



Pillars of Progress

2016–2017 Annual Report



Building on achievement

We work with area businesses, educational institutions, and the public sector to provide award-winning programs that support our regional economy. Last year was no different. Greater Dubuque Development received top honors from an association of peers in economic development for our accomplishments in Business Retention and Expansion, Workforce Solutions, and Sustainable Innovations. The Greater Dubuque area’s unique environment of public and private collaboration continues to set us apart and ensures we stay nationally competitive.

Our work is far from over, yet the achievements of our region and those of our partners assures that we are building on a solid foundation.

The Mid-America Economic Development Council's Annual Awards recognize excellence within their twelve-state region. Greater Dubuque Development Corporation received the 2016 Deal of the Year award for the Alliant Energy Solar Array Project and First Place awards for Business Retention & Expansion (InfoAction), Workforce Solutions (HR Action), and for our 2015–2016 Annual Report.

2016–2017 Board Members

Greater Dubuque Development is guided by a board of directors comprised of area leaders in both 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

- Kurt Strand**, Chairman, National Mississippi River Museum & Aquarium
- Mike Donohue**, Vice Chairman, U.S. Bank
- Wendy Runde**, Treasurer, Diamond Jo Casino
- Tim Conlon**, Immediate Past Chairman, Conlon Construction Co.
- Jesús M. Avilés**, Q Casino
- David Becker**, Cottingham & Butler
- 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
- Tim Hodge**, HODGE
- Nicholas J. Schrup III**, American Trust & Savings Bank
- John Tallent**, Medical Associates Clinic & Health Plans
- Tom Townsend**, IBEW Local 704
- Mike Van Milligen**, City of Dubuque
- Dr. Liang Chee Wee**, Northeast Iowa Community College
- Tom Woodward**, Woodward Communications, Inc.

BOARD MEMBERS

- David Brandon**, UnityPoint Health – Finley Hospital
- Jeff Bullock**, University of Dubuque
- Sr. Joanne Burrows**, Clarke University
- Jim Collins**, Loras College
- Joyce Connors**, City of Dubuque
- Karel Czanderna**, Flexsteel Industries, Inc.
- Kelley Deutmeyer**, East Central Intergovernmental Association
- Abby Finkenauer**, Iowa Legislature
- Joe Hearn**, Dupaco Community Credit Union
- Maurice Jones**, City of Dubuque
- Terry Kouba**, Alliant Energy
- Dick Launspach**, Kennedy Mall
- Kevin Lynch**, City of Dubuque
- Greg McCoy**, The McCoy Group, Inc.
- Rob McDonald**, A.Y. McDonald Mfg. Co.

- Mike Portzen**, Portzen Construction, Inc.
- Nick Pribyl**, Black Hills Energy
- Jacque Rahe**, Dyersville Economic Development Corporation
- Stan Rheingans**, Dubuque Community School District
- Barry Shear**, Eagle Point Solar
- Dennis Shields**, University of Wisconsin–Platteville
- Kay Takes**, Mercy Medical Center
- Dan White**, UAW Local 94
- Rich Whitty**, O’Connor & Thomas, P.C.
- Jay Wickham**, Dubuque County

Pictured Left to Right

Roy Buol
Mayor, City of Dubuque

Dr. Liang Chee Wee
President, Northeast Iowa
Community College



Internationally Recognized Board Members

In September 2016, two of our board members were recognized for their support of economic development by the world’s most prestigious economic development association, the International Economic Development Council. The City of Dubuque’s Mayor Roy Buol received the Leadership Award for Public Service, an award given to an elected official who has been an advocate for economic development in the public sector for at least ten years. During his tenure as both a council member and mayor, Buol has been committed to the development of business infrastructure and workforce development programs to promote economic growth.

Dr. Liang Chee Wee was awarded the Institutional Leadership Award, recognizing a leader of an institution who has made significant contributions in support of economic development. Dr. Wee, President of Northeast Iowa Community College (NICC), was recognized not only for his advocacy for education and the community, but for contributions to economic development in the Greater Dubuque area. Dr. Wee has ensured NICC supports existing local business through efforts with Opportunity Dubuque and Dubuque Works. Dr. Wee has also served on the StartUp Dubuque advisory committee, supporting the entrepreneurial environment in the Greater Dubuque area.

Our board is comprised of the area’s best and brightest—Mayor Buol and Dr. Wee are no exception. We are honored to have them as partners.

NEXT Campaign

This year marks the close of the 2012-2017 NEXT Campaign. The initiative set aggressive goals for job creation, increased wages, residential and commercial construction, and population growth. Working with the area's most forward-thinking leaders and partners, we reached and exceeded our goals and have advanced the Greater Dubuque area as a national model for economic prosperity.



Created New Jobs

Goal: *Promote the creation of 3,300 new jobs, bringing our workforce to 60,000.*

Actual: 60,500



Facilitated Construction

Goal: *Spur and promote \$700 Million in new construction in the Dubuque Metropolitan Area.*

Actual: \$901,367,561



Raised Wages

Goal: *Increase the average wage to over \$18.00/hour.*

Actual: \$23.34/hour



Increased Population

Goal: *Grow the Dubuque Metropolitan Statistical Area population to 96,500.*

Actual: 97,003

Data as of May 2017

From our Chairman of the Board

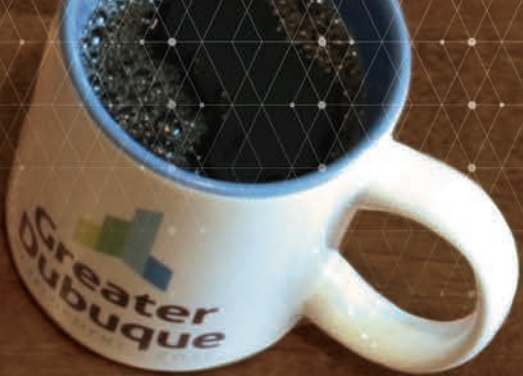
2016-2017 was a very exciting year for Greater Dubuque Development Corporation and our community. I have continued to witness an increasing level of partnerships between the Dubuque-area business community, its citizens, education, and government. This collaboration has been essential to our success in the NEXT campaign.

We had significant achievements during the NEXT campaign. We met and exceeded our goals, which positions us well for our Greater Dubuque 2022 campaign. During this time, we also relocated into new offices in the Schmid Innovation Center at 900 Jackson Street in the Millwork District, which really showcases the growth and opportunity available in the Greater Dubuque area. The past five years have proven that partnership and collaboration are the keys to success.

Thanks to our investors, partners, our board of directors, the Greater Dubuque Development team and to you for being a part of our success.



Kurt Strand, Chairman of the Board
CEO & President
National Mississippi River Museum & Aquarium



Business Retention & Expansion

Helping regional businesses prosper is the keystone of our mission at Greater Dubuque Development. We work closely with employers to understand challenges, facilitate solutions, help navigate expansions, and advocate for success. The business climate is constantly changing but we provide customized solutions to help our partners adapt, grow, and succeed.

Flexsteel Industries Relocation

In September 2016, Flexsteel Industries announced plans to relocate their 120-year-old manufacturing plant in Dubuque’s North End. Flexsteel reviewed options for a new facility and the community began developing a strategy to accommodate their move and provide new opportunity for the North End district. Private and public entities came together to ensure a talented and stable workforce, a new world-class location, and financial support for both the new facility and the redevelopment of the old. The move to a new, more efficient facility in the Dubuque Industrial Center South as well as plans to redevelop the Jackson Street site in the North End were announced in May 2017. The entire project, encompassing the completion of both sites, would not have been possible without the collaboration of Flexsteel management and employees, United Steelworkers Local 1861, Teamsters Local 120, Operating Engineers Local 234, the City of Dubuque, Dubuque County, Dubuque Initiatives, and the Iowa Economic Development Authority. Greater Dubuque Development is proud to work with regional partners to make the Greater Dubuque area a world-class environment for business.

Flexsteel Industries’ patented Blue Steel Spring (shown) is at the heart of their success, blending technology with tradition to create a superior product.



“Greater Dubuque Development effectively brought multiple entities together to create a win-win for our community and our company. Flexsteel is proud to continue our tradition of manufacturing furniture in Dubuque.”

Karel Czanderna
President & CEO, Flexsteel Industries

INFOACTION

The quickest way to check the health of the area’s businesses is to go straight to the source. In 2016–2017, our Business Retention and Expansion team conducted over 340 one-on-one interviews with business owners, CEOs, and top managers to assess the status of our economy from all sectors and company sizes. Not only does the program identify immediate opportunities and challenges of regional employers, it also reveals trends that enable us to proactively create solutions.



341 INFOACTION Meetings
at publication



350 Assistance Requests



52% Reporting Increased Sales



51% Reporting Increased Market Share



Existing Business Expansions
American Customer Care Lamar Advertising
Camso MTS Company
Flexsteel Industries, Inc. Wave Reaction



Top-ranked Community Strengths
Quality of Life/Amenities
Community Leadership/Support/Partnerships
Location/Customer-Supplier Access

Data as of March 2017

Workforce Solutions

With unemployment at near-record lows, the need for qualified talent affects companies across all sectors. We work with professionals in industry, education, and human resources to create effective strategies to meet the need. By working with area partners, we have developed programs that produce real results in recruiting, retraining, and retaining a robust workforce.



65 HR Action Meetings



831 Students Impacted by College Outreach Events



315 One-on-One Assistance



144 Community Tours



79 Opportunity Dubuque Graduates to graduate by June 30, 2017

@accessdubuquejobs

Greater Dubuque Development partners with the Telegraph Herald to provide the essential tool for connecting regional employers with talent. **AccessDubuqueJobs.com** is the area's top site for posting and searching career opportunities in the Greater Dubuque area. The 2017 Laborshed Analysis found that when area candidates are looking for their next career move, their first stop is **AccessDubuqueJobs.com**. Our HR Action program reveals that recruiters do the same, reporting **AccessDubuqueJobs.com** is their top resource to find talent.

Community Tour Guides

Newcomers don't just move to a new career, they move to a new community. We offer candidates and their families the best first impression of the Greater Dubuque area through our complementary concierge services and community tours. Due to increased demand, in 2016–2017 we grew to a team of three Community Tour Guides. It is now even easier to introduce candidates and newcomers to the area.

Left to Right: Nelson Klavitter, Chris Apel, and Renee Meyer



National Marketing

As business and industry evolves, so has the method to attract it to our area. In 2016–2017, we restructured our National Marketing approach to be a data-driven, team effort. We meet with prospective clients, site location consultants, and developers from across the country to advocate for the Greater Dubuque area as the perfect location based on our caliber of workforce, amenities, economic advantages, and the highest quality of life.



9 Site Visits/Meetings



27 Proposals Submitted



1 Completed Project

Sustainable Innovations

The Greater Dubuque area continues to make strides in advancing renewable energy and connectivity to support new and existing business. We work with private and public partners to expand renewable energy usage with solar and BioCNG projects, helping businesses lower costs through energy efficiency, and adding jobs in the renewable energy field. We are also collaborating on projects to update regulations, increase access, and reduce costs for broadband and internet connectivity. Through Sustainable Innovations, we are driving renewable energy and connectivity advancements that make sense for the economy and the environment.

Alliant Energy Solar Fields

Announced in June 2016, the construction of the two-site Alliant Energy solar array is well underway. The two sites will have a combined 19,160 panels with the capability of generating 6 megawatts of energy, enough to power over 850 homes a year. The arrays are expected to come online in late summer of 2017.

Broadband Expansion

Partnerships between providers, the City of Dubuque, and business leaders ensure we are accelerating our connectivity to be nationally competitive. The expansion and development of networks, reduction of costs, addition of advanced services, and the prevention of service disruptions continue to improve connectivity for employers and residents.

BioCNG

Progress continues to be made in the four-phase strategy developed to convert biogas emissions into economical and environmental benefits to the community. Work is being completed at Dubuque's Water and Resource Recovery Center to convert biogas into clean-burning BioCNG. By partnering with the City of Dubuque, Black Hills Energy, BioResources Development, Unison Solutions, and others, we are driving innovation, adding jobs, reducing expenses, improving air quality, and minimizing our carbon footprint.

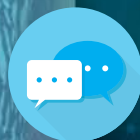
Dave Lyons
Sustainable Innovations Consultant



StartUp Dubuque

The entrepreneurial spirit is alive and well in the Greater Dubuque area. Hundreds of innovators and creators took advantage of services and support from StartUp Dubuque and the Small Business Development Center in the past year to help make their dreams a reality. Businesses across all fields are getting a hand up almost every day.

StartUp Dubuque is a cooperative partnership between Greater Dubuque Development Corporation, Northeast Iowa Community College, the Small Business Development Center, and regional small business providers. It is made possible through the generosity of Dick and Carrie Schmid.



1,048 Hours of Client Counseling



248 Clients from Dubuque County



\$2,517,713 in Capital Investment

Greater Dubuque 2022

This year marks the beginning of our next five-year campaign—Greater Dubuque 2022. We have built on our past success to set new goals for the Greater Dubuque community in job creation, increased median household income, commercial and residential construction, and population growth. We will continue to work with partners in the private and public sectors to strengthen our community and its future. Working together, we will ensure the Greater Dubuque area is a viable, livable, equitable community.

Greater Dubuque 2022 Campaign Goals

64K
jobs

\$800M
Residential/commercial
construction

\$60K
Median household income

100K
Population

The economic success of our region will be built on the six pillars of our mission at Greater Dubuque Development. We will continue our work in Business Retention and Expansion, Workforce Solutions, National Marketing, Sustainable Innovations, and StartUp Dubuque. We will add a new pillar—Dubuque’s True North—to bring transformative change to our vibrant, historic neighborhoods on Dubuque’s North End.



DUBUQUE’S TRUE NORTH

The collaborative partnership of public and private entities will continue to bring new energy to the North End District of Dubuque. The removal of slum and blight, fostering of single-family home ownership, and brownfield redevelopment for new business are goals of the True North program. Through the investment of time, talent, and resources, this vital part of the community can achieve its full potential for success.

Greater Dubuque Team



Pictured Left to Right

- Rob Apel**
Existing Business Specialist
- Emily Graves**
Director of Communications
- Karen Kluesner**
Vice President of Operations
- Dan McDonald**
Vice President of Existing Business
- Rick Dickinson**
President & CEO
- Jayne Ervolino**
Administrative Assistant
- Bill Baum**
Existing Business Specialist
- Kristin Dietzel**
Vice President of Workforce Solutions
- Mandi Mohr**
Workforce Solutions Coordinator

AccessDubuqueJobs.com Investors



A.Y. McDonald Mfg. Co.
Access Systems
Advance Pump & Equipment Inc.
Alliant Energy
Almon, Inc.
American Customer Care
American Trust & Savings Bank
Anderson Windows/
Eagle Window & Door
Area Residential Care
Art Pape Transfer, Inc.
BARD Materials
BEMIS
Best Western Plus Dubuque Hotel
BioLife Plasma Services LP
Black Hills Energy
Bodine Electric Company
Camso
Cartegraph
City of Dubuque
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
CS Technologies, Inc.
Decker Precision Machining
DDI, Inc.
Diamond Jo Casino
Digga North America, LLC
Dubuque Auto Plaza
Dubuque Bank & Trust
Dubuque Community
School District
Dubuque Convention &
Visitors Bureau
Dubuque County
Dubuque Regional Humane Society
Dubuque Screw Products, Inc.
Dupaco Community Credit Union
DuTrac Community Credit Union
Dyersville Die Cast
Eagle Point Software
Eagle Ridge Resort & Spa
East Central
Intergovernmental Assoc.
East Dubuque Nitrogen Fertilizers, LLC
Eide Bailly LLP
EIMCo, Inc.
Energy Manufacturing Company
Engineering Services & Products Co.
Ennoble Skilled Nursing
& Rehabilitation
Envision Sports Design
Express Employment Professionals
Fahrner Asphalt Sealers
Filtration System Technologies
First Community Trust
Flexsteel Industries, Inc
Floor Show Companies
Furniture Mart USA
Geisler Brothers Company
Georgia-Pacific Corporation
Gigantic Design
Girl Scouts of Eastern Iowa
and Western Illinois
Grand Harbor Resort & Waterpark
Grand River Medical Group
Grand View United Methodist
Grant Regional Health Center
Greater Dubuque
Development Corporation

Green Industrial Supply, Inc.
Gronen Restoration, Inc.
Hartig Drug
Hawkeye Care Center of Dubuque
Hillcrest Family Services
Hills and Dales
Hirschbach Transportation
Services, Inc.
HODGE
Holy Family Catholic Schools
Honkamp Krueger & Co., P.C.
Hormel Foods/
Progressive Processing
Hotel Julien Dubuque
Humach
HUSCO International
IBM
Imagine the Possibilities
J.J. Sheckel Corporation
JEDA Polymers, LLC
John Deere Dubuque Works
Kendall Hunt/Westmark/
Great River Learning
Klauer Construction Company
Klosterman Kane & Co. CPA
Kunkel & Associates, Inc.
Kurtz Communications, Inc.
Loras College
Luther Manor
Managed Solutions Group
Maryville Construction Co., Inc.
McClain Excavating Co. Inc.
McCullough Creative
McGrath Family of Dealerships
Medical Associates Clinic
and Health Plans
Medline Industries, Inc.
Mercy Medical Center

Mi-T-M Corporation
Midwest Business Products
Midwest Medical Center
Mike Finnin Motors
Molo Companies
Morrison Brothers
National Mississippi River
Museum & Aquarium
Noah's Ark Preschool
Northeast Iowa
Community College
O'Connor, Brooks, & Co., P.C.
Oak Park Place of Dubuque
Opening Doors
Operation: New View
Community Action Agency
Oral Arts Dental Laboratory
Orbis Corporation
Packers Sanitation Services, Inc.
PBS Financial Systems, Inc.
Pepsi Cola Bottling Company
of Dubuque
Pizza Ranch
Platinum Supplemental Insurance
Portzen Construction, Inc.
Prairie Farms Dairy, Inc.
Premier Bank
Presentation Lantern Center
ProPulse, A Schieffer Co.
Prudential Financial
Q Casino
Rainbo Oil Company
RIE Coatings
Rite-Hite Corp.
River City Paving
River Valley Capital Corporation
Rockfarm Logistics, LLC
Rousselot, Inc.

RPS Benefits
RSM US LLP
RT&T Enterprises Inc.
Runde Auto Group, Inc.
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
St. Dominic Villa
Substance Abuse Services Center
Taylor and Taylor Insurance &
Financial Services, Inc.
Taylor Construction, Inc.
TFM Company
The Friedman Group, Inc.
The McCoy Group, Inc.
The McGraw-Hill Companies
The Rose of Dubuque
Theisen Supply, Inc.
Thompson Truck & Trailer
Top Notch Plumbing, Heating,
& Electrical
TRICOR Insurance
TriState Quality Metals
Tschiggfrie Excavating Company
U.S. Bank
Unified Therapy Services
United Clinical Laboratories
UnityPoint Health - Finley Hospital
Universal Tank & Fabrication

University of Dubuque
University of Wisconsin–Platteville
Wartburg Theological Seminary
Webber Metal Products, Inc.
Weber Paper Company
Weitz Sign Co.
Woodward Communications, Inc.
XLSpecialized Trailers, Inc.
Young-Uns Preschool and
Child Care Center
Addoco, Inc.
Alliant Energy
American Realty of Dubuque
American Trust & Savings Bank
Anderson Windows/
Eagle Window & Door
A.Y. McDonald Mfg. Co.
BARD Materials
Barton Wealth Management, LLC
Behnke Enterprises Inc.
Black Hills Energy
Blue Sky Solar, LLC
Bodine Electric Company
Buesing & Associates, Inc.
Business Telephone Supply
Camso
Cartegraph
CenturyLink
Clarke University
Clemens, Walters, Conlon,
Runde & Hiatt, L.L.P.
Conlon Construction Co.
Cottingham & Butler
Crescent Electric Supply Company
Diamond Jo Casino
DDI, Inc.
Dubuque Area Chamber
of Commerce
Dubuque Bank & Trust
Dubuque Building &
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
East Central Iowa Association
of REALTORS
East Dubuque Nitrogen
Fertilizers, LLC
Edwards Cast Stone
Eide Bailly LLP
EIMCo, Inc.
Epic Construction
Fidelity Bank & Trust
First Community Trust, NA
Flexsteel Industries, Inc.
Floor Show Companies
Giese Companies
Graham's Style Store
Green Industrial Supply, Inc.
Gronen Restoration, Inc.
Happee Smith Productions
HODGE
Honkamp Krueger & Co., P.C.
Houlihan Investment Group
IBEW Local 704
IBM
IIW, P.C.
ITC Midwest, LLC
John Deere Dubuque Works
Julien's Journal Magazine
Kane, Norby & Reddick, P.C.
Kendall Hunt/Westmark/
Great River Learning
Kennedy Mall
Kintzinger, Harmon, Konrardy PLC
Klauer Manufacturing Company
Kloeckner Metals
Kunkel & Associates, Inc.
KWWL Television
Lamar Advertising of Dubuque

Loras College
Maquoketa Valley Rural Electric
Maryville Construction Co., Inc.
McCullough Creative
McGraw-Hill Education
Medical Associates Clinic
& Health Plans
Mercy Medical Center
Mi-T-M Corporation
Morrison Brothers
Mulgrew Oil Company
Myers-Cox Co.
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
Q Casino/Dubuque
Racing Association
Radio Dubuque, Inc.
Remax Advantage Realty
Richardson Motors
River City Paving
Rousselot, Inc.
RSM US LLP
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 Friedman Group, Inc.

The McCoy Group, Inc.
Theisen Supply, Inc.
TRICOR Insurance
Union-Hoermann Press
Unison Solutions
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
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



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