Looking back, this was a year of dynamic changes in our community.

In the past 12 months, our region has experienced company acquisitions and received a big announcement from P&G about their plans to move part of their business to a new plant. As our nation’s economy continues its accelerated pace of change, ICAD has been working as an organization to learn how we can best serve our local economy. What we’ve learned is that the traditional models for economic development are no longer the most viable strategies. I’m proud to say that thanks to great board leadership and a committed team of professionals, ICAD has continued to shift to a more open economic development model where we recognize the value of leveraging our local assets and the importance of building collaborative networks in and outside of Iowa. We have become more engaged with our larger employers and the University of Iowa to help ensure that our community is playing its part in helping them succeed in the long term. Additionally, we continue to adapt our role in supporting a culture of innovation and an entrepreneurial support system that helps the next generation of employers to thrive.

Workforce continues to be our biggest challenge. Now more than ever this limitation is impeding our ability to attract companies and stifling plans for expansions. To solve this challenge, we must be asking the right questions: what can we do to improve our communities and companies so people with the skills we need choose to create a life here? And, how can we be more active as a business community in partnering with our educational systems to ensure that our young people are prepared to continue their journey in our region? This is our “Why.”

We thank our investors and partners for their continued support of the Iowa City Area Development Group. We will answer these questions together and look forward to engaging more stakeholders in this process. Change will keep coming at us, but we will be ready and we will be stronger.

Mark Nolte
President
Funding for ICAD’s work and programming comes from private and public investments, grants, event revenue, and in-kind support.

**TOTAL REVENUE**
$1,467,736

**TOTAL EXPENSES**
$1,382,159
1 Million Cups Iowa City

Based on the notion that entrepreneurs discover solutions and engage with their communities over a million cups of coffee, the Ewing Marion Kauffman Foundation developed 1 Million Cups in 2012—a free program designed to educate, engage and inspire entrepreneurs around the country. 1 Million Cups works with entrepreneurs, empowering them with the tools and resources to break down barriers that stand in the way of starting and growing their businesses. Every week, we feature two new ideas. After giving a six-minute pitch, entrepreneurs receive questions, feedback and connections from the audience.

49
1 Million Cups sessions

75
1 Million Cups presenters

MERGE

The MERGE Innovation Space is designed to create and cultivate a knowledge ecosystem for entrepreneurs and startups, offering vital resources and connections to successfully create, launch, and grow new companies in ICR Iowa.

15 private offices running at 85% occupancy since opening

545 events in 2018

Join us every Wednesday morning at 8:00am for coffee and conversation at Open Coffee and 9:00am for the 1 Million Cups presentations.
At the beginning of this year, we announced that the Iowa City Area Chamber of Commerce (Chamber) and the Iowa City Area Development Group (ICAD) would be exploring possibilities for greater alignment of missions, functions, and resources in order to best serve the current and future needs of our business community.

In the spring, we met with over 50 stakeholders to identify market needs, conducted an internal assessment of our operations, researched organizational models from around the country, and analyzed the pros and cons of different alignment scenarios.

We learned that our customers’ greatest needs and concerns are in the areas of workforce, education, affordable housing, transportation and maintaining the excellent quality of life we have here for them and their employees. We learned that there is no one perfect organizational model – it all depends on the needs and culture of your community and one should carefully assess the time it takes to implement organizational restructuring. We learned that while much of our back-office operations are similar and we have overlapping programming, we have some differing customer needs and functions that warrant dedicated attention.

Most importantly, what we heard from our customers and fellow chamber/economic development executives is that creating a long-term vision for the community to guide our growth is the most important thing we could do. It should be our role to proactively convene, connect and compel to address our biggest challenges head-on and work towards the vision for our future. We look forward to advancing this joint vision in the years to come.
In January, the ICAD team brought Ed Morrison and his team from Purdue University to Iowa City to train 21+ community members in Strategic Doing. Strategic Doing is all about collaboration — bringing together constituents to lead complex collaborations. We’ve used this collaboration in ICR Future, creating our Regional Vision Strategy in Entrepreneurship, and in CVB’s pursuit of making Johnson County a bike tourist destination.

Our goal for the upcoming year is to further develop Strategic Doing in our area and to become the first Strategic Doing faculty center in Iowa.
Talent

TASKS:
We are meeting with at least 15 human resources directors in ICR Iowa per quarter to build relationships, develop information, and link employers to regional resources and strategies. We’ve developed three major strategies to fill and nurture our ICR Talent Hub: Inclusive ICR, Wingman, and ICR Interns.

Future

The goal of Future Ready Iowa is for 70% of Iowa’s workforce to have education or training beyond high school by 2025. ICR Future is a regional collaboration between K12 educators and industry working to:

- Increase career exploration
- Increase work-based learning
- Develop pathways curriculum
- Increase problem-based learning & 21st century skills
- Increase computer science education

Choose

TARGETED BUSINESS STRATEGIES
This past year Targeted Business Recruitment has been rolled into ICR Iowa. Our region-wide goal is to attract 15 companies to our region. Our strategy continues to be revised and evolve to best suit our region’s goals and needs.

- 20 industry-related trade shows
- 5 targeted industry sectors
- 60 meetings with executives who live or have lived in ICR Iowa

Goal for 2018-2020:
- 15 projects
- 750 jobs
- $60,000,000 capital investment
Food Hub

ICAD has been working closely with Field to Family, Johnson County, and local organizations to discuss how to bolster the local foods economy. Together, we received funding for sponsored research by the University of Iowa MBA to do research into food hubs and an environmental scan which was then presented to partners and to Field to Family. Johnson County has now funded a full time role to lead the Food Hub efforts. ICAD sits on the advisory council of this and is helping with efforts to develop and support a local foods label which we hope will help drive visibility and awareness of local goods and services to consumers, producers, and providers.

Automated Vehicle Proving Ground (AVPG)

ICAD has been working with the state and our partners at NADS on Iowa’s Advisory Council on Automated Transportation. Along with 11 other organizations, the council's goal is to work state-wide across constituent groups to prepare Iowa for autonomous vehicles.
UEDA Awards of Excellence

Recently, ICAD received news that MERGE was selected as a finalist for the University Economic Development Association (UEDA) 2018 Awards of Excellence. Merge is one of four contenders in the Place + Innovation category.

UEDA is the cornerstone membership organization representing higher education, private sector and community economic development stakeholders. UEDA works to expand economic opportunity in our communities by leveraging research, community resources, campus planning, talent development, and technology commercialization.

If we are able to launch 10 companies a year, we anticipate new job growth annual as a direct result of the MERGE space to be between 50-200 high-paying professions.

Using a starting salary multiplier of $37,500 the Economic Impact can be seen in the table to the left.

<table>
<thead>
<tr>
<th>Year</th>
<th>New + Sustained FTEs</th>
<th>Annual Economic Impact</th>
<th>Cumulative Impact</th>
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<td>$1,312,500</td>
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<tr>
<td>8</td>
<td>200</td>
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<td>$34,500,000</td>
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</table>
What can we do to improve our communities and companies so people with the skills we need choose to create a life here? And, how can we be more active as a business community in partnering with our educational systems to ensure that our young people are prepared to continue their journey in our region?
Startup Weekend

Startup Weekend™ is a 54-hour weekend event, during which groups of developers, business managers, startup enthusiasts, marketing gurus, graphic artists and more pitch ideas for new startup companies, form teams around those ideas, and more!

Mentorship Program

Through the mentorship program we’re able to connect student entrepreneurs at the University of Iowa to businesses in the community. Through this relationship, students are able to gain valuable advice and resources from experienced businessmen and women.

In the past two years, we’ve had over 160 JPEC companies and 90 businesses from a variety of sectors participate in the program. We’ve had mentors and mentees from edtech, healthtech, restaurants, financial tech, fashion, agriculture tech, manufacturing, food and leisure, and media industries.

86 Mentors
90 Businesses
60 JPEC students

Over $100,000 in awards to JPEC students
INVESTORS

ACCONA/NORDEX USA
ACT Inc
Alliant Energy
AllSteel
Amana Society, Inc.
American Trust
A W Welt Ambrisco Insurance Inc.
Bachmeier Interiors
Benson & Heper Design
BerganKDV
David Biancuzzo Real Estate - Coldwell Banker
Bio Neos
Blank & McCune
Bradley & Riley PC
Brandt Heating & Air
BRL HR Consulting
Build to Suit Inc.
Business & Financial Strategies
CBI Bank & Trust
Cedar Ridge Vineyards LLC
Central Iowa Power Cooperative (CIPCO)
City Construction
City of Coralville
City of Iowa City
City of North Liberty
City of Solon
City of Tiffin
CIVCO Medical Solutions
Collins Community Credit Union
Community CPA
Community Foundation of Johnson County
Compleware Corporation
Conlon Construction
Cook Appraisal
Corridor Business Journal
Eastern Iowa Airport
Ecocare Supply, LLC
Economy Advertising aka Bankers Advertising/TruArt Color Graphics
Edberg, Inc.
First Trust & Savings Bank
Foth Infrastructure & Environment
Gazette (Source Media)
GEICO
Great Western Bank
Hawkeye Hotels
Hawkeye Ready Mix
Hawkeye Sports Properties
Hayek, Moreland, Smith & Bergus LLP
HBK Engineering
Higher Learning Technologies
Hills Bank & Trust Company
HJR Financial
Hodge Construction Company
Hospers & Brother Printers
HR Green Inc.
Ideal Energy
IDx LLC
iHeartMedia - KKRQ & KXIC
IMON
Innovative Software Engineering, LLC
Integrated DNA Technologies, Inc.
Iowa Book LLC
Think Iowa City
Iowa City Area Chamber of Commerce
Iowa City Downtown District
Iowa City Press-Citizen
ITC
Johnson County Board of Supervisors
Lepfrog Technologies, Inc.
King's Materials
Kinseth Hospitality
Kirkwood Community College
KZIA Z102.9
Liberty Communications
Liberty Growth
Linn County REC
L L Pelling
Locals Love Us
McClure Engineering Company
McComas-Lacina Construction
McCrossen Consulting, LLC
Meadron, Suedpell & Downer
MediRevv
Mercer Administration
Mercy Iowa City
Merit Construction Company
MidAmerican Energy Company
MidWestOne Bank
MMS Consultants, Inc.
Modus Engineering
Moen Group
Mortenson Construction
Moxie Solar
Neumann Monson PC
New Ventures
Office Elements
OPN Architects
Oral B Laboratories
Pear Deck
Pearson
Phelan, Tucker, Mullen, Walker, Tucker & Gelman
PIP Printing and Marketing Services
Prime Ventures Construction
ProCircular
Procter & Gamble
PSC Distribution
Pugh Hagan Prahm PLC
Randy's Flooring
River City Radio, Inc., KCJJ 1630 AM
Riverside Casino & Golf Resort
Rockwell Collins
Rohrbach Associates PC
RSM US LLP - Iowa City
Ryan Companies US, Inc.
Selzer Werderitsch Associates
Shive-Hattery, Inc.
Skogman Realty
SouthGate Companies
Storey Kenworthy
Susan W. Ausman, Esq
Tallgrass Business Resources
The Eastern Iowa Airport
The Gazette Company
The Graduate Hotel
TrueNorth Companies LC
Two Rivers Bank & Trust
University of Iowa Community Credit Union
University of Iowa JPEC
University of Iowa Hospitals and Clinics
US Bank
Van Meter, Inc.
Veridian Credit Union
Vetter's Inc./Culligan Water Technologies
RDG Planning & Design
Whirlpool
WE LEAD
Wells Fargo
West Bank
West Music Company
Winkel, Parker & Foster, CPA PC
Zephyr Printing & Design

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