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.
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
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.**

<table>
<thead>
<tr>
<th>Year</th>
<th>Labor Force</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>52,000</td>
</tr>
<tr>
<td>2017</td>
<td>53,000</td>
</tr>
<tr>
<td>2018</td>
<td>55,000</td>
</tr>
<tr>
<td>2019</td>
<td>57,000</td>
</tr>
<tr>
<td>2020</td>
<td>59,000</td>
</tr>
<tr>
<td>2021</td>
<td>61,000</td>
</tr>
<tr>
<td>2022</td>
<td>63,000</td>
</tr>
</tbody>
</table>

### 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.**
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.
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.
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
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.
Terry 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
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
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.
Cottageham & 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
Kinzinger, 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

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.
ACCESSDUBUQUEJOBS

A.Y. McDonald Mfg. Co.
ADM Arco Fleeting Services
Advance Pump & Equipment Inc.
Alliant Energy
Andersen Windows & Doors
Area Residential Care
Avantax Planning Partners
BARD Materials
Best Western Plus
Dubuque Hotel
Bimbo Bakeries USA
Black Hills Energy
Bodensteiner Implement Co.
Bodine Electric Company
BTS Systems
Camso
Carlisle Ryan Digital
Print & Services
Cartograph
Chick-fil-A
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
Diamond Jo Casino
Digga North America, LLC
DMI, LLC | Precision Realty
Dubuque Area Chamber of Commerce
Dubuque Bank & Trust
Dubuque Community School District
Dubuque Community YMCA/YWCA
Dubuque County
Dubuque Janitorial Inc.
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
EIMCo, Inc.
Engineering Services & Products Co.
Envision Sports Design
Express Employment Professionals
Fahnert Asphalt Sealers
Fidelity Bank & Trust
Flexsteel Industries, Inc.
Grand River Medical Group
Grand View United Methodist Grant Regional Health Center
Greater Dubuque Development Corporation
Green Industrial Supply, Inc.
GreenState Credit Union
GRONEN
Harris Golf Cars
Hawkeye Care Center of Dubuque
Hillcrest Family Services
Hills & Dales
Hirschbach Motor Lines, Inc.
Hodge
Holy Family Catholic Schools
Home+FloorShow
Honkamp Krueger & Co., P.C.
Hormel Foods/Progressive Processing
Horsfeld Construction, Inc.
Hotel Julien Dubuque
ImOn Communications
iSolved HCM Midwest, LLC
John Deere Dubuque Works
Kendall Hunt/Westmark/Great River Learning
Klauer Manufacturing Company
Kloeckner Metals
Kunkel & Associates, Inc.
L&M Corrugated Container Corporation
Loras College
Lund Manufacturing
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
MiT-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.
Origin Design
Packers Sanitation Services, Inc.
PBS Systems Group
Pepsi Cola Bottling Company of Dubuque
PER MAR Security
Portzen Construction, Inc.
Prairie Farms Dairy, Inc.
Premier Bank
Q Casino
Quanex Building Products
RIE Coatings
Rainbo Oil Company
Resurrection Church
Richard Biechler Electric
Rite-Hite Corp.
Rockfarm Logistics, LLC
Roger Klosterman & Co., LLP
Rousselot, Inc.
RT&T Enterprises Inc.
Sedgwick, CMS
Sedona Staffing Services
Simmons Pet Food
Sinsinawa Dominicans
Sisters of the Presentation of the BVM
Smart Retract, Inc.
Southwest Health Center
Southwest Wisconsin Technical College
Spahn & Rose Lumber Company
Stonehill Franciscan Services
Substance Abuse Services Center
Tegeler Body & Frame, Wrecker & Crane, Inc.
The Adams Company
The Fountain of Youth
The Friedman Group, Inc.
The McCoy Group, Inc.
The McGraw-Hill Companies
The Metrix Company
Theisen Supply, Inc.
Thompson Truck & Trailer
Travel Dubuque
TRICOR Insurance
Tucker Freight Lines
U.S. Bank
Unified Therapy
Unison Solutions, Inc.
UnityPoint Health–Finley Hospital
Universal Tank & Fabrication
University of Dubuque
University of Wisconsin–Platteville
Vinny Vanucci’s Little Italy
Wagner Nursery
Wartburg Theological Seminary
Webber Metal Products
Weitz Sign Co.
Woodward Communications, Inc.