

CEDA

COMMUNITY AND ECONOMIC
DEVELOPMENT ASSOCIATES



2017 ANNUAL REPORT

- COMMUNITY SUPPORT PROGRAM
- SPECIAL PROJECTS
- SMALL CITIES DEVELOPMENT PROGRAM

A Note From Our CEO



CEDA President/CEO
Ron Zeigler

In the investment world, the main measurement of success is a metric called return on investment, more commonly referred to as ROI. ROI is used to measure one investment against another so a determination can be made in regards to further/additional investments.

In the economic development world, ROI is less clear how to calculate. However, in 2017, it is very clear that CEDA had an outstanding ROI for those communities/counties/organizations that contracted with us and for those investors that believe in the mission. In taking a look at one aspect of our model – grant writing – in 2017 CEDA team members, with assistance from our contract holders, authored grants that were awarded for our region in the amount of \$5,896,549.

This is quite an accomplishment and CONGRATULATIONS to all involved! When you consider that the 2017 CEDA budget was \$1,250,000, to bring into the region four and a half times more than our budget is something to be very proud of. Over the past five years, CEDA team members have authored grants that have been awarded in the amount of \$15,187,384.50.

Again, this is quite an accomplishment!

Grant awards are a solid number that can be looked at when considering ROI. There are many other factors in economic development that aren't so easy to calculate but are very important to communities/counties and our region. They include: job creation and retention, tax base enhancement, business retention and expansion, revitalization of main street, infrastructure improvements and numerous quality of life issues. Pairing these factors with the grant awards, it is easy to see that 2017 was quite a successful year.

When we look at investing in our region, we look at many things as well – the CEDA Expanded Marketing Program continues with a full head of steam in doing external marketing by representing our region at local, state and national events; we continue to market internally by partnering for the Regional Development Tour; we continue to research and bring forth to our region “best practices” from partnerships that we have nurtured; starting a new program called the Micro-Community Program; providing assistance to new or expanding businesses; to continue to move forward with the Government Relations Program and to continue with each and every one of our contract holders and benefactors.

We also look to invest in our team members – the backbone of CEDA. Personnel is our largest but most important expense. We are strategically investing in our team members to be competitive in the marketplace and retain the strong team that we have so we can continue to keep growing the businesses and helping the communities that we are contracted with or will be contracting with in the future. If we want to stay strong, we need to invest in ourselves...and we will.

Thank you for your investment/contracting with CEDA – your confidence in our organization is greatly appreciated!

A handwritten signature in black ink, reading "Ron Zeigler". The signature is fluid and cursive, with a large, stylized "Z" and "R".

COMMUNITY AND ECONOMIC DEVELOPMENT ASSOCIATES COMMUNITY SUPPORT PROGRAM

2017 Highlights

Blooming Prairie, MN

- Approved \$50,000 in financing, including \$10,000 forgivable, to Bunkies Grille & Lanes to rehabilitate an historic barn in downtown Blooming Prairie saving four jobs, preserving three historic properties, and leveraging \$30,000 in private equity investment.
- Awarded \$5,000 grant by Compeer Financial to complete architectural and market feasibility evaluations of a childcare center, gymnasium, and auditorium.
- Partnered with Omnibyte Technologies to beta-test community-based social media platform, rTown.
- Completed over 60 business retention and expansion visits.

Chatfield, MN

- Awarded \$177,000 Business and Public Infrastructure (BDPI) grant from MN Department of Employment and Economic Development (DEED) and secured a 0%, \$300,000 loan from MiEnergy Cooperative to improve Industrial Drive, creating up to 14 new jobs.
- Completed \$5.53 million Phase I renovations of the Chatfield Center for the Arts; to complete building renovations, applied for \$7.985 million for Phase II.
- Facilitated \$25,000 loan to new business; filling and improving a vacant downtown storefront.
- Assisted with the implementation of a transportation partnership with SEMCAC to provide local and regional busing.
- Published a community visitor guide brochure for distribution throughout the region.

Claremont, MN

- Managed completion of 5th Street construction improvements including \$500,000 BDPI award, \$590,000 Steele-Waseca Cooperative Electric REDLG bond, and \$1.85 million TIF district.
- Co-hosted Commissioners' tour of Al-Corn Clean Fuel expansion, which created 12 FTE jobs, invested \$146 million in modernization and expansion, and is projected to increase city tax base by 135%.
- Partnered with Rochester Area Habitat for Humanity, Citizens State Bank of Hayfield, and USDA Rural Development to create new rural single family housing construction program. First two homes using this program have been scheduled for construction Spring 2018.

Dodge County, MN

- Awarded \$135,450 Transportation Economic Development grant by MNDOT to improve safety and efficiency on Con-Tech Manufacturing Inc. TH56 access which is projected to create an estimated additional 55 jobs by 2022.
- Created online commercial/industrial property inventory tool and awarded \$1,000 by Blandin Foundation to implement and market.
- Lent \$25,000 to French's Repair and Fabrication, Inc. to expand existing location, leveraging \$208,000 in private investment, and creating 2 FTE jobs.
- Implemented Property Assessed Clean Energy and financed \$116,000 in energy efficiency improvements through the new program.

Ellendale, MN

- Started new contract in October 2017.
- Approved a work plan to focus on drawing new businesses and residents to the community.

Eyota, MN

- Counseled developers, resulting in \$1.1 million financial package from 5 partners for construction of 6,000 sq. ft., 96 slot Childcare Center. The project broke ground in November.
- Collaborated with the School District to connect local businesses to a newly created job shadow program. Over half of the job shadowing opportunities were completed locally.
- Hosted CEDA's Regional Bus Tour, and Marketing in the Morning, and presented the Eyota Market Area Profile, a study that details Eyota's retail activity and shopping habits.
- A special committee was created to work with Tealwood staff to enhance Arbor Gardens Senior Living Center. Year one resulted in many building improvements included a wide variety of improvements.

Fillmore County, MN

- Welcomed a new team member with ample talents and experience to provide exemplary service and move through multiple projects.
- Reviewed, amended and modernized By-laws and Enabling Resolution.
- Began partnership with St. Mary's University of Winona to create a new public facing web-map promoting outdoor recreation opportunities in the County.
- Awarded \$75,000 to Acentek to begin Fiber to the Home Broadband Upgrades in the City of Lanesboro.

Goodhue County, MN

- Hosted the Annual Summit focusing on downtown revitalization.
- Hosted a Housing Summit outlining available programs and resources.
- Worked with prospects on multiple projects.

Goodhue, MN

- Maintained business vitality with ongoing business visits.
- Partnered with realtor to educate on resources available to assist in selling vacant commercial buildings.
- Created Facade Program to improve the aesthetics of the downtown area.
- Conducted research on purchasing and restoring the old Depot.
- Assisted potential start-ups to seek resources needed.

Goodview, MN

- Created Micro Loan and Facade Programs.
- Awarded \$7,500 for a Safety Grant.
- Developed a plan to request the community's own zip code.
- Communicated with potential buyers and realtors to purchase vacant building sites.
- Assisted in a successful first Outdoor Movie Night.

Grand Meadow, MN

- Started new Contract in December 2017.
- Developing a work plan on downtown revitalization and improvements.
- Conducting review of EDA By-Laws and Subsidy Policy.

Harmony, MN

- Assisted platting new lots for homes and secured \$120,000 for infrastructure which will lead to a minimum total new tax base of \$2.55 million.
- Awarded \$12,000 in new home construction rebates resulting in the redevelopment of blight, 4 new housing units, and \$395,000 in new tax base.
- Lobbied the State legislature for \$1.5 million for extension of the Harmony State Trail to Iowa and Niagara Cave.
- Secured a recommendation to the Legislature for \$235,000 in a competitive process to acquire the real estate for the entire trail extension project from the Legislative-Citizen Commission on Minnesota Resources.
- Renewed the "Experience Harmony" program to identify and implement action plans to attract or improve businesses and amenities.

Houston County, MN

- Worked with all four Houston County school districts to begin development of a new Experiential Learning Collaborative to connect students with local businesses.
- Assisted in the reuse study for the historic Houston County Jail, which will detail market analysis and opportunities for redevelopment of the unique space.
- Issued a total of \$55,000 in loans for expansions of two Houston County businesses.
- Began a comprehensive rebranding process to create a new logo and website for the Houston County EDA.
- Held three free workshops on business best practices, providing education and networking opportunities for over 100 local business owners.

Howard County, IA Business and Tourism

- Supplied \$358,000 in revolving loan funds creating 47 new jobs and retaining another 12 jobs.
- Met with over 20 distinctive and innovative entrepreneurs ranging from the individual employer to larger businesses to chart paths of starting a new adventure or growing their current businesses.
- Wrote and awarded over \$27,000 in grant funds for various projects and events.
- Facilitated planning (187 days) and implementation of RAGBRAI XLV. Over 30,000 riders and support personnel stayed overnight in Cresco, July 27th after passing through Protivin with riders from every state and 30 countries.
- Worked with local Veterans to raise over \$150,000 to develop a Howard County Memorial Park featuring the Freedom Rock in Cresco.
- 2017 saw over \$43,000 in Cresco Chamber Dollars purchased promoting the shop local theme.

Jackson, MN

- Submitted \$49,000 Business and Public Infrastructure Grant (BDPI) to create a water main loop to support 7 industrial park businesses.
- Partnered with “Beyond Broken” to create a drone video market EDA-owned lots.
- Assisted in submitting an Local Roads Improvement Plan grant proposal for Prospect Lane.
- Closed on several loans from helping to add hearing-assisted technology to the State Historic Theater to helping a first-time homebuyer with down-payment assistance.

Kasson, MN

- Created promotional package for the City which was used at the International Council of Shopping Centers (ICSC) trade show in September of 2017. The package is now used to assist in promotion of available commercial lots within city limits.
- Currently working with local business and the USDA on REAP grant and loan funding for new screen printing machine and energy efficiency improvements.
- Working with Buxton Analytics to collect data and assist with disseminating information to businesses in the community. The program also assists with messaging and consumer outreach.

Lake City, MN

- Received Southern MN Initiative Foundation (SMIF) Grants for the multi-year Rural Entrepreneurial Venture program as well as to participate in the Making It Home community identity development program.
- Partnered with Tourism Bureau to launch rTown smartphone app and printed itineraries to inform visitors on what's available to do in Lake City.
- Partnered with Southeast Minnesota Multi County HRA to submit a preliminary Small Cities Development Program grant application to DEED.
- Supported Friends of American Ski Jumping in efforts to bring an Olympic Ski Jump to Frontenac, opening 2019.
- Worked closely with Lake City Sanctuary Hospice developer as they bring a state-of-the-art hospice facility to Lake City and surrounding communities, also opening 2019.

LeRoy, MN

- Expanded LeRoy City Lines from one bus to three in less than one year, connects LeRoy, Grand Meadow and Chester, IA with Rochester, twice each in the morning and afternoon. Also expanded charter services.
- Participated in the Fall 2017 Transportation Summit at NE Iowa Community College to discuss LeRoy City Lines. The seminar was sponsored by Iowa's Upper Exploreland Regional Planning Commission.
- Continued work on 15,000 sq. ft. EDA-owned commercial building on Main St/Hwy 56, including demolition of substandard portions of the building. Worked with two prospective buyers.

Lewiston, MN

- Hosted 50 individuals for the Regional Development Tour in June 2017.
- Worked with Wideth Smith Nolting for city housing study. The study will be completed by around June of 2018.
- EDA Approved \$1,800 land survey to assist local Girl Scout in her pursuit of her Gold Star project, which is to create a dog park in the city.

Mabel, MN

- Continued efforts to construct an incubator building to be owned by the EDA and leased to a local daycare provider for expansion of her daycare business.
- Working with a local business person for possible construction of a new building to house a hair salon, photography studio, and fitness center.

Preston, MN

- Finalized year one of a two year SCDP grant project to improve eight blocks around town square, including loans to assist with the private financing portion.
- Recommended the sale of four of the City's residential parcels for the future development of six new townhomes near the Preston State Trailhead.
- Created and oversaw Preston's "Spare Change" Grant program, presented grants to three community organizations.
- Sponsored both a needs study and an economic impact study, which were presented to the State Legislature, moving the Fillmore County Veterans Home Bill through State Legislature to the Governor's desk.
- Participated with the University of WI to update the Driftless Area Angling Economic Impact Study, organized and lead a Regional Summit on the subject.

Rushford, MN

- Secured funding of \$9,800 for two kiosks to increase downtown growth.
- Assisted funding of four Micro Grants to businesses in the city.
- Restructured the Forbearance Policy to include loan modification.
- Made business outreaches on 236 occasions.
- Revised Micro Grant to include Performing Arts, and created a contact list.

People's Energy Cooperative

- Provided \$75,000 in startup financing to the forthcoming Little Eagles Child Care Center in Eyota, MN. The \$1,033,850 project will provide 96 childcare slots and create 13 jobs.
- Provided \$100,000 in expansion financing to Podein's Power Equipment in Stewartville, MN, leveraging a total \$480,000 investment for a showroom building expansion and retaining 8 jobs.
- Granted \$108,843 to community organizations through Operation Roundup, and \$3,395 to service territory communities for regional economic development projects.
- Hosted 60 economic development professionals for a workshop on the economic benefits of local foods, providing education and resources for the region's growing industry.

Spring Grove, MN

- Secured a \$417,000 BDPI grant from the MN Department of Employment and Economic Development to extend sewer infrastructure to undeveloped lots in the City's industrial park.
- Selected to participate in the Rural Entrepreneurial Ventures Program through SMIF and the Center for Rural Entrepreneurship.
- Partnered with the Spring Grove School District to receive a \$10,000 Small Towns Grant from SMIF to foster individualized learning, community service, and a new makerspace.
- Awarded a total of \$10,000 in matching grants to local businesses to fix up the facades of their properties.
- Created a new community promotional film in partnership with Spring Grove Communications.

Spring Valley, MN

- Serviced 14 revolving loans including bi-annual reporting for the new Greater MN Housing revolving loan fund.
- Worked to advance Fillmore County Veterans Home Project via local marketing as well as legislative work at the State and Federal level.
- New business recognition and existing business awards were presented to seven local business owners. Awardees included new and expanding businesses, successful succession plans, and dedication to the community.
- Chosen to work with the Center for Small Towns, with SMIF for the Rural Entrepreneur Venture, a 3-year entrepreneur growth project, and was also selected for the University of MN Extension Office Making it Home marketing program.

West Concord, MN

- Sold 3 residential lots in Mathias Subdivision in partnership with Keller Williams and had two new houses constructed.
- Completed 25 business retention and expansion visits.
- Completed significant City website updates.
- Authored 4 of 9 installments of business plan series in West Concord City Pages.

St. Charles, MN

- Worked with a hospitality development firm to complete and sign a Letter of Understanding for a hospitality project that will include a nationally branded hotel and conference center, restaurant, and convenience store.
- Worked with a hospitality consulting group to complete a hotel feasibility study.
- Hosted CEDA Regional Development Tour.
- Completed gap financing package for construction of Envirolastech manufacturing plant in Chattanooga Innovation Park.



Stewartville, MN

- Received a \$9,000 grant from the Southern Minnesota Initiative Foundation (SMIF) for the implementation of a Business Incubation Program- a new initiative developed to encourage entrepreneurship in the community through the provision of education in core business concepts and rental assistance.
- Awarded a \$55,000 grant from Otto Bremer Trust for the purchase and installation of a stand-by generator for the City's Fire Department.
- Began a new program that provides cash incentives per job created in the purchase of an existing structure within the City of Stewartville.
- Provided gap financing of \$50,000 for building improvements at a long-time community business' Main Street location.
- Approved a \$50,000 loan for the construction of a new, 99 child capacity childcare center.

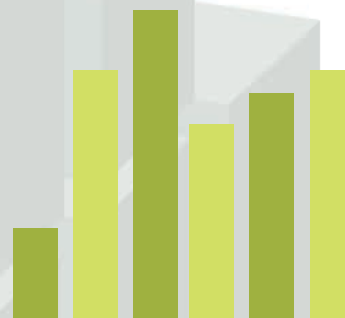
Special Projects

Economic Impact Study

Received a **\$275,000** legislative appropriation in partnership with the Southeastern Minnesota League of Municipalities to engage a firm to conduct an economic impact study of the projected growth in southeastern Minnesota and the effect the growth will have on municipal infrastructure.



Emerging Entrepreneur Loan Program



Approved **\$60,000** Emerging Entrepreneur Loan Program loan to Early Advantage Developmental Childcare Center to gap finance a \$3.1 million expansion adding 61 childcare slots in Byron, MN.

Farmable Public Land Inventory

The Potentially Farmable Public Land Inventory has added new parcel data through the Department of Revenue's PRISM dataset and continues to be made publicly and freely accessible with CEDA as owner and host of the resource.



Broadband Access

AcenTek, partnered with CEDA, received a **\$2,011,628** grant from the Minnesota Department of Employment and Economic Development (DEED) to extend fiber broadband access to 557 unserved and underserved homes and businesses in the Rushford Village and the rural Rushford area in Fillmore County.



Small Business Counseling

309 HOURS

26 BUSINESSES

As a partner of the **Small Business Development Center**, CEDA team members provide free, confidential, one-on-one counseling for current and aspiring business owners. Services provided by CEDA team members include business planning, financial packaging, market research, budgeting, succession planning and more.

In 2017, CEDA worked with 26 businesses for 309 hours of personalized small-business assistance.



Expanded Marketing Program

CEDA's Expanded Marketing Program began in 2016, and has been an effective means of actively promoting our communities to outside areas and organizations as well as drawing in regional partners to experience the numerous opportunities present in those communities.

Here are a few highlights:

- CEDA attended several **international trade shows** such as: BIO, PACK, IPPE and Medical Design and Manufacturing.
- Valuable **Best Practice Visits** were conducted in Sioux Falls, SD and Fort Collins/Boulder, CO.
- The second annual **Regional Development Tour** hosted 50 professionals on a mobile event featuring 4 Minnesota communities: Chatfield, Lewiston, St. Charles, and Eyota.
- Hosted 4 **Marketing in the Morning** quarterly business breakfasts, including a Global Entrepreneurship Week endorsed event, to educate small business professionals and community leaders.
- Attended the **MAEDC Site Selector Conference** in Chicago, gaining access to a current database of over 2,000 national site selectors.
- Kicked off the **Government Relations initiative** to increase communication with elected officials in local, state, and federal positions. CEDA staff engaged with legislators at their state capitals as well as in Washington D.C.

Small Cities Development Program

CEDA continues to work with Minnesota's Department of Employment and Economic Development to administer the Small Cities Development Program. This program distributes federal block grant dollars to communities with fewer than 50,000 residents. Qualifying cities and counties can utilize funding for housing, public infrastructure and commercial rehabilitation projects. Altogether, the program includes nearly \$7 million in federal, state, and local matching dollars.

Dodge Center

Dodge Center received clearance to begin the owner occupied Small Cities Development Program. The goal is to provide funding to renovate 17 low to moderate income homes. There are currently 10 applications in process in the first three months of the three year grant. This grant is funded by both the City of Dodge Center through Program Income and the Minnesota Department of Employment and Economic Development.

Eyota

Eyota will move forward with the full SCDP application. The city is requesting funding for rental properties in the city. There is potential funding for 28 rental units in Eyota. Notice of grant awards will be announced late in the summer.

Caledonia

Caledonia will move forward with the full SCDP application. The City is requesting funding for rental, commercial, mixed use and owner occupied properties in the city. CEDA is partnering with SEMCAC on this large application. Notice of grant awards will be announced late in the summer.

Harmony

Harmony closed out their SCDP grant in December 2017, rehabbing (8) owner occupied housing units using \$182,400 SCDP grant dollars and leveraging \$25,000 from Harmony Utilities.

Red Wing

Red Wing had three commercial rehab projects administered using \$214,597 from the Red Wing HRA Program Income fund and leverage funds from the Port Authority.

LeRoy

LeRoy is in the second year of their SCDP grant. CEDA staff is administering (7) commercial rehab projects, using \$168,000 SCDP grant funds and leveraging \$21,000 of LeRoy EDA revolving loan funds.

Preston

Preston is in the second year of their SCDP grant which is being used to rehab (12) commercial projects using \$288,000 of grant funds and (22) rental units using \$252,000 of grant funds. Also, \$68,500 of Greater MN Housing Funds and \$51,500 of EDA revolving loan funds were used to assist with the private financing portion of these projects.

Houston

Houston was awarded \$580,000 of SCDP grant funds to construct a new Radium Treatment Plant, to be constructed in the Spring of 2018.

Elgin

Elgin submitted a CEDA authored preliminary proposal and a full application requesting \$379,500 SCDP funds and leveraging \$37,500 in matching funds to rehab (15) owner-occupied housing units for low-to-moderate income households.

BOARD OF DIRECTORS

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OUR CEDA TEAM

Ron Zeigler
Cris Gastner
Chris Giesen
Jason Passmore
Michelle Vrieze
Joya Stetson
Sherry Hines
Cathy Enerson
Spiff Slifka
Kelli Gosch
Donna Mack
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Bryce Lange
Rebecca Charles
Megan DeRouchey
Marty Walsh
Stephanie Lawson
Thomas Nelson
Mary Kennedy
Reva Mische
Kathy Lane



Sometimes, you just have to let amazing people be amazing

FINANCIAL STATEMENTS

	2017	2016	2015	2014
Revenue	\$1,250,271	\$1,142,502	\$1,231,518	\$1,044,260
Expense	\$1,288,300	\$1,203,614	\$1,079,465	\$1,003,439
Operating Income/loss before depreciation	\$(38,029)	\$(61,112)	\$152,053	\$40,821

our FUNDING PARTNERS

Thank you for your commitment to CEDA and the economic vitality of rural communities!

DIAMOND LEVEL PARTNERS



PLATINUM LEVEL PARTNERS



GOLD LEVEL PARTNERS



SILVER LEVEL PARTNERS

- AYARS & AYARS
- BREMER BANK
- COBANK
- F&M COMMUNITY BANK
- GOODHUE COUNTY COOPERATIVE ELECTRIC
- GREAT RIVER ENERGY
- HAWKINS ASH CPAS
- HOME FEDERAL SAVINGS AND LOAN
- MERCHANTS BANK
- STEELE WASECA COOPERATIVE ELECTRIC
- ROOT RIVER STATE BANK

BRONZE LEVEL PARTNERS

- ALUM-LINE
- CITIZENS STATE BANK OF HAYFIELD
- FORESIGHT BANK
- MISSISSIPPI WELDERS SUPPLY
- ROCHESTER CITY LINES
- ROCHESTER INTERNATIONAL AIRPORT
- RSP ARCHITECTS
- RUSHFORD STATE BANK
- WIDSETH SMITH NOLTING

Want to be a champion for rural communities? We'd love to get you on the list! Reach out to our team at info@cedausa.com for more details.