



**AGENDA
CITY OF CEDAR FALLS, IOWA
COMMITTEE OF THE WHOLE MEETING
MONDAY, DECEMBER 06, 2021
6:30 PM AT CITY HALL**

The City is providing in-person and electronic options for this meeting. The City encourages in-person attendees to follow the latest CDC guidelines to reduce the risk of COVID-19 transmission.

The meeting will be accessible via video conference and the public may access/participate in the meeting in the following ways:

- a) By dialing the phone number +13126266799 or +19292056099 or +12532158782 or +13017158592 or +13462487799 or +16699006833 and when prompted, enter the meeting ID (access code) 962 7287 1738.
- b) iPhone one-tap: +13126266799,,96272871738# or +19292056099,,96272871738#
- c) Join via smartphone or computer using this link: <https://zoom.us/j/96272871738>.
- d) View the live stream on Channel 15 YouTube using this link: <https://www.youtube.com/channel/UCCzeig5nIS-dIEYisqah1uQ> (view only).
- e) Watch on Cedar Falls Cable Channel 15 (view only).

To request to speak when allowed on the agenda, participants must click "Raise Hand" if connected by smartphone or computer, or press *9 if connected by telephone. All participants will be muted by the presiding officer when not actually speaking.

Call to Order by the Mayor

1. Grow Cedar Valley Update.
(20 Minutes)



Cedar Falls Committee of the Whole – December 6, 2021

Cary Darrah
CEO

Rebecca Guinn
Grow Cedar Valley Board Chair

Danny Laudick
Senior Program Director, Economic Development

Lisa Skubal
Vice President, Economic Development

Agenda

- | | |
|---|------------|
| 1. Opening Remarks | C. Darrah |
| 2. External Marketing & Business Growth | L. Skubal |
| 3. Talent Initiatives | D. Laudick |
| 4. Closing Remarks | R. Guinn |

Cedar Falls City Council Update

MAY 2021 - OCTOBER 2021

**GROW
CedarValley**
Business. Community. *Opportunity*

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Cedar Falls 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

- Identified and engaged 646 companies based in the Netherlands to identify expansion plans in the U.S. The goal was to have six virtual meetings and to date, Grow Cedar Valley had three with a fourth scheduled in November.
- Project Engage – We can effectively monitor the interactions on the back end of Grow Cedar Valley's website as a way to track which companies are interacting with certain web pages. The list of companies engaging in GCV's website is reviewed by staff and select companies are added to the lead generation outreach.
- Site Selection Guild – GCV staff participated in a virtual table talk with seven site selection consultants pitching Cedar Falls and the Cedar Valley as a new location for the consultants' expanding corporate clients. GCV was able to establish new connections and touch base with existing connections. Discussion with the site selection consultants also included sharing the current state of corporate site selection from the consultant's view. Firms in attendance include site selection consultants KPMG, Szatan & Associates, BeyondHQ, Tochi Advisors, LLC, DSG Advisors, CSRS, Inc. and Garner Economics, LLC.

Other Economic Development Services

- Collected wage and benefit data from existing businesses in Cedar Falls and the Cedar Valley to publish the 2021 Cedar Valley Wage and Benefits Survey for the first time in 14 years. Survey was administered in May 2021 and report was published and distributed to existing businesses who participated in June 2021. The survey was in response to business requests for real time data on wages and benefits to keep them competitive in a market where finding employees is extremely competitive.
- Participated on the Hawkeye Community College's Manufacturer's Conference planning committee with approximately 60 attending. Conference occurred in October 2021.



Copies of the Wage & Benefit Survey are available upon request by contacting lisa@growcedarvalley.com

Cedar Falls Economic Development Results Cont.

Opportunities/Projects

| | Capital Investment | Job Potential | External Projects | Existing Projects |
|--------------|--------------------|---------------|-------------------|-------------------|
| New* | \$495M | 1,981 | 10 | 0 |
| Total Active | \$350M | 1,887 | 11 | 0 |

Includes new projects and opportunities occurring between the months of May 2021 through October 2021; some projects Cedar Falls didn't pursue because some of the sewer needs couldn't be met or there wasn't an existing industrial building the size requested by the client.

Note: Job Potential and Capital Investment won't correlate; some projects don't provide both or either figure. Information available depends on the stage of the project.

10 New Projects

10 Total Active Projects

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

Existing Business Services to Cedar Falls Companies

8
Business Services

Information/services provided included discussion on expansion/retention and/or barriers such as workforce; including issues related to managing supply chain and businesses during COVID-19.

Innovation Initiatives

Partnering with Cedar Valley Techworks, Red Cedar, University of Northern Iowa, Hawkeye Community College and Iowa Economic Development Authority on initiatives to support integration of technology and upskilling workforce for our manufacturing sector.

Cedar Falls Economic Development Results Cont.

Innovation Initiatives cont.

Supply Chain Integration Proof of Concept

This is a long-term project addressing priorities identified in IEDA's Industry 4.0 report released earlier in 2021. GCV and TechWorks staff met with SMM (small/medium size manufacturers) to identify their status with adopting technology on the shop floor and distributed/discussed IEDA's grant program for SMM. According to Iowa State, approximately six manufacturers in Black Hawk County participated in the pre-application assessment though, GCV staff believes this number will be higher. Exact numbers will be revealed as funding gets awarded beginning in November and December during IEDA's board meetings.

IGNITE Training Initiative

TechWorks and GCV staff have been supporting Hawkeye Community College since the start of this program earlier this year. GCV will continue to support through their outreach with existing businesses to develop more partnerships with the program. This 8-week program builds stackable manufacturing credentials for high school students or adults looking to change careers by providing the upskills and workforce pipeline to support existing manufacturers in Cedar Falls and the Cedar Valley.

The Cedar Valley Manufacturers Association/Sector Board

Currently in the early stages of being restarted to be an association where manufacturers can discuss peer to peer and prioritize common issues they share. This group will be led by the manufacturers. GCV along with Hawkeye Community College, University of Northern Iowa, Iowa State University-CIRAS will provide support services.

Airport Advocacy

- GCV's advisory committee for the airport initially raised money to retain an airport consultant, Volaire Aviation, to help guide the Airport Director and Airport Board on airport service, industry trends and introductions and conversations with other carriers. The City of Waterloo is now funding the consultant to continue advocacy of the Waterloo Regional Airport.
- The advisory group continues to provide feedback on the airport website and are revisiting establishing a Loyalty Program post COVID.
- David Deeds and the Airport Director attended the Volaire Aviation Air Service Forum in August 2021 and was able to discuss the attributes of the Waterloo Airport with six different airlines.





Workforce & Talent Development

Refining Our Focus

In addition to specific programs outlined below, Grow Cedar Valley provides advisory support and/or serves as a liaison to a range of training & development programs across the Cedar Valley. Workforce has grown into, without a doubt, the number one concern and foreseeable limiting factor to our region's economic prosperity over the coming decade.

Grow Cedar Valley has hired on Danny Laudick, GCV's previous Director of Talent Development, to take the lead on GCV's workforce & talent development strategy in addition to his work on innovation & entrepreneurship.

Q4 of this year has been a reassessment period for our workforce strategy as Danny comes on board with the goal of establishing a set of programming and focus areas to match the priorities expressed by employers and seen in our region's workforce data.

Status of Current Talent & Workforce Landscape

Workforce has become one of the leading issues facing a majority of our businesses – both locally and nationally.

Nearly 70% of Cedar Valley employers are struggling to find the employees they need, and this difficulty has increased over the last decade. The Waterloo/Cedar Falls metro was nearly break-even in terms of overall population growth from 2010 to 2020. Digging into the numbers, that statistic includes nearly 7,000 domestic residents who chose to move elsewhere but was buoyed by enough net births and international in-migration to make up for the loss.

There are several important nuances to note:

- Over the last decade, 100% of our community's net population growth is non-white (we lost an estimated 2,300 white population from 2014 to 2019). We're increasing population in the age range of 35-44 as young families move back to the area, but we continue to lose 18-to-34 year olds and 45-to-65 faster than we gain those young families. The baby boomer population segment is increasingly reaching retirement age, leading to a lower overall number of people in the labor force.
- Of the nearly 2,200 net jobs lost in that same period (2014-2019), which coincides with a similar amount of population loss, 2,600 of that loss is attributable to "lower-skill" occupations (those that require no previous experience or some on-the-job experience) while we gained 1,100 jobs in "higher-skill" areas that require more education and/or on the job training. About 700 jobs lost fall in between, and about 900 of that total job loss is attributable to the manufacturing industry as the ag industry slowed down in 2015 through the late 2010's – while at the same time we are now hearing manufacturers across the board saying they can't find enough skilled workforce to hire.



Workforce & Talent Development Cont.

Status of Current Talent & Workforce Landscape continued...

- We additionally have a lower labor force participation rate in our region than the state average, representing nearly 3,500 people who aren't actively employed who would be otherwise if we were at the state average. This is the result of several barriers to employment, including transportation, child care, language, and others.
- What all of this shows is that the dynamics of our workforce are complicated. Our population is becoming more diverse, has increasing mobility in where they choose to live and work, and, while it is true that we are a great place to raise a family and we see people moving back for that, we continue to lose labor force as our working-age population declines and we see an increasing rate of retirement accelerated by COVID.

Despite overall job loss in 2014-2019, the overall total wages earned increased because of the shift to higher-paid, more highly-skilled occupations – both in newer industries like software development and in our manufacturing sector with a growing demand for more highly-skilled trade and technology-enabled occupations.

And our region is not alone in this. Rural communities and mid-sized metros across the country are struggling to retain talent, with many individuals opting to move to larger metropolitan areas, especially in the South and West coast, for the recreation, arts, culture, and entertainment amenities they offer.

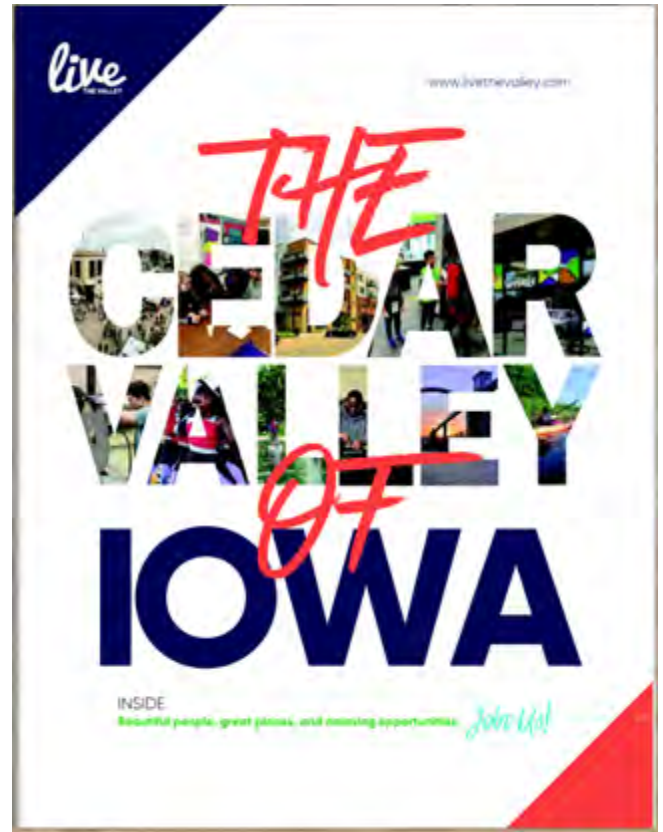
There are however outliers in this national trend, and the good news is that we're in an enviable position as a community to address these trends. We have a high-ranking quality of life, a good fiscal position as a community, and all of the necessary assets (i.e. a University, strong jobs market, range of both rural and metropolitan styles of living available, genuine level of quality of life and low-cost of living) to be a place people choose to invest their lives, their families, and their careers.

But doing so will require intentional, focused effort and investment by our community, and a focus not just on immediate needs but on the long-term priorities we need to invest in. Grow Cedar Valley's workforce & talent development priorities in this coming year will reflect a focus on addressing both those short-term business support needs as well as supporting our region's longer-term community development work.

A strategic plan, including a plan of work, is currently underway for workforce and talent and placemaking initiatives are a key part. Some of those initiatives are identified on the following pages.

Talent Attraction and Retention

Anchored by the Live the Valley brand, Grow Cedar Valley will be prioritizing talent attraction and retention as the key priority for addressing our region's workforce needs over the next decade. This coming year will see a heavier focus on and launching of several new talent attraction & retention initiatives.



Upcoming Programs & Resources

- Bi-annual newcomer events
- Summer Intern Event Series
- New relocation welcome package & Live the Valley magazine
- Enhanced focus on quality of life & placemaking as regional economic development priorities
- Expanded job marketing & career awareness
- Engagement of young professionals

Use the QR code to the left to explore the Cost of Living Calculator.



Workforce & Talent Development Cont.

Direct Business Support

Grow Cedar Valley provides several direct business support services to area employers. These services have historically been available informally to employers at request, but we will be formalizing these offerings in Q1 of 2022 into a widely available program of support that employers can utilize to support their recruitment and workforce development.

Community Tours

As a service, Grow Cedar Valley helps Cedar Falls businesses by providing custom tours of the city to help newcomers and/or prospects and their families become acclimated to the area. These are usually high-earning positions. This quarter we provided this service to three new Medical Professionals.

Spousal Relocation

Grow Cedar Valley can additionally help with relocation by partnering with our business community to help find employment opportunities for spouses of key potential hires. The goal is to provide a full range of support for key talent attraction needs to the area.

Single Point-of-Contact

Grow Cedar Valley acts as a single point-of-contact to connect Cedar Valley businesses with key talent & workforce support organizations, services, and resource partners. We maintain on-going relationships with our K-12, college/University, nonprofit, and both local and State government entities to help employers connect with the relevant resources to address their workforce needs (and partner to help those resource partners continually improve their programs).

Technical assistance includes but is not limited to:

- Talent recruitment
- Developing current workforce
- Develop and implement diversity, equity, and inclusion plans and
- Reach new workforce demographics, including ex-offender, disabled, veteran, immigrant & refugee, and other historically excluded populations



Workforce & Talent Development Cont.

Training & Education (aligning training)

In addition to specific programs outline below, Grow Cedar Valley provides advisory support to a range of training & development programs across the Cedar Valley, acting as a liaison to help connect the business community and our region's educational partners. Those partners include, but not limited to, the following:

- Cedar Falls Schools & Cedar Falls CAPS
- Waterloo Community Schools & Waterloo Career Center
- HCC program advisory boards and regional industry sector boards
- UNI Career Services

IGNITE - Quality Pre-Apprentice Program

This highly innovative program continues to set the pace in early workforce development. It is currently built around introductory manufacturing skills that can lead to advanced certifications, and is a major collaboration between John Deere, Hawkeye Community College, and several other manufacturing partners.

The program has graduated several cohorts now, with 100% placement of graduates into either short-term work experiences or full-time careers. The program currently has both a high school senior cohort in partnership with Waterloo Schools and a returning citizen / ex-offender cohort to graduate this semester, currently aligning graduates with available job opportunities. We've begun conversations between Cedar Falls Schools and Hawkeye Community College to introduce CFS staff to the program and align with current CFS program offerings.

Economic Inclusion (improving labor force participation)

Economic Inclusion Partnership

Grow Cedar Valley's Economic Inclusion Partnership has historically focused on identifying the primary barriers to employment (i.e., transportation, child care, language translation, etc.) and addressing them through partnership with both business and institutional partners. The group's previous work includes starting the Economic Inclusion Conference, convening early conversations around expanded childcare in the region, and supporting employer best practices for tapping into and hiring an increasingly diverse workforce. The Partnership is currently undergoing a review of its working model and focus areas, and we will be establishing next steps in Q1 of next year for how to continue working toward addressing the key barriers to labor force participation in the region.

Workforce & Talent Development Cont.

Economic Diversity & Inclusion Conference



The Economic Inclusion Conference is Iowa's premier conference on Economic Diversity, Equity and Inclusion.

This joint conference is between the University of Northern Iowa and Grow Cedar Valley and is made possible with the tremendous collaboration of other area stakeholders and organizations.

The day-long Summit welcomed more than 200 attendees and was held in the newly renovated Waterloo Convention Center in Downtown Waterloo. This beautiful new venue allowed us to safely host an in-person event while integrating technology to make for a more robust Summit.

Feedback from attendees was positive with many tangible take-aways after listening to several area practitioners share their experiences in creative inclusion practices to help grow their organizations and enhance the workplace culture. The keynote address provided by Cedar Valley native Sailu Timbo (now executive for Hy-Vee Corporate) highlighted how one of the largest grocery retailers has embraced diversity, equity and inclusion as they grow their workforce throughout the Midwest.

The 2022 Economic Diversity & Inclusion Summit is tentatively scheduled for October 21.





Cedar Valley Leadership Institute

The CVLI Class of 2022 is made up of 42 emerging leaders who represent over 30 businesses in the Cedar Valley. Cedar Falls businesses and organizations represented include:

- AMPERAGE Fundraising & Marketing
- CBE Companies, Inc.
- Cedar Falls Schools
- Farmers State Bank
- First Bank
- Levi Architecture
- Lincoln Savings Bank
- University of Northern Iowa
- Veridian Credit Union
- Vine Valley Real Estate
- Western Home Communities



Added Benefits

Other Services to the City of Waterloo

321

Times the City's directory listing was searched on the Grow Cedar Valley website (over the last 12 months)

9

Ribbon Cuttings for Cedar Falls Businesses

38

Jobs posted by the City of Cedar Falls on the Grow Cedar Valley job board have been viewed 3,822 times in the past 12 months.

Government Affairs & Advocacy

Grow Cedar Valley staff attends Cedar Falls Council Meetings on a regular basis and, as needed, will speak on projects relevant to the growth and development of the City of Cedar Falls.



Grow Cedar Valley is currently working on the legislative priorities for the coming year pending Board of Directors' approval in November 2021. GCV will share with city council members and city staff at that time.

Two Friday Forums occurred between May through end of October with a total engagement of 70 people.