





Before I share the exciting news of our work at Greater Dubuque, please allow me a point of personal privilege. I want to thank the Board of Directors and Investors of Greater Dubuque Development for allowing my recent leave of absence. It was a growing experience for me and I'm back with renewed energy. Most importantly, my absence was unnoticed thanks to the tremendous work of Bill Baum, our Interim Director. He served you well.

This year marks the 25th anniversary of the storied *Christian Science Monitor* article that forewarned our citizens "*Last one out of Dubuque, turn out the lights.*" A far cry from today.

Twenty-five years later, the Greater Dubuque area is seen as a shining example of how prosperity can be returned to rural America. Today, we are often asked to reveal the secret of our region's success. It's simply this: We do the doable every day.

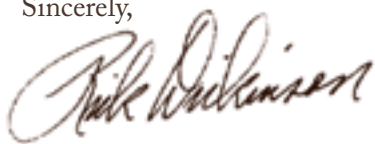
Greater Dubuque Development understands that economic development is not rocket science. It is a challenging form of construction built upon the foundation of the acronym C.R.E.A.T.E. (Collaboration, Retention, Expansion, Attraction, Transformation, and Empowerment) which so aptly describes our mission.

This 2006 Annual Report outlines accomplishments in each of the C.R.E.A.T.E. categories which resulted in a record year of capital investment and job growth. We are reporting on a year so magnificent that we will have reached our five year goal for commercial construction and job creation by the end of our fourth year. The creation of 5,100 net new jobs and \$200 million in commercial construction was unimaginable 25 years ago. Now it is a benchmark for things to come.

The lights are definitely on in Dubuque—shining brightly for all to see.

Thank you for your continued support.

Sincerely,

A handwritten signature in dark ink, reading "Rick Dickinson". The signature is fluid and cursive, with the first name "Rick" being more prominent and stylized than the last name "Dickinson".

Rick Dickinson  
Director

# Our mission

At Greater Dubuque Development Corporation, our primary focus is on existing industry. Through the years, our responsibilities have expanded to meet the needs of our community. Our **C.R.E.A.T.E.** mission statement clearly outlines our goals, our focus, and our dedication to the Dubuque business community.

## Collaborate

The importance we place on communicating and working alongside other organizations—those within our community and those from surrounding areas.

## Retain

Serve our community's existing industry—our first priority.

## Expand

Facilitate the growth of existing companies.

## Attract

Recruit new companies and industries to the area.

## Transform

Guide the economy from a challenged past to our promising future.

## Empower

The information, financial resources, services and tools in place to help entrepreneurs launch an idea and to assist existing businesses in becoming even more successful.



# Collaborate

We are firm believers in building strong, productive relationships with our community and business leaders.

The staff at Greater Dubuque Development Corporation is active in many economic development groups representing local government, utilities, community development, educational institutions, area developers, real estate representatives, and local employers, including:

**Professional Developers of Iowa (PDI)**

**Prosperity Eastern Iowa (PEI)**

**Dubuque Initiatives**

**International Council of Shopping Centers**

**Dubuque Board of Realtors**

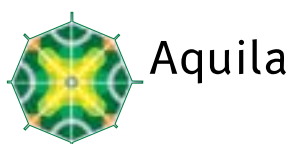
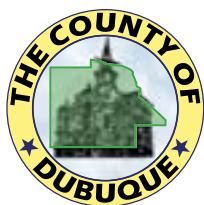
**Port of Dubuque Marketing Committee**

**Dubuque Community Marketing Committee**

***Dubuque: Your Hometown. Your Future. Campaign***

**Southwest Arterial Committee**

**Small Business Development Center**



# Retain

**At Greater Dubuque Development, existing businesses mean everything.** That's why our top priority has been, and will continue to be, serving the companies within our region.

Greater Dubuque's laser-like focus on existing industry is not only about loyalty, it simply makes good business sense. A quick glance at this year's Annual Report shows that 80 percent of the featured projects came from existing employers. In fact, from this same list of existing companies, 50 percent are now doing their second major expansion project within the past few years.

Greater Dubuque Development's primary method of working with area businesses is not trendy, not subject to an industry fad, and is not rocket science. For Greater Dubuque Development, it's about using the time-tested, old-fashioned model of building relationships, open communication, and superior customer service.



Tom Yunt, Woodward Communications  
& Dan McDonald, Greater Dubuque Development

Our staff has the privilege of communicating with existing businesses virtually every single day of the year. To go a step further, our staff also maintains a highly-disciplined, systematic approach called InfoAction. The name itself, InfoAction, is just that—it's about working with area CEOs and business leaders on a one-to-one basis, to obtain information and, when needed, take the action to assist the company.

Whether it's an expansion project, assistance with training programs, connecting companies, or zoning, Greater Dubuque staff serves as the primary point of contact and referral for issues ranging from A to Z. Through our strong network of partners, Greater Dubuque helps businesses do what they do best: compete, invest, and create opportunities for the people and the communities within this region.



# Expand

Greater Dubuque Development Corporation serves as the marketing arm for the area industrial parks, available buildings, and prime building sites throughout the Greater Dubuque area. We promote the Dubuque Industrial Center, Dubuque Industrial Center West, the Dubuque Technology Park and other business hubs within the city such as the Port of Dubuque and the Downtown area. A quick review of this year's expansions include the following:



## **October 13, 2005**

[ A new 400,000 square foot facility with the creation of 44 new jobs and a significant increase in payroll. ]



**JOHN DEERE**

## **January 27, 2006**

[ First announced 30 new jobs; then an additional 100+ new jobs. Also adding two Forestry production lines and the Forestry Engineering Headquarters to the current John Deere Dubuque Works location. ]



**Namasco**

## **February 16, 2006)**

[ A \$6 million investment for an expansion onto the current location and the creation of 40 new jobs. ]



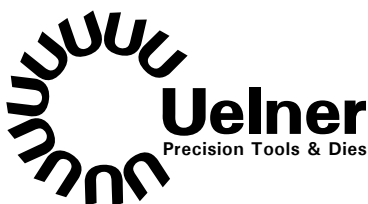
## **April 3, 2006**

[ A major capital investment, including \$18 million for a 135,000 square foot, four-story office building in the Port of Dubuque. Also will create 24 new full-time and several part-time positions. ]

## **THEISEN'S** **HOME • FARM • AUTO**

**April 26, 2006**

[ \$5 million investment in a 110,000 square foot, state-of-the-art distribution center, which includes a 20,000 square foot office for the company's corporate headquarters. The project will be located in the Dubuque Industrial Center West. Theisen's will also create 10 new jobs. ]



**May 3, 2006**

[ Received zoning approval to add space at its existing facility—allowing for a major capital investment in new equipment. ]



**June 3, 2006**

[ Constructing a 30,000 square foot facility in the Dubuque Industrial Center West and creating 10 new jobs. ]



**June 30, 2006**

[ An approximate \$1.3 million investment and construction of an 18,000 square foot addition onto its current location in the Dubuque Industrial Center West. Giese will also create 15 new jobs. ]



We at Theisen's are firm believers that Greater Dubuque Development Corporation is worth its weight in gold. What an asset they are to us. We are a testimonial that they work very hard for in-town business as well as bringing new companies to town.



Jim Theisen  
President  
Theisen Supply

# Attract



Dubuque's growing and diverse industrial base is a major strength for our community. Over the years, the Greater Dubuque area has shifted its dependency from a select few industries to a variety of employers that have created a solid economic foundation. This past year, Greater Dubuque has assisted in attracting the following new companies to our business community:



**February 20, 2006**

[ Creating 100 new jobs. Currently in downtown Dubuque. ]



**April 13, 2006**

[ Investing \$1.8 million, constructing a 10,000 square foot office complex located in the Dubuque Technology Park, which will serve as its Corporate Headquarters. Will also be creating 24 new jobs. ]



During a press conference held at the Grand Harbor, David North, President, announced the decision of Sedgwick CMS (Claims Management Services) to join the Dubuque business community.



Kunkel, Bounds and Associates is very pleased with the help that was given to us by Dan McDonald, Bill Baum and the entire staff at the Greater Dubuque Development Corporation. Their understanding, help, and experience in dealing with governmental programs was a significant reason why our company decided to relocate our business to the State of Iowa and to the City of Dubuque. For companies that are looking to move their business to the Midwest, I would recommend they contact the GDDC. They play a big role in bringing jobs to the City of Dubuque!



Tim Kunkel  
President  
Kunkel, Bounds and Associates, Inc.

# Attract



**“** In preparation of a business/marketing plan for an Eide Bailly client, I needed valid demographic information.

I called Amy Wickham at the Greater Dubuque Development Corporation supplied parameters for the information and described the project. She also researched areas of interest for my health and wellness client, and provided additional health care demographics for the surrounding area. I was impressed with the level of detail she was able to gather, and appreciated receiving it in an e-mail document as well as in a professional bound document.

This information was especially invaluable to the success of obtaining venture capital, nailing down funding, and leveraging marketing success for the new business's target markets. **”**

Kelley Donovan  
Business Development Manager  
Eide Bailly - Dubuque

Greater Dubuque Development Corporation added Retail Expansion to its growing list of activities during the past year. This program broadens our traditional scope of assisting business to focus on improving the retention, attraction, and diversification of retail in the City of Dubuque.

An important element of this program—which is funded by both the City of Dubuque and Dubuque Initiatives—has been assembling accurate information pertaining to the Dubuque area. Traditional methods of evaluating a community's retail potential do not give a true picture of Dubuque's budding spending power.

Using information sources such as Claritas, a web-based database of demographic information, we are better educating prospects on Dubuque's unique role as a regional hub—showing the true number of consumers using the community for employment, health care, education, and retail. In addition, our economy is heavily fueled by a growing tourism industry and an influx of college students—numbers that aren't represented in standard demographic information. These additional details, along with a business sector that continues to grow, help illustrate Dubuque's strong retail potential to those outside our community.

Through membership and participation in conferences sponsored by the International Council of Shopping Centers (ICSC), and attending educational events like the University of Shopping Centers at the University of Pennsylvania, we have begun the process of showcasing Dubuque to national chains and real estate firms. However, the majority of our efforts continue to focus locally by providing information and assistance to our own brokers, developers, and landowners for their recruitment and expansion efforts.

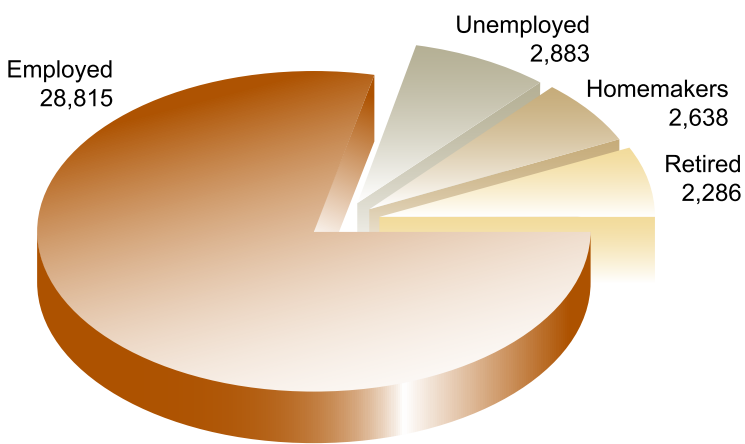
The expansion process begins long before a business makes an announcement to the media. A major factor in continuing successful expansions and relocations is understanding our workforce and the availability of highly educated and skilled workers for our businesses.

**Laborshed Analysis** We have completed three Laborshed Studies for the Greater Dubuque area over the last six years. Iowa Workforce Development distributes a survey to area employers to gain a workforce profile. They also conduct phone interviews with employed and unemployed persons throughout the region. We use the information to understand the changes, attitudes, and capabilities of our workforce.

Our most recent Laborshed Analysis showed that the Greater Dubuque area's potential workforce grew from 127,049 in 2004 to 199,187 in 2006—an increase of 72,138 workers. The analysis also includes information on benefits, job search methods, and industry specific data. The final report is posted on our web site and hard copies are available from our office.

# 2006 Laborshed Data

**GREATER DUBUQUE** | Estimated number of individuals very likely or somewhat likely to change or accept employment is **36,722**.



**KEY**

■

Health/Medical

■

Pension/Retirement

■

Paid Vacation

■

Dental Coverage

■

Paid Holidays

■

■

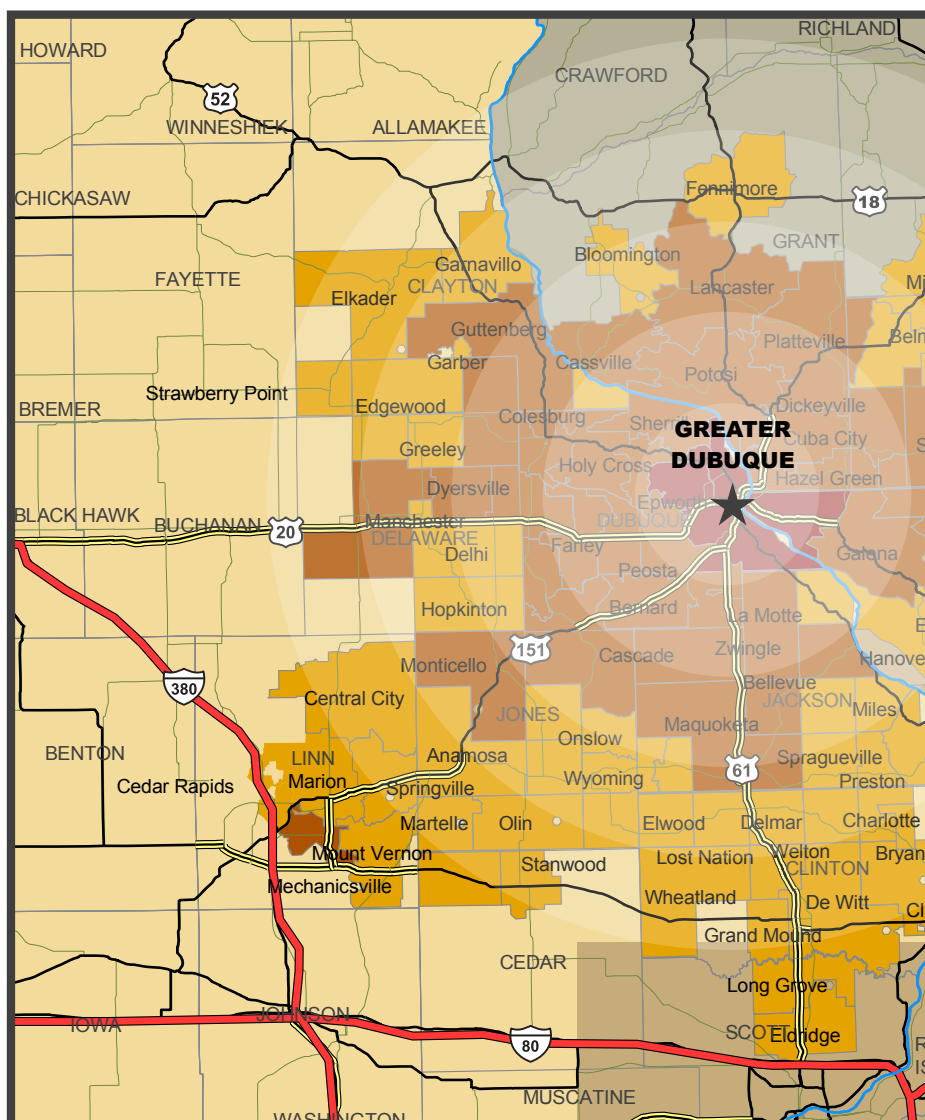
■

Life Insurance

■

Data Source: Iowa Workforce Development

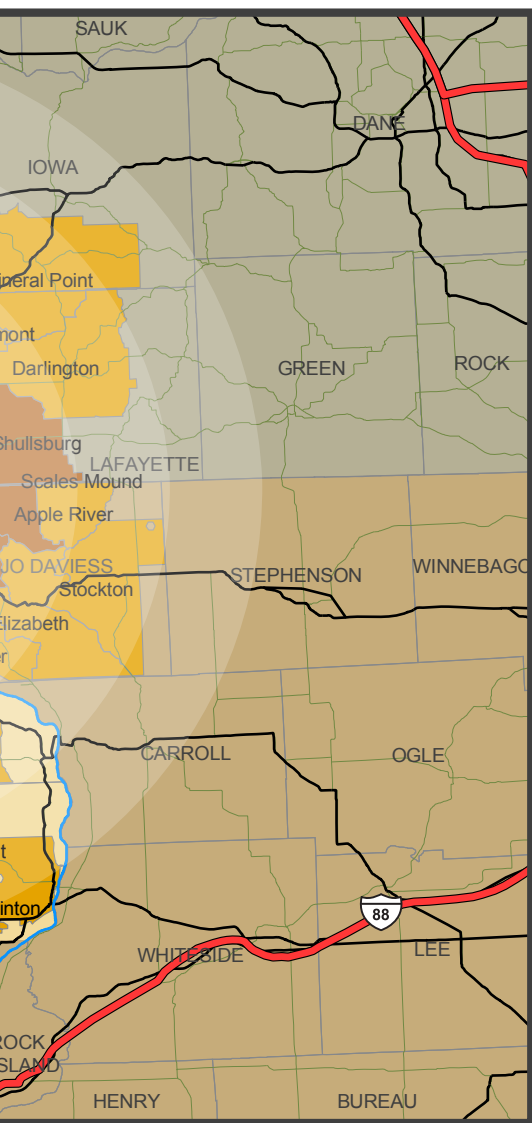
# Laborshed 2006



## Commuting Statistics

The above map represents commuting patterns into Greater Dubuque with the concentration per ZIP Code represented in the legend.

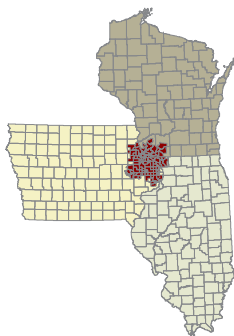
Those who are willing to change employment in the Greater Dubuque Laborshed area are willing to commute an average of 25 miles one way with a range of 4 to 50 miles for employment opportunities.



## LEGEND

- ★ Dubuque
- Mississippi River
- Interstates
- US Highways
- State Highways
- 4-Lane US Highways
- Iowa County
- Illinois County
- Wisconsin County

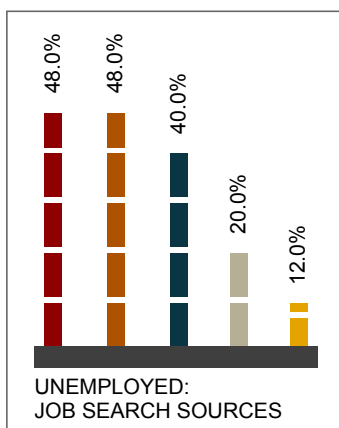
## AREA SHOWN



## COMMUTER CONCENTRATION

by Place of Residence  
(per ZIP Code)

- Zone 1 (1 - 25)
- Zone 2 (26 - 710)
- Zone 3 (711 - 10,264)



## KEY

- Local Newspapers
- Internet
- Local IWD Offices
- Regional Papers
- Private Employment Services

>> The two web sites most frequently cited as job search resources were *accessdubuque.com* and *monster.com*.

As the core of our collaborative efforts, Greater Dubuque Development offers assistance to surrounding community development organizations to assist them in reaching their goals. This past year we have assisted our partners in many different areas. This includes providing market and demographic research, economic data, creating maps, assisting with the development and creation of marketing materials, writing press releases, providing aerials and other photographs, and posting information via the Location One Information Systems (LOIS) and our web site. Some examples include:

## **Cascade Economic Development Corporation**

[ Lot map, industrial park web page and contact information ]

## **City of Dubuque**

[ Marketing lot maps and aerials, customized proposals, award winning Port of Dubuque time line poster, informational Port of Dubuque project brochure ]

## **Dyersville Industrial Corporation**

[ Lot map, customized proposals, industrial park web page and links ]

## **Dubuque Area Chamber of Commerce**

[ *Dubuque: Your hometown. Your future.* workforce campaign: staff time for planning, annual marketing plan/calendar, community brochure, budget planning and assistance, advertisements, web site design and planning, investor communications, community luncheon planning and coordination ]

## **Farley Economic Development**

[ Lot map, customized proposals, industrial park web page and contact information ]

## **National Mississippi River Museum & Aquarium**

[ Staff time for planning, Phoenix Award conference, PowerPoint presentation movie ]

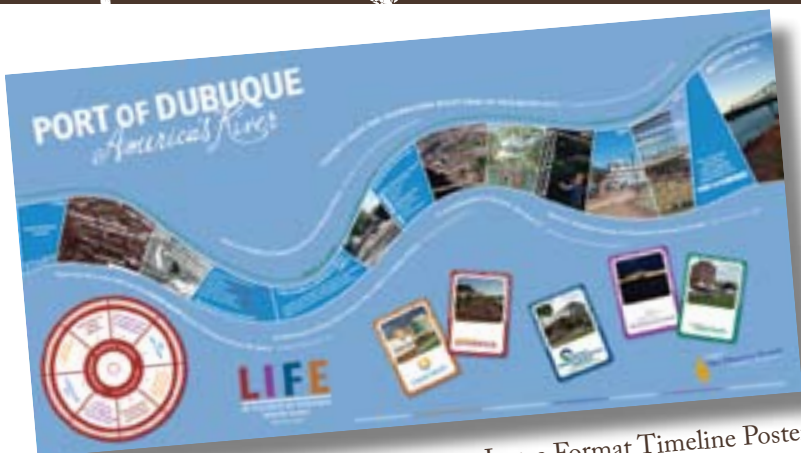
## **Prosperity Eastern Iowa**

[ Staff time for planning, informational brochure, DVD planning ]

## **Western Dubuque Biodiesel, LLC**

[ Logo, invitation, press release for ground breaking ]

# Empowering Others



>> Award Winning, Large Format Timeline Poster  
[ City of Dubuque ]

>> Information Card  
[ Chamber of Commerce ]



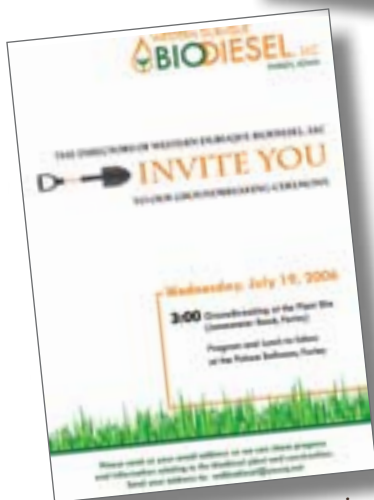
>> Invitation  
[ Chamber of Commerce ]



>> DYHYF Campaign Brochure  
[ Chamber of Commerce ]



>> Information Brochure  
[ Prosperity Eastern Iowa ]



>> Ground Breaking Invitation  
[ Western Dubuque Biodiesel ]



>> Logo Design  
[ Western Dubuque Biodiesel ]

>> Industrial Park Web Page  
[ Farley Industrial Development ]



>> Industrial Park Lot Map  
[ Cascade Economic Development Corporation ]

Communication is a major factor in the success of Greater Dubuque Development. We connect with our investors, board of directors, business partners, and other community leaders through our monthly newsletter, annual report, and web site. The Greater Dubuque Development staff works together to provide up-to-date and customized information. We use these marketing materials in each of the specific C.R.E.A.T.E. areas. This year's marketing materials include:

Annual Report

Greater Dubuque Development Web Site

Customized Project Proposals

Area Maps

Industrial Park Site and Lot Maps

River Valley Initiative Reports

Cards and Postcards

Aerial Photographs

PowerPoint Presentations

Advertisements

Special Events

Articles and Press Releases

Informational Posters

Demographic Information

Retail Location Information

Information Packets

**Proposals** The past year, Greater Dubuque Development Corporation completed 38 projects. We added 63 new projects since July 1, 2005 and currently have 74 active projects. These projects require customized proposals, demographic and data packets, and other highly-customized information. Greater Dubuque also supplies maps and photographs of specific sites and buildings to prospects.

**“** I would like to thank the Greater Dubuque Development Corporation for their responsiveness to our request for assistance in the early stages of our expansion project. Everyone within your organization was willing to work with us and provide their expertise so that our project could get off to a great start...Greater Dubuque Development Corporation is an organization that puts the economic well-being of Dubuque and local businesses first. **”**

Charlie H. Giese  
President  
The Giese Companies

# Marketing Materials

>> River Valley Initiative Annual Report



>> Customized Proposals



>> Advertisements





>> Monthly Newsletters



>> Location One Information Systems (LOIS)



>> Sedgwick CMS Press Conference Materials

# The Future



“

Dan McDonald and Greater Dubuque Development have been a tremendous resource for Barnstead International as we have expanded our employment in the local community. Dan is knowledgeable about state programs and leading edge training and put us in touch with Northeast Iowa Community College that developed a Lean/Six Sigma training program (for us). Further, when we needed some assistance in securing nearby warehousing space, Greater Dubuque Development Corporation was helpful in identifying options for us very quickly.”

”

John W. Grosh  
Senior Vice President / Global Operations  
Fisher Scientific Products / Barnstead International

With a positive outlook, Greater Dubuque staff will continue current activities and focus on new projects and goals.

**River Valley Initiative (RVI)** Having met the aggressive goals established in 2002—creating 5,100 new jobs and spurring \$200 million of new construction—we anticipate RVI goals to be met a full year ahead of schedule. Phase II is scheduled to begin in 2007.

**Port of Dubuque Marketing** In addition to traditional activities to attract business and industry, Greater Dubuque is leading the community-wide effort to market the opportunities available at the Port of Dubuque. As a gateway to our City and a symbol for the many exciting things that have happened during the past 5 years, the Port of Dubuque offers a rare opportunity for business, entertainment, and residential elements. We are working with our partners to develop a strategy to successfully promote this district, thereby creating an environment both citizens and visitors can enjoy.

**Retail Expansion** One of the major enhancements to the Retail Expansion program during its second year will be a retail-focused InfoAction program. Similar to the format of our existing industry InfoAction program, Greater Dubuque staff will meet face-to-face with the Dubuque area retailers, both large and small. This will allow us to better understand the consumer market and serve our retailers. Other activities include expanding the current building/site database (LOIS) and adding a retail-data specific page to the Greater Dubuque web site.



**Amy Wickham**

Director of Retail Expansion

**Kimberly Ahrens**

Marketing Manager

# Thank you



**Rick Dickinson**  
Director

**Dan McDonald**  
Assistant Director

**Karen Kluesner**  
Office Manager

We thank our Board of Directors and Investors for your continued support. We also extend a special thanks to Bill Baum, our Interim Director from January 1 to June 30, 2006. We wish Bill an enjoyable and relaxing retirement. Thank you!

# 2005 – 2006 Board of Directors

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**Vice President** \*David Becker [ Cottingham & Butler ]

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Dave Baker [ Teamsters Local 421 ]

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Terry Kouba [ Alliant Energy ]

Tim Conlon [ Conlon Construction ]

Tim Hodge [ Hodge Company ]

\*Tom Yunt [ Woodward Communications ]

Wayne Briggs [ Epic Construction ]

Wayne Demmer [ Dubuque County ]

* Denotes Executive Committee
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# investors

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A.Y. McDonald Industries, Inc.  
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AMBRACO, INC.  
American Airlines/American Eagle Airlines  
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Dan Kruse Pontiac - Nissan - BMW  
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Dubuque Bank & Trust  
Dubuque Building and Construction Trades Council  
Dubuque Board of Realtors, Inc.  
Dubuque Racing Association  
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Dubuque Internal Medicine  
Dubuque New Car & Truck Dealers Association  
Dubuque Stamping & Mfg., Inc.  
Duggan Iowa Realty  
Dupaco Community Credit Union  
Durrant  
DuTrac Community Credit Union

Eagle Window & Door, Inc.  
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Geisler Brothers Company

Giese Manufacturing Co., Inc.

Hartig Drug

Heartland Financial USA, Inc.

Hodge Company

Honkamp Krueger & Company

HyVee

IBEW #704

IIW Engineers and Surveyors

John Deere Dubuque Works

Julien's Journal

Kane, Norby & Reddick, P. C.

Kirchhoff Distributing Company

Klauer Construction Company

Klauer Manufacturing

Kluesner & Co. Painting

Leo McCarthy

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O'Connor & Thomas, P.C.

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Platinum Hospitality Group, LLC

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Portzen Construction

Premier Bank

Prudential Partners Realty

Prudential Retirement & Investment

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Rousselot

Ruhl American Commercial Company  
Runde Chevrolet, Inc.

Spahn & Rose Lumber Company

State Central Bank

Teamsters Local 421

The Finley Hospital

The Floor Show Companies

The Friedman Group

The Metrix Company

Theisen Home Farm Auto

Tricon Construction Group

Turpin Dodge of Dubuque

Union-Hoermann Press

United Brotherhood of Carpenter  
& Joiners

University of Dubuque

US Bank - Dubuque

Vanguard Counter Tops, Inc.

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Westphal & Company Electrical  
Construction

Woodward Communications, Inc.

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