

2010-2011 ANNUAL REPORT

NEXT

LOOKING BACK
MOVING FORWARD



BOARD OF DIRECTORS

EXECUTIVE COMMITTEE

Jim Collins
Board Affiliation: Chairperson

Chad Chandlee
Board Affiliation: Vice Chairperson

Doug Horstmann
Board Affiliation: Treasurer

S. Joanne M. Burrows
Board Affiliation: Immediate Past Chairperson

Nicholas J. Schrup
Board Affiliation: 2nd Past Chairperson

Jesús M. Avilés
Board Affiliation: At-Large

David Becker
Board Affiliation: At-Large

Roy D. Buol
Board Affiliation: Mayor

Michael J. Donohue
Board Affiliation: At-Large

Dan Hammel
Board Affiliation: United Labor Participation Committee

Robert W. Hoefer
Board Affiliation: At-Large

Amy Manternach
Board Affiliation: At-Large

Kurt Strand
Board Affiliation: At-Large

Michael C. Van Milligen
Board Affiliation: City Manager

Tom Yunt
Board Affiliation: At-Large

Dave Baker
Board Affiliation: United Labor Participation Committee

Jeffrey F. Bullock, Ph.D.
Board Affiliation: At-Large

Tim Conlon
Board Affiliation: At-Large

Joyce Connors
Board Affiliation: City Council

Wayne Demmer
Board Affiliation: Dubuque County Board of Supervisors

Kelley Deutmeyer
Board Affiliation: East Central Intergovernmental Association

Nancy Dunkel
Board Affiliation: Chamber of Commerce

Mark Ernst
Board Affiliation: At-Large

Larie Godinez
Board Affiliation: At-Large

Andy Hawkinson
Board Affiliation: At-Large

David Heiar
Board Affiliation: City Economic Development Director

Tim Hodge
Board Affiliation: At-Large

Russell Knight
Board Affiliation: At-Large

Terry Kouba
Board Affiliation: At-Large

Dan Kruse
Board Affiliation: At-Large

Kevin Lynch
Board Affiliation: City Council

Mike McDonald
Board Affiliation: At-Large

Pat Murphy
Board Affiliation: State Legislative Delegation

Mike Portzen
Board Affiliation: At-Large



Jacque Rahe
Board Affiliation: Dubuque County

Jonathan Swain
Board Affiliation: At-Large

John Tallent
Board Affiliation: At-Large

Byron Taylor
Board Affiliation: At-Large

Dr. Penny Wills
Board Affiliation: At Large

2010-2011

FORWARD WITH DIRECTION AND PURPOSE

Dear Valued Fellow Investors,

As I look back on the work of the Greater Dubuque Development Corporation and its corresponding impact on our community's success, a few consistent and reoccurring themes are worth highlighting:

- It is hard to imagine any accomplishment achieved or national recognition received that did not include steadfast involvement of Greater Dubuque Development;
- It is difficult to find a community anywhere in the country that has a leadership team as capably assembled as that of Greater Dubuque Development;
- It is rare to have assembled a board of directors so singularly committed, to and strategically focused, on community well-being while being so diversely serving from across industry lines — government, not-for-profit, labor, for-profit, small workforce, large workforce, and elected officials.

Given these reoccurring themes and many more, it is no wonder that the 2010-2011 fiscal year again achieved some pinnacle success worth celebrating:

- Named the Best Small City to Raise a Family (Forbes Magazine - 2010)
- Ranked #1 in U.S. for Projected Job Growth (Forbes Magazine - 2010)
- Ranked #3 in U.S. for Actual Job Growth (MSN/CareerBuilder.com - 2010)
- Ranked in the U.S. Top 20 for Job Growth (Moody's/Economy.com - 2011)
- Ranked #1 among Iowa Metros for Job Growth for 2010

These reoccurring themes and successes of the past year would not be possible if it weren't for the deep care, trust, commitment, sacrifice and investment that you have all made to this thriving organization and community.

On behalf of the Greater Dubuque Development staff and Board of Directors, I offer my deepest gratitude and appreciation for your important contribution. Clearly, you have made a difference!

As I conclude my privileged year of having served as your Chair, I wish to commend and thank our outstanding team. I especially wish to acknowledge Mike Blouin's five years of leadership and service as he retires from Greater Dubuque Development in December 2011. Mike not only contributed much, but he served as an important ambassador for all that we did. I welcome Vice President of National Marketing, Mark Seckman, to this talented organization and look forward to the many ways that his experiences will afford new opportunities and maintain our momentum.

Dan McDonald, Sarah Harris, Karen Adams, Shannon Gaherty, Mary Konrardy and Bill Baum are dedicated and extraordinary professionals who serve us well (day in and day out), but perhaps without the public fanfare they readily deserve. As Chair, I worked most directly with and received the greatest amount of support from Executive Director, Rick Dickinson and Vice President of Operations, Karen Kluesner. Karen is a tireless and capable representative for our organization. Rick is first-class in all the ways he advocates for us and stewards our collective investment.

With the support of this great staff and the prudent counsel from our Board of Directors, my role was largely relegated to holding a title. Specifically, I commend the Board of Directors and our Executive Committee for the sacrifice of their time, thoughtful wisdom and prudent advice. Treasurer Doug Hortsman offered strong financial oversight and accountability. Immediate Past Chairs Sr. Joanne Burrows, Nick Schrup, Tom Yunt and David Becker were extremely helpful in ensuring continuity and emphasizing lessons learned. Vice Chair Chad Chandlee served as a wise advisor and I have full confidence in and high respect for him as he begins his new role as your Chair.

Thank you for all the ways you contribute to the success of our organization and region. I urge your continued participation and investment in the Greater Dubuque Development Corporation. I am grateful for having had the opportunity to serve and I look forward to Greater Dubuque Development leading us to even greater success.

Cordially,



James E. Collins
Chairperson, 2010-2011



James E. Collins
2010-2011 Chairperson
Greater Dubuque
Development Corporation

INVESTORS PROVIDE FOUNDATION

OUR GREATEST ASSET

PRIVATE SECTOR

Abeln Abstract & Title Company
Addoco, Inc.
Alliance for Construction Excellence
Alliant Energy
Ambraco, Inc.
American Realty of Dubuque
American Trust & Savings Bank
Anderson Weber
Apex Concrete
A.Y. McDonald Industries, Inc.
Barton Wealth Management, LLC
Behnke Enterprises Inc
Bird Chevrolet Co.
Black Hills Energy
Bodine Electric
Brannon Monument Company
Buesing and Associates, Inc.
Business Telephone Supply
CarteGraph Systems, Inc.
Clarke University
Clemens, Walters, Conlon & Meyer LLP
Conlon Construction
Cottingham & Butler Insurance, Inc.
Crescent Electric Supply Company
DDI, Inc.
Diamond Jo Casino/Peninsula Gaming
Dubuque Advertiser, Inc.
Dubuque Area Chamber of Commerce
Dubuque Bank & Trust
Dubuque Board of Realtors, Inc.
Dubuque Building & Construction
Trades Council
Dubuque Homebuilders & Associates
Dubuque Internal Medicine
Dubuque New Car & Truck Dealers
Dubuque Racing Association/Mystique
Dubuque Stamping & Mfg., Inc.
Dupaco Community Credit Union
DuTrac Community Credit Union
Dyersville Industrial Development
Eagle Window & Door, Inc.
East Dubuque Savings Bank
Edwards Cast Stone
Eide Bailly, LLP
EIMCo, Inc.
Entegee Engineering Technical Group
Epic Construction
Fidelity Bank & Trust
First Community Trust, N.A.
Flexsteel Industries, Inc.

Flynn Ready Mix
Fuerste, Carew, Jurgens & Sudmeier, P.C.
Geisler Brothers Co.
Georgia-Pacific Corporation
Giese Manufacturing Co.
Gronen Restoration
Hartig Drug
Hawkeye Shared Services, LLC
Hodge Company
Honkamp Krueger & Company
IBEW #704
IIW Engineers and Surveyors
Jim Giese Commercial Roofing, Inc.
John Deere Dubuque Works
Julien's Journal
Kane, Norby & Reddick, P.C.
Kendall Hunt Publishing
Kintzinger Law Firms, PLC
Kirchhoff Distributing Company
Klauer Construction Company
Klauer Manufacturing
Kruse/Warthan Dubuque Auto Plaza
Kunkel & Associates, Inc.
Lamar Advertising Company
Liberty Bank
Loras College
Maquoketa Valley Electric Cooperative
Maryville Construction Company
McCoy Group, Inc.
McGraw-Hill
McNamer Construction Systems, Inc.
Medical Associates Clinic, P.C.
Mercy Medical Center-Dubuque
Mike Finnin Ford
Mi-TM Corporation
Morrison Brothers
Mulgrew Oil Company
Myers-Cox Company
Namasco Corporation
Net-Smart, Inc.
O'Connor & Associates Insurance
O'Connor & Thomas, P.C.
Parco, Ltd
Patricia Friedman
Paulson Electric
Peavey Company
Platinum Development Group
Plumbers & Steamfitters Local 125
Portzen Construction
Prairie Farms/Swiss Valley Farms
Premier Bank

Premier Tooling, Inc.
Prudential Retirement
Qwest Communications
Radio Dubuque, Inc.
Rainbo Oil Company
Rentech Energy Midwest Corporation
Richardson Buick-Cadillac-Honda-GMC
Riley's Olds-Mazda-Subaru
River City Paving, Inc.
Ron Smith Construction
Rousselot
RSM McGladrey, Inc.
Runde Auto Group
Sedgwick CMS
Sedona Staffing Services
Selco, Inc.
Spahn & Rose Lumber Company
SpecCast
State Central Bank
Steele Capital Management
Teamsters Local 120
Terracon
The Adams Company
The Finley Hospital
The Floor Show Companies
The Fischer Companies
The Friedman Group
The Norman Law Firm, P.C.
Theisen Supply, Inc.
TRICOR Insurance & Financial Services
Turpin Dodge of Dubuque L.L.C.
Union-Hoermann Press
United Clinical Laboratories
University of Dubuque
US Bank - Dubuque
Vanguard Counter-Tops, Inc.
Wells Fargo
Welu Printing Company
Westmark Enterprises, Inc./
Kendall Hunt Publishing
Westphal & Company Electrical Construction
Woodward Communications/
Telegraph Herald

PUBLIC SECTOR

City of Dubuque
City of Dyersville
City of Peosta
Dubuque County
Iowa Workforce Development
Northeast Iowa Community College

LEO A. MCCARTHY CITIZEN LEADERSHIP CIRCLE

These community leaders have chosen to honor the memory of this great citizen by personally contributing through the Community Foundation of Greater Dubuque to the Leo A. McCarthy Citizen Leadership Circle.

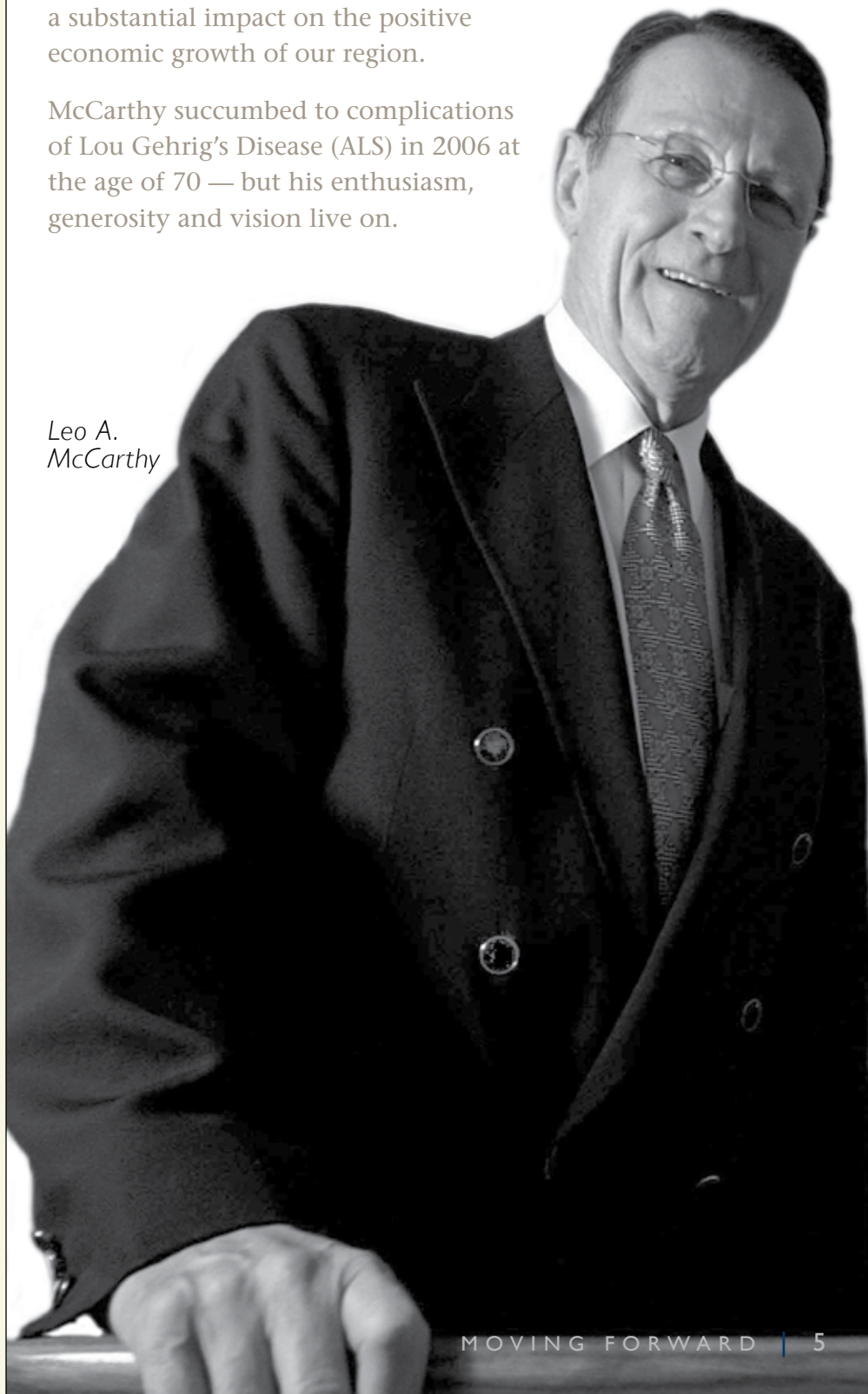
Vicki Bechen
David Becker
Joe Broderick
John Burgart
Jim Collins
Joyce Connors
Virgil J. & Norma M. Denlinger
Family Foundation
Rick Dickinson
Kelley Deutmeyer
Mike Donohue
Mark C. & Cheryl Falb
Mike Finnin
Arnold & Joyce Honkamp
Douglas & Karen Horstmann
Pam Jochum
Rusty Knight
Dan Kruse
John Ottavi
Dick McKay
Chris Patrick
John Schmidt
Nicholas J. Schrup
John Tallent
Ken & Bernadine Townsend
Dan & Amy Unmacht
Mike Van Milligen
Penny Wills
Rich J. Young
Tom & Marianne Yunt
Anonymous Gift

Leo A. McCarthy cared deeply about his community and his fellow citizens. He was a person of strong character who actively participated in many facets of the community through his leadership and generosity. He gave tirelessly of his skills and knowledge without any desire for personal recognition.

Over the past decade, McCarthy often shared his time and talents with Greater Dubuque Development. The significant amount of pro bono legal expertise he provided to this organization has had a substantial impact on the positive economic growth of our region.

McCarthy succumbed to complications of Lou Gehrig's Disease (ALS) in 2006 at the age of 70 — but his enthusiasm, generosity and vision live on.

*Leo A.
McCarthy*



BUSINESS RETENTION & EXPANSION

RECOGNIZING AND FOSTERING OPPORTUNITIES

Providing excellent customer service is the hallmark of any successful business. At Greater Dubuque Development, we make it our mission to provide great customer service to our existing businesses in many ways.

INFOACTION

Through Greater Dubuque's signature Business Retention and Expansion program, InfoAction, we sat down with 256 business owners, CEOs, and top managers last year. Through these meetings with existing businesses, we are able to maintain an up-to-the-minute view on the opportunities and challenges that exist for our local companies. This view allows us to be proactive in providing solutions and services to the most vital piece of our local economy: our existing businesses.

infoaction

Moving business forward

ASSISTANCE AND SERVICES

Of course, we don't learn about every opportunity or challenge through an InfoAction visit. Issues can arise at any time of any day, and Greater Dubuque responds. In fact, in the past year Greater Dubuque Development has provided assistance on 474 occasions to 218 local companies on a variety of issues. This assistance results in a stronger business climate as companies are able to address challenges and opportunities head-on.

EXISTING BUSINESS EXPANSIONS

Like a proud parent watching as their son or daughter achieves a significant milestone, Greater Dubuque Development is proud to have been able to serve eight local companies this year as their companies have grown and expanded. These expansions represent 332 net new jobs, 210,000 square feet of new construction, and \$27,750,000 in capital investment right here in the Greater Dubuque area.

INNOVATION CONSORTIUM

The Dubuque Innovation Consortium is a private-sector driven initiative comprised of Dubuque-area businesses from manufacturing, technology, service, wholesale, and other industry sectors. The consortium strives to connect businesses with new and/or emerging market opportunities and potential sales. Over 75 area businesses took part in consortium programs this year, where they learned about community sustainability activities, sustainable lighting choices and immediate cost savings from those choices.

Dan Splinter of Crescent Electric Supply addresses the audience at the Dubuque Innovation Consortium.



ACCOLADES

GREATER DUBUQUE DEVELOPMENT GARNERS AWARDS

Greater Dubuque Development was recognized by the Mid-American Economic Development Council for its program in Business Retention and Expansion.

In the category of Business Retention and Expansion, Greater Dubuque scored the top vote of the judges for the Dubuque Sustainability Innovation Consortium, a new, private-sector driven initiative comprised of Dubuque businesses from manufacturing, technology, service, wholesale, and other industry sectors. Consortium companies represent 1,250 employees and are currently engaged in both the sales and production of green related services/products. Although a work in progress, the goal of the consortium is to connect Dubuque businesses with new market opportunities and possible sales. Greater Dubuque Development, along with the City of Dubuque, organizes and coordinates activities on behalf of the consortium.



DUBUQUE'S ECONOMIC GROWTH POTENTIAL 7TH BEST IN U.S.

Business Facilities magazine gave Dubuque the nod as a Top Metro for Economic Growth Potential (under 200,000 population) in their 2010 Rankings Report.

The key metric for the 2010 Rankings Report was growth. Special emphasis was given to the growth potential of each location's economic development strategy. The Economic Growth Potential category rewards the most effective overall strategy and its successful execution, identifying those who not only have survived the economic downturn but are poised to dominate the emerging New Economy.

Business Facilities THE LOCATION ADVISOR

*Dan McDonald (left)
Vice President of Existing Business*

*Bill Baum (right)
Existing Business Specialist*



DUBUQUE WORKS WINS IMPACT AWARD

Grantors of the award commented, "Yes, *Dubuque Works* works quite well but that isn't just an accident. As a unique multi-organizational approach to training and workforce development, this award winner is making a real and lasting difference in the future of the Greater Dubuque region. For helping Dubuque "Work" better than ever, even in this economically challenging time, the 2010 365 Impact Award for Economic Development goes to *Dubuque Works*."

"We recognize the Greater Dubuque Development Corporation for providing successful strategies to promote new paradigms in economic development in this period of global recovery," said William Best, IEDC chair. "Our awards honor organizations and individuals for their efforts in creating positive change in communities. The Greater Dubuque Development Corporation is showing that they are at the forefront of the economic development profession and are using innovative and effective practices that can be replicated in other communities."

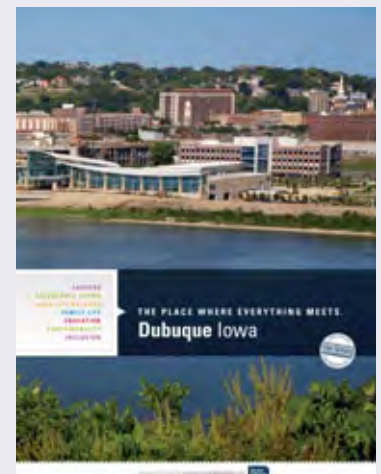
Greater Dubuque Development's CEO Network Series received first place honors in the Workforce Development category. Greater Dubuque Development has long been known for its innovations in workforce development and believes the key to the retention of students within the Dubuque community post-graduation is engaging those students pre-graduation. It's important that students feel welcome, that they feel connected, that they feel at home. The CEO Network Series works to achieve those goals.



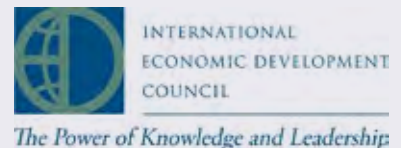
Shannon Gaherty
Newcomer Relations Coordinator



dubuqueworks
a workforce initiative



**Distinctively
DUBUQUE**
*A fun way for newcomers to
experience Dubuque!*



WORKFORCE DEVELOPMENT

TOOLS THAT PUT PEOPLE TO WORK

It's been said that 'one is the loneliest number.' Perhaps that's why Greater Dubuque Development values our partnerships with others so strongly.

ACCESSDUBUQUEJOBS.COM

Our workforce program would not be successful without the Telegraph Herald and AccessDubuqueJobs.com. Greater Dubuque Development, through this partnership, has the privilege to promote this product that is so important to the growth of our region. Powered by the Telegraph Herald and promoted by Greater Dubuque Development, AccessDubuqueJobs.com connects jobseekers from around the globe to career opportunities in the Greater Dubuque area.

This spring's marketing strategy for AccessDubuqueJobs.com aimed to connect local 2011 college graduates to job opportunities in the Greater Dubuque area. The *Post-It* campaign was quite a success with 865 new resumes posted to the site, and 1,313 jobs posted in just the first three months of the campaign. Introduction of the campaign coincided with the spring Career Fair season, where Greater Dubuque Development promoted the site, employer investors, and area career opportunities at colleges and universities throughout our region.

SIGNIFICANT GROWTH

AccessDubuqueJobs.com experienced its largest increase in site traffic since its launch in 1997. Currently averaging 116,436 visitors per month, this is a 5% increase over the previous year and an increase of over 270% from 2006, when Greater Dubuque Development assumed promotion of the site.

The number of employer investors has grown steadily as well, with 110 area businesses financially supporting the site. These investors understand the importance of quality human capital in their places of business and are reaping the results of this outstanding collaboration.

NEWCOMER SERVICES

While AccessDubuqueJobs.com addresses the recruitment of a talented workforce, Greater Dubuque Development's Newcomer Services provides the relocation and retention pieces to complete the puzzle. We understand that newcomers to a community are much more likely to stay within that community if they feel a connection; that is, if it becomes 'home.' Year-to-date, 947 people received Relocation Guides, with many of them 'going green' by accessing the guide online at Greater Dubuque's website.

Greater Dubuque's Newcomer Services assisted 411 individuals and families, and conducted 121 personal community tours in the past year. These new employees and candidates were referred to us by 68 area businesses that have incorporated our Newcomer Services into their hiring process.

Four sessions of Distinctively Dubuque were offered, with 86 participants completing the program. The success of this program in making that 'home' connection can be affirmed by the recent formation of an Alumni group of Distinctively Dubuque participants who want to stay in touch with each other. They've formed friendships and bonds that have extended long past the six-week Distinctively Dubuque session. Their seeds have been planted and their roots are beginning to flourish.

DUBUQUE WORKS

With Greater Dubuque Development leading the partnership, *Dubuque Works* addresses workforce needs through innovation and cooperation. Together, these allies — Greater Dubuque Development, Telegraph Herald, Dubuque Area Chamber of Commerce, Iowa Works, Northeast Iowa Community College, Dubuque Area Labor Management Council, and Community Foundation of Greater Dubuque — with funding support from the City of Dubuque, Dubuque Racing Association/Mystique, and Dubuque County, continue to create positive change in our community by building the workforce of our future.

NATIONAL MARKETING

PREPARING FOR TRANSITION

Strategy is the name of the game in economic development. Mike Blouin has served Greater Dubuque Development very well as a master strategist during his tenure as President.

Under Mike's leadership in National Marketing, thousands of top decision-makers in the corporate real estate and site selection professions now have a clear vision of Dubuque: its location, its advantages, its workforce, and its commitment to being a leader in sustainability. This has been accomplished through a variety of avenues, with Mike burning the shoe leather while making those valuable connections face-to-face.

As Mike prepares to transition toward retirement, Greater Dubuque Development and the entire community will be forever grateful for Mike's success in recruiting Hormel Foods, ITC Transmission, Husco International, and IBM to the Greater Dubuque area.

WHAT'S NEXT?

Advancing the strategy is Mark Seckman, Greater Dubuque's Vice President of National Marketing. Mark comes to Greater Dubuque Development with a proven track record from his 18 years of experience in economic development. Mark will be responsible for recruiting businesses to the Greater Dubuque area by executing a regional and national marketing strategy that highlights Dubuque as an outstanding business community and an ideal place to raise a family.



Several hundred people were on hand to celebrate the Grand Opening of the Roshek Building, the new home for IBM.

ACCOLADES

DUBUQUE NAMED BEST SMALL CITY TO RAISE A FAMILY



Citing solid average incomes, good educational prospects, low costs, short commute times, and high rates of home ownership, Forbes.com named Dubuque, Iowa, as The Best Small City to Raise a Family.

"Dubuque's size puts it in a kind of sweet spot: large enough to be a center of industry, small enough to not be overcrowded. An economy that successfully diversified after the collapse of the local manufacturing industry contributes to an unemployment rate that's nearly half the national average, at 6.5%, and a median household income of \$48,779. That means most families have the jobs they need. They also don't have to spend a lot of time getting there: Only 2.6% of the population spends an hour or more getting to work," according to the article issued by Forbes.com

100 BEST COMMUNITIES FOR YOUTH

Because of its commitment to provide healthy, safe and caring environments for young people, Dubuque was named as one of the 100 best communities for youth.

"The 100 Best Communities for Young People are taking bold and effective steps to help their youth graduate and lead healthy, productive lives," said Alma J. Powell, Chair, America's Promise Alliance. "Each community has proven that they are developing programs and implementing initiatives to provide young people with the essential resources they need to graduate from high school and succeed in college and a 21st century career."



Mike Blouin
President

Mark Seckman
Vice President of National Marketing

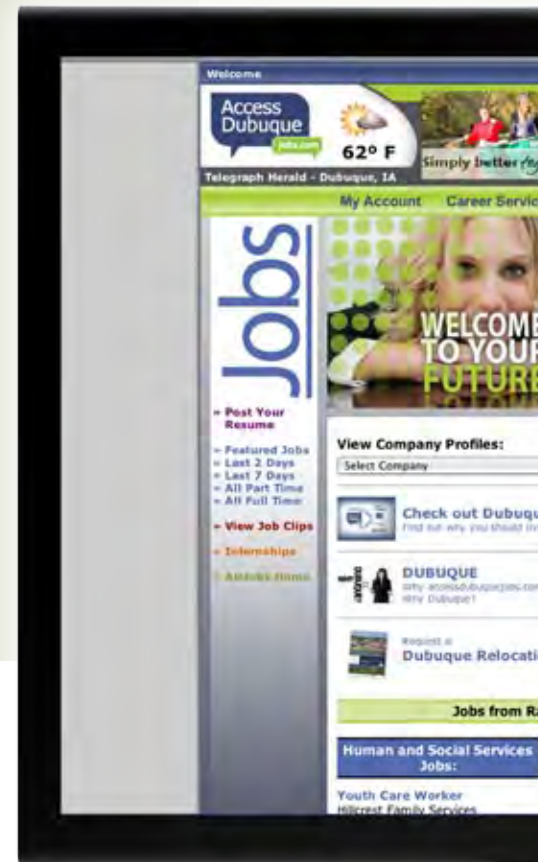
COLLABORATION

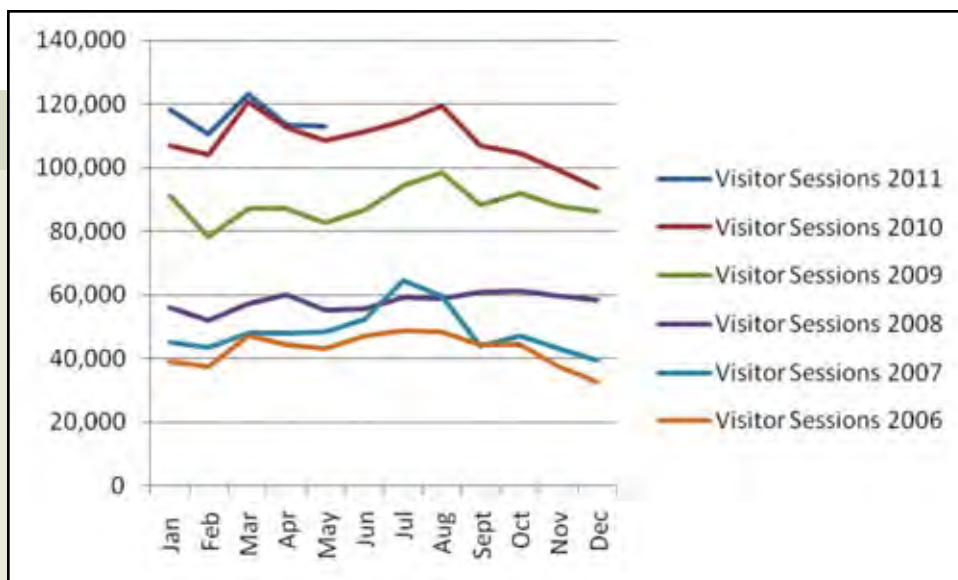
ACCESSDUBUQUEJOBS.COM INVESTORS

A.Y. McDonald Mfg. Co.
 Advance Pump & Equipment Inc
 AFLAC
 Alliant Energy
 American Trust & Savings Bank
 Berry Plastics and Subsidiarys
 Best Western Plus Dubuque Hotel
 Bird Chevrolet
 Black Hills Energy
 Bodine Electric Company
 Cartêgraph Systems, Inc.
 CES Computers, Inc.
 City of Dubuque
 Clarke University
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 Entegee Engineering Technical Group
 Express Employment Professionals
 Faith Technologies Inc.
 Flexsteel Industries, Inc
 Georgia-Pacific Corporation
 Giese Companies
 Grand Harbor Resort And Waterpark

Grand View United Methodist
 Hartig Drug
 Hawkeye Truck & Trailer
 Hillcrest Family Services
 Hills and Dales
 Hirschbach Transportation Services, Inc.
 Hodge Company
 Holiday Inn Express and Suites
 Holy Family Catholic Schools
 Honkamp Krueger & Co.
 Hormel Food/Progressive Processing
 Hotel Julien Dubuque
 IBM
 J.J. Sheckel Corporation
 John Deere Dubuque Works
 Kruse/Warthan Dubuque Auto Plaza
 Kurtz Communications, Inc
 Liberty Bank
 Loras College
 Luther Manor
 McCoy Group, Inc.
 McKesson Corporation
 Mediacom
 Medical Associates Clinic, P.C.
 Medline Industries, Inc.
 Mercy Medical Center - Dubuque
 Mi-T-M Corporation
 Midwest Business Products
 Mike Finnin Motors
 Molo Companies
 Mystique Casino/Dubuque Racing Association
 National Mississippi River Museum & Aquarium
 Northeast Iowa Community College
 Ohnward Bancshares, Inc
 Physicians Mutual
 Premier Tooling & Manufacturing Inc
 Prudential Retirement
 Quad/Graphics
 River Valley Capital Corporation
 Rousselot, Inc.
 RT&T Enterprises Inc.
 Ruhl & Ruhl Realtors (TideMark)
 S4 Carlisle Communications, LTD
 Sedgwick CMS
 Sedona Staffing Services
 Sinsinawa Mound

Southwest Health Center
 Spahn & Rose Lumber Company
 State Central Bank
 Steele Capital Management, Inc.
 TFM Company
 The Finley Hospital
 The Insurance Center, Inc.
 The McGraw-Hill Companies
 Theisen Supply, Inc.
 Top Block and Brick, Inc.
 U.S. Bank
 Unified Therapy Services
 United Clinical Laboratories
 Universal Tank & Fabrication
 University of Dubuque
 University of Wisconsin - Platteville
 Vanguard, Inc.
 Wartburg Theological Seminary
 Weber Paper Company
 Westmark Enterprises, Inc.
 Woodward Communications, Inc.
 WS, Live LLC

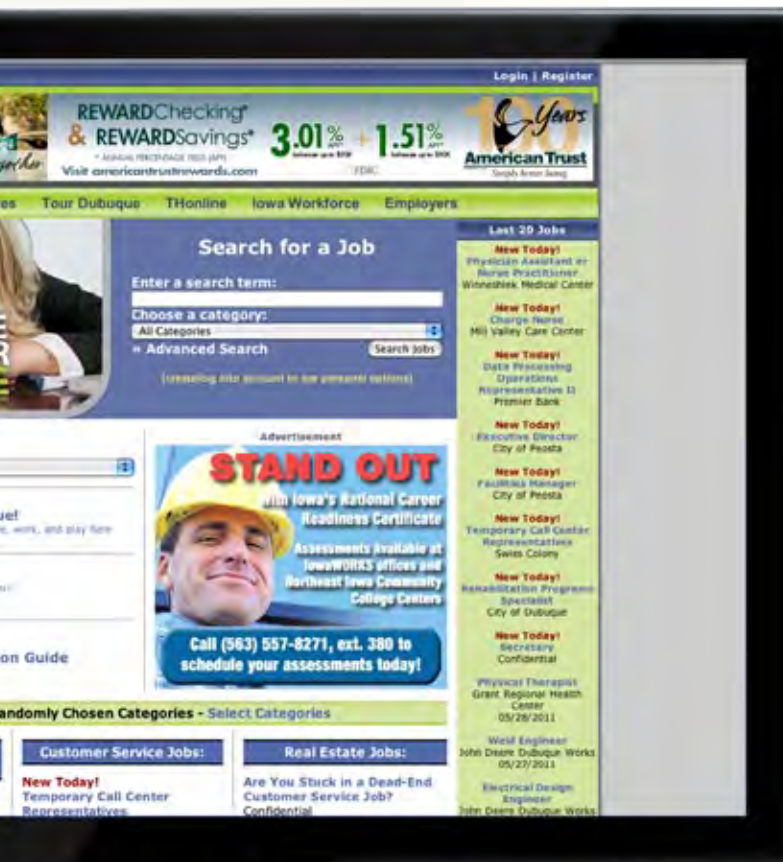




VISITOR SESSIONS

SOURCE: AccessDubuqueJobs.com

AccessDubuqueJobs.com experienced its largest increase in site traffic since its launch in 1997. Currently averaging 116,436 visitors per month, this is a 5% increase over the previous year and an increase of over 270% from 2006, when Greater Dubuque Development assumed promotion of the site.





*Rick Dickinson
Executive Director and
Chief Operating Officer*

*Karen Kluesner
Vice President of Operations*



*Karen Adams
Information Director*

*Mary Konrardy
Office Assistant*

NET NEW JOBS

1,800 net new jobs were created in 2010. We have experienced sixteen consecutive months of job growth since January 2010.

AVERAGE WAGE

At \$17.57 per hour, we have already exceeded our goal of reaching a \$16.00+ average wage.

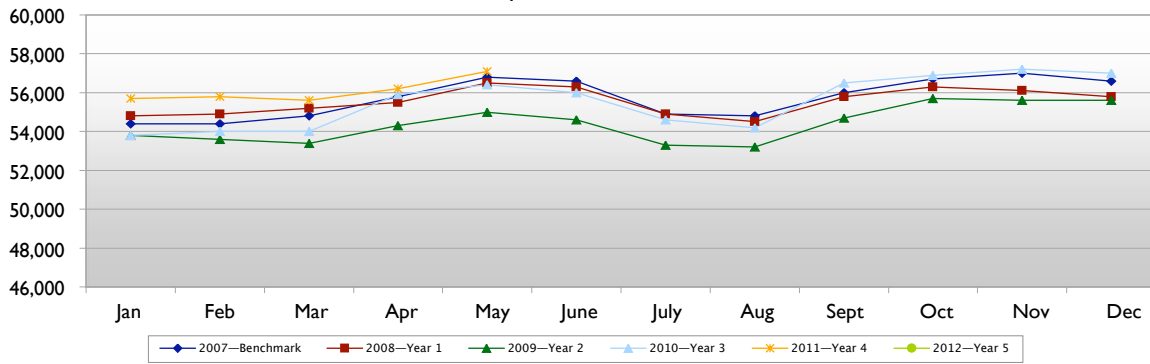
COMMERCIAL CONSTRUCTION

At \$254,102,007, we are ahead of schedule in reaching our five year goal of \$300 million.

POPULATION GROWTH

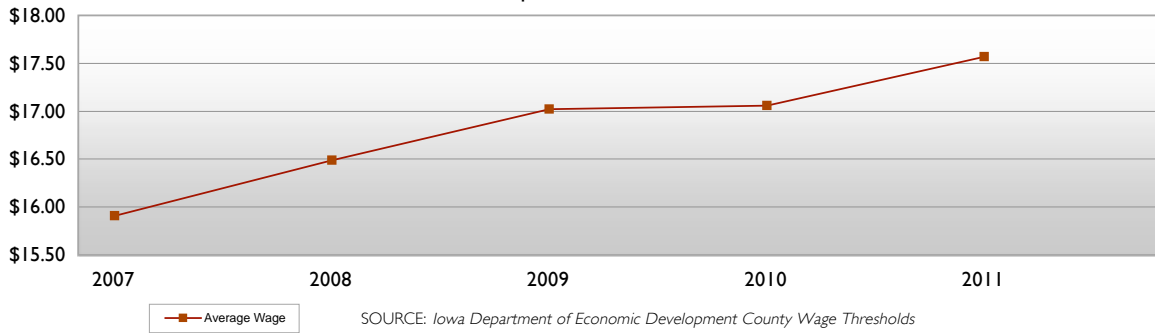
The 2010 census number of 93,653 confirms that we are on track to meet our goal of 94,500 by 2012.

DUBUQUE MSA LABOR FORCE | GOAL: 61,000



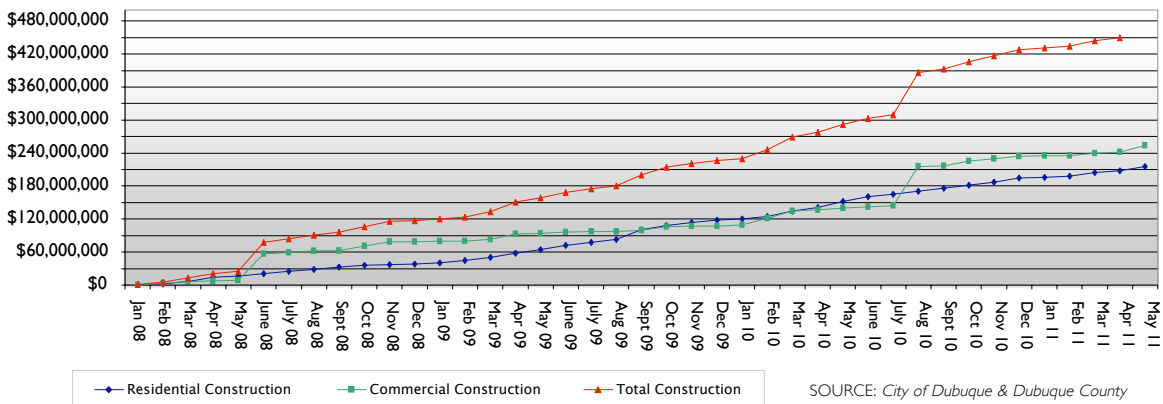
SOURCE: Iowa Workforce Development: Monthly Labor Force Summary

DUBUQUE COUNTY WAGE LEVEL | GOAL: \$16.00+



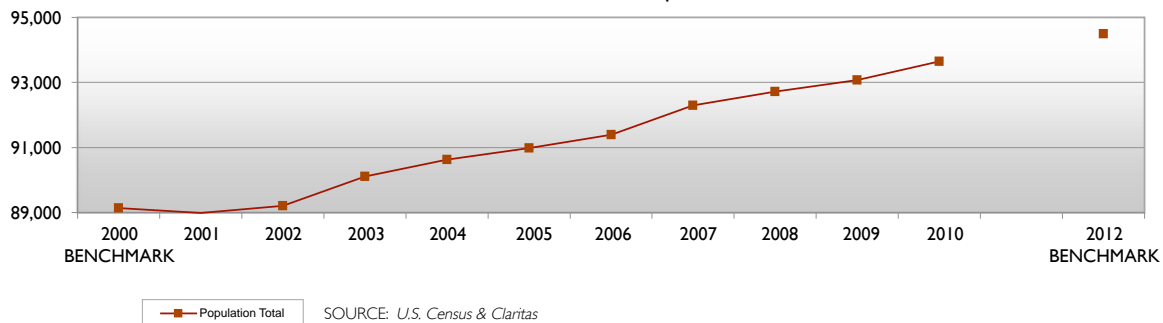
SOURCE: Iowa Department of Economic Development County Wage Thresholds

CONSTRUCTION | GOAL: \$300,000,000



SOURCE: City of Dubuque & Dubuque County

DUBUQUE COUNTY POPULATION GROWTH | GOAL: 94,500



SOURCE: U.S. Census & Claritas

SUSTAINABILITY

WHAT IS SMARTER SUSTAINABLE DUBUQUE?

Smarter Sustainable Dubuque is the research arm of the Sustainable Dubuque initiative, which began in 2006 when Dubuque, Iowa Mayor Roy D. Buol and the City Council made it a top priority for the City.

Sustainable Dubuque seeks to make Dubuque a community that meets the environmental, economic, and social equity needs of its residents today without reducing the ability of future generations to meet their needs.

“With the support of public and private partners, Dubuque citizens are exploring and using new ‘smarter’ technologies and strategies to deliver or better utilize vital services such as water, energy, and transportation. These new technologies are giving consumers and policymaker’s new insights on how to conserve resources, save money, become more sustainable, and create jobs by increasing business opportunities in an increasingly competitive world economy.”

Previous and current efforts by Greater Dubuque will assure there is solid input and strong agreements in place with the private sector partners to assure a comprehensive community outreach program.

At Greater Dubuque’s urging, two additional components were added to the community sustainability initiative, now known as Smarter Sustainable Dubuque. First was the early integration and input of the business community into the design and planning of the effort. Second was the creation and support of the Sustainability Innovation Consortium, a private sector led business consortium designed to analyze and pursue market opportunities for local industry. The consortium was formed and has been operating successfully since November 2009. Today the consortium continues to identify new opportunities and markets for products and services.

These ongoing efforts by Greater Dubuque Development have been recognized as a key to providing a truly “sustainable” initiative for the community that is not only environmentally and socially sustainable, but economically sustainable as well.



IT JUST MAKES SENSE

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GOALS AND ASPIRATIONS FOR
THE COMING FIVE YEARS.