

Planning for Historic Preservation & New Job Creation

By David Heiar

THE DUBUQUE/IBM PROJECT

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planning for historic

PRESERVATION & NEW JOB CREATION

By David Heiar

On January 15, 2009, International Business Machines Corp. (IBM), a global force in the technological world, announced it planned to locate a technology service delivery center in the historic Roshek Building in downtown Dubuque, Iowa, bringing 1,300 jobs with an average salary and benefits package of \$45,000 per year to the area. The center would provide IT support services to corporations and government agencies that have contracted with IBM. The Roshek Building redevelopment was a mammoth project on a swift time line – a project so ambitious that it would ultimately bring fundamental change to Dubuque with an economic impact beyond what anyone could imagine. But the IBM project didn't just happen. Rather, it was the culmination of years of planning and great effort, strategic investment in the city's historic urban core, a community-wide vision, partnerships across the public and private sectors, and old-fashioned commitment and determination.

HISTORY

Dubuque has a population of 58,000 and is located along the Mississippi River in the central part of Iowa. Back in the 1980s, Dubuque was a city experiencing difficult times. In January 1982, its unemployment rate was 23 percent due to major workforce reductions at John Deere and the Dubuque Packing Company. The city lost 7.8 percent of its population between 1980 and 1990, had



1930's Roshek Department Store at Christmas. The nine-story building was the largest department store west of the Mississippi.

no four-lane highway connections, had one antiquated analog phone switch, and the city's property tax rate had reached \$14.58 per thousand while the average value of a home fell nine percent. However, in 1990, community leaders from the private and public sectors came together in what was to be the first of four visioning efforts over the next 20 years that helped change Dubuque.

Local leaders focused on grassroots efforts to address downtown redevelopment and industrial expansion. In 1984, they created the Greater Dubuque Development Corporation (GDDC), a non-profit organization established to help lead the way to investment in industrial and technology parks. This ultimately provided for the expansion and recruitment of over 25 companies adding

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THE DUBUQUE/IBM PROJECT

In fall 2008, Dubuque, Iowa faced the impending reality of dealing with the largest "white elephant" the community had ever known. The owner of the former Roshek Brothers Department Store building was making final preparations to abandon the nine-story, 250,000-sq.-ft. building and move their software operations to newer digs on the south side of the community – a real blow to downtown. Simultaneously, IBM approached Dubuque, proposing to bring 1,300 new jobs to town if a suitable building and other conditions were available. Dubuque Initiatives purchased the historic Roshek Building, enlisted support from innumerable partners, and set the stage for success. The Roshek Building redevelopment project won IEDC's 2010 Public-Private Partnership Award.

more than 1,700 jobs. The parks continue to grow and add businesses.

In the 1990s, Dubuque began a new visioning process called Vision 2000. Over 5,000 area citizens participated in the community planning process in 1991 and 1992. The product, a shared vision statement for the tri-state area (Iowa, Illinois, Wisconsin), served as a guide to community decision making and long-range planning. The City of Dubuque Comprehensive Plan built on Vision 2000 with policies, goals, and objectives for physical, economic, and social aspects of the community.

In 2000, the malaise which struck many similar cities in the second half of the 20th century also managed to affect the community, but forward-thinking community leaders found ways to turn around the city. The most obvious success story was transforming the old industrial riverfront into a vibrant and exciting area for tourism and conventions. Beginning in the late 1990's, the *America's River* project transformed 90 acres of brownfield property at the Port of Dubuque into a destination that captures the Mississippi River's historical, environmental, educational, and recreational assets. The project's goals were to reclaim riverfront property for mixed-use development and create a place where residents and guests could reconnect with the river. Specifically, the development features the Grand River Center, Grand Harbor Hotel and Indoor Waterpark, the National Mississippi River Museum, the Diamond Jo Casino, and the River Walkway. This \$188 million first phase transformed and renewed the community and has inspired a \$200 million second phase as well as development in the downtown and Historic Millwork District.

In early 2005, community leaders again asked "What's next?" As Mayor Roy Buol stated upon his election in 2005, "The next five years will define the next 50 for Dubuque." But what did the next five years hold? Sensing the need to engage more young, diverse professionals in civic life, it was time for a new vision – one in which the greater Dubuque community could embrace and take ownership. The result was Envision 2010, a community visioning process to identify and create 10 projects by



Lobby area with historic display case from the original Roshek Department Store.

2010 that would engage citizens and visitors alike. For most who participated in this process, it meant helping to create a place that has diverse cultural and economic vitality accessible to all.

In total, this process generated over 2,000 ideas submitted by somewhere between 10,000 and 15,000 people. One of the ideas that was born from this process was the Historic Millwork District, a historic district redevelopment modeled after the city's successful downtown redevelopment strategy, which would serve in part as a workforce recruitment strategy. During the 1920's, Dubuque was the home of the largest millworking operation in the United States. Most of these operations closed in the 1960's and 1970's. The Historic Millwork District has over one million square feet of historic warehouse space ideal for urban mixed-use development. The district is perfectly suited to attract entrepreneurs, designers, residents, institutions, and businesses.

The Roshek redevelopment is the largest and most formidable sustainable project ever to take place in Dubuque. From its inception, the redevelopment was fast paced and challenging, with only five months separating the start of the project and IBM's initial occupation. IBM set this timeline to meet the needs of its customer base.



Exterior of the Roshek Building when it was first constructed in the 1930's.



Exterior of the Roshek Building today.

RECRUITING

The development of the district is one of many reasons IBM chose Dubuque in 2009. Like other businesses that have relocated to or expanded in Dubuque recently, such as Hormel Foods and Sedgwick CMS, they did not happen upon this thriving river community by accident. Business development in Dubuque is a result of over 25 years of strategic planning, and the partnership between the community's leaders and the IBM project required a cohesive effort from players across the board. The initial contact regarding the project came through GDDC, which shepherded the project throughout the process. The successful execution of this project, however, required significant input and commitment from local, state, and federal leaders.

Thirty-three organizations were involved in accomplishing this project with the city of Dubuque, but the work of several organizations in particular made this a reality. The process began by responding to a blind lead from a site selector and took about six months. GDDC and the city were the lead organizations responsible for recruiting IBM to Dubuque. GDDC was instrumental in submitting the initial proposal, coordinating the site selection visits, and keeping open lines of communication with the other partners critical to the project's success. Seven local and regional educational institutions played a pivotal role in showing the breadth and depth of the region's talent pool for IBM. The city was responsible for committing and securing the necessary financing and incentives from the city and the state of Iowa to encourage IBM to select Dubuque. The Iowa Workforce Development Office also shared its expertise in helping to recruit the workforce needed to fill 1,300 IT jobs.

The state's Department of Economic Development and Iowa Governor Chet Culver put together an attractive incentive package, clearly demonstrating that they wanted IBM in their corporate population. The financial incentives package included job training funds, grants, and tax credits. Department staff traveled to Dubuque for each meeting with IBM representatives, and Governor Culver attended the dinner during one of the delegation's trips to Dubuque so he could personally deliver the state's warm welcome. The result: a positive understanding of the state's commitment to this project.

Another key organization in this endeavor was Dubuque Initiatives (DI), a local not-for-profit economic development organization that purchased the Roshek

INCENTIVES TO IBM

Jobs Training	\$ 8,500,000
State of Iowa	\$ 13,988,600
City (includes TIF)	\$ 5,594,447
Miscellaneous	\$ 52,500
Total	\$ 28,135,547

Building and was responsible for its complete \$43 million sustainable redevelopment. The conventional and bridge financing for the project was so significant that all 10 local financial institutions formed a consortium to provide the necessary funds to start and complete the project. DI, along with Gronen Restoration, Inc. as the project manager, utilized State and Federal Historic Tax Credits, as well as a \$30,250,000 allocation of New Markets Tax Credits from three community development entities (National Community Foundation, US Bank, and Iowa Community Development).

When GDDC realized that IBM was considering a location in Dubuque, the organization immediately researched the company's corporate culture.

A complex layering of funds was necessary. Major hurdles had to be cleared, including a change in state law to allow timely and sufficient State Historic Tax Credits. Through the New Markets Tax Credit funding, the Community Foundation of Greater Dubuque, a tax-exempt public charity, established a Sustainability Fund which will be used to promote sustainable improvements within the downtown area. Partnerships among economic development organizations, financial institutions, government organizations, non-profits, and educational institutions made this monumental project possible.

When GDDC realized that IBM was considering a location in Dubuque, the organization immediately researched the company's corporate culture. Two initiatives immediately came to attention: IBM's commitment to green, sustainable practices and its corporate philosophy of "aggressive innovation." Considering the fact that Dubuque's leadership was committed to sustainability and its experience with "aggressive innovation" to create change meant that the city was well-equipped to sustain IBM's corporate culture and that both initiatives would have strong impacts on the project's success. Furthermore, the delivery of a product in the redevelopment of the Roshek Building, a historic former department store built during the Great Depression in the heart of downtown, would speak directly to the company's vision for a sustainable project both for its employees and its facility.

Since May 2006, the city has identified being a sustainable city as one of its top priorities. Dubuque's model goes beyond the traditional approach of tackling envi-

FUNDING FOR HISTORIC ROSHEK BUILDING

Federal Historic Tax Credits	\$ 9,797,991
State Historic Tax Credits	\$ 10,651,054
New Market Tax Credits	\$ 5,294,384
Conventional Financing	\$ 17,256,571
Total	\$ 43,000,000

ronmental integrity, challenging the community to also balance this with economic prosperity and social/cultural vibrancy. Balancing these three priorities produces a model that creates a viable, livable, and equitable community, whether that “community” is a business park or downtown urban core, a residential neighborhood, a park or natural ecosystem, or the entire city of Dubuque.

At the heart of the model is the idea that we must look at our built environment as part of the solution and that sustainability and historic preservation are not two, mutually exclusive approaches but rather that historic preservation is sustainability. The most sustainable building is one that is already built and our commitment to preserving a sense of place is exhibited in the policies created by the city's leaders. Today, Dubuque boasts some of the oldest historic, urban districts in the state of Iowa that have been adapted to meet the needs of a 21st century employer.

Dubuque's sustainability model is synergistic with IBM, which includes the impact on people, planet, and profit in its project evaluations. IBM embraced Dubuque's sustainable community initiative and selected the historic Roshek Building as the site of its first IBM service center to be located in the United States this decade. In doing so, the company passed up many other opportunities, including a new, move-in ready building along the East coast, an indicator that the private and public sectors together see the value in preserving historic beginnings as we look towards a new, technology-based future.

ROSHEK BUILDING

In order to look toward the future with IBM, Dubuque needed to face the past. The former Roshek Brothers Department Store Building would be the largest white elephant the community had ever known. In 2008, the owner of the building was making final preparations to abandon the nine-story, 250,000-sq.-ft. structure and move its 350-person medical software operations to a newer facility on the suburban south side of the community, a major impact to the downtown. With various small businesses scattered throughout former physicians' offices and department store sales floors, the owner had determined that moving made more financial sense than a complete building overhaul.

The Roshek Building was originally built to house the Roshek Brothers Department Store, which was the largest retailer west of the Mississippi at the time. Many local residents still remember lingering in front of the elaborate holiday window displays or having an ice cream in the Packet Room restaurant (located on the lower level). Constructed in two halves between 1929 and 1931, the building served as the premier shopping destination in Dubuque for decades. Elevators with white-gloved attendants moved customers among six floors of retail.

Special “Roshek trains” brought shoppers from surrounding communities at holiday time, while moving figures of Santa and his reindeer grabbed children's attention. Roshek's was particularly known for its award-winning window displays, some gaining international

Greater Dubuque Development Corporation

The Greater Dubuque Development Corporation (GDDC) is a non-profit organization established in 1984 to help shape the city's future, focusing on community and economic development. GDDC has a 32-member Board of Directors, which includes representatives from local businesses as well as education and community leaders. The organization is funded with private and public dollars.

GDDC's primary goals are business retention and expansion, workforce development: retention and recruitment, and new business recruitment. With local employers as the source of over 85 percent of the area's job growth, the GDDC created its InfoAction program to provide ongoing, systematic communication with these businesses. As part of this program, it conducts over 250 on-site visits a year with CEOs/top managers to gain insights on opportunities and challenges faced by these companies and to provide solutions and services.

Dubuque Initiatives

Dubuque Initiatives (DI) is a sustainable non-profit organization working as a community partner to undertake challenging projects involving job creation and community revitalization that improve the quality of life for the citizens of Dubuque. The organization was formed in the late 70's and received EDA funding to acquire industrial land. Since that time, DI has used the proceeds from these land sales to reinvest in other community projects.

DI contracts with the city of Dubuque for staff time. The city's economic development staff provide administration assistance and the finance department handles the bookkeeping for DI. The nine-member governing board includes the mayor, city manager, two council members, executive director of GDDC, and four other community members at-large.

renown. During “urban renewal” in the early 1970s, the department store moved to a location which was then on the outskirts of town, and many of the historic architectural features of the building's interior and exterior were covered or removed.

“Aggressive innovation” would become more important to the project than initially realized. In identifying the work that was needed to make the Roshek Building a suitable location for the project, while knowing that IBM did not want to own a building, DI stepped up to the plate. As a non-profit group dedicated to advancing the Dubuque economy and businesses, the organization was willing to take on projects that the private sector might reject. DI agreed to purchase the building. Backed by a loan pool from local financial institutions, the organization set the ball in motion by agreeing to: buy the building and hire a developer who had managed successful historic restoration projects; and renovate the building in a sustainable fashion to meet the needs of IBM, achieving its “green” standards through an Energy Star level of efficiency while retaining the historic character of this anchor on the downtown skyline.

The project involved acquiring the largest commercial building in the downtown from McKesson Corporation (which was relocating its operations to another location in the community), securing the \$43 million financing required to complete the renovation of the Roshek Building, redeveloping the historic building to its origi-



1st floor lobby in the 1970's.



1st floor lobby of the 2010 renovated Roshek Building with retail businesses.

nal grandeur and eminence, committing to making the project sustainable through LEED Gold certification, and restoring the building as a retail cornerstone in the downtown. The Roshek redevelopment is the largest and most formidable sustainable project ever to take place in Dubuque. From its inception, the redevelopment was fast paced and challenging, with only five months separating the start of the project and IBM's initial occupation. IBM set this timeline to meet the needs of its customer base.

Interestingly, during the renovation, the deconstruction manager found a January 25, 1972 edition of the *Telegraph Herald* (Dubuque's local newspaper) behind some drywall with an article, reprinted from *TIME* magazine, entitled "Recycled Centers." It cites the wisdom of reusing existing building stock, as opposed to razing, to make way for new construction, calling demolition "a tremendous expenditure of money, time and public inconvenience." In the spirit of sustainability, over 73 percent of the waste generated from the Roshek project was diverted from landfills through recycling and salvaging. This goal was achieved by the following methods:

- Recycled Materials: scrap metal, wood, concrete, ceramic plumbing fixtures, ceiling tiles, cardboard, light bulbs and ballasts, and carpet.
- Reused On-Site: lumber, electrical conduit, furniture, doors, railings, trim, molding, windows, and hardwood flooring.
- Salvaged for Reuse: cabinets, carpet, fluorescent light fixtures, lumber, shelving, furniture, plumbing fixtures, ceiling tile, doors, glass panels, drinking fountains, wallpaper, blinds, stone, fiberglass insulation, and cubicles.
- Historic architectural elements have been salvaged (and repaired where necessary) and reused throughout the building.
- Over 100 doors were donated to the Cedar Valley Habitat for Humanity Restore. The Restore serves the Cedar Rapids area, which suffered more than \$2.4 billion in flood damage in 2008.

- Over 50 doors were donated to Trappist Caskets, a means of financial support for the New Melleray Abbey, to be made into workbenches.
- Several tons of building materials were diverted thanks to a relationship built with an Amish community in Wisconsin.

It is difficult to convey the magnitude and urgency of the *challenges* created by the project's accelerated pace, while needing to maintain "business as usual" for remaining (and newly arriving) tenants. The following concurrent, juxtaposed project requirements were solved with a combination of steadfast community support and efficient project management:

- Relocating multiple tenants vs. meeting construction deadlines. *Solution:* offering other historic downtown locations, facilitating sometimes daily tenant meetings, and constantly adjusting contractors' work schedules.
- Adhering to the secretary of Interior's rehabilitation standards for crucial historic tax credits vs. meeting the customer call center's design standards. *Solution:* weekly design team coordination.
- Managing the project's large quantity of construction materials vs. lack of staging area due to the dense downtown development site. *Solution:* small, frequent material deliveries and city permission to close adjacent street.
- Ensuring no disruption of service for lower-level tenant's operation, which meant monopolizing the freight elevator vs. moving voluminous materials in and out of the building. *Solution:* installing a temporary exterior construction-designed elevator.
- Replacing existing mechanical/electrical/plumbing and fire sprinkler systems vs. the fire marshal permitting shut down of specific system components for a two-week maximum. *Solution:* daily coordination.
- Providing 24-hour access for 600+ tenants vs. renovating public lobby to its former grandeur. *Solution:* constructing a temporary corridor for safe, clean access to elevators.

- Maintaining electrical service to all floor levels vs. replacing building's electrical "backbone." *Solution:* installing a temporary transformer in the alley.

The goal was to always make challenges become opportunities:

- Working around tenants' freight elevator schedules forced the deconstruction team to work more efficiently.
- Envisioning the plain, white temporary corridor prompted project members to organize a call for public art, resulting in 10 permanent art pieces for the building.

The successes were significant:

- Peeling off wood laminate to uncover beautiful, ornate millwork, cast-iron railings, and other devices felt more like a triumphant treasure hunt than a construction project.
- Architectural features were restored or replicated to striking effect: historic entrances (including cast-iron canopies and lanterns), storefront windows, stairwells, plaster and wood cornice moldings and column capitals, and badly damaged wood and terrazzo floors.
- Landfill diversion rates hit unprecedented levels by donating materials to disaster recovery efforts and non-profits or selling to other local projects.

- Energy-efficient mechanical systems, reflective roofing, low-flow fixtures, daylighting techniques, and other eco-friendly features have created a "green" historic building on its way to LEED Gold.

Area residents feel an ownership in the rehabilitation as the design team collects their artifacts and fond childhood memories and incorporates them into the project. Great attention to historic preservation occurred throughout the project. In October 2010, the Roshek redevelopment project received the Timmy Award from the National Housing and Rehabilitation Association. This award is named after preservation advocate J. Timothy Anderson, who pioneered the adaptive reuse of historic buildings. This national award was given for "Best Historic Rehab Utilizing New Market Tax Credits."

WORKFORCE AND EDUCATION

The "aggressive innovation" did not end with redevelopment of the Roshek Building, which was only one piece in a very large puzzle. How did we successfully communicate to IBM that Dubuque would be a great fit for the organization? We stressed the availability of a quality workforce and educational opportunities.

Workforce is a key issue in any project. Proving we had the human capital to provide a quality workforce of 1,300 to IBM was of utmost importance in this project. With Iowa Workforce Development's dedicated assistance, the city was able to showcase nearly 24,000 per-

IBM TIMELINE

07/01/08	Greater Dubuque Development Corporation (GDDC) receives a request for proposal (blind lead) from site selector
10/03/08	Phone Conference with IBM, GDDC, and Iowa Department of Economic Development
10/14/08	First IBM site visit to Dubuque - two days
10/21/08	Second IBM site visit - two days with new team
11/06/08	Meeting with bank representatives to discuss New Market Tax Credit (NMTC) funding
12/04/08	Third and final two-day IBM site visit to Dubuque, prior to making final selection choice among six competing cities
12/15/08	Phone call from IBM with a verbal commitment to come to Dubuque, pending a formal announcement
01/15/09	Formal announcement by IBM Special Council meeting to set public hearing on \$25 million loan guarantee
01/16/09	Dubuque Initiatives (DI) closes on purchase of Roshek Building
01/30/09	Special DI meeting to award deconstruction contract and discuss tenant relocation plans Approve contract for integrated project manager
02/02/09	Start of construction project
02/19/09	Iowa Department of Economic Development approves financial assistance package for IBM and DI
03/07/09	IBM begins interview process
06/22/09	IBM's initial occupancy of floors 8 & 9
07/01/09	First 350 IBM employees begin work in Dubuque
09/01/09	Next 350 IBM employees begin work in Dubuque
07/01/11	Final 600 IBM employees, for a total of 1,300 employees, begin work in Dubuque, occupying five stories of the nine-story Roshek Building



Lobby area of the Roshek Building showing Café Manna Java.

sons currently employed in IT fields in a 90-mile radius of Dubuque. Labor market information was provided, including wage and benefit information. Through the resources of www.accessdubuquejobs.com (an affiliate program initiated by GDDC in 1997 to enhance local workforce development) and www.iowajobs.org, the IBM human resources staff had over 600 resumes on their first fact-finding visit to Dubuque.

Education is extremely important to the IBM corporate philosophy. Other communities being considered for this project housed major universities; Iowa's closest state university is 90 miles from Dubuque. How could this small, Midwest river town, like so many others across the country, demonstrate that although it was not home to a large state university, it had ample, quality educational opportunities? Who better to demonstrate and discuss the capabilities of the area's higher-education institutes than those who know them best – their presidents and chancellors.

On three unprecedented, separate occasions, the presidents and chancellors from the area (Loras College, Clarke University, Northeast Iowa Community College, University of Dubuque, Southwest Technical College, University of Wisconsin-Platteville, and Kirkwood Community College) came together to host dinners for the visiting teams from IBM, where they could showcase their institutions and commitment to the IT fields. In fact, each visiting IBM representative had access to one or more of the presidents/chancellors on multiple occasions so they could communicate one-on-one. The result was the formation of relationships that are already leading toward partnerships among the schools and IBM and expanded opportunities for growth in the near future.

PARTNERSHIPS

Public-private partnerships were the only way this monumental project could be accomplished under the leadership of the GDDC. A partnership with 33 different organizations was forged to make this job-creation project a remarkable success during a national recession.

This strong coordinated leadership was one of the key reasons IBM finally chose Dubuque as its newest home.

When Joe Dzialuk, vice president of global infrastructure and resource management for IBM Global Technology Services, announced that IBM had selected Dubuque, he mentioned defining factors of the decision, including the following:

- Strong relationships among businesses, government, and others;
- The city's many rankings, awards, and accolades, showing that the rest of the world has acknowledged our hard work and successes;
- Professional attitudes and partnership of involved parties, representing all sectors of the community; and
- The impressive Midwestern work ethic and can-do attitude and skills of our workforce and leaders.

These are the very same factors that have helped Dubuque create change time and time again while staying true to its roots. They are the factors that have renewed the community and have made believers of its citizens.

PROJECT IMPACTS

The recruitment of IBM has dramatically affected the city and its citizens. One cannot overemphasize how the positive economic influence, environmental guardianship, and cultural significance of redeveloping the Roshek Building have energized the Dubuque community.

The project has meant retaining over 100 jobs with existing tenants and adding 1,300 high-tech jobs by July 1, 2011, which in today's economic environment is enormous. It's the difference between Dubuque being a typical small city in this recession suffering from high unemployment and Dubuque being ranked number one by *Forbes Magazine* for projected job growth among mid-sized cities in 2010. These new IBM jobs boast a total payroll of \$60 million per year, which will be spent within the local economy and create additional jobs. In a partnership among DI, the Community Foundation of Greater Dubuque, and IBM, over \$600,000 was committed to a Sustainability Fund to advance sustainability initiatives within the community.



Mezzanine area overlooking 1st floor lobby of the Roshek Building.

This job expansion and subsequent housing needs have drastically improved Dubuque's ability to promote the important economic and environmental issue of utilizing entire buildings. More than 20 upper-story residential projects have commenced downtown since this project's inception. DI, Gronen Restoration, IBM, and the city have raised the bar for quality, sustainable rehabilitation projects and have called national attention to Dubuque's sustainability efforts from news agencies, industry leaders, and even the White House.

This project also significantly added to the diversity of employment opportunities in Dubuque and served as a major step in the community's ongoing transition from a manufacturing-based community to a more diversified, regional employment center.

The Roshek Building redevelopment is breaking new ground when it comes to economic development, historic preservation, sustainability, and technology. These initiatives often conflict with each other, but the city views them as being compatible.

The lessons learned will make similar projects easier to accomplish in other communities. Dubuque has already begun to share its experiences through this process. For the past three years, the city has hosted the Growing Sustainable Communities conference, where keynote speakers and concurrent sessions present projects and lessons learned about Dubuque's quest towards sustainability. Local companies, community organizations, and IBM have addressed the challenges with implementing

sustainability and discussed how Dubuque is working to solve these issues. Dubuque is committed to teaching other communities what it has learned through its work in blending economic development, historic preservation, sustainability, and technology.

Due to the project's success, IBM selected Dubuque to be its first "Smart City" model, demonstrating that cities can make better decisions about energy across all sectors (water, electricity, transportation, natural gas, etc.). This model can be replicated in other communities, once Dubuque and IBM have optimized the tools.

Projects such as IBM's new technology service delivery center do not happen overnight. Though the search and negotiations took place over a period of several months, the groundwork for making a community the right choice requires inspirational leadership with a unified vision, engaged and committed participants, and an open and inviting community – all of which is developed over a period of years.

Since 2005 when Mayor Buol said that the next five years will define the next 50 years for our community, Dubuque has received some significant recognition, like the designation as an All-America City by the National Civic League, one of the 100 Best Communities for Young People by the America's Promise Alliance, and the Most Livable Small City in America by the U.S. Conference of Mayors. However, one of the highest forms of recognition came when a corporation such as IBM decided to invest its hard-earned capital in our community. ☺

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