momentum.

Reaching the **N**=XT level



A clear focus

As chair of Greater Dubuque Development, I'm pleased to present the 2014–2015 edition of our Annual Report. This year's report is inspired by momentum, the positive, forward motion our regional business community has experienced thanks to the collective effort of our board of directors, investors, partners and the entire Greater Dubuque Development team. Highlights of this report include:

- > The impressive results we have already achieved through our N=X-T campaign.
- > New and expanded programs that are improving our engagement with local businesses.
- > Local businesses that are bolstering the Greater Dubuque area's reputation as a state leader in job growth.
- > Our recent appointment as a Home Base lowa community and what it means for our hiring goals.

The results and insights contained in this report not only affirm the success of our effort, they reiterate our team's commitment to elevating the Greater Dubuque area's economy and business climate to the N=X-T level of success. Thank you for being a part of it.

Dongland Houston

Douglas J. Horstmann Chairman of the Board















smartasset™



Dubuque Climbed to Top 10 in Forbes Best Small Places for Business and Career Ranking

Dubuque Named to the Top 20 Percent in U.S. for Employment Growth

Dubuque Chosen as One of the Best American Riverfronts

Dubuque Selected as 13th "Best-Performing" Small Metro

Greater Dubuque's Workforce Solutions Received Top International Award for Newcomer Services

Dubuque Ranked as One of the World's "Smart Communities"

Dubuque Chosen as 9th Best City for Tech Workers

Dubuque Named 2nd Most Relaxed Small City in America

Carrying our momentum

EXECUTIVE COMMITTEE

Chairperson Vice Chairperson Treasurer *Immediate Past* Chairperson **Doug Horstmann Tim Conlon** Mike Donohue **Byron Taylor**

Jesús Avilés **Roy Buol David Becker Chad Chandlee Dawn Colby Dan Hammel** Tim Hodae

Nicholas J. Schrup, III **Kurt Strand**

John Tallent Mike Van Milligen

Dr. Liang Chee Wee

Tom Woodward

BOARD OF DIRECTORS

Dave Baker David Brandon UnityPoint Health – Finley Hospital

Jeff Bullock Sr. Joanne Burrows Jim Collins **Joyce Connors Karel Czanderna**

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Kelley Deutmeyer

Joe Hearn

Chuck Isenhart Justin Jones Maurice Jones Russell Knight

Terry Kouba Kevin Lynch Rob McDonald Mike Portzen

Jacque Rahe

Stan Rheingans

Wendy Runde Barry Shear

Dennis Shields

Rich Whitty

to the NEXT level

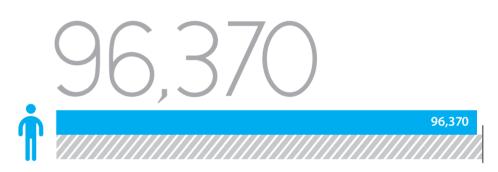


2015 marks the halfway point of $\mathbb{N} = \mathbb{X} - \mathbb{T}$, our five-year strategy for making the Greater Dubuque area a national model for economic prosperity. Thanks to our relationships with some of the community's most passionate, forward-thinking leaders, we are already positioned to exceed these goals by the end of 2017.

Population growth

According to the latest Census Bureau data, the Greater Dubuque population has expanded **2.9 percent** since 2010. This growth not only puts us on track to reach our 2017 goal, it outpaces the State of lowa by nearly a full percentage point.

Source: U.S. Census Bureau, Population Division

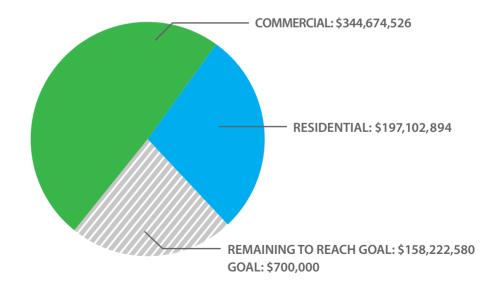


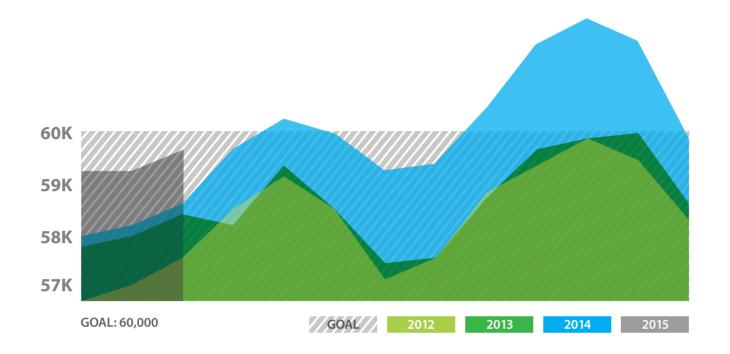
GOAL: 96,500

Construction

Since the N=XT campaign launched in 2012, the Greater Dubuque area has generated well over \$540 million in new construction projects, achieving more than 75 percent of our five-year/\$700-million goal.

Source: City of Dubuque & Dubuque County





The Dubuque Metropolitan Statistical Area ended 2014 with a workforce of approximately **59,000.** During the first quarter of 2015, **700 jobs** were added. With this report, we are proud to say that our goal of **60,000** jobs by the end of 2017 is firmly within reach.

Source: Iowa Workforce Development: Monthly Labor Force Summary



\$ 24.61

Average hourly wage

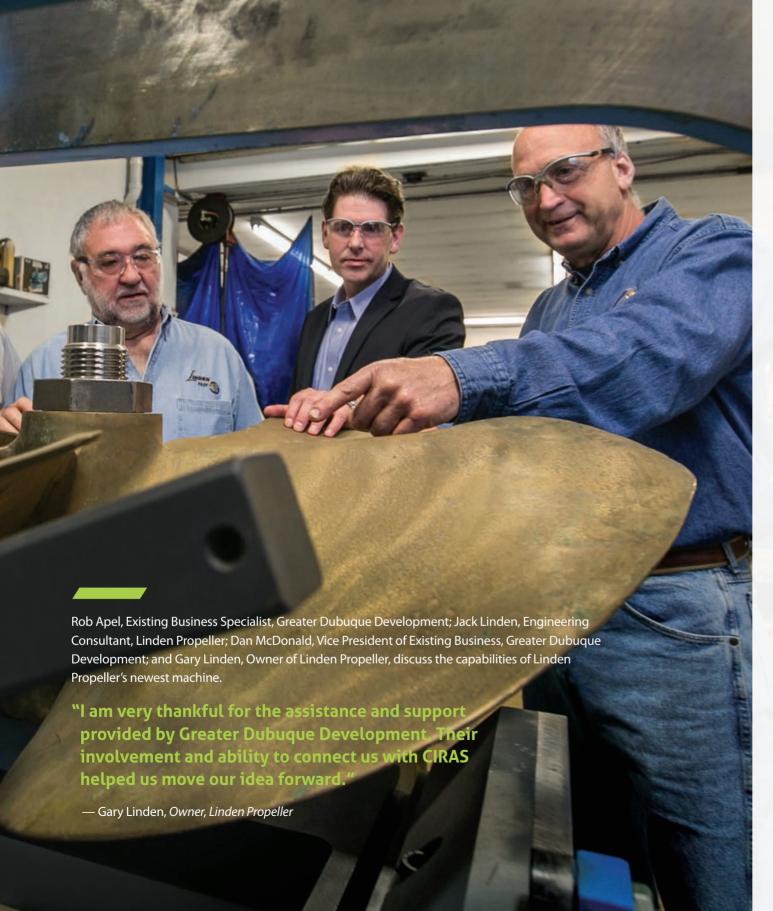
In addition to having more job opportunities, local employees are earning more. As of March 2015, Dubuque County's average hourly wage was **\$24.61**, nearly **37 percent** higher than our 2017 goal of **\$18** per hour.

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

Upward momentum

Whether it's attracting talent, expanding facilities or improving local infrastructure, area business people trust and rely upon the Greater Dubuque Development team to advocate for their success. In 2014–2015, we expanded our nationally recognized **InfoAction** program and personally visited more than 340 businesses of all sectors and sizes. Using our collective expertise and a hands-on approach, we worked closely with business owners, taking the time to understand their challenges, identify their needs and recommend solutions for helping their businesses succeed.





Meet Linden Propeller

When Gary Linden, owner of Dubuque-based Linden Propeller, needed technical support for the development of a proprietary machine, our existing business team took action.

We connected Gary with lowa State University's Center for Industrial Research and Service (CIRAS), a program dedicated to enhancing the performance of industry. Through his collaboration with Greater Dubuque Development and CIRAS, Gary now has the momentum and resources to transform his idea into an innovative product that will make his marine propeller business even more successful.



Growing our talent pool

The national workforce shortage is a dilemma from which the Greater Dubuque area has not been spared. Of the CEOs interviewed by our team this past year, 63 percent cited workforce recruitment and retention as formidable barriers to growing their businesses. With these concerns in mind, our Workforce Solutions team focuses on creating sustainable solutions for recruiting, retaining and retraining a strong and talented local workforce.

Recruit

- > AccessDubuqueJobs.com is our area's number-one resource for connecting talent to opportunity. Thanks to our partners at TH Media, the site now features enhanced functionality, navigation and appearance intended to increase web traffic from employers, applicants, students and veterans.
- > Dubuque County's recent designation as a Home Base lowa Community has widened our national recruiting footprint, providing us unique opportunities to promote the Greater Dubuque area as a destination for opportunity among men and women in the U.S. military.
- > Our Newcomer Services remain a successful hallmark of our recruitment efforts. One-on-one tours, concierge services and Distinctively Dubuque classes continue to serve businesses and individuals considering making the Greater Dubuque area their new home.
- > With the creation of our new **HR Action** program, we're working more closely with local human resource professionals to accurately understand and identify regional workforce trends and needs.



Nelson Klavitter, Community
Tour Guide, Greater Dubuque
Development; Shirley Lee,
newcomer; and Jan Powers,
Director of Workforce Solutions,
Greater Dubuque Development,
tour downtown Dubuque. Oneon-one tours, along with our other
Newcomer Services, help new and
potential residents call the Greater
Dubuque area their home.

Retain

We have an untapped pool of qualified talent right here in our own backyard. Within a 25-mile radius of the Greater Dubuque area, there are 10 institutions of higher education with a combined enrollment of more than 32,000 students. Broaden that radius to 100 miles and there are over 320,000 students. By expanding our outreach efforts and strengthening our relationships with colleges and universities throughout the Midwest, we are connecting local businesses with the educated talent they need.

Retrain

As part of our ongoing initiative to nurture the type of skilled talent Greater Dubuque businesses need, we collaborate with our partners at **Dubuque Works** on Opportunity Dubuque, an educational program providing short-term certificate and upgraded skills training as a pathway to high-wage careers. Participants are selected through an interview and assessment process and receive full scholarships for training at Northeast Iowa Community College. To date, Opportunity Dubuque boasts 235 graduates and a 96-percent placement rate in a wide variety of skilled labor disciplines, including welding, computer numerical control (CNC), advanced manufacturing, commercial-driver licensure and information technology.

Dubuque Works partners include the City of Dubuque, Community Foundation of Greater Dubuque, Dubuque Area Chamber of Commerce, Dubuque Area Labor Management Council, Dubuque Community School District, East Central Intergovernmental Association, Holy Family Catholic Schools, Iowa Workforce Development, Northeast Iowa Community College, TH Media and United Way Services, Inc.

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



Meet Rockfarm Supply Chain Solutions

Rockfarm Supply Chain Solutions is a supply chain management, technology and consulting business based out of East Dubuque, Illinois. The company recently broke ground on its new corporate headquarters in the Dubuque Technology Park—a \$2.5-million project that will create 25 new jobs. The Greater Dubuque area has experienced significant growth across many business sectors, including manufacturing, technology, hospitality, medical and education. Projects like Rockfarm further solidify our burgeoning reputation as a regional and national economic engine.

"Our company's management is proud to invest in the Dubuque Technology Park. We think that a rapidly growing, technology-based company needs to be located in a professional setting like this development. We feel that our new facility will allow us to grow our customer functions and remaining operations in East Dubuque."

—Todd Colin, Chief Executive Officer, Rockfarm Supply Chain Solutions

Taking Dubuque on the Road

Through trade shows, conferences and one-on-one meetings, we've successfully communicated the positive attributes of operating a business in the Greater Dubuque area. Building these relationships will bolster the local economy for years to come.

Visits made this year:

Midwest U.S. Japan Association Conference, Des Moines, IA

Iowa Black Business Summit, Cedar Rapids, IA

Milwaukee Data Center Summit, Pewaukee, WI

International Council of Shopping Centers Deal Making Conference, *Chicago*, *IL*

American Council of Life Insurers Annual Conference, Washington, D.C.

Property Casualty Insurers Association of America Annual Meeting, Scottsdale, AZ

FABTECH Show, Atlanta, GA

Mid-American Economic Development Council Competitiveness Conference, Chicago, IL

Iowa Power Farming Show, Des Moines, IA

The 2015 Life Insurance Conference, Arlington, VA

Petfood Forum, Kansas City, MO

Iowa Smart Conference, Des Moines, IA

Mid-American Economic Development Council Best Practices Conference, *Omaha*, *NE*

RECON International Council of Shopping Centers, *Las Vegas, NV*

Consultants Forum, Philadelphia, PA

International Economic Development Council Future Forum, *Madison*, *WI*

Minnesota Headquarters Trip

New York Headquarters Trip

Iowa Headquarters Trip

Nebraska Headquarters Trip

Las Vegas Headquarters Trip

Pennsylvania Headquarters Trip

Wisconsin Headquarters Trip

Washington/Oregon Headquarters Trip



The momentum of sustainable innovation

Whether assisting new industry or reducing costs for existing businesses, Greater Dubuque Development's wide-ranging work on **Sustainable Innovation** is leading the way to new growth. Together, we are helping businesses find ways to lower their costs through energy efficiency, while growing jobs in the solar and bio-renewable fields.

Working with local partners, we are exploring methods of reducing regulation costs for area businesses through proactive environmental activity on air and water quality issues. And through collaboration between the public and private sectors, we are working to increase access and reduce costs for broadband and Internet

connectivity in the Greater Dubuque area. Growing out of the City's Sustainable Dubuque Initiative, Greater Dubuque Development's sustainable innovation efforts are proving that a focus on sustainable outcomes can create long-term economic opportunities.



Empowering strong beginnings

Through **StartUp Dubuque**, we're working to cultivate an entrepreneurial environment capable of developing, growing and sustaining new businesses in the Greater Dubuque area. StartUp Dubuque, made possible through the generosity of Dick and Carrie Schmid, and launched in partnership with the Small Business Development Center, Northeast Iowa Community College, Dubuque SCORE Chapter and East Central Intergovernmental Association, provides early stage businesses with the resources and support necessary to achieve success.

Meet Beauty by Moke

When Monica Grubb, Owner of Beauty by Moke, wanted to increase foot traffic at her retail store, she turned to StartUp Dubuque. The Small Business Development office worked with Monica to refine her sales, marketing, bookkeeping and inventory-management processes. As a result of this assistance, Beauty by Moke has experienced increased traffic and sales.

LEADERSHIP



(pictured left to right)

Sarah Harris, Vice President of Workforce Solutions
Dan McDonald, Vice President of Existing Business
Bill Baum, Existing Business Specialist
Rick Dickinson, President & CEO
Dave Lyons, Sustainable Innovation Consultant
Mark Seckman, Vice President of National Marketing

Jan Powers, Director of Workforce Solutions
Rob Apel, Existing Business Specialist
Jayne Ervolino, Administrative Assistant
Beth Rowe, Director of Communications
Nelson Klavitter, Community Tour Guide
Karen Kluesner, Vice President of Operations

Greater Dubuque

Addoco, Inc.
Alliant Energy

American Realty of Dubuque American Trust & Savings Bank

A.Y. McDonald Mfg. Co.

BARD Materials

Barton Wealth Management, LLC

Behnke Enterprises, Inc. Black Hills Energy

Bodine Electric Company Buesing and Associates, Inc. Business Telephone Supply

Camoplast Solideal

Cartegraph CenturyLink

Chicago Regional Council of Carpenters

Clarke University

Clemens, Walters, Conlon & Meyer L.L.P.

Conlon Construction Co.
Cottingham & Butler

Crescent Electric Supply Company

DDI, Inc.

Diamond Jo Casino

Dubugue Area Chamber of Commerce

Dubuque Bank & Trust

Dubuque Building and Construction

Trades Council

Dubuque Homebuilders & Associates

Dubuque Stamping & Mfg., Inc.
Dupaco Community Credit Union

DuTrac Community Credit Union

Dyersville Economic Development

Corporation
Eagle Point Solar

Eagle Window & Door, Inc.

East Central Iowa Association of

REALTORS

East Dubuque Savings Bank

Edwards Cast Stone Eide Bailly LLP EIMCo, Inc. Epic Construction

Fidelity Bank & Trust
First Community Trust, NA
Flexsteel Industries, Inc.

Giese Companies

Graham's Style Store

Green Industrial Supply, Inc. Gronen Restoration, Inc. Happee Smith Productions

Hodge Company

Honkamp Krueger & Co., P.C. Julien's Journal Magazine

IBEW Local #704

IBM IIW, P.C.

ITC Midwest, LLC

John Deere Dubuque Works Kane, Norby & Reddick, P. C. Kendall Hunt/Westmark Kintzinger Law Firm, PLC

Klauer Manufacturing Company

Kloeckner Metals

Kunkel & Associates, Inc. KWWL Television, Inc.

Lamar Advertising of Dubuque

Loras College

Maquoketa Valley Electric Cooperative

Maryville Construction Co., Inc.

McCullough Creative, Inc.

McGladrey LLP

McGraw-Hill Education

Medical Associates Clinic, P.C.

Mercy Medical Center Mi-T-M Corporation Morrison Bros. Co. Mulgrew Oil Company

Myers-Cox Co. Mystique Casino

O'Connor & Thomas, P.C. Paulson Electric Company

Plumbers & Steamfitters Local 125

Portzen Construction, Inc.

Premier Bank

Premier Tooling & Manufacturing, Inc.

ProPulse, A Schieffer Co. Prudential Retirement Radio Dubuque, Inc. Rentech Nitrogen Richardson Motors River City Paving Rousselot, Inc.

Runde Auto Group, Inc.

Southwest Wisconsin Technical College

Spahn & Rose Lumber Company

Steele Capital Management, Inc.

Straka Johnson Architects, P.C.

The Adams Company

The Fischer Companies

The Floor Show Companies

The Friedman Group, Inc.

The McCoy Group, Inc.

Theisen Supply, Inc.

TRICOR Insurance and Financial Services

Union-Hoermann Press

Unison Solutions

United Clinical Laboratories

UnityPoint Health - Finley Hospital

Universal Tank & Fabrication

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



Advance Pump & Equipment Inc.

Alliant Energy Almon Inc.

American Customer Care American Trust & Savings Bank

Area Residential Care A.Y. McDonald Mfg. Co.

BARD Materials

Berry Plastics Corporation and Subsidiaries

Best Western Plus Dubuque Hotel

Black Hills Energy Blain's Farm & Fleet **Bodine Electric Company**

Cartegraph City of Dubuque Clarke University

Community Foundation of Greater Dubuque

Conlon Construction Co. Cottingham & Butler

Crescent Electric Supply Company

DAC, Inc. DDI, Inc. Design Mill, Inc. Diamond Jo Casino

Digga

Domino's Pizza

Dubuque Area Chamber of Commerce

Dubuque Auto Plaza **Dubuque Bank & Trust**

Dubuque Community School District Dubuque Convention & Visitors Bureau

Dubuque County Dubuque Data Services Dubuque Screw Products, Inc. **Dupaco Community Credit Union DuTrac Community Credit Union**

Dyersville Die Cast **Eagle Point Software Eagle Point Solar** Eagle Ridge Resort & Spa Eagle Window & Door, Inc.

East Central Intergovernmental Association

East Dubuque Savings Bank

Eide Bailly LLP EIMCo, Inc.

Engineering Services & Products Company Ennoble Skilled Nursing & Rehabilitation Center

ENTEGEE Engineering Technical Group

Envision Sports Designs

Express Employment Professionals Family Dollar Iowa Distribution Center

Flexsteel Industries, Inc. Georgia-Pacific Corporation

Giese Companies

Grand Harbor Resort and Waterpark Grand View United Methodist Church

Green Industrial Supply, Inc. Gronen Restoration, Inc.

Hartig Drug

Hawkeye Truck & Trailer

Heritage Manor

Hillcrest Family Services

Hills & Dales

Hirschbach Transportation Services, Inc.

Hodge Company

Holy Family Catholic Schools Honkamp Krueger & Co., P.C.

Hormel Food / Progressive Processing

Horsfield Construction, Inc.

Hotel Julien Dubuque

IIW, P.C. Innocor, Inc.

John Deere Dubuque Works

Kendall Hunt/Westmark/Great River Learning

Kunkel & Associates, Inc. Kurtz Communications, Inc. Kwik Trip/Kwik Star, Inc.

Loras College Luther Manor

Managed Solutions Group McCullough Creative, Inc. McGrath Family of Dealerships Medical Associates Clinic, P.C.

Medline Industries, Inc. Mercy Medical Center

Midwest Business Products

Mid American Management Group

Midwest Janitorial Service Midwest Medical Center Mike Finnin Motors Mi-T-M Corporation **Molo Companies** Morrison Bros. Co. Myers-Cox Co. Mystique Casino

National Mississippi River Museum & Aquarium

Next Generation Wireless

Northeast Iowa Community College

O'Connor, Brooks & Co, P.C. Oral Arts Dental Laboratory Packers Sanitation Services, Inc.

Pepsi Cola Bottling Company of Dubuque

Platinum Supplemental Insurance

Portzen Construction, Inc.

ProPulse, A Schieffer Co.

Prudential Retirement

Rentech Nitrogen

Rite Hite Corp.

River Valley Capital Corporation

Rockfarm Logistics, LLC

Rousselot, Inc.

RPS Benefits

RSM McGladrey, Inc.

RT&T Enterprises Inc.

Ruhl & Ruhl Realtors

Runde Auto Group, Inc.

S4Carlisle Communications, Ltd.

Sam's Club

Sedgwick

Sedona Staffing Services

Sinsinawa Dominicans

Sisters of Charity, BVM

Sisters of the Presentation of the BVM

Southwest Health Center

Southwest Wisconsin Technical College

Spahn & Rose Lumber Company

Stonehill Franciscan Services

Substance Abuse Services Center

Taylor & Taylor Insurance & Financial Services, Inc.

TFM Company

The Friedman Group, Inc.

The McCoy Group, Inc.

The McGraw-Hill Companies

Theisen Supply, Inc.

Thrivent Financial

Top Block and Brick, Inc.

TRICOR Insurance and Financial Services

Tschiggfrie Excavating Company

Unified Therapy Services

United Clinical Laboratories

UnityPoint Health - Finley Hospital

Universal Tank & Fabrication

University of Dubuque

University of Wisconsin–Platteville

U.S. Bank

Wartburg Theological Seminary

Webber Metal Products, Inc.

Weber Paper Company

Woodward Communications, Inc.

WS Live LLC

XL Specialized Trailers, Inc.

