Executive Summary of the results and findings of the above data collection

[Executive Summary](#)

This report documents growth, housing, workforce, community, and economic attributes of the six-county Northeast Iowa Business Network (NIBN) region. Comparisons are drawn between the NIBN counties and a broader reference region including 60 counties in Iowa, Illinois, Minnesota, and Wisconsin. The reference region contained nearly 2.4 million residents in 2018, about 97,000 of whom resided in the NIBN region.

[Growth Trends and Regional Dynamics](#)

- The NIBN region has trailed the reference region's growth in population, housing, labor force, and employment, with the greatest disparity occurring in population growth.
- More than half of NIBN region residents commute to jobs outside their home county.
- Of all nearby metropolitan statistical areas, the Cedar Rapids, Dubuque, and Waterloo- Cedar Falls regions attract the largest number of workers from NIBN counties.

Socio-Economic Characteristics

Overall, the NIBN region demonstrates no glaring deficiencies in its housing, workforce, community, or economic attributes that are unexpected given the region's rural character.

- The NIBN region's housing tends to be older compared to the reference region. Housing values and median rents are lower.
- The age structure of the workforce skews older. Workers are less likely to have a four- year college degree compared to the overall reference region.
- Average wage levels are lower than the reference region, influenced in part by the local mix of industries present in the NIBN region.
- The NIBN region's population is less diverse in terms of race, ethnicity, and nativity.

Considerations for workforce attraction initiatives

- Urbanization forces. Urbanization forces are impossible to ignore in the region's growth dynamics. Population, housing, and job growth have all favored larger cities in the reference region. Counties closer MSAs have enjoyed faster growth rates than those farther away.
- Gravity forces. Gravity theory in economics holds that the "mass" of larger economies exerts a pull-on smaller economies in a region. Commuting and retail trade patterns in the NIBN and reference regions illustrate this concept. Many NIBN region residents are pulled outward to work and shop in larger nearby cities. Because no single, large trade center dominates, the NIBN region's fortunes and interests are somewhat scattered across multiple, competing nodes of economic activity.

- *Regional equilibrium forces.* The region’s growth trends in population, labor force, housing, and employment correlated strongly over the long term. This finding is consistent with a regional economy seeking an efficient spatial distribution of jobs and workers over time. In the shorter term, localized change in any single growth factor was not always accompanied by similar responses in the others. Both patterns dim the prospects for development strategies aimed at “boosting” one factor in hopes of stimulating growth in another (such as adding housing to attract new residents), especially if those strategies create spatial inefficiencies.
 - *Market signals.* Recent gains in NIBN region wage levels and housing prices may signal growing demand pressures relative to local supplies, resulting in a “bidding up” of prices for both. While such inflation could financially pinch some local employers and households, it may be preferable to labor and housing market stagnation. In the case of workers, rising local wages could attract new entrants to the workforce, new in-commuters, or new residents to the region. In the case of homes, higher prices may encourage greater investment in construction or rehabilitation.
 - *Economic utility.* Household-level decisions about whether to work, where to work, and where to live depend upon the relative utility (value or satisfaction) gained from competing alternatives. Beyond wage levels and housing prices, other monetary and non-monetary factors may influence these decisions. Commuting logistics, child care options and costs, and employee benefits packages are all examples of factors that may tip the scales for or against a particular residential or workplace location.
 - *Quality of life.* Many local amenities that influence residential choices defy easy measurement and valuation. Amenities that may contribute to perceptions about local quality of life include social, civic, cultural, natural, and other community attributes. Their role in location decisions is difficult to demonstrate, partly because of the measurement issues, but also because the mix and importance of these attributes vary by individual depending on their circumstances. Although quality of life measures constructed for this study did not associate strongly with recent labor force growth, this doesn’t mean that quality of life considerations are unimportant to workforce attraction. It does, however, illustrate the difficulties in identifying, developing, and promoting a winning mix of

these attributes.

Recommendations

- 1) Local strategies should acknowledge, rather than fight, regional urbanization forces and the tendency for regional economies to seek efficient allocations of workers and jobs.
- 2) Goals related to increasing household utility from living or working in the region, whether by lowering transportation or child care barriers, helping employers develop attractive benefits packages, or enhancing quality of life amenities, may be more attainable than efforts to influence local labor market and housing market conditions.
- 3) Any quality of life initiatives should be motivated and prioritized by genuine local concerns, not by assumptions that they would attract hypothetical new residents.

Facilitated planning session

Using the data synthesized and analyzed, UERPC, NIBN members and other invited stakeholders will engage in a one- to two-day facilitated planning session. Several key themes will be drawn from the data collection efforts and from a review of existing plans and reports. Action steps will be developed by planning session attendees.

Final report and action plan

The final product will be a write up of the data collection results, existing conditions and the action steps developed during the facilitated planning session. This action plan will address the objectives within the CEDS in order to: develop needed skill sets within the region to fill workforce gaps; enhance marketing to increase workforce attraction; improve the available housing supply to attract families to work in the region; understand employee training needs for businesses; and grow the region's existing and potential industries.

The final workplan with action steps

A VISION FOR THE NORTHEAST IOWA BUSINESS NETWORK

- **Thriving Connected Communities**
 - People are visibly enjoying their communities – pride
 - Building and strengthening social capital
 - Places to congregate that are utilized
 - Nurture new and young leadership
 - Attractive neighborhoods
 - Have communities of choice
 - Be a “region of choice”
 - Expanded childcare options

- Easy low-cost reliable internet
- **Innovative and Engaged Employers**
 - Happy employees
 - Have employers of choice
 - Employers buying into lifelong development for employees
 - Employers investment in workforce
 - Business-school connection strengthened
 - Competitive benefits packages, including childcare
- **New and Expanded Businesses**
 - Successful business succession
 - New entrepreneurs
 - Vibrant downtowns
 - Planned business expansions have occurred
 - Pool resources; focus on issues, not individual silos
 - Taxi/Uber
- **Expanded Housing Solutions**
 - Housing for my grandma (affordable and comfortable)
 - Housing for my grandchildren (affordable, safe, and comfortable)
 - The right homes for the right people
 - More affordable rental property (rehab?)
 - More affordable housing units for purchase.
- **Leveraging Recreation Potential**
 - Trails and events, pocket parks, dog parks
 - Investing in amenities
 - Leveraging recreational potential
- **Attract and Retain People**
 - Increased diverse populations – 5%
 - Stop population decline

Action Planning

Goal	Timeline
<i>Create reliable and inexpensive transportation network (buses)</i>	<i>1st Quarter 2020</i>
<i>Promote CDBG housing programs</i>	<i>1st Quarter 2020</i>
<i>Promote housing trust fund and other rehab programs</i>	<i>1st Quarter 2020</i>
<i>Create inventory of available lots and vacant homes</i>	<i>2nd-4th Quarter 2020</i>
<i>Host housing summit</i>	<i>3rd Quarter 2020</i>
<i>Host regional workshop for contractors</i>	<i>4th Quarter 2020</i>
<i>Work with Homes for Iowa – bring in 4 homes 2020</i>	<i>1st-3rd Quarter 2021</i>
<i>Bring in CHI (for example school rehabs)</i>	<i>1st Quarter 2021</i>
Longer term	
<ul style="list-style-type: none"> <i>Housing funding to secure builders down payment for spec loans</i> 	

Goal	Timeline
<i>Continue regional trail work with UERPC and partners</i>	<i>1st Quarter 2020</i>
<i>Sponsor community tourism programs</i>	<i>1st Quarter 2020</i>
<i>Allow and enable young professionals to gather</i>	<i>1st Quarter 2021</i>
<i>Develop/host local leadership program</i>	<i>3rd Quarter 2021</i>
<i>Promote block parties/neighborhood gatherings</i>	<i>1st Quarter 2022</i>
<i>Reduce daycare deficit / desert</i> <ol style="list-style-type: none"> <i>Write CDBG grant for daycare</i> <i>Collect data on business needs</i> <i>Collect data on number of kids</i> <i>Identify barriers to employer provided daycare</i> 	<i>1st Quarter 2022</i>
<i>Rebrand and rejuvenate old service organizations</i>	<i>1st Quarter 2022</i>

Goal	Timeline
<i>Partner with Employers Council of Iowa; promote their platform</i>	<i>1st-2nd Quarter 2020</i>
<i>Improve leverage with utilities</i>	<i>1st-2nd Quarter 2020</i>
<i>Continue and expand STEM festival / camps</i>	<i>1st-2nd Quarter 2020</i>
<i>Connect with NICC CEO network and pilot 2 innovative work programs</i>	<i>1st-2nd Quarter 2020</i>
<i>Promote wellness programs – host panel</i>	<i>1st-2nd Quarter 2020</i>
<i>Create “How to Start a Business” manual</i>	<i>3rd-4th Quarter 2020</i>
<i>Create Storyboard / Press online for this project</i>	<i>3rd-4th Quarter 2020</i>
<i>Create a shared Human Resource / network for local businesses</i>	<i>1st-2nd Quarter 2021</i>
<i>Arrange visits – thriving communities to learn what they’re doing</i>	<i>3rd-4th Quarter 2021</i>
Longer term	
<ul style="list-style-type: none"> <i>Develop connections / listing of options to enhance immigrant recruitment</i> <i>Develop pull-up and other promotional items on business community</i> 	

Difficulties Encountered:

There was some difficulty with the survey portion of this effort with gathering the business folks needed. It is difficult to get employees and employers of the region to complete the survey. But overall, the plan was developed and has a great workplan laid out. Of course, the pandemic has created a new set of business concerns. The region will adjust the plan to focus on those adjustments while continuing to carry out the completed plan.

- Funding from counties and cities will see long term effects from COVID-19
- Meaningful public engagement in a social media-saturated world where people’s time is increasingly stretched thin
- Fostering regionalism and multi-modalism in transportation planning and programming
- The enormity of the problems we are facing (i.e. climate change, environmental degradation, poverty, etc.) and grappling with how to address them in local and regional planning efforts

B. MARKET UPPER EXPLORERLAND SERVICES: EXPAND PUBLIC AWARENESS OF UPPER EXPLORERLAND PROGRAMS

1. *Continue with the monthly e-newsletter to businesses and communities.*



Accomplishments Achieved:

Monthly newsletters were emailed via a web-based program called “MailChimp” to UERPC’s database, which includes over 1,100 email contacts. Completed newsletters are also posted on UERPC website, Facebook and Twitter pages. Those not receiving the newsletter are encouraged to join the list via a link on the UERPC website. Those who do receive the newsletter are encouraged to forward the newsletters to others they think could benefit from the information.

Quantify Deliverable(s):

An average success rate of 28% of emailed newsletters were opened. An average click rate on each newsletter was 2.4%. These numbers are up from last year, showing steady growth in our readership. The list of contacts continues to grow as emails are imported into the system and as the area economic development team shares leads. Furthermore, UERPC added a section within the newsletter for employee and board member spotlights. This is a way to further communicate with the public.

Difficulties Encountered:

With turnover in public staff and public officials, it is difficult to continually update email accounts and keep email addresses accurate.

2. Improve our internet and website, and Facebook information

Accomplishments Achieved:

The Commission continues to utilize a custom-built website, along with Facebook and Twitter, to market the various achievements and programs available with the agency. Links to additional partners are made available if more information is needed. The monthly newsletter, agendas and minutes are added as needed. Projects are also highlighted through pictures and testimonials. Links include agency information, regional data, workforce development, housing, planning, grant opportunities and services.



Quantify Deliverable(s):

From July 2019 to June 2020, the website had 8,663 active user engagements. Of those, 6,225 were newcomers. Over 22,512 pages were viewed, and the average visit duration was two minutes. The percent of new visits was 96.61%. The percentage of new visits is up by 10% from the prior fiscal year.

The UERPC Facebook page has increased friends. The Facebook page had 572 likes from various posts throughout the year and has 648 friends. There are 63 followers on the Twitter account.

Difficulties Encountered:

Finding the time to accurately promote our successes is always an issue. UERPC staff have really become immersed in social media. Staff have begun to place their meeting locations on Facebook and Twitter to showcase our work. Staff has been also trying to get followers to our social media sites. It is difficult to obtain more fans.



Also, keeping accurate and up-to-date information is difficult. It is also difficult to find the time necessary to research the various information to include on the website and find the time to update the information while completing other projects.

3. Celebrate the Region's successes by sending notification and photos to area media

Accomplishments Achieved:

UERPC sends out a monthly e-newsletter to counties, cities, businesses and organizations which highlights happenings within the organization. UERPC continues to feature a staff member or a board member article within the newsletter. This allows UERPC's clients to learn more about the staff and board members.

In addition, UERPC places new releases in the region's newspapers and is mentioned in articles throughout the year from various visits to cities and partners. Over 226 news

releases have been published in 2019-2020 mentioning UERPC. These same releases are distributed on Facebook and Twitter as well for continuity.

UERPC developed a Fund Alert e-newsletter in 2014 and continues with this today. This alert notifies cities, businesses and counties of various available grant opportunities covering a variety of project areas.

Quantify Deliverable(s):

UERPC started a Twitter and Facebook page to promote UERPC's success. When attending meetings, UERPC staff are showcasing photos from their meetings and locations on social media sites.

Over 226 press releases mentioning UERPC were sent to the various area media. On average, 32 news headlines were posted monthly on the new UERPC website. Also, see attached the list of newspaper clippings in Attachment A. UERPC has been mentioned or involved in over 226 listed articles or public notices within the past fiscal year.

UERPC also markets our regional successes with ICOG as well in their newsletter and website, <https://www.iowacog.com/>.

4. Visit various cities and counties to assist with project needs (grant writing, infrastructure, business development, etc.

Accomplishments Achieved:

UERPC's director has made an aggressive marketing effort to visit all 52 cities and 5-counties within the region to better educate our clients and customers on UERPC projects and future work. UERPC is known as the regional source for assistance and that reputation takes nurturing.

Quantify Deliverable(s):

UERPC has visited all 52 communities and all five counties this past fiscal year. This past fiscal year, there were over 40 calls regarding UERPC research assistance. Some of these projects move forward allowing UERPC to assist, and some projects do not move forward. Some of those projects included:

- Grant research writing
- City Codes
- Daycare grants
- Business purchasing and revolving loan funds
- Revolving Loan fund information
- Home Purchase information
- Home Rehabilitation needs
- Information and data on retail industry, bike trails and more
- Comprehensive planning
- Commercial building rehabilitation

- Information on bike trails and bike safety

Therefore, one can see a need to directly visit our customers.

Difficulties Encountered:

Luckily, most visits were completed in the fall of 2019. Once the pandemic began, the remaining cities were visited via zoom meetings. At this point, all city council meetings are still hosting via zoom. While technology is wonderful, that in-person conversation is sometimes needed.

Increase public and private institutional capacity in partnership with UERPC

1. Host Five-County Clerk’s Association meetings quarterly

Accomplishments Achieved:

UERPC hosted quarterly city clerk’s meetings. UERPC staff sets up these meetings and also coordinates the speakers. The city administrators provide ideas on speakers for the upcoming meetings. It is a great way to understand the needs of our cities and update them on UERPC service and projects.

Quantify Deliverable(s):

The Northeast Iowa Clerk’s Association met with 20-25 city clerks and/or administrators attending each meeting. The following were topics at the meetings:

- November 20, 2019 – “Time is Money: Wage & Hour Common Q and A”.
- March 19, 2020 – Mike Slater, Business Development Director For Vital Financial – Financing for Rural Development; Clark Mellick –Allamakee County Sheriff’s Office – Run, Hide, Fight training;
- June 18, 2020 – Cancelled due to Co-vid; will reschedule in the fall of 2020

UERPC hosts six-county Supervisors and engineer’s meetings each quarter. The county engineers and county Supervisors from the 5-county UERPC region plus Chickasaw County can collaborate and discuss issues. Some of the discussed issues have included: compensation board comments and reviews, bridge repairs, equipment needs, county waste and disposal, etc.

Difficulties Encountered:

It is challenging to bring in speakers that meet the demands of both novice and tenured clerks and administrators. The June meeting was postponed due to COVID-19 outbreak.

2. Host Legislative Breakfast annually

Accomplishments Achieved:

The region's community leaders report that UERPC's legislative event is the best legislative event they attend each year. The Annual Legislative Breakfast provides the legislators of Northeast Iowa the priorities most concerning to the region's counties and communities. The gathering is also a great time to maintain a relationship with legislators. Again, this fiscal year, UERPC held a breakfast prior to the legislative session so the topics could be heard prior to the session beginning.

Quantify Deliverable(s):

The Legislative Breakfast was held on December 12, 2019 at the Clayton County Building in Elkader. Many state and federal legislators were in attendance to answer the various questions and concerns from the 39 individuals in attendance. As part of the Iowa Association of Councils of Governments (ICOG), the Executive Director for UERPC normally attends the ICOG legislative day at the Capitol. This year with COVID-19 the event was cancelled. ICOG hires a lobbyist group to assist them with their conversations and continue the efforts with legislators. Also, the workforce staff normally attend a legislative day, but this was also cancelled as well.

Difficulties Encountered:

There is always difficulty in finding a time when all legislators are available. Again this year, UERPC moved the event earlier than normal into December to allow the legislators more time to ready themselves before leaving for the legislative session. This earlier timing seems to work well for legislators and attendees alike.

3. *In collaboration with the Iowa Association of Municipal Utilities, provide OSHA training sessions to five-county cities in the Northeast Iowa Safety Alliance*

Accomplishments Achieved:

UERPC provides administrative assistance to the Iowa Association of Municipal Utilities group to provide Occupational Safety and Health Administration (OSHA) training sessions for the region.

Quantify Deliverable(s):

There were over 39 different OSHA training sessions held during the last year. Northeast Iowa Safety Alliance (NISA) members or city representatives were present at each session.

Topics from these OSHA sessions included: Bloodborne Pathogens, Hazard Communication, Backhoe Safety, Flagger Safety, Respiratory Protection, Pole top and Bucket Rescue for Electric, CPR, AED and First Aid, Bucket Truck Rescue, Chainsaw, Brush Cutter, Log Splitter Safety, Emergency Preparedness, Fire Extinguisher Safety and Fire Protection, Welding, Cutting and Brazing, Trenching and Shoring, Drug and Alcohol Employee/ Supervisor Training.

Difficulties Encountered:

None at this time.

4. Host trainings for city and county employees (such as Open Meeting laws, etc.)

Accomplishments Achieved:

UERPC provides trainings opportunities for their member cities and counties. UERPC finds value in providing information to keep these entities up-to-date on programs and trainings. UERPC is a known resource in the region to aid members with their various projects.

Quantify Deliverable(s):

There were many discussions and fact findings on what topics to host this fiscal year. Open meetings laws, candidate schools, financial trainings came to the top.

Difficulties Encountered:

This fiscal year did not present itself the opportunity to host any sessions. With the fact findings and brainstorming UERPC has a great list to work off of for next fiscal year. The pandemic placed importance on hosting such meetings via zoom. The educational institutions were not quite ready to host trainings on-line.

EVALUATION

1. Number of jobs created after implementation of the CEDS

Within the Government Performance Results Act, UERPC has noted 160 jobs created due to UERPC's scope of work.

2. Number and types of investments undertaken in the region

Various investments involving public, state and federal funding were undertaken in the UERPC region this past fiscal year, including:

- Facility Construction – 3
- Technical Assistance – 6
- Infrastructure – 4
- Planning – 2
- Other – 0

TOTAL- 15 investments

These 15 investments produced over \$10,497,141 in local funding and \$5,431,881 in state funding as well as \$1,673,964 in other federal monies. Economic Development Administration contributed \$292,000 to the investment in Northeast Iowa.

3. Number of jobs retained in the region

There are 160 jobs related to the activities leading to the public, private and local dollars associated with UERPC's Scope of Work.

4. Amount of private sector investment in the region after implementation of the CEDS

The 15 investments did not produce funds from the private sector.

5. Changes in the economic environment of the region

Changes within the region have been identified as follows:

1. Address the needs of business and communities during and after the effects of the pandemic
2. Address the needs of businesses and communities for technologies centered around bandwidth, cellular service and internet access to improve employee communication and collaboration, increase device connectivity and reduce employee costs
3. Market and visit cities and counties to promote UERPC services, successes and future projects
4. Continue with housing assessments and housing programs
5. Carry out the Workforce Roadmap plan – housing efforts, community engagement, business workshops

6. Host a STEM Festival to increase knowledge of STEM jobs within elementary and middle school ages
7. Increase transportation funding for county roadways and bridges; trail and alternative funding is still an issue
8. Increase Community Development Block Grant (CDBG) funding for water/sewer projects – communities have aging water and sewer lines and facilities
9. Increase CDBG funding for water/sewer projects – communities have aging water and sewer lines and facilities

SCOPE OF WORK 2019-2022

Upper Explorerland Regional Planning Commission's (UERPC)

Upper Explorerland Regional Planning Commission (UERPC) Scope of Work

The Recipient will perform the following activities:

A. Economic Development

Assist local economic development agency, partners and existing and expanding businesses

1. Assist with the planning for the expansion and creation of business lots and industrial parks
2. Assist local businesses in retention and expansion.
3. Actively participate in the meetings of the Iowa Councils of Government (ICOG) a statewide association for the Iowa Councils of Government.
4. Review CEDS five-year plan for any updates and CEDS Checklist – next update is September 2022 (include environmental section)

Improve regional workforce skills and increase employment base.

- 1 Develop a workforce plan for recruitment and training of employees
- 2 Synthesis regional data into on report.
- 3 Develop a workforce plan for recruitment of employees.

B. Community Development

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

1. Disseminate information on available funding resources for cities and counties and assist in applying and administering these funds/grants.

Improve coordination and communication of plans

1. Focus on comprehensive planning throughout the region
2. Focus on housing assessment planning

Increase public and private institutional capacity

1. Host Five-County City Clerk's Association quarterly.
2. Host Legislative Breakfast annually.
3. In collaboration with the Iowa Association of Municipal Utilities, provide OSHA training sessions to five-county cities in the Northeast Iowa Safety Alliance.

C. Market Upper Explorerland Services –Expand public awareness of Upper Explorerland Programs

1. Expand information through a quarterly newsletter.
2. Continue with the e-newsletter to businesses and communities.
3. Improve our internet, website and Facebook information.
4. Celebrate our successes by sending notification and photos to area media.

ATTACHMENT A: NEWSPAPER ARTICLES

6/5/2019	HELP WANTED	The Cresco TPD
6/5/2019	UERPC is accepting applications for a Community Housing Coordinator	The Standard
6/6/2019	What did WCDI invest in helping Menards?	Decorah Journal
6/6/2019	Public Notice	Decorah Journal
6/6/2019	Community Housing Coordinator	Decorah Journal
6/6/2019	Fayette County Oks economic development contract	Oelwein Daily Register
6/11/2019	NEIRHTF accepting applications	Decorah Journal
6/12/2019	Upper Explorerland Regional Planning Commission (UERPC)is accepting applications for a Housing Coordinator Position	The Standard
6/12/2019	Board of Supervisors of Howard County	TPD Cresco Times
6/13/2019	Work on new Hy-Vee will begin this fall	Decorah Journal
6/13/2019	Community Housing Coordinator	Decorah Journal
6/19/2019	Explorerland - Full-time Assistant Finance Manager	Courier Press
6/19/2019	Council Mulls Development Ideas	The Clayton County Register
6/19/2019	Upper Explorerland Regional Planning Commission is looking for a full-time Assistant Finance Manager	The Standard
6/19/2019	HELP WANTED Upper Explorerland - Full-time Assistant Finance Manager	TPD Cresco Times
6/20/2019	Upper Explorerland full-time assistant finance manager	Decorah Journal
6/20/2019	City approves Main Street	Decorah Journal
6/26/2019	Public Notice - Notice of Public Hearing	Oelwein Daily Register
6/26/2019	Upper Explorerland meeting in Postville to include public hearing on transportation improvement	Postville Herald
6/26/2019	Supervisors discuss future of English Bench Watershed #9, public shelter options	The Standard
6/26/2019	Notice of public hearing	The Standard
6/26/2019	Upper Explorerland Regional Planning Commission is looking for a full-time Assistant Finance Manager	The Standard
6/26/2019	NEIRHTF still taking Applications	The Standard
6/26/2019	WU awarded \$500,000 grant for new wastewater treatment facility	The Union
6/27/2019	Full Time Assistant Finance Manager	Decorah Journal
6/27/2019	Notice of public hearing	Decorah Journal
6/27/2019	Public Notice - Notice of Public Hearing 1	Oelwein Daily Register
6/27/2019	Public Notice - Notice of Public Hearing 2	Oelwein Daily Register
6/29/2019	Public Notice - Council Proceedings	Oelwein Daily Register
7/3/2019	City of Postville is accepting applications for the Owner-Occupied Rehabilitation Program	Postville Herald
7/3/2019	Minutes of the Allamakee County Board of Supervisors	Postville Herald
7/10/2019	West Union City Council	The Union
7/11/2019	Public hazard mitigation meeting July 15	Decorah Journal

7/17/2019	Minutes of the Allamakee County Board of Supervisors	The Standard
7/17/2019	Supervisors hold regular meeting at Meehan Memorial Lansing Public Library	The Standard
7/25/2019	Career Assistant Position	Decorah Journal
7/25/2019	Community Housing Associate Position	Decorah Journal
7/27/2019	Iowa Finance Authority announces funding for rent home ownership,	Nebraska City News Press
7/31/2019	Northeast Iowa Regional Housing Trust Fund is accepting applications for first time home buyers	Postville Herald
8/1/2019	Career Assistant Position	The Dollar Stretcher
8/1/2019	Community Housing Associate Position	The Dollar Stretcher
8/7/2019	Community Housing Associate, Career Assistant, Northeast IA Regional Housing Trust Fund Accepting applications	Waukon Standard
8/7/2019	Supervisors approve employee insurance, purchase of replacement air conditioner...	Waukon Standard
8/7/2019	Allamakee Co. Economic Dev. accepting nominations for Cloy Kuhse Positive Impact Business Award	Waukon Standard
8/8/2019	Career Assistant Position	Decorah Journal
8/8/2019	Community Housing Associate Position	Decorah Journal
8/8/2019	Career Assistant Position	The Dollar Stretcher
8/8/2019	Community Housing Associate Position	The Dollar Stretcher
8/14/2019	Funds available for first-time home buyers in Postville	Postville Herald
8/14/2019	Public Notice	Postville Herald
8/15/2019	Low Rent Housing Authority transferred to Upper Explorerland	Decorah Journal
8/15/2019	NEIRHTF Accepting Applications	Decorah Journal
8/15/2019	Waukon City Council approves Police Chief retirement	Waukon Standard
8/18/2019	UERPC Claims allowed by Allamakee Co Board of Supervisors	Postville Herald
8/21/2019	City accepting applications for housing rehab program	Oelwein Daily Register
8/21/2019	UERPC Grant Admin Costs, City of Postville council meeting	Postville Herald
8/21/2019	Funds available for first-time home buyers in Postville	Postville Herald
8/21/2019	RC & D partner with UERPC Postville grant for radon	Postville Herald
8/21/2019	Val Reinke, UERPC, Purchase of 2 graders for Harpers Ferry	Waukon Standard
8/21/2019	Waukon City Council approves Police Chief retirement	Waukon Standard
8/21/2019	Newly Renovated Regional Welding Lab-NICC/Allamakee Co. Econ Development	Waukon Standard
8/21/2019	Allamakee Co Supervisors Minutes	Waukon Standard
8/28/2019	Funds available for first-time homebuyers in Postville	Waukon Standard
8/28/2019	NEIRHTF-Accepting applications	Waukon Standard
8/28/2019	ACED accepting nominations for 2019 Cloy Kuhse Positive Impact Business Award	Waukon Standard
8/28/2019	Allamakee County Supervisors meeting-Val Reinke presented	Waukon Standard
8/28/2019	Public Notice-Rachelle Howe attended, Val Reinke presented update	Waukon Standard
9/3/2019	Public Hearing Transportation	Decorah Journal
9/3/2019	Public Notice-Transportation	Oelwein Daily Register
9/4/2019	UERPC Transportation Policy Board for Regional Planning Sept 19	Clayton County Register
9/4/2019	Public Hearing Transportation	Cresco Times Plain Dealer
9/4/2019	Public Hearing Transportation	Fayette County Union

9/4/2019	Public Hearing Transportation	Waukon Standard
9/4/2019	NEIRHTF accepting applications	Waukon Standard
9/4/2019	ACED accepting nominations for 2019 Cloy Kuhse Positive Impact Business Award	Waukon Standard
9/11/2019	Minutes Board of Supervisors Allamakee County	Waukon Standard
9/11/2019	IowaWorks invites employers, community members to attend Future Ready Iowa event	Waukon Standard
9/11/2019	English Bench Watershed site repair, relocating relief office - Supervisors meeting	Waukon Standard
9/12/2019	Transportation Policy Board to hold public hearing-consider adoption of long-range plan	Decorah Journal
9/12/2019	Transportation Policy Board to hold public hearing, consider adoption of long range plan	Decorah Journal
9/16/2019	Public Notice-CDBG Rehab of 6 owner occupied units w/I City of Elma	Monitor Recorder
9/17/2019	Ridgeway residents invited to hazard mitigation meeting	Decorah Journal
9/18/2019	City Council hears report from UERPC, approves controlled burn on E. Williams St	Postville Herald
9/18/2019	Public Notice-Rachelle Howe UERPC, presents to council about programs offered through agency	Postville Herald
9/18/2019	Transportation Policy Board to hold public hearing	The Union
9/18/2019	5 County Transportation Policy Board to hold public hearing, consider adaption of long range transportation plan	Waukon Standard
9/18/2019	Five-county Transportation Policy Board to hold public hearing, consider adoption of long range plan	Waukon Standard
9/23/2019	City Council of Oelwein to consider housing assessment-CDBG	Oelwein Daily Register
9/23/2019	Council to consider housing needs assessment	Oelwein Daily Register
9/25/2019	Board of Supervisors of Howard County Sept 16	Cresco Times Plain Dealer
9/25/2019	Public Notice Pre-bid for general contractors for CDBG private dwelling rehab	Fayette County Union
9/25/2019	Healthiest State annual walk	Fayette County Union
9/25/2019	Supervisors hear request for committee meeting in regard to ATV/UTV use- Yellow River State Forest	Waukon Standard
9/26/2019	Ridgeway City Council Minutes	Decorah Journal
9/26/2019	Oelwein City Council Minutes	Oelwein Daily Register
9/30/2019	UERPC RHA Board Minutes published	Oelwein Daily Register
9/30/2019	UERPC RHA Board Minutes published	Oelwein Daily Register
10/2/2019	Allamakee County Board of Supervisors Minutes from September 23rd, 2019 Meeting	Waukon Standard
10/2/2019	Allamakee County Board of Supervisors Minutes	Waukon Standard
10/3/2019	Snow Removal-UERPC Accepting bids	Postville Herald
10/9/2019	Howard County Board of Supers meeting minutes Sept 30	Cresco Times Plain Dealer
10/9/2019	Additional feedback sought from the public for all in Allamakee county comprehensive plan	Waukon Standard
10/9/2019	Supers approve new siren notification agreement with communities in County IA9 paving	Waukon Standard
10/15/2019	Community Foundation Grant celebration Thursday	Decorah Journal
10/16/2019	Winneshiek Co. Community Foundation 2019 Grant Celebration Ceremony w/Ashley C.	Decorah Journal
10/16/2019	Allamakee County Economic Development	Waukon Standard

10/16/2019	Additional feedback sought from the public for all in Allamakee county comprehensive plan	Waukon Standard
10/16/2019	Supervisors agree w/County Engineer recommendation not to pave gravel during next summer's DOT paving project	Waukon Standard
10/16/2019	Allamakee County Board of Supervisors Minutes 10/7/2019	Waukon Standard
10/16/2019	Allamakee Fishing Hall of Fame	Waukon Standard
10/16/2019	ACED Positive Impact Award	Waukon Standard
10/16/2019	Supervisors-Roads-Hwy 9-DOT	Waukon Standard
10/16/2019	Allamakee County Supervisors Meeting-Notes	Waukon Standard
10/23/2019	Letter to Editor from Val Reinke	Waukon Standard
10/23/2019	Allamakee Co Board of Supers Meeting Minutes Oct 14	Waukon Standard
10/23/2019	Additional feedback sought from the public for all in Allamakee county comprehensive plan	Waukon Standard
10/23/2019	Family STEM Festival planned for October 24 at Keystone AEA office	Waukon Standard
10/23/2019	Supervisors hear updates in regard to workers' compensation and from UERPC	Waukon Standard
10/24/2019	Council moves forward on proposed downtown property development	Clayton County Register
10/26/2019	UERPC Board Minutes for Oct 17	Oelwein Daily Register
10/28/2019	Board of Supervisors Minutes	Cresco Times Plain Dealer
10/30/2019	Cresco City Council Meeting Minutes October 21	Cresco Times Plain Dealer
10/30/2019	Board of Supervisors of Howard County October 21	Cresco Times Plain Dealer
10/30/2019	EACSD Board of Directors-District 1	Waukon Standard
10/30/2019	Rural voters to consider hotel/motel tax in unincorporated areas of Allamakee County	Waukon Standard
10/30/2019	Additional feedback sought from the public for all in Allamakee county comprehensive plan	Waukon Standard
10/30/2019	Allamakee County Supervisors Meeting October 21	Waukon Standard
11/1/2019	Council Oks acquisition of Landlord properties	Oelwein Daily Register
11/5/2019	NFV seeks county support for daycare project	Oelwein Daily Register
11/6/2019	New daycare to help cover school district moves forward	Fayette County Union
11/6/2019	Supervisors-tobacco awareness proclamation	Waukon Standard
11/13/2019	Nearly 20 Decorah Residents Volunteered This Fall For the Safe Routes to School Program	decorahnews.com
11/13/2019	Allamakee Energy District-clean energy tour	Waukon Standard
11/20/2019	Lime Springs City Council Minutes	Cresco Times Plain Dealer
11/20/2019	Fayette County Board of Supervisors Minutes	Fayette County Union
11/20/2019	Supervisors, workers comp, fuel margin quotes	Waukon Standard
11/24/2019	Beat the Blues Winter Marathon	Decorah Journal
11/25/2019	City Council Meeting Minutes	Oelwein Daily Register
11/25/2019	Allamakee County Board of Supervisors Minutes from November 25, 2019 Meeting	Waukon Standard
11/26/2019	Winn Co. Supervisors accepting applications for appointments	Decorah Journal
11/26/2019	Supervisors accepting apps for Boards, Commissions	Decorah Journal
11/26/2019	Winneshiek County Board of Supervisors Minutes	Decorah Journal

11/27/2019	Supervisors canvass EASCD District 2 recount vote totals-Sherriff's Department	Waukon Standard
11/29/2019	Winn Co. Supervisors accepting applications for appointments	Decorah Journal
11/29/2019	Cities Well project Complete	Oelwein Daily Register
12/3/2019	Safe Routes for School	Decorah Journal
12/4/2019	Supervisors discuss details involved with appointment and associated positions use of legal firm..	Waukon Standard
12/10/2019	City merges low rent housing agency with Upper Explorerland	Decorah Journal
12/10/2019	Winneshiek County Board of Supervisors accepting applicants for appointments	Decorah Journal
12/10/2019	City merges low rent housing agency with Upper Explorerland	Decorah Journal
12/11/2019	UERPC Board Minutes	Oelwein Daily Register
12/11/2019	UERPC Board Minutes for 12/5/2019	Oelwein Daily Register
12/11/2019	Public feedback sought at "All In Allamakee" December 17 open house	Waukon Standard
12/11/2019	Allamakee County Board of supervisors Board Meeting Minutes from 12/2/2020	Waukon Standard
12/18/2019	Board of Supervisors Meeting Howard County	Cresco Times Plain Dealer
12/18/2019	Supervisors discuss Vet's Club, EMT training, updating authorized county vehicle driver list	Cresco Times Plain Dealer
12/18/2019	Howard County Board of Supervisors Minutes from December 9, 23019	Cresco Times Plain Dealer
12/18/2019	Supervisors discuss possibilities with the Vet's Club and with EMT training funding along with updating -	Waukon Standard
12/18/2019	County Board/Commission Openings	Waukon Standard
12/18/2019	City of New Albin Council Meeting Minutes from 12/9/2019	Waukon Standard
12/18/2019	County Board/Commission Openings	Waukon Standard
12/18/2019	New Albin City Council Special Meeting	Waukon Standard
12/24/2019	Beat the Blues Winter 'Marathon' starting	Decorah Journal
12/25/2019	Winter Marathon Start	Cresco Times Plain Dealer
12/25/2019	Cresco City Council Minutes from 12/16/2019	Cresco Times Plain Dealer
12/25/2019	Winter Marathon Start	Cresco Times Plain Dealer
12/25/2019	Cresco city Council Minutes	Cresco Times Plain Dealer
12/25/2019	Free Beat the Blues Winter Marathon Challenge start Jan 1	Waukon Standard
12/25/2019	Allamakee County Board of Supervisors Minutes	Waukon Standard
12/28/2019	Fayette County Board of Supervisors to meet Thursday	Oelwein Daily Register
12/28/2019	Fayette County Board to meet Thursday	Oelwein Daily Register
12/31/2019	Third Annual Kindness Project	Decorah Journal
12/31/2019	Third Annual Kindness Project	Decorah Journal
12/31/2019	Annual Kindness Project	Decorah Journal
3/18/2020	Grant funding available for first-time homebuyers in Monona	Waukon Standard
3/19/2020	UERPC Board Minutes March 11	Oelwein Daily Register
3/25/2020	Grants for housing projects	Clayton County Register
3/25/2020	Howard County Board of Supervisors Meeting Minutes March 17	Cresco Times Plain Dealer
3/25/2020	City Council Meeting Minutes Oelwein	Oelwein Daily Register
3/25/2020	UERPC Special Board Meeting Minutes March 19	Oelwein Daily Register
4/1/2020	Howard County Board of Supers Meeting Minutes March 23	Cresco Times Plain Dealer

4/1/2020	Howard County Board of Supervisors-Appointment of Jeff Korsmo to the UERPC Enhancement Committee	Cresco Times Plain Dealer
4/1/2020	NEIRHTF accepting apps	Fayette County Union
4/2/2020	Winneshiek County Board of Supervisors-Michelle Barness-Multi Jurisdictional Hazard Mitigation Plan	Driftless Journal
4/8/2020	NEIRHTF accepting apps	Cresco Times Plain Dealer
4/8/2020	Howard County Board of Supers Meeting Minutes March 30	Cresco Times Plain Dealer
4/8/2020	NEIRHTF accepting apps	Cresco Times Plain Dealer
4/8/2020	Allamakee County Board of Supervisors-Val R. COVID Preparedness	Waukon Standard
4/8/2020	NEIA Housing Trust Fund accepting applications for first-time homebuyers	Waukon Standard
4/15/2020	Lime Springs City Council	Cresco Times Plain Dealer
4/15/2020	Allamakee County Board of Supervisors-Val R.	Waukon Standard
4/15/2020	Allamakee Co open bids for gravel resurfacing of County Secondary roads	Waukon Standard
4/22/2020	Maynard City Council-Approved UERPC to assist updating city code	Fayette County Union
4/27/2020	Oelwein City Council-UERPC Presentation of CDBG Funds	Oelwein Daily Register
4/29/2020	Allamakee County Board of Supervisors-COVID-19	Waukon Standard
4/29/2020	Allamakee Co Board of Supervisors Meeting-Val R.- COVID Preparedness	Waukon Standard
4/30/2020	UERPC Commission Board Meeting-COVID Preparedness for Staff	Oelwein Daily Register
4/30/2020	Allamakee County Board of Supervisors-COVID-19-Val R. update on small business preparedness	Waukon Standard
5/5/2020	Transportation Board-UERPC Holding public hearing for TPWP	Oelwein Daily Register
5/6/2020	Allamakee Co Board of Supervisors-Val R.	Waukon Standard
5/6/2020	Allamakee Co Board of Supervisors-COVID-Val R. - Concentration of Covid cases in County	Waukon Standard
5/6/2020	Board of Supervisors of Howard County, date 4/27/20 -CBDG program	Cresco Times Plain Dealer
5/7/2020	Jack Knight announces candidacy for Allamakee County Board of Supervisors	Waukon Standard
5/13/2020	Allamakee County Board of Supervisors, May 4, 2020 -Iowa Tourism, Val Reinke	The Standard
5/13/2020	NEIA Housing Trust Fund accepting applications (NEIRHTF) public notice	The Standard
5/13/2020	Waukon City Council Mtg, 5/4/20, Val Reinke (All. Co. Econ Dev and Tourism)	The Standard
5/13/2020	Allamakee Board of Supervisors, 5/11/20, Val Reinke - Driftless Area Scenic Byway	The Standard
5/20/2020	NEIRHTF accepting apps	Cresco Times Plain Dealer
5/20/2020	Maynard City Council- city code updates-Michelle Barness	Fayette County Union
5/20/2020	NEIRHTF accepting apps	Fayette County Union
5/20/2020	NEIA Housing Trust Fund Accepting Applications -public notice	The Standard
5/20/2020	Allamakee Co. Board of Supervisors, May 18, 20 - Val Reinke -Covid-19 and businesses, by Joe Moses	The Standard

5/27/2020	Allamakee Co. Board of Supervisors minutes, May 18, 20 - Val Reinke - Covid-19 and businesses	The Standard
5/27/2020	Allamakee Co Board of Supervisors Minutes -Val R.- Driftless Area Scenic blog	The Standard
6/3/2020	Maynard City Council, June 3, 2020, Michelle Barness, consumer fireworks	Fayette County Union
6/3/2020	Allamakee Co. Board of Supervisors, May 26, 2020 and June 1, Val Reinke tourism info	The Standard
6/3/2020	Howard Co. Board of Supervisors, May 26, 2020, Jerry Steven, Regional Planning Comm	Cresco Times Plain Dealer
6/3/2020	Grants available for first time home buyers in Monona - public notice	Times-Register

ATTACHMENT B: IMPLEMENTATION PLAN

CEDS Strategy	Goal	Objective	Priority	Lead Organization	Resources	Timeline	Jobs	Evaluation
Economic Development	Assist local economic development agency, partners and existing and expanding businesses	Assist with the planning for the expansion and creation of business lots and industrial parks.	Medium	UERPC, NIBN and County Economic Development	County Economic Development Offices	On-going	5	# of loans and jobs created/retained
		Assist local businesses in retention and expansion	Medium	UERPC, NIBN and County Economic Development	County Economic Development Offices	On-going	5	# of jobs created/retained
		Encourage the location and expansion of technology, advanced manufacturing, information technology, and renewable energy related industries.	Medium	UERPC, NIBN and County Economic Development	County Economic Development Offices	On-going	5	# of loans and jobs created/retained
		Encourage partnerships in marketing as a region, rather than individually.	Medium	UERPC, NIBN and County Economic Development	EDA, Local Funds	On-going	1	Track # of inquiries about UERPC work
		Actively participate in the meetings of the Iowa Association of Regional Councils (ICOG) a statewide association for the Iowa Councils of Government.	High	UERPC	EDA, Local Funds	On-going	1	Attend all IARC meetings and trainings; Work to garner state-wide projects for each COG

		Review CEDS five-year plan for any updates and CEDS Checklist – next update is September 2022	High	UERPC	EDA, Local Funds	Slated to begin work in 2021	1	Completion of five-year plan and approval from EDA due Sept 2022
	Improve regional workforce skills and employment through education, training and communication	Identify, develop and communicate employment training needs and opportunities	Medium	Lead Organization	Local Funds	On-going	5	Educate to partner organizations at various meetings
		Provide workshops to develop skill sets for employees	Medium	Lead Organization	Local Funds	On-going	3	Develop new workshops and trainings; build in leadership skills
		Collaborate with public and private entities in joint workforce planning and development ventures	Medium	Lead Organization	EDA, Local Funds	On-going	3	Track the number of collaborative meetings

CEDS Strategy	Goal	Objective	Priority	Lead Organization	Resources	Timeline	Jobs	Evaluation
Community Development	Promote improvement of basic public works facilities and community services which improve the public's health, safety and living conditions	Disseminate information on available funding resources for cities and counties and assist in applying and administrating these funds/grants.	High	UERPC	EDA, Local Funds	On-going	2	Track the number of projects

	Improve coordination and communication of plans	Focus on planning throughout the region	High	Lead Organization	EDA, Local Funds	On-going	3	Track the number of projects/ plans completed
		Provide resources and mapping for the region on land use and zoning policies	Low	Lead Organization	Local Funds	On-going	3	Track the number of mapping projects
		Focus on housing assessment planning	High	Lead Organization	EDA, Local Funds	On-going	2	Track the number of assessments completed
		Focus on hazard mitigation planning	Medium	Lead Organization	Local Funds	On-going	1	Track the number of plans completed
	Increase public and private institutional capacity	Host Five-County City Clerk's Association quarterly	High	Lead Organization	EDA, Local Funds	Quarterly	1	Host 3 training sessions
		Host Legislative Breakfast annually	High	Lead Organization	EDA, Local Funds	Annually	1	Host event annually
		In collaboration with the Iowa Association of Municipal Utilities, provide OSHA training sessions to five-county cities in the Northeast Iowa Safety Alliance	low	Lead Organization	EDA, Local Funds	On-going	1	Host various training sessions

CEDS Strategy	Goal	Objective	Priority	Lead Organization	Resources	Timeline	Jobs	Evaluation
Market Upper Explorerland Services - Expand public awareness of Upper Explorerland Programs		Expand information through a quarterly newsletter	High	Lead Organization	EDA, Local Funds	On-going	1	Produce newsletter quarterly and fund alert
		Continue with the e-newsletter to businesses and communities	High	Lead Organization	EDA, Local Funds	On-going	1	Produce newsletter quarterly
		Improve our internet, website and Facebook information	High	Lead Organization	EDA, Local Funds	On-going	1	Produce social media blasts when necessary
		Celebrate our successes by sending notification and photos to area media	High	Lead Organization	EDA, Local Funds	On-going	1	Produce stories quarterly

