



Waterloo City Council Work Session –November 18, 2019

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Lisa Skubal
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Will Frost
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Wes James
President TechWorks Campus

Bryan Earnest
Grow Cedar Valley, Board Chair

Agenda

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| 1. Opening Remarks | B. Earnest |
| 2. External Marketing & Business Growth | L. Skubal |
| 3. Talent Initiatives | W. Frost |
| 4. TechWorks Campus | W. James |
| 5. Closing Remarks | C. Darrah |



City Council Summary

For the Period: June 2019 – November 2019

Mission: Elevate the economic vitality of our
businesses and communities

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ECONOMIC DEVELOPMENT RESULTS

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

Completed Projects

LSB/LSBX



Since the beginning of the year Lincoln Savings Bank has been looking for space to accommodate growth of their LSBX and LSB operation now and in the future. Grow Cedar Valley assisted by helping the Cedar Valley TechWorks, City of Waterloo and TechWorks Board prepare and present a proposal to the company in May. Subsequently, Grow Cedar Valley has supported the City and Company to qualify for Iowa Economic Development Authority incentives through the State's High-Quality Jobs Program for their LSBX business unit.

LSBX, a new line of business launched in 2014, positions LSB as a "bank of record" for FinTech companies, adding more than 2 million customers across the United States.



Warren Transport

For several years Warren Transport has discussed consolidating multiple office locations and operations in one location. The company is planning to purchase a site at the end of 2019 to build a 39,600/sf and capital investment of \$8.85 million dollars in the City of Waterloo.

Warren Transport officials asked Grow Cedar Valley for help to identify any additional sites they didn't discover on their own to ensure the site they picked in the Cedar Valley best met their needs. That information validated the best site was one they already were considering along U.S. Highway 63 near Highway 20.

Subsequently, Grow Cedar Valley assisted the company and City of Waterloo staff with qualifying for an application to Iowa Economic Development Authority's High-Quality Jobs Program that will go before IEDA's board on Friday, November 22, 2019.

Opportunities/Projects

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New Projects
Since May, '19



Total Active Projects



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

	Capital Investment	Job Potential	External Projects	Existing Projects
New (includes those not active)	\$283.85M	264	7	2
Total Active	\$300M	900	26	3

Note: Jobs 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.

► Marketing

U.S. Lead Generation Campaign

5

Foreign Direct
Investment Meetings/
Leads Select USA Trade
Show

9

Meetings
Atlanta Site Selection
Consultants

3

New domestic leads

Material for both Call Trips to Site Selectors included industrial and office space in Waterloo along with material on Waterloo's Certified Industrial Park. Consultants are being reached out to regularly throughout the year on market conditions changes or tax laws that affect doing business in Iowa and the communities.

► Existing Business Services to Waterloo Companies

8

Responses to
Assistance Request

Requests include workforce,
incentives, land, city services,
project assistance and
referral assistance.

9

Business Visits

These visits include
discussion on expansion/
retention and/or barriers
such as workforce.

Grow Cedar Valley & Iowa Works Collaborating on OCWEN Closure

Through Grow Cedar Valley's Business and Retention Program, we continued to support local leadership and employees with a connecting job opportunities in the Cedar Valley in coordination with Iowa Workforce officials.



► Entrepreneurship

Grow Cedar Valley is a founding sponsor of Red Cedar. Red Cedar is currently working on the structure of the Regional Innovation network that can support entrepreneurship and early stage companies.

Grow Cedar Valley is a member of the planning committee for Cedar Valley Startup Week. The 2019 Startup Week was the first annual weeklong series of events in October that brought 235 innovators and founders together to learn and explore at locations in Waterloo and Cedar Falls. The week was hosted in partnership with Hawkeye Community College, Red Cedar, Cedar Valley TechWorks, University of Northern Iowa, and Grow Cedar Valley.



Learn more and see recap pictures and videos at www.cvstartupweek.com

ECONOMIC DEVELOPMENT RESULTS CONTD.

► Airport Advocacy

Grow Cedar Valley Air Service Working Group's goal is to assist the City of Waterloo and the Waterloo Airport Board to maximize the economic benefit of the Waterloo Regional Airport for the Cedar Valley. The working group's primary goal is to facilitate improvements in commercial air service at the Airport. Group members include private and public partners from across the Cedar Valley who have a strong interest in further growing and developing the Waterloo Regional Airport.

The Air Service working group supported the Director's retention of an air service consultant including a visit with American Airlines to strengthen the relationship. The workgroup created a funding stream for raising money through CFNEIA to sustain the airline consultant's contract. This included working group members meeting with local leaders for contribution into the fund. In addition, a volunteer from the task force attended the Take-off Air Service Development Conference on October 28-29 with the consultant and had seven introductory meetings with airlines.

In collaboration with the Airport Director and his Board, the Grow Cedar Valley Air Service Working group administered a survey of airport users to gauge interest and preferences for local air service. This information will be helpful in directing focus for the group. Below is a summary:

- 1,100 responses
- 92.3% of respondents indicated if there was improved passenger air service (destinations, time of flights, etc.) at the Waterloo Regional Airport, they would increase their travel from Waterloo.
- 64.2% indicated a western or southern connection would increase their likelihood of using the Waterloo Regional Airport over other airports.
- 56.1% believe the flight opportunities offered by ALO are of a high (4/5 rating) or very high (5/5 rating) importance to them personally or to their business.

TALENT & RECRUITMENT

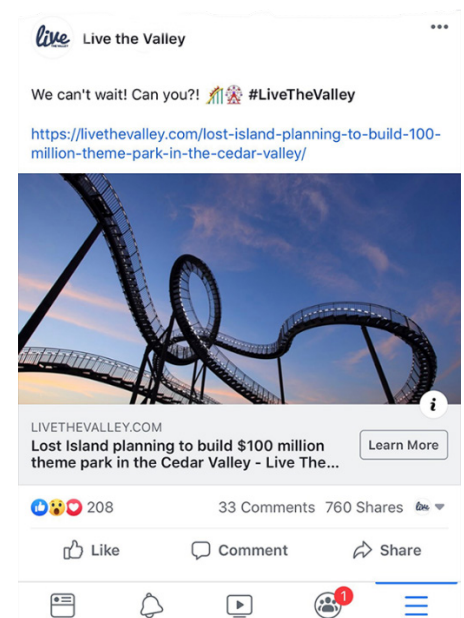
► Live the Valley

Live the Valley is a talent attraction and retention initiative that celebrates and promotes the opportunities to live, work and thrive in the Cedar Valley of Iowa. Content continues to be created about life in the Cedar Valley and has been shared with over 1.5 million people.

“ My job includes recruiting candidates from outside of Iowa. I like to share Live the Valley to highlight what it's like to live here, and some of the fantastic things about our region. The website and marketing materials have been very helpful in supporting our efforts and successfully relocating talented individuals to the Valley. I love being able to share what's great about living here!



- Kyle Roed, CPM Roskamp



TALENT & RECRUITMENT CONTD.

Since the launch of the Live the Valley Job Board Updates in December '18, over 750 job leads have been identified and the majority of those are from outside of the Cedar Valley.

A research study conducted by PDI this year found that Job Opportunities are the main factor for relocation 85% of the time. They also found that Iowa has a perceived lack of job opportunities and is often overlooked, making it even more important to share the jobs in the Cedar Valley and create regular touch points with job candidate leads.

From June – October 2019, a total of 598 jobs were posted to the Live the Valley Job Board with 178 of those from companies in Waterloo.

► The Iowan Project

Grow Cedar Valley partnered with the Iowan Project* and participated at a Minneapolis Meetup in May and a Denver, Colorado Meetup in October. At the October meetup Grow Cedar Valley debute a virtual reality video which featured Waterloo's Amplitheatre, Single Speed Brewing and Lost Island Waterpark. The meetups are a great opportunity for Grow Cedar Valley to connect with fellow Iowans about technology careers, quality of life, cost of living and education in Waterloo and the Cedar Valley.

*The Iowa Project is an initiative of Technology Association of Iowa (TAI), Iowa Economic Development Authority and other economic development organization in Iowa.

WORKFORCE GROWTH & DEVELOPMENT

► Economic Inclusion

The Economic Inclusion (EI) Partnership's (committee of Grow Cedar Valley) focus is to empower employers with best practices for inclusiveness to strengthen and diversify the workforce. Economic Inclusion that celebrates diversity to shape an environment that is open and accessible to anyone who wishes to participate in the local economy.

► Economic Inclusion Conference

Over 200 Cedar Valley employers, educators, and community members attended the second annual Economic Inclusion joint conference between the University of Northern Iowa and Grow Cedar Valley. Keynote speaker Joe Gerstandt, national consultant and author, challenged attendees to create an inclusive Cedar Valley, which has sparked ongoing conversations with inclusion champions in the Cedar Valley.

► Cedar Valley Employer Toolkit

An online resource for employers on best practices for diversity and inclusion in the workplace. The current toolkit is being reworked to better help businesses in the Cedar Valley attract and retain talent. The updated toolkit will include information on training, recruiting/retention, salary data, and economic inclusion best practices. This toolkit is intended to be an extension of a company's human resource team.



WORKFORCE GROWTH & DEVELOPMENT CONTD.

► Women in Leadership

This year Grow Cedar Valley hosted the Cedar Valley's first annual Leadercast Women simulcast with over 200 attendees. This event featured a cast of all-female speakers sharing inspiration and stories of courage and leadership, included a live keynote address from Georgia Van Gundy. Grow Cedar Valley will be working on convening a group of female leaders to focus on bringing additional development and networking opportunities for professional women in Waterloo and the Cedar Valley.



► Local Collaborations & Partnerships

► UNI & Wartburg Career Fairs:

Grow Cedar Valley attends these events to speak with students about employment opportunities in Waterloo and the Cedar Valley post-graduation.

► EMBARC:

Grow Cedar Valley has partnered with EMBARC to provide training to newcomer communities regarding the skills needed to be hired and succeed in their jobs, understand the work culture, expectations and prepare for job interviews. The partnership will also provide education to businesses on how to tap into newcomer communities when recruiting new hires as well as cultural competency training.

► One Cedar Valley Getting to Work

In partnership with IowaWorks, the University of Northern Iowa, Child Care Resources, the cities of Waterloo and Cedar Falls and many other organizations, Grow Cedar Valley is helping to create a multifaceted method to address our workforce barriers. This includes providing eligible unemployed and underemployed people with job and life skill training to secure and maintain new employment providing employers with new pools to pull talent.

ADDED BENEFITS

► Events Attended by City Reps

Good Morning Cedar Valley – June & September

Business After Hours – September

Economic Inclusion Conference - October

Leadercast Women - November

► Other Services to the City

23

Ribbon Cuttings
for Waterloo
businesses

32

Jobs posted by the City of Waterloo
on the Grow Cedar Valley job board
(over the last 12 months), with 946
direct views

98

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

GOVERNMENT AFFAIRS & ADVOCACY

Grow Cedar Valley staff attends City of Waterloo Council Meetings on a regular basis. When warranted, Grow Cedar Valley representatives have spoken in support of various economic and community development projects that are beneficial to the economic growth and the business community in Waterloo. Here are just a few examples over the past few months:



► Lost Island Theme Park - \$100M Investment

Anticipating some potential resistance to this project, Grow Cedar Valley attended and spoke in support of the project and asked members of the Grow Cedar Valley Executive Committee to also attend in support. Additionally, Grow Cedar Valley proactively notified John Deere executives about the project and its potential economic impact. As the largest employer in the area, their support is very valuable. As a direct result of our request, the local John Deere General Manager spoke in support of the project at a city council meeting.

► Ban the Box

Grow Cedar Valley proactively informed our state representatives about Waterloo's "Ban the Box" proposal to open the larger discussion of a statewide proposal. Grow Cedar Valley representatives also actively participated in committees to ensure the wording of the proposal represented viable ordinances for the business community. Grow Cedar Valley communicated the importance of supporting Ban the Box to the business community through our e-newsletter.

► Recent Events

2 Friday Forums

► Upcoming Events

Pre-Session Legislative Reception: Thursday, December 10

TECHWORKS CAMPUS

► Lincoln Savings Bank

Successfully secured a commitment of LSB and their business unit LSBX to purchase/condo out the top three floors of TechWorks. To make it financially feasible for the company to invest in the build-out of 75,000/sf, the Cedar Valley TechWorks board agreed to "gift" the top three floors to LSB/LSBX. The City of Waterloo also made a significant investment to make this project happen and that collaboration will continue with re-development along this corridor in downtown Waterloo.



Project is expected to take all of 2020 to build out the necessary floors including lobby, roof, window, brick tuckpointing and parking lot improvements along with the interior 3rd floor improvements.

► Iowa Economic Development Authority (IEDA)

IEDA has contracted with Curtis Burnett, LLC to speakhead a project to develop recommendations for the TechWorks Campus - project started Januualy '19, completion in early 2020.

