

BUSINESS  
RETENTION  
EXPANSION

RETAIL  
EXPANSION

NEW  
BUSINESS  
DEVELOPMENT  
& RECRUITMENT



WORKFORCE  
DEVELOPMENT  
& RECRUITMENT

BUSINESS  
RETENTION  
EXPANSION

RETAIL  
EXPANSION

WORKFORCE  
DEVELOPMENT  
& RECRUITMENT

# GREATER DUBUQUE TRAVEL LOG

2006-2007 Annual Report

NEW  
BUSINESS  
DEVELOPMENT  
& RECRUITMENT









# DAVID BECKER

Greater Dubuque Development Corporation Chairperson  
Greater Dubuque: Destination for Opportunity Campaign Chairperson



David Becker addresses a media conference audience.



David Becker accepts the Private Sector's campaign investment check.



David Becker accepts the Public Sector's campaign investment check.



David Becker pictured with Rick Dickinson, Mike Blouin, Mayor Roy Buol, and incoming Greater Dubuque Chairperson Tom Yunt.

## To Our Investors:

In John Wooden's book, *Wooden on Leadership*, he notes, "the choice you make, makes you." Just over four and a half years ago, your choice to support Greater Dubuque Development's *River Valley Initiative* was a critical component of a collective effort aimed at improving our community. And what a difference it has made.

Launched in January 2003, the *River Valley Initiative* set the ambitious goals of adding 5,100 new jobs and spurring \$200 million in new, commercial construction in Greater Dubuque within five years. In the first four years, 5,200 new jobs were created and over \$260 million in new, commercial construction has occurred in our community. Aside from exceeding the campaign goals, the performance of our economy earned national recognition. In late 2006, *Moody's/Economy.com* ranked Dubuque 22nd in the nation for job growth. Then, in the spring of 2007, *Inc. Magazine* also showed Dubuque powering into the U.S. Top 25 for job growth—the only city in the entire Midwest and the "Biggest Mover" according to the magazine. At the same time *Forbes Magazine* ranked Dubuque in the U.S. Top 15 for "Best Places"—scoring the 2nd biggest gain in the U.S.

We are once again at a decision point. The choice is simple: Do we rest on our recent successes or do we boldly proceed forward with higher aspirations, determined to continue the rapid ascent of our economy and our community? I'm proud to say that, thanks to you, our investors, we will be forging onward with even more aggressive plans for the future.

Our new five-year campaign, *Greater Dubuque: Destination for Opportunity*, fits our mission of continuing to enhance Dubuque as a beacon of opportunity for individuals and families who want great careers and a terrific community to call home. In order to reach our destination, we have established a new, more aggressive set of goals for the next five years:

- Adding 5,500 net new jobs
- Increasing targeted wage levels to \$16+ per hour
- Spurring \$300 million in new commercial construction
- Growing the population of our community by 6 percent

To achieve these objectives, we have strengthened our team and expanded our mission. We will be pursuing a far-more aggressive campaign aimed at recruiting new businesses to Dubuque, spearheaded by Mike Blouin, who joined the organization earlier this year after leading the Iowa Department of Economic Development. In addition, Greater Dubuque will play a greater role in helping to address the workforce challenges of our community, including the responsibility for managing and promoting the *AccessDubuqueJobs.com* web site. And most importantly, we will continue our most urgent mission—helping to retain and expand existing businesses in Greater Dubuque.

I am extremely grateful to have had the opportunity to serve as the Chairperson of this organization and the *Greater Dubuque: Destination for Opportunity* campaign over the last year. I want to thank each of you for your support of Greater Dubuque Development, but more importantly, for your passionate commitment to Greater Dubuque itself. In the end, the choices that you, our investors, have made will indeed make Greater Dubuque a *Destination for Opportunity*.

Sincerely,

David O. Becker  
Greater Dubuque Development Corporation Chairperson  
Greater Dubuque: Destination for Opportunity Campaign Chairperson





# RIVER VALLEY INITIATIVE



An aggressive plan to positively change our future.

## A CATALYST FOR CHANGE

In 2002, John Schmidt, of Heartland Financial USA and Campaign Chairperson of the *River Valley Initiative*, encouraged our business community to “roll up our sleeves” and take control of our destiny. At the time, Dubuque already had much to be proud of with a positive “can-do” attitude and a superior workforce. New four-lane highways continued to improve access to large markets and land was primed for development. But that wasn’t enough for this region’s leaders— or Greater Dubuque Development. It was time to be bold and visionary. To move Dubuque’s economy to the next level, more than a hand-to-mouth approach was needed.

The answer was the *River Valley Initiative*. Launched in 2003, expectations were high. The goals set by Greater Dubuque Development’s Board of Directors were even higher. The five-year campaign sought to create 5,100 new jobs and spur \$200 million in commercial construction. More than 100 businesses and individuals invested \$2.3 million in the effort.

Fast forward to 2006. The initiative goals were reached in less than four years. The *River Valley Initiative* “focused the community on job creation and business expansion,” said Dubuque Mayor Roy Buol. “It really provided the focus and funding that was needed to make it happen.”

## THANK YOU TO OUR CHAMPIONS

When we began our first initiative, our investors saw the potential the Greater Dubuque area had to grow beyond that which was expected. We extend a sincere thank you to all of our *River Valley Initiative* investors.





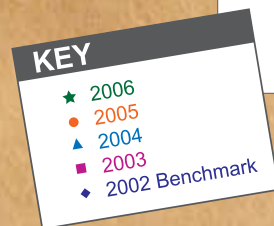
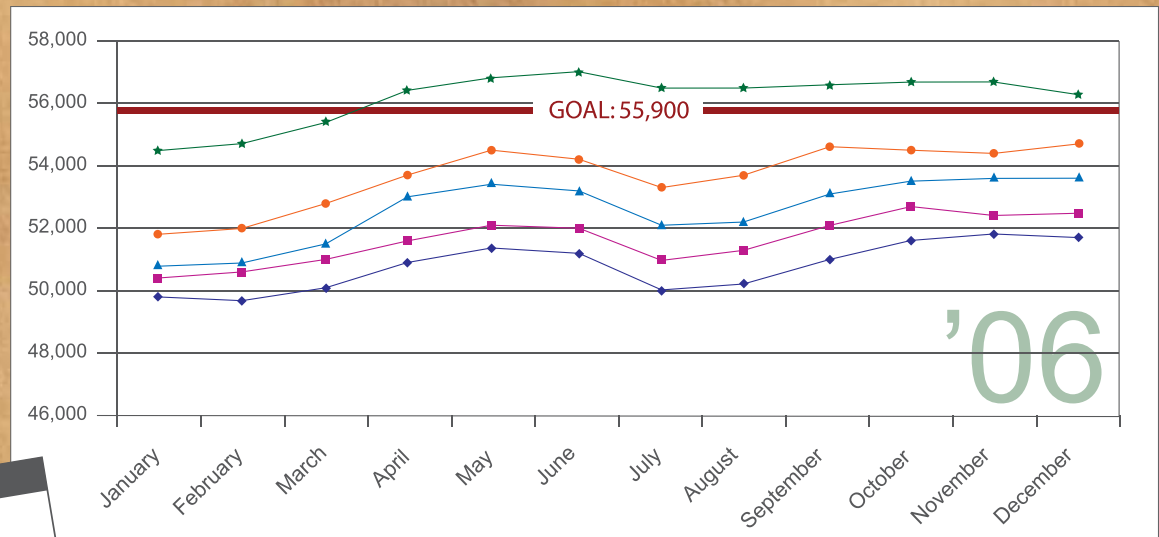
# JOB CREATION

New opportunities for our workforce.

## MORE THAN 5,100 NEW JOBS!

More than a year ahead of schedule, the *River Valley Initiative* goal to create 5,100 new jobs was not only met, but exceeded. This chart illustrates the progress of the campaign from the 2002 benchmark year through the fourth year of the initiative.

The Iowa Department of Workforce Development reported a monthly average of 50,800 during the 2002 benchmark year. By December of 2006, the job rate had climbed to 56,000—an all-time record that will be eclipsed in 2007.



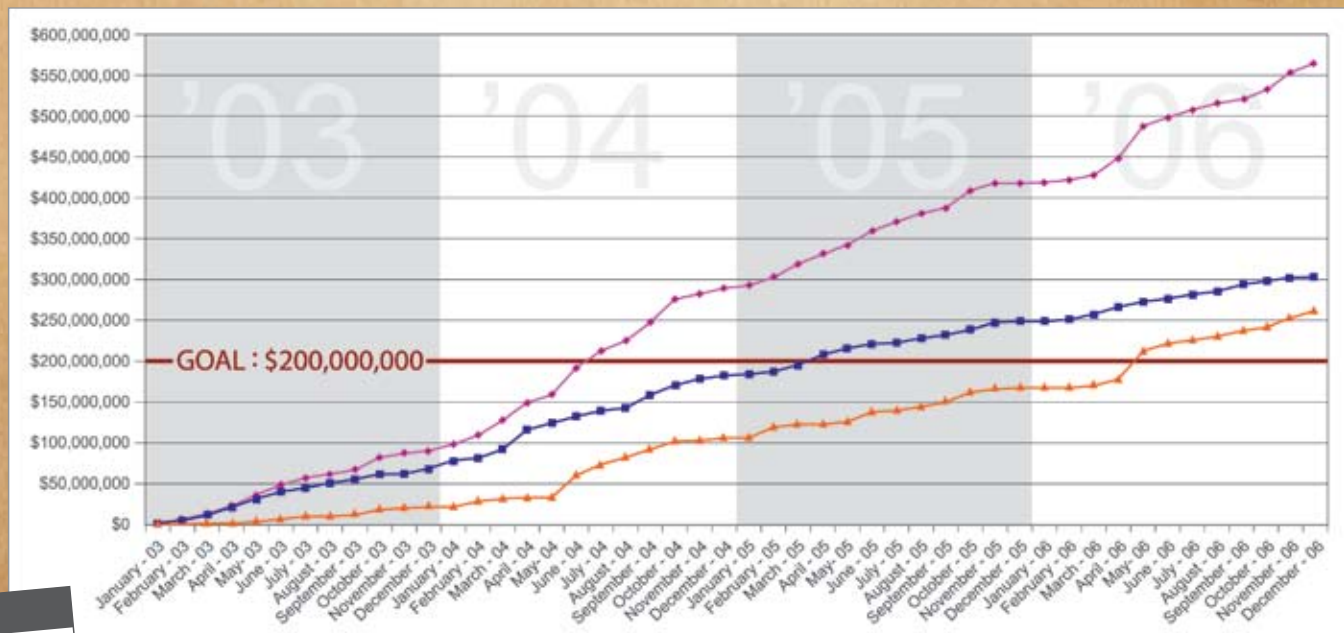
# COMMERCIAL CONSTRUCTION

Building on success.

## OVER \$200 MILLION IN COMMERCIAL CONSTRUCTION!

The *River Valley Initiative* goal to spur over \$200 million in commercial construction was also surpassed a year ahead of schedule.

From January 2003 through December 2006, commercial construction in the Greater Dubuque area totaled \$262,010,875.





# EXPANSION & NEW BUSINESS

Companies investing in the Greater Dubuque community—July 2006 - June 2007.



JULY 2006

Western Dubuque BioDiesel, LLC held a groundbreaking for a new facility that will yield 30 million gallons of biodiesel and 3 million gallons of glycerin annually. The company will also create 30 jobs.



MARCH 2007

U.S. BioEnergy held an official “corn-breaking” ceremony for its new facility that is expected to produce more than 100 million gallons of ethanol and 320,000 tons of distiller grains per year. The company is also creating 40 jobs while reducing America’s dependency on foreign oil.



AUGUST 2006

Cottingham & Butler announced a multi-million dollar expansion. This ongoing project includes an expansion and remodel of its corporate headquarters located at 800 Main Street in the Security Building. This home-grown, flagship company has already begun adding what will be at least 90 quality career opportunities.



APRIL 2007

Kendall/Hunt Publishing announced plans for a new 120,000 square foot, state-of-the-art distribution center and office building in the Dubuque Industrial Center West. The company, which is the remaining division of the W.C. Brown Publishing Company, is investing more than \$5 million in the Dubuque location and will add 10 positions to the 188 jobs being retained.



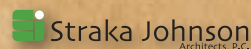
AUGUST 2006

Sedgwick Claims Management Services (CMS) of Memphis, Tennessee, announced it would expand into a new facility in the Dubuque Technology Park. The company moved into its 28,000 square feet of office space in June of 2007. Prior to the construction of the new facility, the company occupied temporary office space in Downtown Dubuque and added over 100 jobs to the Dubuque workforce.



APRIL 2007

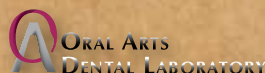
The Hodge Company built a new, 30,000 square foot building for Material Handling’s operations. It also constructed a 20,000 square foot building for another division of the Hodge Company, InfoSafe Records Management, in the Dubuque Industrial Center West.



AUGUST 2006

Straka Johnson Architects, P.C. announced plans to move its corporate headquarters to a new location in the Dubuque Technology Park. The company now occupies 4,000 square feet of office space in the new complex which is also home to Sedgwick CMS.

In early August of 2006, the company also announced an expansion at 7425 Chavenelle Road in the Dubuque Industrial Center West. It added 40,000 square feet to the facility which is occupied by DDI, Inc. and Automated Presort Inc.



OCTOBER 2006

Oral Arts Dental Laboratories announced plans to move into a \$1.3 million, 14,200 square foot facility in the Dubuque Industrial Center West. The company will retain 54 jobs and create an additional 10 positions.



JUNE 2007

Entegee announced plans to construct a 11,250 square foot office building in the Dubuque Technology Park. The project investment is estimated at \$900,000 and the company will add 10 new jobs while retaining 85 employees.



JANUARY 2007

Durrant announced plans to rehabilitate and build new office space in the Port of Dubuque. The company is investing \$3 million in construction while it transforms one of Dubuque’s oldest manufacturing facilities into world-class office space. Durrant’s innovative project will serve as a model for sustainable building practices. This global architectural design firm, headquartered in Dubuque, will also be adding 10 career opportunities to its employment of 49.



JUNE 2007

John Deere announced—for at least the third time in just five years—plans to add additional production to its Dubuque Works operation. Initially creating 15 jobs, the production of cabs for crawlers increases the growth potential for the company.



# HEADLINER: DUBUQUE, IOWA

What others are saying...

U.S. TOP  
**25**  
22<sup>nd</sup> for job growth  
& #1 "Biggest Mover"  
**Inc.**  
Released in 2007

U.S. TOP  
**25**  
22<sup>nd</sup> for job growth  
 **Moody's** | **Economy.com**  
Released in 2006

U.S. TOP  
**15**  
"Best Small Places for Business"  
2<sup>nd</sup> biggest gain in the U.S.  
**Forbes**  
Released in 2007

★★★★★  
a five-star  
Quality of Life Metro  
**EXPANSION**  
MANAGEMENT  
Released in 2006

NATIONALLY  
**TOP TEN**  
"Low-cost locales  
where jobs are plenty"  
  
Released in 2007

Dubuque also received the following accolades during the past year:





# GREATER DUBUQUE

## DESTINATION FOR OPPORTUNITY



### OUR MISSION

Through the feedback received from one-on-one interviews with local business leaders, Greater Dubuque Development's Board of Directors has identified the most critical needs of our business community. Armed with our mission and goals, Greater Dubuque is already addressing these issues and has launched the *Greater Dubuque: Destination for Opportunity* campaign. The campaign is aimed at pro-actively continuing the economic growth of the Greater Dubuque area. Our mission over the next five years includes Business Retention & Expansion, Workforce Development: Recruitment & Retention, New Business Recruitment, and Retail Expansion.

### BUSINESS RETENTION & EXPANSION

- Continue to assist and serve existing businesses within the Greater Dubuque area with both challenges and opportunities.
- Continue Greater Dubuque's model business and retention program, *InfoAction*, to identify and assess the needs of our existing employers.
- Increase the *InfoAction* contracts to 200 site visits per year.
- Provide customized solutions, proposals, information, and direct assistance when opportunities or challenges are identified.
- Promote the Greater Dubuque area as a *Destination for Opportunity* for existing employers.

### WORKFORCE DEVELOPMENT: RETENTION & RECRUITMENT

- Manage and promote the use of the *AccessDubuqueJobs.com* web site to area businesses.
- Develop a structured partnership between Greater Dubuque Development, the *Telegraph Herald*, the Iowa Department of Workforce Development, the Dubuque Area Chamber of Commerce, and regional employers.
- Conduct a labor needs assessment with regional employers designed to identify future job growth-patterns and the respective skill-sets needed in the next ten years.
- Develop a strong partnership with regional institutions of higher education that addresses curriculum development and the creation of a model internship program.
- Promote the Greater Dubuque area as a *Destination for Opportunity* to a growing workforce.

### NEW BUSINESS RECRUITMENT

- Develop a highly-effective plan for marketing the Greater Dubuque area to regional, national, and international audiences.
- Partner with area organizations to meet common goals.
- Identify and meet with new business prospects.
- Participate in the development of incentive agreements and during closing negotiations with businesses.
- Determine the business community's receptivity for a Venture Capital/Angel Investor program in conjunction with the Northeast Iowa Business Accelerator.
- Identify the strengths and weaknesses of the Dubuque area and offer solutions to develop a more attractive business climate.
- Create 15-20 percent of jobs through newly recruited business.
- Promote the Greater Dubuque area as a *Destination for Opportunity* for new employers.

### RETAIL EXPANSION

- Support the marketing efforts of local developers and commercial realtors by supplying custom information and promoting available properties to potential retailers.
- Assist the local retail community by providing market research, mailing lists and other specialized information and services that will help them become more successful.
- Provide customized information to national retailers or local businesses to present the Dubuque market as a viable opportunity for growth.
- Locate and employ tools and technology to retrieve, analyze, and track detailed community, demographic, and industry information.
- Promote the Greater Dubuque area as a *Destination for Opportunity* for retail.



# MEASURING SUCCESS

*Greater Dubuque: Destination for Opportunity Goals:*

## **5,500 NEW JOBS**

Create 5,500 net, new jobs to bring our workforce to a record of 61,800\* by December of 2012. Job growth will be tracked by utilizing the Iowa Department of Workforce Development's official, monthly statistics.

Current Workforce: 56,300 (\*Job numbers are periodically bench-marked by the Iowa Workforce Development and may change the base number.)

## **\$16+ WAGE LEVELS**

Targeted wages for new jobs will be \$16+ per hour or an average annual income of \$33,280. Dubuque County wage levels will be monitored using the official data released by the Iowa Department of Workforce Development and the Iowa Department of Economic Development.

Current Wage Rate: \$15.71 (3rd Quarter 2007, Iowa Department of Economic Development/Iowa Department of Workforce Development)

## **\$300 MILLION COMMERCIAL CONSTRUCTION**

\$300 million in new commercial construction projects in Dubuque County. We will track construction using the official information that is provided by the City of Dubuque's Building and Permits Department and Dubuque County Assessor's office.

Current Commercial Construction: \$262,010,875 (2003 - 2006)

## **SIX PERCENT (6%) POPULATION GROWTH**

Grow the Dubuque County projected population by 6 percent (5,357) from 89,143 in 2000 to 94,500 in 2012. The official population estimates from the U.S. Census Bureau and Claritas will be used to monitor Dubuque County's population growth.

Current Dubuque County Population: 91,858 (2006 estimate)





# WE CAN CHANGE OUR FUTURE

We have proven we can.

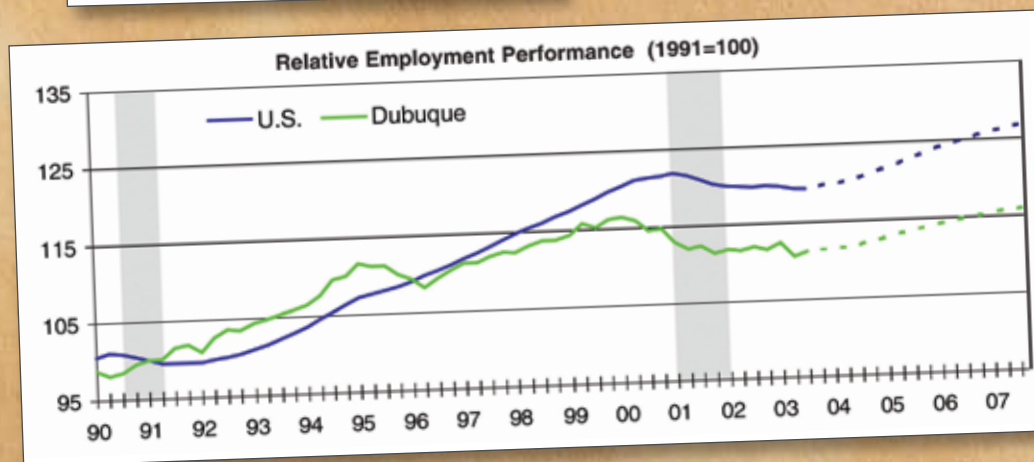
## SOME DOUBTED US — BUT WE BELIEVED IN OURSELVES

In 2003, *Economy.com* released a dismal forecast for the Greater Dubuque area. Released in December of 2003, the document noted that Dubuque would fall well below the national average for employment. However in June of 2007, the *Economy.com* report showed that Dubuque had actually outperformed the national average. It directly states that “**development initiatives have been able to stave off recessionary conditions...**”—it also warns of a downward trend in the future, but we will not rest on our laurels. We will make Greater Dubuque a *Destination for Opportunity*!

## Economy.com

THEN: DECEMBER 2003 REPORT

**Recent Performance.** The Dubuque economy continues to struggle.



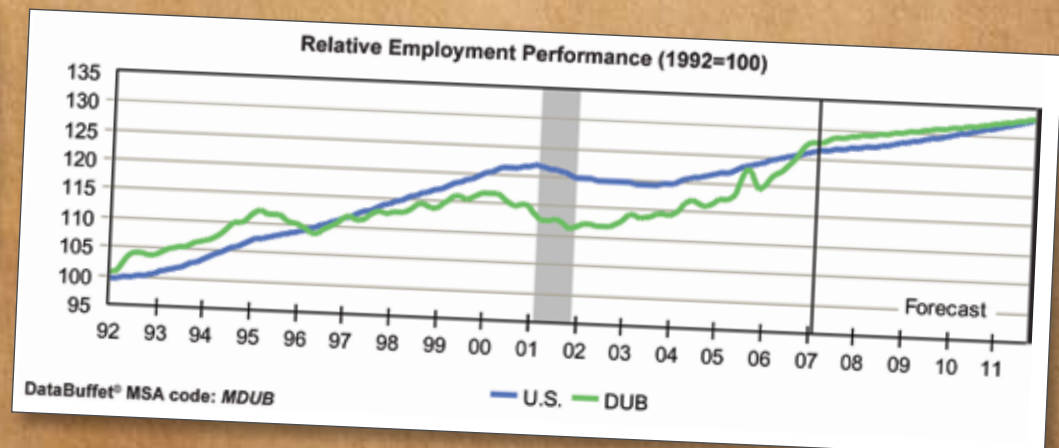
**Labor force.** The tough job market, with employment hitting a nearly seven-year low this spring, has had a profound psychological effect on area job seekers, convincing many to abandon their search for work. Overall, more than 2,500 residents have dropped out of the labor force in the past year, reducing the size of the labor force to a four-year low. The principal risk to DUB is that many of these discouraged workers elect to leave the metro area in search of better job prospects, weakening consumer demand. With few growth drivers at the present time, Dubuque will be a growth laggard in the near term. Manufacturing payrolls should start to expand again by the middle of next year, allowing the metro area to mount a sustainable recovery. Longer term, DUB's growing diversity and the substantial investment into the America's River Project have improved the metro area's outlook. However, poor migration trends, which check population growth, will temper growth. Consequently, despite recent strides, DUB will still underperform over the forecast horizon.

NOW: JUNE 2007 REPORT

**Recent Performance.** Dubuque's economy is cooling off slightly, but employment growth remains robust at triple the state and national paces. Growth is strong in both goods and services and nearly all areas of the economy are expanding.

The unemployment rate has held steady over the past quarter at just under 3.5%, or 100 basis points below the national trend. The recent surge in employment growth has been met with an increase in the labor force participation rate. On balance, although the unemployment rate remains stable, stronger labor force participation suggests a more encouraged workforce compared to previous quarters.

Dubuque's economy is strong, but losing momentum, and risks are weighted to the downside. All told, the area has historically defied expectations, as development initiatives have been able to stave off recessionary conditions for the past several years. The economy will moderate to a trend that mimics national patterns over the forecast period.





# INVESTING



## PRIVATE & PUBLIC SECTOR INVESTMENT

The *Destination for Opportunity* campaign allows for both the private and public sectors to invest in the future of Dubuque. Together, through our last initiative, we were able to dramatically transform the Greater Dubuque area, not only by fueling job creation and new construction, but by having the resources available to assist businesses with both challenges and opportunities.

Investments in the *Destination for Opportunity* campaign are made as five-year pledges in the form of annual contributions.

## LEO A. MCCARTHY CITIZEN LEADERSHIP CIRCLE

In addition to investments from the private and public sectors, the Greater Dubuque Development Board of Directors has created a new investment category: The *Leo A. McCarthy Citizen Leadership Circle*. Investments will provide the valuable resources needed to reach our ambitious goals.

The Greater Dubuque Development Corporation and the Community Foundation of Greater Dubuque are two organizations that McCarthy dearly believed in and encouraged to work together. In memory of McCarthy, individuals have the opportunity to pledge financial support at four levels: Bronze, Silver, Gold, and Platinum. The annual commitments range from \$100 to \$1000 for a total investment of \$500 to \$5000 over a five-year period. Individual investments not only honor the memory of a great citizen, but provide financial resources to help continue the economic success of the Greater Dubuque area through the *Destination for Opportunity* campaign.

All investments to the *Leo A. McCarthy Citizen Leadership Circle* will be placed with the Community Foundation of Greater Dubuque.

## ACCESSDUBUQUEJOBS.COM

Workforce Development: Retention and Recruitment, a major component in the *Greater Dubuque: Destination for Opportunity* campaign, utilizes the *AccessDubuqueJobs.com* web site as the primary tool to promote the job opportunities available in the Greater Dubuque area. In February of 2007, Greater Dubuque Development retained administrative responsibilities of the site and has worked hand-in-hand with the *Telegraph Herald* to make user-friendly enhancements and upgrades.

Area businesses have the opportunity to invest (on an annual basis) in *AccessDubuqueJobs.com*. An annual investment provides full-access to this innovative tool. This includes the ability to post an unlimited number of jobs, access a comprehensive resume bank, and the option to accept online applications. The site is being completely revamped with new and enhanced features to allow users to create highly customized and efficient administrative profiles. It is the local one-stop shop for businesses and job seekers.

The *AccessDubuqueJobs.com* web site is a collaborative effort that would not be possible without the support of our partners:



*It's a good read!*





# IF YOU WANT THE BEST, HIRE THE BEST

## MIKE BLOUIN

President



*Mike Blouin being interviewed during a press conference announcing his new position at Greater Dubuque Development.*

January 2007 - June 2007

Mike Blouin joined Greater Dubuque Development on January 22, 2007. The addition of Mike to the team has allowed Greater Dubuque to connect with a new circle of resources, prospects, and partners. Since his arrival, he has traveled from coast-to-coast shouting Dubuque's praises. From January through June, he attended conferences and networking events across the nation—from New York to Boston to Chicago. These trips have resulted in a contact list of over 600 professional site selectors and national realtors that will receive updates on what the Greater Dubuque area has to offer their clients. This list will grow with subsequent visits.

Mike has begun one-on-one marketing visits to major metros to meet with company leaders and national site selection firms. During his trips he schedules multiple meetings to introduce Dubuque and its available opportunities for investment and expansion. Over the past six months, Mike has also presented at many local and regional events. He has shared his expertise in community and economic development across the state—bringing recognition to Greater Dubuque as the model for regional economic development.

Mike's local activities include hosting tours for new prospects—from building and site visits to introducing them to the community. He has taken an active role contacting local partners and collaborating on new projects that have resulted from his efforts—efforts which have already resulted in a new technology company moving to Greater Dubuque from Minnesota.

Since his arrival, Mike has also become the primary resource for new prospect inquiries. He also collaborates with the Greater Dubuque team to develop customized proposals and to provide excellent service for each prospect.



*Mike speaks with a group about Greater Dubuque Development's plans for the future.*

July 2007 - June 2008

Moving into the next year, Mike will increase his efforts to attract new business to the Greater Dubuque area. This will include attending, presenting, and/or exhibiting at conferences and trade shows as well as hosting site tours for prospects. He will also conduct marketing trips to Chicago and other metro areas to meet with business leaders and representatives from national site selection firms. Mike will also continue to join the Iowa Department of Economic Development on national and international Sell Iowa trips.

To support his marketing efforts, he will continue to work with the Greater Dubuque team to develop additional national marketing materials, including industry specific data sheets, maps, accolade rack cards, and other print collateral. Staff will also outline a direct marketing plan to increase awareness of the Greater Dubuque area through postcards and data sheets that will be sent to site selection firms. Mike will continue to host tours for new prospects as well as develop custom proposals and provide information as requested.





# EXISTING EMPLOYERS—OUR #1 PRIORITY

## DAN McDONALD

Assistant Director

July 2006 - June 2007



Dan and Rick visit with McGraw-Hill's Kurt Strand.

Dan McDonald leads the charge for business retention and expansion efforts at Greater Dubuque Development. As you read the pages of this Annual Report, you will no doubt see—as in prior years—existing companies drive the vast majority of new job creation and capital investment in the Dubuque area. It's also why the previous year's report (2005-06) noted that 80% of the featured expansion projects came from existing businesses.

Greater Dubuque Development has always maintained that it does not create jobs nor spend dollars on capital construction projects. Instead, Greater Dubuque's value comes by providing solutions and support to existing businesses in times of both opportunity and challenge. In addition to the ongoing, daily services provided to existing businesses, Greater Dubuque maintains a highly-systematic approach to identify opportunities and possible challenges. The program is called *InfoAction*.

*InfoAction* is a deliberate, disciplined approach that keeps Greater Dubuque's "feet on the street" to identify specific company needs and other trends. In 2006-07, through *InfoAction*, Dan had the privilege of working with area CEO's and business executives on a one-to-one basis to obtain information and provide service and solutions when needed. On a daily basis, Dan and the staff at Greater Dubuque communicate with existing businesses. From an expansion project to a very specific need, Dan and the Greater Dubuque team, work with hundreds of small businesses, large companies, and individuals.

In the fall of 2006, Dan was recognized by the community and the *Telegraph Herald/Business Times* as one of eight 2006 Rising Stars in the Greater Dubuque area.

July 2007 - June 2008



Mayor Roy Buol and Dan listen to Carl Pickel, of John Deere Dubuque Works, as he explains the new technology implemented by the company.

At Greater Dubuque Development, some things will never change—existing businesses will remain our #1 priority today, tomorrow, and forever. Greater Dubuque Development has several active projects from existing businesses that represent the potential for millions of dollars in new investment and hundreds of new jobs in the Greater Dubuque area.

That's why Dan and the team will dedicate even more time and effort to existing businesses in 2007-08. In addition to the day-to-day services provided to existing businesses, Dan and the Greater Dubuque team will boost the number of *InfoAction* meetings with regional employers to over 200.





# EXPANDING RETAIL

## FOR ALL THE RIGHT REASONS

### AMY WICKHAM

Director of Retail Expansion

July 2006 - June 2007



Amy greets an attendee at the Kendall/Hunt Publishing ground breaking ceremony.

Amy Wickham's primary focus includes working closely with local retailers, developers, and commercial realtors. She is the area's primary source for retail-specific market information. The information she provides ranges from population concentration to highly-detailed market information based on the specific retail sector and its target market. This data has also been utilized by existing businesses outside of the retail industry. She also actively contacts national retailers to showcase opportunities in the Greater Dubuque area. Amy has worked with many developers to produce custom marketing pieces to present to national retail prospects. In April of 2007, area realtors were invited to a Location One Information System (LOIS) Realtor Workshop. The workshop was organized to encourage realtors to add retail space online to Greater Dubuque Development's property database. Amy worked alongside Prosperity Eastern Iowa, Northeast Iowa Community College, and Dubuque realtors to organize the event.

As part of the transition of administrative activities of the *AccessDubuqueJobs.com* web site and the *Dubuque: Your hometown. Your future.* campaign, Amy is responsible for the workforce promotional efforts. She works closely with Greater Dubuque staff and the *Telegraph Herald* to create and implement materials to promote the web site.

In addition to utilizing her marketing background to assist retailers, Amy—along with the campaign planning team—allowed Greater Dubuque to utilize its in-house resources to launch its new *Destination for Opportunity* campaign. For the campaign, Amy worked closely with Greater Dubuque staff to create print materials such as large-format prints, pledge and investment cards, and brochures. She also assisted the team with the production of the *Greater Dubuque: Destination for Opportunity* DVD.

Beyond her day-to-day activities, Amy served on the All-America City Marketing Committee. She was an important resource for the group as she produced print materials for the event and a multi-media show to showcase the Greater Dubuque area. She attended the awards conference in Anaheim, California, as a presenter and was in attendance when Dubuque was announced as a 2007 All-America City.

July 2007 - June 2008

Amy will continue her retail expansion efforts by strengthening relationships with local developers and commercial realtors to assist in marketing their properties to potential retailers. She will also focus on targeting national retail chains in categories that have significant sales leakage to other communities and respond to requests for information from retailers, developers, and brokers from outside the community.

Most importantly, Amy will continue to support our local retail owners by providing business intelligence solutions free of charge! This unique service is based on Littleton, Colorado's nationally-recognized Economic Gardening program. Amy will re-evaluate Littleton's program and enhance the services currently offered by Greater Dubuque to help our local businesses become even more successful.

Amy will also focus on the marketing efforts for Greater Dubuque's workforce recruitment campaign and the *AccessDubuqueJobs.com* web site. She will develop and implement a local and national campaign to promote the web site and Dubuque's career opportunities to current and former residents.





# A VIRTUAL JOB FAIR

❧ 24 HRS A DAY 365 DAYS A YEAR ❧

## SANDY GONZALES

Director of Workforce Development

*August 2006 - June 2007*



*Sandy speaks with Denise Dolan, the Dubuque County Auditor, at the Destination for Opportunity kick-off event.*

New to the team in August of 2006, Sandy Gonzales has spent the past year focused on retail expansion. As Greater Dubuque's Retail Services Coordinator, she began the Retail InfoAction program. Through her InfoAction visits, Sandy met with over 50 retailers to learn more about the retail business climate in the Greater Dubuque area. She tracked each meeting and project with Synchronist CRTS (Convention, Retail, Tourism, and Service) technology, which allowed her to organize information, follow-up on projects, and maintain strong relationships. Over half of the InfoAction meetings resulted in active projects. Sandy, along with Amy Wickham, assisted these retailers in developing more targeted marketing strategies—including the use of mailing lists and demographic data reports. They also provided information for possible expansions.

In February of 2007, in addition to existing responsibilities, Sandy, along with the rest of the Greater Dubuque Development staff, retained the administrative duties of the *AccessDubuqueJobs.com* web site and the *Dubuque: Your hometown. Your future.* workforce campaign. Sandy manages the distribution and tracking of Opportunity Packs that are requested by individuals and area businesses. She also follows-up with each individual that requests a packet and fulfills additional requests. Sandy also works with the Greater Dubuque staff and the *Telegraph Herald* to update the web site and the workforce campaign marketing materials.

She also spearheaded the organization and administration of the *AccessDubuqueJobs.com* Advisory Board. These meetings allow Greater Dubuque to receive feedback from Human Resource professionals who utilize the *AccessDubuqueJobs.com* site to post jobs. We review this information to improve the site's functions and features and marketing materials used to promote the site. Sandy also joined the Tri-State Human Resource Association (TRI-HRA) to allow her to build stronger relationships with our local businesses and human resource representatives.

Additionally, Sandy has begun outreach efforts to local employers to encourage support and utilization of the *AccessDubuqueJobs.com* web site as a valuable tool for employers to find qualified applicants and as an opportunity to support the community and encourage the growth of our local workforce. Since the beginning of February 2007, Greater Dubuque has increased the number of employer partners by over 35 percent.

*July 2007 - June 2008*

Sandy will now be the primary contact for Greater Dubuque Development's Workforce Development: Retention & Recruitment efforts. As the Director of Workforce Development, Sandy will continue her workforce activities relating to Opportunity Packs, the *AccessDubuqueJobs.com* Advisory Board and new investor relations. She will increase her workforce administration duties and continue to serve as the support for current and potential workforce investors.

Working closely with the *Telegraph Herald* and Greater Dubuque Development staff, Sandy will assist in the redevelopment of the *AccessDubuqueJobs.com* web site as well as launching an aggressive marketing plan. Greater Dubuque will also focus on creating new marketing materials and updating the look of the workforce materials. In order to outreach to local college graduates and students, Sandy will be the liaison for Greater Dubuque Development with our local educational institutions. They will also promote the use of the *AccessDubuqueJobs.com* site to current students and alumni.





# ❧ CREATING A FACE FOR GREATER DUBUQUE ❧

## KIMBERLY DAVIS

Marketing Manager

July 2006 – June 2007



*Kimberly works on new marketing materials for the Greater Dubuque area.*

Kimberly Davis' main focus is to develop the marketing materials used to promote the Greater Dubuque area. Through materials such as annual reports, articles, newsletters, and other print collateral, she puts a face on the Greater Dubuque region. This includes creating customized proposals for new and existing businesses. She also works closely with the Greater Dubuque team to create detailed proposals and information packets for prospects. Kimberly maintains up-to-date demographic and community information for inclusion in proposals and other print publications. This includes site and building data, utility infrastructure information, and much more.

Kimberly also manages the organization's web site and is working on a redesign of the site, which will be restructured to assist our audiences in more efficient navigation. This includes our investors, Greater Dubuque Board Members, new and existing businesses, site selectors, and those looking for general community and workforce information. Kimberly works with realtors and developers to post available sites and buildings on the Location One Information Systems (LOIS) real estate database. To supplement the information she submits in proposals and the data posted on the LOIS site, Kimberly creates lot maps and aerials with overlay information. This allows for prospects to view the available land and adjacent property owners around sites and buildings.

During the *Greater Dubuque: Destination for Opportunity* campaign, Kimberly worked with the campaign planning team to develop the theme and materials needed for all stages of the initiative. She also worked closely with the team to coordinate the production of the additional print materials required for the campaign. Beyond in-house capabilities, she also assisted the Greater Dubuque team with the planning of the *Destination for Opportunity* DVD.

When Greater Dubuque Development retained the administration activities of the *AccessDubuqueJobs.com* web site, Kimberly assisted with creating new materials and forms for the initial set-up of the campaign. Kimberly continues working with Greater Dubuque staff and the *Telegraph Herald* on the *AccessDubuqueJobs.com* web site updates and redesign team.

July 2007 – June 2008

In addition to managing the marketing message and materials that are distributed by Greater Dubuque, Kimberly will continue to develop custom proposals. She is in the process of modifying the filing and archival systems for LOIS, past projects, demographic data, and area recognitions. This will assist her in the efficient production of proposals and information packets.

Kimberly will continue to work on the national marketing program, and enhance the message being conveyed to new prospects by developing print and multimedia materials. Greater Dubuque will also develop a direct mail advertising campaign to provide site selectors and new prospects with the tools they will need to access demographic and real estate information about the Greater Dubuque area. She will also further enhance the Greater Dubuque Development web site by adding new information and data to provide audiences with easier access to information.





# RUNNING A PRIVATE NON-PROFIT

## LIKE A BUSINESS

### KAREN KLUESNER

Office Manager

July 2006 - June 2007



Amy, Karen, and Dan discuss the changes that are occurring in the Port of Dubuque.

As Office Manager of the Greater Dubuque team, Karen Kluesner is the key individual who records, tracks, and archives all the projects and activities of the office. She organizes and compiles the activities of the organization each month for the Board of Directors.

Each day, Karen works with both Rick Dickinson and Mike Blouin to plan and update their schedules. She also monitors and coordinates a master calendar for all staff events. In addition to her administrative activities, she serves as the office's human resource representative. Beyond the management of general staff activities, she is responsible for office equipment as well as all IT maintenance, upgrades of electronics, and computer programs.

Karen is responsible for Greater Dubuque Development's event planning. She not only manages the contact database which is used for guest lists, but also coordinates with vendors and local businesses to set up successful events, such as ground-breakings, press conferences, and the annual meeting. Karen manages mailings and correspondence with investors, the Board of Directors, and other contacts.

Most importantly, for the continued operations of the organization, Karen oversees all financial information for the office—including budgets, investments, and expenditures. She also plans an annual audit and provides detailed records as requested by the auditors.

When Greater Dubuque began the administrative duties of the *AccessDubuqueJobs.com* web site and the *Dubuque: Your hometown. Your future.* workforce campaign, Karen spearheaded the reorganization and implementation of a new tracking system for investment activity. She worked closely with other Greater Dubuque staff and the *Telegraph Herald* to streamline the financial processes and record-keeping methods.

For the *Greater Dubuque: Destination for Opportunity* campaign, Karen worked with staff to plan and organize the initiative. She also organized and processed all investment information. This included contributions through the general campaign, the *Leo A. McCarthy Leadership Circle*, and the *AccessDubuqueJobs.com* web site. Her administration of the investments also included following-up with investors and tracking yearly pledges. In addition to investments, Karen manages all existing investments, including those from the *River Valley Initiative*.

July 2007 - June 2008



Karen will continue her regular administrative activities during the next year as well as manage the existing and new investor information. With workforce as a primary focus of Greater Dubuque Development, Karen will increase her participation in the workforce recruitment campaign and assist with investor duties.



# CREATING A GREAT TEAM WITH THE RESOURCES TO BE SUCCESSFUL

## RICK DICKINSON

Executive Director &  
Chief Operating Officer

July 2006 - June 2007



*Rick discusses new developments with John Deere's James Schrempf.*

In this highly competitive world that changes by the minute, it's easy to lose focus of the things that really matter, the things that are do-able. At Greater Dubuque Development, Rick Dickinson leads a team of professionals and directs resources. By keeping all eyes on the ball, Rick works with the team to deliver the bold plans of Greater Dubuque's Board of Directors.

Rick's title was changed this year to Executive Director and Chief Operating Officer, but his mission is still the same: it's about getting things done. Rick works with each member of Greater Dubuque's team to find the best tools and solutions for individual growth and development while keeping the team on target to enhance Greater Dubuque's overall performance.

Rick's role in 2006-2007 began with the acknowledgement that the goals of the *River Valley Initiative* were going to be achieved a year ahead of schedule. The Board of Directors declared victory and instructed Rick to design a new initiative and capital campaign that would be conducted by Greater Dubuque staff without compromising the daily work of Greater Dubuque—this resulted in *Greater Dubuque: Destination for Opportunity*.

With the addition of our new President, Mike Blouin, and the successful start-up of Greater Dubuque's new workforce initiative, Rick was responsible for making sure that both Mike and *AccessDubuqueJobs.com* had the staff and resources needed to get things done.

July 2007 - June 2008



*Tom Hunt, President and CEO of Woodward Communications, meets with Rick and Dan before McGraw-Hill's ground breaking ceremony.*

In the coming year, Rick will continue to work with investors, the Board of Directors, and Greater Dubuque staff to successfully begin the five-year mission of *Destination for Opportunity*. By doing the do-able everyday, the team at Greater Dubuque Development will future the make the Greater Dubuque community a *Destination for Opportunity*.





# WORKING TOGETHER

Partnerships, Memberships & Committees:

## COLLABORATION

At Greater Dubuque Development, we know the importance of collaboration. We work hand-in-hand with our partners to increase our level of success. Together, we have changed the future of our region.

The City of Dubuque  
Dubuque County  
Greater Dubuque Investors  
East Central Intergovernmental Association  
Iowa Department of Economic Development  
Dubuque Main Street Ltd.  
Dubuque Area Chamber of Commerce  
*Telegraph Herald*  
Iowa Department of Workforce Development  
Aquila, Inc.  
Alliant Energy  
Northeast Iowa Community College  
Maquoketa Valley Electric Cooperative  
Northeast Iowa Business Accelerator  
Northeast Iowa Small Business Development Center  
Professional Developers of Iowa (PDI)  
Prosperity Eastern Iowa (PEI)  
Dubuque Initiatives  
International Council of Shopping Centers (ICSC)  
Port of Dubuque Marketing Committee  
Dubuque Community Marketing Committee  
*Dubuque: Your hometown. Your future.* Campaign  
Southwest Arterial Marketing Committee  
Tri-State Human Resource Association (TRIHRA)  
Downtown Master Plan Committee  
Quality Childcare Alliance Public Awareness Committee  
*AccessDubuqueJobs.com* Advisory Board  
ECIA Workforce Solutions Task Force  
Dubuque Regional Employers' Conference & Job Fair Committee  
Envision 2010 Warehouse District Subcommittee



BUSINESS  
RETENTION  
EXPANSION

.RETAIL  
EXPANSION

WORKFORCE  
DEVELOPMENT  
& RETENTION  
& RECRUITMENT



NEW BUSINESS  
RECRUITMENT

.RETAIL  
EXPANSION

NEW BUSINESS  
RECRUITMENT

WORKFORCE  
DEVELOPMENT  
& RETENTION  
& RECRUITMENT

BUSINESS  
RETENTION  
EXPANSION



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