



Annual Report 2016-2017

Executive Summary

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

1. Continue our efforts in the recruitment and development of new business and industry in the Waverly area.

We continue to participate in the Cedar Valley Regional Partnership to market the region for new investment. This year Connie took a leadership role in the CVRP's efforts to create a new logo, design and launch a new website, create a regional job board, and implement a quarterly e-newsletter sent to commercial realtors and site selection professionals as part of a newly-implemented digital marketing strategy.

Also as part of the CVRP marketing plan, we have traveled 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. In June 2017 the CVRP participated in the SelectUSA Investment Summit in Washington DC. This event was sponsored by the US Department of Commerce and brought together U.S. economic development organizations and over 1,000 international investors who are seeking to locate their business operations within the United States. The CVRP attended sessions and hosted a booth at the event.

Also through the CVRP, we have made contacts with companies in targeted industries who have future expansion plans in the Midwest.

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.

2. Focus efforts on the retention and expansion of existing business and industry in the Waverly area. Participate in Iowa BEST (Business Expansion & Strategic Trends) and BEST of Cedar Valley by conducting business visits and interviews with major employers in Waverly and Bremer County and utilizing the Synchronist system to capture BR&E data.

Bartels Lutheran Retirement Community embarked on an expansion project of a 20 unit Assisted Living Memory Care unit named Aspen Cottage. This expansion will result in the creation of up to 10 new jobs.

In July 2016 Terex abruptly closed their crane manufacturing plant in Waverly. Our office responded to that situation on a number of levels, from assisting impacted workers in finding new job opportunities, to helping to organize a hiring event, to hosting employee information meetings with IWD, to providing our assistance in marketing of the facility.

CMI Roadbuilding Inc. purchased the building in December 2016 and we are providing support to them in various ways as they work to get the plant operational. An added bonus to the CMI purchase is that Waverly was able to retain the Global Business Services division of Terex which provides 100 jobs in the accounting and finance field.

The Bremer Avenue Reconstruction Project impacted a number of businesses during the 2017 construction season and will continue through 2018.

We continue to participate in Iowa BEST and BEST of Cedar Valley 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.

3. Identify and pursue opportunities for the creation of business and industrial sites to attract new businesses and accommodate existing business expansions in Waverly.

With Waverly's industrial and business parks at capacity, we continue to explore opportunities for new business and industrial sites for the attraction of new businesses and industries and the expansion of existing businesses and industry. We have identified several potential development sites and in the

coming year will take action steps toward exploring solutions to the financial and infrastructure challenges to developing those sites for new businesses and industry.

4. Market the Waverly area as a place for new industry, manufacturing, technology, education and a place to grow and live. Promote and market existing buildings and sites by utilizing the Economic Development webpage and Location One Information System (LOIS) data base.

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.

5. Continue and expand our efforts to promote jobs in the area through the use of our job search webpage.

In March we partnered with the Cedar Valley Regional Partnership to expand our job site to have a regional reach. Jobs from all 6 CVRP counties are now posted, with the ability for job seekers to search by county. This benefits Waverly area employers by having their job postings accessible to job seekers in all 6 counties. We continue to receive positive feedback on the value of the site to employers and job seekers.

Other workforce initiatives included participation in the Waverly Area Education Roundtable as well as serving on the Leadership Team for Career Ready Bremer County, an initiative funded by Iowa College Aid which addresses workforce needs by removing barriers that will result in increased educational attainment in Iowa communities.

6. Collaborate 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)
- Waverly Area Education Roundtable (Tolan)
- Member of the Cedar Valley Manufacturers Network (Tolan, Werger)
- Partner with Waverly-Shell Rock Schools by presenting on economic development topics and participating in class projects related to entrepreneurship (Tolan, Werger)
- Member of the Professional Developers of Iowa (Tolan)

7. Work to stimulate growth and development in the areas of housing, retail business, service providers and recreational opportunities to enhance our quality of life in Waverly.

Housing development has remained strong, for single family homes as well as duplex and multi-family units with a total of 57 housing units created in this fiscal year. We continue to monitor housing starts, as well as available lot inventory, and report to the Economic Development Commission on any areas needing focus.

Commercial development included a new commercial/retail space developed by Matt Pollastrini as well as Bob Denny's conversion of an existing building into a strip mall development. Kwik Star completed an addition and remodel of their East Bremer location and CUNA Mutual and Burger King also completed significant remodel projects.

8. Continue to optimize 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 develop a Housing Strategy which was presented to City Council.

The Commission helped staff to develop an updated Incentives Strategy which was adopted by City Council on February 6, 2017.

The Commission reviewed development agreements for the following projects:

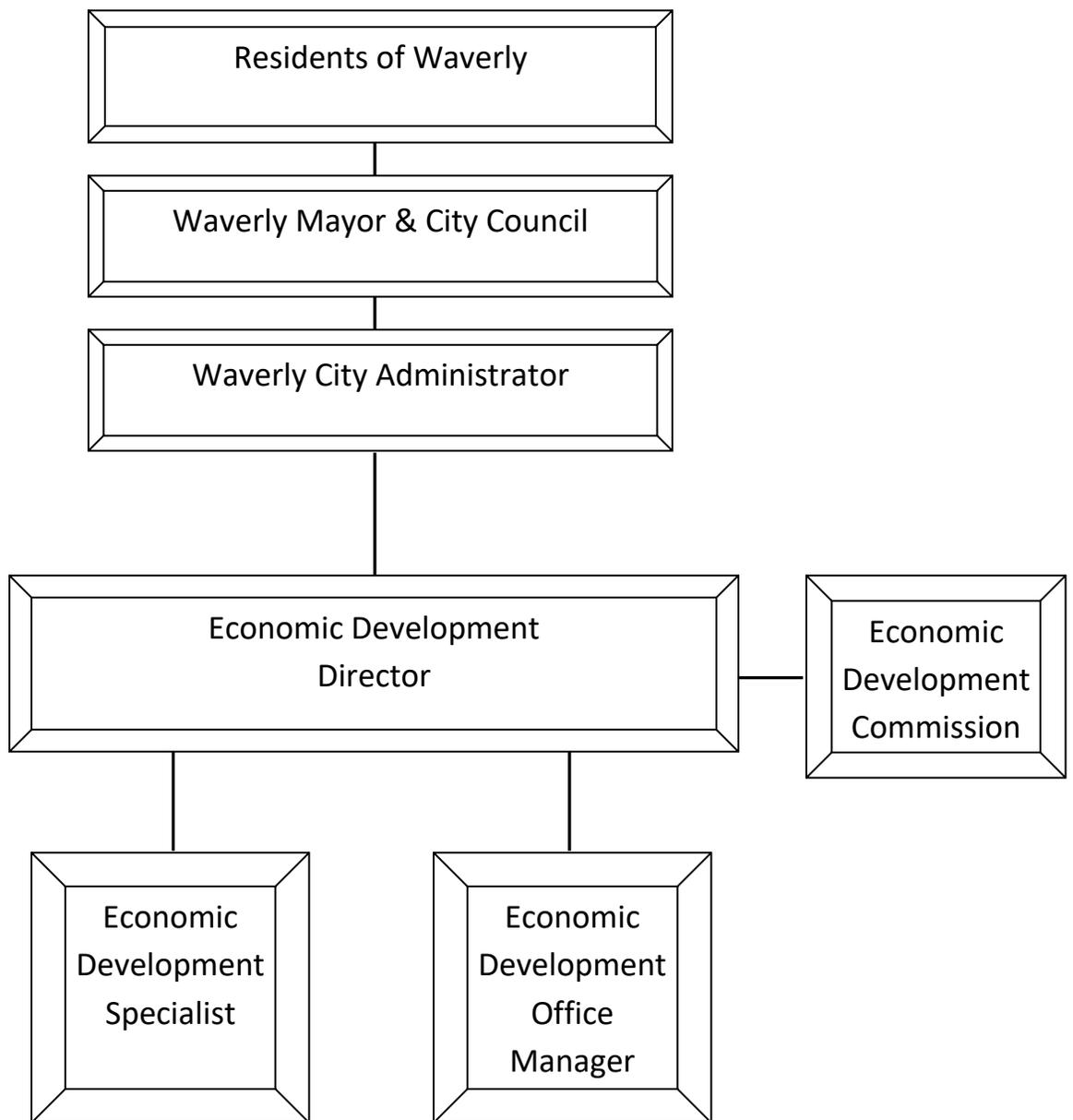
- The former Lutheran Mutual Aid Society building
- The former Terex plant
- The former Red Fox Inn

The Commission held a joint meeting with the City Council in July 2016 and worked through a SWOT Analysis exercise. The Commission also gave an update to City Council in April 2017.

**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 ?
CMI Roadbuilding	Purchased former Terex crane manufacturing facility	9*	\$3,000,000	No
Bartels Lutheran Retirement Community	Construction of Assisted Living Memory Care unit	10	\$2,770,558	No
Total		19	\$5,770,558	

* Jobs created to date.

Waverly Area Development Fund Loan Applications

Business Description	Date	Amount	Approved?
Commercial Building Improvements (Waverly)	December 2016	\$25,000	Yes
Commercial Building Improvements (Waverly)	April 2017	\$20,000	Yes
Business Start-Up (Waverly)	June 2017	\$75,000	Yes
Total		\$120,000	

New Commercial Development (\$100,000+)

Company	Description	Valuation	Incentives?
Denny's Retail Center	New Commercial/Retail	\$ 152,020	No
Matt Pollastrini	New Commercial/Retail	\$ 358,000	No
Total		\$ 510,020	

Commercial Property Investment (\$100,000+)

Company	Description	Valuation	Incentives?
CUNA Mutual	Remodel	\$ 125,000	No
Burger King	Remodel	\$ 296,000	No
Kwik Trip, Inc.	Addition & Remodel	\$ 500,000	No
Total		\$ 921,000	

New Business Leads

Business Sector	Origin of Lead	Acres (Site) Or SF (Building) Needed	Proposal Submitted ?	Site Visit?	Status
Light Industrial Manufacturing	State	40,000 sf on 6-10 acres	No	No	Did not have building that met criteria
Manufacturing	State	15 acres	No	No	Did not have site that met criteria
Manufacturing	State	20-30 acres with rail	No	No	Did not have site that met criteria
Total Potential Investment					Data not available
Total Potential Job Creation					116 jobs

Residential New Construction

Housing Type	# of Housing Units	Valuation
Single Family	27	\$ 6,970,222
Duplex	6	\$ 1,112,000
Multi-Family	24	\$ 5,364,201
Total	57	\$ 13,446,423

Business Visits

Business Visited	Contact Person	Participants	Date
Terex Global Business Services	Jeff Jensen	Werger, Tolan	7/28/16
Terex	Jeff Lee	Werger, Tolan	8/5/16
Winnebago Industries	Brad Kuntz	Werger	8/11/16
United Equipment Accessories	Mark Hanawalt	Tolan	6/16/17
CUNA Mutual Group	Jim Denholm	Tolan	7/10/17
TDS Automation	Troy Miller	Tolan	7/11/17
GMT Corporation	Darcy Knights	Tolan	7/12/17
Rada Manufacturing	Phil Jones	Tolan	8/01/17
Schumacher Elevator	Marvin Schumacher	Tolan	8/01/17
LifeLine Emergency Vehicles	Connie Leicher	Tolan	8/24/17
G & R Publishing Company	Tom Scott	Tolan	8/24/17
Midwest Mold Builders	Joe Sands	Tolan	8/25/17

* Time period of July 2016 – August 2017 to align with State's "BEST of Iowa" program

Community Engagement

Participated in Iowa Rural Development Summit
Presented to Cedar Valley Leadership Institute
Attended Cedar Valley Manufacturing Conference at HCC
Presented to W-SR High School Economics Class
Assisted W-SR Middle School Classes with Judging of Business Plan Presentations

Visits from State and Federal Officials

Date	Visitor	Purpose of Visit
February 2017	Charles Grassley, U.S. Senator	Tour of Rada Manufacturing
April 2017	Joni Ernst, U.S. Senator	Tour of CUNA Mutual

Waverly Area Employer Numbers				
Waverly Area Employer	Type of Business	Total Number of Employees	Full-Time Equivalents	
CUNA Mutual Life Ins. Co.	Insurance & Financial Services	541	525	
Wartburg College	Higher Education	535	435	
Waverly Health Center	Hospital/Health Care	466	371	
Wavely-Shell Rock Schools	Public Education	404	330.23	
Nestle, USA	Food Products Manufacturing	275	275	
Walmart	Retail	234	192	
Bartels Lutheran Retirement Community	Long-Term Health Care	229	166.22	
GMT Corporation	Manufacturing	192	191.5	
Bremer County	Government	185	170	
Life Line Emergency Vehicles	Ambulance Manufacturer	179	179	
Lutheran Services in Iowa, Inc. - Bremwood	Social Services	134	115	
TDS Automation, Inc.	Machining	128	126	
City of Waverly	Government	122	95	
Schumacher Elevator	Elevator Manufacturer/Installer	105	92	
Terex - Global Business Services	Accounting & Finance	100	100	
United Equipment Accessories, Inc.	Manufacturing	95	95	
Rada Manufacturing	Cultery Manufacturer	89	87.86	
Larrabee Center/Trinkets & Togs	Non-Profit Residential Care	86	58.25	
Winnebago	Manufacturing	82	82	
Peoples Insurance Agency, LTD	Insurance	79	78.40	
Northern Iowa Therapy, PC	Healthcare	73	59	
Network Control	Telecommunications Management	61	61	
Kay Park Recreation	Manufacturing	57	56.50	
St. Paul's Lutheran Church & School	Education	40	34	
ColorFX	Commercial Printing	39	36.75	
First Insurance Services/Accel Group	Insurance & Financial Services	39	37.5	
AgVantage FS, Inc	Agriculture	35	35	
Waverly Child Care and Preschool	Child Care	35	20	
Waverly Utilities	Public Utility	35	35	
North East Machine & Tool	Machining	33	33	
State Bank	Banking	32	29.65	
Richway Industries	Manufacturing	31	25	
Rohlf Memorial Clinic, Unity Point Family Medical	Healthcare	28	28	
North Star Community Services	Rehabilitative Services	26	23.5	
P&K Midwest	Farm Equipment Supplier	24	24	
Carmi Flavors & Fragrance Co., Inc.	Food Products	20	19.38	
Covenant Clinic	Healthcare	20	20.8	
Rubber Development, Inc.	Rubber Products Manufacturing	20	19	
Midwest Mold Builders	Manufacturing	16	14.75	
Titan Machinery	Farm Equipment Supplier	14	14	
Croell Redi-Mix	Concrete Products	12	12	
Veridian Credit Union	Banking	11	9.75	
Advantage Administrators	Business & Financial Services	10	10	
Deike Implement	Farm Equipment Supplier	10	10	
Fastenal	Manufacturing Supplier	7	4.50	
Security State Bank	Banking	7	6.63	
Farmer's State Bank	Banking	5	5	

Source: Phone Survey December 2016

Economic Development Goals and Objectives for FY 2017 – 2018

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 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

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 Entrepreneurial 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.

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.

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