



FOUNDING THE FUTURE





Dubuque Named One of The
Top Metros in 2012



Dubuque Recognized for
Outstanding Economic Development



Opportunity Dubuque Won
Impact Award



Opportunity Dubuque Received
Top Workforce Honor



Dubuque Identified as One of The
100 Best Communities for Young People



National Civic League Selected Dubuque as an
All-America City

FOUNDING THE FUTURE



Dubuque Regional Airport's new terminal will allow greater access in the future.

Greater Dubuque Development Corporation is known for aggressive and measurable outcomes. Every day we connect with businesses from Dubuque and the global community to forge solutions that benefit both the companies and our region. That's why we initiated our **NEXT** campaign, a five-year program aimed at building our labor force to 60,000, increasing the average wage to \$18+ per hour, spurring \$700 million in new construction, and growing the county population to 96,500. And, after our first year of **NEXT**, you could say we're well on our way to Founding the Future.

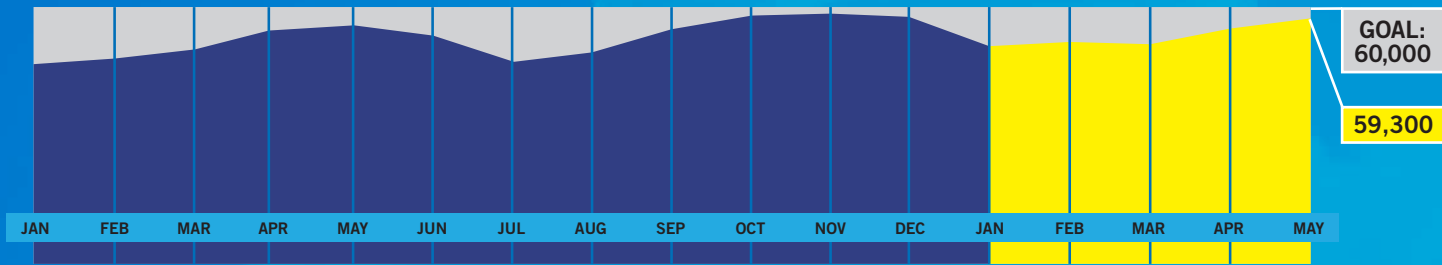
Thanks to Greater Dubuque's business retention and expansion efforts, community employers were able to stand strong despite a region-wide communications disruption. Workforce Solutions encouraged the development of over 100 internships to secure a talented recruitment pool for employers. Dubuque Works' job-training program, Opportunity Dubuque, produced 63 graduates, of whom 81 percent now have jobs. Additionally, our National Marketing program secured three new companies with coast-to-coast reach. These achievements, along with the region's national recognition, show our dedication to making Dubuque a global player.



We've wasted no time in making progress toward our goals.

In the first year of our five-year campaign, entitled **NEXT**, the average hourly wage increased to \$18.86 and our workforce grew to 59,300, with no signs of stopping. Attractive, quality-of-living stats like this have increased Greater Dubuque's population by 1.54% since 2010, nearly doubling Iowa's average and providing a larger workforce pool. As for construction, the pace was strong with an additional \$232,095,950 in projects – all of which are great steps toward securing a solid future for our community.

LABOR-FORCE GROWTH



Source: Iowa Workforce Development: Monthly Labor Force Summary

- 2012
- 2013

Greater Dubuque's goal for 2017 is to reach 60,000 jobs. At the start of this year, Dubuque had climbed to 57,900. As of May 2013, the number had already hit 59,300. This shows promising progress towards our goal.



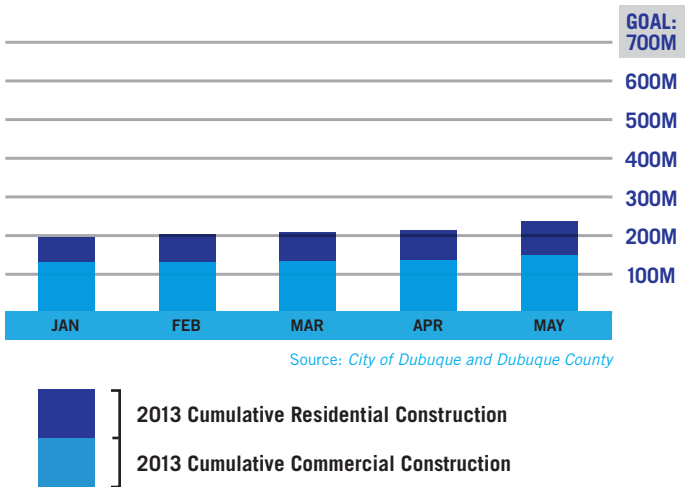
In 2012, employees in Dubuque County earned an average

\$18.86 / HOUR WAGE

GOAL: \$18.00 / HOUR

Source: Iowa Economic Development Authority County Wage Thresholds

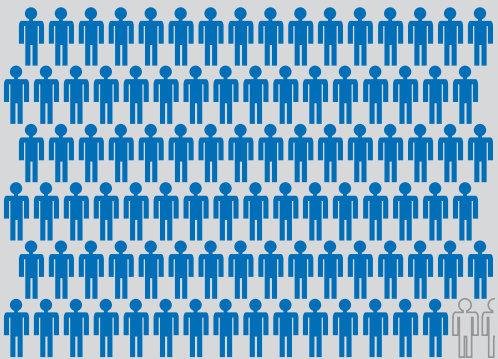
CONSTRUCTION



Source: City of Dubuque and Dubuque County

In the first year of our **NEXT** campaign, Greater Dubuque Development has already achieved \$232,095,950 in new construction. We are on pace to reach our five-year goal of \$700 million.

POPULATION GROWTH



96,500

2017 GOAL

95,097

CURRENT POPULATION

1,403

FROM GOAL

The Greater Dubuque region has experienced a **1.54% population growth since 2010**, compared to the State as a whole at 0.9%. That means we're not only well on our way to reaching our 2017 goal, but it also highlights the area's status as a leader in Iowa.

Source: U.S. Census



DELIVERING SOLUTIONS



68 miles

As a result of Greater Dubuque’s collaboration with businesses and CenturyLink, 68 miles of new fiber have been installed.

James Chambers of CenturyLink discusses the area’s new fiber telecommunications path with Greater Dubuque’s Bill Baum and Dan McDonald.

Telecommunications outage allows Greater Dubuque Development to show true colors

Greater Dubuque Development is dedicated to maintaining and strengthening the backbone of our local economy – existing businesses. These employers deserve services that help them thrive, such as direct assistance, advocacy, information, and efficient solutions. Our business retention and expansion team delivers just that. Dan McDonald, Vice President of Existing Business, and Bill Baum, Existing Business Specialist, connect with local business owners, CEOs, and top management through our award-winning InfoAction program, conducting over 270 interviews every year – proactively identifying and addressing issues and opportunities that impact businesses.

Last June, these services were put to the test when a construction accident south of Dubuque caused a major disruption in critical telecommunications service in the area. Hundreds of companies had thousands of idle workers unable to communicate with key customers, suppliers, branch offices, and headquarters. We immediately sprang into action, utilizing our long-standing relationship with CenturyLink to assess the situation and implement a solution.

Our team went on-site to monitor repairs to the damaged fiber and relayed real-time updates to those affected by the outage. This communication provided the information needed to make

staffing and operations decisions. Within 24 hours, we convened with City officials and CenturyLink to discuss the cause and effect of the outage and the solution to avoid a repeat occurrence. The result? A \$2.3-million enhancement project, the largest private investment by CenturyLink in the State of Iowa this year, has been finished and now provides Dubuque with 68 miles of new, state-of-the-art fiber. This upgrade guarantees Dubuque a “second path” that protects our businesses’ telecommunications needs should a similar incident occur in the future.

And it works! On June 12, 2013, a year to the day of the previous incident, the new fiber line was cut. Yet, because the system performed, virtually no one noticed.

This direct collaboration represents just what Greater Dubuque Development is all about. For us, it’s a matter of fitting all the pieces together to ensure that infrastructure, policies, and workforce issues are addressed so businesses can continue to create jobs and compete in our global economy.



Greater Dubuque works to retain college graduates

When we speak with local businesses, we hear it again and again – a qualified workforce is needed to support projected growth in the Greater Dubuque region. Our Workforce Solutions team of Sarah Harris, Vice President, and Shannon Gaherty, Newcomer Relations Coordinator, offers multiple solutions to develop our existing workforce, recruit new employees, and foster relationships with higher-education providers – effectively creating a pipeline of talent to strengthen local businesses.

Here is the challenge. Cities around the world are competing to attract the Greater Dubuque region’s 25,000 college students. In a phenomenon known as “brain drain,” local and out-of-state students come to the area for an education, and too often take jobs in a different city or state. To retain talent, Greater Dubuque Development utilizes the one-stop job site, AccessDubuqueJobs.com, in a new way to expand its reach.

In July of 2012, Greater Dubuque Development, in partnership with the *Telegraph Herald*, began to promote internship opportunities on AccessDubuqueJobs.com. Employers were given the ability to post available internships free of charge, complete a company profile, and feature videos of interns discussing their experiences. Coupled with our marketing and promotion of the site, Greater Dubuque Development also partnered with colleges and universities in the region to educate students on available opportunities and the advantages of working in our community.

These efforts have proven to be a win-win for the Greater Dubuque area. Since July 2012, over 100 internship positions have been posted on AccessDubuqueJobs.com, positively engaging local college students and connecting them with the business community. Through this initiative and the relationships it fosters, we’ve increased the Greater Dubuque region’s potential for retaining the talent necessary for a well-educated, prepared, and experienced workforce.



2 to 1

AccessDubuqueJobs.com
outperforms Monster.com 2 to 1.

Source: Iowa Workforce Development
2012 Laborshed Analysis



SOLVING STATEWIDE “BRAIN DRAIN”

Michelle Reidy and Jim Connely of McGraw-Hill Education reap the benefits of an intergenerational workforce while collaborating on a project.



Access
Dubuque


jobs.com

Powered by the
TELEGRAPH HERALD



CULTIVATING DUBUQUE'S SKILLED LABOR POOL

A.Y. McDonald Mfg. Co. employee
Clint Sharkey, one of the many
Opportunity Dubuque graduates,
takes a hands-on approach to
securing his future.



81%

81% of Opportunity Dubuque
graduates are employed full time.

Opportunity Dubuque is a win-win for workers and businesses

“Dubuque Works” is as much of a fact as it is an initiative. This collaborative effort was developed four years ago in response to the community’s need for effective workforce solutions to meet the demands of employers and future prospects. Dubuque Works brings together employers, funding partners, workforce experts, and educators as an essential toolkit for expanding businesses and attracting prospective clients that are weighing Dubuque against other global sites. Above all, Dubuque Works ensures that our region has successful programs in place for recruiting the talent needed to keep our community ranked among the best in the nation.

Part of maintaining our region’s competitive advantage is the creation of the talent needed for local businesses as they continue to grow. After gathering ground-level data from regional employers regarding their workforce needs, it was clear that two areas of high demand were for welders and CNC (Computer Numerical Control) operators. Realizing 2,627 local individuals were struggling to find work and lacked the financial resources for continued education, Greater Dubuque Development and our Dubuque Works partners developed the Opportunity Dubuque program. Through this initiative, individuals are able to complete a free certification program to upgrade their skills and ultimately fill local demand for high-wage, advanced-manufacturing careers.

The Opportunity Dubuque program is proving to be a success! Of this year’s 63 graduates, 81 percent are employed full-time, eight percent are currently interviewing for positions, and three percent have decided to continue their education at Northeast Iowa Community College to obtain a full CNC diploma, while only eight percent were unavailable for a response. From high school dropouts to dislocated workers, the program has provided opportunities to those who needed it most, while at the same time, strengthening local businesses. Chad Huntington, Vice President of Human Resources for local manufacturer A.Y. McDonald, praises the program: “We see that the problem was taken seriously, addressed with a plan, and a course of action was put into place. We have already hired two graduates of the CNC certificate program and expect to hire an additional two or three. When groups come together to make things like this training program and initiative happen, we are all the better for it.”

We couldn’t agree more.

DUBUQUE WORKS PARTNERS

Greater Dubuque Development Corporation would also like to thank our program partners: The Community Foundation of Greater Dubuque, Northeast Iowa Community College, Dubuque Area Labor Management Council, Dubuque Area Chamber of Commerce, Iowa Workforce Development, East Central Intergovernmental Association, and the *Telegraph Herald* for their team effort in enhancing our community.

FUNDING PARTNERS

Greater Dubuque Development Corporation would like to thank our funding partners: The City of Dubuque, Mystique Casino, and Dubuque County. Without their support, programs like Dubuque Works would not be possible.

 **dubuque***works*
a workforce initiative

Funded in part by The City of Dubuque,
Mystique Casino, and Dubuque County.

Design Mill President Nathan Greiner reviews plans for his company's new home with Mark Seckman of Greater Dubuque Development.

RECRUITING BUSINESSES THAT ATTRACT TALENT

+ 3 new businesses

Design Mill, Inc. is one of three new businesses to relocate to Dubuque.

Diversifying and strengthening our regional economy

Without a doubt, the Greater Dubuque region has a lot to offer. A strong business base, a talented and highly skilled workforce, an exceptional quality of life, and many competitive advantages make the area a prime location for businesses and people to thrive. Mark Seckman, Vice President of National Marketing, is in charge of selling these superior resources to the companies that might consider making the Greater Dubuque area their home – and he's had a successful year.

Based on our targeted-industry clusters ranging from advanced manufacturing to IT and software, Mark has

met with executives at headquarter offices to obtain information regarding how their businesses and our community can benefit from one another. From these discussions, we received the feedback needed to assist in making their companies more competitive in the global market. And our efforts have paid off – this year we've attracted three new businesses to our region.

One of the companies, Design Mill, Inc., is a prime example of Greater Dubuque Development's tireless devotion to securing a strong base of diverse businesses. A software-development company specializing in eLearning, mobile

apps, and 3D modeling, Design Mill struggled to find quality talent at their current facility in Illinois, and began discussions with Greater Dubuque Development in January 2013.

Serving as the catalyst, Greater Dubuque Development brought together key organizations including the City of Dubuque, Northeast Iowa Community College, the Iowa Economic Development Authority, and Gronen Restoration, Inc. to discuss factors that would affect Design Mill's relocation. "Working with the Greater Dubuque Development Corporation made the site-location process much less daunting," says Nathan Greiner, President

of Design Mill. "Their team approach assured us that Dubuque was the best community for us to build our business."

By emphasizing key factors such as access to a talented workforce and our higher-education presence, Design Mill was confident in bringing 16 new positions in graphic design, animation, engineering, and programming to Dubuque. The company could have relocated anywhere in the world, but our product and service won the case for Dubuque.

Laying the groundwork for growth

Greater Dubuque Development would like to thank our investors who make our accomplishments possible. Your dedication has helped build a solid foundation for Greater Dubuque’s future. The past year has been a success, and we look foward to the continuous advancement of our community and the businesses that empower it to thrive.

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Diamond Jo Casino
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Mi-T-M Corporation
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Mystique Casino
O’Connor & Thomas, P.C.
Paulson Electric Company
Plumbers & Steamfitters Local 125
Portzen Construction, Inc.
Premier Bank
Premier Tooling & Manufacturing, Inc.
Prudential Retirement
Radio Dubuque, Inc.
Rentech Nitrogen, LLC
Rousselot, Inc.
Runde Auto Group, Inc.
Schieffer Co. International L.C.
Southwest Wisconsin Technical College
Spahn & Rose Lumber Company
Steele Capital Management, Inc.
Straka Johnson Architects, P.C.
Theisen Supply, Inc.
Tricor Insurance and Financial Services
Union-Hoermann Press
Unison Solutions
United Clinical Laboratories
UnityPoint Health – Finley Hospital
Universal Tank & Fabrication, Inc.
University of Dubuque
University of Wisconsin–Platteville
U.S. Bank
Vanguard, Inc.
Welu Printing Company
Woodward Communications, Inc.

Public Sector:
City of Dubuque
City of Dyersville
City of Peosta
Dubuque County
Northeast Iowa Community College

AccessDubuqueJobs.com Investors

Advance Pump & Equipment Inc.
Aflac®
All Season’s Trucking, Inc.
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Almon Inc.
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CarteGraph
CES Computers, Inc.
City of Dubuque
Clarke University
Community Foundation of Greater Dubuque
Conlon Construction Co.
Cottingham & Butler
Crescent Electric Supply Company
DDI, Inc.
Design Mill, Inc.
Diamond Jo Casino
Digga
Domino’s® Pizza
Dubuque Area Chamber of Commerce
Dubuque Auto Plaza
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EIMCo, Inc.
Engineering Services & Products Company
ENTEGEE Engineering Technical Group
Express Employment Professionals
Flexsteel Industries, Inc.
The Friedman Group, Inc.
Georgia-Pacific Corporation
Giese Companies

Global Reach Internet Productions
Grand Harbor Resort and Waterpark
Grand View United Methodist Church
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Hartig Drug
Hawkeye Truck & Trailer
Hillcrest Family Services
Hills & Dales
Hirschbach Transportation Services, Inc.
Hodge Company
Holy Family Catholic Schools
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Horsfield Construction, Inc.
Hotel Julien Dubuque
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IIW, P.C.
The Insurance Center, Inc
John Deere Dubuque Works
Kendall Hunt/Westmark
Klauer Construction Company
Kurtz Communications, Inc
LabStrong Corporation
Loras College
Luther Manor
The McCoy Group, Inc.
McGraw-Hill Education
Mediacom
Medical Associates Clinic, P.C.
Medline Industries, Inc.
Mercy Medical Center
Midwest Business Products
Mi-T-M Corporation
Mike Finnin Motors
Molo Companies
Mystique Casino
National Mississippi River Museum & Aquarium
Northeast Iowa Community College
Oral Arts Dental Laboratory
Pepsi Cola Bottling Company of Dubuque
Platinum Supplemental Insurance
Portzen Construction, Inc.
Prairie iNet
Premier Bank
Prudential Retirement
Rentech Nitrogen, LLC
River Valley Capital Corporation
Rockfarm Logistics, LLC

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Southwest Health Center
Spahn & Rose Lumber Company
Steele Capital Management, Inc.
Stonehill Franciscan Services
Substance Abuse Services Center
Tandem Tire & Auto Service, Inc.
TFM Company
UnityPoint Health – Finley Hospital
Teisen Supply, Inc.
Top Block and Brick, Inc.
Tricor Insurance and Financial Services
U.S. Bank
Unified Therapy Services
United Clinical Laboratories
Universal Tank & Fabrication Inc.
University of Dubuque
University of Wisconsin–Platteville
Wartburg Theological Seminary
Weber Paper Company
Woodward Communications, Inc.
WS Live LLC
XL Specialized Trailers, Inc.

Greater Dubuque Staff

(pictured left to right)

- Bill Baum**, Existing Business Specialist
- Beth Mescher**, Director of Communications
- Casey Muhm**, Director of Sustainable Innovation
- Sarah Harris**, Vice President of Workforce Solutions
- Rick Dickinson**, President & CEO
- Karen Kluesner**, Vice President of Operations
- Mark Seckman**, Vice President of National Marketing
- Jayne Ervolino**, Administrative Assistant
- Daniel McDonald**, Vice President of Existing Business
- Shannon Gaherty**, Newcomer Relations Coordinator



From the Chairperson

Jesús Avilés



The 2012–2013 year was filled with excitement and progress. The creation and utilization of new programs and existing resources helped Greater Dubuque Development take great strides toward reaching the goals of our **NEXT** campaign. We have laid a solid foundation on which to sustainably grow and enrich the Greater Dubuque region, and we take pride in all our endeavors. That commitment is helping establish Dubuque as a viable, livable, and equitable community. One where we embrace economic prosperity, cultural vibrancy, and environmental integrity to create a sustainable legacy for future generations. **Thank you for supporting Greater Dubuque Development in Founding the Future.**

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