



**THE CITY COUNCIL OF WATERLOO, IOWA
WORK SESSION TO BE HELD AT
Harold E. Getty Council Chambers
Monday, December 4, 2023
4:40 PM**

RULES FOR WORK SESSION PUBLIC COMMENT

Iowa Code Chapter 21 gives the public the right to attend council meetings, but it does not require cities to allow public participation except during public hearings. The city council shall not receive any public comment during a work session.

Roll Call

Agenda, as proposed or amended

4:40 p.m. Update from Grow Cedar Valley.

Submitted by: Noel Anderson, Community Planning and Development Director

ADJOURNMENT

Kelley Felchle
City Clerk



Waterloo City Council Work Session – December 4, 2023

Cary Darrah
CEO

Mike Mallaro
Grow Cedar Valley Board Chair

Stephanie Detweiler
Workforce Solutions Coordinator

Nicole Sallis
Director of Communications

Lisa Skubal
Vice President, Economic Development

Agenda

- | | |
|---|--------------|
| 1. Opening Remarks | M. Mallaro |
| 2. External Marketing & Business Growth | L. Skubal |
| 3. Talent Initiatives | S. Detweiler |
| 4. Communications/Marketing Initiatives | N. Sallis |
| 5. TechWorks Campus | C. Darrah |
| 6. Closing Remarks | C. Darrah |

WATERLOO

CITY COUNCIL UPDATE

MAY 2023 - NOVEMBER 2023



**GROW
CedarValley**
Business. Community. Opportunity

Grow Cedar Valley

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WATERLOO ECONOMIC DEVELOPMENT RESULTS

A fundamental part of economic development work is to attract new businesses and support existing businesses to diversify the economy and reduce the region's vulnerability. Grow Cedar Valley (GCV) works very closely with the City's economic development staff and many other public and private partners with these collaborative efforts.

MARKETING + LEAD GENERATION

Select USA - Foreign Domestic Lead Generation. GCV co-sponsored the State of Iowa Exhibit. Four meetings resulted along with one project having an immediate timeline. Attended an invitation-

only reception held by the Deputy Ambassador of the Kingdom of the Netherlands for networking opportunities with Dutch companies while in Washington DC.

Illinois Lead Gen Trip - In June 2023 visited another 4 Illinois companies with some interest in expansion opportunities outside of Illinois and Chicago.

DOMESTIC LEAD GENERATION

Illinois Lead Gen Trip (April - June 2023)

- Engagement w/Targeted Companies: 1,300
- Number of Outreach: 8-9 times per company
- Appointments Generated: 4



Site Selectors Guild – GCV staff participated in a virtual table talk with seven site selection consultants providing an overview of the Cedar Valley in August 2023.

In collaboration with the Iowa Economic Development Authority, Grow Cedar Valley was able to advertise through IEDA’s Linkedin social media platform to promote the two State Certified industrial parks in Cedar Falls and Waterloo through video of both parks. Objective: Create Awareness.

- * The Cedar Valley video campaign effectively reached a broad audience of professionals in surrounding states, with nearly 200,000 video views at a cost per thousand impressions that was 55% more efficient than FY23 campaigns that IEDA has done with similar campaigns having the same objective.
- * Users identified their job titles as Owner or Director who clicked through the site more frequently and accounted for nearly half of the video completions.
- * Illinois, Michigan, and Minnesota-based users garnered the highest volume of video completions.
- * Grow Cedar Valley plans to conduct repeat similar marketing with IEDA in FY2024.

OPPORTUNITIES + PROJECTS

	Capital Investment	Job Potential	External Projects	External Projects
New*	\$1.651 B	1,277	8	0
Total Active	\$1.155 B	2,657	20	3

*Includes new projects occurring between the months of May 1, 2023 through November 9, 2023; some projects occurring during this timeline minus those that may have eliminated Cedar Falls during that same period.

Note: Job Potential and Capital Investment won’t correlate; some projects don’t provide both or either figure. Information available depends on the project’s stage; some projects are more advanced than others.

9 New Projects

23 Total Active Projects

9 Prospect Proposals/Info sent to leads
(does not represent multiple communications)

EXISTING BUSINESS SERVICES TO WATERLOO COMPANIES



Business Services

Information/services provided included discussion on expansion/retention and/or barriers such as workforce; including issues related to managing supply chain.

EXTERNAL PROSPECT ENGAGEMENT - WATERLOO - (5/2023 - 11/2023)



External Prospect Visit



Virtual Prospect Meeting

(can include multiple visits/meetings for the same project)

CEDAR VALLEY MANUFACTURING ASSOCIATION (CVMA)

There are about 16 companies that make up the Cedar Valley Manufacturing Association, along with several support partners in the Cedar Valley including Grow Cedar Valley. Dennis Schilling from Power Engineering and Manufacturing is the current President. CVMA meets quarterly to support the below priorities that manufacturers in the Cedar Valley have identified.

Priority Areas Identified by Manufacturers

- Support the alignment of the IGNITE program between lower and higher education.
- Provide educational support for upcoming workforce starting at grade school to ensure the demographics of the manufacturing workforce match the demographics of the community.

The workforce shortage isn't expected to improve over the next several years and is even worse for manufacturers as it is estimated 20% of manufacturing workforce will retire over the next 5-10 years while incoming workforce is short to fill the demand unless CVMA does something about it. CVMA's leadership has developed a plan and will be executing with support from Grow Cedar Valley, Hawkeye Community College, Waterloo Career Center, and University of Northern Iowa. Hawkeye Community College, Waterloo Career Center, University of Northern Iowa, and Iowa State University's Center for Industrial Research and Service.



DEI SUMMIT

Over 200 professionals attended the Seventh Annual Economic Diversity and Inclusion Summit hosted by Grow Cedar Valley and the University of Northern Iowa that took place on Friday, October 20, 2023, at the Waterloo Convention Center. The summit provided valuable insights and strategies for promoting diversity and inclusion in the Cedar Valley region, fostering a more inclusive and economically vibrant community. It served as a platform for networking, sharing ideas, and celebrating the diverse and inclusive spirit of the community and addressed the importance of tapping into the consumer and workforce potential of the region's diverse population.

Waterloo Mayor Quentin Hart and Cedar Falls City Administrator Ron Gaines each gave a welcome speech along with Grow Cedar Valley President/CEO Cary Darrah and UNI Assistant to the President/Chief Diversity Officer Gwenne Berry. ONE Cedar Valley Executive Director Joy Briscoe shared opening remarks about how far the Cedar Valley has come regarding diversity equity and inclusion since the 24/7 Wall Street report in 2018.

Morning keynote speaker Dr. LaDrina Wilson, Quad Cities Chamber of Commerce CEO shared insights and experiences from her role as CEO and founder of Iman Consulting, emphasizing the importance of diversity and equity in inclusive leadership. Lunch keynote speaker Dr. Arvid Osterberg, Iowa State University Professor provided perspectives and findings on the Americans with Disabilities Act accessible design standards and requirements.

The summit included a series of informative breakout sessions covering various aspects of diversity, equity, and inclusion. These sessions were led by knowledgeable professionals and experts:

Allyship: How to be a Strong Ally - Shelley Price-Williams, Ph.D. (UNI) provided valuable insights into the concept of allyship and offered practical advice on how individuals can be strong allies in promoting diversity and inclusion.

Current Political Landscape of DEI - Jayme Renfro (UNI) discussed the ever-evolving political landscape related to diversity, equity, and inclusion, highlighting the significance of understanding its impact on various initiatives.

Expanding DEI Within Your Company: Improving Company Engagement - Amanda Nugent (VGM) and Darian Schmit (VGM) shared strategies for enhancing diversity, equity, and inclusion within corporate settings, emphasizing the importance of engaging employees and stakeholders.

Mental and Physical Health: Holistic Wellness - Beauty Fitts (HealthPartners), Nicole Sallis (Grow Cedar Valley), and Shantila Caston (MercyOne) delved into the essential connection between holistic wellness, mental and physical health, and diversity and inclusion, offering guidance on promoting well-being in diverse communities.

To close the event on a musical note, Kevin Burt, an International Blues Challenge Solo/Duo Champion, entertained the attendees during the social hour. His musical performance added a cultural and entertaining dimension to the summit, allowing participants to relax and enjoy the afternoon.

NETWORKING, EDUCATION & CELEBRATION

400

Investors attended
two Good Morning
Cedar Valley events

300

Investors networked
in two Business After
Hours events

180

Investors and
community members
attended GCV's
Annual Leadercast

180

Investors & their
guests participated
in GCV's Annual Golf
Classic

550

Investors &
community members
attended GCV's
Annual Strictly
Business Expo

220

People attended
GCV's Annual
Economic, Diversity &
Inclusion Summit

1

GCV Legislative
Friday Forum (virtual)



CEDAR VALLEY LEADERSHIP INSTITUTE

The CVLI Class of 2023-2024 is made up of 45 emerging leaders that represent 31 Cedar Valley businesses and organizations listed below. This class meets monthly from October- May for leadership and community development. The 2023-34 class will provide community service projects for several organizations throughout the Cedar Valley.



- Align Architecture & Planning
- Banklowa
- Beecher, Field, Walker, Morris, Hoffman & Johnson, P.C.
- Cardinal Construction, Inc.
- CBE Companies, Inc.
- Cedar Falls Community Schools
- Community Bank & Trust
- CPM Holdings, Inc.
- Dupaco Community Credit Union
- Farmers State Bank
- Financial Architects Financial Strategy Specialist
- First Interstate Bank
- Goodwill Industries of Northeast Iowa, Inc.
- INVISON Architecture
- ISG
- John Deere Waterloo Operations
- Junior Achievement of Eastern Iowa
- Northeast Iowa Food Bank
- Pedersen, Dowie, Clabby & McCausland Insurance
- POS Professional Office Services, Inc.
- Tri-County Child & Family Development Council, Inc.
- TruStage
- United Equipment Accessories, Inc.
- UnityPoint Health - Allen Hospital
- University of Northern Iowa
- Veridian Credit Union
- VGM Forbin
- VGM Group, Inc.
- Western Home Communities
- Woodruff Construction, Inc.

ADDED BENEFITS

Other Services to the City of Waterloo

16

Jobs posted by the City of Waterloo on the Grow Cedar Valley job board

16

Ribbon Cuttings for Waterloo businesses

1509

Job Views City of Waterloo on the Grow Cedar Valley website.



GOVERNMENT AFFAIRS & ADVOCACY

Grow Cedar Valley staff attend City Council Meetings, as needed, to speak on projects relevant to the growth and development of the City of Waterloo. The Grow Cedar Valley Government Affairs Committee was convened in early November to identify and discuss the proposed legislative priorities for 2024. The proposed priorities made up the 2024 Legislative Policy Agenda recommended to the GCV Board of Directors for its approval and adoption. The 2024 policy agenda can be found on GCV's website.

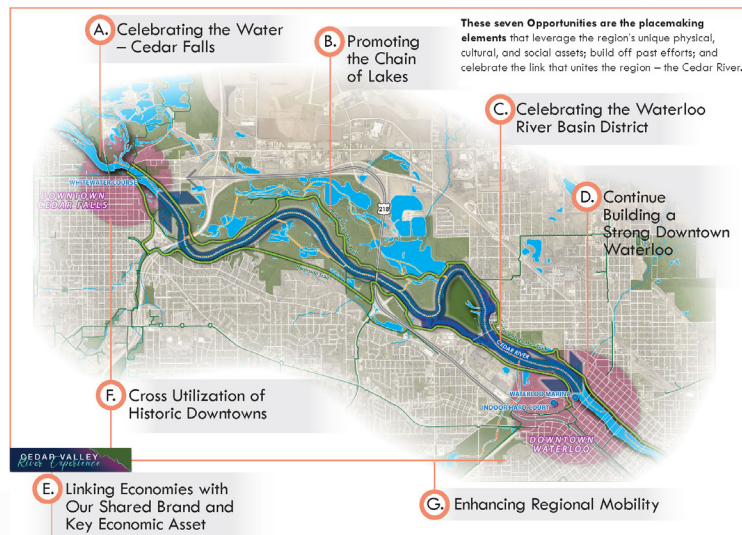


PLACEMAKING/IMAGE

One of the priority areas from GCV's strategic planning is enhancing the Image of the Cedar Valley, making it a place of choice for individuals/workforce and businesses. In 2022 Grow Cedar Valley partnered with INRCOG and John Deere Waterloo operations to create a scope of work to address vision of enhancing the Cedar River – connecting downtown Cedar Falls and downtown Waterloo. Vandewalle & Associates were hired to assemble Phase One scope of work sponsored by John Deere and INRCOG for this visioning effort.

Phase Two is underwritten by Grow Cedar Valley and approved by the GCV board of directors and is underway. This scope will continue to expand the plan to enhance the Cedar River as a natural resource to use and celebrate. "Placemaking" is designed and needed to distinguish our communities and celebrate their unique features to businesses as well as current and future residents.

What we know is the communities that invest in recreational and experience opportunities for the workforce and their families are going to be the communities that are successful in attracting and retaining talent.



WORKFORCE SOLUTIONS

One of the main goals of Workforce & Talent at Grow Cedar Valley is to be an expert in the workforce space and a resource and connector to HR professionals and business owners throughout the Cedar Valley for all things that have to do with workforce. Here are some ways we have continued to make this a focus in 2023:

- We have positioned ourselves as an expert in workforce data in 2023 by subscribing to Lightcast, which is a data source that is a global leader in labor market analytics. We have been able to use this data for many different things, but one of the most important ways has been defining our 4 key industries in the Cedar Valley and determining the highest-in demand occupations within the next 10 years. We will be utilizing this information to support programs doing work in this space and to support talent pipelines into those industries and roles. We also will ensure ecosystems in the key industries are connecting resources to HR professionals and vice versa.
- Another way we accomplish the goal of being an expert in workforce is to continue to utilize the Workforce Advisory Committee that was created in December 2022. The goal of the committee is to give feedback and input to the Director of Workforce & Talent on ideas and initiatives in regards to attracting and retaining workforce. Currently there are 10 businesses represented on the Workforce Advisory Committee, with 4 of the 10 businesses newly added in mid to late 2023. The current companies represented on the committee are Advanced Heat Treat (NEW), John Deere (NEW), Kryton (NEW), Lincoln Savings Bank, PDCM, Target Food Distribution Center, The Accel Group (NEW), UnityPoint Health, VGM and Western Home Communities.
- To ensure alignment and reduce redundancy with other entities/organizations that are centered around workforce, the Director of Workforce & Talent now sits on several boards/committees in the community and region including: Leader Valley Council, Iowa Workforce Board's Northeast Iowa Planning & Operations Committee and the Cedar Valley SHRM (Society of Human Resource Management) Board as the Work Readiness Chair (beginning in 2024). She also put together a peer group of workforce professionals from all around the state of Iowa who meet on a quarterly basis to share ideas and align where necessary.



Live the Valley Initiatives:

Purpose: Attract and retain quality talent in the Cedar Valley to strengthen our workforce.

Livability Magazine 2024 Collaboration - Grow Cedar Valley has collaborated with Livability Magazine to offer a new tool for businesses to use to promote life in the Cedar Valley to potential workforce. The 48-page full color Print and Digital publication is free and available NOW.

Customized Digital Marketing – Workforce: 594,119 impressions



live

THE VALLEY



Grow Cedar Valley is partnered with My Waterloo Days to celebrate living in the Cedar Valley in a unique way. Festival attendees were invited to participate in selfie stations near the entrance to the festival. The photos taken were compiled into a photo mosaic mural created by local artist. This mural will represent the diversity of our community and highlight the beauty of life in the Cedar Valley. The finished work will be placed on the Experience Waterloo building and will go down in history as one of the largest public participatory art collaborations in the state of Iowa. This project is part of an ongoing Live the Valley initiative depicting the quality of life in our area in order to attract and retain a vibrant workforce.



MEET THE GROW CEDAR VALLEY TEAM



Cary Darrah
President & CEO



Tyler Black
Marketing Assistant



Bonita Cunningham
Director of Events and
Sponsorships



Stephanie Detweiler
Director of Workforce
and Talent



Steve Firman
Director of Government
Affairs



Barb Leistad
Office Manager



Nicole Sallis
Director of
Communications



Jim Schaefer
Director of Investor
Relations



Lisa Rivera Skubal
VP of Economic
Development



Sandi Sommerfelt
VP of Operations