The 2021-2022 fiscal year can best be described as a year of transition. As we successfully closed-out the “Greater Dubuque 2022” initiative, we began planning for the future with the “YOU can be great here” campaign. Against a backdrop of the lingering global pandemic, we have persevered despite all that was spinning around us.

Our business community has experienced unprecedented growth, with existing employers expanding and new employers joining the Greater Dubuque region.

Over the last five years, Greater Dubuque Development has continued to demonstrate the ability to meet and exceed ambitious goals. A total of four goals were set during the Greater Dubuque 2022 campaign; Greater Dubuque has already achieved two of these goals and remains on track to exceed a third. The two achieved (and surpassed) are median household income at $64,493 (the goal was $60,000); the second, construction spending for both commercial and residential development exceeded $1 billion (the goal was $800 million). Greater Dubuque’s goal to grow Dubuque County’s population to 100,000 by December 31, 2022, was already pegged at 99,266 by the 2020 census with two years of growth to come.

Now the work of “YOU can be great here” begins with a focus on all we must do to guarantee the workforce we need. 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. These are all top of mind for our investors, Board of Directors, and the team at Greater Dubuque Development.

No doubt, life will throw challenges our way as we reinvent ourselves in a post-pandemic economy. Yet, we will work together to create the Greater Dubuque area as a region of choice that promises, “YOU can be great here!”

Tim Hodge
CEO, HODGE
Chair, Greater Dubuque Development Corporation
Co-Chair, YOU can be great here.
2022 Campaign Goals & Results

**Dubuque Median Household Income**

**GOAL**—Increase the Dubuque Metropolitan Statistical Area’s Median Household Income to $60,000

**RESULT:** **ACHIEVED**—Increased the median household income to $64,493

**Construction**

**GOAL**—Encourage and facilitate $800 million in new residential and commercial construction

**RESULT:** **ACHIEVED**—Drove residential and commercial construction to $1,072,707,847 from 7/1/17 – 5/10/22

**Dubuque County Population Growth**

**GOAL**—Grow the Dubuque County population to 100,000 by December 2022

**RESULT:** **ON TRACK**—Based on 2020 census; Grew the area population to 99,266

**Dubuque Metropolitan Statistical Area’s Labor Force**

**GOAL**—Grow the regional workforce to 64,000 by December 2022

**RESULT:** **RECOVERING**—Recovery continues after the pandemic with a 2019 high of 61,500; hitting a low in 2020 of 53,900; and recovering to a high of 59,200 in May of 2022

YOU can be great here. • 2021-2022 Annual Report 3
Leadership

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’s mission is a testament to their commitment to the continued success of the Greater Dubuque region.

Executive Committee

**Tim Hodge**, Chair
HODGE

**Joe Hearn**, Vice Chair
Dupaco Community Credit Union

**Dan Walsh**, Treasurer
MidWestOne Bank

**Wendy Runde**, Past Chair
Diamond Jo Casino

**Lynn Breithaupt**
McGraw-Hill | Higher Education

**Brad Cavanagh**
Mayor, City of Dubuque

**Chad Chandlee**
Kendall Hunt Publishing

**Mark Dickson**
John Deere Dubuque Works

**Alex Dixon**
DRA & Q Casino

**Karen Jones**
Empower

**Zach Keeling**
Medical Associates Clinic & Health Plans/Health Choices

**Tyson Leyendecker**
Dubuque Bank & Trust

**Ann McDonough**
Supervisor, Dubuque County

**Mike Portzen**
Portzen Construction

**Kay Takes**
MercyOne Dubuque Medical Center

**Tom Townsend**
IBEW Local 704

**Mike Van Milligen**
City Manager, City of Dubuque

**Dean Wilgenbusch**
U.S. Bank

**Tom Woodward**
Woodward Communications, Inc.

Future Leadership Team

This team of current and emerging leaders provides feedback to our Board of Directors and management team on long-term goals and strategies. With their insight, we ensure our organization remains inclusive, diverse, and equity-focused.

**Andy Allison**
National Mississippi River Museum & Aquarium

**Chad Behnke**
Behnke Enterprises, Inc.

**Lisa Bowers**
Dupaco Community Credit Union

**Jessica Brossett**
MidWestOne Bank

**Becky Conlon**
Conlon Construction Co.

**Dee Crist**
Dubuque Bank & Trust

**Dawn Danielson**
East Central Intergovernmental Association

**Jaclyn M. Esqueda**
Credo - Higher Education Consulting

**Dr. Tammy Evetovich**
University of Wisconsin–Platteville

**Mike Fortman**
TH Media

**Michael Fullan**
HODGE

**Nate Harold**
MedOne
Board Members

David Becker
Cottingham & Butler

Lisa Bowers
Future Leadership Team/Dupaco Community Credit Union

Jeff Bullock
University of Dubuque

Thom Chesney
Clarke University

Jim Collins
Loras College

Tim Conlon
Conlon Construction Co.

Jill Connors
City of Dubuque

Davin Curtiss
O’Connor & Thomas, P.C.

Scott DeSousa
Dubuque Area Chamber of Commerce/AssuredPartners Great Plains dba The Friedman Group

Kelley Deutmeyer
East Central Intergovernmental Association

Derek Duehr
Carpenters Local 678

Susan Farber
Dubuque City Council

Representative Chuck Isenhart
Iowa Legislature

Terry Kouba
Alliant Energy

Rob McDonald
A.Y. McDonald Mfg. Co

Gwen Moser
Eide Bailly, LLP

Andy Mozena
Premier Bank

Jason Norton
DuTrac Community Credit Union

Jacque Rahe
Dyersville Economic Development

Pat Ready
Origin Design

Stan Rheingans
Dubuque Community School District

Laura Roussell
City of Dubuque

Dennis Shields
University of Wisconsin–Platteville

Jeff Staudenmaier
Black Hills Energy

Dr. Liang Chee Wee
Northeast Iowa Community College

Jason Weston
Dubuque County/Empower

Chad Wolbers
UnityPoint Health–Finley Hospital

Cassie Hiatt
Black Hills Energy

Joe Hoeksema
Cottingham & Butler

Alex Karwath
Progressive Processing LLC

Jayme Kluesner
Portzen Construction

Mat Langenberg
Premier Bank

Dawn Lueken
John Deere Dubuque Works

Michelle Reidy
U.S. Bank

Lynee Robson
Medical Associates Clinic, P.C.

Britney Ross
McGraw–Hill Higher Education

Nicole Salazar
City of Dubuque

Cayla Schneider
Loras College

Jacob Semann
Alliant Energy

Emily Simmons
Empower

Jennifer Thiede
Diamond Jo Casino

Dan Wellik
AssuredPartners Great Plains dba The Friedman Group
AccessDubuqueJobs.com

AccessDubuqueJobs.com is the number one regional job board for connecting employers to qualified talent and this year it received a face lift with a fresh website and new features. AccessDubuqueJobs.com investors now enjoy:

- **Unlimited Job Postings** – PLUS an auto-feed option
- **Emsi Profile Analytics** – Receive a curated list of prospective candidates from our workforce experts
- **Skills Matching, powered by Emsi** – Automatically match your job postings to resumes submitted to the site
- **Favorite Resumes** – Keep track of your top candidates
- **Wage Data by Emsi** – Access workforce and wage data to see how your company compares in the market
- **Newcomer Services** – Offer recruits community tours and more to discover the Greater Dubuque region
- **Exclusive Events** – Participate in investors-only events, including career fairs and workforce breakfasts
- **Automatic Cross-Posting** – Extend your job postings to IowaWORKS.gov and Google Job search platforms
- **And more!**
As part of our regional effort to attract and retain workforce, we’ve expanded AccessDubuqueJobs.com across the region. We’ve added local Access Jobs sites for Cascade, Dyersville, Epworth, Farley, Peosta, Grant County, and Jo Daviess County. Now job seekers can target their search to a specific community and still have access to all regional job postings.

**Fast Facts FY 21–22**

- **10,756** Average Monthly Job Seekers
- **1,937** Online Applications
- **1,965** New Resumes Posted
- **22,479** New Jobs Posted
- **349** Internships Posted
- **64** EMSI Analytics Sessions
- **34** HR Actions
- **12** Workforce Visits
Work That Works

Greater Dubuque Development Corporation has partnered with institutions of higher learning and employers to bring flexible, part-time employment opportunities to area students. This program was christened Work That Works and began in a piloted phase in February 2022.

Work That Works is an innovative solution to filling growing workforce needs of area employers and connecting students at institutions of higher learning with high-paying jobs.

These employment opportunities are flexible with individual students’ schedules, including time off for exam preparation, and provide a variety of industry options—from retail to warehousing and manufacturing, with some positions paying over $20 per hour.

Work That Works is not an internship program, as many students taking part will be employed in positions that don’t necessarily relate to their areas of study. The goal of the program is to connect employers with students looking for employment. This could, however, provide an additional avenue to recruit students into internship programs once they have determined their academic focus.

The Work That Works program is a great opportunity for us to connect with students in the area. It promotes the opportunities we have here at Kendall Hunt Publishing, Westmark Enterprises, and Great River Learning in a way that speaks to what students are looking for. We appreciate area institutions of higher learning working with the Greater Dubuque Development Corporation to match students with our current job openings.”

Stacie Halverson
Vice President, Human Resources
Kendall Hunt Publishing/Westmark Enterprises/Great River Learning

Work That Works

Academic Partners
Clarke University
Emmaus Bible College
Loras College
Northeast Iowa Community College
University of Dubuque
UW – Platteville

Employer Partners
A.Y. McDonald MFG. Co.
Bimbo Bakeries
Diamond Jo Casino
Edwards Cast Stone Company
HODGE
Hormel Foods/Progressive Processing
Kendall Hunt Publishing/Westmark Enterprises/Great River Learning
Klauer Manufacturing Co.
Rainbo Oil
Newcomer Services

Greater Dubuque Development has a suite of tools and resources to welcome newcomers to the region, and we were excited to return to in-person events.

Our Distinctively Dubuque program is an immersive, five-evening course where newcomers experience our community in a fun, relaxing, group atmosphere. Regional and community leaders speak on a variety of topics from history to area recreation and much more. Participants also visit different venues and experience local fare.

For a more exclusive or individual welcome, we offer one-stop concierge services for newcomers and community tours to make transitions to our community as seamless as possible.

FastFacts FY 21–22

- 135 INDIVIDUALS RECEIVED NEWCOMER ASSISTANCE
- 78 COMMUNITY TOURS
- 380 RELOCATION GUIDES DISTRIBUTED
- 60 DISTINCTIVELY DUBUQUE PARTICIPANTS
Opportunity Dubuque

Opportunity Dubuque is a nationally-recognized, collaborative, job-training effort developed in response to local employers’ needs for a skilled workforce. Offered through Northeast Iowa Community College (NICC) and funded through Greater Dubuque Development (with commitments from the City of Dubuque, Dubuque County, and the DRA), the program offers training in 18 disciplines to fill high-demand and high-wage careers. Individuals complete industry-driven certifications to upgrade their skills or launch their careers. A win-win for students and employers, Opportunity Dubuque builds career pathways for students to enter the workforce and continue their education and training, while filling employers’ demand for talent.

This award-winning workforce training initiative continues to adapt to the demands of our employers for skilled talent and, with our partners, we are constantly assessing community needs and programs offered.

Before I started the Commercial Driver’s License (CDL) program at [Northeast Iowa Community College], I knew nothing about the truck. I grew and learned. Now I’m driving full time. That’s what I want to keep doing—developing my skills and knowledge.”

Frank Washington
Opportunity Dubuque Graduate
Employed at Atlantic Bottling Company

OVER 850 students have graduated from Opportunity Dubuque programs.
Together Again

After a two-year hiatus, we were excited to return to in-person events.
Business Services

Through Business Retention and Expansion, we help employers navigate challenges and maximize opportunities. Utilizing advocacy and our partnerships with local and state government, institutions of higher learning, and the private sector, we can connect the dots.

Existing Business & InfoAction

Each year, the Greater Dubuque Development team schedules focused conversations with business owners, CEOs, and top managers. Known as InfoAction, these meetings provide perspective on the area economy and actionable data to guide our work in maximizing opportunities and mitigating challenges for regional employers.

Learning about each employer allows us to customize our assistance based on their need—whether it’s expansion, recruitment, training, financing, or supply-chain management. Our resources are vast and we’re here to support each employer’s continued growth.

(Left) Scott Woodward, Plant Director of Camso Manufacturing USA (a subsidiary of Camso Holdings and Michelin North America), stands at the site of the company’s planned expansion in its Peosta facility. The investment includes new equipment to create an additional line and 33 new jobs.
National Marketing

We strategically work to attract new employers through National Marketing who are a fit with our regional business ecosystem. Working closely with site locators and local developers, we assist prospective employers with property searches, data requests, and navigating the process of moving new operations to our community.

Zero Zone (above) expanded its operations to Dyersville, creating approximately 50 employment opportunities in the Greater Dubuque region.
Spotlight: Behnke Enterprises

Behnke Enterprises is one of eight existing businesses to plan an expansion in the last fiscal year. An industry leader in trailer manufacturing, with dealers across the U.S. and Canada, the family-owned business is seeking to increase capacity and jobs at the company’s Farley-based location.

The expansion project plans to invest $4,385,000 and add 34 high-quality jobs to the Greater Dubuque region. With the addition of two buildings, the company will also increase production space by 38,750 square-feet. Both the City of Farley and the Iowa Economic Development Authority voted to provide financial assistance to support this exciting project.

This is the second expansion in as many years. In 2020, despite a global pandemic, Behnke Enterprises added more than 100,000 square-feet of space to its Farley facilities, which was completed in October 2021. During the 2020–2021 expansion, the company invested a significant amount of capital for enhanced capabilities and technology in their facility.

Established in 1987 in Holy Cross, Iowa, Behnke Enterprises continues to thrive and grow in the region. The Greater Dubuque Development team is grateful for the long-established relationship with Behnke Enterprises and to be able to provide assistance as needed through our Business Retention & Expansion program over the years.
$92,655,000  TOTAL INVESTMENT  FY 21-22

141  JOBS CREATED  FY 21-22

254,100  TOTAL SQUARE FEET ADDED  FY 21-22
Strategic Initiatives

Collaboration with partners in the public and private sectors to support the work of community development.

Broadband Expansion

Broadband expansion saw continued success through partnerships.

Comelec Services Inc. and Woodward Communications Inc. have partnered to create Comelec Fiber which will provide fiber internet service to area residential and commercial customers. This new entity plans to extend access to 3,000 residential consumers in 2022 alone.

ImOn Communications is one of several internet providers who have partnered with the City of Dubuque to share fiber conduit infrastructure. A success for both, the City is able to generate revenue from the lease of conduit and the provider is able to connect with customers faster and at a lower cost.

From a commercial standpoint, the community now has redundant universal broadband access in all commercial and industrial areas and is on track for universal residential access by the end of 2024.
Housing

We know housing is critical to our continued growth as a community. Greater Dubuque Development continues to collaborate with cities, developers, and builders to create new, affordable middle-market housing for the region’s growing workforce.

(Above) To affirm a housing need, Greater Dubuque Development funded a 2022 Workforce Housing Study.

(Right) Matt Mulligan, President and Chief Operating Officer at Conlon, discusses the renovation of Kretschmer Lofts that will add 48 housing units.

Child Care Analysis

To clearly understand the barrier that child care is creating for families and our community workforce needs, Greater Dubuque Development commissioned Levi Architecture to complete a comprehensive survey of employers and child care providers in the Greater Dubuque region that analyzes the needs and challenges in more detail. Greater Dubuque Development is aggressively working with employers, providers, local government, and non-profits to find and implement innovative solutions based on the study’s findings.
Thank you to our Greater Dubuque 2022 investors.

Together, with your support and in collaboration with our partners, we achieved continued growth in the Greater Dubuque region.

Addoco, Inc.
Alliant Energy
American Realty of Dubuque
Andersen Windows & Doors
AssuredPartners Great Plains dba The Friedman Group
A.Y. McDonald Mfg. Co.
BARD Materials
Behnke Enterprises Inc.
Black Hills Energy
Blue Sky Solar, LLC
Bodine Electric Company
BTS Inc.
Buesing & Associates, Inc.
Business Telephone Supply
Cartegraph
Cascade Manufacturing Co.
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 Corporation
Eagle Point Solar
East Central Iowa Association of REALTORS
Edwards Cast Stone
Eide Bailly LLP
Empower
Engineering Services & Products Company
Fidelity Bank & Trust
First Community Trust, NA
Flexsteel Industries, Inc.
Giese Companies
Graham’s Style Store
Green Industrial Supply, Inc.
GRONE
Happee Smith Productions
Hirschbach Motor Lines, Inc.
HODGE
Hokamp 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
Klauser Manufacturing Company
Kunkel & Associates, Inc.
KWLL Television
Lamar Advertising of Dubuque
Lime Rock Springs Co.
Loras College
Lumen Technologies
Maquoketa Valley Rural Electric
Maryville Construction Co., Inc.
McCullough Creative
McGraw-Hill Education
Medical Associates Clinic, P.C.
MercyOne Dubuque Medical Center
Michelin (formerly Camso)
MidWestOne Bank
Morrison Bros. Co.
Mulgrew Oil Company
NetSmart Inc.
Northeast Iowa Community College
O’Connor & Thomas, P.C.
Origin Design
Paulson Electric
Platinum Supplemental Insurance
Portzen Construction, Inc.
Prairie Farms Dairy
Premier Bank
Q Casino/Dubuque Racing Association
RDG Planning & Design
RSM US LLP
Radio Dubuque, Inc.
Richardson Motors
Riley’s Auto Sales
River City Paving
Rousselot, Inc.
Southwest Wisconsin Technical College
Spahn & Rose Lumber Company
Steve Moore Real Estate
Straka Johnson Architects, P.C.
Terracon Consultants, Inc.
The Fischer Companies
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 Staff

Mandi Dolson  
Director of Workforce Solutions

Dan McDonald  
Director of Existing Business

Holly Brimeyer  
Director of Communications

Rick Dickinson  
President & CEO

Jason E. White  
VP of Business Services

Karen Kluesner  
VP of Operations

Nic Hockenberry  
Director of Workforce Solutions

Bill Baum  
Existing Business Specialist

Rob Apel  
Existing Business Specialist

Jayne Ervolino  
Administrative Assistant

Dave Lyons  
Sustainable Innovation Consultant

Kristin Dietzel  
Community Tour Guide

Nelson Klavitter  
Community Tour Guide

Chris Apel  
Community Tour Guide

* Contractor or Part-time Staff
YOU can be great here.

2027 Campaign Goals

We’ve proven **YOU can be great here** when we work together. Now let’s get to work on the next five years.

**64,000 Jobs**

By promoting career opportunities and upgrading our resources, we will grow our regional workforce to over 64,000 jobs in the next five years.

**$76,000 Median Household Income**

With the increase in high-quality, high-paying careers, the median household income will reach $76,000.

**$1 billion Construction Investment**

To foster the community’s anticipated growth, we’ll encourage and facilitate $1 billion of new residential and commercial construction.

**105,000 Population**

Meaningful careers and vibrant communities will make 2027 the year our population reaches 105,000.

**-5% Reduce Poverty**

Reduce the number of households below the Dubuque County Supplemental Poverty Measurement by five percent.
YOU can be great here.

Campaign Co-Chairs

Brad Cavanagh
Mayor, City of Dubuque

Alex Dixon
President & Chief Executive Officer, DRA & Q Casino

Joe Hearn
President & CEO, Dupaco Community Credit Union

Tim Hodge
CEO, HODGE

Ann McDonough
Dubuque County Board of Supervisors

Wendy Runde
Vice President & General Manager, Diamond Jo Casino
Investors To Date

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Andersen Windows & Doors
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A.Y. McDonald Mfg. Co.
BARD Materials
Behnke Enterprises Inc.
Black Hills Energy
Blue Sky Solar, LLC
Bodine Electric Company
Buesing & Associates, Inc.
BTS Inc.
Cascade Manufacturing Co.
Clarke University
Cottingham & Butler
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Eide Bailly LLP
Engineering Services & Products Company
Eyedeal Optical
Flexsteel Industries, Inc.
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Kane, Norby & Reddick, P.C.
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Origin Design
Paulson Electric
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Portzen Construction, Inc.
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Q Casino/Dubuque Racing Association
Red Tree Realty of Keller Williams
Midwest Partners
Richardson Motors
River City Paving
Rousset, Inc.
Spahn & Rose Lumber Company
Terracon Consultants, Inc.
The McCoy Group, Inc.
The Metrix Company
TRICOR Insurance
Unison Solutions, Inc.
United Brotherhood of Carpenters & Joiners Local 678
UnityPoint Health – Finley Hospital
Universal Tank & Fabrication
University of Dubuque
U.S. Bank
WHKS & Co.
Woodward Communications, Inc.

Public Sector
City of Dubuque
Dubuque County

YOUR INVESTMENT can be great here.

Be part of the solution and invest in ‘YOU can be great here.’ We need your support in achieving these 2027 goals and ensure we can all be great here.

Contact Rick Dickinson, President & CEO of Greater Dubuque Development, at rickd@greaterdubuque.org or 563-557-9049.