

Greater Dubuque 2022 Progress Report

HAPPY HOLIDAYS FROM GREATER DUBUQUE DEVELOPMENT

On behalf of the entire staff at Greater Dubuque Development, we wish you a happy holiday season and prosperous new year. We could not do our work without the support of our partners and the community. To those we have collaborated with and who have invested in our mission, we offer our sincere thanks. We look forward to continuing our service to the Greater Dubuque area in 2022.

NIC HOCKENBERRY ELECTED TO STATE ORGANIZATION BOARD OF DIRECTORS

At their annual meeting held in November, the Professional Developers of Iowa (PDI) elected their 2022 Board of Directors. Nic Hockenberry, Director of Workforce Solutions for Greater Dubuque Development Corporation, was elected to serve on the 12-member board. Leaders from state government, chambers of commerce, and economic development comprise the board membership.

A statewide organization of over 300 members, PDI is dedicated to advancing the professionalism of economic development and its members through a wide range of programs and services. As an association, PDI provides professional training that helps its members do a better job for their community. PDI creates an atmosphere of support and offers an instant network of seasoned experts for local professionals to seek advice and support.



TO LEARN MORE ABOUT THE PROFESSIONAL DEVELOPERS OF IOWA: [Visit their website.](#)

strategic initiatives

INTERNET PROVIDER ANNOUNCES EXPANDED RESIDENTIAL SERVICE INITIATIVE

At a Dubuque City Council meeting on December 6, ImOn Communications announced plans to expand residential fiber services to all homes in the community by 2024. ImOn intends to invest \$18 million to expand their infrastructure, starting in Spring 2022. By the end of the same year, ImOn is projecting that approximately one third of Dubuque city residents will have access to their high-speed internet services.

ImOn Communications is one of several internet providers who have partnered with the City of Dubuque to share fiber conduit infrastructure. A win-win for both, the City is able to generate revenue from the lease of conduit and the provider is able to connect with customers faster. This newest announcement is another success in the ongoing initiative to expand broadband access and service throughout the Greater Dubuque area, led by David Lyons, Strategic Initiatives Consultant for Greater Dubuque Development.



business services

GREATER DUBUQUE TEAM RECEIVES TOP AWARD IN NATIONAL EFFORT

The Center for Regional Economic Competitiveness (CREC) based in Arlington, Virginia has announced that Greater Dubuque Development received the award for Top Team Effort for the 2021 Synchronist Business Retention & Expansion Challenge.

Greater Dubuque Development competed in a collaborative effort with more than 50 economic development groups and 100-plus professionals in the United States to provide new economic



RICK DICKINSON
President & CEO



JASON WHITE
VP of Business Services



KAREN KLUESNER
VP of Operations



DAN MCDONALD
Director of Existing Business



MANDI DOLSON
Director of Workforce Solutions



NIC HOCKENBERRY
Director of Workforce Solutions



DAVE LYONS
Strategic Initiatives Consultant*



JAYNE ERVOLINO
Administrative Assistant



BILL BAUM
Existing Business Specialist*



ROB APEL
Existing Business Specialist*



KRISTIN DIETZEL
Community Tour Guide*



NELSON KLAVITTER
Community Tour Guide*



CHRIS APEL
Community Tour Guide*

* Contractor or Part-time Staff

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benchmarks. The challenge successfully updated benchmarks providing a point of comparison with participating communities in the U.S. For years, Greater Dubuque Development has conducted its award-winning InfoAction business outreach program—competing in the 2021 CREC Synchronist Business Retention & Expansion Challenge was a natural for the team.

Greater Dubuque was also recognized as runner-up for best data quality as part of the 2021 Business Retention & Expansion Challenge.

PROPULSE HONORED WITH IOWA VENTURE AWARD

The Iowa Area Development Group (IADG), on behalf of Iowa's rural electric cooperatives, municipal utilities and independent telecom companies, honored eight distinguished companies and leaders with the Iowa Venture Award at a luncheon held in conjunction with the Iowa Association of Electric Cooperatives' annual meeting. The Greater Dubuque area's ProPulse was recognized.



ProPulse, a Schieffer Company, began in Germany in 1923. In 1998, the third generation of Schieffer's and managing partner Jeff Theis located their first U.S. manufacturing plant in Peosta. Starting with a 12,000-square-foot building, the company has consistently grown and in 2015, they underwent a rebranding to become ProPulse. Combined with rental space, ProPulse has more than 135,000-square-foot under roof today. ProPulse manufactures hoses and fittings for high-pressure fluid conveyance used mostly in industrial applications. They serve world class OEMs, including John Deere, Equalizer and Tommy Gate. Greater Dubuque Development salutes Jeff and his ProPulse team for the continued excellence and success.

workforce solutions

JOINT BOARD MEETING OF GREATER DUBUQUE DEVELOPMENT AND DUBUQUE AREA CHAMBER OF COMMERCE HIGHLIGHTS WORKFORCE CHALLENGES AND SOLUTIONS

CONTENT PROVIDED IN PART BY THE CENTER FOR INDUSTRIAL RESEARCH AND SERVICES

On November 18, Greater Dubuque Development and the Dubuque Area Chamber of Commerce held a joint board meeting to host a state expert discussing recent workforce challenges. Dr. Ron Cox, the Executive Director of the Center for Industrial Research and Service (CIRAS) presented on "Iowa's Workforce Skirmishes". The presentation discussed both the current statewide workforce challenges and their historical context using a data-driven approach. Dr. Cox's work addressed questions that are being more commonly asked by employers: How has this shortage of workers gotten so bad, so fast? Is it all due to COVID-19? His analysis showed that COVID-19 accelerated the unavoidable, and that we need to look at the workforce from a different perspective if Iowa companies want continued growth.

His research suggests that national workforce shortages are resulting in part from increased demand and supply chain issues, but also exacerbated by other factors like a declining rate of population growth and a downward trend in the labor force participation rate. In Iowa, low population increases, unevenly distributed population growth, a high and plateauing labor force participation rate, and other more complex factors all contribute to our workforce issues.

CIRAS has studied Iowa's workforce dilemma and has developed a new approach to addressing some of our issues. The work, funded in part by the Economic Development Administration, looks at solving our complex workforce problem using an approach similar to how a complex fighter aircraft is designed. They linearize the problem by breaking diverse individuals into 28 different types of potential workforce solutions, which then can be separately analyzed. These different workforce elements are grouped into five categories:

- Individuals who are not employed (e.g., females with young children who are not currently working outside of the home)
- Employed individuals (e.g., people working in other states that might be convinced to work in Iowa)
- Process improvements (reducing the need to hire more workers by getting more output from existing workers)
- Automation (reducing the need to hire more workers by providing automation support to existing workers)
- K-16 students (e.g., apprenticeships)

The 28 different labor force potentials are combined into a *Workforce Vector*, or the direction a company might go to find the most workers. Their experience suggests there are several steps a company or community must go through to become more successful at building their workforce. First, they must evaluate what has and has not worked in the past.

Next, after evaluating the local workforce vector, the company must decide who to pursue. The greatest success will likely occur if limited resources are targeted to a few groups that fit best within the existing company framework. After a company or community chooses the direction they want to go (that is, the workforce elements they want to target), the root causes preventing those

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individuals from entering the workforce are explored. For example, the lack of affordable daycare or the lack of available part-time jobs may be limiting “females with children less than six years old” (one of the 28 labor force potentials) from entering the workforce.

The last step is the most resource and time intensive, changing how you operate your business to address the root causes that are keeping your labor targets from entering the workforce or from coming to work at your company. These root causes need to be addressed and sustained before the marketing message is changed to capture the attention of the targeted groups. Since many of the root issues affecting employment are similar across different types of groups of individuals, changing behaviors and processes in one area of the company can improve the potential to attract a number of different groups of individuals.

As growing workforce continues to be a challenge facing our community and employers, expanding our toolkit and using data-driven solutions is critical to success in the Greater Dubuque area.

TO LEARN MORE ABOUT AVAILABLE WORKFORCE SOLUTIONS: Contact Mandi Dolson or Nic Hockenberry, Directors of Workforce Solutions, at 563-557-9049 or mandim@greaterdubuque.org or nicolash@greaterdubuque.org

TO LEARN MORE ABOUT CIRAS AND THEIR WORKFORCE RESEARCH: [Visit their website](#)

RENTAL RESOURCE GUIDE AVAILABLE TO ASSIST NEWCOMERS

When potential newcomers start learning about the area, one of their first stops is rental housing. Helping them find a place for their family and pets to live is one way we can make newcomers feel welcome in our community. Greater Dubuque Development regularly releases the Rental Resources guide—which includes the most frequently utilized online resources that list local properties, as well as management companies and contact information. We will continue to make updates as more properties are developed.



FOR MORE INFORMATION ON HOUSING AND OUR OTHER NEWCOMER SERVICES:

Contact Mandi Dolson, Director of Workforce Solutions, at mandid@greaterdubuque.org.

FUTURE LEADERSHIP TEAM OFFERS INSIGHTS ON WORKFORCE RECRUITMENT AND RETENTION IN THE GREATER DUBUQUE AREA

At their quarterly meeting, the Future Leadership Team continued the discussion of Workforce challenges in the Greater Dubuque area and state. The presentation by Rick Dickinson, President and CEO; Mandi Dolson, Director of Workforce Solutions; and Nic Hockenberry, Director of Workforce Solutions included current employment data for the Dubuque MSA as well as a discussion on the historical trends in our population and workforce. The team then presented upcoming initiatives in college outreach, childcare, housing, transportation, and newcomer marketing that are designed to increase population.

The Future Leadership Team was then asked a series of questions in order to tap into their unique perspectives as community leaders in area business and education. The group discussion delved into recruitment and community development, tracking metrics of success, and making the Greater Dubuque area a community of choice. Based on the quality conversation, a virtual discussion board was implemented to continue the dialogue following the meeting. Team members provided valuable insights based on their personal and professional experiences which will be used to inform decision-making by the staff and Board of Directors.

TO SEE A LIST OF FUTURE LEADERSHIP TEAM MEMBERS: [Visit our website](#)

TO LEARN MORE ABOUT THE FUTURE LEADERSHIP TEAM:

Contact Mandi Dolson, Director of Workforce Solutions at mandid@greaterdubuque.org.

ACCESSDUBUQUEJOBS.COM UPDATE

New Investors

- Five Flags Center
- The Grand Opera House
- Midwest Acutech
- XL Specialized Trailers

Renewed Investors

- Diamond Jo Casino
- Eide Bailly LLP
- Envision Sports Design
- Grand River Medical Group
- Klauer Manufacturing Company
- ProPulse, a Schieffer Company
- Roussetot, Inc.
- Substance Abuse Services Center
- The Friedman Group, Inc.

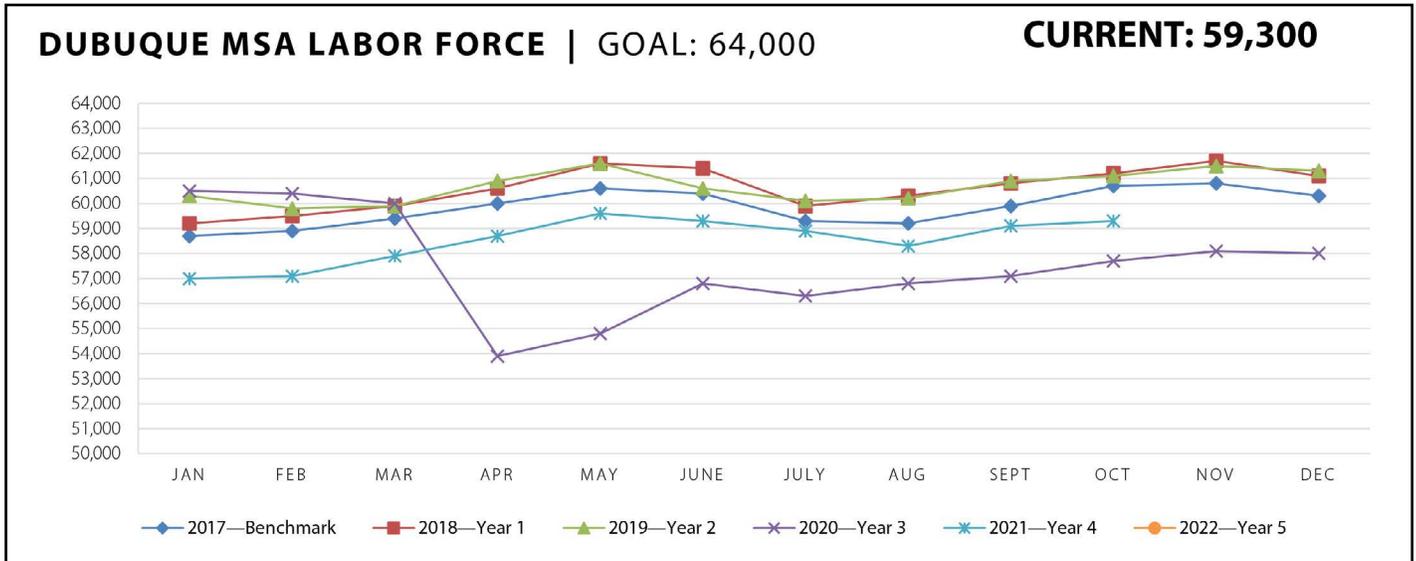
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goals & progress

JOB CREATION UPDATE

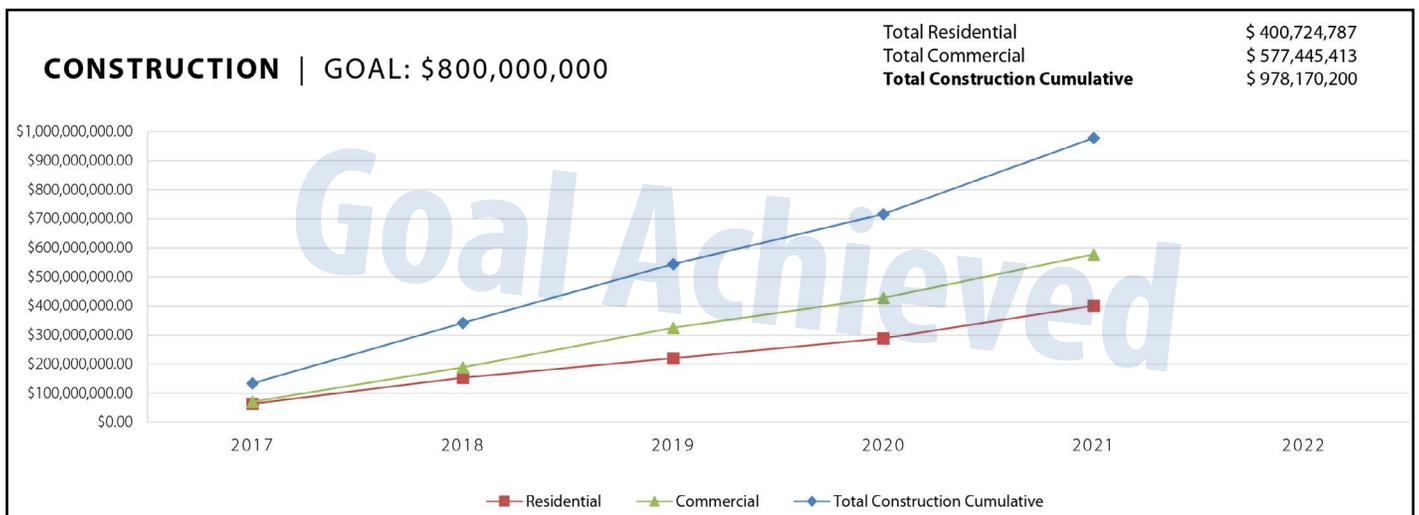
The resident unemployment rate for October 2021 was reported as 3.2% and non-farm employment was 59,300.



SOURCE: Iowa Workforce Development

NEW CONSTRUCTION UPDATE

Since the beginning of the Greater Dubuque 2022 Campaign (7/1/17 through 11/30/21), Residential construction totals \$400,724,787. Commercial construction totals \$577,445,413. Total construction totals \$940,170,200.

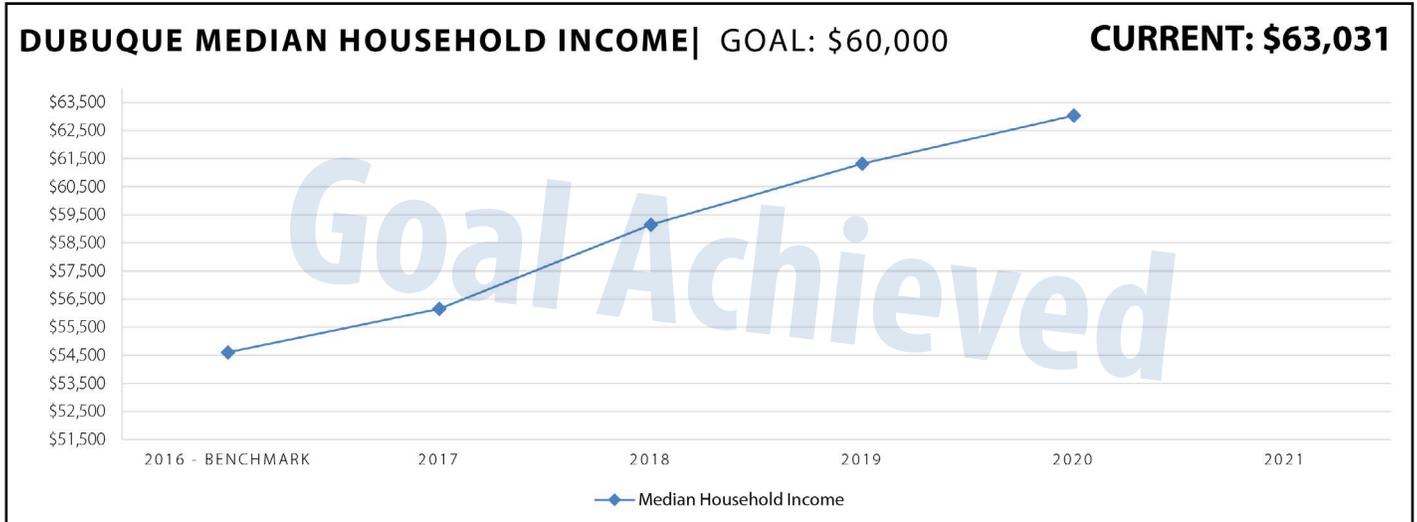


SOURCE: City of Dubuque and Dubuque County, incorporated and unincorporated.

goals & progress

MEDIAN HOUSEHOLD INCOME UPDATE

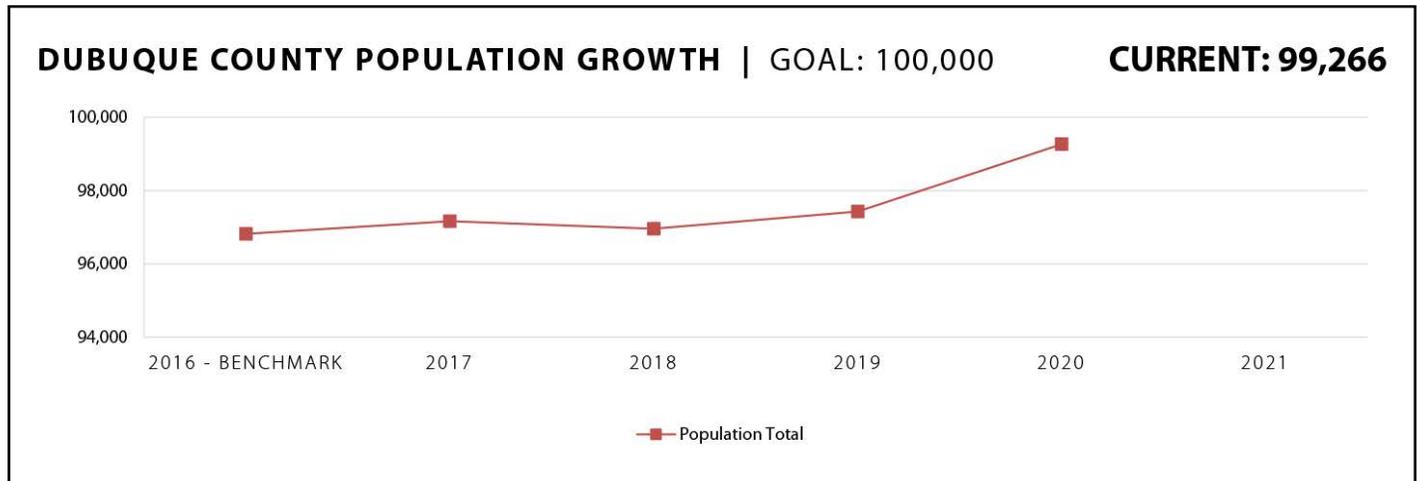
As of December 2020, the median household income for Dubuque County was reported as \$63,031.



SOURCE: American Community Survey 5-year Estimates (2014-2018), updated annually

POPULATION GROWTH UPDATE

As of December 2020, the population was 99,266



SOURCE: U.S. Census Bureau, Population Division, updated annually

upcoming religious celebrations & cultural events

DEC 25TH Christmas (Christian)

DEC 26TH - JAN 1ST Kwanzaa (African American)

JAN 1ST New Years Day (U.S. Secular)

JAN 10TH Bodhi Day (Buddhist)

JAN 17TH Martin Luther King Jr. Day (U.S. Secular)

FEB 1ST New Year (Chinese)