



## Annual Report 2017-2018

### Executive Summary

Goals and objectives for the fiscal year were as follows, together with an assessment of our efforts toward those goals:

#### **1. Business Retention & Expansion**

*Continue to conduct visits with major employers to build relationships and identify potential expansion opportunities, challenges and threats. Utilize information obtained to support the needs of our businesses individually and collectively. Conduct 10 visits per year. Visit top employers at least every 2 years.*

We continue to participate in Iowa BEST using the Synchronist system for data collection. We make visits to existing businesses to keep informed of challenges and opportunities facing our business community and to capture the data for Synchronist. We presented a report of findings to the Economic Development Commission and followed up individually with companies on issues discussed as appropriate.

See tables below of new commercial development and investment.

#### **2. Business Attraction**

- *Continue to work collaboratively with the CVRP to market the region according to a well- defined and targeted marketing plan. Take a leadership role in CVRP initiatives as appropriate.*
- *Continue to keep the Waverly Economic Development website current and relevant and utilize the site to market Waverly as a location for business success.*
- *Utilize LOIS (Location One Information System) to market buildings and sites.*
- *Respond to local, regional and state prospects in a timely, efficient, and professional manner.*

We continue to participate in the Cedar Valley Regional Partnership to market the region for new investment. Connie travels with other CVRP participants to meet with site selectors in the major markets of Chicago, Dallas, Atlanta, and New York to market the Cedar Valley Region. Also through the CVRP, we have made contacts with companies in targeted industries who have future expansion plans in the

Midwest. Marketing initiatives include a website, social media, and a quarterly newsletter targeted to site selection professionals.

Our region receives state leads from IEDA and those are evaluated and responded to if we have land or buildings that would meet the needs of the lead. With our business parks full and recent success in filling existing buildings, our ability to respond to these leads has been diminished.

We work with individuals and companies who contact our office directly about doing business in Waverly. These include industry, business and retail interests in our area. We help with site location assistance, access to gap financing, and referrals to various resources as needed.

### **3. Market Existing Buildings and Sites**

*Utilize website, LOIS, newsletter and other targeted methods to assist brokers and sellers in marketing existing buildings and sites.*

We keep our website current with listings of buildings for sale/lease and also available development sites. We keep listings current on the Location One Information System (LOIS).

We continue to prepare and distribute an Economic Indicators Report quarterly.

We continue the ongoing development of our data base of targeted contacts for marketing and communication. We produced an E-Newsletter that is sent to this targeted contacts list quarterly. The E-Newsletter shares the quarterly Economic Indicators Report, promotes the job board, and communicates other relevant information to market the Waverly area.

We continue to participate in Waverly Connected business networking events and other networking opportunities.

### **4. Provide Sites for New and Expanding Business and Industry**

- *Validate list of already identified potential sites by end of 2017*
- *Conduct professional analysis of preferred sites to ascertain cost estimates of site development by end of 2017*
- *Develop land acquisition, financing, and implementation plan for development of site identified as best option by end of 2017.*

Staff has reviewed a number of potential sites for future development. Several sites were evaluated by engineering staff for site and infrastructure needs and challenges.

Acquisition of sites and development of necessary infrastructure requires that the city make a commitment of capital to acquire property and authorize a development

project. Staff will continue to advocate for the inclusion of such a purchase and development project in the City's capital plan.

## 5. Workforce Development

- *Continue participation in groups and initiatives supporting workforce development, including:*
  - Waverly Area Education Roundtable*
  - HCC Sector Boards*
  - Career Ready Bremer County*
  - Regional Entrepreneurship Project*
- *Continue to utilize the Waverly Job Site and CVRP Job Site to match job seekers with jobs. Update Job Site weekly and review analytics monthly.*

This has been our greatest area of focus in the past year. We convened a Workforce Recruitment Roundtable with manufacturers in October 2017. From that meeting the following six initiatives were developed to support their recruitment efforts:

### **1) Provide Community Tours for Potential New Hires**

Status: Implemented Community Tour Program in March 2018.

### **2) Explore Options to Build a Pipeline of Manufacturing Workforce through Partnerships with W-SR Schools and Hawkeye Community College**

Status: Through this initiative, W-SR Schools has partnered with Waverly manufacturers in pursuing approval from the Department of Labor for a Quality Pre-Apprenticeship Program in Manufacturing. This program would integrate experiential learning in the manufacturing setting into the curriculum being taught at W-SR and positions students to be qualified for a Registered Apprenticeship in the field of manufacturing upon graduation.

### **3) Research Companies who offer Transportation for Employees**

Status: Researched transportation programs offered by Cedar Valley employers and shared information with the Manufacturing Roundtable group in November 2017.

### **4) Organize Tours of Manufacturing Facilities for Students and Parents**

Status: A Manufacturing Night Event for parents and students grades 8-12 is planned for October 30, 2018. This event is the result of collaboration between Waverly's largest manufacturers, W-SR Schools, Hawkeye Community College and Waverly Economic Development and is Waverly's first community-wide event celebrating Manufacturing Week/Month. The event begins with a welcome and overview at the High School, includes tours of GMT, TDS and UEA, and

concludes with a drawing for three scholarships (\$500, \$500, \$250) provided by the sponsoring businesses for any senior who pursues a career in manufacturing.

## **5) Create Waverly Quality of Life Marketing Campaign and Materials**

Status: In April, 2018 Waverly Economic Development contracted with AMPERAGE Marketing of Cedar Falls, Iowa to create a brand platform for the city of Waverly as part of a Quality of Life Marketing Initiative designed to attract workforce, residents and investment to the community. The process included qualitative and quantitative research which entailed one-on-one interviews with business owners, community leaders and stakeholders (May-June), an online survey to a targeted demographic in and around Waverly (June), and a Fusion Session branding exercise with key internal stakeholders (June). From these processes a Brand Platform will be created which will form the basis for the quality of life marketing initiative.

## **6) Address Child Care Needs of the Community**

Status: This initiative was added by the Economic Development Commission based on concerns that lack of child care capacity is a barrier to some people entering the workforce. Discoveries Learning Center purchased the former Little Learners Daycare and that was a positive development after Little Learners closed but only backfilled rather than adding significant capacity. Discussions are taking place with other providers to explore options for addressing this need. We also began in early 2018 to help with the negotiations between the Waverly Child Care and Preschool and the adjoining owner to acquire the property for an expansion.

## **6. Housing Support**

- *Use Waverly Housing Strategy to monitor and report progress semi-annually in each housing category identified in the strategy and act upon any areas needing focus.*
- *Evaluate and bring forward to City Council proposals for housing projects that require community funding support.*
- *Finalize Urban Revitalization Plan and propose to City Council for adoption.*

Staff continues to monitor the development and availability of housing in the community. We update our lists of available development lots, the number of available housing for sale in various categories and keep detailed information on building permits.

The number of lots available and the number of houses for sale at any given time have been trending down causing some concern. There were fewer new homes built in the past year than in previous years. There were fewer available homes on

the market for purchase. On the other hand, there were a substantially higher number of multi-family units constructed and available for rent.

Staff will continue to monitor these numbers and make recommendations when necessary and available.

## **7. Priority Projects, programs, policies and initiatives**

- *Support CMI Roadbuilding as they work to get their plant operational*
- *CUNA building redevelopment*
- *Red Fox Inn redevelopment*
- *Support existing industries and businesses*
- *South Business Park expansion*
- *North Industrial Park expansion*
- *Bremer Avenue reconstruction – streetscape and downtown improvements*
- *Cedar River Parkway final phase*
- *Downtown façade improvement program*
- *Downtown retail business recruitment*
- *Downtown riverbank development*

Staff continues to provide support to CMI as they ramp up production and hiring. The CUNA building redevelopment is underway and on track. The Red Fox redevelopment is still anticipated but moving slower than expected. We are continuing the process of streetscape planning for the next fiscal year, including a façade program.

We continue to participate in the redevelopment of the theater and the depot site.

We had an important role in brokering the transaction that will allow the Waverly Child Care and Preschool to acquire the adjoining Dane property for expansion.

### **In addition to the goals and objective from last year we have focused substantial energies on the following:**

Collaboration with our local and regional economic development partners to promote business retention, job creation and capital investment in the Cedar Valley, Bremer County and Waverly

- Cedar Valley Regional Partnership (Tolan, Vice Chair)
- Iowa Northland Regional Economic Development Commission (Werger)
- Waverly Economic Development Commission (Werger, Tolan)
- Waverly Chamber of Commerce Board (Tolan, Ex Officio)

- Waverly Chamber of Commerce Business Development Committee (Werger)
- Waverly Area Development Fund Board (Tolan, Secretary)
- Career Ready Bremer County Leadership Team (Tolan)
- Cedar Valley Advanced Manufacturing Partnership (Tolan)
- Hawkeye Community College Healthcare Sector Board (Tolan)
- Black Hawk Economic Development Member (Tolan)
- W-SR Schools Business Economics Class Participation (Tolan)
- Cedar Valley Manufacturing Conference Planning Committee (Tolan)
- Member of the Professional Developers of Iowa (Tolan)

Optimizing the value of the Economic Development Commission in providing valuable insight and support regarding the economic growth and development of Waverly

The Commission helped staff to refine and recommend to Council a quality of life marketing initiative with Amperage.

The Commission discussed and supported the application for a housing rehabilitation grant for homes that were previously located in the flood hazard zone.

The Commission reviewed a development agreement with MMC Properties for the redevelopment of the former Marks Auto building on 4<sup>th</sup> Street that was recommended for approval to Council.

The Commission discussed how it could provide support and input to the Council on strategic planning issues.

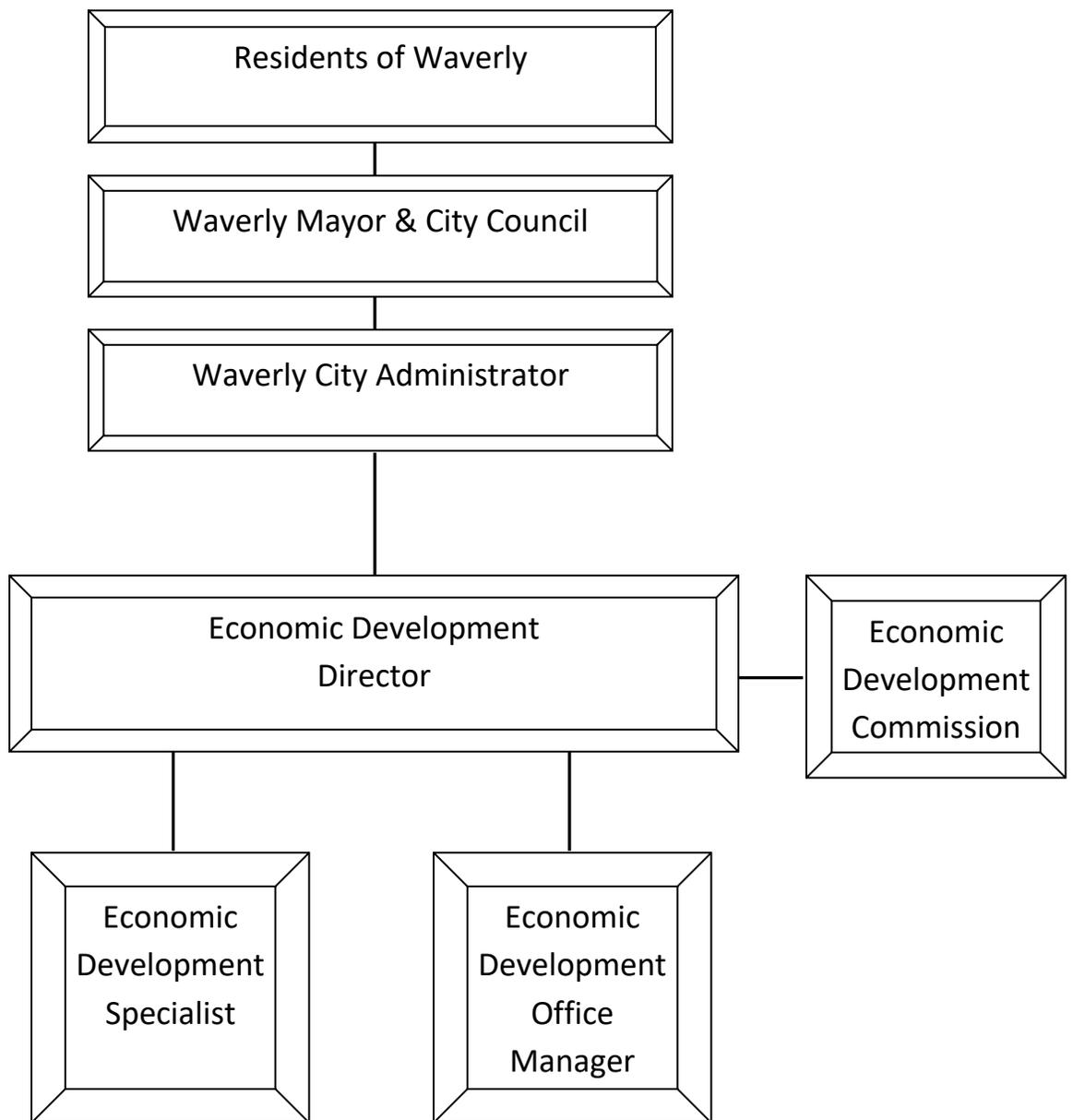
The Commission hosted a presentation by Bill Withers on Unique Value Propositions.

The Commission discussed and weighed in on the lane configuration of Bremer Avenue once the project is complete.

**City of Waverly  
Economic Development**

**Mission Statement and  
Organizational Chart**

Waverly Economic Development seeks to develop and sustain a diverse and vital local economy by supporting activities that lead to business retention, job creation and capital investment in Waverly, Bremer County and the surrounding communities.



## New Businesses/Business Expansions

Company	Description	Jobs Created	Capital Investment	Local Incentives
Discoveries Learning Center	New Child Care Center & Preschool	8	\$270,000	No
CMI Roadbuilding, Inc.	Job Growth	26		No
<b>Total</b>		<b>34</b>	<b>\$270,000</b>	

## Waverly Area Development Fund Loan Applications

Business Description	Date	Amount	Approved?
Business & Building Purchase (Denver)	September 2017	\$32,000	Yes
<b>Total</b>		<b>\$32,000</b>	

## New Commercial Development (\$100,000+)

Company	Description	Valuation	Incentives?
Omni Development	New Medical Clinic	\$ 500,000	No
Omni Development	New Retail Building	\$ 500,000	No
Northeast Storage LLC	New Storage Building – 10 units	\$ 125,000	No
<b>Total</b>		<b>\$ 1,125,000</b>	

## Commercial Property Investment (\$100,000+)

Company	Description	Valuation	Incentives?
Redeemer Lutheran Church	Remodel & Addition	\$ 497,000	No
CUNA Mutual	Installation of Solar Array	\$ 601,700	No
Bradford Companies	Remodel & Addition	\$ 516,000	No
W-SR Booster Club	Construction of Performance	\$ 825,000	No

	Enhancement Center		
Meyer Pharmacy	Construction of Storage Facility	\$ 180,000	No
W-SR Schools	Commons Renovation	\$ 967,400	No
<b>Total</b>		<b>\$ 3,587,100</b>	

### New Business Leads

Business Sector	Origin of Lead	Acres (Site) Or SF (Building) Needed	Proposal Submitted ?	Site Visit?	Status
Manufacturing	State	30 acres	No	No	Did not have site that met criteria
Manufacturing	State	20 acres	No	No	Did not have site that met criteria
Warehouse	Regional	100,000 sf	No	No	Did not have building that met criteria
Warehouse/ Fabrication	Regional	15,000 sf	No	No	Did not have building that met criteria
Warehouse	Regional	150,000 sf	No	No	Did not have building that met criteria
Warehouse/ Manufacturing	Regional	12,000 – 18,000 sf	No	No	Did not have building that met criteria

### Residential New Construction

Housing Type	# of Housing Units	Valuation
Single Family	10	\$ 3,006,120
Duplex	2	\$ 420,000
Multi-Family	44	\$ 4,750,000
<b>Total</b>	<b>56</b>	<b>\$ 8,176,120</b>

## Business Visits

Business Visited	Contact Person	Participants	Date
Nestle	J. Daun/K. Martin	Tolan/Werger/Bronner	12/05/2017
Midwest Mold Builders	J. Sands	Tolan	04/18/2018
Rada Manufacturing	G. Nelson/P. Jones	Tolan	06/27/2018
CUNA Mutual Group	J. Denholm/S. Sallis	Tolan	07/02/2018
TDS Automation	J. Flot	Tolan	07/09/2018
United Equipment Accessories	M. Hanawalt	Tolan	07/10/2018
GMT Corporation	D. Knights	Tolan	07/10/2018
Schumacher Elevator	M. Schumacher	Tolan	07/16/2018
Life Line Emergency Vehicles	J. Mehmen	Tolan	07/30/2018
Midwest Mold Builders	J. Sands	Tolan	08/02/2018
G and R Publishing	T. Scott	Tolan	08/14/2018

\* Time period of Sept. 2017 – Sept. 2018 to align with State's "BEST of Iowa" program

## Community Engagement

Presented to W-SR High School Business Economics Class
Assisted W-SR Middle School Classes with Judging of Business Plan Presentations
Attended CUNA Mutual Solar Panel Ribbon Cutting

## Professional Development & Engagement

CIRAS Manufacturing Needs Forum	Tolan
SMART Conference	Tolan
Governor's Future Ready Iowa Summit	Tolan
Cedar Valley Advanced Manufacturing Conference	Tolan
PDI Conference	Tolan
GCVAC Focus Group	Tolan
GCVAC Comprehensive Brand Alignment Survey	Tolan
Project LEAD	Yoder

Waverly Area Employer Numbers				
Waverly Area Employer	Type of Business	Total		
		Number of Employees	Full-Time Equivalents	
CUNA Mutual Group	Insurance & Financial Services	550	540	
Wartburg College	Higher Education	500	320	
Waverly Health Center	Hospital/Health Care	484	381	
Waverly-Shell Rock Schools	Public Education	404	365.84	
GMT Corporation	Manufacturing	276	272	
Bartels Lutheran Retirement Community	Long-Term Health Care	239	152	
Walmart	Retail	225	179	
Nestle, USA	Food Products Manufacturing	210	210	
Bremer County	Government	189	167	
Life Line Emergency Vehicles	Ambulance Manufacturer	178	178	
United Equipment Accessories, Inc.	Manufacturing	127	121	
Lutheran Services in Iowa, Inc. - Bremwo	Social Services	114	114	
Schumacher Elevator	Elevator Manufacturer/Installer	102	87	
Terex - Global Business Services	Accounting & Finance	100	100	
Winnebago	Manufacturing	92	90	
Rada Manufacturing	Cultery Manufacturer	92	88.35	
TDS Automation, Inc.	Machining	87	87	
City of Waverly	Government	82	73.625	
Northern Iowa Therapy, PC	Healthcare	75	60.75	
Larrabee Center/Trinkets & Togs	Non-Profit Residential Care	73	41.57	
Network Control	Telecommunications Management	65	65	
Peoples Insurance Agency, LTD	Insurance	61	61	
Kay Park Recreation	Manufacturing	60	57.5	
First Insurance Services/Accel Group	Insurance & Financial Services	39	39	
Waverly Child Care and Preschool	Child Care	39	30	
St. Paul's Lutheran Church & School	Education	38	30.5	
AgVantage FS, Inc	Agriculture	35	35	
North East Machine & Tool	Machining	33	33	
Waverly Utilities	Public Utility	32	32	
State Bank	Banking	27	27	
Rohlf Memorial Clinic, Unity Point Family Medical	Healthcare	25	25	
ColorFX	Commercial Printing	25	25	
North Star Community Services	Rehabilitative Services	25	23	
P&K Midwest	Farm Equipment Supplier	24	24	
Richway Industries	Manufacturing	24	22.325	
Covenant Clinic	Healthcare	22	19.1	
Rubber Development, Inc.	Rubber Products Manufacturing	21	20	
Midwest Mold Builders	Manufacturing	15	13	
Advantage Administrators	Business & Financial Services	15	11.25	
Carmi Flavors & Fragrance Co., Inc.	Food Products	12	12	
G & R Publishing Co.	Book Publisher	12	12	
Titan Machinery	Farm Equipment Supplier	11	11	
Croell Redi-Mix	Concrete Products	11	11	
Veridian Credit Union	Banking	11	9.975	
Deike Implement	Farm Equipment Supplier	10	10	
Fastenal	Manufacturing Supplier	7	4.5	
Security State Bank	Banking	5	5	
Farmer's State Bank	Banking	5	5	

Source: Survey September 2018

## **Economic Development Goals and Objectives for FY 2018 – 2019**

### 1) Business Retention & Expansion

- Continue to conduct visits with major employers to build relationships and identify potential expansion opportunities, challenges and threats. Utilize information obtained to support the needs of our businesses individually and collectively. Conduct 10 visits/year. Visit top employers at least every 2 years.

### 2) Business Attraction

- Continue to work collaboratively with the CVRP to market the region according to a well- defined and targeted marketing plan. Take a leadership role in CVRP initiatives as appropriate.
- Continue to keep the Waverly Economic Development website current and relevant and utilize the site to market Waverly as a location for business success.
- Utilize LOIS (Location One Information System) to market buildings and sites.
- Respond to local, regional and state prospects in a timely, efficient, and professional manner.

### 3) Market Existing Buildings/Sites

- Utilize website, LOIS, newsletter and other targeted methods to assist brokers and sellers in marketing existing buildings and sites.

### 4) Provide Sites for New and Expanding Business and Industry.

- Validate list of already identified potential sites.
- Conduct professional analysis of preferred sites to ascertain cost estimates of site development.
- Develop land acquisition, financing, and implementation plan for development of site identified as best option.

### 5) Workforce Development.

- Continue participation in groups and initiatives supporting workforce development, including:
  - Collaborative efforts with manufacturers and education partners
  - HCC Sector Boards
  - Career Ready Bremer County
  - Regional Initiatives
- Continue to utilize the Waverly Job Site and CVRP Job Site to match job seekers with jobs.
- Continue to support the workforce initiatives outlined above in this document.

- 6) Housing Support.
  - Monitor available development lots, housing on the market and building permit information.
  - Use Waverly Housing Strategy to monitor and report progress semi-annually in each housing category identified in the strategy and act upon any areas needing focus.
  - Evaluate and bring forward to City Council proposals for housing projects that require community funding support.
- 7) Collaboration with our local and regional economic development partners to promote business retention, job creation and capital investment in the Cedar Valley, Bremer County and Waverly.
- 8) Optimizing the value of the Economic Development Commission in providing valuable insight and support regarding the economic growth and development of Waverly.