

C E D A

Community and Economic
Development Associates



2015

Annual Report



Another Year of Progress

Once again, THANK YOU!

Thank you to everyone who helped make 2015 another successful year for CEDA. We are happy to report strong financial performance in 2015. However, and as you know, we do not base our success on the bottom line. Our successes and failures are measured by the projects realized and milestones achieved on behalf of the communities, counties, and organizations we are involved with. We evaluate our performance on the projects facilitated, the local jobs and community tax base created, and the many lives these projects improve. In other words, our bottom line is reflected in the economic health and prosperity of our part of rural America. Without your support, this region would enjoy less success.

The financial success of CEDA allows us to invest in our team and offer more assistance to our communities, counties, and organizations. One such program is CEDA's Expanded Marketing Program. Through the generous support of many investors, this four-pronged approach will allow for the continuation of our current marketing efforts, strengthen our team through investing in training opportunities, allow for the marketing of our contracted cities, counties and organizations at different events across the country and developing a strategy for workforce solicitation at areas across the country. The return on these investments will be reflected in more diverse economies, a stronger regional workforce, and improved quality of life throughout our growing service area. The regional and national economic climates have signaled that now is the time to make these definitive investments. You can read more about the Expanded Marketing Program at <http://www.cedausa.com/wp-content/uploads/Expanded-Marketing-Plan.pdf>.

As we expand our programs and services, we feel it is important to broaden our leadership team. In addition to the Board of Directors and management team, we have expanded the leadership team to include Joya Stetson as Director of Marketing and Tom Monson as Director of Training. Joya and Tom have proven their interest and leadership abilities and are committed to CEDA's mission and the success of our contracts. They join our current leadership team of Cris Gastner, Senior Vice President; Chris Giesen, Vice President; Jason Passmore, Vice President of Iowa Operations; and Michelle Vrieze, Director of Grants.

With overwhelming support from our Board of Directors, a thoughtful management team, and talented and enthusiastic team members, I believe that CEDA is uniquely positioned to provide outstanding services to our contract holders and investors in 2016. Without you, however, none of this would be possible. We look forward to working with you and for you in 2016.

Sincerely,



Ron Zeigler
CEO/President

Community Highlights

Bloomington

- Co-hosted annual Manufacturer's Luncheon with Bloomington Chamber of Commerce
- Collaborated with Medford and Ellendale to send a cohort to the Blandin Community Leadership Program in Grand Rapids
- Connected four manufacturers with Workforce Development Inc. Manufacturing Industry Specialist and training services
- Completed 4th Street SE Construction with \$215,829 Business Development Public Infrastructure grant award

Boscobel

- Awarded \$22,300 Joint-Effort Marketing (JEM) grant to help establish the brand as Wisconsin's Outdoor Recreation Destination
- Helped with Nu-Pak expansion, adding more than 100 local jobs, securing Economic Driver Award from Wisconsin Economic Development Association
- Coordinated efforts on acceptance into Wisconsin's "Connect Communities" downtown improvement program
- Created plan that led to installation of the first nine holes of a disc golf course

Chatfield

- Assisted local developers in opening a new Cabin Coffee franchise, facilitating an \$81,000 TIF application to help redevelop and improve a blighted property
- Coordinated a feasibility market study to attract new hotel development and now working with interested developer
- Led creation of a downtown façade improvement program with City Heritage Preservation Commission, setting aside \$30,000 for grants improving historic downtown buildings
- Assisted with renovations of Chatfield Center for the Arts by administering a \$5.4M grant and submitting a \$7.9M grant application for Phase II

Claremont

- Revised Lot Sale Program and Development Covenants
- Initiated Housing Marketing Strategy, utilizing social media, creating new housing brochures, and responding to more than 20 housing prospects
- Approved 5-year tax abatement for CHS Inc to construct \$5.7 million fertilizer plant, projected to create five full-time jobs
- Approved 5-year tax abatement service and \$20,000 small-cities financing for ownership transfer and renovation of Church Street apartments

Dodge County

- Educated more than 50 people about workforce development during annual EDA Summit
- Issued \$25,000 loan in Mantorville to expand Creative Change Hair Salon, leveraging \$215,344 and creating 4 jobs
- Completed Installment I, "Assisted Living," of countywide report, providing 10-year analysis on local elder care industry
- Conducted 93 community and business retention visits

Elgin

- Secured \$5,000 grant from the Minnesota Twins Foundation and \$5,250 from Rochester Area Foundation to install ballfields at Hoenk Park
- Awarded \$1,940 from the Wabasha County SHIP grant program for trail equipment at Hoenk Park
- Received \$9,000 from People's Energy Cooperative for signage at Elgin Business Park
- Created a City brochure, Business Community brochure and a business directory

Eyota

- Secured \$50,000 in expansion grants for Burt's Meats and Poultry, adding two jobs and increasing local food production
- Assisted B&C Plumbing and Heating, along with International Collagen Recourses, to bring more than 30 new jobs
- Secured MNDOT/SEMCAAC grants to subsidize Rolling Hills Transit delivery of public transportation for Eyota residents
- Created Historic Downtown Business Incentive Grant and issued \$35,000 in funds for building improvements

Fillmore County

- Assisted with expansion and investment into local woodcarving company, adding to tourism and tax bases
- Supported expansion of Fillmore County Physical Therapy, adding 5-10 new professional jobs and increasing tax base
- Hosted business summit for luminaries and entrepreneurs to discuss capitalization of DMC and J2G

Goodhue County

- Hosted the annual EDA Summit
- Worked with prospects on an as-needed basis
- Worked with DEED to close the flood loan project

Goodview

- Created Business Subsidy, Tax Abatement, and Tax Increment Financing policies to standardize business assistance
- Assisted the 7 Rivers Alliance and Winona County with a manufacturing retention and expansion survey
- Served on Planning Committee of SE MN Together
- Hosted a business community open house to meet the newly formed Goodview EDA

Harmony

- Successfully lobbied legislators to authorize a state trail from Harmony to the Iowa boarder with a Niagara Cave connection
- Coordinated with business owners, state legislators, and the state Board of Pharmacy to change regulations and allow a telepharmacy to operate in Harmony that retains local access
- Coordinated "Career Day" for Fillmore Central High School students; more than 30 area businesses participated to show 7th-12th graders the variety of regional opportunities
- Processed four new loans totaling \$79,000 to three new businesses and one expanding business

Houston County

- Delievered more than \$150,00 in five RLF loans for expansion of three businesses and creation of two new businesses
- Welcomed three new members to the EDA Board: Matt Schuldt, Tony Schultz, and Joe Thesing
- Received "high" priority ranking from the Greater Minnesota Regional Parks and Trails Commission for legacy funding to build a trail system connection

Howard County Business & Tourism

- Issued \$204,000 in revolving loan funds creating 11 new jobs and retaining 15 more
- Howard County realized \$4,670,000 in travel expenditures and \$500,000 in local tax receipts
- Generated more than \$416,000 in improvements to housing through Northeast Iowa Housing Trust Fund
- Facilitated location of a new large retail store, Hometown Shopko, with 27 new employees, in Cresco

Lake City

- Secured tax abatement for 76-room assisted living facility
- Incentivized development of 20 city-owned lots at Eaglewood Estates and sold 17 in 2 months
- Helped create Ignite Cup, a resource for early stage entrepreneurs through an annual competition for tools, resources, and support to launch and accelerate the development of new ventures

LeRoy

- Working with Riverland College, Wildwood Grove Senior Living, and Leroy-Ostrander High School to offer a Certified Nursing Assistant program to L-O High School students
- Retained three jobs with revolving loan for business retention and gave technical support to new business prospects

Lewiston

- Facilitated conversion of defunct bowling alley into a new Dollar General store, creating at least 10 new jobs
- Secured funding and facilitated construction for paving several miles of Safe Route to School trails
- Facilitated discussions for demolition of Old City Hall to exemplify rehabilitation of blighted downtown business district

Mabel

- Completed demolition of substandard buildings on Main Street, and now working on potential new construction
- Arranged TIF District for new day care center, which begins construction in spring and will employ 10-12 people
- Converting an EDA parcel into a locally owned lumber yard
- Organized Community Center marketing with new brochures, vendor events, and membership in Winneshiek County CVB

SCDP Small Cities Development Program

Harmony was awarded a \$182,400 grant in 2015 to rehabilitate eight owner-occupied housing developments. Harmony Utilities Commission contributed \$25,000.

Red Wing's Housing and Redevelopment Authority completed its second year of a \$683,184 grant to rehabilitate 12 commercial and 10 housing units, leveraging a combined \$316,810 from the HRA and Port Authority.

Spring Valley completed its \$538,885 grant work at the end of 2015, having rehabilitated 19 blighted commercial buildings and 15 substandard rental units. The program leveraged \$380,820 additional funds for a nearly \$1M impact.

Lanesboro continues to offer revolving loan funds through its EDA, which received capitalization from a previous Small Cities grant that CEDA applied for and continues to administer.

LeRoy cleared pre-application screening for \$589,140 in DEED funds to rehab 15 housing and 9 commercial units, leveraging \$69,000 in local matches. CEDA partnered with SEMCAC to author the pre-application.

Preston's pre-application was approved for \$615,600 to rehab 12 commercial buildings and 24 rental units. A local match of \$180,000 creates a total impact of \$795,600.

People's Energy Cooperative

- Coordinated EmPowering Rural Communities workshop to educate bankers, economic development professionals, and city officials about availability of a variety of economic development tools and grants
- Closed on a \$400,000 economic development loan for a business expansion expected to add approximately 30 new jobs
- Helped reinstate Co-Op Connections, which allows businesses to market exclusive offers nationally to cooperative members
- Contributed \$9,000 toward the construction of a new sign for the Elgin Industrial Park

Preston

- Secured 25 jobs and delivered \$4.9 million in new tax base through \$121,000 in revolving loans for two business expansions
- Generated \$1,024 in partnership with Preston Public Utilities to fund playground equipment at the pool and visitor wayfinding signs
- Secured \$487,000 in Public Infrastructure Grants
- Provided \$7,500 for National Trout Center, creating \$400,000 in river and embankment improvements in 2016

Rushford

- Recovered \$200,000 through sale of vacant Community Center building to WinTech for expansion
- Continued administration of Business Flood Loans, including reporting and financial assistance for struggling enterprises
- Facilitated \$32,000 in beautification reinvestments through the Micro-Grant and Loan Programs
- Partnered financially with Minnesota Housing Partnership to complete the Comprehensive Housing Needs Analysis Report
- Participated financially in the SEMN Together Project

Spring Grove

- Presented five Certificates of Commendation during Minnesota Manufacturing Week
- Helped secure 10-15 new jobs with new child care center through \$155,000 in direct subsidy, leveraging \$682,377 in private investment, and creation of 26-year TIF
- Led Community Strategic Planning process to develop Project Inventory, which features 6 categories of 43 projects in the pipeline
- Awarded \$2,500 of Fix Up Fund match grants for façade improvements

Spring Valley

- Partnered with Greater Minnesota Housing to issue \$79,400 in loans to create safe and affordable workforce housing
- Issued \$15,000 in new-construction housing incentives with Spring Valley Public Utilities
- Funded renovation of 15 downtown apartments, including eight vacancies above commercial buildings
- Issued \$115,800 through six revolving loans, five of which leveraged SCDP to improve 19 downtown buildings

St. Charles

- Connected hotel developers with local investors for a prospective project in the I-90 business park
- Helped launch a 24-hour gym through assistance with business and financial planning
- Leveraged \$185,000 in public funds for \$700,000 in private investment through Commercial Rehabilitation Program for building improvements
- Delivered free water and sewer hookup for 13 new houses via the St. Charles Housing Incentive Program

Stewartville

- Approved two new loans totaling \$44,000—one for a business acquisition and expansion and another for rental property improvement
- Issued \$6,950 in matching grants for businesses to improve/produce signage, screen garbage bins, and improve aesthetics of building façades
- Produced a Community Resource Guide to inform residents and visitors about recreation, attractions, events, and business
- Hosted Destination Medical Center and Journey to Growth panel discussion with 50 regional attendees

West Concord

- Kickstarted residential investment in Matthias Housing Development
- Purchased vacant commercial building in the heart of downtown, across from Centennial Park, for future investment
- Formed Legion Building Committee to explore community center feasibility and options
- Created new marketing materials

Special Projects

Our diverse expertise and local experiences position us as leaders in moving the regional economy forward and improving the lives of people who live and work in the area.

We are constantly searching for new opportunities that can unite the region and energize business. This not only adds value for our communities but more importantly rises the tides for all.

Regional Marketing Initiative

The Regional Marketing Project represents the exploratory work needed to help find a collective voice for southeast Minnesota by identifying common ground among diverse communities.

Southern Minnesota Initiative Foundation (SMIF) granted \$20,000 for the project, an amount CEDA matched with travel expenses and staff time.

As regional leaders in economic development, whose

team is embedded and engaged with many communities across Southeast Minnesota, CEDA was able to organize local forums that elicited candid opinions from area residents and stakeholders.

"We live in the middle of everywhere, not in the middle of nowhere"

The culmination of this work is a comprehensive report that dives deep into our communities and emerges with a series of actionable recommendations for ways to improve visibility and drive interest in our area.

Per-project Contracts

CEDA provides project-level contract offerings, which help communities achieve specific milestones and individual projects.

- Caledonia and Houston utilized CEDA services to complete a Business Retention and Expansion study for the business community, which was 50 percent funded by AcenTek
- Caledonia utilized CEDA services to provide a business proposal outline to prospect for the community
- Northfield contracted with CEDA to provide project work for their Housing and Redevelopment Authority
- Lewiston contracted with CEDA to provide city administrative services
- The Wabasha Regional Event Center Committee contracted with CEDA for grant writing
- Medford utilized CEDA services for Interim City Administration, Revolving Loan Fund analysis, and Comprehensive Planning.

The projects outlined below represent an overview of this type of work, highlighting the regional, team-based approach that CEDA is able to provide. You'll note the diverse teams and skill sets brought to bear on these projects, a testament to our talented staff and the dedication they have to southeast Minnesota, southwest Wisconsin, and northern Iowa.

Small Business Development Counseling

As a local and regional partner of America's Small Business Development Center initiative, CEDA specialists provide free one-on-one counseling for current and aspiring business owners.

Individualized small-business counseling.



Services include planning, manufacturing efficiency, financial planning, export and import, disaster recovery, procurement, market research, and more.

In 2015, we worked with 33 clients for 336 hours of in-

Journey to » » GROWTH

CEDA joined Journey to Growth as a regional implementation partner as a way to share our expertise with other groups interested in supporting the regional economy and talent base. Specifically, J2G has three objectives, which we believe align closely with CEDA's mission of supporting growth:

1. Expand and diversify the regional economy
2. Optimize the regional talent base
3. Become a cohesive, connected region

Land Inventory for Emerging Farmers

CEDA was granted \$50,000 by AgStar and \$15,000 by AgriBank to create a statewide inventory of farmable publicly owned land.

Working in partnership with assessors in all 87 Minnesota counties, CEDA is generating a comprehensive list of parcels that are publicly owned and potentially

farmable. This report will help people with agricultural experience enter the farming profession on a smaller scale.

AgStar first recognized a need for this connection when immigrants to Minnesota would inquire about leveraging their skills in agriculture here in the U.S.

Board of Directors

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Financial Statement

	2015 budget	2015 actual
Revenue	\$1,124,438	\$1,231,520
Expenses	\$1,102,010	\$1,086,356
Net Income	\$22,428	\$145,164

our investors

Thank you for your commitment to CEDA and your communities



Anderson
Rural Network



MISSISSIPPI WELDERS SUPPLY CO., INC.

