Rising to the challenge

It's easy to look at the past year and only see the last few months. Our community, nation, and world had to shift focus and effort in response to global pandemic. The long-term effects are as of yet unknown but the Greater Dubuque area has an advantage—we have weathered storms before and we are prepared to weather this one as well.

Through natural disasters and economic declines, our community has a proven track record of being resilient. We're pulling together to reinforce our regional economy, supporting local employers as they adapt to the breakneck changes in day-to-day work. Our long-standing relationships with CEOs and HR teams streamlined the sharing of information and resources, allowing employers to be nimble in their decision-making. The recent expansion in our community’s broadband network facilitated the widespread leap to remote work and education.

This year was also about building the resiliency of Greater Dubuque Development for the future. Through strategic planning with our staff, our Board of Directors, and our Future Leadership Team, we've considered where we've come from and are laying the groundwork for where we are headed next.

Our history of rising to the challenge and the foresight of our leaders have prepared us for this moment. When the going gets tough, the Greater Dubuque area puts their plans in action, ready for a strong recovery.
Greetings and gratitude to our investors, partners, and friends. The 2019–2020 fiscal year was trending strongly on many fronts, including:

- The Board of Directors reviewed our six pillars of action and initiatives facilitated by the Institute for Decision Making at the University of Northern Iowa, setting the stage for future priorities and strategies.
- Our Workforce Solutions team and AccessDubuqueJobs were creating events throughout the year to connect employers and college graduates.
- Cottingham & Butler and Heartland Financial USA purchased the Roshek Building with plans to invest an additional $2.85 million to make improvements for their operations and collectively committed to creating 32 full-time jobs.
- Progressive Processing, a subsidiary of Hormel Foods, announced a $13 million plan to expand their facility and add 58 new jobs.
- Walter Development (HODGE) leased their existing space at Chavenelle Road to Duluth Trading Company and Crown Holdings, two new employers to Dubuque who have pledged to add a collective 116 jobs.

COVID-19 changed our landscape dramatically by mid-March. Our leader, Rick Dickinson, and his team pivoted and responded—connecting businesses to emergency funding, safety guidance, unemployment resources, and assistance.

In this challenging environment, other priorities did not get sidetracked. Dubuque’s True North turned over the rehabilitation of workforce housing to the City of Dubuque and began focusing on the redevelopment of commercial properties to attract new industry with partners including Dubuque Initiatives and Dubuque Main Street. Another example is the continued growth of broadband technology and expansion of renewable energy usage. In nurturing young leaders, Greater Dubuque remains engaged with our Future Leadership Team to explore issues and best practices in business and industry, community, non-profits, and education.

COVID-19 is challenging but it did not paralyze us. It is gratifying to see how we assess, learn, adapt, adjust, innovate, persist, and pivot together. As Rick is fond of saying, “That’s our secret sauce.” We are resilient. Together, we make Greater Dubuque great!
Goals & Progress

As a visual illustration, the impact of the pandemic is striking. Data through April 2020 is represented—the peak of the shutdown will be reflected in May 2020 data and then rebounding as our economy reopens and recovers.

LABOR FORCE | GOAL: 64,000
The Dubuque Metropolitan Statistical Area labor force was relatively flat going into the COVID-19 pandemic.

CONSTRUCTION SPENDING | GOAL: $800,000,000
In 2019, Dubuque County and the City of Dubuque continued to have strong construction growth. As of May 2020, we are at $617,905,579, putting our goal within reach by 2022.

MEDIAN HOUSEHOLD INCOME | GOAL: $60,000
In December 2019, we reached a Median Household Income of $61,321—surpassing our five-year goal of $60,000.

POPULATION GROWTH | GOAL: 100,000
U.S. Census Bureau data indicates the 2019 Dubuque MSA population is 97,311—up only 0.4% over 2018. Nationally, communities our size have seen similar stalls in growth.
“Thank you [Greater Dubuque Development] for always being a cheerleader for our Dubuque friends and neighbors. Thank you for being a cheerleader for Graham’s. It means the world to me. Keep fighting for Dubuque businesses and our downtown neighbors and friends.”

—Ben Graham, Fourth Generation Owner of Graham’s Style Store for Men & Women, Utilized the COVID-19 Business Helpline

Reviewing this year in economic development requires recognition of how our work adapted and intensified in response to COVID-19. Like many of our employers, Greater Dubuque Development shifted to mostly remote work in mid-March. Even while distanced, our day-to-day operations never paused and we quickly ramped up efforts to assist our community through this unprecedented event.

The Greater Dubuque Development team took on new responsibilities to support employers, led by Kristin Dietzel, our Vice President of Workforce Solutions and COVID-19 project lead. We worked with partners in the public and private sectors to provide in-the-moment assistance to employers navigating challenges of the pandemic.

We partnered with Northeast Iowa Community College (NICC), America’s Small Business Development Centers, and East Central Intergovernmental Association to launch the COVID-19 Business Helpline at 563-588-3350. Employers and business owners can connect with coaches for help with emergency funding applications, health and safety guidance, unemployment and tax questions, and access to experts. Greater Dubuque Development staff members joined the NICC team in fielding the calls, connecting our area businesses with the help they needed. The Greater Dubuque staff responded to 94 of 603 total calls through the helpline and made an additional 971 calls to check in with our local employers and offer assistance.

We also developed resources to simplify the guidance from local, state, and federal sources. The COVID-19 webpage features daily updates to keep partners informed of employer-relevant news and information. As we continue speaking with businesses, we also update a Frequently Asked Questions webpage and document to help clarify the complicated guidance and legislation. We also worked with partners at Northeast Iowa Community College and the Iowa State University Center for Industrial Research and Service (CIRAS) to develop Safe at Work in Greater Dubuque. This booklet and webpage compiles guidance from the Centers for Disease Control, Iowa Department of Public Health, Occupational Safety and Health Administration, and CIRAS to help employers protect their workers and customers.

A common story during these unprecedented times, our team pivoted to take on new challenges in order to help your team do the same.
Business Retention & Expansion
National Marketing

The pillars of Greater Dubuque Development’s work overlap and intertwine in the fundamental effort of growing our regional economy. In 2019, what appeared to be pieces falling into place by chance was the culmination of Business Retention and Expansion and National Marketing efforts that had been in the works for years.

HODGE | DULUTH TRADING COMPANY | CROWN HOLDINGS
Business Retention and Expansion is based on building relationships with existing employer, developers, and public sector partners in order to be ready when the time is right. Greater Dubuque Development has a long-standing relationship with HODGE and they have been a great partner on countless National Marketing projects. Summer of 2019 was no different as Duluth Trading Company, an apparel company based in Mt. Horeb, Wisconsin, came to Dubuque with their proposal for an aggressive project—locate space for and open a 300-person distribution center before their winter holiday season. HODGE was able to accommodate their schedule and space by adjusting their existing operations at 7500 Chavenelle Road. Not soon after, Crown Holdings, Inc., an international food packaging manufacturer, announced opening a facility in late 2020, sharing the space at 7500 Chavenelle. To accommodate both new businesses, HODGE started construction on a new 216,000-square-foot facility at 5955 Chavenelle to house their own existing operations.

It wasn’t long before the strategy shifted again. Based on their success in the Dubuque market, Duluth Trading Company worked with HODGE to expand beyond their initial vision. Plans are now underway for Duluth Trading Company’s relocation and expansion into that new building once complete in Summer 2020.

Our Existing Business partner, HODGE, is able to expand their operations while two new employers, Duluth Trading Company and Crown Holdings, join the Greater Dubuque economy. To the public, it may seem like a streak of luck but to the partners involved, it is years-long dedication, planning, and strategy to bring multi-faceted projects like this together.

Duluth Trading Company is operating at 7500 Chavenelle Road (top), relocating once construction is completed at 5955 Chavenelle Road (bottom).
Workforce Solutions

Historically, the needs for talent ebb and flow with the economy. Dramatic shifts rarely happen but as this year unfolded, the Workforce Solutions team proved that they were able to adapt to meet the needs of our employers. The high demand for talent required innovative efforts like the AccessDubuqueJobs.com College Career and Professional Development fair and Talent Dubuque: Intern Engagement Program or the Opportunity Dubuque Child Care Pilot program removes barriers for parents desiring training and employment. As the demand for talent shifted as a result of the COVID-19 pandemic, the team assisted employers and impacted workers in navigating complicated guidance and legislation. And as the recovery continues, the team is once again connecting qualified talent to open positions.

BIG LIFE, SMALL CITY

In April 2019, we launched Big Life, Small City: You’re Home in Dubuque to attract and welcome people from outside our area. It combines a targeted digital marketing effort, outreach materials, and the Emsi Profile Analytics tool to help employers locate and recruit talent to our area. Since it’s launch, the BigLifeSmallCity.com website has seen 12,790 visitors who are able to connect with information on the community, partner websites, and downloadable resources to help inform their decision to move to the Greater Dubuque area. The marketing campaign and the Big Life, Small City materials increase awareness about the community while helping our employers showcase our quality of life alongside their career opportunities.

ACCESSDUBUQUEJOBS

AccessDubuqueJobs began as a job posting website but is now the backbone to a suite of resources to help you connect with talent. Employer-investors have unlimited posting for job opportunities, internships, and career fairs. They also have free participation in college outreach events like Talent Dubuque: An Intern Engagement Program and the AccessDubuqueJobs College Career and Professional Development Fair. Newcomer resources like the Big Life, Small City campaign, the Distinctively Dubuque program, and community tours are available at no additional fee to complement the employer’s recruitment and onboarding efforts. Posting a job is just the first step—AccessDubuqueJobs helps you the entire way through attraction, recruitment, onboarding, and retention of talent.
Renewable energy and broadband connectivity are vital to our region’s economy. Most notably, as schools and businesses moved some of daily operations to remote work this year, the broadband improvements recently made through public and private partnerships meant that our network was ready. While the City of Dubuque has been adding fiber conduit for 15 years, from 2016 to 2020 we were able to quadruple the amount. The work is far from over, however. The next 12 months will double it again. Broadband is crucial for modern commerce, education, and infrastructure. We will continue to work with private and public partners to facilitate expanding the network, adding providers, and reducing costs to support our businesses and residents while keeping the Greater Dubuque area competitive.

Renewable energy continues to be a growing part of our economy. The conversion of excess methane emissions into BioCNG at the Water Resource Recovery Center (WRRC) and the Dubuque Metropolitan Area Solid Waste Agency (DMASWA) is part of an overall strategy to generate revenue, reduce city energy costs, improve air quality, and minimize environmental impact. The conversion process has been in operation at the WRRC and agreements are in place to start at the DMASWA landfill. That system is projected to be online by December 2021.
Greater Dubuque Development’s work is built on established partnerships—with public and private entities, nonprofits, educational institutions, and community leaders. Out of those partnerships and the needs of the community, the scope of our work is defined. Over the course of the year, working with our Board of Directors, Future Leadership, and staff through strategic planning sessions, it was determined that two areas of our work were ready to be redefined.

Dubuque’s True North was added to the pillars of our work in 2017–2018 in order to start a widespread effort to revitalize the North End neighborhoods. The initiative focused on three areas: collection of data to better understand those living in the North End and the community perception of the North End; the redevelopment of commercial properties to attract new industry; and the reduction of slum and blight through the purchase and rehabilitation of rental properties for conversion to single-family homes. Dubuque’s True North brought partners to the table from various City of Dubuque departments, private partners, and nonprofits. As the project has grown and evolved, it is time to divide the effort for the most effective impact. Greater Dubuque Development will continue to work with area partners and developers on the redevelopment of commercial properties, expanding the options to attract new employers to our community and economy. The rehabilitation of single-family homes will be managed by the City of Dubuque, now possible with their expanded Housing and Inspections team. Working in tandem, we’ll continue to bring new energy to this historic and vital part of our community.

StartUp Dubuque has a foundation of collaboration—between Greater Dubuque Development, Northeast Iowa Community College, and America’s Small Business Development Center. Throughout the years, coaches provided support and resources for new small business owners in our community. In order for the work to expand, StartUp Dubuque will no longer be an individual pillar of Greater Dubuque Development. Our work will continue to support small business development and entrepreneurialism through our Business Retention and Expansion team and through our collaboration with and support of area partners.
Board of Directors

EXECUTIVE COMMITTEE

Dr. Liang Chee Wee, Chair,
Northeast Iowa Community College
Wendy Runde, Vice Chair,
Diamond Jo Casino
John Tallent, Treasurer,
Medical Associates Clinic, P.C.
Tom Woodward, Past Chair,
Woodward Communications
Jesús M. Avilés, Q Casino
Dave Baker, Dubuque County
Roy Buol, City of Dubuque
Chad Chandlee, Kendall Hunt Publishing
Mark Dickson, John Deere Dubuque Works
Lynn H. “Tut” Fuller, M.D., Dubuque Bank & Trust
Joe Hearn, Dubuca Community Credit Union
Tim Hodge, HODGE
Karen Jones, Prudential Insurance Company of America
Mike Portzen, Portzen Construction
Kay Takes, MercyOne Dubuque Medical Center
Tom Townsend, IBEW Local 704
Mike Van Milligen, City of Dubuque
Dan Walsh, MidWestOne Bank
Rich Whitty, O’Connor & Thomas, P.C.

BOARD MEMBERS

David Becker, Cottingham & Butler
Jeff Bullock, University of Dubuque
Thom Chesney, Clarke University
Jim Collins, Loras College
Tim Conlon, Conlon Construction
Jill Connors, City of Dubuque
Kelley Deutmeyer, East Central Intergovernmental Assoc.
Mike Donohue
Jordan Fullan, HODGE/Future Leadership Team
Lindsay James, Iowa Legislature
Terry Kouba, Alliant Energy
Greg McCoy, The McCoy Group, Inc.
Rob McDonald, A.Y. McDonald Mfg. Co.
Gwen Moser, Eide Bailly, LLP
Jeff Mozena, Premier Bank
Sande Peters, Andersen Windows & Doors
Jacque Rahe, Dyersville Economic Development Corp.
Stan Rheingans, Dubuque Community School District
Laura Roussell, City of Dubuque
Brian Schatz, Medical Associates Clinic, P.C.
Brett Shaw, City of Dubuque
Barry Shear, Eagle Point Solar
Dennis Shields, University of Wisconsin–Platteville
Jeff Staudenmaier, Black Hills Energy
Dan White, UAW Local 94
Chad Wolbers, UnityPoint Health–Finley Hospital
Future Leadership Team

The Future Leadership Team was established in 2017 as an advisory group to provide feedback to our Board of Directors and management team on long-term goals and strategies. The 31-member group is comprised of current and emerging leaders from the Greater Dubuque area.

True innovation is not possible without representation. The Future Leadership Team is comprised of members who are diverse, inclusive, and equity-focused.

Gisella Aitken-Shadle, Northeast Iowa Community College
Holly Bratten, U.S. Bank
Michelle Breitbach, MidWestOne Bank
Cori Burbach, City of Dubuque
Jen Cavanagh, MercyOne Dubuque Medical Center
Pauline Chilton, 4 the People/RE/MAX
Poppy Conlon, Conlon Construction
Erin Dragotto, National Mississippi River Museum & Aquarium
Stephanie Fueger, O’Connor & Thomas, P.C.
Jordan Fullan, HODGE
Jon Gill, Cottingham & Butler
Amy Gilligan, Telegraph Herald
Danielle Gratton, Dupaco Community Credit Union
Wes Hartig, MedOne Healthcare Systems
Caprice Jones, Fountain of Youth
Tyson Leyendecker, Dubuque Bank & Trust
Holly McPherson, East Central Intergovernmental Association
Jill Mitchell, Medical Associates Clinic, P.C.
Andy Mozena, Premier Bank
Jason Norton, DuTrac Community Credit Union
Julie Oeth, Cottingham & Butler
Kari Pollak, Progressive Processing, LLC
Tom Rauen, Envision Sports Design/Dimensional Brewing Company
Kristina Sabatos, John Deere Dubuque Works
Anderson Sainci, Dubuque Community School Board/City of Dubuque
Natalie Weber, University of Dubuque
Mike Welbes, Honkamp Krueger & Co., P.C.
Jason Weston, Prudential Retirement
Josh Yeltman, Diamond Jo Casino
Kathy Young, Q Casino/Dubuque Racing Association
Ramona Zuniga, Sadlier Publishing
Staff

Pictured left to right, top to bottom
Jayne Ervolino
Administrative Assistant
Anna Roling
Workforce Solutions Coordinator
Dave Lyons
Sustainable Innovations Consultant*
Bill Baum
Existing Business Specialist*
Rick Dickinson
President & CEO
Karen Kluesner
Vice President of Operations
Dan McDonald
Vice President of Existing Business
Chris Apel
Community Tour Guide*
Rob Apel
Existing Business Specialist*
Kristin Dietzel
Vice President of Workforce Solutions
Nelson Klavitter
Community Tour Guide*
Emily Graves
Director of Communications
Renee Meyer
Community Tour Guide*
* Contracted or Part-time Staff
Investors

GREATER DUBUQUE DEVELOPMENT

Addoco, Inc.
Alliant Energy
American Realty of Dubuque
Andersen Windows & Doors
A.Y. McDonald Mfg. Co.
BARD Materials
Behnke Enterprises Inc.
Black Hills Energy
Blue Sky Solar, LLC
Bodine Electric Company
Buesing & Associates, Inc.
Business Telephone Supply
Camso
Cartegraph
Cascade Manufacturing Co.
CenturyLink
Clarke University
Conlon Construction Co.
Cottingham & Butler
Crescent Electric
Supply Company
DDI, Inc.
Diamond Jo Casino
Dubuque Area Chamber of Commerce
Dubuque Bank & Trust
Dubuque Homebuilders & Associates
Dubuque Hose & Hydraulic Co.
Dubuque Stamping & Mfg., Inc.
DuTrac Community Credit Union
Dyersville Economic Development Corp.
Eagle Point Solar
East Central Iowa Association of REALTORS
Edwards Cast Stone
Eide Bailly LLP
Engineering Services & Products Company
Fidelity Bank & Trust
First Community Trust, NA
Flexsteel Industries, Inc.
Giese Companies
Graham's Style Store
Green Industrial Supply, Inc.
GRONEN
Happee Smith Productions
Hirschbach Motor Lines, Inc.
HODGE
Honkamp Krueger & Co., P.C.
Houlihan Investment Group
IBEW Local 704
IBM
IIW, P.C.
ITC Midwest, LLC
John Deere Dubuque Works
Kane, Norby & Reddick, P.C.
Kendall Hunt/Westmark
Great River Learning
Kennedy Mall
Kintzinger, Harmon, Konrardy, PLC
Klauer Manufacturing Company
Kunkel & Associates, Inc.
KWRL Television
Lamar Advertising of Dubuque
Lime Rock Springs Co.
Loras College
Maquoketa Valley Rural Electric
Maryville Construction Co., Inc.
McCullough Creative
McGraw-Hill Education
Medical Associates Clinic, P.C.
MercyOne Dubuque Medical Center
MidWestOne Bank
Morrison Bros. Co.
Mulgrew Oil Company
NetSmart Inc.
Northeast Iowa Community College
O'Connor & Thomas, P.C.
Paulson Electric Company
Platinum Supplemental Insurance
Portzen Construction, Inc.
Prairie Farms Dairy
Premier Bank
Prudential Retirement
Q Casino/Dubuque Racing Association
Radio Dubuque, Inc.
RDG Planning & Design
Richardson Motors
River City Paving
Rousselot, Inc.
RSM US LLP
Southwest Wisconsin Technical College
Spahn & Rose Lumber Company
Steve Moore Real Estate
Straka Johnson Architects, P.C.
Terracon Consultants, Inc.
The Fischer Companies
The Friedman Group, Inc.
The McCoy Group, Inc.
The Metrix Company
Theisen Supply, Inc.
TRICOR Insurance
Tri-State Independent Physicians Association
Union-Bohrmann Press
Unison Solutions, Inc.
United Brotherhood of Carpenters & Joiners Local 678
United Clinical Laboratories
UnityPoint Health–Finley Hospital
Universal Tank & Fabrication
University of Dubuque
University of Wisconsin–Platteville
U.S. Bank
Welu Printing Company
WHKS & Co.
Wisconsin Independent Network
Woodward Communications, Inc.

Public Sector:
City of Dubuque
City of Dyersville
Dubuque County

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Investors

ACCESSDUBUQUEJOBS

A.Y. McDonald Mfg. Co.
ADM Artco Fleeting Services
Advance Pump & Equipment Inc.
Alliant Energy
American Customer Care
Andersen Windows & Doors
Area Residential Care
BARD Materials
Best Western Plus
Dubuque Hotel
Black Hills Energy
Bodine Electric Company
Boy Scouts of America
Northeast Iowa Council
Camso
Carlisle Ryan Digital
Print & Services
Cartegraph
Center for Vein Restoration
City of Dubuque
City of Peosta
Clarke University
Colony Brands, Inc.
Community Foundation of Greater Dubuque
Conlon Construction Co.
Cottingham & Butler
Creative Adventure Lab
Crescent Community Health Center
Crescent Electric Supply Company
Crown Cork & Seal USA, Inc.
DDI, Inc.
Decker Precision Machining
Digga North America, LLC
Dubuque Area Chamber of Commerce
Dubuque Bank & Trust
Dubuque Community School District
Dubuque Community YMCA/YWCA
Dubuque County
Dubuque Screw Products, Inc.
Duluth Trading Company
Dupaco Community Credit Union
DuTrac Community Credit Union
Eagle Point Software
Eagle Ridge Resort & Spa
East Central Intergovernmental Assoc.
East Dubuque Nitrogen Fertilizers, LLC
Eide Bailly LLP
ElMCo, Inc.
Engineering Services & Products Co.
Envision Sports Design
Express Employment Professionals
Fahrner Asphalt Sealers
Fidelity Bank & Trust
Flexsteel Industries, Inc.
Grand River Medical Group
Grand View United Methodist Church
Grant Regional Health Center
Greater Dubuque Development Corporation
Green Industrial Supply, Inc.
GRONEN
Hawkeye Community College
Hillcrest Family Services
Hills & Dales
Hirschbach Motor Lines, Inc.
HODGE
Holy Family Catholic Schools
Honkamp Krueger & Co., P.C.
HK Financial Services
Homel Foods/Progressive Processing
Horsfield Construction, Inc.
IBM
IIW, P.C.
ImOn Communications
iSolved HCM Midwest, LLC
John Deere Dubuque Works
Kendall Hunt/Westmark/Great River Learning
Klauer Manufacturing Company
Kunkel & Associates, Inc.
Kurtz Communications
L&M Corrugated
Larsen Contractors
Loras College
Luther Manor
M&M Sales
Managed Solutions Group
Mary’s Inn Maternity Home
McCullough Creative
Medical Associates Clinic, P.C.
Medline Industries, Inc.
MedOne Healthcare Systems
MercyOne Dubuque Medical Center
Mi-T-M Corporation
Midwest Janitorial Services
MidWestOne Bank
Modernfold, Inc.
Molo Companies
Morrison Bros. Co.
Mount Carmel Bluffs
National Mississippi River Museum & Aquarium
Next Generation Wireless
Noah’s Ark Preschool
Northeast Iowa Community College
O’Connor & Thomas, P.C.
O’Connor, Brooks, & Co., P.C.
Packers Sanitation Services, Inc.
Pepsi Cola Bottling Company of Dubuque
Platinum Supplemental Insurance
Portzen Construction, Inc.
Potosi Brewery Foundation
Prairie Farms Dairy, Inc.
Premier Bank
Q Casino
Quanex Building Products
RIE Coatings
Rainbo Oil Company
Resurrection Church
Richard Blechler Electric
Rite-Hite Corp.
Rockfarm Logistics, LLC
Roger Klosterman & Co., LLP
Rousselet, Inc.
RT&T Enterprises Inc.
Sedgwick, CMS
Sedona Staffing Services
Shady Rest Care Center
Sherwin Williams
Sinsinawa Dominicans
Sisters of Charity, BVM
Sisters of the Presentation of the BVM
Smart Retract, Inc.
Southwest Health Center
Southwest Wisconsin Technical College
Spahn & Rose Lumber Company
St. Dominic Villa
St. Joseph the Worker
Stonehill Franciscan Services
Substance Abuse Services Center
Tegeler Body & Frame, Wrecker & Crane, Inc.
The Fountain of Youth
The Friedman Group, Inc.
The Metrix Company
Thieson Supply, Inc.
Travel Dubuque
TRICOR Insurance
U.S. Bank
Unison Solutions, Inc.
United Clinical Laboratories
UnityPoint Health—Finley Hospital
Universal Tank & Fabrication
University of Dubuque
University of Wisconsin–Platteville
Vinny Vanuchchi’s Little Italy
Wartburg Theological Seminary
Weitz Sign Co.
Woodward Communications, Inc.