

30  
CELEBRATING  
*Years*

greater.



**Greater Dubuque**  
DEVELOPMENT CORP.



## FROM THE BEGINNING

**30** *Years* ago our community chose not to succumb to economic hard times. We faced daunting challenges and divergent views, but we came together and implemented a comprehensive plan to move this city and our neighboring communities forward.

In 1984 a group of Dubuque businesses financed an analysis of community economic development opportunities and organizational needs. The study resulted in the Dubuque Plan, which recognized that no single activity or program could address both our needs and our opportunities. We had to cooperate; we had to work together.

Greater Dubuque was formed...recognizing that ALL segments of the community had to be represented if the Plan was to be successful. We knew this would not be a press conference yielding instant success; no, we knew this was a long road with many bends. Yet, we were convinced it could be done. The first Board of Directors were 25 in number and represented the Chamber of Commerce, city and county government, healthcare, organized labor, State Legislators, the Tri Colleges, Northeast Iowa Technical Institute, regional planning groups and the Dubuque Industrial Development Corp (the forerunner of Greater Dubuque Development).

Our significant goals included: taking cooperative action that would link all important segments of the community; establishing Dubuque as a recognized tourist destination; growing our current economic base; expanding the healthcare industry; improving the transportation system; strengthening the retail sector; enhancing the service industry; and celebrating the treasure of higher education in our community.

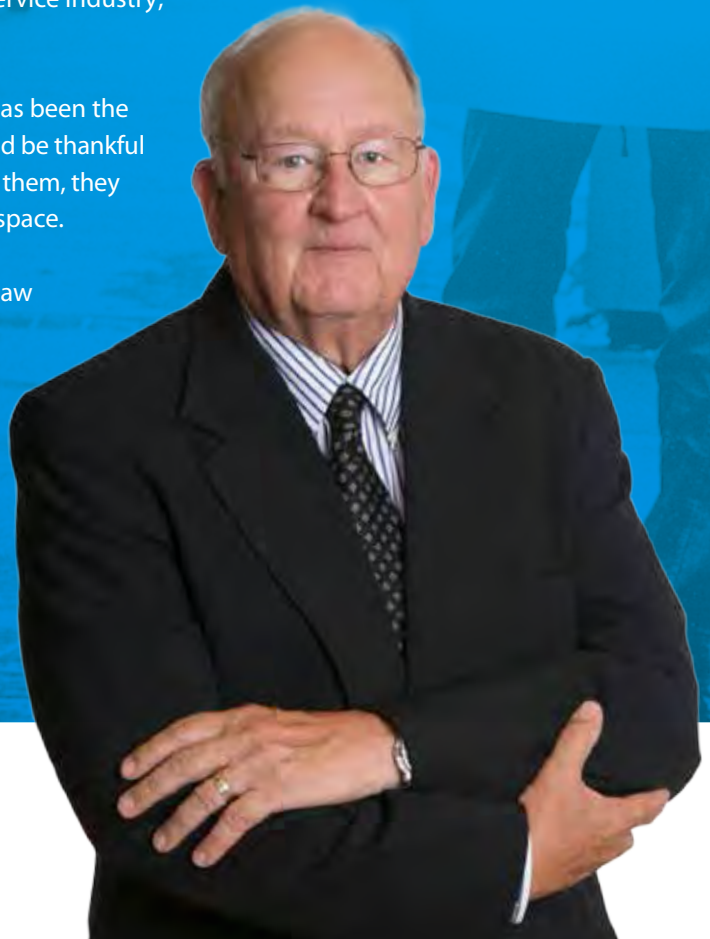
And now I ask, "How does our 30-year report card read?" In my view, it has been the most exciting A+ performance in the history of any community. We should be thankful for the foresight of those who have gone before us. I could start to name them, they were my friends, but this letter would expand way beyond the allotted space.

Congratulations Greater Dubuque! I can speak on behalf of those who saw the possibilities from the beginning, and thank those who continue to "stay the course" and make this wonderful region, a Greater Dubuque!



Bruce Meriwether, *Chairman of the Board (1986–1988)*

**“In my view, it has been the most exciting A+ performance in the history of any community.”**





GOOD TO GREAT IN 30 Years

'84  
Greater Dubuque Development Created First home of Greater Dubuque – lower level of 700 Main Street Building

Frommelt Industries  
Klauer Manufacturing Company  
William C. Brown Publishing

'85

'87

Trilog/CIGNA  
Captive Plastics

'89

William C. Brown Publishing

'91

'93

■ Rick Dickinson  
FarmTek  
Barnstead-Thermolyne  
Brown-ROA  
Eagle Point Software

'95

Workforce Solutions Program (Come Back to Your Future, Come Home to Dubuque) Created  
Camoplast Rockland

Morrison Brothers  
Webber Metals  
Cascade Lumber and Mfg.  
Faust Cabinets

'97

Quebecor World  
Behnke Enterprises Inc.  
CIGNA  
Spec Building Built  
EIMCo, Inc.  
Precision Wire & Design Inc.  
Rauen's Precision Machining  
Cottingham & Butler  
Eagle Window & Door

'99

Second Home of Greater Dubuque – 300 Main Street, Suite 120

Alliant Energy  
Cottingham & Butler  
John Deere Skid Steer Division  
Kirchhoff Distributing  
Quebecor World  
Medline Industries, Inc.  
The McGraw-Hill Companies  
Giese Companies

Milkin Institute – 18th in the U.S. for High-Tech Growth Output  
Iowa Department of Economic Development – Recognized for Science, Technology and Innovation  
Brandow Company – 2nd Best Existing Business Program in the U.S.

'01

Apex/BARD  
The Adams Company  
IIW, P.C.  
Modernfold  
Dubuque Stamping & Mfg., Inc.  
Barnstead International/ERTCO  
RC2

Forbes – Best Places for Business and Career  
National League of Cities – 2003 Crown Community  
Milkin Institute – 1st in the U.S. for High-Tech Growth Output

'03

Alliant Energy  
Mi-T-M Corporation  
Heartland Financial

Milken Institute – Best-Performing Cities  
American City & County – Crown Community

'05

Mike Blouin Joins Greater Dubuque as President  
Destination for Opportunity Capital Campaign Launched

Kendall Hunt Publishing  
Durrant Group  
ENTECEE Engineering Technical Group  
Hodge Company  
Vanguard, Inc.  
Art's-Way Vessels  
LabStrong Corporation

America's Promise – 100 Best Communities for Young People  
National League of Cities – All-America City Inc. – BoomTowns Small Cities  
Forbes – Best Places for Business and Career  
MSN – Low-Cost Locales Where Jobs are Plenty

'07

Newcomer Services Created Distinctively Dubuque Created  
Dubuque Industrial Center North Opens  
IBM

Schieffer Co. International Inc.  
Farmtek

America's Promise – 100 Best Communities for Young People  
Sperling – Top Ten Most Affordable Places to Live and Work  
American City & County – Crown Community  
Mid-America Economic Development Council – Existing Business Program Recognized  
BREI – Best Business Retention and Expansion Program

U.S. Commerce Secretary Award – 2009 Excellence in Economic Development Award  
Relocate America – America's Top 100 Places to Live  
Site Selection Magazine – 2008 Top Ten Metro  
International Economic Development Council – Existing Business Program Recognized

'09

Sr. Joanne Burrows

NEXT Capital Campaign Launched  
FedEx Ground  
Digga

A.Y. McDonald Mfg. Co.  
Radio Dubuque  
Rousselot, Inc.  
John Deere Dubuque Works  
Heartland Financial  
Behnke Enterprises Inc.  
IBI Scientific  
Nordstrom

Camoplast Solideal  
Theisen Supply, Inc.  
Klauer Manufacturing Company  
Envision Tees  
Giese Companies  
Mi-T-M Corporation  
EIMCo, Inc.

Area Development Magazine – Recognized for Outstanding Economic Development  
Professional Developers of Iowa – Existing Business Program Recognized

National League of Cities' National Black Caucus of Local Elected Officials – City Cultural Diversity Awards  
Commonwealth Fund – Second in the Nation for Health System Performance  
America's Promise – 100 Best Communities for Young People

'12

Jesús M. Avilés

'14

Progressive Processing/Hormel Foods  
Rockfarm Supply Chain Solutions  
Nu World Foods

Tri-State Quality Metals  
Bimbo Bakeries USA  
Spahn & Rose

Roasting Solutions  
Rousselot

Site Selection Magazine – Named Big Muddy Cup Winner for Best Economy on the Mississippi River  
Site Selection Magazine – U.S. Top Metro in 2013 for Business Growth and Expansion  
U.S. Environmental Protection Agency (EPA) – 2013 National Award for Smart Growth Achievement

Area Development Magazine – Named One of Top 20 Leading Locations in U.S.  
Professional Developers of Iowa – Business Retention & Expansion Program Scores Top Honors

■ Dan Dittmore

Bob Neuwoehner (Chairperson of the Board)

'86

Captive Plastics

Bruce Meriwether

Nicholas J. Schrup II

'90

Nordstrom  
Bodine Electric

'88

■ John Kramer

Advanced Data-Comm Inc.  
Metrix Company

Doug Buswell

'92

■ Hugh Lamont  
American Freezer Services  
EIMCo, Inc.  
Premier Tooling & Manufacturing, Inc.

Dan Kruse

'94

William C. Brown/Times Mirror  
FDL Foods

'96

Business Retention & Expansion (InfoAction) Program Created  
Farmland Foods

Lund Manufacturing  
A.Y. McDonald Mfg. Co.  
Medical Associates Clinic, P.C.  
Nordstrom  
Precision Tool  
Weber Paper Company  
Myers-Cox

Sr. Catherine Dunn, BVM

'98

Dubuque Industrial Center West Opens  
Dubuque Technology Park Opens  
Schieffer Co. International L.C.

Advanced Data-Comm Inc.  
Ainley Kennels & Fabrication  
Bodine Electric Company  
Cartegraph Systems  
Dubuque Data Services  
Lund Manufacturing  
Swiss Valley Farms  
Premier Tool & Die Company  
McLeodUSA  
Northwest Direct Teleservices Inc.

Rand M. Fisher/Rich Bean

Bill Skemp

'00

Medline Industries, Inc.  
Precision Tool & Engineering  
American-Iowa Mfg.  
Camoplast Rockland  
Decker Precision Machining

CareerXRoads – One of the Best Career Management Websites in the U.S. for “Come Back to Your Future, Come Home to Dubuque” Website

Society for Human Resource Managers – International Pinnacle Award for “Come Back to Your Future, Come Home to Dubuque” Website  
Site Selection Magazine – U.S. Top 10 Development Group

Russell Knight

'02

River Valley Initiative Capital Campaign Launched

Flynn Ready-Mix  
Vessel Systems  
Mi-T-M Corporation  
DDI, Inc.  
McKesson  
Heartland Financial

Milkin Institute – 14th in the U.S. for High-Tech Growth Output

'04

Tri-State Industries  
IBI Scientific  
Mulgrew Oil Company  
Medline Industries, Inc.  
Schieffer Co. International L.C.

Expansion Management Magazine – 2004 Quality of Life Quotient

Jeff Bullock

Lori Thielen

'06

Western Dubuque Biodiesel  
Sedgwick CMS  
Kunkel Bounds

McGraw-Hill Education  
Bodine Electric Company  
Dubuque Screw Products, Inc.  
NAMASCO  
Theisen Supply, Inc.  
John Deere Forestry Division  
Cottingham & Butler  
Straka Johnson Architects, P.C.  
Oral Arts Dental Laboratory  
Uelner Precision Tools & Die  
Giese Companies  
Hodge Company

Expansion Magazine – 5-Star Quality of Life Metro  
Named an Iowa Great Place  
Expansion Magazine – 5-Star Public Schools Metros  
Inc. – BoomTowns 200 Overall Best City  
Received the Iowa Shine Award  
Inc. – Top U.S. Cities for Doing Business

David Becker

'08

Dubuque Works Created  
ITC  
Husco  
Progressive Processing/  
Hormel Foods

Dubuque Stamping & Mfg., Inc.  
Morrison Brothers  
Medline Industries, Inc.  
Quebecor World  
Peninsula Gaming  
Nordstrom

America's Promise – 100 Best Communities for Young People  
United States Conference of Mayors – Top Honor Livability Award  
NAMM (National Association of Music Merchants) – Best Communities for Musical Education  
County Home Magazine – Best Green Places

Nicholas J. Schrup III

'10

Bodine Electric Company  
Eagle Point Solar  
Duct-Sox  
McKesson  
Hodge Company

America's Promise – 100 Best Communities for Young People  
Mid-America Economic Development Council – Workforce & Existing Business Programs Recognized  
Forbes – Best Small City to Raise a Family  
Careerbuilder.com – 3rd Best in U.S. for Job Growth

Jim Collins

Sedgwick CMS  
LabStrong Corporation  
Peninsula Gaming  
Nordstrom  
Berry Plastics and Subsidiaries

International Economic Development Council – Dubuque Works Program Recognized  
Forbes – #1 Best Smaller Metro for Projected Job Growth  
Business Facilities Magazine – Deal of the Year  
Site Selection Magazine – Top Deal of 2009

Chad Chandlee

'11

Green Industrial Supply  
Hodge Company  
Flexsteel Industries, Inc.  
EIMCo, Inc.  
Rentech Nitrogen, LLC  
FarmTek

America's Promise – 100 Best Communities for Young People  
Milken Institute – 15th Best-Performing Small Metro  
Mid-America Economic Development Council – Workforce Programs (DubuqueWorks and AccessDubuqueJobs.com) Recognized  
Blane, Canada, Ltd. – Existing Business Program Recognized  
Moody's/Economy.com – Top 20 for Job Growth  
Building Resilient Region – Fifth Most Resilient Community

Byron Taylor

'13

Sustainable Innovation Created  
Third home of Greater Dubuque – 900 Jackson Street, Suite 109  
Dubuque Industrial Center South Opens  
Bright Wood Corporation  
Design Mill Inc.

Bodine Electric Company  
Sedgwick  
Giese Companies  
Behnke Enterprises Inc.

American City & County – Crown Community  
Mid-America Economic Development Council – Workforce & Existing Business Programs Recognized  
Milken Institute – 10th Best-Performing Small Metro  
“The Guide to Greening Cities” – Recognized as a National Leader in Sustainability  
Farmer's Insurance – Most Secure Places to Live in the U.S.  
U.S. Bureau of Economic Analysis – Dubuque recognized as the Fastest-Growing Economy in Iowa

International Economic Development Council – Workforce Solutions (Opportunity Dubuque) Program Recognized  
Forbes – 14th Best Small Places for Business and Careers  
Kiplinger – 10 Great Places to Live  
Area Development Magazine – Recognized for Outstanding Economic Development  
365 Impact Award – Workforce Solutions Program (Opportunity Dubuque) Recognized  
MoveTo Blog – One of America's Best Small Cities to Move to



A WORD FROM OUR CHAIR

Summarizing the activities of Greater Dubuque’s 30th anniversary year on a single page is a difficult task given all that could be shared. The accomplishments over the last 30 years, this year in particular, are testimony to the efforts of our founders, who in 1984 pledged to change the Greater Dubuque area by diversifying our regional economy through growth and prosperity.

Throughout this annual report, we will be describing the then and now of all that we do — complete with a 30 year timeline that tells of past Greater Dubuque stories and our work towards a promising future.

In the past year, new and existing businesses have expanded in the Greater Dubuque area, providing the promising future our founders envisioned. Progressive Processing/Hormel Foods announced its \$36 million expansion, creating 91 new jobs; Tri-State Quality Metals broke ground as the first employer in the new Dubuque Industrial Center South; Rockfarm Supply Chain Solutions chose the Dubuque Technology Park as their new home and corporate headquarters; and our very own Spahn & Rose Lumber Company is relocating its flagship store to Harrison Street. These are just some of the many exciting projects and growth initiatives from the private sector in 2013–2014.

Last, and certainly not least, as part of our 30th year, Greater Dubuque has relocated our operations to the Historic Millwork District in the Schmid Innovation Center. This is more than a move of operations. This investment is a reflection of how a community builds on its traditions. Where windows and doors were once manufactured, we have built a progressive and contemporary statement about all that is right about the Greater Dubuque area. From our state-of-the-art boardroom to our high-efficiency automated LED lighting, our new office brings together the resources of Greater Dubuque and small business support through StartUp Dubuque. Located adjacent to our space, StartUp Dubuque is the first one-stop facility for small business support in our community’s history with resources provided by Small Business Development Center, Northeast Iowa Community College, Dubuque SCORE Chapter and East Central Intergovernmental Association Business Growth.

In these 30 years, much has been accomplished and so many opportunities still remain. Thanks to your needed investments and valued engagement, we believe that the visions of our founders to make the Dubuque region Greater for generations to come continues to be fulfilled.

*Byron T. Taylor*

Byron Taylor, Chairman of the Board

“ In these 30 years, much has been accomplished and so many opportunities still remain. ”

What’s old is new again

As an organization grows, expansion of office space is often required. For Greater Dubuque Development Corporation, even though the core purpose of the organization has not changed, activities to support the purpose have grown, requiring the addition of staff, and therefore the search for a new office. In the review of available space in the community, we focused on our investors, customers and board members to ensure our level of professionalism continued to be the priority. As a result, Greater Dubuque Development Corporation is on the leading edge of the redevelopment of the Historic Millwork District. The relocation to the Schmid Innovation Center was the obvious choice.

Today, nine offices and additional workstations welcome our staff, interns and guests. Our versatile boardroom,

equipped with cutting-edge technology, can be divided into two separate spaces, allowing multiple meetings to be held simultaneously. We have also collaborated with our partners, Small Business Development Center, Northeast Iowa Community College, Dubuque SCORE Chapter and East Central Intergovernmental Association Business Growth, in the creation of StartUp Dubuque, a one-stop shop for small business support. This space is located adjacent to our office to promote collaboration among various service providers.

Striving to be innovative in all that we do, this space allows us to showcase adaptive reuse. From the initial construction to our daily operations, sustainability is built-in to the design of our new facility. The building’s original wood, now reclaimed and full of

character, supports our every step. State-of-the-art automated LED lighting illuminates our plans for the future.

Our new office stands as the perfect metaphor of our mission at Greater Dubuque: taking what was once neglected and nearly forgotten, and transforming it into a cutting-edge, progressive statement about our area and our future.

A fresh new space

(far left) Bringing new eyes to an old district, our space at 900 Jackson Street encompasses nearly 5,300 square feet.

(middle left) Our new space, where high-tech meets high-touch, welcomes new and existing business to Greater Dubuque Development.

(far right) The leadership of our Board of Directors helps move Greater Dubuque forward.



AWARDS AND ACCOLADES 2013-2014

A proven winner



Dubuque Ranked 14th on the “Best Small Places for Business and Career” Listing



Dubuque Listed Among “10 Great Places to Live”



MILKEN INSTITUTE

Dubuque Named 10th “Best-Performing” Small Metro



INTERNATIONAL  
ECONOMIC DEVELOPMENT  
COUNCIL

Greater Dubuque’s Workforce Solutions Receives Top International Award for Opportunity Dubuque



HARVARD Kennedy School  
ASH CENTER  
for Democratic Governance  
and Innovation

Sustainable Dubuque Named a Top 25 Innovation in Government



Greater Dubuque’s Business Retention & Expansion and Workforce Solutions Programs Garner Top Honors from the Mid-American Economic Development Council



Greater Dubuque Development Business Retention & Expansion Program Scores Top Honors



Dubuque Named One of America’s Best Small Cities To Move To



Dubuque Named One of Top Leading Locations in U.S.



Dubuque Wins the Big Muddy Cup for Best Economy on the Mississippi River



Dubuque Scores U.S. Top Metro in 2013 for Business Growth and Expansion



Dubuque Named a “Crown Community”



Dubuque Named One of America’s Most Exciting Small Cities



FARMERS

Dubuque Named One of the Most Secure Places to Live in the U.S.



Dubuque’s Economy Fastest-Growing in Iowa Last Year, 27th Fastest in U.S.



Dubuque Soars in Upward Mobility



## ON TARGET TO EXCEED OUR GOALS

### Population growth

The Greater Dubuque area has experienced 2.18% population growth since 2010, compared to the State of Iowa at 1.4%. 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. As released in March 2014, our population of the Greater Dubuque area grew to

95,697

GOAL: 96,500



Source: U.S. Census Bureau, Population Division

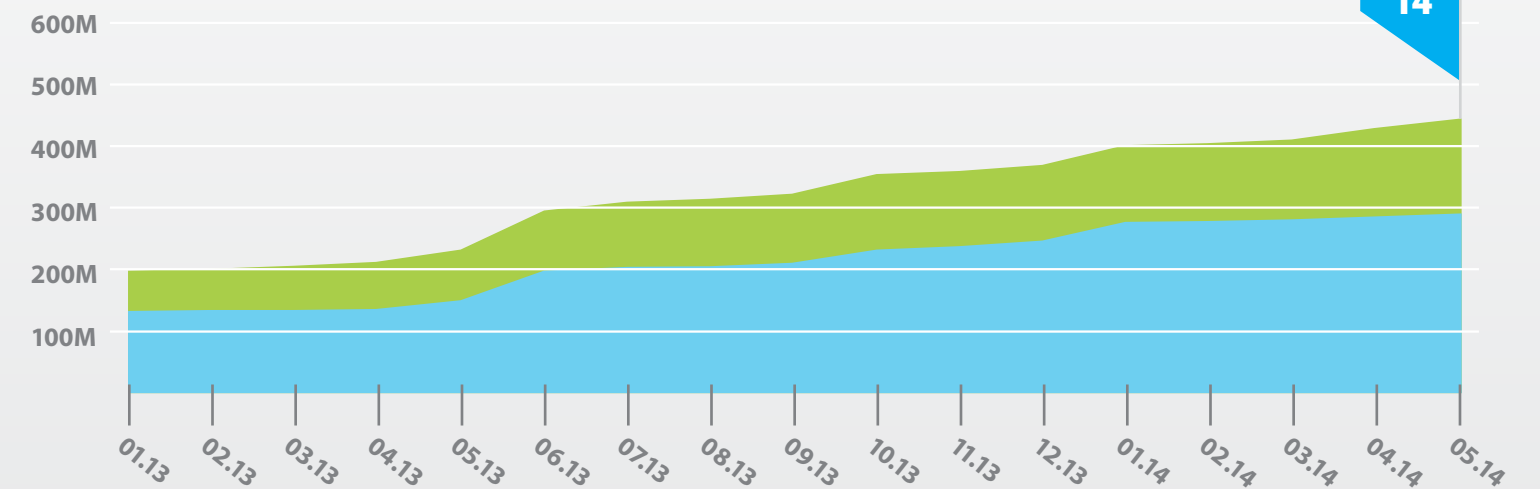
### Construction

Two years and five months into the NEXT Campaign, the Greater Dubuque area has already achieved \$431,757,628 in new construction. We are over halfway to our five-year goal of \$700 million.

GOAL: 700M

\$431,757,628

MAY '14

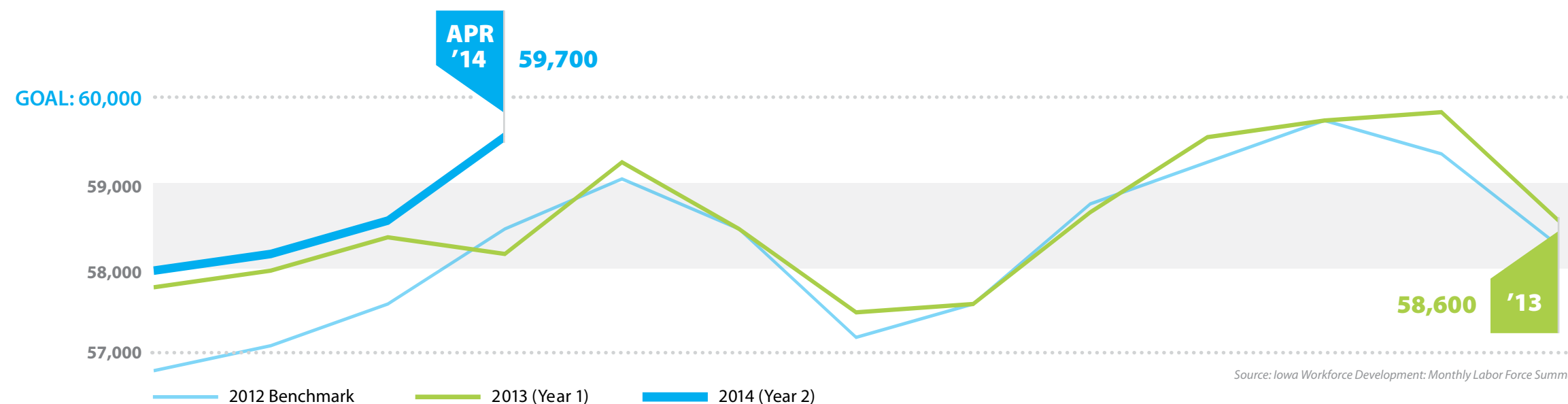


Source: City of Dubuque & Dubuque County

2013-2014 Cumulative Residential Construction  
2013-2014 Cumulative Commercial Construction

### Job growth

Greater Dubuque's goal for 2017 is to reach 60,000 jobs. At the start of this year, Dubuque had climbed to 58,000. As of April 2014, the number had already hit 59,700. This shows promising progress toward our goal.



Source: Iowa Workforce Development: Monthly Labor Force Summary

As of April 2014, employees in Dubuque County earned an average hourly wage of

\$22.67

GOAL: \$18.00/HOUR

Source: U.S. Bureau of Labor Statistics, Current Employment Statistics (CES)





'96

**THEN (left):**

Prior to beginning our InfoAction program, too little attention was paid to existing employers.

**NOW (above):**

We have a nationally recognized program dedicated to serving existing businesses, which has led to the revitalization of our riverfront, downtown and industrial parks.

**BUSINESS RETENTION AND EXPANSION**

# Taking action

Prior to 1996, Greater Dubuque had no defined strategy for serving existing businesses. So, Greater Dubuque stepped up to the plate for our employers and began a business retention and expansion program called InfoAction.

Today, we understand that our community's existing businesses, large and small, are critical to the health of our local economy. Our staff of knowledgeable business professionals dedicate their time and

attention across all industries to find the benefits and challenges of operating in the Greater Dubuque area. By meeting face-to-face with executives and owners, we ask what they need to be more successful. Whether it's a qualified workforce, new facilities or improved infrastructure, we work to find solutions.

The game changer here is actually a simple idea: after we listen to their needs, we act on what we learn. Working with all business

sectors and utilizing partnerships both locally and beyond, we provide solutions.

The basis of our nationally recognized program, InfoAction, is to meet annually with over 280 local businesses of all sizes and sectors. Through personal contact we exchange information and deliver advocacy and solutions to the businesses that vitalize and strengthen our community.

**WORKFORCE SOLUTIONS**

# An innovative approach to talent

In the 1980s, Dubuque was known for its high unemployment rate. Today we are known as a community of opportunity.

As Baby Boomers retire, we must create the tools necessary to recruit, retain and retrain the talent we need. This includes providing services like AccessDubuqueJobs.com to connect talent with opportunity. It means keeping workers in the area by reaching out to students at job fairs and CEO Network events, and by catering to newcomers' needs through the Distinctively Dubuque course and concierge services. We joined with community partners to create programs like Opportunity Dubuque and Dubuque Works to assist unemployed

and underemployed citizens learn the skills needed for existing, well-paying jobs.

The brutal unemployment rate in the 1980s taught us lessons that we must never forget. Working together to create and implement workforce solutions allowed our area to weather the last recession better than most.

The success of our workforce solutions program is attributable to our partnerships. Collaborating with TH Media and local employers that invest in the site, AccessDubuqueJobs.com successfully connects talent to opportunity in our area. Another successful partnership is

our Dubuque Works program. Working together to deliver impactful solutions, the Dubuque Works partners include TH Media, Dubuque Area Chamber of Commerce, Northeast Iowa Community College, IowaWorks, Dubuque Area Labor Management Council, Community Foundation of Greater Dubuque and East Central Intergovernmental Association.

Dubuque Works is funded by the City of Dubuque, Mystique Casino and the Dubuque County Board of Supervisors.

'83

**THEN (above):**

Dubuque once had the highest unemployment rate in the United States.

**NOW (left):**

Thanks to today's workforce solutions, we're a thriving community.







Photo courtesy of TH Media.



Dubuque Food Co-op, 955 Washington Street, #107



## NATIONAL MARKETING

# A proactive approach

'95

### THEN (above):

The closure of FDL Foods stunned our community and impacted thousands of lives.

### NOW (right):

Our revamped, hands-on efforts have gained national recognition and allow our community to attract global brands.

In the early '80s, twenty percent of Greater Dubuque's workforce was employed at our two largest businesses; this resulted in a devastating blow to our economy when FDL Foods closed. We had been blindly confident that the status quo of the previous decades would continue. Of course, it didn't; it never does without human intervention.

Today we work to secure a diverse business base. We meet with corporate executives and leaders in the community to build relationships assuring them that the Greater Dubuque area is the best place for their business to grow. Our talented workforce—fostered by our multiple higher-education institutions and workforce solutions program—along with our attentiveness to their needs has gained results and national recognition.

In the past year alone, Progressive Processing/Hormel Foods, Nu World Foods and Rockfarm Supply Chain Solutions all announced plans to expand their operations in the Greater Dubuque area. Combined, these projects will create over 150 jobs and bring in a capital investment of over \$43 million. These successes, along with the area's national recognition, show our dedication to making the Greater Dubuque area a global player—helping to build a Greater Dubuque.

## SUSTAINABLE INNOVATION

# Charting a smart course

*In recent years it's become evident that we, as a global community, need to incorporate sustainability into the core of how we operate. This new priority, spurred by the community's Sustainable Dubuque initiative, is securing a promising future for our area.*

Every successful business begins with a good idea and a lot of elbow grease. Thanks to the generosity of Dick and Carrie Schmid, the Greater Dubuque area now has the resources to encourage, support and promote entrepreneurialism. The creation of StartUp Dubuque,

located in the Schmid Innovation Center, brings together key partners like the Small Business Development Center, Northeast Iowa Community College, Dubuque SCORE Chapter and East Central Intergovernmental Association Business Growth to serve aspiring entrepreneurs.

Locating these partners in the same physical space has created a "one-stop shop" for small businesses to access the resources necessary for success. Assisting small startups, as well as existing industry, we provide support through analytics

and access to data. Using resources like LinkedIn Recruiter and ESRI®, we can help find potential talent and clients, identify markets and enhance operations. This involvement with the cutting-edge world of big data extends into our partnership with IBM and its Smarter Cities initiative. Acting as the liaison between the City of Dubuque and IBM for this partnership, we help bring sustainable practices to the local business community, serving as a model for the rest of the world.

'13

### THEN (above):

Decay and neglect put the heart of our downtown into a death spiral.

### NOW (left):

Community leaders have committed to the redevelopment, adaptive reuse and investment in Dubuque's Historic Millwork District.



## ACHIEVING GREATNESS

# Ground-breaking campaigns



### Going above and beyond

John Schmidt, Chair of River Valley Initiative, laid the groundwork for our multi-year capital campaigns. (left)

David Becker, Chair of Destination for Opportunity, continued the success of River Valley Initiative by not just meeting, but exceeding our goals. (right)

Chad Chandlee, Chair of NEXT, is leading our current campaign to bring What's NEXT for Dubuque. (center)



Photo courtesy of TH Media.

**"In many communities, these achievements would foster complacency, a collective sense that 'We've made it!' Instead, we ask the questions: 'Where do we go from here? What's NEXT?'"**

— Chad Chandlee, Chair of the NEXT Campaign

It's not something that happens overnight. It takes diligent work and impeccable leadership to reach the goals we've set for our community. Luckily, we've been able to establish a standard for both.

The hard work of the leaders of our three capital campaigns has led to unimaginable progress. Before our first multi-year campaign in 2002, Greater Dubuque Development thought small and acted accordingly. Yearly fundraising only allowed us to plan on a small scale, and the true potential of Greater Dubuque wasn't being met. By changing tactics to long-range funding, we are able to focus on long-range planning and take the steps that have led to our success.

Thanks to the leadership of John Schmidt, Chairman of our first multi-year campaign, *River Valley Initiative*, we changed the

course of our organization. Trailblazing what would become the format for future campaigns, he helped establish the precedent of setting realistic goals and exceeding them.

David Becker, Chair of our second campaign, *Destination for Opportunity*, continued the legacy of the *River Valley Initiative* by exceeding our goals of creating thousands of new jobs, raising the county's average wage, stimulating hundreds of millions of dollars in new construction and growing our population. Meeting and exceeding these goals allowed our area to prevail despite the country's economic tailspin.

Today Chad Chandlee leads our current campaign, *NEXT*. Just two years into our efforts, Greater Dubuque is on track to meet and exceed the goals.

Chairman Chandlee said it best, "In many communities, these achievements would foster complacency, a collective sense that 'We've made it!' Instead, we ask the questions: 'Where do we go from here? What's NEXT?'"

At the core of Greater Dubuque's success is a community that believes in public/private partnerships, planning, hard work and investment of both treasure and time. That is why, 30 years later, we are a Greater Dubuque.



( 2002–2007 )



( 2007–2012 )



( 2012–2017 )



# Leadership

## GREATER DUBUQUE STAFF

(pictured left to right)

<b>Jan Powers</b>	Newcomer Services Consultant
<b>Casey Muhm</b>	Director of Sustainable Innovation
<b>Daniel McDonald</b>	Vice President of Existing Business
<b>Jayne Ervolino</b>	Administrative Assistant
<b>Rick Dickinson</b>	President & CEO
<b>Karen Kluesner</b>	Vice President of Operations
<b>Mark Seckman</b>	Vice President of National Marketing
<b>Sarah Harris</b>	Vice President of Workforce Solutions
<b>Beth Mescher</b>	Director of Communications
<b>Bill Baum</b>	Existing Business Specialist



## EXECUTIVE COMMITTEE

<b>Chairperson</b>	<b>Byron Taylor</b>	John Deere Dubuque Works
<b>Vice Chairperson</b>	<b>Doug Horstmann</b>	Dubuque Bank & Trust
<b>Treasurer</b>	<b>Michael Donohue</b>	U.S. Bank
<b>Immediate Past Chairperson</b>	<b>Jesús Avilés</b>	Mystique Casino
	<b>Roy Buol</b>	City of Dubuque
	<b>David Becker</b>	Cottingham & Butler
	<b>Chad Chandlee</b>	Kendall Hunt Publishing
	<b>Tim Conlon</b>	Conlon Construction
	<b>Dan Hammel</b>	Retired, IBEW Local #704
	<b>Nicholas J. Schrup</b>	American Trust & Savings Bank
	<b>Kurt Strand</b>	McGraw-Hill Education
	<b>John Tallent</b>	Medical Associates Clinics, Inc.
	<b>Michael Van Milligen</b>	City of Dubuque
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Molo Companies  
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Myers-Cox Co.  
Mystique Casino  
National Mississippi River Museum & Aquarium  
NCI Building Systems  
Next Generation Wireless

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Oral Arts Dental Laboratory  
Pepsi Cola Bottling Company Of Dubuque  
Platinum Supplemental Insurance  
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Prairie iNet  
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