

20



Greater Dubuque

DEVELOPMENT CORP.

21

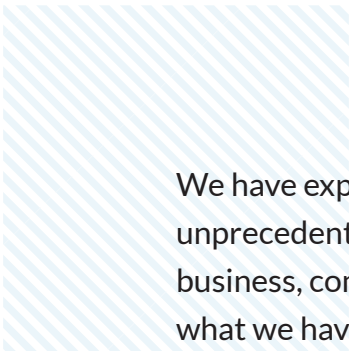
2020–2021 Annual Report



Despite the challenges of the year, our community was recognized internationally and regionally for our successes:

- International Economic Development Council
 - Gold Excellence in Economic Development Award*
 - Broadband Expansion Initiative*
- Professional Developers of Iowa
 - Overall Business Retention & Expansion Award*
 - Hodge, Duluth Trading Company, & Crown Holdings Project*
- Mid-America Economic Development Council
 - Workforce Development Award*
 - College Recruitment Strategy*
- Mid-America Economic Development Council
 - Deal of the Year Award*
 - Hodge, Duluth Trading Company, & Crown Holdings Project*





We have experienced more than a year of unprecedented challenges. There is no individual, business, community, or region left unchanged by what we have endured together. Through the trials of the pandemic, many of us have emerged with renewed clarity of purpose. There is a rededication to the essentials, a focus on what's fundamental.

For Greater Dubuque Development, it has meant a distillation of our work. Our focus is on three fundamental areas—Workforce Solutions, Business Services, and Community Development. In the simplest terms, it is supporting and growing our business community and their workforce while improving our regional quality of life.

Now, more than ever, the collaboration of public, private, and nonprofit partners is crucial to our region. It has been key to how we have weathered the storm and it is the foundation of our strong recovery.



From Our Chair



The 2020-2021 fiscal year was one for the history books! This past year was marked not only by its challenges, but how our organization and our community handled those challenges. Against the backdrop of a global pandemic, one might understand putting an asterisk by outcomes, but despite COVID-19, we had notable achievements. The impact was still seen but being well-prepared and responsive helped us fare better than many regions.

The business community in the Greater Dubuque area experienced growth by both expanding employers and by welcoming new ones. ProPulse, Behnke Enterprises, and Giese Manufacturing added to their operations, expanding their footprints and their workforce. Simmons Pet Food joined our business community in 2021, adding over 225 jobs and another corporate citizen to our regional economy.

Of the four goals for the Greater Dubuque 2022 strategic plan, we have achieved two: Median Household Income has surpassed \$60,000 and is at \$63,130; and Construction Spending for both Commercial and Residential development has exceeded our goal of \$800 million.

The path forward wasn't always a straight one. For many, the COVID-19 pandemic disrupted how we live, how we work and how we conduct business. The need for workforce was pressing before the pandemic and has evolved to take on the complications brought on by COVID-19. Addressing barriers to gainful employment, upskilling workers for high-demand jobs, connecting college talent to our area employers, and attracting newcomers to live and work in our region are all top-of-mind for the team at Greater Dubuque Development.

As life gets back to normal, both old and new challenges are waiting, but one thing remains the same: the resiliency of the City of Dubuque and the Greater Dubuque area. The team at Greater Dubuque Development looks forward to serving your needs in the upcoming year and is committed to continuously work together to drive positive change and to make our community a community of choice.

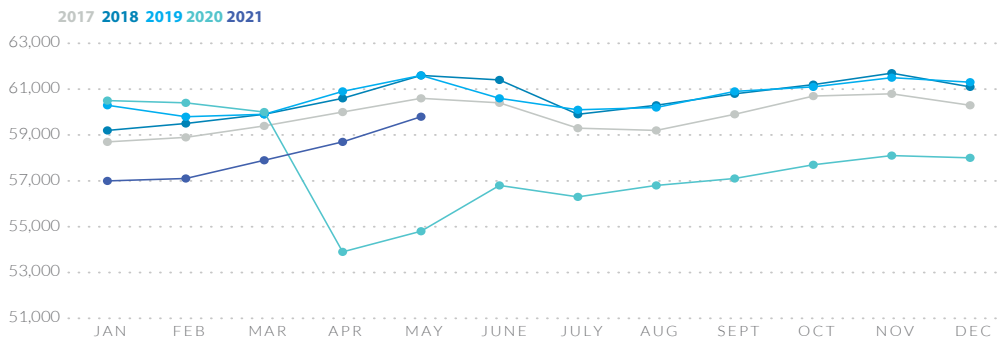
Wendy Runde

Chair, Greater Dubuque Development Corporation

General Manager, Diamond Jo Casino

Goals & Progress

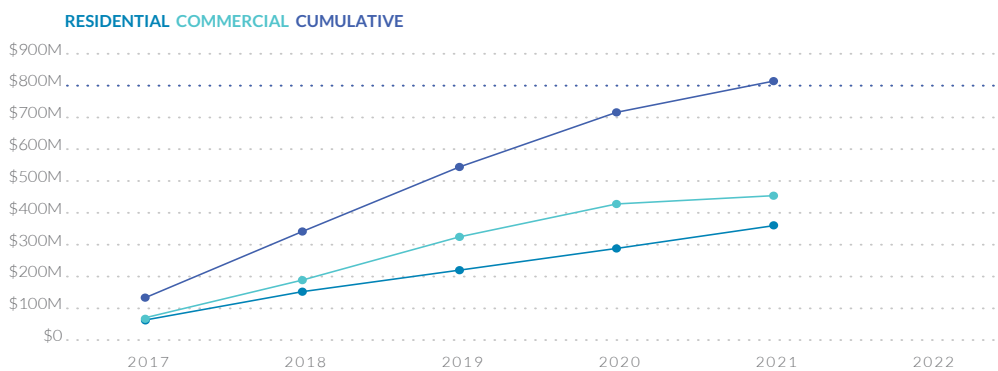
Launched in 2017, the **Greater Dubuque 2022** campaign set aggressive goals for Job Creation, Construction Spending, Median Household Income growth, and increased Population. While the pandemic has dramatically impacted the progress of two, we have met the five-year goals for Median Household Income and Construction Spending.



Labor Force

Goal: 64,000

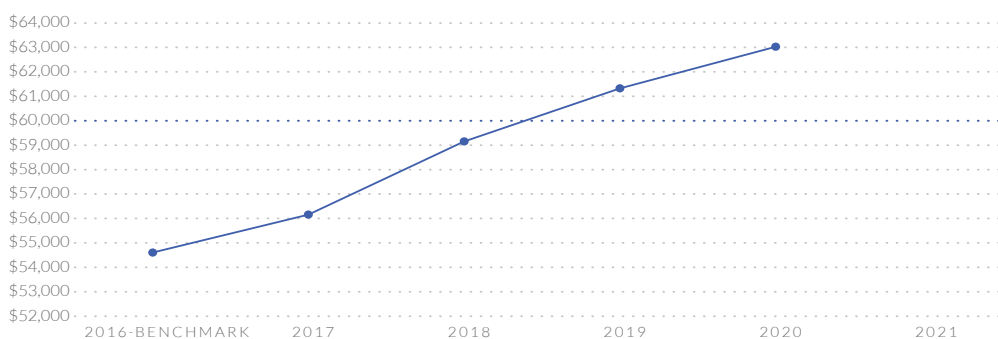
Labor Force numbers for the Dubuque Metropolitan Statistical Area continue to show recovery from the pandemic. At the time of publication, our labor force is at 59,800, down 1.45% from 2019 annual data, pre-pandemic.



Construction Spending

Goal: \$800,000,000 **ACHIEVED**

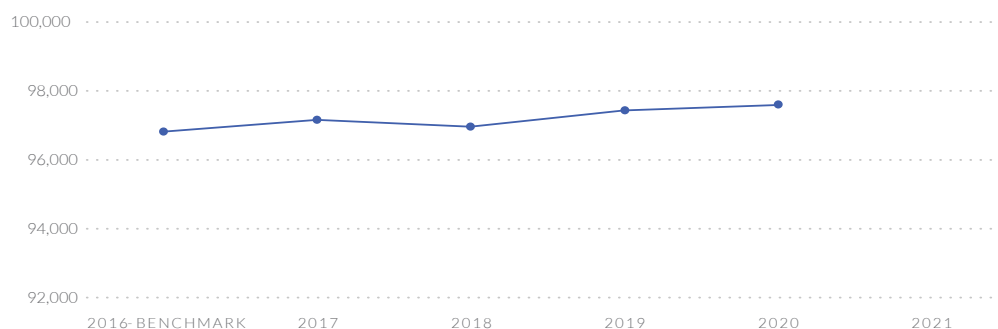
Dubuque County and the City of Dubuque continued to see growth in construction, even through the pandemic. We have surpassed our goal and are at \$813,975,796 at time of print.



Median Household Income

Goal: \$60,000 **ACHIEVED**

Median Household Income for 2020 was \$63,130, a 2.95% increase over 2019.



Population Growth

Goal: 100,000

The latest data available from the Census Bureau, the American Community Survey five-year estimates, indicates the Dubuque MSA is at 97,590, relatively flat over 2019.



Workforce Solutions

Over the last year, the Workforce Solutions team adapted with the needs of our employers. We helped them navigate legislation as well as health and safety guidance to keep our workforce connected to jobs. This was in addition to the ongoing work of assisting job seekers and area college talent find careers with local employers, helping newcomers navigate their new community, and working with partners to remove barriers to gainful employment.

Like most communities in the nation, the Greater Dubuque area is still re-engaging its workforce. We have a distinct advantage in the proven, award-winning Workforce Solutions strategies that recruit, retain, create, and develop talent. By continuing to implement, expand, and adapt these strategies, the Greater Dubuque area workforce will make a strong recovery.





AccessDubuqueJobs.com

Now more than ever, *AccessDubuqueJobs.com* is an invaluable resource for connecting area employers with job seekers. Greater Dubuque Development partners with the *Telegraph Herald* to maintain this crucial career-posting asset for our region. While *AccessDubuqueJobs.com* began as a website, it has evolved into a suite of resources and events for attraction, recruitment, and retention of talent. Investing employers have unlimited postings for job opportunities, internships, and career fairs as well as free access to investor-exclusive events and resources. Greater Dubuque Development aggressively promotes the site and our employer career opportunities throughout the Midwest and our regional college campuses.

Launched in August 2020, *Skills Matching powered by Emsi* is the newest enhancement to *AccessDubuqueJobs.com* that matches job seekers with career postings based on over 30,000 skill keywords—within seconds of uploading a resume, a job seeker is matched with careers posted to the site. Likewise, after posting a new job, employers are matched with public resumes in the *AccessDubuqueJobs.com* resume bank. *AccessDubuqueJobs.com* is the first job posting site in the nation to utilize Emsi Labor Analytics' Skills Match API.



College Outreach

Connecting with our regional college students is a year-long effort. While in-person events were derailed by the pandemic, we continued to connect with them virtually. We hosted a virtual season of *Talent Dubuque: An Intern Engagement Program*, attended virtual career fairs to share area opportunities with students and grads, and continued to offer resources to help our employers develop their talent pipeline. As we return to in-person events, our award-winning college outreach strategy is ramping up to retain grads from our area educational institutions.

Newcomer Services

Growing our population during a pandemic requires every tool in the toolbox. Our region has great careers and amenities but showcasing them virtually can be a challenge. We met virtually with newcomers, offering them *Big Life Small City* resources and welcoming them to their new community during unprecedented times. The Distinctively Dubuque newcomer program and community tours were temporarily placed on hold but are returning by popular demand in 2021.



Big Life
SMALL CITY
you're home in dubuque

ProPulse added 20,000 square feet to their Peosta facility, adding room for research and development, quality lab, additional production, and amenities for their workforce.



Business Services

Giese Companies announced plans to construct a new 30,000-square-foot facility in the Dubuque Industrial Center West.



Helping employers navigate challenges and maximize opportunities has always been at the heart of our Business Services. As expected, the pandemic exponentially expanded our efforts through assisting with emergency relief funding and health and safety guidance. It also showcased the tenacity of our employers—we helped with creative problem solving and expansion efforts to extract success out of what seemed like impossible circumstances.

We also worked to attract new employers through National Marketing. Working with local developers, we assist prospective employers with property searches, data requests, and navigating the process of moving a new operation to our community.

InfoAction

The backbone of our Business retention and Expansion efforts is the InfoAction program. Our Business Services staff meets one-on-one with over 300 CEOs, top managers, and business owners to conduct confidential interviews to assess the health of our regional economy. We also adapt our interview to capture timely data which can be used to determine courses of action to best serve employers.

Greater Dubuque Development provides quarterly and annual summaries of the information gained through the InfoAction interviews. This is part of our commitment to provide tangible, valuable, and timely data to our business partners. The reports can be found at greaterdubuque.org.

Behnke Enterprises added more than 100,000 square feet to their operations in Farley, adding a state-of-the-art painting system and large robotic welding cells.





Simmons Pet Food

The work of Economic Development can be a long game. Simmons Pet Food's decision to join the Greater Dubuque area business community was worth the wait.

Simmons Pet Food, a component of Simmons Foods, is a leading North American private-label and contract manufacturer of wet and dry pet food. They are investing \$80 Million to customize the former Flexsteel Industries site on Seippel Road.

Construction began in January 2021 and Simmons is expected to begin production in July. This project will bring at least 270 hourly and salaried jobs to the Dubuque area. More than 200 of those will start when production begins.

Simmons' way to the Dubuque Industrial Center was paved starting in 2019 when Hormel expanded their production lines at the Progressive Processing plant. That expansion helped attract Hormel's strategic business partner Crown Cork & Seal, a manufacturer of packaging for food and beverages.

When Simmons Pet Food started looking to expand their pet food operations, that kind of neighborhood made the Greater Dubuque area even more attractive.

Each expansion or new employer is a welcome addition to our vibrant regional economy. The greater achievement is how our business community grows through connections built on individual success.



"The support from local service providers and development officials has been tremendous to keep the project on pace. We are excited to grow our company in Dubuque, where it's evident they believe in Simmons' people-first culture. We are very pleased with the progress we've made in building our team and the new pet food facility."

Paul France

Senior Director of Operations & Plant Manager,
Simmons Pet Food



Community Development

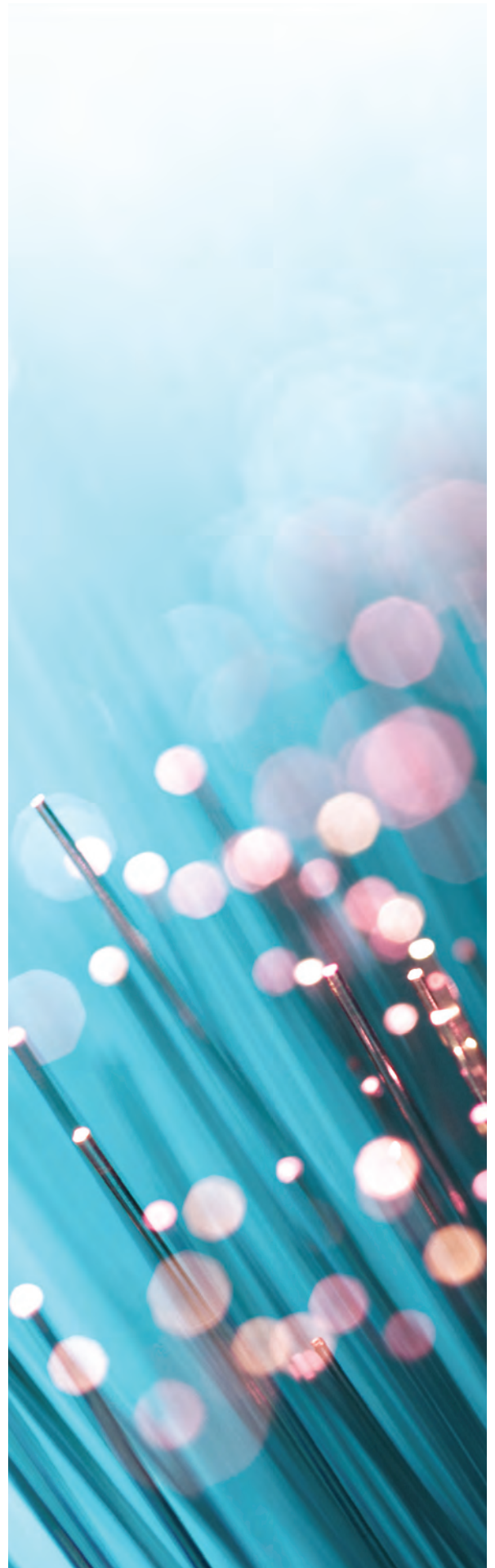
Formerly Sustainable Innovations, the scope of this work has expanded outside the realm of renewable energy. Under the new moniker, in addition to projects with BioCNG and Solar energy, we also work on broadband and telephony expansion, air quality and environmental concerns, transportation improvements, increasing workforce housing, and the revitalization of commercial and industrial space for new development.

COVID-19 Response

Through the pandemic, our effort to respond to employers constantly evolved. Partnering with Northeast Iowa Community College, the East Central Intergovernmental Association, and the Small Business Development Center, we launched the Business Helpline—assisting area employers navigate legislation and emergency relief funding and getting their employees back to work safely. We worked with partners in health care and government to develop a local resource for *Safe at Work* guidance. When vaccines became available for essential workers, we connected employers to public health to streamline the process and get their teams back to work.

Broadband Expansion

Working with our partners in the public and private sector, the expansion of broadband access, quality, and carriers has been vital to the Greater Dubuque area's ability to withstand the pandemic and jump-start recovery. The foresight to invest in our network meant the community as a whole was more prepared to make the jump to remote work and learning.



Greater Dubuque Team



Pictured left to right, top to bottom

Jayne Ervolino
Administrative Assistant

Jason E. White
Vice President of Business Services

Anna Roling
Director of Workforce Solutions

Bill Baum
Existing Business Specialist*

Karen Kluesner
Vice President of Operations

Rick Dickinson
President & CEO

Emily Graves
Director of Communications

Dan McDonald
Vice President of Existing Business

Kristin Dietzel
Community Tour Guide*

Dave Lyons
Sustainable Innovations Consultant*

Chris Apel
Community Tour Guide*

Rob Apel
Existing Business Specialist*

Nelson Klavitter
Community Tour Guide*

** Contracted or Part-time Staff*



Board of Directors

Greater Dubuque Development is guided by a Board of Directors comprised of regional leaders in both the public and private sectors. Their investment of time and talent in our organization and mission is a testament to their commitment to the continued success of the Greater Dubuque area.

EXECUTIVE COMMITTEE

Wendy Runde, Board Chair, Diamond Jo Casino
Tim Hodge, Vice Chair, HODGE
John Tallent, Treasurer
Dr. Liang Chee Wee, Past Chair,
Northeast Iowa Community College
Jesús Avilés, Q Casino/Dubuque Racing Association
Roy Buol, Mayor, 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, Dupaco Community Credit Union
Karen Jones, Prudential Retirement
Ann McDonough, Supervisor, Dubuque County
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.
Tom Woodward, Woodward Communications

BOARD MEMBERS

Giselle Aitken-Shadle, Northeast Iowa Community College/
Future Leadership Team
David Becker, Cottingham & Butler
Lynn Breithaupt, McGraw-Hill Higher Education
Jeff Bullock, University of Dubuque
Thom Chesney, Clarke University
Jim Collins, Loras College
Tim Conlon, Conlon Construction Co.
Jill Connors, City of Dubuque
Kelley Deutmeyer,
East Central Intergovernmental Association
Darin Harmon, Kintzinger, Harmon, Konrardy PLC/
Dubuque Area Chamber of Commerce
Chad Kaiser, UAW Local 94
Senator Carrie Koelker, Iowa Legislature
Terry Kouba, Alliant Energy
Greg McCoy, The McCoy Group, Inc.
Rob McDonald, A.Y. McDonald Mfg. Co.
Gwen Moser, Eide Bailly LLP
Andy Mozena, Premier Bank
David Resnick, Dubuque City Council
Stan Rheingans, Dubuque Community School District
Laura Roussell, Dubuque City Council
Dennis Shields, University of Wisconsin–Platteville
Jeff Staudenmaier, Black Hills Energy
Jason Weston, Prudential Retirement/Dubuque County
Dean Wilgenbusch, U.S. Bank
Chad Wolbers, UnityPoint Health - Finley Hospital



Future Leadership Team

The 30-member Future Leadership Team is an advisory group convened to provide feedback to our Board of Directors and management team on long-term goals and strategies. Greater Dubuque Development believes that organizations are most effective when led by teams that are inclusive, diverse, and equity-focused. This group of current and emerging leaders reflects that belief.

Giselle Aitken-Shadle, Northeast Iowa Community College/
Board Member

Andy Allison, National Mississippi River Museum & Aquarium

Lisa Bowers, Dupaco Community Credit Union

Holly Bratten, U.S. Bank

Michelle Breitbach, MidWestOne Bank

Pauline Chilton, ReMAX, 4 the People

Poppy Conlon, Conlon Construction Co.

Dee Crist, Dubuque Bank & Trust

Dawn Danielson, East Central Intergovernmental Association

Stephanie Fueger, O'Connor & Thomas, P.C.

Michael Fullan, HODGE

Jon Gill, Cottingham & Butler

Amy Gilligan, Telegraph Herald

Wes Hartig, MedOne Healthcare Systems

Vanessa Hefflefinger, Progressive Processing LLC

Paisley Herbst, MercyOne Dubuque Medical Center

Cassie Hiatt, Black Hills Energy

Jayme Kluesner, Portzen Construction

Mat Langenberg, Premier Bank

Tom Rauen, Envision Sports Design

Lynee Robson, Medical Associates Clinic, P.C.

Britney Ross, McGraw-Hill Education

Kristina Sabatos, John Deere Dubuque Works

Nicole Salazar, City of Dubuque

Jacob Semann, Alliant Energy

Jennifer Thiede, Diamond Jo Casino

Natalie Weber, University of Dubuque

Mike Welbes, Honkamp Krueger & Co. P.C.

Kathy Young,
Q Casino/Dubuque Racing Association

Ramona Zuniga, Sadlier Publishing

Investors

Greater Dubuque Development would like to thank our investors who make our work possible. With your support and in collaboration with our partners, we continue to drive the positive change that makes the Greater Dubuque area a region of choice.

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.
BTS 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.
Dupaco Community Credit Union
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
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.
KWWL 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.
Origin Design
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
Riley's Auto Sales
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-StateDOCS
Union-Hoermann 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

ACCESSDUBUQUEJOBS

A.Y. McDonald Mfg. Co.	Dubuque Screw Products, Inc.	Kloeckner Metals	Roger Klosterman & Co., LLP
ADM Artco Fleeting Services	Duluth Trading Company	Kunkel & Associates, Inc.	Rousselot, Inc.
Advance Pump & Equipment Inc.	Dupaco Community Credit Union	L&M Corrugated	RT&T Enterprises Inc.
Alliant Energy	DuTrac Community Credit Union	Container Corporation	Sedgwick, CMS
Andersen Windows & Doors	Eagle Point Software	Loras College	Sedona Staffing Services
Area Residential Care	Eagle Ridge Resort & Spa	Lund Manufacturing	Simmons Pet Food
Avantax Planning Partners	East Central	Luther Manor	Sinsinawa Dominicans
BARD Materials	Intergovernmental Assoc.	M&M Sales	Sisters of the Presentation
Best Western Plus	East Dubuque Nitrogen	Managed Solutions Group	of the BVM
Dubuque Hotel	Fertilizers, LLC	Mary's Inn Maternity Home	Smart Retract, Inc.
Bimbo Bakeries USA	Eide Bailly LLP	McCullough Creative	Southwest Health Center
Black Hills Energy	EIMCo, Inc.	Medical Associates Clinic, P.C.	Southwest Wisconsin
Bodensteiner Implement Co.	Engineering Services	Medline Industries, Inc.	Technical College
Bodine Electric Company	& Products Co.	MedOne Healthcare Systems	Spahn & Rose
BTS Systems	Envision Sports Design	MercyOne Dubuque	Lumber Company
Camso	Express Employment	Medical Center	Stonehill Franciscan Services
Carlisle Ryan Digital	Professionals	Mi-T-M Corporation	Substance Abuse
Print & Services	Fahrner Asphalt Sealers	Midwest Janitorial Services	Services Center
Cartegraph	Fidelity Bank & Trust	MidWestOne Bank	Tegeler Body & Frame,
Chick-fil-A	Flexsteel Industries, Inc.	Modernfold, Inc.	Wrecker & Crane, Inc.
City of Dubuque	Grand River Medical Group	Molo Companies	The Adams Company
City of Peosta	Grand View United Methodist	Morrison Bros. Co.	The Fountain of Youth
Clarke University	Grant Regional Health Center	Mount Carmel Bluffs	The Friedman Group, Inc.
Colony Brands, Inc.	Greater Dubuque	National Mississippi River	The McCoy Group, Inc.
Community Foundation of	Development Corporation	Museum & Aquarium	The McGraw-Hill Companies
Greater Dubuque	Green Industrial Supply, Inc.	Next Generation Wireless	The Metrix Company
Conlon Construction Co.	GreenState Credit Union	Noah's Ark Preschool	Theisen Supply, Inc.
Cottingham & Butler	GRONEN	Northeast Iowa	Thompson Truck & Trailer
Creative Adventure Lab	Harris Golf Cars	Community College	Travel Dubuque
Crescent Community	Hawkeye Care Center	O'Connor & Thomas, P.C.	TRICOR Insurance
Health Center	of Dubuque	O'Connor, Brooks, & Co., P.C.	Tucker Freight Lines
Crescent Electric	Hillcrest Family Services	Origin Design	U.S. Bank
Supply Company	Hills & Dales	Packers Sanitation Services, Inc.	Unified Therapy
Crown Cork & Seal USA, Inc.	Hirschbach Motor Lines, Inc.	PBS Systems Group	Unison Solutions, Inc.
DDI, Inc.	HODGE	Pepsi Cola Bottling Company	UnityPoint Health-
Decker Precision Machining	Holy Family Catholic Schools	of Dubuque	Finley Hospital
Diamond Jo Casino	Home+FloorShow	PER MAR Security	Universal Tank & Fabrication
Digga North America, LLC	Honkamp Krueger & Co., P.C.	Portzen Construction, Inc.	University of Dubuque
DMI, LLC Precision Realty	Hormel Foods/	Prairie Farms Dairy, Inc.	University of
Dubuque Area Chamber	Progressive Processing	Premier Bank	Wisconsin-Platteville
of Commerce	Horsfield Construction, Inc.	Q Casino	Vinny Vanucchi's Little Italy
Dubuque Bank & Trust	Hotel Julien Dubuque	Quanex Building Products	Wagner Nursery
Dubuque Community	ImOn Communications	RIE Coatings	Wartburg Theological
School District	iSolved HCM Midwest, LLC	Rainbo Oil Company	Seminary
Dubuque Community	John Deere Dubuque Works	Resurrection Church	Webber Metal Products
YMCA/YWCA	Kendall Hunt/Westmark/	Richard Biechler Electric	Weitz Sign Co.
Dubuque County	Great River Learning	Rite-Hite Corp.	Woodward
Dubuque Janitorial Inc.	Klauer Manufacturing Company	Rockfarm Logistics, LLC	Communications, Inc.



Schmid Innovation Center
900 Jackson Street, Suite 109
Dubuque, Iowa 52001
greaterdubuque.org

or thus in sympathy
among the living
L