

# GREATER TOGETHER

2015 | 2016 ANNUAL REPORT



GREATER  
**CEDAR VALLEY**  
ALLIANCE & CHAMBER  
BE PART OF SOMETHING GREATER  
THE CEDAR VALLEY OF IOWA

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## A LETTER FROM THE CEO

Dear Investor:

My colleagues of the Greater Cedar Valley Alliance & Chamber board, professional team, and I are pleased to present the results of our work during our fiscal year 2016. This document is designed to inform you, your investors and stakeholders, of the breadth and impact of the work we do in and for the Cedar Valley economic area.

**As in your business, our people drive our success.**

In our volunteer leadership ranks, we were led by Dave Braton, publisher of The Courier. Bringing a sales management background, Dave brought a deep, intimate knowledge of the economic standing of our businesses. Lee Enterprises plucked him from the Cedar Valley to manage a much broader portfolio of properties. Our Vice Chair, Sue Armbricht, president of MidWestOne's Cedar Valley presence, quickly assumed the role of chair.

We expanded our Young Professional voices on the board, and continue to strive to be more inclusive.

The focus on Talent and Workforce continues, with events to recruit new people to the Cedar Valley through the #LiveTheValley initiative, and match talented people to new opportunities through #WorkTheValley. We continued working with partner organizations to ensure that those who are out of work due to layoffs have quick access to information about new career training and job openings. Expansions continued to be the bulk of our projects in Economic Development which is a very good thing.

Your Government Relations Committee worked hard to ensure we had success in the legislature and achieve our policy objectives. You'll enjoy reading about our success for manufacturers, educators and more.

The Gigabit Valley message made a lot of progress this year, as we teamed up with CFU and others to promote the amazing strength of broadband capabilities in Cedar Falls specifically, as well as the Cedar Valley broadly.

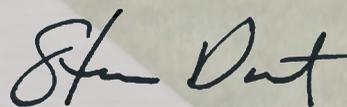
TechWorks Campus took a huge step forward this year with the sale of the Tech 2 building and site for development of a new hotel, restaurant, and the John Deere Training Center. In the Tech 1 building, UNI continues to expand the scope of the Additive Manufacturing (3D) Center, and the new Design Lab, a collaboration of UNI and Hawkeye Community College opened for students.

Leader Valley launched its Create Great Campaign, seeking the resources needed to finish its aggressive implementation goals, while working hard to complete that implementation. We gained another team member, Teri Trask, formerly Principal of Orange Elementary to assist Leader Valley Director Dr. Melissa Reade in implementation of schools and leadership programs.

Your staff team has continued to work hard to make sure the programming and events that we put forth make a difference for you and the entire Cedar Valley.

Thank you for making the Cedar Valley a place where capital in all its forms – financial, talent, leadership, infrastructure and more – is welcome and well treated.

Sincerely,





**MISSION**

**TO INCREASE  
ECONOMIC  
VITALITY  
AND WEALTH  
BY LEADING  
COLLABORATIVE  
ECONOMIC AND  
COMMUNITY  
DEVELOPMENT.**

## STRATEGIC GOALS

Become the **connector between work force needs, talent development, recruitment and retention** for current and future growth of the Greater Cedar Valley economy.

Develop and strengthen an **innovative entrepreneurial, advanced manufacturing and technology based economy**.

Be the **catalyst and focal point for effective regional action** on economic and community issues of importance to Greater Cedar Valley businesses and institutions.

**Increase the combined effectiveness and impact** of Alliance organizations through collaboration.

## Economic Development

# EMERGING TECHNOLOGY CLUSTER

One digital entertainment company in the Cedar Valley is an anomaly. Two, a trend. The Cedar Valley now has three! Add these to the impressive list of software, web tool and app development companies, positions the Cedar Valley as an emerging Technology Cluster.

**Company #1** is a homegrown startup success story. Phantom EFX started creating casino card games for personal computers in the Cedar Valley in 1998. It was later purchased by Scientific Games in 2012. In 2016, the Greater Cedar Valley Alliance & Chamber provided assistance to Scientific Games on a \$49.5 million capital investment in research and development operations here in the Cedar Valley. The Alliance & Chamber identified appropriate resources and tools available through the City of Cedar Falls and State of Iowa, and monitored the project throughout the process. The new R&D division will create 31 new high skilled software development jobs.

**Company #2 & #3** are California based technology companies opening offices in the Cedar Valley.

Cinematiq, a digital film processor, and game developer Jam City (formerly Social Gaming Network) have joined the Mill Race Co-working space bringing with them more high skilled software development jobs and strengthening the momentum in the startup and technology cluster.

What attracted these companies to the Cedar Valley? The right elements at just the right time.

Affordable gigabit broadband and the rapid development of the Mill Race Co-working space has ignited the entrepreneurial ecosystem and created a solid innovation and technology environment that is attracting attention from these and other from Silicon Valley companies.

In addition to economic development services, we provide support to growing companies and startups through

various events and programs. Such events include: Start-up Weekend, Bar Camp, One Million Cups, Dream Big Grow Here, and TechBrew.

### And it has paid off.

Last fall, the Alliance & Chamber helped the Mill Race project get off the ground creating a 'front door' to the startup community. We helped secure a lease on a property and gigabit broadband connection in just one day.



During Fiscal Year 2016, our Economic Development team delivered 34 new project opportunities at an average capital investment value of \$25.8M per project for the Cedar Valley, far surpassing the annual goal of 20 opportunities with an average of \$5M per project. This year also brought us a project valued at over \$1 Billion in capital investment, clearly showing the market for new, major projects is growing again. (Project opportunities are defined as a new business or business location considering the Cedar Valley, as well as the potential expansion of existing businesses.)



## THE CORE OF OUR WORK

We support the growth and sustainability of our existing businesses, as well as recruit new businesses to the region—resulting in increased wealth for everyone.

## 6 COMPLETED PROJECTS

THE GREEN@TECHWORKS, JERALD SULKY, HYDRITE CHEMICAL, SCIENTIFIC GAMING, CINEMATIQ, JAM CITY



**\$115.15M**  
NEW CAPITAL  
INVESTMENT



**52**  
CREATED &  
RETAINED JOBS



**20,000**  
SQ. FT. NEW  
CONSTRUCTION



Cedar Valley businesses need the most capable and highly-skilled employees possible to continue growing and to compete globally. Talent supply, matching knowledge and skill requirements play a significant role in the growth of any company.

The Alliance & Chamber executes events designed to strengthen and increase the talent pool including young professional networking events, educating interns about the community, increasing utilization of the existing workforce through Diversity & Inclusion education and best practices, and leadership development opportunities such as Leadercast and the Cedar Valley Leadership Institute.



**24**  
TALENT  
EVENTS



**1,743**  
PEOPLE  
ATTENDED



**362**  
BUSINESSES  
PARTICIPATED

## Workforce & Talent

# RESOURCES TO HELP BUSINESSES ATTRACT AND RETAIN TALENT

The Alliance & Chamber has developed three on-line resources to help you recruit and retain the employees your business needs.

### LiveTheValley.com

LivetheValley.com features information important to people considering relocation to the Cedar Valley including: the cost of living, housing market, community profiles, entertainment & recreation, and education. The site also features video testimonials and helpful links to community resources. *We encourage you to link LivetheValley.com to your company website and include it in your talent recruiting materials.*

### Live the Valley Facebook Page

Live the Valley's Facebook page connects unique Cedar Valley quality of life attributes with career opportunities. The page features weekly promotion of job openings on WorktheValley.org. Personality profiles feature the hobbies, special interests, and careers of people living in the Cedar Valley. Using Facebook's robust targeted marketing, both job opportunities and profiles are promoted to areas of the country with a high concentration of Iowa natives and high unemployment. Posts are also targeted to users with similar career or special interests. Traffic and engagement with the page has dramatically increased using these promotion tools.

### Work the Valley Job Board

The Work the Valley job board receives approximately 1,500 views each month from candidates all over the country. Job postings are promoted to specific geographies, demographic and interest groups through social media. Approximately 70% of job board traffic is from the Cedar Valley, with 30% from targeted regions around the U.S. Posting open positions on WorkTheValley.org is an exclusive benefit free to Alliance & Chamber investors.

**4,665**  
WEBSITE SESSIONS



**374,160**  
FACEBOOK IMPRESSIONS

**4%**  
ENGAGEMENT RATE



**15,530**  
JOB BOARD VISITORS

**205%**  
INCREASE IN JOB BOARD VISITS SINCE FY15



# Leader Valley

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Leader Valley is the Alliance & Chamber's business and education collaboration platform to prepare our PreK-12 students with skills that are important to economic and community success. The cornerstone of Leader Valley is the Leader in Me® initiative. The Cedar Valley is the only place in the world that is seeking a regional multi-district and multi-school approach to implementation.

## 2016 MILESTONES

### **Hoover Middle School Achieves Lighthouse Milestone.**

In May, Leader Valley announced Hoover Middle School had attained the designation of Lighthouse School, an honor awarded by FranklinCovey for schools who demonstrate a superior level of implementation with Leader in Me®. Hoover is only the fifth Lighthouse middle school in the world to achieve such a designation. Hoover is one of only 232 schools to achieve the Lighthouse Milestone out of the 2,580 Leader in Me® schools around the world. Notably, Hoover is only the second Cedar Valley school to receive the designation, following Waterloo's Orange Elementary designation in 2015. Hoover & Orange were among the first Cedar Valley schools implementing the Leader in Me® through the Greater Cedar Valley Alliance & Chamber's Leader Valley initiative.

### **Leader Valley Staff Certified as FranklinCovey Facilitators.**

Leader Valley staff has received extensive training and certification from FranklinCovey in workshop facilitation, which will allow Leader Valley staff to lead and facilitate nearly all content delivered to area Leader in Me® schools as part of their training and implementation. As certified FranklinCovey facilitators, Leader Valley staff are now equipped to deliver training and assistance, previously delivered by FranklinCovey.

The other area of growth for Leader Valley is the opportunity for staff to become certified coaches. Coaching is an integral part of the school transformation process. As certified FranklinCovey coaches, Leader Valley staff will work closely

to support building leaders to achieve their school culture goals with executive-style coaching. Certification is slated for July 2017, but pre-work, on-site coaching and mentoring have begun.

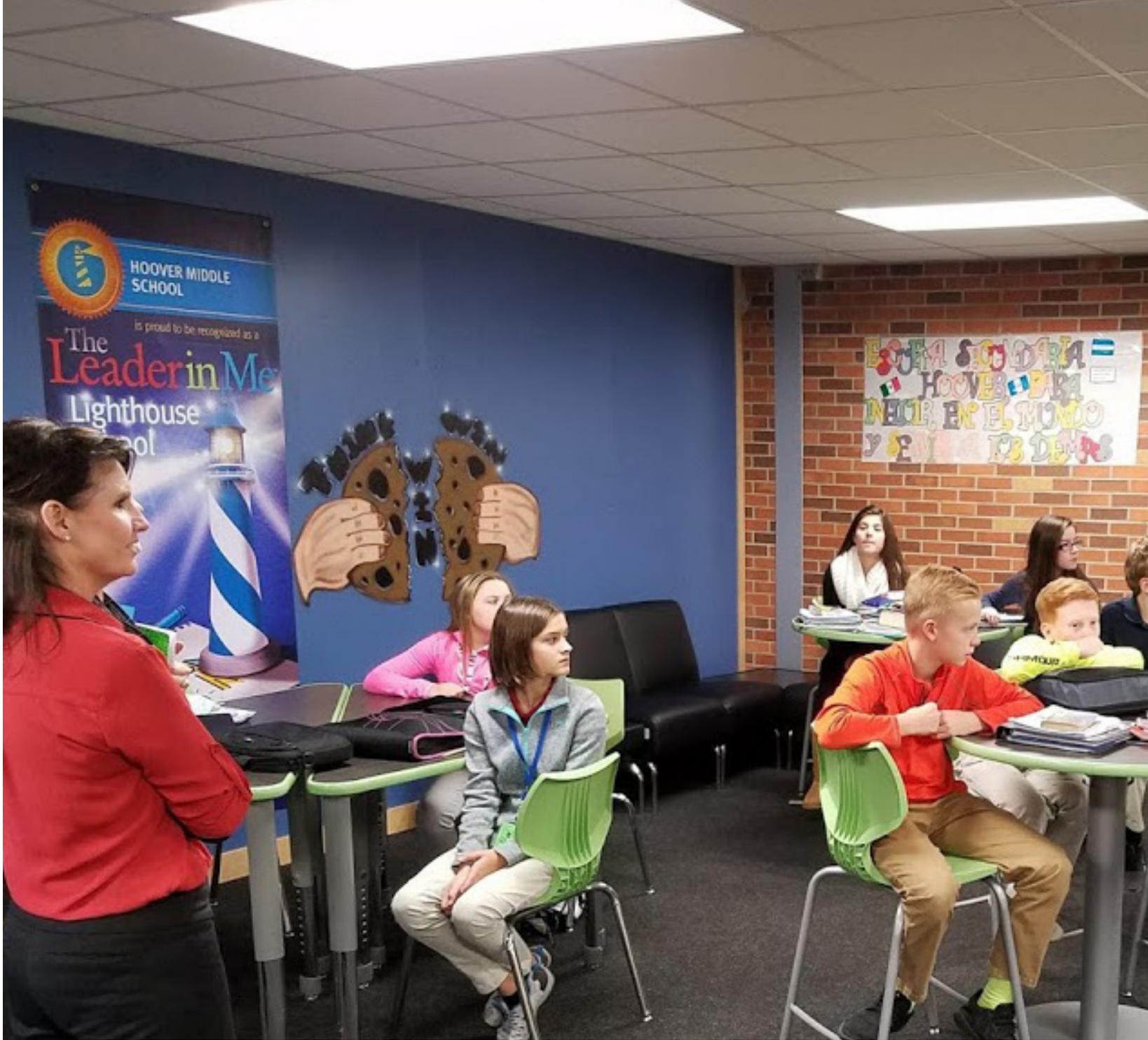
The relationship between the Leader Valley and Franklin Covey is unique. This opportunity to expand capacity has evolved because of the commitment the Greater Cedar Valley Alliance & Chamber, regional partners and the community have shown in support of Leader in Me®.

### **Teri Trask Joins Leader Valley Staff.**

Another significant milestone for Leader Valley was the addition of a new key position filled by Teri Trask. Trask, a former Waterloo School Principal, is a trail blazer in fostering a leadership culture, having led Orange Elementary to Covey's elite Lighthouse status. In her role as Facilitator and Coach, Trask will support Leader in Me® schools across the Cedar Valley. Her role will center on facilitating trainings, innovative programming, coaching, and ensuring maximum impact with students and within school cultures.

### **Expo Alternative High School.**

Expo Alternative High School is leading the way as our first leadership high school in the Cedar Valley and in the state of Iowa. A primary focus of the high school level is integration of leadership development into real-world opportunities.



**73**  
LEADER VALLEY  
EVENTS



**21/34**  
LEADER IN ME®  
SCHOOLS IN THE  
CEDAR VALLEY



HOOPER  
MIDDLE  
SCHOOL IS  
ONE OF FIVE  
LIGHTHOUSE  
MIDDLE  
SCHOOLS IN  
THE WORLD



**8,677**  
STUDENTS  
IMPACTED



**1** NEW LIGHTHOUSE  
SCHOOL

# TechWorks Campus

## THE GREEN @ TECHWORKS IS LAUNCHED



### Sale of the Tech 2 Building and Start of Hotel Construction.

Tech 2, an 88-year-old former John Deere tractor manufacturing building, is the starting point of the Green@TechWorks re-development project. The 180,000 square foot, six-story building will house a 191-room Courtyard by Marriott hotel; third-party restaurant; John Deere Regional Training Center and conference center. The Green is a principal feature of the overall \$74M TechWorks Campus river-front re-development.

Since The Green@TechWorks project was announced in 2012, the developer Financial District Properties (FDP) along with TechWorks has moved forward with steady determination, pursuing federal, state, and local re-development financing, and brokering agreements between the developer, the City of Waterloo, and others.

The sale and construction launch was celebrated on May 26, 2016. Governor Brandstad, Lieutenant Governor Reynolds, along with developer Financial District Properties, contractor Ryan Companies US, Inc., operator Hospitality Specialist Inc. and City of Waterloo leaders attended the launch ceremony for construction of the Courtyard by Marriott Hotel, John Deere Training Center and restaurant in the Tech 2 building.

### Marketing of designated retail development lots began in 2016.

A portion of the TechWorks Campus became the first designated Iowa Reinvestment District (IRD) in 2015. The District, established by The City of Waterloo will provide up to \$12M in new state hotel/motel and sales tax revenues generated within the district for capital projects. On the Campus, 6 outlots are available for retail development.

### The projected economic impact of the District is significant.

Up to 562 new permanent jobs will be created to accommodate the anticipated 275,000 annual visitors to the Campus. Visitors are expected to generate \$2.9M in annual food, retail and other sales generated on Campus or in the vicinity.

# 2016 MILESTONES

## AUG. 2015 New Website & Logo.

TechWorks announced the launch of a new website, [techworkscampus.com](http://techworkscampus.com) and a new logo. The new website resource was developed to provide greater visibility and information about the TechWorks Campus, its properties, projects, and partners. It is also a source for latest news and developments taking place on the Campus.

The new logo for the TechWorks Campus, reflects the advanced manufacturing focus of the Campus and its place in manufacturing history. "The logo is based on a carbide, a highly specialized, precision tool used in manufacturing," says TechWorks Facilities Manager Wes James who credits TechWorks Board Chair Tim Hurley with the concept. "Because each carbide has a unique geometry based on its application, it serves as a distinctive symbol of our mission to drive innovation and excellence in advanced manufacturing."

## FEB. 2016 Cedar Valley MakerSpace.

The third floor of Tech 1 became home to the Cedar Valley MakerSpace with equipment and resources to support the industrial innovation community. The MakerSpace has been working in collaboration with the other Maker opportunities throughout the Cedar Valley located in both the Cedar Falls and Waterloo Public Libraries. With a commitment to building one of the best equipped makers' spaces in the Midwest, the Makers have generated a great amount of publicity and foot traffic to the Campus.

## MAY 2016 The Green @ TechWorks Construction Launch.

## MAY 2016 UNI/Hawkeye Community College Design Center Collaboration.

TechWorks Campus welcomed the Design Center at the Iowa Advanced Manufacturing Network. The Additive Manufacturing and Design Center is the most technologically advanced 3D printing and design center in the region. This unique collaboration between the University of Northern Iowa and Hawkeye Community College provides college level students and industry professionals an introduction to advanced design methods that complement additive (3D) manufacturing. The Design Center is a training center for designers and engineers to learn and utilize additive manufacturing design and production techniques. An open house was held on June 30, followed by the Alliance & Chamber Business After Hours.

## JUN. 2016 Mediacom Business Delivers 10 Gig to Campus.

Mediacom Business announced the installation of a high-capacity broadband connection at the new University of Northern Iowa (UNI) Metal Casting Center on the TechWorks Campus. The high-capacity broadband connection is critical to power advanced manufacturing technology platforms.



# Regional Promotion

## BUSINESS ATTRACTION CAMPAIGN



Gigabit Valley is a business attraction campaign promoting the extensive broadband capacity in the Cedar Valley. Through this new digital marketing campaign, the Greater Cedar Valley Alliance & Chamber will focus on how access to high speed broadband gives businesses locating in the Cedar Valley a competitive advantage over other locations.

As one of the first true Gigabit Cities in the US, Cedar Falls is certainly central to the Gigabit Valley story. Just as impressive is the high number of smaller communities served with 100% fiber to the premise by local telecoms throughout the Cedar Valley through the Iowa Network Services fiber network. Waverly joins the list of 100% fiber to the premise communities with delivery of up to a gigabit this spring. Nearly 20 providers deliver fiber, coax, or wireless high speed broadband throughout the region.

Gigabit Valley represents one of the external marketing initiatives of the Alliance & Chamber's for business recruitment. We deliberately target select companies in North America and internationally. The following are the FY16 outcomes of our lead generation initiative for the Cedar Valley Region.

### PROJECT OPPORTUNITY FUNNEL



# Regional Advocacy & Government Relations

The Alliance & Chamber advocates on behalf of the Cedar Valley business community to support business growth and attractiveness. This can include quality of life issues, workforce, education, taxes and any other topic that impacts the strength of our businesses and institutions.

Our efforts funnel into a larger voice through our partnerships with statewide organizations such as the Iowa Association of Business & Industry (ABI), the Iowa Chamber Alliance (ICA), and the Professional Developers of Iowa (PDI).

**Over the past year, the Alliance & Chamber's efforts have supported the following changes in legislation, in addition to many others:**

- The BioChem tax credit was enacted, providing up to \$10 million annually in state tax credits for the renewable chemical industry.
- A Tax Coupling and Manufacturing Consumables bill was passed, saving manufacturers from paying sales tax on many supplies used in delivering their final products.
- Education funding at every level increased, including an increase for the University of Northern Iowa at a higher level than the other state-funded universities.
- Enhance Iowa, a program for funding community attractions that can become an important tool for workforce attraction and retention and improving quality of life in Iowa, was adopted.
- Our efforts, along with others, halted a bill that would have increased the complexity and decreased the flexibility of TIF as an economic development tool.



**20**  
**GOVERNMENT  
RELATIONS  
EVENTS**



**672**  
**PEOPLE  
ATTENDED**



**395**  
**BUSINESSES  
PARTICIPATED**

# Regional Collaboration

To amplify the impact and effectiveness of our efforts to increase economic vitality in the Cedar Valley, the Alliance & Chamber collaborates with over a dozen organizations throughout the Cedar Valley region that also focus, or have a direct impact, on economic and community development. Those organizations include Main Streets, city and county economic development organizations, city staff, tourism, organized business districts, and area Chambers of Commerce.

The Alliance & Chamber leads three succinct formal partnerships with those organizations, each with a distinct purpose:

- **Management Team** – includes managers or key role of organizations that touch economic development marketing. The purpose of this group is to share ideas and collaborate in strengthening and promoting the region.
- **Leadership Council** – consists of volunteer leaders with the purpose to talk operational collaborations, including policy and administration functions.
- **Cedar Valley Regional Marketing Partnership** – consists of regional economic development directors of Black Hawk, Bremer, Buchanan, Butler, Chickasaw, and Grundy counties. This group is focused on business and talent recruitment & retention throughout the region.

We continue to establish and strengthen relationships with our regional communities such as Evansdale, Independence, Reinbeck and Waverly - who are very strong partners. Over the past year we also forged a new partnership with the Hudson Chamber of Commerce, one of our first Chamber affiliates. There is tremendous value in building relationships with our regional communities and Chambers, and it strengthens our voice and regional message as the best place to start or expand a business and to work. Since communities within the Cedar Valley Region draw from the same pool of labor, resources, and consumables; we all benefit from the growth of any community in our economic region.

# YOUR INVESTMENT MAKES OUR WORK POSSIBLE.

We are committed to making sure you receive a good return on your investment by providing:

- Valuable information and education
- Networking and promotion opportunities
- Delivering new economic growth projects
- Offering business services and support
- Advocacy to strengthen the business environment
- Enhancing quality of life in the Cedar Valley

Our work to improve the business climate and support the economic growth of the Cedar Valley would not be possible without the time and talent given by hundreds of volunteers.

**Thank you!**

## Investors

**830** INVESTORS

**75** NEW INVESTORS



## Ribbon Cuttings

**82**

RIBBON CUTTINGS  
& GROUNDBREAKINGS

## Networking & Education Events

**15** EVENTS

**1,328** BUSINESSES  
PARTICIPATED

**2,382** PEOPLE ATTENDED

## 2016 Annual Award Winners

### HAROLD BROCK INNOVATION AWARD

HowFactory

### JOHN DEERE TREATING CAPITAL WELL AWARD

ConAgra Foods

### BUSINESS OF THE YEAR AWARDS

JSA Development, LLC

VGM Group

### FULFILLING THE VISION OF ONE AWARD

Jayne Hall

### LEGACY AWARD

Jim Mudd Sr. & Cecilia Mudd

### INCLUSION AWARDS

Manpower Group, Inc.

Waterloo Community Schools

### CEDAR VALLEY PARTNER AWARD

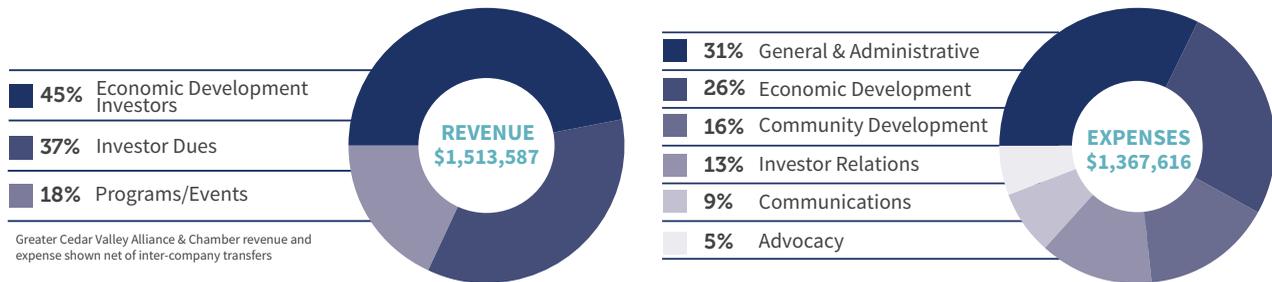
R.J. McElroy Trust



# Financial Status

## GREATER CEDAR VALLEY ALLIANCE & CHAMBER

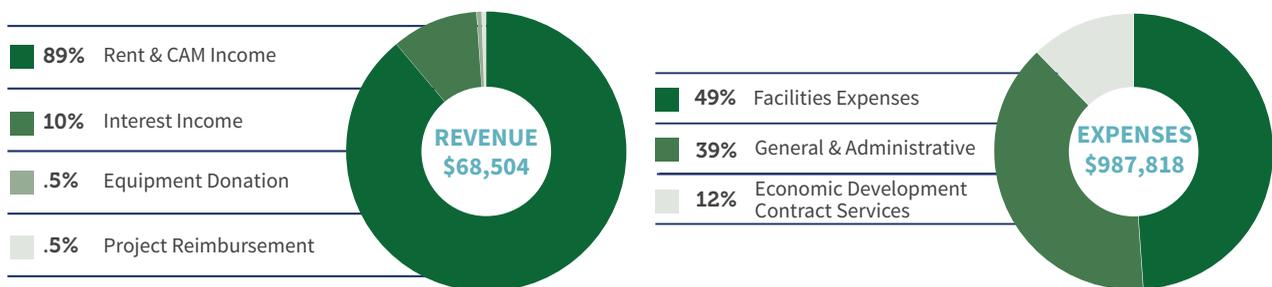
The Greater Cedar Valley Alliance & Chamber is a 501c(6) nonprofit corporation.\*



\*In compliance with our nonprofit status, we file IRS Form 990 for all organizations

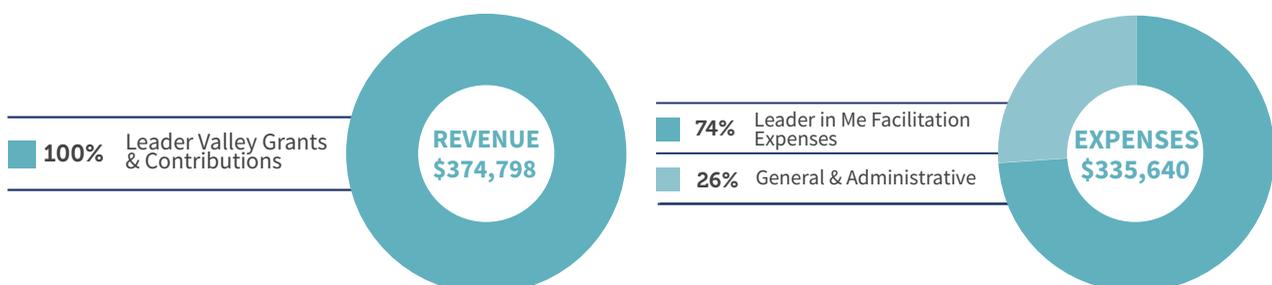
## TECHWORKS CAMPUS

TechWorks Campus is a 501c(3) nonprofit corporation.



## THE GREATER CEDAR VALLEY ALLIANCE FOUNDATION

The Greater Cedar Valley Alliance Foundation is a 501c(3) nonprofit corporation.





## STAFF

**STEVE DUST, CEcD**

President & CEO

**SUE BEACH**

Director of Investor Relations

**CARY DARRAH**

President of TechWorks Campus  
& Vice President of Community  
Development

**STEVE FIRMAN**

Director of Government Relations  
The Firman Project

**JASMYNE GREEN**

Communications Assistant

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Vice President of TechWorks  
Operations

**JOHANNA KNEEDLER**

Administrative Assistant

**DANNY LAUDICK**

Director of Talent Solutions

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Director of Leader Valley

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Business Manager

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Vice President of Economic  
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**SANDI SOMMERFELT**

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**BETTE WUBBENA**

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