



# IMAGINE DUBUQUE

## APPENDIX

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▲ Cover of Arts & Economic Prosperity | City of Dubuque Plan

## APPENDIX SECTION 1 LIST OF PAST PLANS

*Imagine Dubuque, the City's new Comprehensive Plan, was created through an extensive, inclusive, and interactive community engagement process, as well as research and reflection on the prior and current planning efforts of the City of Dubuque. The section that follows includes a list of those plans, studies, analyses, and reports that were utilized in creation the 2017 Comprehensive Plan, with an online link to access their specific information.*

### General Planning

First Comprehensive Plan	1936	<a href="http://www.cityofdubuque.org/DocumentCenter/View/34469">http://www.cityofdubuque.org/DocumentCenter/View/34469</a>
Vision 2000	1992	<a href="http://www.cityofdubuque.org/DocumentCenter/View/34482">http://www.cityofdubuque.org/DocumentCenter/View/34482</a>
1995 Comprehensive Plan	1995	<a href="http://www.cityofdubuque.org/DocumentCenter/View/34485">http://www.cityofdubuque.org/DocumentCenter/View/34485</a>
2002 Comprehensive Plan	2002	<a href="http://www.cityofdubuque.org/DocumentCenter/View/34481">http://www.cityofdubuque.org/DocumentCenter/View/34481</a>
Envision 2010	2005	<a href="http://www.envision2010.org/">http://www.envision2010.org/</a>
Sustainable Dubuque	2005	<a href="http://www.cityofdubuque.org/606/Sustainable-Dubuque">http://www.cityofdubuque.org/606/Sustainable-Dubuque</a>
Annexation Study and Update (Report and Maps)	2006	2006 Annexation Study Report <a href="http://www.cityofdubuque.org/DocumentCenter/View/34475">http://www.cityofdubuque.org/DocumentCenter/View/34475</a> 2006 Annexation Study Large Maps <a href="http://www.cityofdubuque.org/DocumentCenter/View/34476">http://www.cityofdubuque.org/DocumentCenter/View/34476</a> 2006 Annexation Study Area Maps <a href="http://www.cityofdubuque.org/DocumentCenter/View/34477">http://www.cityofdubuque.org/DocumentCenter/View/34477</a>
2008 Comprehensive Plan	2008	<a href="http://www.cityofdubuque.org/DocumentCenter/View/34480">http://www.cityofdubuque.org/DocumentCenter/View/34480</a>
Unified Development Code	2009	<a href="http://www.cityofdubuque.org/1209/Unified-Development-Code">http://www.cityofdubuque.org/1209/Unified-Development-Code</a>
2012 Comprehensive Plan	2012	<a href="http://www.cityofdubuque.org/DocumentCenter/View/34479">http://www.cityofdubuque.org/DocumentCenter/View/34479</a>
Arts and Economic Prosperity	2012	<a href="http://www.cityofdubuque.org/1671/The-Arts-Mean-Business">http://www.cityofdubuque.org/1671/The-Arts-Mean-Business</a>
Dubuque County Regional Comprehensive Plan	2012	<a href="http://dubuquecounty.org/zoning/regional-plan/">http://dubuquecounty.org/zoning/regional-plan/</a>
Analysis of Impediments to Fair Housing	2014	<a href="http://www.cityofdubuque.org/2277/Analysis-of-Impediments">http://www.cityofdubuque.org/2277/Analysis-of-Impediments</a>
FY2016-2021 Consolidated Plan	2015	<a href="http://www.cityofdubuque.org/831/Consolidated-Plan">http://www.cityofdubuque.org/831/Consolidated-Plan</a>
STAR Community Rating Profile	2015	Summary profile: <a href="http://www.cityofdubuque.org/DocumentCenter/View/23753">http://www.cityofdubuque.org/DocumentCenter/View/23753</a> Full profile: <a href="https://reporting.starcommunities.org/communities/66-dubuque-iowa">https://reporting.starcommunities.org/communities/66-dubuque-iowa</a>
Council Goals & Priorities	2017	<a href="http://www.cityofdubuque.org/72/Goals-Priorities">http://www.cityofdubuque.org/72/Goals-Priorities</a>



Environmental		
Urban Forest Report	2011	<a href="http://www.cityofdubuque.org/DocumentCenter/Home/View/3142">http://www.cityofdubuque.org/DocumentCenter/Home/View/3142</a>
Multi-Jurisdictional, Multi-Hazard Mitigation Plan	2012	<a href="http://dubuquecounty.org/wp-content/uploads/2015/12/EMS-Multi-Hazard-Mitigation-Plan.pdf">http://dubuquecounty.org/wp-content/uploads/2015/12/EMS-Multi-Hazard-Mitigation-Plan.pdf</a>
Community Climate Action Resiliency Plan	2013	<a href="http://www.cityofdubuque.org/1374/50-by-2030-Plan">http://www.cityofdubuque.org/1374/50-by-2030-Plan</a>
Catfish Creek Watershed Management Plan	2014	<a href="https://cityofdubuque.sharefile.com/share?#/view/sbe2a76064734cf4a">https://cityofdubuque.sharefile.com/share?#/view/sbe2a76064734cf4a</a>
Social/Cultural		
Dubuque Community School District Strategic Plan	2012	<a href="http://www.dbqschools.org/school-board/strategicplan/">http://www.dbqschools.org/school-board/strategicplan/</a>
Community Health Needs Assessment	2015	<a href="http://www.cityofdubuque.org/DocumentCenter/View/27067">http://www.cityofdubuque.org/DocumentCenter/View/27067</a>
Inclusive Dubuque Community Equity Profile	2015	<a href="http://inclusivedbq.org/community-equity-profile/">http://inclusivedbq.org/community-equity-profile/</a>
Human Rights Department Annual Report	2016	<a href="http://www.cityofdubuque.org/DocumentCenter/View/33273">http://www.cityofdubuque.org/DocumentCenter/View/33273</a>
Arts & Culture Master Plan	2016	<a href="http://www.cityofdubuque.org/2269/Arts-and-Culture-Master-Plan">http://www.cityofdubuque.org/2269/Arts-and-Culture-Master-Plan</a>
Economics/Market		
Retail Leakage Report	2015	<a href="http://www.greaterdubuque.org/media/userfiles/subsite_88/files/Retail_Strategies_Dubuque_IA.pdf">http://www.greaterdubuque.org/media/userfiles/subsite_88/files/Retail_Strategies_Dubuque_IA.pdf</a>
Greater Dubuque Skills Gap Analysis	2017	<a href="http://www.greaterdubuque.org/media/userfiles/subsite_88/files/2016%20Skills%20Gap%20Analysis.pdf">http://www.greaterdubuque.org/media/userfiles/subsite_88/files/2016%20Skills%20Gap%20Analysis.pdf</a>
Greater Dubuque Laborshed Analysis	2017	<a href="http://www.greaterdubuque.org/gddc/workforce-solutions/labor-and-wage-data">http://www.greaterdubuque.org/gddc/workforce-solutions/labor-and-wage-data</a>
Source of Income Final Report	2017	<a href="http://www.cityofdubuque.org/DocumentCenter/View/34470">http://www.cityofdubuque.org/DocumentCenter/View/34470</a>
Transportation		
Freeway 61 – 151 Corridor Plan	1990	<a href="http://www.cityofdubuque.org/DocumentCenter/View/34471">http://www.cityofdubuque.org/DocumentCenter/View/34471</a>
Regional ITS Architecture Report	2005	<a href="http://www.eciatrans.org/pdf/Regional_ITSArchitecture_PlanComplete.pdf">http://www.eciatrans.org/pdf/Regional_ITSArchitecture_PlanComplete.pdf</a>
Tri-State Area Integrated Walking Bicycling and Hiking Network Plan	2008	<a href="http://www.eciatrans.org/pdf/Tri-StateAreaIntegratedWalkingBicyclingand-HikingNetworkPlan8-08.pdf">http://www.eciatrans.org/pdf/Tri-StateAreaIntegratedWalkingBicyclingand-HikingNetworkPlan8-08.pdf</a>
East-West Corridor Connectivity Study	2010	<a href="http://www.cityofdubuque.org/1285/East-West-Corridor-Connectivity-Study">http://www.cityofdubuque.org/1285/East-West-Corridor-Connectivity-Study</a>
Complete Streets Policy	2011	<a href="http://www.cityofdubuque.org/DocumentCenter/View/23904">http://www.cityofdubuque.org/DocumentCenter/View/23904</a>
FY 2017-2020 Transportation Improvement Program	2016	<a href="http://www.eciatrans.org/DMATS/meeting_materials/10-13-16/Enc3FinalAmendedTIPFY17-20.pdf">http://www.eciatrans.org/DMATS/meeting_materials/10-13-16/Enc3FinalAmendedTIPFY17-20.pdf</a>
Dubuque Metropolitan Area Transportation Study 2045 Long Range Transportation Plan	2017	<a href="http://passthrough.fw-notify.net/download/790376/http://www.eciatrans.org/DMATS/pdf/PlanningDocuments/DMATSLRTPFinalAmended1-12-17.pdf">http://passthrough.fw-notify.net/download/790376/http://www.eciatrans.org/DMATS/pdf/PlanningDocuments/DMATSLRTPFinalAmended1-12-17.pdf</a>
FY 2018 Transportation Planning Work Program	2017	<a href="http://www.eciatrans.org/pdf/DMATS_TPWP_FY2018%20_Final_revised_06-05-2017.pdf">http://www.eciatrans.org/pdf/DMATS_TPWP_FY2018%20_Final_revised_06-05-2017.pdf</a>
Special Area Plans		
Dubuque Riverfront Plan	1993	<a href="http://www.cityofdubuque.org/DocumentCenter/View/34483">http://www.cityofdubuque.org/DocumentCenter/View/34483</a>
Highway 20 Corridor Land Use Plan	1998	<a href="http://www.cityofdubuque.org/DocumentCenter/View/34484">http://www.cityofdubuque.org/DocumentCenter/View/34484</a>
Port of Dubuque Master Plan	2002	<a href="http://www.cityofdubuque.org/DocumentCenter/Home/View/288">http://www.cityofdubuque.org/DocumentCenter/Home/View/288</a>
Downtown Master Plan (2 binders and guide)	2003	<a href="http://www.cityofdubuque.org/355/City-Planning">http://www.cityofdubuque.org/355/City-Planning</a>
Washington Neighborhood Plan	2009	<a href="http://cityofdubuque.org/DocumentCenter/View/22181">http://cityofdubuque.org/DocumentCenter/View/22181</a>
Historic Millwork District Master Plan	2009	<a href="http://www.cityofdubuque.org/DocumentCenter/Home/View/1115">http://www.cityofdubuque.org/DocumentCenter/Home/View/1115</a>
Historic Millwork District-A Vision of Sustainable Redevelopment	2012	<a href="http://www.cityofdubuque.org/DocumentCenter/Home/View/1747">http://www.cityofdubuque.org/DocumentCenter/Home/View/1747</a>
Chaplain Schmitt Island Master Plan	2017	<a href="http://www.cityofdubuque.org/DocumentCenter/View/21275">http://www.cityofdubuque.org/DocumentCenter/View/21275</a>
South Port - EPA Brownfields Area Wide Plan	2017	<a href="http://www.cityofdubuque.org/DocumentCenter/View/34478">http://www.cityofdubuque.org/DocumentCenter/View/34478</a>





## APPENDIX SECTION 2

# ECONOMIC DEVELOPMENT ANALYSIS

April 14, 2017



# EXECUTIVE SUMMARY

A clear understanding of the national, regional, and local economies is key to developing a Comprehensive Plan that supports Dubuque's existing uses and identifies potential development opportunities. With this knowledge, the Comprehensive Plan can identify policies that realize Dubuque's Economic Prosperity goal:

Sustainability encompasses the City's long-term approach to addressing the local economy, social values, and environmental health. Specific to the local economy, Dubuque's economic prosperity goal encompasses the City's central principles--livability, viability, and equity.

To accomplish the above goal and principles, Dubuque's local economy must be aligned with broader market trends to experience growth and to increase incomes and investment over time. The seismic shifts occurring in all economic sectors will continue to evolve and influence how individuals work, shop, and where they choose to live. The ability to anticipate and respond to these major market changes is fundamental to any local economy. Dubuque, like all communities, is and will continue to be affected by these economic changes. This analysis, as a component of the City's overall Comprehensive Planning process, focuses on Dubuque's economic future and how the Dubuque community can translate those opportunities into economic successes for all residents and business interests.

This economic prosperity analysis considers Dubuque's economic sectors within the context of national and regional sector trends and the City's goal for a diverse local economy. This analysis examines how Comprehensive Plan policies can combine with Dubuque's local resources and national trends to enhance Dubuque's local economy and provide a tax base that supports City services. It focuses on Dubuque's development areas and the City's historic center. This broader market assessment was combined with local market data and public engagement themes to develop a portrait of Dubuque's markets by sector. These sectors include: Commercial Uses, specifically Stores, or Retail, and Office, Housing, Industrial, Higher Education, and Healthcare.

*What kind of community do you want for your children, grandchildren, friends & neighbors, both new and long standing? The only way to have a viable, livable, and equitable community is to make it so. It will not just happen on its own. What does it mean to be viable, livable, and equitable? It will mean something different for everyone, but there will be some common threads.*

*A viable community is balanced, successful, and resilient with active and engaged residents and businesses. A livable community is healthy and safe with social, cultural, and economic opportunities. An equitable community is welcoming, fair, and just with the opportunity for people to have the realistic hope of achieving their goals. A viable, livable, and equitable community is a place where residents feel they can stay and lead meaningful lives.*





The downtown Dubuque sections of the analysis consider these same sectors. This downtown section also includes assessments of the Tourism and Arts and Culture sectors, given their prominent roles in the downtown economy. One additional aspect of this analysis was considering successful economic strategies employed by other communities in addressing their similar economic issues.

Applying this research, planning policy issues, specific to Dubuque's future growth, were observed for each sector. These planning policy issues, posed as questions, follow each section. These questions identify issues and observations specific to Dubuque's market position or local economy, given broader trends. These questions present opportunities for future focus and for engaging new constituencies in enhancing Dubuque's economy during the life of this Plan. Formulating the answers to these questions will establish the framework for implementation of this Comprehensive Plan.

Dubuque's many constituencies, including local government, have developed a framework of local and regional

economic initiatives that position the community for the life of this Comprehensive Plan. Dubuque's economic challenges are the same as those faced by communities nationally—how to grow the local economy, and by extension, the City; how to attract the right talent; how to develop the skilled workforce of the future, despite structural full employment; and how to integrate all of this work equitably, efficiently, and inventively. Dubuque has also experienced minimal population growth since the 1980s—how the City attracts talent and increases overall employment will drive future housing demand and additional market-supported housing options. Dubuque has the initiatives in place that provide the foundation for achieving economic prosperity. Key for the City's future economic success will be connecting these many initiatives, accessing local and regional resources in new and different ways, to grow the local economy.

Despite adding over 15,000 jobs since 1990, Dubuque's population has experienced very minimal growth. To sustain this positive job growth trend, additional market-supported housing options will be critical.

While much of the increased demand for housing in the 1990 to 2015 period was met by new housing in surrounding communities, many economic and environmental reasons including support of the Dubuque Community School District, suggest that in the future it will be important for Dubuque to capture a larger percentage of this demand for new housing within the municipal limits.

The strongest of smaller metropolitan areas in the U. S. exhibit many of the same strengths, challenges, and opportunities as Dubuque. Their future economic prosperity ultimately depends upon their ability to attract—talent (people) and investment (overall business growth)—mostly from elsewhere. To retain and attract talent and investment, being a place where people want to live is fundamental. Sustaining and expanding Dubuque's economy will require more people who stay, return, or move to the City because they want to live in Dubuque because it welcomes new people and ideas and provides great amenities, affordability, access to quality education, and economic opportunities. In other words, a viable, livable, and equitable community.



*Diversify Dubuque's economy by retaining, expanding, and growing local businesses; attracting new businesses; maintaining an abundance of employment opportunities; and offering top quality-of-life options that embrace an equitable community where young professionals want to live and raise their families, supporting the availability of a diverse, skilled workforce.*





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# ECONOMIC PROSPERITY AND DUBUQUE: A BRIEF HISTORY

Dubuque's economic history reflects community resiliency. The City's economy was strongly influenced by its meat-packing and construction equipment industries. As one example, the Dubuque Packing Company (a memorial of which is pictured below) employed over 3,500 people in the 1960's.

However, by the 1980's the combined effects of the recession and farm crisis resulted in massive layoffs and economic decline. By 1982, the City had the highest unemployment rate in the nation at 23%. By 1990, the City had lost nearly 8% of its total population and 10% of its housing stock was vacant.

Since then, much has changed. The City, its institutions, partner organizations, and more recent citizen initiatives have incrementally addressed Dubuque's economic challenges. These efforts include ongoing work in downtown revitalization, economic development and job growth, housing, tourism, equity and inclusivity, sustainability, and many other initiatives focused on quality of life. The City's economy is now much more diverse, with growing strength in insurance, medical, the arts, and high technology fields, while still seeing a strong manufacturing base. Tourism is also an important industry in Dubuque, with well over 1,500,000 visitors annually and growing.

The list of awards, accolades, and national recognition for Dubuque, its citizens, and its local organizations and their programs has grown and continues, given the ongoing focused work of the City and its many partners. All of this work recognizes the importance of local economic success as the basis for growth and quality of life.

Any Comprehensive Plan process, like Imagine Dubuque, emphasizes the community's future. In considering Dubuque's future economic prosperity, the actions necessary to sustain or refine past initiatives will occur in a rapidly changing economic context. All uses—commercial and residential—are experiencing seismic shifts in what defines success. Dubuque and its many partners, given the local economic history, are well prepared to implement this Plan's resulting economic prosperity recommendations.









# NATIONAL AND REGIONAL COMMERCIAL MARKET CONDITIONS

The national and regional trends, affecting all commercial uses, reflect seismic shifts in how consumers behave, how employees work, and how business grows. These broader trends continue to evolve. For Dubuque, capitalizing on its significant commercial assets can enable market-supported growth in store formats and in emerging office uses.

## Stores

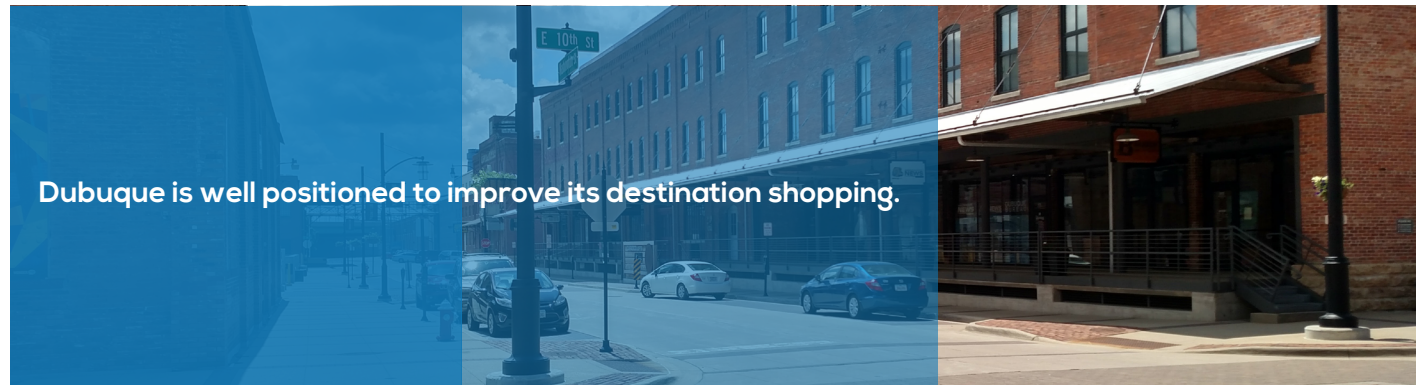
There is a critical transition occurring in the commercial real estate market, as stores join with Internet purchasing to create an “omni-channel” approach to satisfying customers. This transition means that, while past retail success focused on bringing people to goods, future retail success will now involve bringing goods to people. One of the nations’ largest commercial real estate owners and managers, CBRE, explained the change as follows,

**“Online competition is forcing brick-and-mortar stores to step up their game. Stores are offering appealing discounts to attract customers. Another tactic retailers are using is to offer their customers the ability to browse and place orders online with the quick-in-store same day pickup option. It is on-line shopping without having to wait for your item to ship.”**

For large format retailers, this trend translates into having smaller and fewer stores, because the consumer has made the decision at home and will travel to obtain those goods, so that display areas or a large sales floor are no longer needed. For smaller, often independent retailers, this change means having an Internet presence and increasing sales by attracting business from a larger market. For businesses obtaining the majority of their sales from Internet purchases, this means choosing locations in business parks where rents are significantly lower than mall rents and formerly light industrial properties, typically smaller than 200,000 sq. ft., fit same day delivery demands.



Dubuque is well positioned to improve its destination shopping.



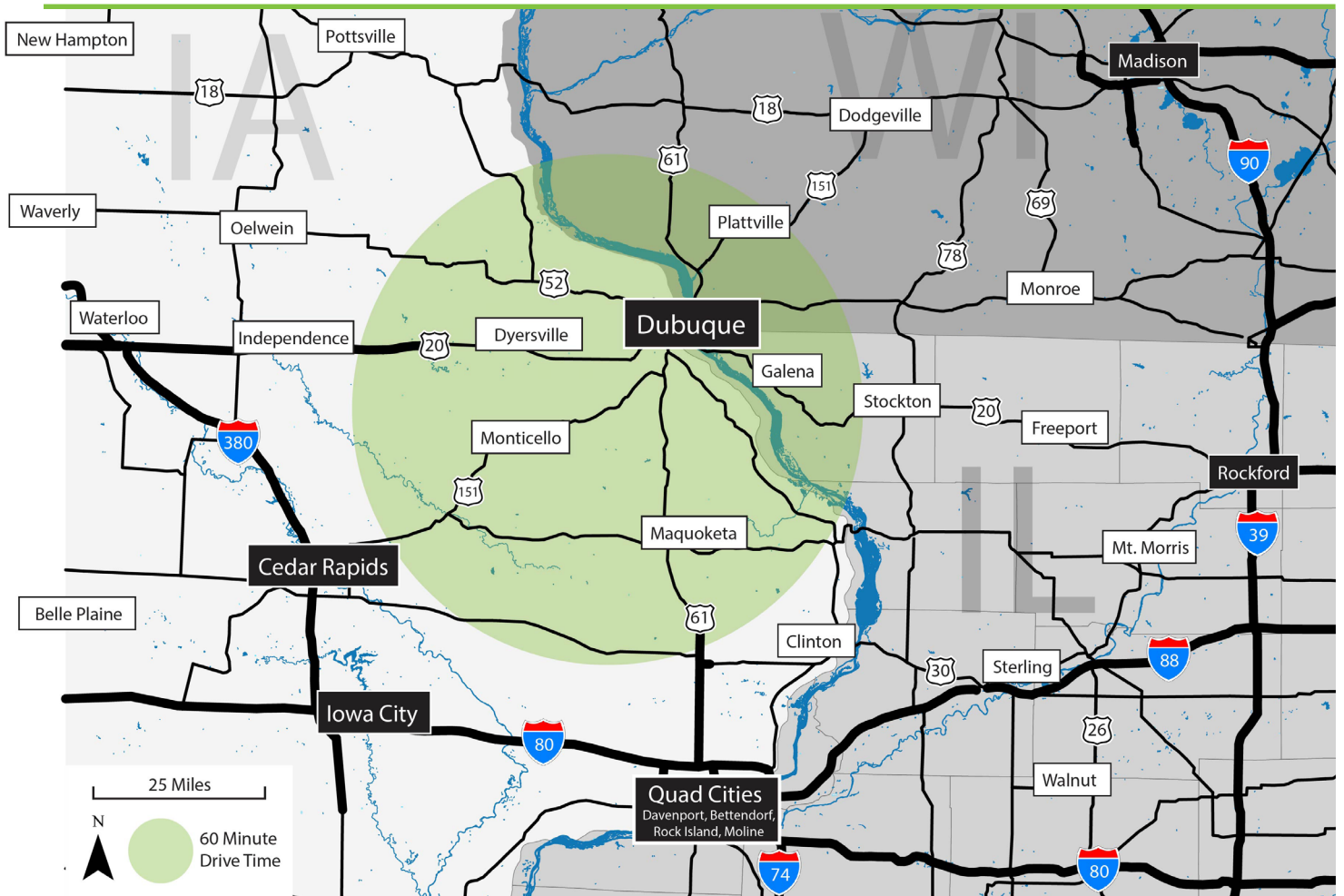


Figure 1: Approximate 60-Minute Drive Time

Increasing distance between national chain retailer's stores means that major shopping clusters are spaced at approximately a 60-minute drive time distances. Figure 1 illustrates that Dubuque is situated more than 60-minutes from sub-region shopping clusters in Madison, Quad Cities and Cedar Rapids.

Although interviews, public input, and consultant observations revealed some dissatisfaction with the existing national chain variety and quality, this national clustering location trend suggests that Dubuque is well positioned to improve its destination shopping. Mall operators in communities like Dubuque, position their properties to attract from a larger trade area, like the above 60-minute drive time. The addition of Best Buy at Kennedy Mall shows a national retailer's recognition of this positioning advantage. Interviews with Dubuque's regional retail brokers indicate that national and regional retailers and restaurateurs prefer locations near Kennedy Mall and to a lesser extent, along Asbury Road and the Northwest Arterial. The trend to smaller and fewer stores means that these same chains are selecting locations in well-known retail locales in growing communities. According to these same sources, the Southwest Arterial, as a retail destination, will remain unproven, lacking a residential population, or rooftops, for many years. For Dubuque's neighborhood commercial districts, maintaining a solid mix of businesses that serves neighborhood residents and attracts patrons from the Dubuque area will be critical.

**For Dubuque's neighborhood commercial districts, maintaining a solid mix of businesses that serves neighborhood residents and attracts patrons from the Dubuque area will be critical.**



## ■ Planning Policy Issues

- With the seismic shifts in the retail sector affecting store sizes, numbers, markets, and location decisions, what kind of retail development will succeed in Dubuque? New retail development in undeveloped areas? Stronger existing retail areas?
- Is the data infrastructure sufficient to support omni-channel retailing?
- How can the trip to Dubuque's national retail clusters be faster and thereby the market extended?
- What gateway, landscaping and design can make shopping trips to local centers promote Dubuque by exposing shoppers to the high quality of life available to its residents?
- Does zoning support large truck access to all areas designated for retail?
- What formerly light industrial properties should be marketed for retail-related distribution?
- How would adding consumer oriented uses change the configuration of business parks?



## Office

Near full employment, workforce constraints, and obsolete lease space in multiple markets nationally resulted in low levels of office market growth throughout 2016. In Dubuque, local commercial brokers report continued, or normal market, interest in downtown office space for employers with 10-60 employees. Interest in build-to-suit office space exists in Dubuque's west end. Construction timing at available sites is problematic for many interested tenants, indicating potential for a limited amount of speculative office construction for small office users.

Although opportunities for new office building are limited by national trends, the daytime population may still be growing as Dubuque residents choose to open home based businesses and telecommute.

The growth of sole proprietors and self-employed contractors nationally supports this trend. The City's efforts to expand its data infrastructure with its major broadband providers will enable home-based businesses to grow. Some of Dubuque's employee population may be served better in home offices than seeking to add office buildings. Separately, telecommuting and home-based businesses often best operate in historic buildings or in new designs mimicking historic buildings.<sup>1</sup>

The City, Greater Dubuque Development Corporation (GDDC), and Northeast Iowa Community College (NICC) have developed an infrastructure for entrepreneurial support including linking the Small Business Development Center (SBDC), its services through NICC, and shared downtown workspace. Nationally, the best of these systems respond to local and regional business strengths. Dubuque's SBDC worked with 237 business owners (see Table 1) in the year ended September 30, 2016. This focused Dubuque effort has been in place for two (2) years resulting in three (3) promising new businesses.

### Dubuque County Small Business Development Center (SBDC) Clients

FY 2016 (YE September 30, 2016)

	%	#
Total Clients		237
Preventure	46.4%	110
Start-Up	19.4%	46
Existing	34.2%	81

Source: Iowa State University; iowasbdc.org; BDI.

Table 1: SBDC Activity

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Dubuque's SBDC (Small Business Development Center) worked with 237 business owners in the year ended September 30, 2016.

<sup>1</sup>Donovan Rypkema, Place Economics, at International Housing Conference, Geneva, Switzerland, September 15, 2016.



## ■ Planning Policy Issues

- Is the data infrastructure sufficient to support businesses in homes? What is the impact of telecommuting and home based businesses on traffic? How should the community view home based businesses?
- How can the City and its many partners tailor Dubuque's local entrepreneurial ecosystem to foster business growth for Stage 1 and Stage 2 entrepreneurs?
- Are there other financing options, in addition to the proposed angel investments, that will support Dubuque's Stage 1 and 2 entrepreneurs and other expanding businesses?

As local entrepreneurial systems and infrastructure strengthen, communities are distinguishing between Stage 1 and Stage 2<sup>2</sup> entrepreneurs and what is required to enable their growth and commitment to the local community. Stage 1 businesses remain high-risk ventures and require ongoing support services to become successful and profitable.

Access to capital will remain an issue for entrepreneurs nationally regardless of business type. According to the Kauffman Foundation, most Stage 1 entrepreneurs started their businesses with personal savings (67%) or bootstrapping (13%), which includes their personal credit sources. Among high growth, or Stage 2, entrepreneurs, only 8% have received angel funding, with 7% receiving venture capital funding. Whether angel, venture capital or established financing sources, such as Small Business Administration (SBA) programs, entrepreneurs need to first prove that their business concept is likely to succeed and provide a satisfactory investor return. Emerging financing options, such as crowd funding, enable business concept testing for new and high growth entrepreneurs and small-scale real estate development.

Immigration is also a factor for entrepreneurship, and by extension, future workforce growth. According to Inc., immigrants start new businesses at twice the rate of non-immigrant Americans. Often, these new businesses are among the fastest growing nationally and tend to be better capitalized at start-up. SBA data indicates that the average start-up capital for an immigrant owner is about \$50,000, usually from personal savings or family loans. With impending changes to federal immigration policies, the implications for the future of immigrant entrepreneurs are uncertain.



<sup>2</sup>According to the Kauffman Foundation, Stage 1 entrepreneurs are defined as those owners refining and validating their original idea and market. Stage 2 entrepreneurs have businesses experiencing exponential growth and are generally working to strengthen business operations and administration.





## Industrial and Airport

### Industrial

The industrial real estate market nationally remains bi-furcated. Larger markets, such as the Chicago area, are seeing significant development and absorption of existing lease space by logistics companies, including Amazon's new distribution centers. These online retailer centers emphasize the 'last mile,' or the ability to access multiple transportation modes to improve customer delivery times. At the same time, build-to-suit locations for small manufacturers and showrooms are being constructed at obsolete industrial sites. Nationally, as shown in Figure 2 below, the average tenant size for industrial properties ranges from about 74,000 SF for the other small user properties, 85,000 SF for manufacturing tenants, and nearly 338,000 for Retailer e-commerce facilities.

### Average Tenant Size for Industrial Space by Sector in 2016

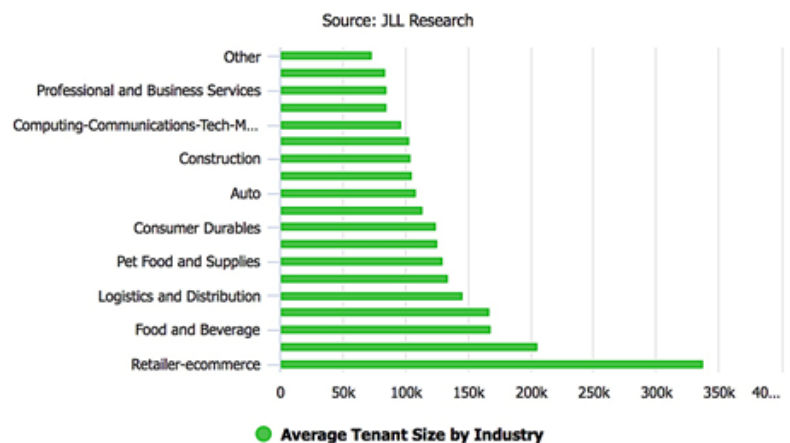


Figure 2: Average Tenant Size for Industrial Space

For regional markets, such as Dubuque, industrial leasing volumes and rental rates increased in the 2-3% range throughout 2016. Local market conditions and availability of adequate inventory are key regional real estate market challenges.<sup>3</sup> The opening of the Southwest Arterial will facilitate the movement of manufactured goods from Dubuque to multiple markets, in addition to opportunities for future growth for Dubuque's technology park and regional airport.

The manufacturing sector is experiencing a technological resurgence, and investment in these new technologies is necessary to respond to market change. Factories are more automated and data-driven. Four (4) technology-related trend sets are essentially driving these changes. They include:

- The Internet of Things, or the ability of the web to link technology with employees to enhance processes, monitoring, and analysis. The result is improved efficiencies and performance and better products.
- Robotics, or as many U. S. manufacturers prefer, 'Cobotics.' This approach combines the innovation that only people can provide with machines that simplify and increase production.
- Augmented reality, or real time data to superimpose virtual reality over manufactured products or create simulated environments to enable improvements in production quality and accuracy.
- 3D printing, or additive manufacturing. This technology is in its infancy but used for prototypes.

The opening of the **Southwest Arterial** will facilitate the movement of manufactured goods from Dubuque to multiple markets.



<sup>3</sup>NAR, Commercial Real Estate Market Trends, 4th Quarter, 2016.

Re-shoring also continues and has since the Great Recession. The manufacturing sector is facing multiple uncertainties, including how future U. S. trade policies impact overall industrial sector growth, including employment growth. Overall, the Bureau of Labor Statistics predicts a decline in the number of manufacturing jobs nationally, and sector employment slightly decreased from September 2015 to September 2016.

Nationally and in Dubuque, the combination of an aging workforce, decreases in workforce numbers, and skills gaps between available work and workers present challenges for all sectors, but is most evident in the manufacturing sector. Manufacturing remains one of Dubuque's major employment sectors. John Deere Dubuque, Andersen Windows, and Hormel represent an estimated 3,600 employees. The City, the GDDC, and their economic development partners maintain strong relationship with local industries to address their workforce issues, specifically how Dubuque's future workers are prepared for careers in advanced manufacturing and technology. As part of this work, integrating the needs of the City's small and mid-size manufacturers into workforce development will be critical to the growth and retention of these smaller firms. Dubuque's workforce projections are summarized in Table 2.

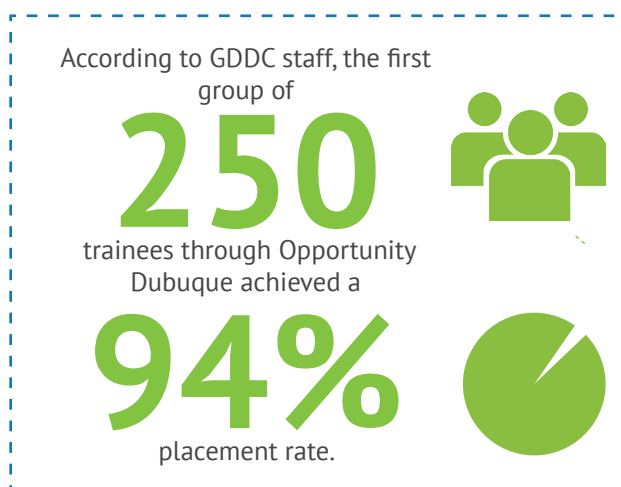
Dubuque's unemployment rate was 3.4% at the end of 2016, which equalizes to full employment.<sup>4</sup> Regional job growth is projected to increase by 9.7% by 2025 while the working age population declines.

Local training and education programs to aid the region's underemployed have had successes. According to GDDC staff, the first group of 250 trainees through Opportunity Dubuque achieved a 94% placement rate. (Opportunity Dubuque is the Dubuque area's collaboration for workforce training and development.) Inclusive Dubuque, a citywide partnership of over 60 groups, also addresses workforce issues and equity, specifically available job quality, career advancement, child-care, and transportation to and from work.

Other communities have extended their more traditional partnerships with local schools and colleges and universities into fully integrated regional alliances to address workforce preparation.<sup>5</sup> These partnerships include local government, local and regional economic developers, nonprofit organizations, the K-12 school system, local and regional colleges and universities, and major employers. Job readiness and employment hard and soft skills are addressed in middle school, high school, and college. Local employers participate in how their workforce issues are being addressed, and training and education addresses projected local employment needs. The joint objective is both employment growth and real salary and wage growth.

Dubuque Workforce: Projections		
	Employment Growth 2015-2025	Change in Working Age Population 2015-2025
Dubuque MSA	9.5%	-1.3%
Dubuque Region	9.7%	-2.5%
Iowa	10.6%	-1.5%
Nation	5.3%	0.1%

Table 2: Dubuque Workforce



### ■ Planning Policy Issues

- How can the City, GDDP, NICC, and their multiple partners supplement existing workforce development programs to assist Dubuque's small and mid-size manufacturers as they work to expand, grow their employment bases, and remain competitive?
- How can these workforce efforts become part of an overall talent attraction strategy for Dubuque's major employment sectors? How can the City provide and promote its livability and amenities for talent attraction?

<sup>4</sup>The Federal Reserve defines a base unemployment rate of 5.0-5.2% as full employment. Chart data from the U. S. Bureau of Labor Statistics and the Federal Reserve of St. Louis.

<sup>5</sup>Owensboro, KY is one example. Owensboro shares several characteristics with Dubuque—similar population, regional hub, river town, lack of interstate access, and one of Kentucky's larger cities. Based upon their projected regional job growth, preparation for work in advanced manufacturing, life sciences, and finance technology.





### ■ Planning Policy Issues

- How will Dubuque's largest businesses, including manufacturers or logistics firms, use DBQ in the next decade? How will Dubuque's growing employers in the tech and industrial parks use DBQ?
- What emerging business categories in Dubuque will impact the need for either DBQ passenger service or commercial and logistics uses?
- What future needs will justify the cost of DBQ expansion?

### Dubuque's Airport

The U. S. air transport system includes about 5,300 public use airports, according to the National Business Aviation Association. Passenger airline service is available at 10-11% of these public use airports. For most non-hub regional airports, like Dubuque Regional Airport (DBQ), local passengers generally comprise 80-90% of passenger traffic. Dubuque's airport is identified in the 2015-2019 National Plan of Integrated Airport Systems as a primary commercial service facility.

At roughly 1,100 acres with two runways in the 6,000-6,500-foot range, DBQ would require expansion to support major freight traffic. (Runways of 8,000 feet are considered the minimum for this type of traffic.) Operations at City-owned DBQ include American Airlines' passenger service to/from Chicago's O'Hare International Airport, general aviation services for DBQ's business and military users, and the University of Dubuque's flight operations program. Any additional passenger service would require a \$4 million-dollar revenue guarantee to initiate service. For non-hubs, the threshold to expand passenger service is typically higher since the numbers of flights supported is low.

Airports like DBQ represent an important component of regional economic development. The connection between an airport and its business users is important on three (3) levels. Talent attraction for local employers with domestic and international travel needs require regular passenger service. To recruit and retain a high-quality workforce, fewer travel connections makes living and working in a regional hub easier. For communities like Dubuque, available passenger service is also a valuable asset for tourism development. Finally, regional airports often serve as centers for smaller-scale distribution of goods, particularly for companies located in nearby industrial parks. With the plan the Southwest Arterial, enhanced links between Dubuque's tech park, industrial parks, and DBQ could enable greater distribution options. Aviation-related companies select regional locations near airports for similar reasons.

### Summary

The commercial development future guided by Dubuque's new Comprehensive Plan may need to blur the lines between traditional land-use types. Well-designed industrial and distribution development will likely attract some omni-channel tenants and homes will include offices where residents telecommute or have home based businesses. Production will remain an important component of Dubuque's economy with additional focus on smaller employers. Dubuque's airport can become an even more important asset to the City's economy.









# NATIONAL AND REGIONAL HOUSING MARKET CONDITIONS

Ever since the 2008 crash that brought the first housing value decline in most homeowner's memory, there has been uncertainty in the national housing market. As this August 2016 Ruhl & Ruhl report documents (see Figure 3), Dubuque and other nearby Iowa markets have recovered well with increases in both the number and value of properties sold.

Figure 3 can be used to understand whether Dubuque is a seller's market where developers and rehabbers should feel confident in creating new properties to sell or a buyer's market where there is downward price pressure that reduces the interest of builders and rehabbers. Most realtors believe that when a market offers less than six (6) months of inventory, it tips from a buyer's market to a seller's market. With only three (3) months of inventory, the Dubuque area is a seller's market with anticipated price appreciation. The challenge in this market is preserving affordability and guiding builders into products with long-term desirability. National market conditions reflect similar challenges—lower inventories of existing homes for sale, increasing mortgage interest rates, and lack of product at entry level prices.

Despite its affordability and desirable housing product, Dubuque faces certain housing market challenges. Housing demand typically follows employment growth and household formation, and much of the area's growth is elsewhere in Dubuque County. The number of households in the City of Dubuque is projected to increase by 1.5%, or about 370 households by 2021. The similar projection for Dubuque County indicates a 3.2% increase,

representing 1,225 households.<sup>6</sup> Recent employment growth in Dubuque County, according to GDDC, remains the highest in Iowa. While Dubuque's demand characteristics are generally positive, other factors significantly influence housing choice.

According to the National Association of Realtors, most homebuyers consider four (4) primary factors in choosing where to live: (1) potential value appreciation; (2) lifestyle needs, including community amenities and character; (3) location near excellent schools; and (4) time and costs associated with getting to work.

Overall, Dubuque is fortunate to have both historic neighborhoods and areas ready for new development. This section looks at the opportunities for investment in the City's historic housing, new development, and redevelopment

of obsolete properties. With the national recovery of the housing market, there is an opportunity for Dubuque to capitalize on new buyers and relocating seniors. During the comprehensive planning process, careful consideration should be given to the match between Dubuque housing products and the desires of new buyers.

Demographics are driving the configuration of new housing products because the two lifestyles that most often buy new homes -- first time buyers and aging owners downsizing—are growing dramatically. In January 2016, the National Association of Homebuilders reported that, "...millennial buyers (those younger than 35) account for 36% of U.S. home purchases, compared with 34% of homes going to baby boomers (those ages 55 to 70)." Research shows that these buyers prefer different home configurations.

2016 Regional Real Estate Activity									
Through June	Average 2016 Sales Price	% Change in Average Sales Price from 2015	2016 Number Sold	% Change in Number Sold from 2015	2016 Sales Volume	% Change in Sales Volume from 2015	Active Listing Count 2016	% Change in Active Listings from 2015	Months of Inventory
Burlington Area	\$116,100	+5%	469	-10%	\$54,442,100	-5%	490	NA	6.1
Cedar Rapids Area	\$173,100	0%	2,233	+6%	\$386,591,900	+6%	1,449	-24%	3.0
Clinton/Camanche/Fulton	\$98,900	+10%	223	-9%	\$22,051,000	0%	291	+2%	6.4
DeWitt	\$176,700	+16%	46	-18%	\$8,130,000	-5%	31	-21%	2.2
Dubuque Area	\$177,200	+8%	536	+11%	\$94,987,700	+20%	370	-12%	3.0
Galena & Galena Territory	\$185,900	-4%	72	+18%	\$13,386,900	+13%	389	-1%	14.9
Galesburg Area	\$85,800	-6%	304	+10%	\$26,081,500	+3%	278	-5%	7.4
Illinois Quad Cities	\$117,100	0%	1,040	-1%	\$121,738,500	-1%	819	-7%	3.7
Iowa Quad Cities	\$185,500	-2%	1,291	+20%	\$239,495,100	+17%	602	-19%	2.7
Iowa City Area	\$219,200	+11%	1,532	+6%	\$335,885,400	+18%	1,289	-7%	3.7
Muscatine/Wilton Area	\$137,900	+6%	266	-1%	\$36,677,100	+5%	171	-7%	3.0
Southwest Wisconsin	\$136,600	+6%	228	+4%	\$31,155,700	+10%	319	+2%	6.5
2016 Regional Total	\$166,300	+4%	8,240	+5%	\$1,370,622,900	+10%	6,498	-12%*	

The merger of the Clinton MLS is causing some data to be suspect. The merger of the Burlington MLS has changed the counties we track. \*Regional total % change in active listings is based on 2016 totals without Burlington Area (6,008) compared to 2015 totals without Burlington Area (6,839).

Figure 3: Dubuque and Nearby Housing Markets

Source: Ruhl and Ruhl, August 2016

<sup>6</sup>According to the Experian data cited elsewhere in this report.

## Millennials

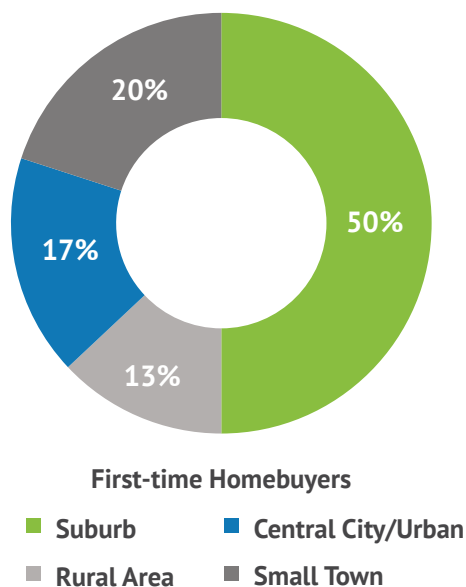


Figure 4: First Time Buyer Preferences

Source: National Association of Realtors 2015 Profile of Home Buyers and Sellers

While the press reports that millennial buyers prefer urban neighborhoods, the largest percentage is buying in the suburbs and one third are looking for small towns or rural areas. The percentage seeking “non-urban” locations is expected to grow as the buying decision is increasingly driven by school quality shown in Figure 4.

While many Millennials are saddled with student loan debt or unable to afford a down payment and may continue to rent by necessity, some realtors believe those who could afford to buy are opting for a renter lifestyle that allows more mobility. Today’s young buyers are waiting longer to purchase a first home because they are unwilling to settle for what their parents bought as a first home. By waiting, they approach the market with a larger down payment. For Dubuque, this likely has implications for purchases of the City’s larger historic homes and more suburban style homes. Figure 4 also indicates that about 2/3 of first time buyers are seeking homes in suburban or urban neighborhoods.

Another trend influencing both Millennials and the Boomer generation is increasing multi-generational living. 14% of new homebuyers are looking to jointly purchase with a parent, and 44% of new homebuyers look for the possibility of accommodating parents in their home at a future date. At the same time, a recent AARP survey of adults age 45-plus reported that 80% of respondents agreed that, “what I would really like to do is remain in my local community.” 75% reported wanting to stay in their current home.

Another impact of the uncertainty of the housing market is growth in the number of “renters by choice.” Between the second quarters of 2014 and 2015, for example, the number of owner-occupied households dropped by 400,000, according to The Wall Street Journal, hitting a 48-year low; in the same period, the number of renter households jumped by 2 million. Research shows that Millennials not only desire smaller rental units, but they also prefer access to amenities, particularly shared facilities for exercising, work, and gathering.

**Iowa Finance Authority's 2017 Housing Tax Credit Awards for Dubuque:**

**Fifteenth Street Apartments**  
- 32 affordable units for families

**Marquette Hall**  
- 25 affordable units for seniors 55+

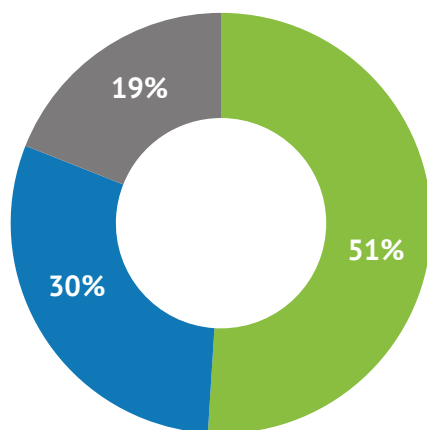
**University Lofts**  
- 43 affordable units for families

**Planning Policy Issues**

- Is Dubuque satisfied with the regional housing product mix, or should it find locations within its boundaries for more housing types to serve area residents?
- Does serving a retiring population require a different type of unit? Are active seniors the target for any future housing proposals?
- How can Dubuque become the regional choice for homebuyers?



## Aging Population



**Housing Size in Retirees Most Recent Moves**

■ Smaller ■ Larger

■ Same Size

**Figure 5: Retiree Home Sizes**

*Source: Home in Retirement: More Freedom, New Choices. Joint Study by Merrill Lynch and Agewave. 2014-15.*

The 2014 American Community Survey indicates that 26% of Dubuque's households (6,379 houses) were headed by someone age 65 or older. If Dubuque residents follow national trends, 75% of those owners hope to remain in their homes, leaving approximately 1,600 households inclined to move. National studies suggest that 5% of those moving want to stay in their community and the balance relocate to be near children and grandchildren or to seek a warmer climate. That suggests that perhaps the demand for senior targeted housing for existing residents could be as low as 80 units. However, there is additional demand for units targeted to the parents of current residents. With 26% of Dubuque homes occupied by a family with children under age 18 living in the house (6,200 homes), it is likely that there could be demand for another 600 to 800 homes targeted to parents of those home owners. A study titled, "Home in Retirement," by Merrill Lynch reported these size choices by retirees purchasing new homes as shown in Figure 5.

In an even greater departure from tradition, some seniors are choosing to rent. Real estate professionals believe some of those households downsized

as people sold their homes in favor of a rental. As people retire later in life, they may seek to balance a hectic work schedule with a less hands-on living situation. Others may find peace of mind in leaving the housing market after years of volatility. Older renters often seek larger, three bedroom units that can accommodate visiting grandchildren and valued possessions accumulated over a lifetime. As these residents age or require greater support services, plans for assisted living and memory care rental housing primarily serve the multi-generational households seeking close proximity to adult children rather than addressing the needs of Dubuque residents.

Dubuque's recently approved senior housing projects incorporate market and affordable housing units. Applewood IV, a new development within Applewood Senior Apartments and approved in 2016, represents 60 new senior housing units. At the time of this approval, City staff indicated that all of the City's senior housing units were occupied, and all existing housing had waiting lists. The proposed housing units are one (1) and two (2) bedroom units.

## Housing Variety



Dubuque's available housing currently presents a wide range of options—small and large vintage homes, suburban-style homes, suburban style apartments, and downtown's rental units in historic buildings. Through its housing programs, the City continues to support the need for quality housing, investment in the City's historic housing stock, and affordability. Participants in this Comprehensive Plan's public outreach efforts identified three (3) additional housing options that could contribute to the City's overall housing variety. These options include market-rate larger senior housing units described above, condominium units,

and housing units affiliated with Dubuque's colleges and universities. (This last option is considered in the Higher Education section of this analysis.) Nationally, new condominium development remains a challenge in major cities. Small luxury developments, typically less than 50 units, have started to occur in major cities. Condominium developments in downtowns in smaller cities, such as Madison, Omaha, and Louisville, are occurring with a typical price point of about \$200,000 for a one-bedroom unit with amenities. Dubuque's recent affordable projects awarded tax credits in 2017 are listed in the blue box on page 14.

## Summary

Dubuque's multiple family housing choices offer differentiation from other communities. This regional position appears to be a competitive choice in the market; however, there may be ways to improve the fit between existing housing choices, Dubuque's affordability, and future markets driven by demographic change.





HERITAGE  
CENTER



## HIGHER EDUCATION

With its multiple colleges and universities, the City of Dubuque has a real competitive advantage. These institutions are not only important to the local economy on many levels, but they have the collective potential to provide a critical partnership to attract talent and business, as well as address projected skills gaps and workforce shortages.

Dubuque's multiple institutions of higher learning are important 'anchor institutions' for the community and the region. Colleges and universities provide stability, resources, and tangible economic benefits to their local communities. Each Dubuque institution continues to participate in civic life in different ways based upon their respective missions. NICC's engagement with the City and GDDC to support the Dubuque region's employment and entrepreneurship growth represents one important example. The University of Dubuque, Loras College, and Clarke University continue to be represented in multiple Dubuque initiatives. The University of Wisconsin-Platteville is also a major regional employer. The City and its economic partners also have relationships with the University of Northern Iowa, University of Iowa, and Iowa State University. There are an estimated 322,000 students in higher education institutions within 100 miles of Dubuque, representing an important talent resource for Dubuque and its employers.

Nationally, colleges and universities of all types and affiliations continue to examine how to extend on-campus programs and expertise to address local issues. This examination includes how any college or university can contribute to addressing and solving actual local challenges in order to advance student learning and experiences and faculty teaching and research. As part of this broader examination, colleges and universities are also grappling with two practical aspects of civic engagement—first, how to coordinate sustained outreach programs around the academic calendar, and second, how to overcome any institution's internal traditions to work in new or more pro-active ways with their local community.

The most typical local partnerships between higher education institutions and their local communities are with the local K-12 education system and with local or regional faith-based non-profits. Volunteer projects, ongoing service learning experiences, and institutional investment are additional ways used to create local partnerships designed to make a difference in the local community and on campus. Additional partnerships continue to emerge as institutions focus on those local problems, identified through community consensus, where they can provide expertise and solutions. Social services, housing, and cultural development are promising areas for local engagement.

For example, major colleges and universities have addressed housing in neighborhoods near campuses. These projects have included developing senior housing (often supporting community adult learning), improving substandard neighborhood housing, and partnering with local developers and others to build new student housing.



**LORAS COLLEGE™**

**UNIVERSITY of DUBUQUE**  
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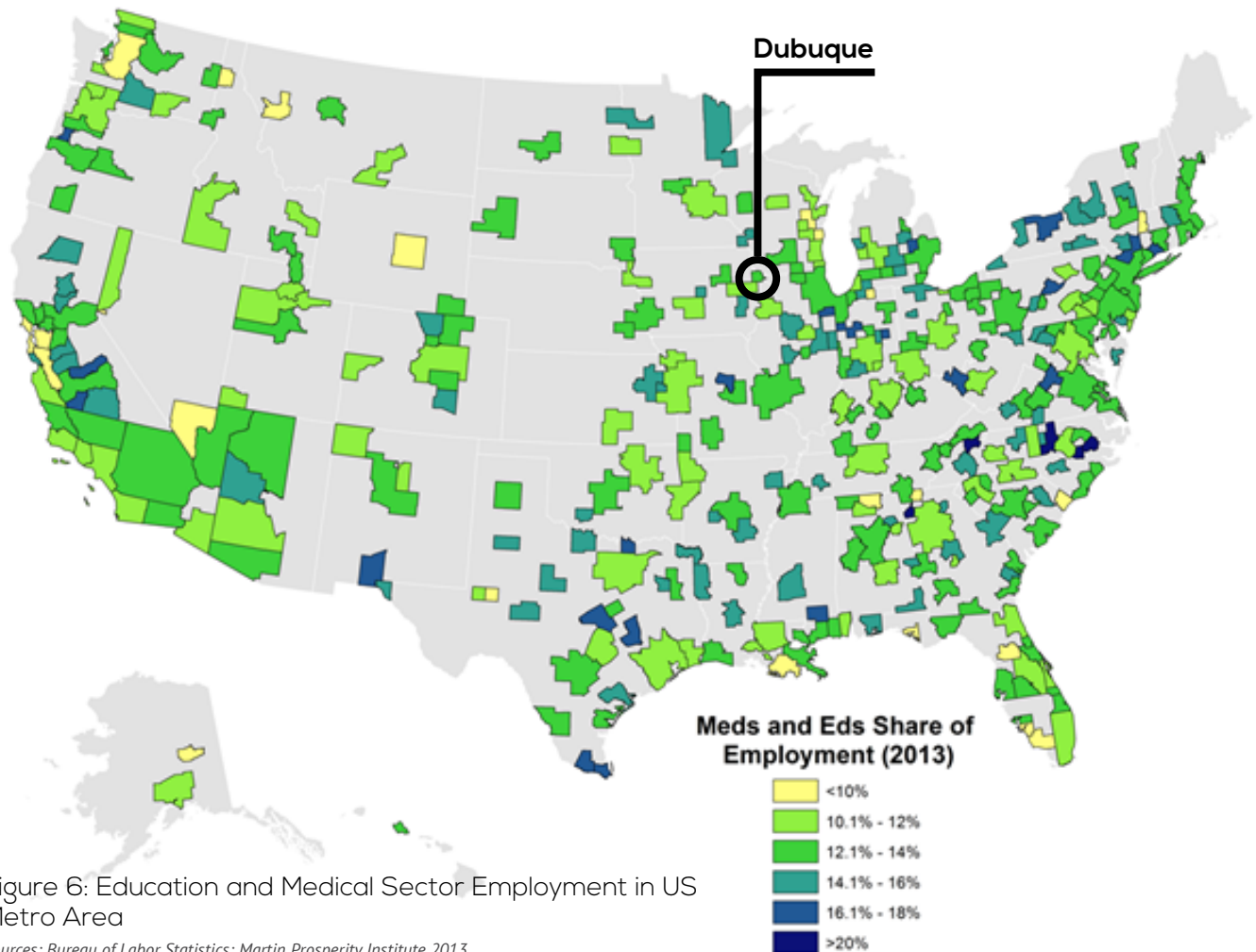


Figure 6: Education and Medical Sector Employment in US Metro Area

Sources: Bureau of Labor Statistics; Martin Prosperity Institute 2013.

Dubuque has both higher education institutions and regional medical facilities. This institutional combination has often been highly touted as an economic development solution for large and small communities. The reality has proved much different over the last decade. Both sectors comprise about 13% of total employment in U.S. metro areas, including in Dubuque (see Figure 6). Dubuque, at 14.1%, is slightly above this 13% average. Both sectors are experiencing significant change in how they relate to their constituencies, and consolidations, particularly in healthcare, continue nationally. For metro areas like Dubuque, the presence of both sectors, despite the changes and uncertainties in each sector, will remain critical to the City's economy--as employers, anchor institutions, office tenants, and regional resources.

### ■ Planning Policy Issues

- How can the City and Dubuque's colleges and universities strengthen existing partnerships to support economic prosperity?
- Are other collaborations to serve the Dubuque community possible in the future, such as improving existing housing?
- Can undergraduate and graduate programs at Dubuque's colleges and universities extend their partnerships with the City and other local institutions to address specific community issues, such as mental health services?



# HEALTHCARE

Dubuque's major healthcare facilities include two (2) regional hospitals (Mercy Medical Center and Unity Point-Finley Hospital), two (2) multi-specialty practice (Medical Associates and Grand River Medical Group) serving the tri-state area, and a federally qualified community health center (Crescent Community Health Center). Each of these institutions is committed to improving and supporting patient quality of life in the greater Dubuque region. Each of these facilities will also face uncertainties as broader industry changes unfold.

Healthcare is a major component of the U. S. economy, representing an estimated 18% of Gross Domestic Product (GDP).<sup>7</sup> The system is enormously complex and faces greater uncertainties over the next decade in financial management, in addressing ongoing staff shortages, and in adapting new technologies that improve both patient care and transparency. The impact of changes to the Affordable Care Act (ACA) adds revenue uncertainty with likely changes to Medicare and Medicaid reimbursements, employer health plan requirements, and availability of private insurance through ACA's insurance exchanges. Hospitals serving rural areas have experienced the most negative financial affects with changes to federal funding formulas, including decisions by individual states not to expand Medicaid.

The generational divide between Baby Boomers and Millennials is also apparent in how the healthcare sector is changing. Within the next decade, the over age 65 cohort will increase by 20 million individuals. This increase represents the fundamental driver for current and projected sector growth estimated at 2.2% annually, according to the U. S. Bureau of Labor Statistics. Millennials and subsequent generations support the multiple technological advances altering healthcare delivery, including access to primary care through new channels (such as retail clinics) and increased transparency from both providers and insurers.<sup>8</sup>



“ Within the next decade, the over age 65 cohort will increase by **20 MILLION** individuals

<sup>7</sup>According to the World Economic Forum at <https://www.weforum.org/agenda/2016/12/seven-global-medical-technology-trends-to-look-out-for-in-2017/>.

<sup>8</sup>Healthcare: Millions of Jobs Now and in the Future. U. S. Bureau of Labor Statistics (BLS) Occupational Outlook Quarterly. Spring 2014 and as cited in 2016 BLS healthcare sector reports.

Employment in the healthcare sector is also projected to increase dramatically over the next decade. By 2024, healthcare is predicted to be the nation's largest major employment sector with 13.7%. Healthcare practitioners and technical and support occupations are predicted to contribute about 25% of all new jobs by 2024. Five (5) of the fast growing occupations require an Associate's degree or better.<sup>9</sup> Figure 7 displays projected new jobs in hospitals by 2022 at their 2013 median annual wage.

Recent employee numbers for the Dubuque region, according to GDDC, emphasize the local expansion of the healthcare sector (see Table 3). Of the region's ten (10) largest employers, three (3) provide patient health services, and two (2) are associated with health care benefits or insurance. In addition, Medline Industries has 495 employees in Dubuque. Anticipated growth in this sector will require new office space for professionals and operations and clinics for delivery of primary care.

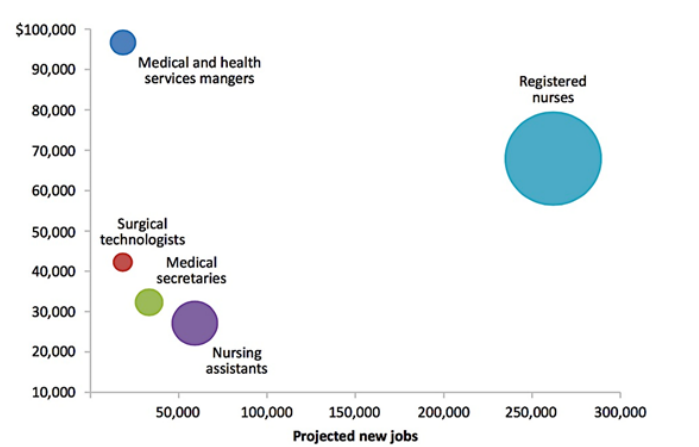


Figure 7: New Jobs in Hospitals  
 Source: Bureau of Labor Statistics, Healthcare: Millions of Jobs Now and in the Future, 2014.

Top Ten Employers in the Dubuque Region		
Employer	Industry	Current Employment
Dubuque Community School District	Education, Pre-K to 12	2,670
John Deere Dubuque Works	Manufacturer, Construction and Forestry Equipment	2,600
Mercy Medical Center	Hospital Services	1,360
Medical Associates Clinic, P.C.	Health Services	1,030
UniversityPoint Health - Finley	Hospital Services	900
University of Wisconsin - Platteville	Education	820
The City of Dubuque	Public Services	820
Eagle Window & Door/Andersen Windows	Manufacturer, Aluminum Clad and Wood Windows and Doors	Confidential
Cottingham & Butler	Health Care, Insurance Agencies, Brokerages, and Third Party Administrators	572
Sedgwick	Claims/Benefits Management and Processing	550

Table 3: Top Ten (10) Employers in the Dubuque Region  
 Source: GDDC Website 2017

<sup>9</sup>These occupations, according to the Bureau of Labor Statistics (U. S. Department of Labor), include: Occupational therapy assistants; Physical therapist assistants; Nurse practitioners; Physical therapists; and Physician assistants.

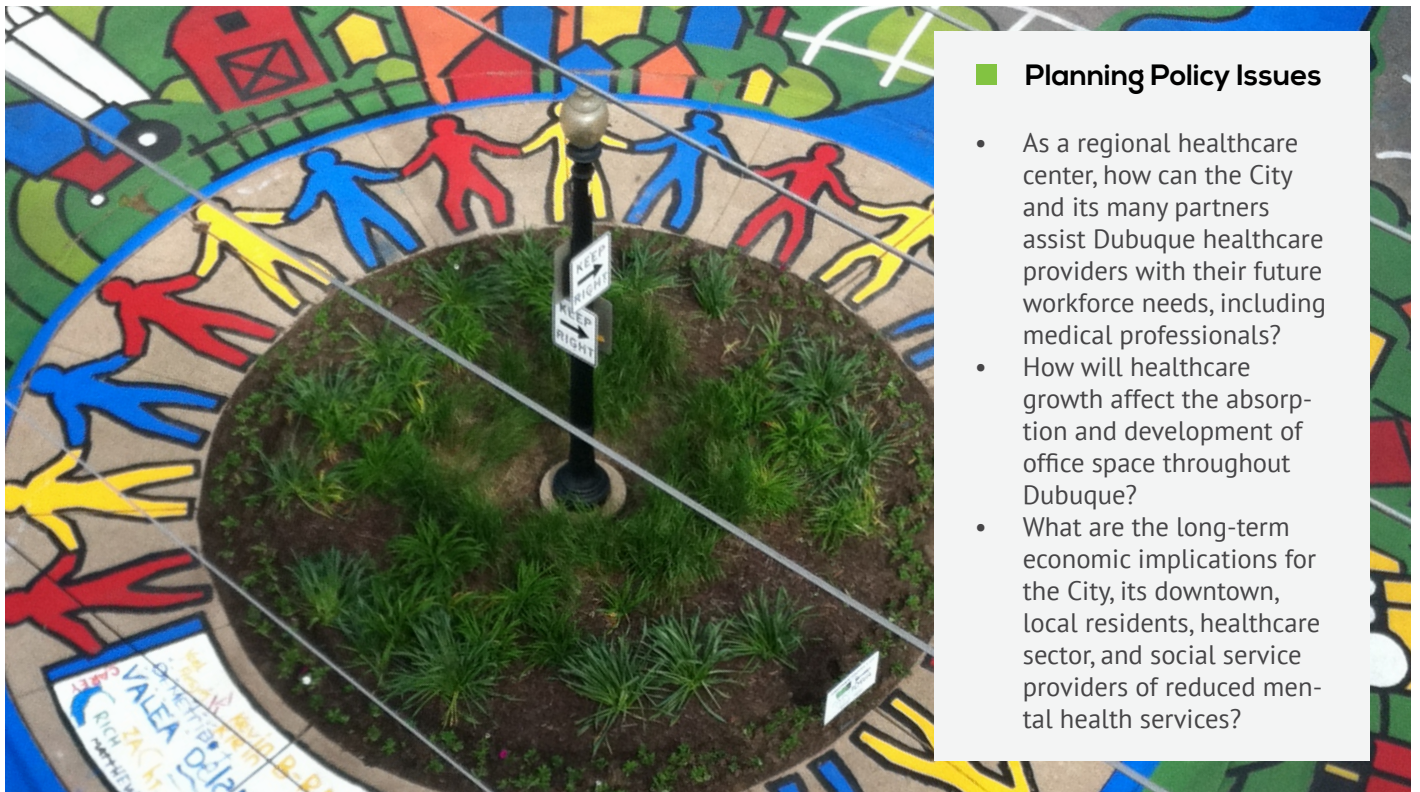


Dubuque's Mercy Medical Center recently completed their Community Needs Assessment and Implementation Strategy for 2016-2018. According to both reports, Mercy has conducted periodic assessments to inform their work in serving the local healthcare needs of the area's poor and marginalized residents. Participants in Mercy's 2015 assessment process included the City's major healthcare providers, City staff, and 16 local partners. This process identified seven (7) 'significant [local] community health needs': reducing obesity; reducing alcohol and substance abuse; managing diabetes, given percentage increases since 2004; improving patient compliance with high blood pressure medications; screening for prostate cancer; improving access to mental health care providers; and lack of bilingual health care professionals. Mercy's focus over the implementation period was identified as reducing obesity, given its link to and potential impact on all of the remaining significant local needs identified in the Assessment.

As part of the outreach for this new Comprehensive Plan, participants in the Inclusive Dubuque workshop identified their most important health concerns related to equity in Dubuque. These Inclusive Dubuque workshop results noted certain local preventive healthcare priorities, also described separately in Mercy's earlier Community Assessment. The workshop participants identified two (2) primary issues: availability of mental health services (75%) and affordability

of fresh local foods (46%). Efforts by Project Hope and the Community Foundation of Greater Dubuque have also examined mental health concerns. Multiple interviewees during this Plan process noted mental health funding and limited access to those services as problematic, particularly for downtown Dubuque. Interviewees observed that a larger percentage of residents requiring those services live near downtown.

Despite lower numbers of uninsured individuals nationally, 18.5% of those with mental health conditions remain uninsured according to The State of Mental Health 2016, published by Mental Health America. (Anticipated changes to ACA will likely affect access to mental health services, though the ultimate impact is unknown.) About 10% of youth ages 12-17 have experienced a mental health issue. An estimated 64% of these affected youth have not received treatment. Mental health care costs present the major challenge in delivering patient care. Other factors include access to mental health care professionals, lack of insurance, and the stigma still associated with mental illness.



#### ■ Planning Policy Issues

- As a regional healthcare center, how can the City and its many partners assist Dubuque healthcare providers with their future workforce needs, including medical professionals?
- How will healthcare growth affect the absorption and development of office space throughout Dubuque?
- What are the long-term economic implications for the City, its downtown, local residents, healthcare sector, and social service providers of reduced mental health services?





L.MAY  
EATERY

River Market  
2nd  
Books

FREDDIE'S  
POP CORN

NO  
PARKING  
1AM-6AM  
TUES-THURS-SAT



# ECONOMIC PROSPERITY AND DUBUQUE'S DOWNTOWN

The sustained success of any downtown, including nationally recognized downtowns like Dubuque's, is a function of how they chose to build upon their unique assets. Downtown Dubuque is visually stunning with riverfront locations and multiple blocks of historic buildings. Dubuque's downtown footprint is large, consisting of ten (10) districts and neighborhoods, each diverse in its character and its mix of uses and opportunities specific to those uses. Downtown is home to the City's cultural and arts institutions and the focus of the area's hospitality industry. It has also been the site for new business growth, particularly for independently owned restaurants. And downtown Dubuque has an established market position as a successful, multi-faceted regional commercial center. This makes downtown Dubuque's continued success fundamentally important to the economic future of the City and the Dubuque region.

## Downtown and Regional Retail

The transitions noted for national and regional retail (encompassing stores and restaurants) within this analysis also apply to traditional downtown commercial districts. Successful downtown retailers must sell through channels such as online and social media, not just at their physical storefront. From a competitive standpoint, downtown retailers must differentiate their products and services within a destination market. Downtown retailers also need to communicate via traditional and new media with their customer community, creating a unique

shopper experience for their customers. The retailer objective is to make it as easy as possible for customers to make a purchase from their business. They need to provide convenience that supports their sales growth, such as online orders with store pick-ups. This service can generate additional sales when customers come to the store. These factors represent the ongoing need for downtown retailers to meet customer expectations amid the seismic changes occurring within the retail sector nationally.



A custom map of Dubuque's downtown is provided in Figure 8, followed by selected demographics in Table 4. This custom market reflects the map of the Dubuque Main Street district's boundaries provided by the City of Dubuque. Markets, shown in Table 4, compare selected downtown's demographics with a convenience drive time (5-minutes), a regional drive time (30-minutes), and the City of Dubuque.

Downtown Dubuque's demographics reflect downtown's strength as an employment center. Downtown area has an employment base of about 9,000. The downtown resident population is 4,214 and projected to slightly decline by 3.5% by 2021, according to the same data source. A solid daytime population combined with a small residential population mean that fewer likely consumers are available when most retail sales occur--after 5PM and on weekends. Consequently, downtown's successful ground level businesses attract customers from larger, or destination markets and through additional sales channels. Incomes for residents within the illustrated downtown geography are lower than those of the City as a whole. Downtown's population is significantly younger, with its low median age, than that of the City and the 30-minute drive time market. (The 5-minute drive time includes much of Dubuque's college student population.) Retail demand for this downtown market represents about 6% of the City's overall retail demand.

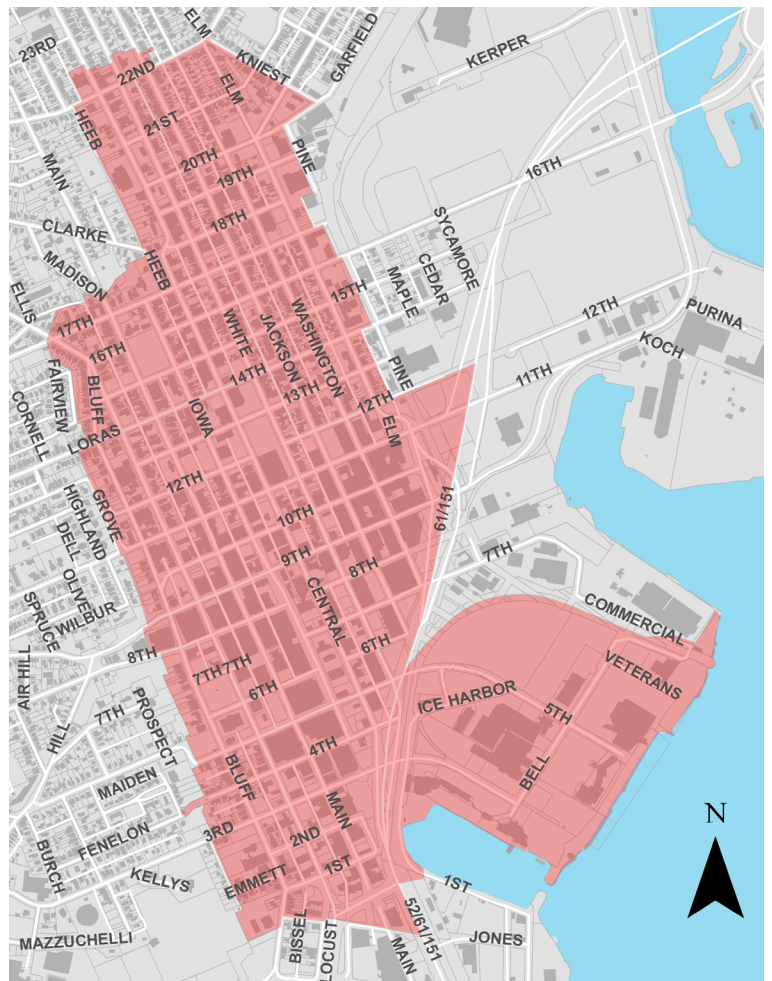


Figure 8: Downtown Dubuque

Selected Downtown Dubuque Demographics				
	Downtown	5 Minute Drive Time	30 Minute Drive Time	City of Dubuque
Total Population	4,214	15,534	128,109	59,135
Total Households (HHs)	1,986	6,168	49,603	24,216
HH Size	2.1	2.5	2.6	2.4
Population Density (Per Sq. Mile)	1,952.61	4,389.15	150.36	1,890.81
Median Age	30.4	29.4	37.6	37.5
Employees	8,818	17,406	83,243	42,767
Average HH Income	\$32,801	\$47,803	\$69,391	\$64,581
Median HH Income	\$22,889	\$34,156	\$54,496	\$48,114
Per Capita Income	\$16,415	\$20,130	\$27,682	\$27,239
% Owner-Occupied Housing	18.6%	40.9%	67.1%	65.3%
% Bachelors Degree or Higher	13.1%	26.4%	26.8%	28.1%
Retail Demand	\$27,510,258	\$102,022,809	\$992,490,309	\$459,301,597
Source: © 2014 Experian, Inc. All Rights Reserved, Alteryx, Inc.				

Table 4: Downtown Dubuque Demographics





An analysis of downtown's ground floor business mix, using Dubuque Main Street's Business Directory, is shown in Figure 9. Overall, downtown's mix is diverse, reflecting its many roles as a government center, visitor destination, and location for multiple institutions and non-profits. Retailers comprise 22% of downtown's overall ground floor business mix. For downtown Dubuque, retail remains a challenged component within the overall downtown business mix. Interviews and public input conducted as part of this new Comprehensive Plan described this challenge. Downtown's large footprint also poses certain physical restrictions for circulation among ground level businesses and existing small clusters, such as in and between Historic Old Main and the Town Clock area. Among downtown's ten (10) districts ground floor vacancy rates, Dubuque Main Street indicates that vacancy rates vary significantly, from 0% in some districts to over 20% in others. Dubuque Main Street indicates an overall ground floor vacancy rate of 5-8%. The overall downtown vacancy rate from a local real estate professional was estimated at 20%.

A need for a downtown grocery store was often cited during Plan outreach. Dubuque Main Street's directory indicates 14 food-related retailers. These include the Hy-Vee on Locust to the south of downtown and the Eagle Country Market at 1800 Elm, in addition to other specialty retailers. With these nearby locations, a

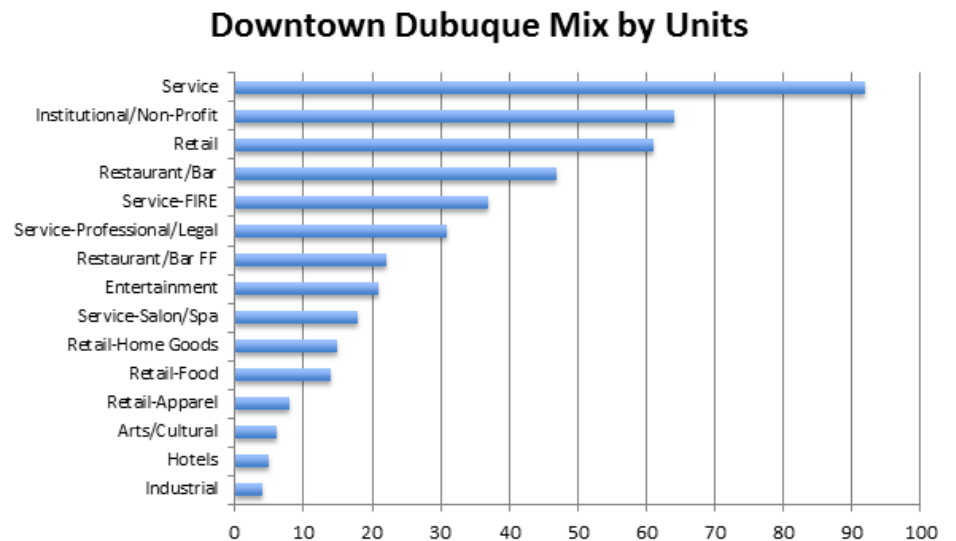


Figure 9: Downtown Business Mix by Units

Source: Dubuque Main Street Business Directory; BDI

third major grocer opening successfully in downtown Dubuque is unlikely. Restaurants have emerged as a significant component of broader retail sector growth, accounting for an estimated 15% of total retail sales, excluding auto-related sales, throughout most of 2016. According to the National Restaurant Association, about 70% of all restaurants nationally are independently owned. Industry-wide, this is viewed as an important competitive advantage. Independently owned restaurants, like traditional storefront retail, have the capacity to target and quickly respond to customer expectations and needs. Increasingly, restaurateurs are employing technology to better respond to customer needs, creating process efficiencies with vendors and customers and gaining important data to maintain and expand their customer bases.

Participants in this Plan process described certain downtown Dubuque restaurants as the 'best in town.' These same interviewees indicated that a greater variety of restaurant types and cuisines are needed downtown. Additional downtown entertainment venues to supplement dining options were also suggested. While the definition of entertainment venues varied, process participants agreed that increasing entertainment options would be important to downtown's continued success and to attracting employees to the community.

### ■ Planning Policy Issues

- How will downtown's ground level business mix be best managed to sustain a retail component?
- How can downtown's restaurant mix diversify, attract more customers, support local growth in tourism, cultural arts, and entertainment, and be profitable?
- How can the City and Dubuque Main Street work together with downtown's grocery-related businesses to help them respond to the downtown market?
- What businesses or basic services are missing from downtown's mix, such as childcare facilities, which can support downtown employment growth? And support the needs of downtown and nearby residents who work throughout greater Dubuque?

Downtown and Employment

Downtown Employment	
Sector	#
Services	3,761
Manufacturing	1,039
Retail Trade	1,028
Finance, Insurance, & Real Estate	923
Public Administration	872
Transportation, Communications, Electric, Gas and Sanitary Services	866
Other	329
Total	8,818
Sources: © 2014 Experian, Inc. All Rights Reserved, Alteryx, Inc.; BDI.	

Table 5: Downtown Employment

Downtown Dubuque’s function as an employment center for office tenants, primarily service businesses and the region’s professional practices, is well established. Downtown employers, such as Cottingham & Butler, have received statewide recognition for their jobs programs. Current employment by sector in downtown Dubuque is displayed in Table 5. Within the sectors noted below, nearly 1/3 (33.2%) of downtown jobs are concentrated in tourism-related or dependent sectors.

For regional downtowns, like Dubuque, three (3) national and regional trends have implications for future employment growth: attracting and retaining young professionals; supporting local entrepreneurship in more tailored ways; and adapting existing downtown buildings for diverse users, including small scale manufacturing.

The ability to attract talented and skilled professionals is critical to the future of both the City and the professional firms located in downtown Dubuque. Again, this concern mirrors those of employers in similar metropolitan areas. To attract new workers to the community, particularly for highly skilled and professional positions, downtown Dubuque’s professional practices and major service businesses are using a regional approach to employee recruitment, providing opportunities for extended internships in Dubuque and other cities in eastern Iowa and working to place applicants throughout the region. For some firms, the attraction of highly skilled support staff is also problematic. Other

communities use similar strategies to increase business and employment growth within their downtown areas and ensure that professionals consider all of the benefits associated with living and working in their community. For the professional firms located in Dubuque and throughout eastern Iowa, the challenge is attracting new professionals to their local communities. These same downtown Dubuque employers indicate that once these young professionals spend time in Dubuque, they appreciate Dubuque’s quality of life and decide to remain in the City.

Downtown’s current business mix includes ten (10) tech-related firms, or 2.2% of the overall mix. Nationally, the tech sector payroll represented 12% of all private sector payroll and 7.1% of GDP in 2015, according to industry trade association CompTIA. For local communities, enabling the expansion of these firms (and often, other downtown service firms) requires a new and more individualized approach to incentives versus more traditional incentives focused either on job growth or project attributes. This approach identifies what may be important to a particular business, such as shared parking, and works with ownership to identify a solution. Downtown tech firms and tech workers have also been contributors to long-term workforce development in their local communities by teaching code and programming to local students. Code Cape in Cape Girardeau, MO, developed by privately owned Codifi in the City’s downtown, offers ongoing code and programming classes for third graders and older.



Downtown's historic buildings and unique spaces, such as the Schmid Innovation Center, are often the place where small businesses start, enabling these businesses to grow revenues and employee numbers while managing start-up costs. The Dubuque real estate community has extensive experience in adapting downtown's historic properties for a mix of uses. The City has supported historic building rehabilitations and business growth through multiple programs, such as assisting businesses in Cable Car Square in meeting ADA<sup>10</sup> access requirements. Sustainability encompasses the historic preservation idea that the 'greenest building is the building already built.' Given these realities in Dubuque and elsewhere, the uses for historic buildings in downtowns and traditional commercial districts continue to expand. The emergence of small scale manufacturing in these traditional districts links aspects of the local food and 'maker' movements. Many of these firms have emerged from shared, or co-working, spaces. This type of production encompasses a wide range of products--non-perishable food, coffee roasters, craft brewing and distilling, and custom apparel production. (Publicized examples include Opportunity Threads in North Carolina and Shinola in Detroit.) Other emerging business

types, such as Makers Row, connect local product designers and small manufacturers, providing access to customers in a larger market. On the local level, these smaller scale production facilities often have destination retail components, attracting new customers to the downtown.

In addition to small-scale manufacturing, other large-scale uses for historic buildings include vertical farming, regional data centers, and recreation. These uses require substantial square footage, and improving technology has made these uses more sustainable. Minnesota's Garden Fresh Farms grows their products in vintage warehouse space and sells to grocers and to the public. Recreational examples include REI's climbing wall located within a former tramway powerhouse listed in the National Register of Historic Places. Smaller modular data center systems can be readily installed in existing or historic buildings. These centers are then available for multiple users, such as universities, groups of businesses, or as separate secure facilities for larger data centers. Data Center Knowledge, a leading industry source, predicts a transition to smaller markets and the use of multiple smaller data centers to serve those markets.<sup>11</sup>

## Downtown and Housing

According to local real estate professionals, an estimated 300 housing units have been developed in downtown Dubuque within the last few years—all through adaptive use of historic buildings. The units developed to date have been nearly absorbed by the local market. Developers indicate that additional projects will not occur until absorption is complete, but the market for new downtown housing units is proven, assuming consistent population growth. One development uncertainty for similar projects is whether Historic Tax Credits and New Markets Tax Credits remain as Congress begins work on tax reform.

One consistent observation among Plan interviewees was the long-term potential for downtown Dubuque and its multiple neighborhoods to support varied housing options within the City. Several areas in and near downtown Dubuque are designated as an Urban Revitalization District. Owners have benefitted from City programs intended to improve multi-family properties, expand home ownership, and increase the number of housing rehabilitations, particularly in the Washington neighborhood, in partnership with Community Housing Initiatives. Steeple Square

<sup>10</sup>The Americans with Disabilities Act (ADA) and related state accessibility requirements.

<sup>11</sup>Gillis Cashman. "Small Data Center Markets Bracing for Change." Data Center Knowledge. Online. January 6, 2016.



### ■ Planning Policy Issues

- How can the City, GDDC, NICC, Dubuque Main Street, and their many partners add to their existing programs and collaboration with the business community to attract and retain downtown workers?
- How can the downtown business community contribute to downtown and regional workforce development objectives?

plans to incorporate housing with education and training for residents. Market-rate housing also remains important for the greater downtown, and the potential to encourage new purchases through available incentives and improved services exists. Housing developments, such as those in the Millwork District, successfully combine market-rate and workforce housing units.

Three (3) broader housing trends have implications for downtown Dubuque. Renting by choice remains an important trend, specific to downtown living as shown in Figure 10. The other two (2) trends, described below, include the emergence of niche housing options and the idea of community as a component of housing choice.

In successful traditional downtowns, housing project financing often includes the use of federal tax credits that require the project be income generating. Whether upper story redevelopment, unique units in rehabilitated downtown buildings, or downtown infill construction, members of multiple generations prefer renting versus owning real estate. Downtowns, with their easy access to work, dining, entertainment, and shopping, are often the preferred location.

Nationally, home ownership rates are at their lowest levels since tracking began in 1965. These low rates (62.7-62.9%) have been consistent throughout 2015 and 2016, based upon January 2017 data published by the U. S. Census Bureau. (The highest rate of home ownership, according to the U. S. Census Bureau, was 69.2% in 2005, just prior to the recent Great Recession.) These homeownership rates also reflect a re-thinking of whether wealth is created by middle-class investment in an illiquid asset--a personal residence. Specific to this trend, Millennials have delayed household formation, remaining as renters for longer time periods; Baby Boomers want a known cost for housing as part of retirement planning; and Generation X, now entering their highest earning years, are also renting to retain flexibility in job changes and moves.

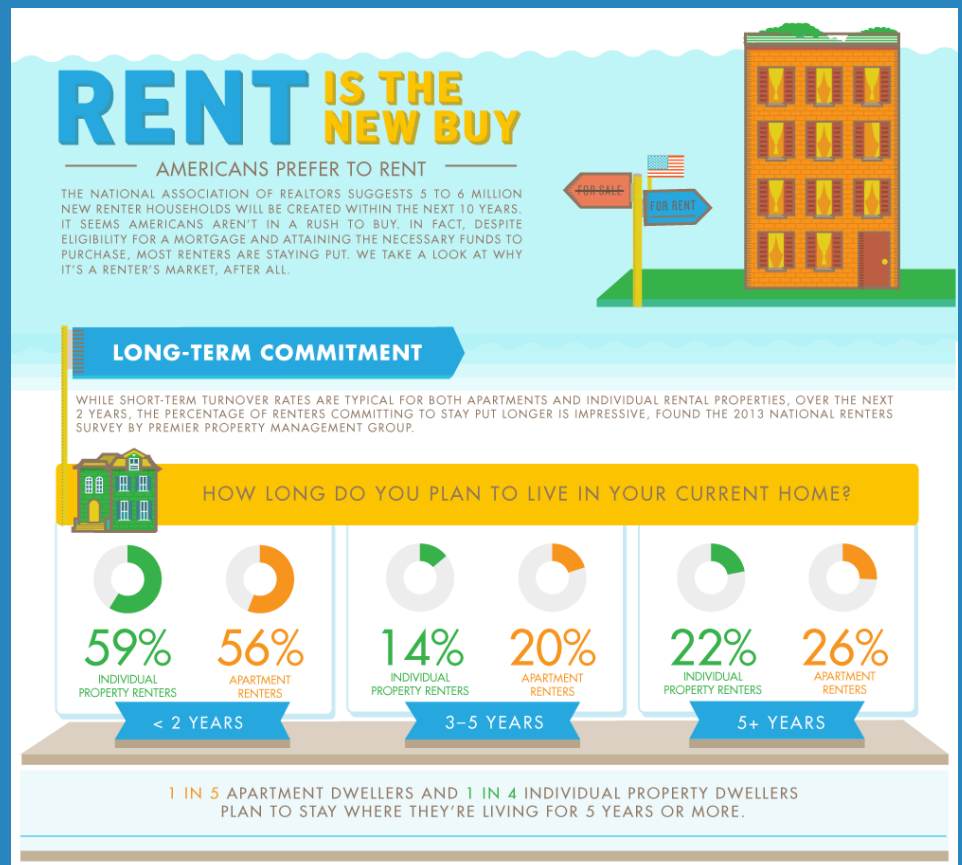


Figure 10: Renting or Buying  
Source: National Association of Realtors 2016

Across the U. S., niche housing is an emerging trend in and near downtowns. Niche examples include health and wellness, artists and writers, developments catering to a specific ethnicity, and intergenerational communities. University affiliated Senior Living is one component of intergenerational senior housing and presents opportunities for new housing types in college towns. Several participants in this Imagine Dubuque process identified this housing type as a potential opportunity. An estimated 50-100 affiliated communities currently exist among the nation's 2,800 higher education institutions.<sup>12</sup> The relationship between the senior housing development and their affiliated college or university varies, but these develop-



## ■ Planning Policy Issues

- What policies, including new housing options and formats, will support downtown population and residential growth?
- Can housing in downtown Dubuque and its surrounding neighborhoods accommodate the need for improved quality, affordability, and new housing types?
- Can the City and partners, such as Inclusive Dubuque, comprehensively address the issues facing downtown's proximate neighborhoods in new ways to support current housing objectives?
- Should owners of other housing types in or near downtown be eligible for incentives?
- What services are needed downtown, such as childcare or transport to medical care, to enable downtown living and generate incremental business, employment, and residential growth?
- What if federal tax credits, including the federal Historic Tax Credit and New Markets Tax Credit, are eliminated as part of tax reform? How can the City, Dubuque Main Street, and downtown's real estate interests minimize the financing impact and ensure successful future rehabilitations for housing?



ments typically exhibit these three (3) basic characteristics: (1) A location within one-mile of the college or university; (2) A percentage of residents, usually 10%, with connections to the college or university; and (3) A formal program of learning, incorporating both college or university academics and contributing the local community.

While earlier developments within this housing category offered residents both access to learning and a continuum of healthcare options, recent developments emphasize active participation in the learning community and the local community. Regions and locations with stable housing markets have seen the most post-recession development. Development types include new construction and rehabilitation of existing structures. Several of the most successful developments are located in communities with smaller colleges and universities.<sup>13</sup>

In addition to the increasing numbers of renters and new housing options, the broader idea of how housing creates 'a sense of community' has become an element of housing choice. Downtowns, as the heart of most communities, are often the location. This idea of community reflects what's valued by residents, regardless of whether a new development or rehabilitated housing. It encompasses lifestyle preferences for quality of life, strong social networks, multigenerational relationships, and access to basic services, recognizing that 'aging in place' is more than just a nice house.

This 'sense of community' has become a critical component of addressing affordable housing issues in neighborhoods proximate to traditional downtowns, like those Dubuque. The City's recent Source of Income Committee Report<sup>14</sup> and past Housing Commission work acknowledges these issues and support the creation of more affordable housing. Often households in these neighborhoods have lower average and median incomes than the remainder of the community. Complementing their existing affordable housing programs, cities are also recognizing the importance of the existing neighborhood networks and institutions, including neighborhood schools. These networks and institutions form the basis for each neighborhood's unique social safety net. Recognizing that these proximate neighborhoods include residents with talent and ambition, affordable housing, and strong social networks is the basis for emerging policies focused on strengthening the neighborhood, improving its housing stock, and providing viable opportunities for residents to prosper.

<sup>12</sup>These program numbers also include similar programs operated by junior colleges. In communities with major universities, contractual access to a continuum of healthcare and the university's active financial participation in the senior housing development are additional attributes, promoted by the local real estate community. Developments with these additional attributes, or criteria, are also defined and known as UBRCs, or University Based Retirement Communities.

<sup>13</sup>Examples of varied affiliations with smaller colleges and universities include Mary's Woods at Marylhurst University in Lake Oswego, OR; Lassell Village at Lassell College in Newton, MA; and Kendal at Granville at Denison University in Granville, OH.

<sup>14</sup>This report was issued in February 2017.





 NATIONAL MISSISSIPPI RIVER MUSEUM & AQUARIUM



# TOURISM

Dubuque’s downtown is Iowa’s premier tourist destination. It is the place that most visitors will experience during their time in the City. Downtown’s multiple cultural institutions--the Smithsonian affiliated National Mississippi River Museum and Aquarium, three (3) performance theaters, and the Dubuque Museum of Art, among other sites—are compelling reasons to visit the City. Downtown hosts a full calendar of special events annually, offering many ways to experience the City. Most of the City’s major hotels and event spaces are located downtown. Multiple visitor activities are river-oriented, whether day cruises or day visits by riverboats offering Upper Mississippi River cruises.

Travel Dubuque’s 2016 Fiscal Year End Report noted that tourism generated nearly \$330,000,000 in travel-related spending for the area. This spending supports nearly 3,000 jobs in Dubuque County. The most online inquiries to Travel Dubuque’s website are from Iowa and the surrounding states. Given available analytics, Travel Dubuque has identified two (2) primary audiences for marketing to the leisure traveler—an older (age 50+) higher income traveler without children, and a younger (25-49) middle class, family focused traveler. Survey data indicates that 2/3 of Dubuque’s visitors are traveling for vacation or leisure and 21% are traveling to visit family and friends. As shown in Figure 11, Dubuque’s hotel occupancy rate was either comparable or stronger than in Iowa’s ten (10) other comparison markets, reflecting the City’s position as the state’s top destination. Interviews with downtown hotel management also referenced these occupancy levels, and a new hotel is planned for Dubuque’s downtown.

The U. S. Travel Association (USTA) indicates that domestic travel for leisure will increase at about 2% this year, given increased consumer spending and a strong labor market. Four (4) trends are also affecting U. S. domestic tourism and have implications for Dubuque and its downtown.

### DATA COLLECTION

The CVB works with area lodging properties to collect monthly occupancy data. The CVB then collectively tracks the average occupancy across full service, select service, and B&B properties. This data is also compared with the Smith Travel Report (STR) to gauge Dubuque’s overall occupancy compared to the top 10 county hotel markets in the state of Iowa.

### OUTCOME

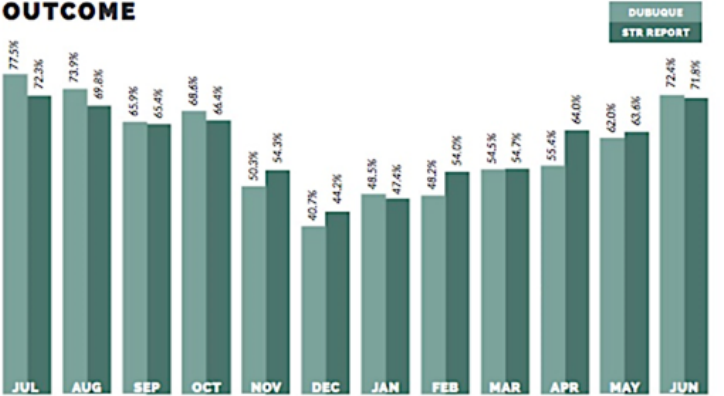


Figure 11: Dubuque’s Hotel Occupancy (from Travel Dubuque’s 2016 Fiscal Year End Report)



**Inclusivity** will become increasingly important to the tourism market with the continued growth of several market segments. Examples include Hispanics, Millennials, and Baby Boomers. The Hispanic travel market is growing faster than any other segment. U.S. Travel Association (USTA) data indicate that this market is younger, with incomes increasing faster than any other market segment. While their primary impetus for travel is visiting family and friends, local experiences are also important. Millennials are more likely to travel with their friends. They prefer places that deliver a singular visitor experience and are accepting, particularly of the LGBTQ community and their LGBTQ friends. Locally, the welcoming activities of Inclusive Dubuque will remain important to Travel Dubuque, Tri-State Tourism, and other key hospitality partners in enhancing the City’s overall visitor experience.



**Visiting more 'out of the way' domestic destinations** that retain their geographical sense of place will be part of the overall desire for travel experiences. Other experiences relevant to Dubuque region include agri-tourism, heritage and cultural tourism, and sports tourism. Baby Boomers and their Millennial children share this preference for different places and experiences. Boomers increasingly want to visit these types of destinations with their family, including their grandchildren.



**The impact of the sharing economy**, even in smaller tourism markets, will affect how travelers experience any community. The ride sharing market disrupters, particularly Uber and Lyft, are changing how each visitor circulates within any community--to major sites, local amenities, and the length of their visits to those sites and amenities. In a 2016 survey of 38,000 passengers in major U. S. cities, Lyft data indicates increased local spending in restaurants and bars and longer visits, given ride reliability. Similar to ride sharing are lodging options, such as Vacation Rentals by Owner (VRBO) or Airbnb. Both lodging services indicate the availability of a small number of options in Dubuque, primarily in or near downtown, and in the region.



**Given the importance of Dubuque's riverfront to tourism**, one trend specific to cruise travel is the dramatic growth of river travel within the U. S. New market competitors use smaller ships and promote an all-inclusive travel experience, including fine dining. The French America Line initiated a cruise stop in Dubuque in late 2016; Viking River Cruises plans to introduce upper Mississippi River trips in 2018. Both lines characterize their trips as a premium travel experience, emphasizing an appeal to 'travelers versus tourists.' Viking, in particular, targets English-speaking visitors from the U. S and abroad. The introduction of additional Mississippi River cruises, with their international customer base, will enhance visibility for Dubuque with the potential for increased passenger traffic to Dubuque's airport. The introduction of additional visitors and cruise service to Dubuque may necessitate improvements to riverfront visitor facilities.

### ■ Planning Policy Issues

- Are infrastructure improvements required to enable greater visitor circulation and cruise ship access along Dubuque's riverfront? Do the tangible and intangible economic benefits to Dubuque's local economy justify those infrastructure costs?
- With Uber coming to Dubuque, are there other components of the sharing economy, such as temporary rentals, that make economic sense for Dubuque and its downtown?
- What can Dubuque's visitor experiences convey about the Dubuque experience that could help local employee attraction efforts?











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# ARTS AND CULTURE

Few communities of Dubuque's size have the quality of arts and cultural institutions, as does Dubuque. With a recently completed Master Plan, the City and local arts and cultural institutions can expand their reach, simultaneously supporting economic growth and quality of life.



In addition to the cultural institutions noted in the Tourism section of this analysis, Dubuque currently supports an active symphony orchestra that plays at venues located downtown and elsewhere in the City and the 50-year old Academy of Ballet. Several of Dubuque's arts entities are more grassroots in approach, such as the Dubuque Area Arts Collective and the City's Mindframe Theater, which recently launched an Indiegogo crowd funding campaign. Dubuque's Arts and Culture Master Plan, completed in December 2016, describes the local arts and culture sector as small but active.

The Master Plan identifies four (4) sets of priorities for implementation of this Plan by the City, Dubuque area arts organizations, and other key local partners. The priorities include:

1. Promote and support arts and culture as Dubuque's competitive edge.
2. Boost capacity for arts and culture to thrive.
3. Foster engagement at all levels.
4. Cultivate connections.

The Arts and Culture Master Plan also recognizes Dubuque's arts and culture sector as an important component of the local economy and as an additional opportunity to differentiate Dubuque as a unique place. Arts and culture programming is also identified as an equitable and inclusive means to engage all residents. Much of the Master Plan describes the importance of strengthening the local arts and culture infrastructure, including funding sources, volunteerism, and professional expertise. In cultivating connections, the Master Plan encourages increasing this sector's overall visibility and facilitating more joint work among Dubuque's arts and culture leadership with the business community, educational institutions, and the City's public and non-profit sectors.

Specific to this economic prosperity analysis, the Master Plan estimates that arts and culture currently generates over \$47 million in economic impact and support the equivalent of 1,530 full-time jobs. Dubuque's arts and culture sector, as has occurred nationally, has been recognized as not only important to quality of life, but the economic impact extends beyond recirculating resident and visitor dollars to being part of attracting talent and investment to Dubuque. Implementation of this Master Plan will be critical to Dubuque's local artistic and cultural institutions and the City's future.

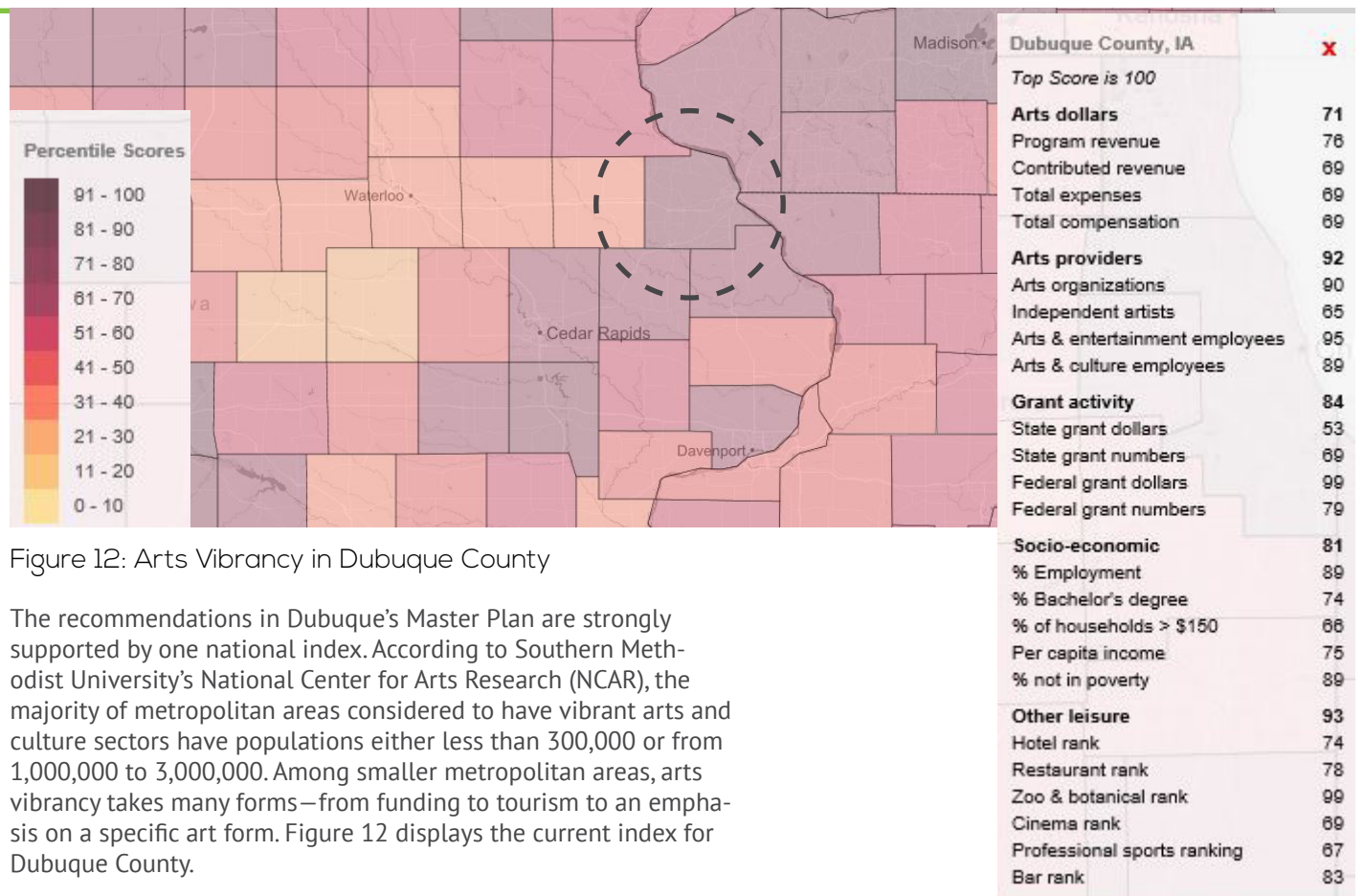


Figure 12: Arts Vibrancy in Dubuque County

The recommendations in Dubuque's Master Plan are strongly supported by one national index. According to Southern Methodist University's National Center for Arts Research (NCAR), the majority of metropolitan areas considered to have vibrant arts and culture sectors have populations either less than 300,000 or from 1,000,000 to 3,000,000. Among smaller metropolitan areas, arts vibrancy takes many forms—from funding to tourism to an emphasis on a specific art form. Figure 12 displays the current index for Dubuque County.

This index considers three (3) dimensions of local arts-related activities: supply, or the number of arts providers in any community; demand, or total arts dollars including program revenues, contributions, and expenses; and the amount of government support, meaning state and federal arts-related dollars. With proposed cuts to arts funding at the state and federal levels, the likely negative impact on local arts and culture entities, such as those in Dubuque, will also affect their local economies.

## Summary

While Tourism and Arts and Culture provide citywide benefits, Dubuque's programs within these sectors are focused downtown. Both attract residents and visitors to downtown and the rest of the community. Both sectors not only supplement downtown's entertainment cluster but also provide amenities enhancing the City's quality of life and ability to attract talent.

For Downtown Dubuque, its economic opportunities parallel those of the City. Growing the employment base, strengthening all of downtown's residential areas, sustaining downtown's character, and promoting Dubuque downtown as a truly unique destination and cultural center are important aspects of future economic prosperity.

## Planning Policy Issues

- How can support for Dubuque's arts and culture institutions become embedded in the talent attraction process?
- Recognizing the importance of this sector to Tourism, Dubuque's vision for Economic Prosperity, access and inclusivity, how can the City and its many partners work to increase support (financial and human resources) for the arts and culture sector?









## APPENDIX SECTION 3 COMMUNITY ENGAGEMENT

- OUTREACH SUMMARIES / NEWS UPDATES
- QUICK POLL RESULTS
- IDEA SPREADSHEET



# Imagine Dubuque... We asked, you answered: How do we make Dubuque a more viable, livable, and equitable community?

[imaginedubuque.com](http://imaginedubuque.com) /2016/08/23/imagine-dubuque-we-asked-you-answered-how-do-we-make-dubuque-a-better-place-to-live-work-shop-visit-and-play/

August 23,  
2016



This past weekend marked the kick-off of the City of Dubuque's Comprehensive Plan, entitled "Imagine Dubuque". To jump-start outreach and public engagement, an "Imagine Dubuque Idea Booth" was stationed at Friday night's "Dubuque... And All That Jazz" event and at Saturday morning's Farmers Market. Boards showcasing an array of empty chat-bubbles beckoned folks to come share ideas on how to improve Dubuque. In addition to sharing ideas via written chat-bubble, booth-goers also noted comments via "My Idea Is..." Chalkboard-Cameos

[In the news: Click here to view local news coverage of the project and events!](#)

The focus of “Imagine Dubuque” is [broad and comprehensive in nature](#) and as such, so were the ideas heard! From arts and culture, health, jobs, and diversity... to the types of dining options, destinations, public transit, hours of service, and sustainability.

## So what did you say, what did we hear?

Ideas streamed in from a multitude of folks – local Dubuque residents, new and tenured; those who had moved away, those who had moved back and those who were considering moving back; students, business owners, visitors from surrounding communities and those from out-of-state, parents, kids and seniors.

As noted above and showcased via the photo mosaic at the bottom of this article, ideas were wide-ranging. When each comment board was completed, a new one was posted for filling in with the completed board displayed for everyone to see and comment upon. Where individual ideas were liked by others, a blue sticker was placed next to it. Some of the initial ideas and themes heard during the 2-day idea fest include the following:

- Dubuque has so much going for it already, let's not undermine all the greatness to date!
- Enhance bike-ability, make on-street biking safer and expand the trail network (and how about some mountain biking given the great terrain)
- More family-friendly dining options
- Attract and support diverse populations; understand the barriers they face and create solutions that speak to / address such (language, childcare, transit, wages, community integration)
- Extend transit hours at night
- More entertainment options for kids and teens (water park, splash pad, trampoline park, skate park, arcade, indoor sports facility)
- Reduce crime
- Further existing eco-friendliness via city-wide composting, more community gardens
- Help underserved residents regain stability via incentives and support





# High School Students Imagine Dubuque!

[imaginedubuque.com/2016/09/27/high-school-students-imagine-dubuque/](http://imaginedubuque.com/2016/09/27/high-school-students-imagine-dubuque/)

September 27, 2016

Teska



- *What would make Dubuque more livable, viable and equitable?*
- *What words come to mind when you think of Dubuque?*
- *What local places do you love to go to?*
- *Where do you hang out with friends?*
- *What do you want to see more of in Dubuque?*

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These were just some of the questions posed to a focus group of 50+ students from Wahlert Catholic High School on the morning of Tuesday, September 20<sup>th</sup>. The goal of the focus group was to (1) introduce “Imagine Dubuque”, the campaign for the new City of Dubuque Comprehensive Plan; and (2) gather students’ ideas and visions on how to improve the future of Dubuque. A primary goal of “Imagine Dubuque” is to ensure the plan reflects and celebrates the collective “voice” of the community, and hearing from teens (i.e. the future of Dubuque) is an important part of that equation.

A brief presentation by project manager, Mike Hoffman with Teska Associates, introduced Imagine Dubuque to students and provided context as to the purpose of the City’s Comprehensive Plan. From there a series of open-ended questions were posed, with the students providing the answers.

“How do we make Dubuque a more livable, viable and equitable place?” asked project manager Mike Hoffman. “What are the places you enjoy going to? What’s missing? What needs to happen to make Dubuque a place you’d want to move back to after college?”

Wahlert High School Teacher, Barbara Ressler, who helped organize and oversee the focus groups, encouraged students to, “Dream big, say what comes to mind; there is no wrong answer.”

Over the next two hours, students spoke freely about what they liked most about their community as well as what they’d like to see more of. Below are a handful of quotables and photo highlights from the classroom event.

- **What we love:** Sustainability, the people, diversity, the river, the small town charm of Dubuque, the name “Dubuque”, architecture, our city is the perfect size, Dubuque is photogenic, the arts, parks and nature.
- **Where we go:** Riverwalk, Museum, 5 Flags, the Mall, movies, TJ Maxx, bowling at Cherry Lanes, chick filet, arboretum, Eagle Point Park, Mines of Spain, Buffalo Wild Wings
- **What we want:** Recreation center with a rock climbing wall, live music venue that teens can go to, more places to places to hang out that don’t cost a lot of money, unique retail and restaurants, more opportunities to participate in arts and events in the community, more apartments / housing options for post-college graduates, more hiking trails, improved public transportation, a minor league baseball team.





# Long Range Planning Activity

Date: September 20<sup>th</sup>, 2016



## Dubuque Headlines: Think 10 years into the future, what news headline do you want to see about Dubuque?

- **Dubuque, where everybody wants to be**  
*How does this consider becoming more viable, livable, and equitable?*
  - Furthers adaptive reuse
  - Provides more housing options attractive to young folks
  - Enhances entertainment options
  - Furthers sustainability
  - Highest graduation rates
  - Provides succession training and knowledge
  - Provides more job opportunities, tech centered employment
  - City has thoughtfully planned senior housing
  - More commercial airlines

- **Dubuque is 100% Energy Independent!**

*How does this consider becoming more viable, livable, and equitable?*

- Less costly to heat/cool
- Reduce fossil fuels
- Increase public transportation
- Access to new technology
- Volume of use and costs, decrease
- Culture of sustainability
- Partnerships with businesses
- Provide incentives / funding / grants
- Provide affordable internet
- Further education regarding such

- **Dubuque has increased diversity and is welcoming to all cultures!**

*How does this consider becoming more viable, livable, and equitable?*

- People who cannot afford cars have transportation
- Improves safety
- Furthers social connections in NBHD
- Enhances partnerships
- Reduces poverty
- Provides workforce development and business recruitment

- **Dubuque, the safest city**

*How does this consider becoming more viable, livable, and equitable?*

- Low crime rate
- High ACT Scores
- #1 Destination (River / Tours)
- Reduction in vacancy rates
- Completes Port development
- Year-round school, summer programming
- Complete Streets
- Improved Infrastructure
- Cleaner air initiative
- Use of alternative energy sources



- **Dubuque has lowest unemployment rate in Iowa and the U.S.**  
*How does this consider becoming more viable, livable, and equitable?*
  - o Experience working and contributing
  - o Opportunities for everyone
  - o Positively impacts housing
  - o Engagement beyond the basics
  - o Requires education and skill building
  - o Filling labor gaps / STEM
  - o Business friendly policies

**Other Headlines:**

- *Dubuque, most bike friendly place in U.S.*
- *Unemployment lowest in state / U.S.*
- *Bee Branch proves to have eliminated major flooding in Dubuque*
- *Dubuque has lowest per capita crime rate in country*
- *Lowest homeless rate in country*
- *Dubuque, Iowa's vacation destination*
- *Most connected City*
- *Air quality targets reached ahead of schedule*
- *Dubuque, a destination for recent college grads!*
- *Dubuque, most sustainable City in the United States*
- *Fire Department reaches ISO Class 1*
- *Dubuque population is booming, up 20% in a decade*
- *Bee Branch model for other communities*
- *A place for tourists*
- *Millwork District Renovations / Restorations create vibrant Downtown Hub in Dubuque*
- *More inclusive events / celebrations*
- *Amtrak builds Dubuque Hub*
- *Dubuque: 50% of commuters biking, walking or riding the bus*
- *Dubuque makes huge strides in reducing poverty*
- *Laptop for every student pays off with higher ACT scores*
- *Free tuition for 1<sup>st</sup> 2-years of college for all Dubuque high school grads!*
- *Dubuque Brewing and Malting holds 1<sup>st</sup> annual Oktoberfest*
- *Dubuque Green Alleys finished early*
- *Washington Neighborhood housing values increase 25% since 2016*
- *Google fiber reaches Dubuque*
- *Central Avenue Corridor Vacancy at 0%*

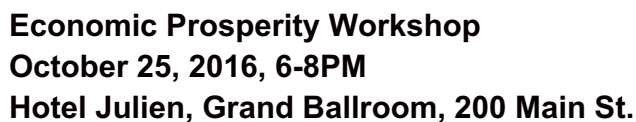
## Event Ideas

- Rotary / Kids Expo / Chili Cook-off
- Dream Center
- St. Mark's Youth Enrichment
- Skate Park Group / Baseball Groups
- Dubuque Co Wellness Coalition (meets 3<sup>rd</sup> Tuesdays at 10:30am)
- High School Student Councils
- Young Professionals
- Dubuque Area Youth Leadership Council (DAYLC)
- Circles, Tuesday @ Prescott
- Neighborhood Associations
- Bike Groups Tri-State Trail Vision
- Transit Riders / Transit Advisory Board
- Sustainability Conference
- 4<sup>th</sup> Street Elevator Santa 11/25
- Jaycees
- Mississippi Valley Runners
- Distinctively Dubuque
- Kiwanis
- Dubuque Bike Club, MVRA
- Football Games / Hockey
- Labor Unions
- Landlord Associations
- Scouts
- Home Show, GSC Conference, IWLC
- Church festivals
- Walks / Runs
- Coffee Shops
- Hispanic Heritage Celebration at Washington Park 10/8, 12-3
- BBQ in Dubuque, Clark University 9/24, 2-6pm
- School boards
- Chamber of Commerce
- Arts Council
- Colleges
- Dubuque Area Labor Management Council
- Dubuque Federation of Labor
- Women United
- DaCu Religious Network
- NAMI, Mental Health
- Dubuque Rescue Mission Community Meal
- Hope House Community Meal



[imaginedubuque.com/2016/11/09/economic-prosperity-workshop-highlights/](http://imaginedubuque.com/2016/11/09/economic-prosperity-workshop-highlights/)

November 9,  
2016



Page A-52 | Imagine Dubuque | Appendix

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The meeting started with a vote, wherein participants were asked to identify the past economic successes they felt would resonate most for Dubuque's future. The following successes are listed in order based on the number of votes received:

- Redeveloping the Historic Millwork District (16 Votes)
- Retaining three vital private colleges and NICC (15 Votes)
- Growing arts and culture downtown (14 Votes)
- Developing the Riverfront/Port of Dubuque (12 Votes)
- Adding downtown housing (300 units) (10 Votes)
- Bee Branch Updates (10 Votes)
- Promoting comprehensive workforce development (8 Votes)
- Building the Nat'l Mississippi River Museum and Aquarium (8 Votes)
- Successful Main Street Program (5 Votes)
- Establishing StartUp Dubuque (4 Votes)
- Retaining Current Job Force (4 Votes)
- Improving Dubuque Regional Airport (4 Votes)
- Recruiting IBM (2 Votes)
- Expanding Farmers Market Acceptance of SNAP (2 Votes)
- Water & Resource Recovery Center (1 Vote)

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## Quick-Poll

Participants were then invited to take a short survey on their smartphones focused on Economic Prosperity. A quick-poll station with additional tablets and laptops was situated at the front of the Ballroom for those without phones. Questions pertained to consumer purchasing habits, online shopping, preferences for dining and entertainment options, local retail demand, employment opportunities, job satisfaction, and business attraction and retention.





## Introduction

Following the quick-poll activity, Mike Hoffman, project consultant with Teska Associates, Inc. opened the meeting by welcoming everyone and providing an overview of the comprehensive plan, its purpose, timeline, and the importance of public participation in guiding the process.

***“We want this plan to be driven by the community. We are not waiting for the community to come to us, we are actively going out into the community and engaging with all residents and businesses.” – Mike Hoffman, Teska***

Mike then introduced the guiding principles of the plan: environmental/ecological integrity, social/cultural vibrancy, economic prosperity, and equity; followed by the four pillars of economic prosperity, i.e. the focus of the evening, which include: Community Design, Smart Energy Use, Smart Resource Use, and Regional Economy.

## Quick-Poll Results

Results of the [quick-poll survey](#) were tabulated in real time and shared. A summary of results are outlined below and include responses from the workshop as well as those previously recorded. The results below reflect a sample of 108 respondents.

### Shopping Habits:

Online shopping was common, with the majority (58%) of participants shopping online once or more per month. Other shopping habits to highlight: many respondents (42%) research goods online before choosing where to shop, about one-quarter (24%) always buy sale items, and 22% like to shop in stores where they know the owner. While some participants spoke about traveling to other cities (i.e. Madison, WI) to shop, only 4% reported traveling to large cities for their shopping (see figure below).



### Retail, dining, and entertainment needs:

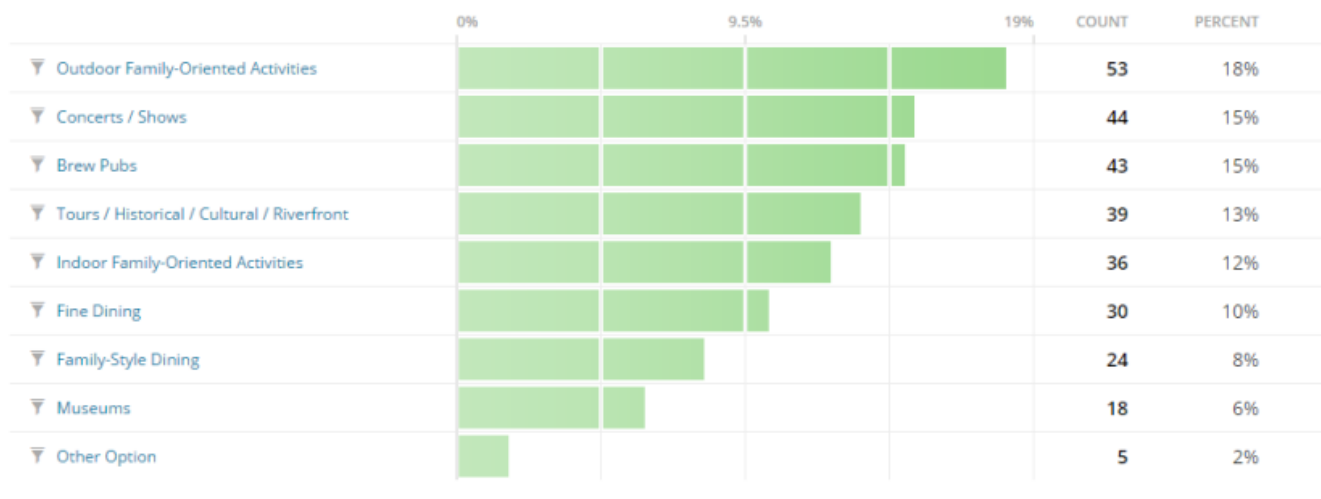
Participants were asked what products they had difficulty purchasing in Dubuque. Clothing (24%), recreation (16%), and dining (14%) were top responses. In terms of entertainment, family activities (19%), drinks with friends (16%), and the theater and performing arts (16%) were most demanded. Corresponding to those trends, outdoor family activities (18%), concerts/shows (15%), and brew pubs (15%) were most likely to be attended if they were added in Dubuque (see figure below).

Question  
**06**

What dining and entertainment option would you attend most often if they were added in Dubuque? (Choose up to 3 answers) (Mandatory)

Answers  
**108**  
100%

Skips  
**0**  
0%



### Employment opportunities:

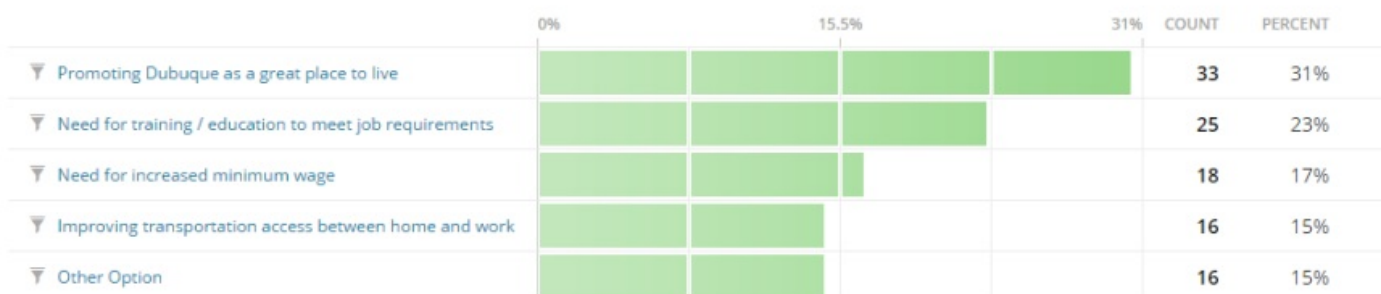
Slightly more respondents stated that they have not achieved their desired career goal (52%). A lack of opportunity in their career or desired career was the most common reason cited (31%). Attracting more high paying jobs (28%) was the most common answer given when respondents were asked what would strengthen the local economy. In order to retain and grow local business and jobs, about one-third (31%) felt that promoting Dubuque as a great place to live was most important (see figure below).

Question  
**12**

What do you think the most important issue / opportunity is in retaining and growing local businesses and jobs? (Mandatory)

Answers  
**108**  
100%

Skips  
**0**  
0%



### Demographics:

Most of the participants (44%) lived in the West End, and were overwhelmingly white (91%). More women (67%) responded to the quick-poll than men (33%). Working age individuals were most active in the poll, with 73% falling between the ages of 25 and 64. Early-retirement and/or early Baby Boomers (65-74), as well as college-aged individuals (18-24) were underrepresented. Seniors (75+) and youth (Under 18) were absent from the quick-poll altogether. Most participants held a bachelor's degree or above (76%), and were employed full-time (72%).





Bridget Lane of Business Districts, Inc. summarized recent economic and demographic trends in Dubuque. Overall, population growth between 2010 and 2015 has been slow in Dubuque (2.0%) relative to the US (4.1%), but comparable to Iowa (2.5%). Job growth, however, has out-paced state and national averages and is expected to hover around 10% over the next decade.

Dubuque's position in the regional economy was discussed throughout the evening. Within an hour's drive, Dubuque is the largest city in Iowa, Wisconsin, and Illinois. However, some residents voiced that they will travel far to shop. The Kennedy Mall area and Downtown re-use will be key to retain consumer spending in Dubuque.

Bridget spoke to several national pressuring trends relevant to Dubuque including the skills gap, new entrepreneurial business models, data utilization, connected communication, the sharing economy, and retail changes.

***“Place based retail offers less product and more experiences, so commercial clusters are less about traditional anchors and more about dining, exercising, education, services, and entertainment.”*** – Bridget Lane, BDI

Bridget also touched on how lifestyle shifts are affecting the housing market. Millennials are renting longer as they save for a lifetime home rather than buying a “starter” home, while boomers will not risk their savings when they convert to retirement living. Increased demand for rental housing by the young and the old, coupled by a demand for walkable neighborhoods and retail corridors, has altered community design.

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## Pressuring Trend Voting



Participants were asked to vote with stickers on their top four pressuring trends (i.e. – behavior and characteristics affecting the way we live, shop and play) likely to guide economic prosperity in Dubuque. Four additional votes were given to designate the trend that could have the most impact on the four corresponding pillars – Community Design, Smart Energy Use, Smart Resource Use, and Regional Economy. Write-in trends were also encouraged. Pressuring trends are listed below in order based on the number of votes received:

- Mixed-Use (17 Votes)
- Tourism = Experiences (13 Votes)
- Millennials (13 Votes)
- Entrepreneurship (12 Votes)
- Smart Energy (10 Votes)
- Age in Place (8 Votes)
- Commercial Clusters (8 Votes)
- Decrease in Workforce (6 Votes)
- Community Leadership (write-in) (5 Votes)
- Aging Workforce (5 Votes)
- Rental Growth (3 Votes)
- Waste Reduction (2 Votes)
- Business Models (2 Votes)





- 
- Future of Automation (2 Votes)
  - Engage the River (write-in) ( 2 Votes)
  - Resiliency (write-in) (1 Vote)
  - Multi-Generational Households (0 Votes)
  - Retail (0 Votes)
  - Data Sharing (0 Votes)

*While the results of the pressuring trends voting were being tabulated, the results of the initial Dubuque Today Exercise were reported.*

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## Round Table Discussions



Six roundtable discussion groups were formed based on the top pressuring trends (Age in Place, Smart Energy, Entrepreneurship, Commercial Clusters, Mixed-Use, and Millennials). Members of the consultant team facilitated discussions and encouraged all individuals to share their thoughts related to opportunities and challenges and the four economic prosperity principles. Discussions lasted 35 minutes and group representatives summarized key talking points to the broader group. Key findings from each group are described below.

### 1. Age in Place

#### Opportunities

- Housing for an older population proximate to grandchildren, close to amenities, healthcare, and transit
- Recreation facilities that cater to multiple age groups such as grandparents watching their grandchildren
- Specialized senior centers, programming, and exercise facilities
- Use neighborhood associations to capitalize on local talents and create a network of volunteers for community projects and events

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## Challenges

- Finding enough time for extended families to gather
- Senior mobility and access
- Engaging veteran communities
- Capturing consumer spending in Wisconsin and Illinois
- Flexible jobs for older workers

## Community Design

- Accessible and safe streetscapes, intersections, and buildings including ramps and wide sidewalks
- Bicycle and pedestrian infrastructure designed for the comfort of older users including adult tricycles
- Limited mobility and 'downsizing' will increase the demand for single level homes
- Smaller houses will lead to an increased demand for storage facilities
- Indoor safety to reduce trip hazards
- Functional outdoor space for older individuals (i.e. better lighting)

## Smart Energy + Resource Use

- Cost-effective electrical upgrades for older home rehabs
- Improved internet, electronic reading, and online library resources for seniors.

## 2. Smart Energy Use

### Opportunities

- Landfill methane capture and conversion for beneficial use
- Convert closing coal power plant to 100% natural gas
- Connect solar and wind to the electric grid
- Provide local incentives to reduce heating and cooling needs

### Challenges

- Communicate direction on alternative fuels with community
- Sufficient information to make smart decisions for energy efficient investments.

### Smart Energy Use + Smart Resource Use

- Accessible electric vehicle charging stations
- Identify and train smart energy advocates and experts within local businesses and institutions
- Campaign to sell energy benefits capitalizing on Dubuque's low per capita energy use
- Hydroelectric plant on the Mississippi



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### **3. Entrepreneurship**

#### **Opportunities**

- Harness business expertise of Dubuque retirees to serve as mentors in order to support local entrepreneurs
- Creating a local venture capital group to fund start-ups
- Diversity of human capital

#### **Challenges**

- Engaging with 14-18 year olds with entrepreneurial potential
- Financing and implementation

#### **Regional Economy**

- Philanthropy to help entrepreneurs expand
- Create momentum in broader business community
- Creation of wealth

#### **Community Design**

- Reuse existing buildings
- Create live, work, play environments
- Fund capital projects such as parks, trails, and streetscape improvements

#### **Smart Energy Use + Smart Resource Use**

- Creative ways to utilize green resources
- Reuse and adapt vacant buildings and underutilized equipment and workers
- Maximize innovation, industry-specific clusters, and human capital
- Repurpose industrial sites and infrastructure

### **4. Commercial Clusters**

#### **Opportunities**

- Repurposing vacant industrial districts and buildings

#### **Challenges**

- Transportation between commercial areas
- Healthy grocery and food options from 20th Street on
- Online shopping's impact on retail

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## **Regional Economy**

- Promote local products to increase tourism
- Focus on new and unique stores and employers that serve lifestyle and population shifts

## **Community Design**

- New experience areas to spend the entire day in beyond downtown
- Improvements to Central Avenue would naturally expand downtown

## **Smart Resource Use**

- Ways to reuse excess product and waste

## **5. Mixed Use**

### **Opportunities**

- Linking areas on Main Street
- Adding more commercial retail and social gathering spaces in the neighborhoods
- Reimagine the Kennedy Mall area
- Adaptive reuse of buildings

### **Challenges**

- Character of West End commercial is lacking
- Perception of crime and cultural differences between the West End and Downtown
- Car dependence is at odds with mixed-use

## **6. Millennials**

### **Opportunities**

- Value authentic, unique places
- Preference for shopping locally and buying products based on quality and storytelling

### **Challenges**

- “Job hopping” behavior will cause young professionals to leave Dubuque
- Contentedness over past successes (i.e. Millwork District) will inhibit new ones
- Perceived old boys network
- Out-dated branding and marketing of Dubuque
- Providing a vibrant entertainment scene to reduce weekend travelers to Madison, etc.
- Perception of safety when it comes to West Siders going downtown



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## Community Design

- Call for equitable economic development in all neighborhoods
- Not just walkable districts and corridors, but an emphasis on connectivity between them

## Smart Resource Use

- Reuse vacant buildings
- Provide green products and services
- Minimize land consumption and maximize conservation of natural resources
- Provide a park within a 10-minute walk of every Dubuque
- Park improvements to existing parks (i.e. Eagle Point)
- Providing goods and services close to home to reduce short vehicle trips

Another idea that was shared related to the **“millennials seizing the future”** trend focused on Dubuque maintaining its unique historic character, which creates an attractive environment for young adults, while focusing on building efficiency as it relates to smart energy use. Retrofitted buildings and former industrial sites are now commonly converted to retail, and live/work spaces in cities across the country.

***“We need to make sure we move forward maintaining the historic preservation and integrity of the downtown. As a millennial ... it’s important for us to not only maintain something that is unique, but also has diversity (in terms of use and function) to it.” – Michaela Freiburger, Dubuque Main Street.***



# Focus Group with Seniors at Hills & Dales Community Center

[imaginedubuque.com/2016/11/11/focus-group-with-seniors-at-hills-dales-community-center/](http://imaginedubuque.com/2016/11/11/focus-group-with-seniors-at-hills-dales-community-center/)

Teska

November 11,  
2016



**Seniors Focus Group  
Hills & Dales Community Center  
Imagine Dubuque Group Discussion  
October 25, 2016**



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## **More Community Centers**

- Integrate kids with seniors, “We love seeing the babies and kids here.”
- Great food is a major plus
- Integrated activities, “Halloween parade, etc. wherein the different age groups and need levels interact is very nice.”
- Ruby Sutton Multicultural Family Center is a plus
- Health care services are sufficient

## **More Housing Types for Seniors**

- A creative, campus-style approach, “Something where all the houses face into a centrally shared patio space.”
- There are waiting lists at almost all of the existing senior apartments.
- More single-family homes that cater to seniors (ADA accessible, single-level or ground floor amenities including washer/dryer)
- Housing that caters to senior couples with varying needs is of growing importance
- Meals-to-go offers greater flexibility

## **Better selection of sit down restaurants**

- Panera-style restaurants are great, but too much work to get your food
- More buffets
- Tony Roma’s and Houlihan’s is a plus

## **Transportation + Public Works**

- Chavenelle Road is very rough – should be repaved
- The alleys are in better shape than the roads
- Need better sound barrier along Route 20 for the residents living alongside there
- Have to be familiar with one-ways downtown (i.e. turning across thru lanes of traffic can be a problem)
- Maintain City flowerbeds near Port of Dubuque
- The detention basin near 32<sup>nd</sup> Street is overgrown

## **Parks**

- Eagle Point Park band shell needs new seating, and overall park could use enhancement
- Volunteers or workers’ program could improve the parks
- Heritage Trail is popular among young people

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## **Destinations**

- Arboretum is fantastic, Japanese Garden is a nice escape
- 4<sup>th</sup> Street Elevator
- The Hills & Dales Community Center
- Riverfront / Museum
- Casino
- Shot Tower
- Lock and Dam #11
- Derby Grange Golf and Recreation
- Beecher's Ice Cream

## **Safety**

- Area around Jackson Park needs to be safer, "I don't shop at the grocery store over there after 3pm."
- Seniors can be looked at as targets so safety is important

## **Business**

- Need to attract more businesses / manufacturing jobs
- Need the type of jobs that will bring younger couples to Dubuque

## **Shopping**

- We need to see things before we buy them
- We don't shop online
- Kennedy mall is just o.k.
- Prefer Kohl's in Asbury Plaza Shopping Center
- Shop in St. Cloud, MN, Madison, WI, Davenport, IA
- Grocery needed in Washington neighborhood

## **Buildings for Adaptive Reuse**

- Old bowling alley on Finger Street
- Old publishing building
- H&W Motor Plant on Jackson (the roof fell in)



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## Dubuque's Biggest Asset

- Friendly
- Perfect place to live and raise a family
- Beautiful
- Investment in the arts

## Dubuque's Biggest Change

- Riverfront
- 2<sup>nd</sup> Street Bridge
- Streets are better than before

## Dubuque's Biggest Challenge

- Race and bullying
- Better paying jobs to keep younger generation here

## Those with Special Needs

- Biggest challenge is overwhelmingly transportation for those who can live independently
- Jobs offered to those with special needs at Papa John's, Texas Roadhouse, grocery bagging, recycling center

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## Connect Today

1. [Share your ideas on the future of Dubuque](#)
2. [View all the great ideas submitted to date from fellow Dubuquers](#)
3. [Download the free project app](#)
4. [Take the Economic Prosperity Quick Poll](#)

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# Watch the 2-Minute Imagine Dubuque Kick-Off Video, Featuring Mayor Roy D. Buol

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 [imagedubuque.com/2016/11/14/watch-the-2-minute-imagine-dubuque-kick-off-video-featuring-mayor-roy-d-buol/](https://imagedubuque.com/2016/11/14/watch-the-2-minute-imagine-dubuque-kick-off-video-featuring-mayor-roy-d-buol/)

Teska

November 14,  
2016



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## Imagine Dubuque Kick-Off Video

*Featuring City of Dubuque Mayor Roy D. Buol*

*Uploaded November 14th, 2016*

**Description:** Imagine Dubuque, the *new* City of Dubuque Comprehensive Plan, is the next step in creating a sustainable, resilient, inclusive and equitable legacy for generations to come. This is a call to action – share your vision and ideas on the future of Dubuque. It is our mission to ensure this plan reflects and celebrates the collective “voice” of our community.



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# Imagine Dubuque: Winter 2016 Plan Update

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 [imagedubuque.com/2016/12/14/imagine-dubuque-winter-2016-plan-update/](http://imagedubuque.com/2016/12/14/imagine-dubuque-winter-2016-plan-update/)

Teska

December 14,  
2016



**Have you shared *your* ideas on the future of Dubuque!? Join the hundreds of residents who have, see what they're saying and add your own thoughts to the mix. Get involved in the City of Dubuque's *New Comprehensive Plan*!**

From focus groups with [high school students](#) and [senior citizens](#), to idea sharing [booths at events](#) including the Farmers Market and Dubuque... And All That Jazz!, to discussion sessions with Inclusive Dubuque, [Circles Initiative](#), and the community-wide [Economic Prosperity Workshop](#) that took place on October 25<sup>th</sup>, 2016 – we have been actively listening and learning about ways to improve Dubuque from the people who know it best! And we are just getting started! Imagine Dubuque is the next step in creating a sustainable, resilient, inclusive and equitable legacy for generations to come and we need your help.

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# Inclusive Dubuque Workshop Highlights + Poll Results

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 [imaginedubuque.com/2017/01/12/inclusive-dubuque-workshop-highlights-poll-results/](http://imaginedubuque.com/2017/01/12/inclusive-dubuque-workshop-highlights-poll-results/)

January 12, 2017

Teska

## **Inclusive Dubuque Workshop**

**December 14, 2016, 9-10:30 AM**

**Roshek Building, McCarthy Center for Nonprofit Learning, 700 Locust St.**

On Wednesday, December 14<sup>th</sup> Comprehensive Plan outreach was conducted with Inclusive Dubuque. Organizations dedicated to social justice including faith, education, nonprofit, business, and government groups shared their insights on how to use the Comprehensive Plan as a tool to make Dubuque more equitable. Over 50 network members were in attendance representing organizations such as Boy Scouts of America, Clarke University, Community Foundation of Greater Dubuque, IBM, Multicultural Family Center, and St. Mark Youth Enrichment.



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## **Introduction**

Mike Hoffman, project consultant with Teska Associates, Inc., and Dave Johnson, project lead with the City of Dubuque, opened the meeting by welcoming everyone and providing an overview of the Comprehensive Plan, its purpose, timeline, and the importance of public participation in guiding the process.

Mike introduced the guiding principles of the plan and how these can work together to create a more equitable Dubuque. Upcoming workshops focused on Environmental Integrity (February 21), Social + Cultural Vibrancy (April 19), and Equity (June 27) were promoted to the group. Inclusive Dubuque's network of local leaders and work with underserved populations will be key to ensuring that Comprehensive Plan outreach is representative of the visions of all residents.

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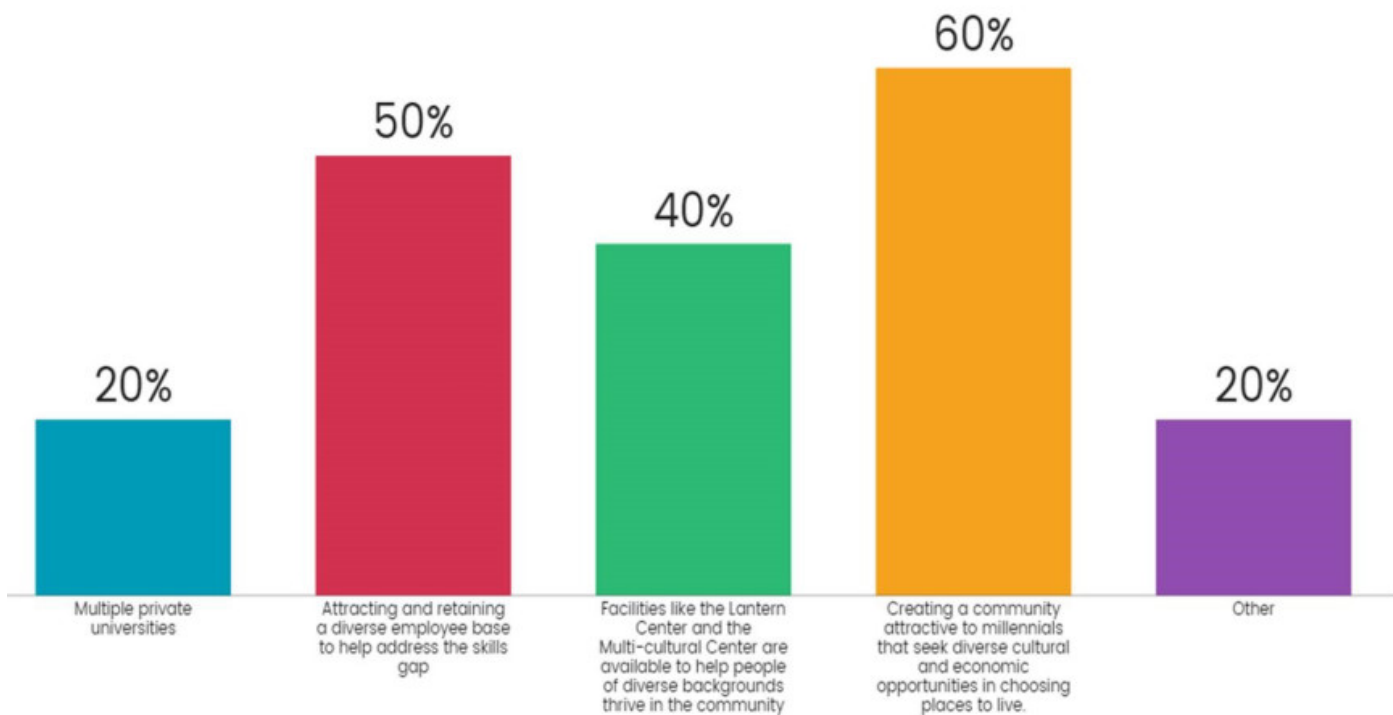


## Quick-poll

After the presentation, a short voting exercise was completed to generate ideas for roundtable discussions. Participants were able to vote using their smartphones, and results were displayed in real time. Questions focused on the strength of diversity in Dubuque, ensuring inclusive outcomes throughout the planning process, and equity challenges related to the economy, health, housing, and transportation.

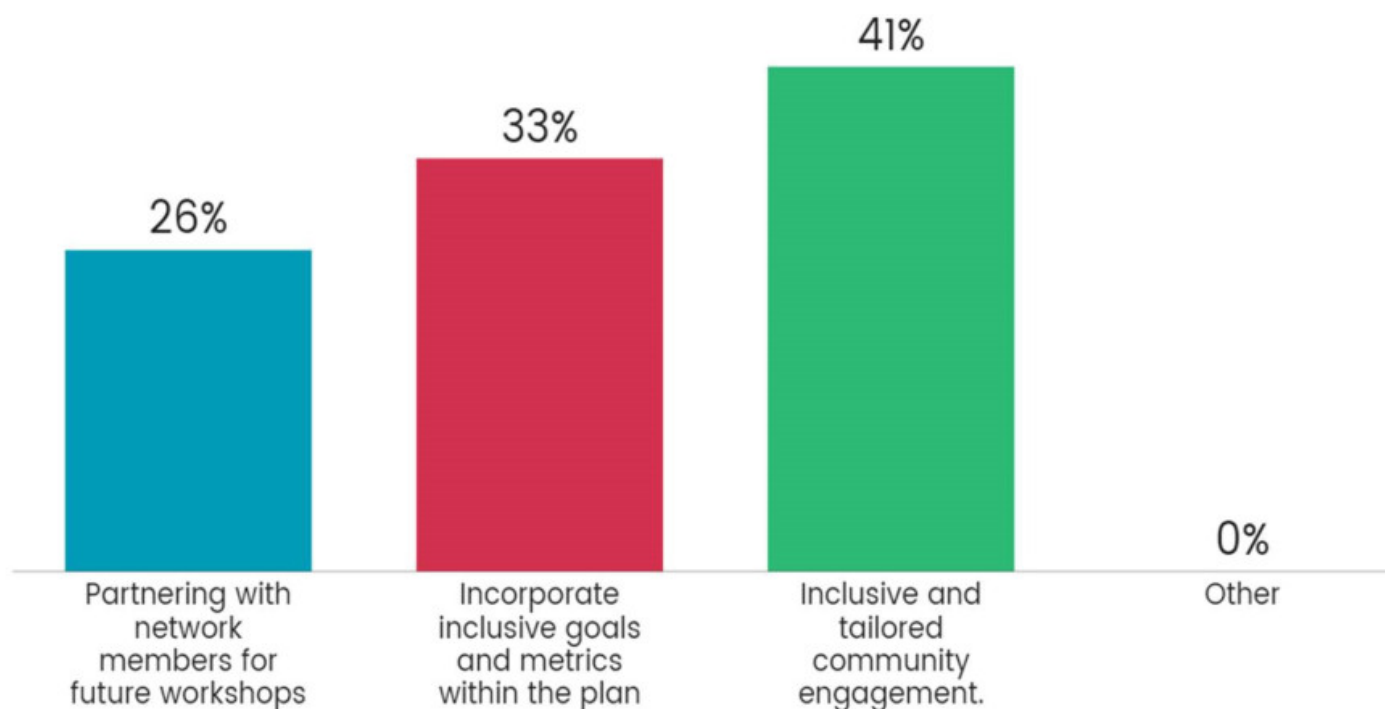
### What are some strengths of our diversity in Dubuque?

The audience was asked how diversity strengthens Dubuque. The most common answer selected was that diversity creates an attractive environment in which millennials choose to work and live. Another common answer was attracting and retaining a diverse employee base to help address the skills gap, with 50% of respondents selecting that choice. Many participants view diversity as an economic asset to Dubuque’s future. See full results below:



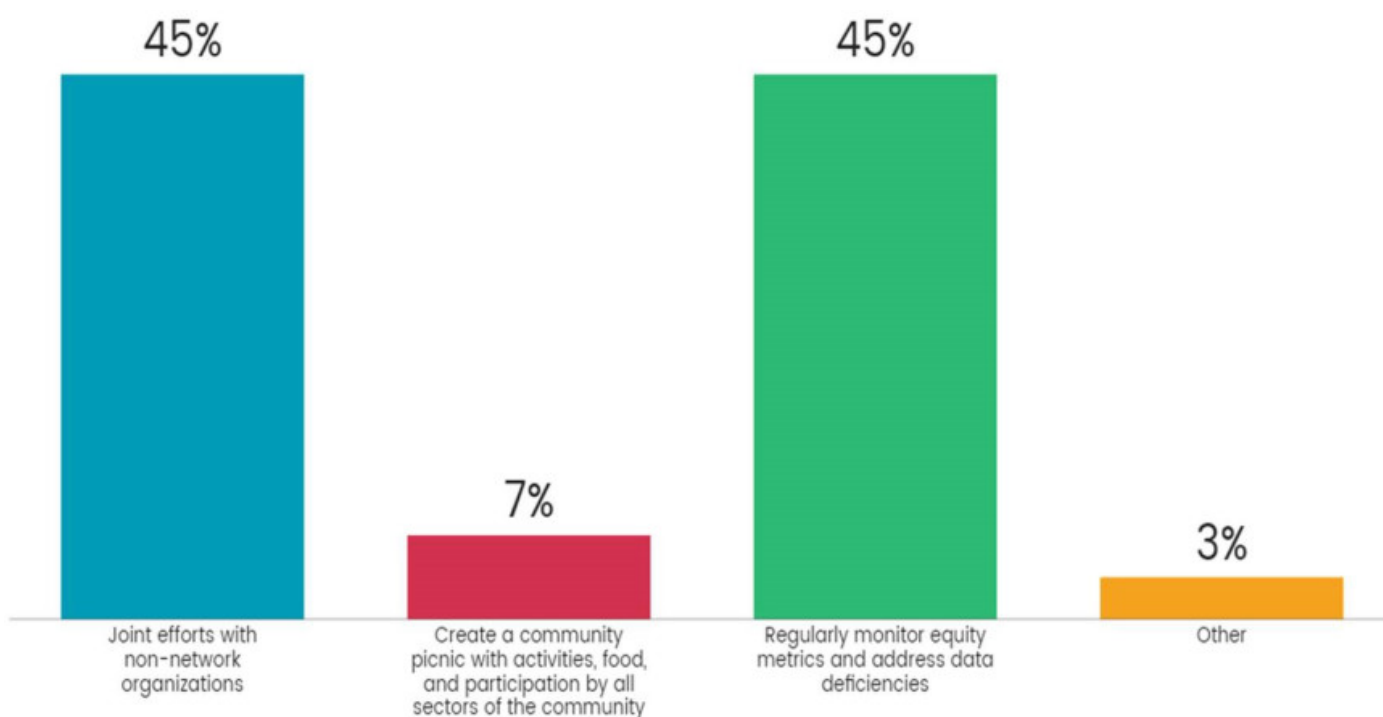
### How might we best insure inclusive outcomes with Imagine Dubuque?

Most participants (41%) called for inclusive and tailored community engagement as a means to insure inclusive results as part of the comprehensive planning effort. Goals and metrics were also cited as one of the best ways to achieve inclusive outcomes, with one-third (33%) stating such. Another quarter (26%) of participants felt that partnering with Inclusive Dubuque network members for future workshops was the best means to insure inclusive outcomes.



### How might we best insure inclusive outcomes within the Inclusive Dubuque network?

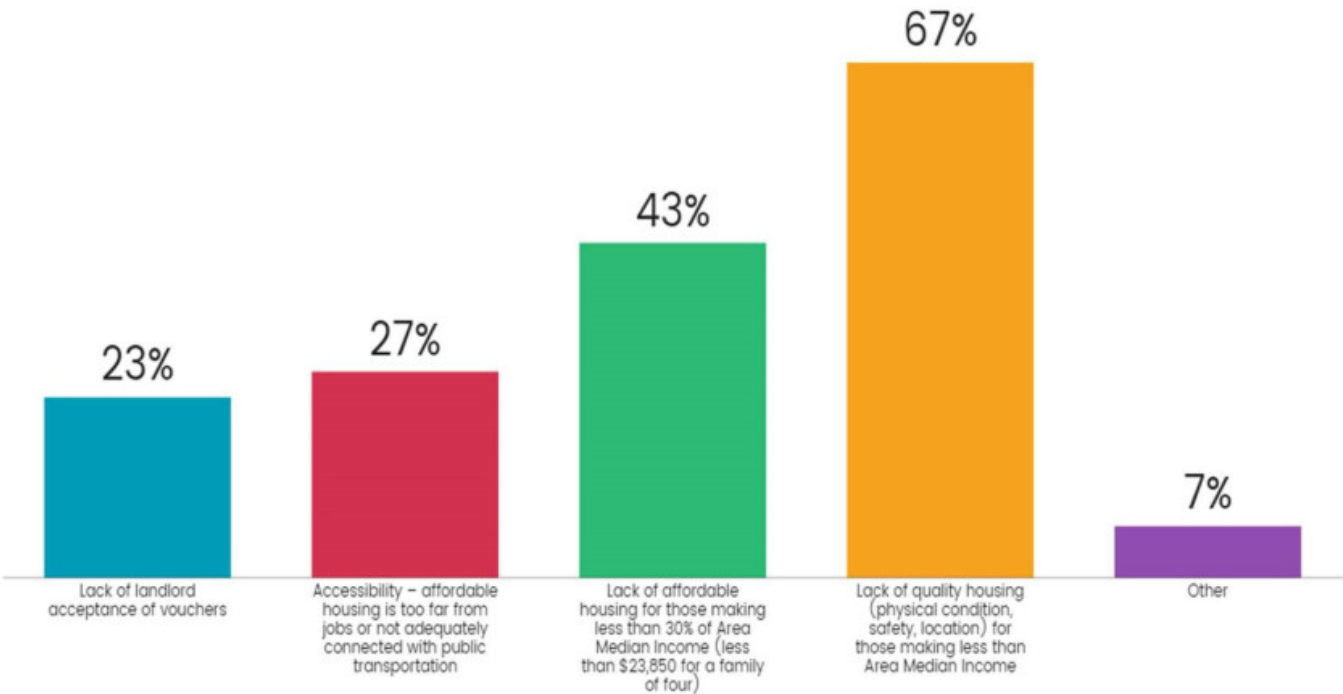
As for the Inclusive Dubuque network, monitoring metrics (45%) and joint efforts with non-network organizations (45%) were both considered to be the best way to insure inclusive outcomes. Community events that bring all sectors of the community together was considered best by 7% of respondents. Some of these events include: the Multicultural Family Center's "Taste the World" event, Juneteenth – a commemoration of the end of slavery in the US, and the NAACP's September barbeque.





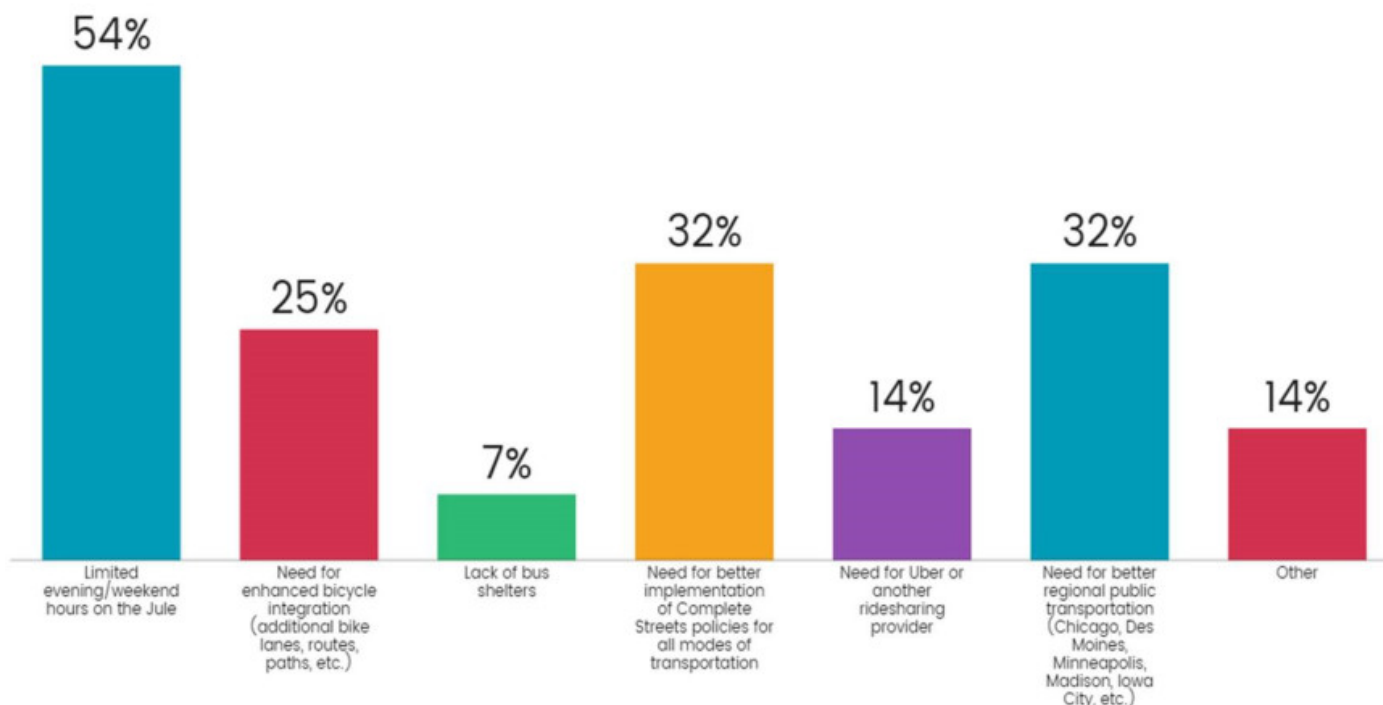
## What are the greatest challenges to equitable housing in Dubuque?

Participants were asked what the greatest challenges to equitable housing in Dubuque were. A lack of quality housing for those making less than Area Median Income (67%) and a lack of affordable housing for those making less than 30% of Area Median Income (43%) received the most votes. A mismatch between the location of jobs and the location of affordable housing was cited by 27% of respondents.



## What are Dubuque's biggest transportation issues as they relate to equity?

The majority of respondents felt that limited evening and weekend service was most detrimental to transportation equity in Dubuque. A third (32%) of respondents felt that a need for better implementation of complete streets policies and a need for better regional public transportation (i.e. train service to Chicago, the Twin Cities, or Madison) was the biggest issue, respectively. Other issues raised included: over two-hour commutes due to poor bus route connectivity, and the inability to schedule multiple services in one day due to transit gaps.





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## **Roundtable Discussions**

Next, roundtable discussions were conducted focused on the following topics as they relate to equity: housing, transportation, health, and the economy. Specific questions asked pertained to the quick-poll voting results, recent successes, comparable communities, and how the Comprehensive Plan might begin to address these issues. Themes of the conversations are shared below.



## **Housing**

### ***Biggest issues:***

- The rental housing that is available is concentrated and substandard
- Landlords do not accept housing vouchers or discriminate among prospective tenants.
- Realtors and landlords are not showing quality housing
- This is an exercise in perception
- Housing issues are felt across income strata
- Affordable housing is too far from jobs or transportation and not all families have cars
- Businesses need to be in tune with employee needs
- More flexible transit with extended service hours is needed

### ***Movement or progress made by Dubuque in the past year, and if this has made a difference:***

- The city is denser, but not sure what effect this has had on affordable housing
- The City has rehabbed housing
- Recently arriving residents can offer a fresh perspective

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***Suggestions for how Dubuque can better address this issue:***

- More accessible data
- How can the City incorporate rehabbed housing into the Plan?
- Separate perceptions from facts

**Transportation**

***Biggest issues:***

- Concerns over bike safety
- The impact of climate, topography, and aging infrastructure on bike facilities
- Better regional transportation to locations west as well as *from* Chicago
- Transportation service for Marshallese population to better connect with medical services
- Confusion regarding the purpose of the intermodal transportation facility

***Movement or progress made by Dubuque in the past year, and if this has made a difference:***

- Traffic circle

***Importance of this topic being addressed in the Comprehensive Plan:***

- How is transportation equity connected to other parts of the Plan?

***Suggestions for how Dubuque can better address this issue:***

- Collaborate between Tri-State Area (WI, IL, IA) for better regional transportation
- Increase bus service evening hours for third shift workers
- LaCrosse, WI would be an excellent model for a better bus system
- Van shuttles for facilities or activity hubs

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**Health**

***Biggest issues:***

- Access and cost of healthcare for 18-24 year olds
- Access to affordable and healthy foods
- Transportation – getting people to the healthcare services
- Solutions may not be at the local level
- Mental health services are falling behind
- Silos in local health care



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***Suggestions for how Dubuque can better address this issue:***

- Focus on preventative health
- Advocate on State and Federal Level
- Collaborate on local resources to bring people to healthcare

**Economy**

***Biggest issues:***

- The greatest number of openings are in lower pay jobs
- High levels of unemployment among minorities
- An increase in the poverty rate
- Low participation rate among minorities in job training
- Employers need a plan to attract minority employees
- Low number of minority workers in the trades
- Transportation challenges and childcare access are real issues
- Residents might stay in low income area in order to maintain housing assistance

***Movement or progress made by Dubuque in the past year, and if this has made a difference:***

- Reengagement center
- Interest in hiring minorities
- Diverse colleges

***Suggestions for how Dubuque can better address this issue:***

- Need ability to improve your status

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Enthusiastic discussion followed after the completion of the roundtable discussions. While the goal of outreach is often to ask the community what the public sector can do to achieve policy outcomes, one participant thought residents could be asked what they themselves could do to benefit the community.

Following the discussion, participants were encouraged to participate in upcoming community workshops: Environmental Integrity (February 21), Social + Cultural Vibrancy (April 19), and Equity (June 27). In the meantime, additional comments and news can be shared through the project website, [www.imaginedubuque.com](http://www.imaginedubuque.com), or via the project app.

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# Leadership Dubuque ‘Big Ideas’ Workshop Highlights + Poll Results

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 [imaginedubuque.com/2017/01/18/leadership-dubuque-big-ideas-workshop-highlights-poll-results/](https://imaginedubuque.com/2017/01/18/leadership-dubuque-big-ideas-workshop-highlights-poll-results/)

January 18, 2017

Teska



## Leadership Dubuque Workshop

January 11, 2017 12:15-1:15 PM

Holiday Inn, 450 Main Street

*[RSVP for the 2/21 Environmental Integrity Workshop \(Food + Beverages Provided\)](#)*

On Wednesday, January 11<sup>th</sup>, Comprehensive Plan outreach was conducted with Leadership Dubuque, the Dubuque Area Chamber of Commerce's network of rising professional leaders. Over 30 participants shared their thoughts on how Dubuque can become a more viable, livable, and equitable community while focusing on the concerns of young professionals. The event included an overview of the Comprehensive Plan, a digital polling exercise, and a BIG IDEAS Brainstorm + Mind Mapping session; [scroll down to view the timelapse video!](#)



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## Introduction + Digital Poll

Dave Johnson, Assistant Planner with the City of Dubuque and Mike Hoffman, project consultant with Teska Associates, Inc., opened the meeting with a description of Imagine Dubuque, the importance of public input in directing the future of the city, and the vital role that young professionals play in the city's future success.

The group then provided ideas using their smartphones on what they believed to be the greatest strengths and most pressing challenges facing Dubuque. Participants were also asked to rank possible transportation and mobility improvements.



*Members of Leadership Dubuque participate in an online polling exercise using their smartphones.*

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### Question #1: What are Dubuque's greatest assets?

Repeatedly, the river and Dubuque's people were recorded by young leaders as Dubuque's greatest assets. Similarly, natural and recreational amenities such as the port, parks, walking trails, and bluffs were identified, as well as people-related answers such as community, local businesses, and leaders.

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Dubuque's greatest challenges pertained to diversity, retaining young professionals, and a welcoming attitude toward new ideas. Connectivity, infrastructure, and road design were also noted.



The most important mobility improvements were an enhanced trail network and improved roadways. Walkability and the arrival of Uber/Lyft were also highly ranked. While the majority (58%) of participants felt that on-road bike lanes were important, a few (25%) felt they were less so. Additional comments during discussion included:

- Fix uneven pavement
- More roundabouts
- Improve dangerous Highway 20 intersections



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Extend hours of public transit

2.4

Expand routes / access to public transit

2.8

Bring Uber / Lyft to Dubuque

3.4

Enhance walkability via sidewalk connectivity and crosswalks

3.6

Enhance trail network and connectivity

3.8

Improve roadways and infrastructure

3.8

Improve on-road bike lanes

3.3

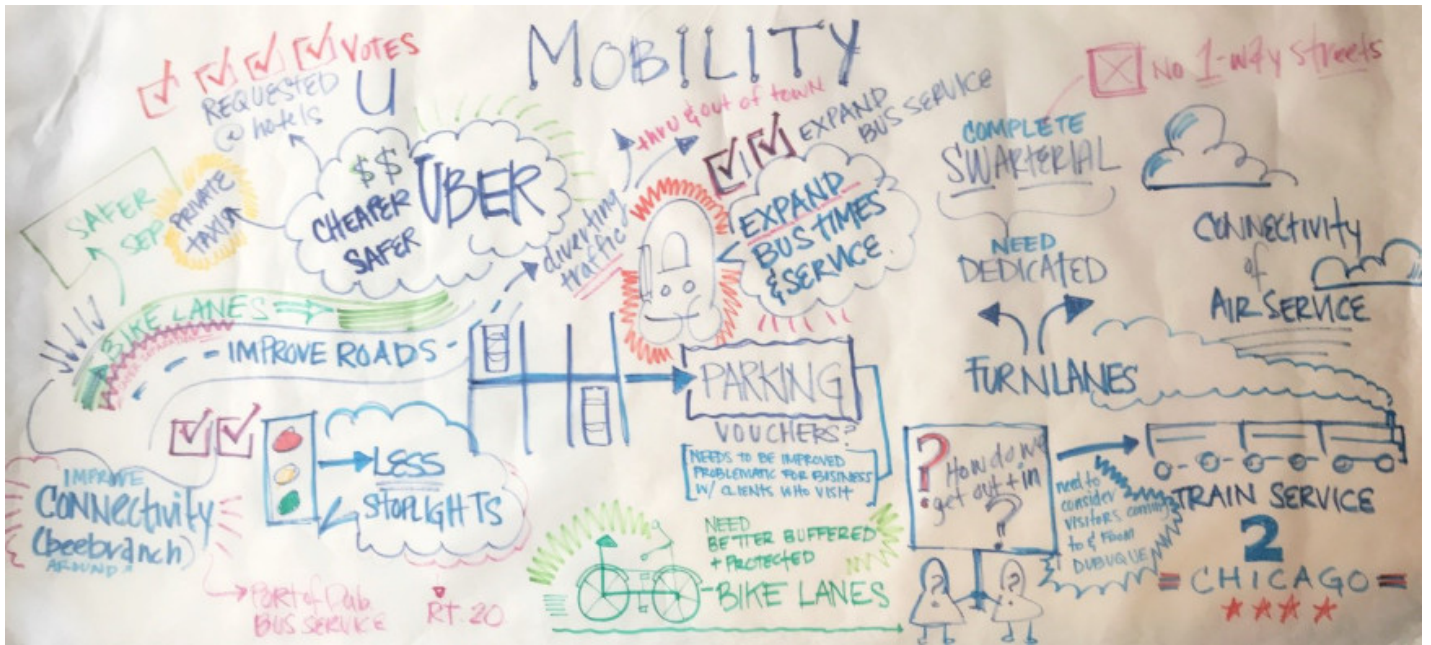
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## **BIG IDEAS + Mind Mapping**

### **Topic #1: Mobility**

In the mind mapping exercise, Leadership Dubuque was asked: **How do we improve mobility?** A wide range of responses were offered with multiple participants calling for Uber and Lyft service, expanded bus service, and less stoplights for cross-town travel. One participant explained that they are more likely to stay at home during the weekends because there is no affordable way to get downtown and experience bars and restaurants without driving. Other participants echoed that this can lead to a feeling of isolation for recent transplants. Additional ideas related to mobility:

- Dedicated turn lanes
- Bike share downtown
- Optimized signal timing
- Trail connectivity
- Train access to other cities
- Divert traffic around downtown
- Reduce one-way streets



## Topic #2: Amenities + Initiatives

Participants were asked what community amenities or initiatives are important to retaining and attracting area talent. Notably, participants called for more social gatherings, opportunities to make new friends, and ways to feel more connected to the community. Better air service and a wider variety of music, entertainment, and recreational offerings were also mentioned. Other ideas included:

- Better paying jobs
- Greater diversity
- Rock climbing
- Walking tour app
- Better bar scene
- Clean up downtown
- Business opportunities for woman
- More ethnic restaurants
- Better educate residents on existing community assets



## Green Dubuque Superhero Workshop @ The Smokestack – Highlights + Ideas

[imaginedubuque.com/2017/01/25/green-dubuque-superhero-workshop-the-smokestack-highlights-ideas/](http://imaginedubuque.com/2017/01/25/green-dubuque-superhero-workshop-the-smokestack-highlights-ideas/)

January 25, 2017

Teska



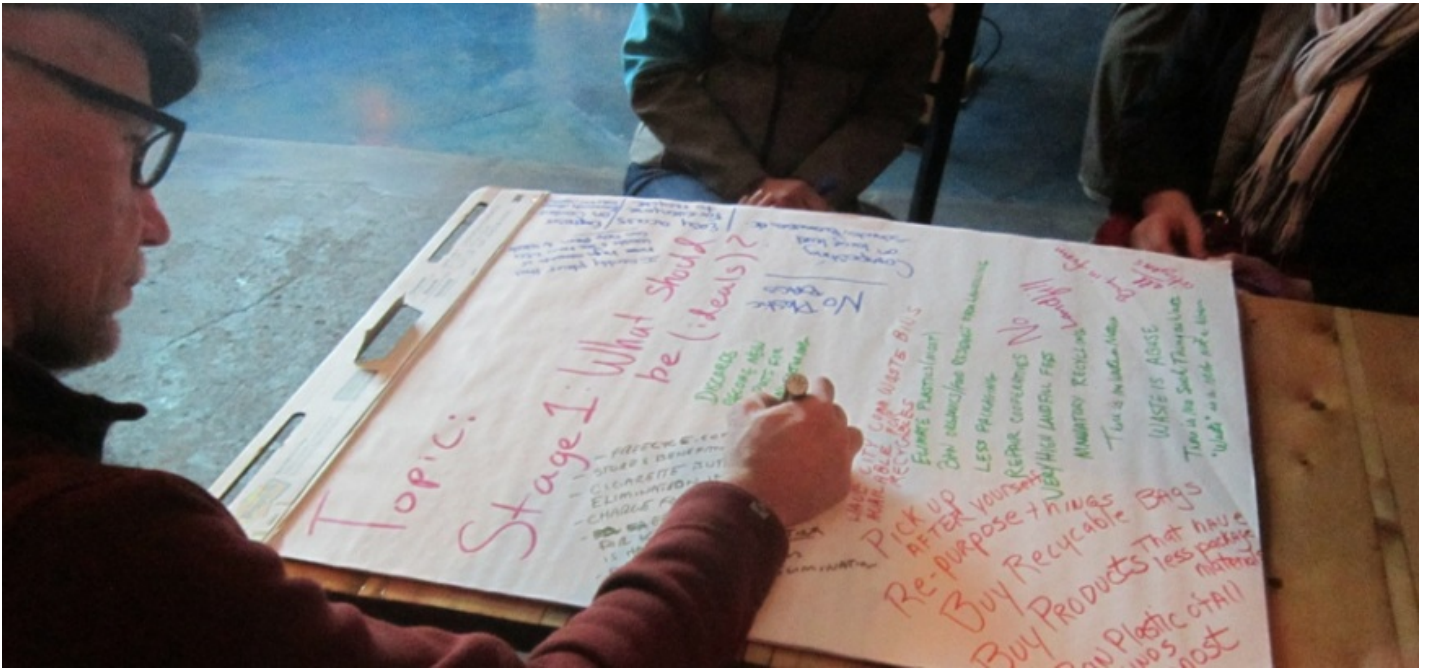
### Green Dubuque Workshop

January 4, 2017 6:30-8 PM

The Smokestack, 62 E. 7<sup>th</sup> Street

[RSVP for the 2/21 Environmental Integrity Workshop \(Food + Beverages Provided\)](#)

On Wednesday, January 4<sup>th</sup>, input for the Comprehensive Plan was collected in conjunction with Green Dubuque's monthly Green Drinks meeting. Over 30 participants shared their thoughts on Dubuque's future, with a focus on environmental sustainability. The night included an overview and status update on the Comprehensive Plan and a superhero-themed workshop utilizing an inclusive, innovative method called Collective Social Learning.



## Introduction

Mike Hoffman, project consultant with Teska Associates, Inc., and Dave Johnson, project lead with the City of Dubuque, opened the meeting by welcoming everyone and providing an overview of the comprehensive plan, its purpose, timeline, and the importance of public participation in guiding the process.

**“What works the best is when we conduct outreach at community events – your events.”**

–Mike Hoffman, Teska Associates

**“It’s the community’s ideas that will form this plan.”**

–Dave Johnson, City of Dubuque

## Green Heroes

Participants chose their favorite green superhero and self-selected into corresponding focus categories. The small groups then utilized the Collective Social Learning format, which emphasizes inclusivity, accountability, and action, to generate innovative ideas and strategies around each category.

**Clean Water**  
**AQUAMAN**  
Clean all waterways



**Zero Waste**  
**INVISIBLE WOMAN**  
Take trash... And make it disappear!



**Reasonable Mobility**  
**THE FLASH**  
Fast, clean, and healthy mobility



**Alternative Energy**  
**STORM**  
Alternative energy use





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## **Collective Social Learning**

Collective Social Learning uses a four-stage process centered on a focus question. Stage 1 asks, “What should be?” – creating a vision of the ideal. Stage 2, in contrast, asks, “What is?” – an assessment of current conditions – barriers and assets. Stage 3 asks, “What could be?” – an opportunity for participants to propose improvements. Finally, Stage 4 asks, “What can be?” – a pledge (preferably a personal pledge) to action. Each stage lasted approximately ten minutes. Participants wrote ideas in their own words using colored markers, and themes were reported back to the larger group upon completion of the exercise.

### **Team Aquaman – How can Dubuque as a community ensure clean water?**

#### **Stage 1: What should be? (Envisioning the ideal)**

Participants envisioned a future where the water quality of the Mississippi River was clean and pure, and protected as a vital environmental and recreational resource. One participant wrote: *Water so clean you can drink it right from the river*, while another offered: *Education (i.e. river museum) should address water quality challenges and causes*.

Drought-tolerant landscaping, soil quality, and reducing runoff were also prominent:

- *Pesticide free lawns and parks*
- *Drought tolerant landscapes*
- *When water hits the landscape it infiltrates instead of running off*

Other ideals mentioned included:

- *Better flood management*
- *Partnerships in the surrounding counties for regional protection upstream and downstream.*

#### **Stage 2: What is? (Existing facts)**

Participants were asked to list the current facts that both enable and hinder how Dubuque as a community ensures clean water:

Enabling (+)	Disabling (-)
Catfish Creek Watershed Management is a good existing network	Overemphasizes herbicide but no-till agriculture – too much Roundup
Green Alleys, Bee Branch green and healthy homes	Needs to focus on diversified crops
River Museum educates about historical importance of the river – environmental, cultural, economic resource	No regulation of residential or agricultural runoff into water system
People value the river, part of our identity	People don’t know if the water is safe to swim or fish in. Transparency? Testing? Info Access
Stenciling on drains – good reminder	Finley’s Landing should be nicer and cleaner

### Stage 3: What could be? (Proposed solutions)

Participants were asked to mix the ideal scenario with a healthy dose of reality to devise practical solutions that the community could implement to ensure clean water.

- Five proposed solutions dealt with localized stormwater capture. One such solution was *using rainwater catchment systems to irrigate – not stressing the water purification plant.*
- Three solutions called for increased awareness/education: *Expand the Green Vision Schools to more schools and parents, Annual clean water pool party celebration (i.e. Yakima, WA), and River Museum offer “Free Days” periodically for residents – helping making accessible to all.*
- Two solutions pertained to large-scale farming and industrial practices: *Technical support for farmers to implement agroforestry, diversified cropping systems, networking with one another (peer groups) and imposing regulations on residential/agricultural industrial waste that runs off into surface waters.*
- One idea called for a ramping up of composting services, *Bigtime composting so we can apply lots of compost to reduce runoff and erosion.*

### Stage 4: What can be? (Actions)

Group members were asked to report actions that they can feasibly undertake in the short-run to ensure clean water:



Name	What	When	Resources	How
Dean Mattoon	<i>Discounts on street water utility fee for installing raingardens</i>	2017	Inspection/time	
John Sewell	<i>Popularize drought tolerant landscapes that are native plan based perennial in nature with deep root systems that help infiltrate rainfall</i>	2017-2020	Meter gardens, landowners, State extension office	<i>Develop plans for attractive beds in partnership with master gardens. Provide seeds and a discount to landowners who want to transition</i>
Carolyn Scherff will tell Dean Mattoon	<i>To take advantage of development opportunities to learn about agroforestry</i>			
Evelyn Nadeau	<i>Ask “<u>Lets</u> Do it, Dubuque” to take up the issue of asking River Museum to have a regular scheduled free day for residents so all can be educated about the water system and threats to it</i>	2017	My time	<i>Propose the issue for consideration as an issue to focus on</i>
City/DNR/County	<i>Inventory hazardous waste/pollution sources that are threats to water quality</i>			<i>Develop pollution prevention plan</i>



## **Team Invisible Woman – How can Dubuque as a community (residents, businesses, and government/non-profits) work together to reduce and ultimately eliminate waste?**

### **Stage 1: What should be? (Envisioning the ideal)**

Zero waste initiatives targeted at youth, incentives for businesses to recycle and compost, and a shift in attitudes were all present in the collective ideal envisioned for Dubuque's future:

- Stores benefiting by creating less garbage
- Charge for plastic bags
- Very high landfill fees
- Effective education for kids about why littering is harmful
- Recycling initiatives
- Bottled water elimination initiative
- Composting on large level (schools, businesses, etc.)
- Buy-in from all citizens



### **Stage 2: What is? (Existing facts)**

Enabling (+)	Disabling (-)
Community gardens	No plan to get to zero waste
Curbside recycling	Ignorance
Spirit of enthusiasm toward less pollution by individuals at City, in community	No advisory group to provide input to department and programs, staff and DMASWA
Strong farmer's markets and local foods	More city involvement needed
RCC for household hazardous	No ReStore for used building materials

### **Stage 3: What could be? (Proposed solutions)**

Proposed solutions included programming and educational campaigns in order to curb littering, promote composting, and measured waste reduction targets for landfills. Other solutions were geared toward policies such as plastic bag bans and a ban on the landfilling of food residuals due to harmful methane emissions. Attitude shifts related to waste were once again mentioned.

#### **Programming:**

- Effective program to teach kids about why littering is harmful
- Backyard composting training

#### **Policy:**

- Littering enforcement
- Carry bottle (reusable) with you – charge extra for water bottle
- Landfill ban of food and food residuals
- DMASWA adopt a target (per capita) of a 2%/year reduction in landfilled tonnage

#### **Attitude Shifts:**

- Change business/corporate cultures to change on a large scale

#### Stage 4: What can be? (Actions)

Group members proposed actions for specific organizations in Dubuque:

Name	What	When	Resources	How
Citizens Task Force	<i>Charge, progressively reduce or ban plastic bags in DBQ at grocery stores</i>	<i>ASAP by January 2018</i>	<i>Someone/company to supply cloth/reusable bags</i>	<i>Find other cities that have done this and model after them</i>
Convivium	<i>Classes related to sustainable issues</i>	<i>Now</i>	<i>Private/grant city funding and by volunteer efforts</i>	
Green Dubuque	<i>Advocate for a landfilling reduction target for city and DMASWA</i>	<i>2017</i>	<i>Research available</i>	

#### Team The Flash – How can Dubuque as a community (both City government and citizens) implement complete streets concepts and greater mobility?

##### Stage 1: What should be? (Envisioning the ideal)

Ideally, Dubuque should offer *safe and affordable transportation options for all*. Many ideal visions pertained to complete street programming, infrastructure, and policy.

Programming:

- *More city support for Bike to Work Week*
- *More bicycle safety questions on driver licensing test*
- *Walkable Dubuque*
- *Give an award to the company that has the greatest percentage of employees biking/walking to work*

Infrastructure:

- *Complete bicycle routes around all of the city*
- *Middle Fork Catfish Creek Trail*
- *Electric Vehicles*

Policy:

- *Community involved in drafting complete streets policy with transparency, accountability and systematic approach.*
- *Enforced complete streets policy.*





## Stage 2: What is? (Existing facts)

Enabling (+)	Disabling (-)
<i>DBQ is already quite walkable</i>	<i>More than 50% of the population poorly served by current planning</i>
<i>Buses have bike racks</i>	<i>People don't walk or opt to drive</i>
<i>Bus is free for college students</i>	<i>Only 15% of students walk or bike to school</i>
<i>Dubuque Bike Coop</i>	<i>Limited bus hours of operation</i>
<i>My DBQ App</i>	<i>Lots of parking ramps/lofts detract from vibrant cityscape</i>

## Stage 3: What could be? (Proposed solutions)

Participants proposed practical solutions. Like the ideals brainstormed in Stage 1, solutions centered on programing, infrastructure, and policy.

### Programing:

- *Citizens + Pedometers Programs (there must be a grant for that)*
- *Close Iowa Street to vehicular traffic on Saturday Farmers Market mornings*
- *DBQ city/police initiatives to get kids free bike lights*

### Infrastructure:

- *Designated Bike Lanes (i.e. Asbury/Locust) + Everywhere they make sense*
- *Middle Fork Catfish Creek Trail*

### Policy:

- *Community Input*
- *Transparent documentation*
- *Accountability*

## Team Storm – How can Dubuque as a community better use alternative energy?

### Stage 1: What should be? (Envisioning the ideal)

The alternative energy team envisioned a Dubuque where households and businesses could produce, transmit, and sell renewable energy freely, electric vehicle charging stations were ubiquitous and implemented through the city code, and geothermal and hydroelectric power sources were explored.

### Other ideal scenarios included:

- *Converting air pollution to usable energy*
- *Walkways generating electricity*
- *School curricula focused on alternative energy and electric public buses*



## Stage 2: What is? (Existing facts)

Enabling (+)	Disabling (-)
<i>Price of solar better</i>	<i>Use of river</i>
<i>50% by 2030 plan</i>	<i>Local building code more solar ready</i>
<i>City partnering with Alliant for solar installations array</i>	<i>No wind</i>
<i>\$1 million Grants to Green program highly successful</i>	<i>Need next phase funding</i>

## Stage 3: What could be? (Proposed solutions)

Proposed ideas pertained to design standards that facilitate and construction of alternative energy infrastructure on homes, businesses, and transportation systems. These ideas, among others, included:

- *Solar panels on city structures and homes*
- *Tesla charging stations at the Intermodal*
- *Wind turbines (small, individual structures)*
- *Low-income access to energy efficient/clean energy technology*
- *Incentives for landlords*

## Stage 4: What can be? (Actions)

Group members proposed actions for specific entities in Dubuque:

Name	What	When	Resources	How
Lenders, local banks, etc.	<i>Financing for clean energy, energy efficiency</i>	<i>ASAP</i>	<i>Incentives</i>	<i>Property assessed clean energy</i>
City of Dubuque	<i>Charging stations in public spaces, new businesses, stations</i>			<i>Grant money, leases</i>
City	<i>Energy use/cost disclosure on rental/leased and public buildings</i>	<i>License renewal</i>		
Army Corps of Engineers, City, State partners	<i>Add/replace Dam #11</i>			<i>Add electric generation</i>

Following the team presentations to the larger group, participants were encouraged to participate in upcoming community workshops: [Environmental Integrity \(February 21\) – RSVP TODAY](#), [Social + Cultural Vibrancy \(April 19\)](#), and [Equity \(June 27\)](#). In the meantime, [additional comments and news can be shared by clicking here](#) or via the [project app](#).



# Mobile Idea Board: Visit River Lights Bookstore Jan 30 – Feb 6 to share ideas!

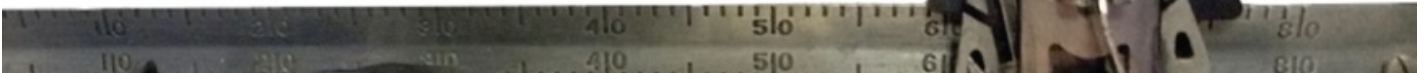
 [imaginedubuque.com/2017/01/30/mobile-idea-board-visit-river-lights-bookstore-jan-30-feb-6-to-share-ideas/](http://imaginedubuque.com/2017/01/30/mobile-idea-board-visit-river-lights-bookstore-jan-30-feb-6-to-share-ideas/)

January 30, 2017

Teska



p: 563-556-4391 t: 563-580-5076 f: 563-588-8982  
located: 1098 Main Street, Dubuque IA 52001  
hours: M-W: 10 to 6 Th&F: 10 to 8 S&S: 10 to 4  
email: [info@riverlights.com](mailto:info@riverlights.com)



**The Imagine Dubuque Mobile Idea Board is off on its next adventure!**

Swing by [River Lights Bookstore, 1098 Main Street in Downtown Dubuque](http://www.riverlights.com/), to share your ideas on how to make Dubuque more livable, viable and equitable!

- **River Lights Bookstore**
- 1098 Main Street
- Hours: M-W 10-6 | Thu-Fri 10-8 | Sat-Sun 10-4
- <http://www.riverlights.com/>

# Imagine Dubuque: February 2017 Plan Update

[imaginedubuque.com/2017/02/08/imagine-dubuque-february-2017-plan-update/](http://imaginedubuque.com/2017/02/08/imagine-dubuque-february-2017-plan-update/)

Teska

February 8,  
2017



## Imagine Dubuque: The City of Dubuque's New Comprehensive Plan

*Images clockwise from top left: Inclusive Dubuque Workshop, Green Dubuque Workshop, Leadership Dubuque 'BIG IDEAS' Mindmap, Student Focus Group, Green Dubuque Collective Learning, Hills and Dales Senior Focus Group*

Since Imagine Dubuque's kick-off in August of 2016, the past 5 months have included extensive and inclusive community outreach! From focus groups and interactive workshops to community-wide events, idea postcards, a traveling idea board, website, app, and one-on-one interviews – the opportunities to provide feedback to improve the future of Dubuque has been as varied and plentiful as the insights shared.

**Themes are Emerging:** All input is being carefully cataloged to create the foundation upon which Imagine Dubuque plan recommendations and actions will be built. With nearly 1,000 ideas shared to date, themes for the plan are emerging. Recreation and entertainment wishes, sustainability pursuits, business diversity, attracting and retaining young talent, improving mobility and connectivity, and ensuring equitable access to services, housing, and healthy, local food are just a few of the trending topics. These ideas, as well as those yet to come, are what will shape the plan and pave the way for a more viable, livable, and equitable community. Learn and share more by joining us on February 21st for the next Imagine Dubuque Workshop — details below!



# Environmental Integrity Workshop Highlights

[imaginedubuque.com/2017/03/06/environmental-integrity-working-group-215-discussion-highlights/](http://imaginedubuque.com/2017/03/06/environmental-integrity-working-group-215-discussion-highlights/)

Teska

March 6,  
2017



**University of Dubuque**  
**Blades Hall**  
**February 21st, 2017 | 6-8pm**

**RSVP: Social + Cultural Vibrancy Workshop – April 19th, 2017 @ The Smokestack**

On Tuesday, February 21<sup>st</sup>, the City hosted the Imagine Dubuque Environmental Integrity Workshop at the University of Dubuque's Blades Hall. The community-wide workshop ran from 6-8 pm and served as the second workshop in a four-part series, the first of which was held on October 25<sup>th</sup>, 2016 and focused on Economic Prosperity.

To help inform and guide the Environmental Integrity Workshop, a preceding 'Working Group Session' took place on February 15th at Loras College — [click here to view details of the working group session](#).



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## Overview

Over 70 community members turned out to take part in interactive polling and collaborative idea sharing focused on the following environmental topics to make Dubuque a more viable, livable and equitable community:

- Healthy Air + Clean Water
- Mobility + Land Use
- Native Plants + Animals
- Reuse + Recycling

The evening began with a brief presentation and status update by Mike Hoffman of Teska Associates, Inc. The overview introduced Imagine Dubuque (the City's New Comprehensive Plan), its purpose, timeline, and community engagement highlights. During the presentation, participants enjoyed a complimentary dinner and took part in a short online [Environmental Integrity Quick Poll](#). The results of the poll were shared in real-time following the presentation to help spur discussion in the group activity stations that followed.

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## Activity Stations



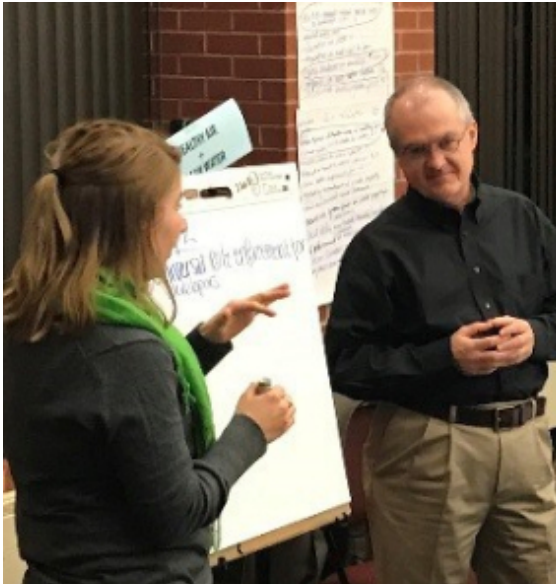
Four stations corresponding to each topic were staged around the room. Participants rotated through the stations in groups between 10-15 people to share and build upon each other's ideas. Each of the four group discussions lasted 15 minutes, with 3 minutes between stations.



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## Activity Station Topic: Healthy Air + Clean Water

Participants were asked to consider ways individuals, businesses, and government could ensure healthy air and clean water in Dubuque.



### Emerging Priorities:

Stormwater capture, infiltration, healthy soil, mobile air quality monitoring, reduce erosion and agricultural runoff, reduce chemical use, mitigate toxic sites, further public education on best practices.

### What can individuals + businesses can do?

- Educate each other and further social awareness of safe and acceptable standards, products and practices (i.e. no spraying round-up for green lawns).
- Citizen scientist movement (i.e. Mobile air quality monitoring stations)
- Set high / healthy standards, maintain private property, clean up toxins

### What can government do?

- Emphasis on rain water capture
- Raise energy standards of buildings
- Work with surrounding watershed communities

## Activity Station Topic: Mobility + Land Use

Participants were asked to discuss key challenges and opportunities associated with two corridors: Central Avenue and John F. Kennedy Road.



### JFK Road

#### Emerging Priorities:

- Reduce car speeds
- Improve crossings
- Middle Fork Catfish Creek Trail
- Smart business opportunities
- Landscape treatments
- More robust public transit

#### Bike + Pedestrian Safety

- Pedestrian overpass at Hoover
- Reduce curb cuts
- Tie in with schools/seniors
- Crosstown bike/ped trail
- Protected bike lanes



### Central Avenue

#### Emerging Priorities:

- Improve bike and pedestrian safety
- Address neighborhood retail needs
- Improve intersections and traffic flow

#### Intersections

- Civic space opportunity at 20<sup>th</sup>/Central
- Landscaping opportunity at 18<sup>th</sup>/Central



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## Activity Station Topic: Native Plants + Animals

Discussion was facilitated using a map of parks/open space and environmental features. Participants were asked to identify the natural areas they visited most frequently, areas they felt ought to be protected from future development, specific park improvements and what the City can do.



*Participants would like to see more natural areas engage student, as does the E.B. Lyons Center.*

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### Emerging Priorities:

- Continue rich variety of Dubuque's parks and recreational amenities
- Celebrate cultural and natural heritage with print and digital guides, tours and mobile apps
- Plant native plants for pollinators and natural wildlife corridors; edible plants for people
- Encourage students and young children to take to the outdoors

### Favorite Parks/Natural Areas

- Mines of Spain
- Bergfeld Recreation Area
- Heritage Trail
- Mississippi Riverwalk
- Dubuque Water Trail

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## **Conservation Areas + Efforts**

- Moss Park
- Wildlife Corridors (migratory birds and deer)
- Pollinators (bees and butterflies)
- Little Maquoketa River
- Inventory and protect mature trees

## **Specific improvements**

- Tell stories of cultural heritage (i.e. library steps elevator shaft and Flat Iron Park)
- Lunchtime walking tours
- Improve multi-modal access
- More open-ended, natural open space and less programmed, manicured open space

## **What can the city do?**

- Add more greenspace downtown
- Activate underutilized sites and properties
- Provide a park within walking distance of everyone
- Provide guides on native plantings and grassland management to private property owners
- Ensure new developments provide green space
- Protect street trees and maintain right-of-way



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## Activity Station Topic: Reuse + Recycling

Participants at this station discussed ways individuals, businesses and the City can reduce and ultimately eliminate waste (i.e. purchase items with less packaging and reduce the need for landfills).

- Repurpose materials – reuse store
- Partner with non-profits
- Find a way to monetize recycling and reuse to make it sustainable

### What can government do?

- Restrictions on reuse of food – Address at State level
- Tax on plastic water bottles
- Structure public input at DMASWA board meetings and adopt a zero-waste plan and strategy built on community input
- Work with other municipalities to encourage businesses to reduce packaging

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*Following group discussions, everyone gathered together for a quick recap of the major priorities heard and discussed at each activity station. A big round of applause and thank you were extended to the 70+ attendees and all were encouraged to download the Imagine Dubuque project app, follow along on the website, keep sharing ideas, and mark their calendar for the upcoming Social + Cultural Vibrancy Workshop (April 19) and Equity Workshop (June 27).*



## Social and Cultural Vibrancy Working Group Discussion + Mindmap Video

[imaginedubuque.com/2017/03/08/social-and-cultural-vibrancy-working-group-discussion-mindmap-video/](https://www.imaginedubuque.com/2017/03/08/social-and-cultural-vibrancy-working-group-discussion-mindmap-video/)

Teska

March 8,  
2017



**Social and Cultural Vibrancy Working Group**  
**Carnegie Stout Library Auditorium**  
**February 21st, 2017 | 3:30 pm – 5:00 pm**

The 'Social and Cultural Vibrancy Working Group' took place on February 21st at Carnegie Stout Library. The purpose of the working group was to identify and prioritize issues, and get input to help guide the upcoming [Social and Cultural Vibrancy Workshop](#) to be held on April 19th at The Smokestack.

Bob Barber, project consultant with Orion Planning + Design, led and facilitated group discussion while Mike Hoffman, with Teska Associates, took notes of the specific ideas and Erin Cigliano, with Teska Associates, graphically depicted the ideas via a MindMap on a large 15-foot white board (see video below).

## Social + Cultural Vibrancy MindMap

**What is a MindMap? A mindmap is a graphical representation of ideas and concepts. It is a visual thinking tool that helps structure information, helping to better analyze, comprehend, synthesize, recall and generate new ideas. Just as in every great idea, its power lies in its simplicity.**

\*\*\* [Click here to RSVP for the Social + Cultural Vibrancy Workshop | April 19th @ The Smokestack](#) \*\*\*

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Current Dubuque planning identifies the following as contributors to social and cultural vibrancy: Cultural Arts, Diversity, Education, Health, Housing, Human Services, Recreation, and Public Safety. **What does Social and Cultural Vibrancy mean in the context of these community factors?**

- Being open, inclusive, tolerant
- Engaging the community at all levels
- Providing opportunity to engage
- Events that address all segments of Dubuque's culture
- Celebrating the beauty of life and access to those celebrations
- There is cultural abundance in Dubuque but there are geographical barriers to overcome/ the DT bluff divide is a big one

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### **How is Dubuque doing in the realm of Social and Cultural Vibrancy?**

- On a scale of 1 to 10, an 8 or a 9
- Is growing, improving. There is a lot going on, but people don't know it
- Dubuque could be competitive with larger markets like Madison
- Dubuque has increased success in cultural activity through private investment in the arts and through its partnerships but public investment has not increased
- Dubuque needs an overall organizing principle
- Walkability is key to cultivating a sense of vibrancy
- Communication is inadequate to poor and minorities
- Need to overcome "That's the way it has always been done" mentality
- "Still missing a sense of welcome"



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## **What experiences could be created or reinforced that would express a common celebration of diversity?**

- Taste of Dubuque appeals to all cultures and socio-economic groups
- Multi-cultural center could be better utilized
- Example – Farmers Market has worked hard to include lower income groups through access and affordability. Been very difficult to determine exactly what the barriers are
- There are the factors of mobility, relatability, education levels, fear, distorted view of what culture means
- Need to increase partnerships
- Increase art of access in Dubuque
- Arts camp for a week
- Neighborhood Concerts
- Initiate a Cultural Endowment Fund
- Continue to advocate for more public investment
- Create a walkable event the entire length of downtown
- We need a signature event
- Key to attracting diverse groups is getting kids involved
- Barriers to common celebration of diversity include topography (the bluff), transportation (hours and cost), cost of event, distorted view of culture (for example, incorrect perception that whites are not welcome at a Juneteenth celebration)
- Recommended video “What happens when you don’t put people in boxes” from Denmark

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## **For cultural “producers” are there key neighborhoods or amenities now present? Any needed?**

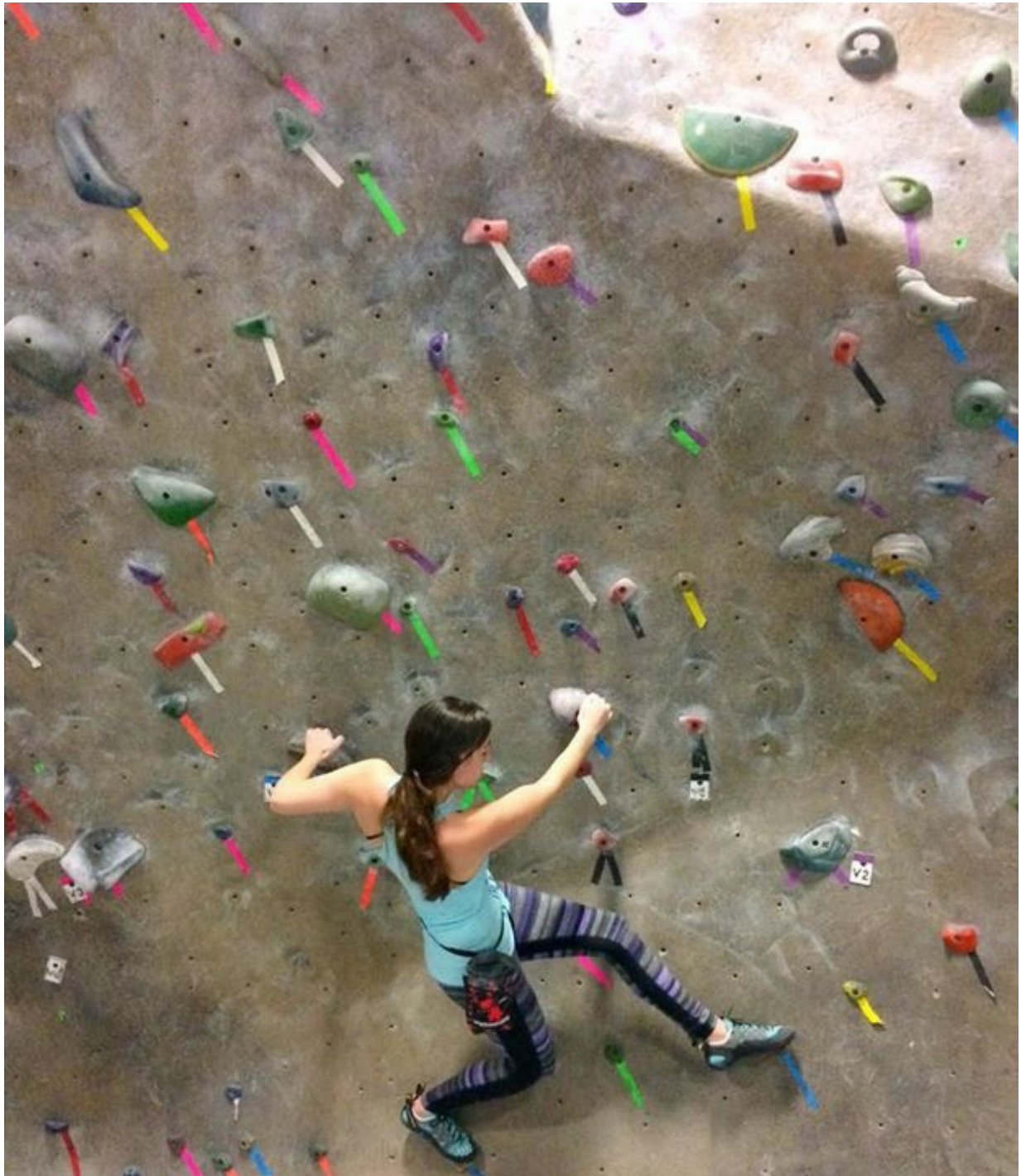
- Millwork District
- Washington neighborhood
- Most artists have day jobs – bi -vocational
- People seem unwilling to pay and seem entitled
- Arts funding in schools is decreasing, this is a nationwide problem
- Lack of gathering space on the west side

# You said it!? Over 900 Ideas and Counting...

[imaginedubuque.com/2017/03/29/you-said-it-over-900-ideas-and-counting/](https://imaginedubuque.com/2017/03/29/you-said-it-over-900-ideas-and-counting/)

Teska

March 29,  
2017



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## Have your say, share your ideas today!

Hundreds of ideas are streaming in via the [Imagine Dubuque Idea Portal](#), and we couldn't be happier! From the desire for more activities including rock climbing walls and mountain biking to sustainability goals and diversity precedents – the thought bubbles being shared are inspiring and plentiful. What's even better?! Folks are uploading photos to help support their ideas – and you can too. Click here to share your ideas / photos of what you'd like to see in Dubuque. Also, don't forget to download the free Imagine Dubuque App to take Imagine Dubuque with you. Now is the time to help make our City more viable, livable and equitable!

All the ideas and comments are being carefully categorized and measured to ensure a sound database for priorities and actions moving forward as part of Dubuque's New Comprehensive Plan. [Have your say, share your ideas today...](#)

Join us for the Social + Cultural Vibrancy Workshop on April 19<sup>th</sup>, 6pm at The Smokestack (62 East 7<sup>th</sup> Street). Food will be Provided | [RSVP Here](#)

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## Quick Poll

It's here! [Take the new quick poll on Social + Cultural Vibrancy!](#)



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## Join Us!

### Imagine Dubuque Social + Cultural Vibrancy Workshop

- Wednesday, April 19th
- The Smokestack | 62 East 7th Street
- 6pm | Food + light refreshments provided





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# Imagine Dubuque: April 2017 Plan Update

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[imaginedubuque.com/2017/04/01/imagine-dubuque-april-2017-plan-update/](http://imaginedubuque.com/2017/04/01/imagine-dubuque-april-2017-plan-update/)

Teska

April 1,  
2017



**What does social + cultural vibrancy mean to you? How can we continue to foster, support and improve such in Dubuque?**

**Share your ideas: Join us for the Imagine Dubuque 'Social + Cultural Vibrancy Workshop' on April 19<sup>th</sup> – 6pm at The Smokestack | 62 E. 7<sup>th</sup> Street | Help make our City more viable, livable and equitable!**

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The Social + Cultural Vibrancy Workshop will mark the 3<sup>rd</sup> community-wide workshop in a series of four for Imagine Dubuque, the City of Dubuque's New Comprehensive Plan. And what better place to focus on and discuss vibrancy than The Smokestack – a colorful, industrial, mural-clad restaurant and downtown event facility serving up great local food and a whole lot of [history](#) in the heart of Dubuque. Little known fact... Did you know the building that houses The Smokestack was a former hotel and is 160 years old? True story.

To help guide the upcoming workshop, a 'Social + Cultural Vibrancy Working Group' session took place on February 21<sup>st</sup> at Carnegie Stout Library. People from various cultural institutions, including Dubuque Main Street, Five Flags, the Symphony, and NAACP took part and began to identify and prioritize ideas and issues. Some of takeaways include:

**“Walkability is key to cultivating a sense of vibrancy.”**

**“We need to encourage all forms of cultural expression.”**

**“Key to attracting diverse groups is getting kids involved.”**

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**Now is the time to continue the conversation and add your own ideas to the mix!**

[Click here to RSVP for the April 19th Workshop.](#)



**Watch the Video:** At the working group, a graphic brainstorming technique called 'MindMapping' was used to showcase and connect ideas generated by discussion, see below.

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**Connect Today! Ways to get involved:**

- Visit [ImagineDubuque.com](https://ImagineDubuque.com)
  - Enter your email via the “follow” button in the website's footer
  - Take the new [quick poll](#)
  - Download the [free app](#) and opt-in to receive push notifications
  - Submit [ideas and upload photos](#) of what you'd like to see
  - Visit the '[Events](#)' page and mark your calendar to attend upcoming workshops
-

# Get Ready: 4/19 Social + Cultural Vibrancy Workshop Unlike Any Other...

[imaginedubuque.com/2017/04/12/get-ready-419-social-cultural-vibrancy-workshop-unlike-any-other/](http://imaginedubuque.com/2017/04/12/get-ready-419-social-cultural-vibrancy-workshop-unlike-any-other/)

April 12, 2017

Teska



**Think outside the box.** Imagine Dubuque's Social + Cultural Vibrancy Workshop will be unlike any other. Graciously hosted by The Smokestack (62 E. 7th Street), the workshop will include delectable local fare and be anything but traditional. The workshop will be an "Idea Gallery" with art-infused topic zones, wherein you will be free to tour at your own pace, write or graffiti ideas and graphically collaborate. Come out and share your thoughts and ideas on our community's diversity, arts and entertainment, community safety, community health, green buildings, healthy local foods, and community knowledge and empowerment.



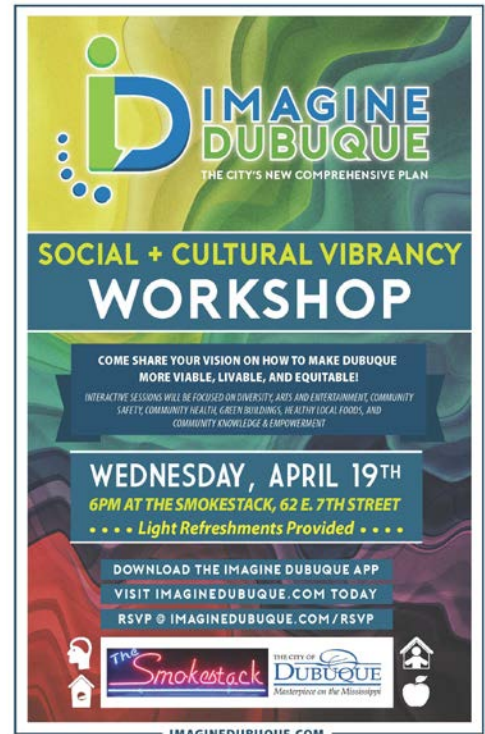


## Social and Cultural Vibrancy Community Workshop Summary

April 19<sup>th</sup>, 2017 at the Smokestack  
6:00pm – 8:00pm

Imagine Dubuque's Social + Cultural Vibrancy Workshop, which took place on April 19<sup>th</sup>, 2017 from 6-8pm, was an evening to remember. Graciously hosted by The Smokestack (62 E. 7th Street), the historic, pre-Civil War venue served up atmosphere, inspiration, delectable local fare and an "Idea Gallery" with art-infused topic zones.

Following a brief introduction and project update by Ose Akinlotan (City of Dubuque) Mike Hoffman (Teska Associates, Inc.) and Bob Barber (Orion Planning + Design), participants were free to tour the gallery and topic stations, jot down ideas and graphically collaborate at their own pace. Topics included diversity, arts and entertainment, community safety, community health, green buildings, healthy local foods, and community knowledge and empowerment.





## Topic 1: Healthy Local Foods

### *I wish my local grocer carried :*

- Variety of organic food
- Vegan foods
- Juice bars + more vegan options
- More healthy foods at food pantries & St. Stephen's Food Bank
- Would love to have access to farmer's market food during the week. Would be great to have small, local grocers carry local food from our farmers throughout the week

### *What grocery do you visit the most and why?*

- Aldi
- Hy-Vee
- Hy-Vee is good at getting things in – just communicate
- → no they're not
- I am happy with Hy-Vee ☺

### *What's your favorite farmer or local grower?*

#### *What do they produce?*

- Convivium has all homemade muffins, quiche, soup

### *What does "local food" mean? How can Dubuque enhance healthy local foods?*

- Establish a local food commission
- Strong farm-to-school initiatives! (3 Votes)

- → Summer farming program at local schools
- Promotion & education in schools (2 Votes)
- Planting native plants + pollinators. Not many known how to properly grow + harvest
- → Bring in a local group like "Backyard Abundance" to teach about gardening, herbs, sustainable yard, etc.
- Disincentivize lawns
- Economic incentives + support for local chefs, fewer chain restaurants
- Get a Whole Foods store
- Bring back co-op (4 Votes)
- Farmer's market should run later into the day (2 Votes)
- Winters farmer's market will need a new location (2 Votes)
- Publicize efforts like sustain collaborative farming
- Get bigger farmer's markets on West Side – then promote them!
- Classes to teach immigrant population how to prepare local foods
- → How about they teach us?
- → I choose to take this as "preparing what is here," not as a request to conform
- Collaboration with ISU Extension
- Small farm plots on unused city ground (churches, schools, etc.) (5 Votes)
- Edible landscapes
- Downtown is a food desert
- Expand/double up food bucks for low income neighbors
- Local food/cooking in schools
- Fix the food desert issue
- Teach store clerks to use fewer plastic bags/ask if one is needed at all
- Incentives for restaurants who use local foods
- Have cooking classes at farmers markets using veggies, etc. being sold there. Focus on children
- More weekday evening farmers markets

- Make available land for more fruit + vegetable gardening
- More restaurants with ethnic foods and vegetarian options (2 Votes)
- → Ties in with Diversity: learning more about different cultural foods + growing and cooking these here in Dubuque
- Bunnies attack gardens!
- Community gardens? Can be grown at schools. Loras has one.
- → ALE has garden + chickens!
- Too many greasy restaurants
- → not healthy

***What restaurant/store would you take your health-minded relative to in Dubuque?***

- Brazen / L. May – they have options
- Tour DBQ Rescue Mission Gardens to learn how to grow without the garden
- There is a city garden tour summer – some have food gardening
- I take people to Inspire Café & Charlotte's



**Topic 2: Green Buildings**

***What makes a building green?***

- Free from toxins – (lead, chemicals, mold, etc.)
- Clean air (use of air purifier)
- Uses recycling + composting

- Solar shingles
- Building materials with low inherent energy
- Grants/funding for adaptive reuse
- Restoration
- No/fewer pesticides & good ventilation (especially workplaces)
- Power
- Use of green energy+ energy saving mechanisms
- Create green roofs
- Integrate edibles in landscape (3 Votes)

***What's your favorite building in Dubuque and why?***

- H+W Building – I'd like to see more nice low-income housing

***Do you use more or less energy than your neighbors? Why?***

- Less, they keep the heat on very high.

***What energy/water saving measures have you installed at home?***

- Signed up to receive home electricity from renewable energy sources thru Alliant
- None

***What sustainable/eco-friendly measures work best here and why?***

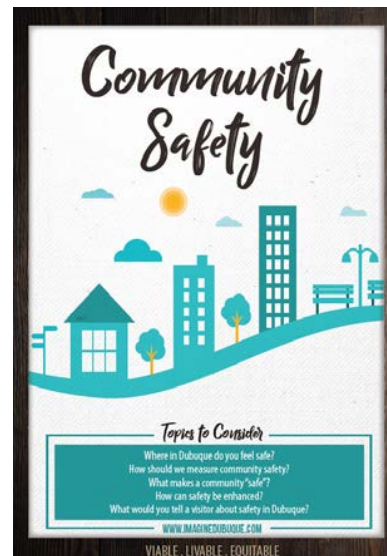
- Focus on 'green' drainage issues with old sites to manage storm run-off... protect our rivers!
- Steeple Square Model – repurpose historic buildings to meet community needs
- Restore old buildings (agree)
- IA interfaith power + light – DBQ
- Incentivize rain barrels – return to native species
- Gronen Restoration doing it right
- Bring cistern idea back to reuse rain water
- Encourage food companies and distributors to donate food over throwing it away! Set up food bank for this
- Several years ago, child plastic swim pools were turned into gardens... maybe do it again... and encourage rain barrels for homes
- Sprawling subdivisions are neither green nor sustainable – build close in



- There are many options + pros should tell us and we should listen ☺
- The “Smokestack Model” – preserve, not tear down
- Continue + expand on educating the community about green building practices. New construction retrofits

***What else can Dubuque focus on to ensure green buildings?***

- Eliminate demolition by neglect
- Too many buildings → parking lots
- Litter is horrible in our community – clean it up
- More trash bins could help. I like seeing individual neighbors cleaning up their block, but we need all neighborhoods doing it!
- Topic not as important as others
- Stop promoting urban sprawl through incentives
- I think clotheslines in new subdivisions should be part of being green (2 Votes)
- Stronger historic preservation regulations – less vinyl, etc.
- Encourage landlords to upgrade properties
- Enforce the housing rules for rental property. Timely inspections need to be done
- More support for renewable energy fuels available for homeowners and businesses



**Topic 3: Community Safety**

***Where in Dubuque do you feel safe?***

- I feel safe in West End
- → not me
- → I feel safest in West End
- Everywhere
- I feel safe downtown
- → I don't
- → Downtown, what? I feel so safe!
- I feel safe at the malls + West End
- → I love the mall
- I admit, I feel more uncomfortable [Downtown]

***How should we measure community safety?***

- Number of actual crimes/violations not cop visits

***What makes a community "safe"?***

- Eliminate racial profiling
- Everyone being treated equally under the law
- Have everyone be responsible for safety, not just police responsibility
- → vigilantism, George Zimmerman
- Need to feel safe walking in all areas of the city
- → no – not at night
- Know your neighbors

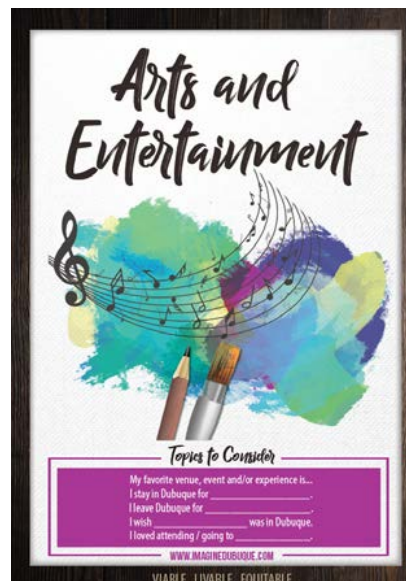
- “Eyes on the street” concept (mixed use, buildings that have people invested in keeping their places safe)

#### **How can safety be enhanced?**

- Need to make our city streets safer for pedestrians and bicyclists (2 Votes)
- Keep safe zones in areas in town where a lot of crime occurs (2 Votes)
- Broadway Neighborhood could benefit from some old-fashioned city lights to enhance beauty of walking & getting to know neighbors
- Visible cameras would increase safety. Who is watching?
- Change people’s perception of ‘downtown’
- Instead of thinking ‘Another crime in downtown today,’ think first, ‘Another crime? How can I help my community address it!’ (applies even if you don’t live in downtown)
- Clean up the city so we can be proud of where we live... clean up litter
- Maybe volunteer police helpers
- Need to take actions to make riding bikes safe
- More aesthetics without gentrification
- More lighting throughout the city
- City provides \$ to neighborhood associations for inclusive events. Do people know this? How can we take better advantage?
- Crimes against people of color not solved
- Allow dog walking in parks for more eyes in the parks = less crime!!
- Neighborhood police sub-stations
- → already in the plan
- Safety should be enhanced with more “your speed is” digital boxes on/in residential streets
- Talk about feeling safe with friends. Talk about places I feel safe, etc. Be positive about safety.
- Having safe zones would help. Kids shouldn’t be afraid to go outside their home at dark... this happens often.

#### **What would you tell a visitor about safety in Dubuque?**

- We have more safety than Chicago
- Police Department is doing great with solving crime
- “Downtown stigma” – safety issues all over (4 Votes)



#### **Topic 4: Arts + Entertainment**

##### **My favorite venue, event, experience is...**

- MFC
- Programs in the parks (Eagle Point, Grandview, Neighborhood Parks, etc.)
- Town Clock festivals are awesome
- Inspiring People series at Inspire Café
- College Jazz Nights at the Venue
- Five Flags Theatre and Opera House for family events
- Steeple Square – new, unique venue
- Best of DBQ’s events is Pechakucha. Very diverse and inclusive and personal + covers a broad range of topics.
- → fabulous way to learn + connect
- Engaging Dubuquers in the NEW downtown venue spaces
- Dubuque and All that Jazz
- Farmer’s Market

- Just learned about BluffStrokes.org and Plein Art Contest – Great idea! – this October

*I stay in Dubuque for \_\_\_\_\_*

*I leave Dubuque for \_\_\_\_\_*

- I would leave Dubuque for Madison
- I leave for pet friendly places, we feel welcomed

*I wish \_\_\_\_\_ was in Dubuque*

- More pet-friendly businesses
- Larger pet parks
- Better pet park amenities
- More things to do for teenagers and people under 21 (2 Votes)
- → also people over 60 (2 Votes)
- We need shows which are professional productions so not the need to go out of town (2 Votes)
- More festivals
- Beach + dog beach
- Maybe more art in the Bee Branch Creek
- Public art (2 Votes)
- How about an arts trolley with a route that included important arts destinations
- Have more architecture tours
- Bring fire hydrant painting contests back (2 Votes)
- Spoken word poetry
- Concerts along the new Bee Branch Trail (2 Votes)
- Central outdoor amphitheater (2 Votes)
- Need pavilions for events
- 9pm cutoff for kids at venues which serve alcohol doesn't allow for families to attend most music events
- More creative use of riverfront
- I miss good dance parties
- Voices groups is continuing the mural project on buildings. This helps brand DBQ as welcoming to the arts
- → bare buildings are beautiful too
- Murals! Clue people in to what's happening. Good mural spot would be the Dream Center for example.
- Let's utilize the Roshek Building

- The Riverwalk could be a hub of activity, but it's really not.
- More outdoor events for younger crowd – movies in the park, at night for example. Also more exciting/engaging public art, something interactive.
- Strong arts programs in school i.e. Prescott
- Small neighborhood festivals
- Block parties
- More river competitions like Dragon Boats
- Kayak racing
- Opportunities to engage the Marshallese community... community dance performances?
- What about living/working spaces for artists/creators/innovators? Subsidize space to live/work/create in community (2 Votes)
- → Key City Creative Center is attempting this – communal work + studio space (no apartments though)
- I want a spring art tour like in the fall
- We need to have a lecture series for people to learn about topics outside of Dubuque (part of the globe) (2 Votes)
- Use local talents for discussions on world/local issues
- More entertainment options for teens. More diverse entertainment.
- → for boomers too
- → boomers have plenty

*I loved attending/going to \_\_\_\_\_*

- I love farmers market (2 Votes)
- I love symphony, chorale, events at Heritage Center, Art Museum, Gallery C, First Fridays – many good things happening!
- I love when the symphony plays at the arboretum in the summer
- Sunday concerts at the arboretum
- Julien DBQ Film Fest
- Newcomer class was a great way to learn about arts/entertainment in the city
- Art on the river is the best
- DBQ needs more multi-use venues like the Smokestack – drinks, food, outdoor space + exciting events.



- Ballet
- Live outdoor concerts during the summer
- Canoe launching on the river
- Continue “Voices at the Warehouse” this month long celebration embraced diversity, culture, arts of all kinds, and showed to young and old how arts unify (4 Votes)
- Love Mindframe
- More concerts for all ages
- Movie nights at Mindframe Theatres (show documentaries, hold panels, can cover topics of diversity)
- I like the Matter Creativity Center on 9<sup>th</sup> St.
- Love art on the river. Sculptures and craft fair that was featured a few years ago.
- → move the art around town in the 2<sup>nd</sup> year



## Topic 5: Diversity

### What is Diversity in Dubuque?

- To be truly “Diverse,” dominant culture needs to be okay with discomfort
- → we are getting there – don’t give up
- Affordable. Accommodating. Equity (not equality)
- Bio diversity
- The River
- Addressing diversity will be uncomfortable, but we must face being uncomfortable

before we can be comfortable with it! (2 Votes)

- Diversity = inviting someone to the party; Inclusivity = asking them to dance!
- Dubuquers think that diversity is good in theory, not practical
- DBQ is already diverse! But we need to do a better job mixing social, economic, and racial groups in order to take advantage of the gift that is diversity. And improve our city for everyone. (2 Votes)
- Cronyism, much?
- Dubuque has a strong German Irish influence – my grandfather came here from Germany to start a family.
- I love the river, hills, small town feel
- People-transplants are expected to conform?
- → we are trying to be sensitive to transplants they are new and exciting
- Diversity in DBQ is accepting those who are different from each other
- We still have racism and are not friendly to outsiders
- We have a diverse population but we don’t practice inclusion well enough

### Think about gathering places, events, and venues...

- Diverse public schools
- Dubuque needs more engaging public places – parks + outdoor dining. Public attractions that bring people from all walks of life together are crucial
- Carnegie Stout
- One of my favorite events is the summer arboretum concerts – it draws hundreds of families

### What do you know and love?

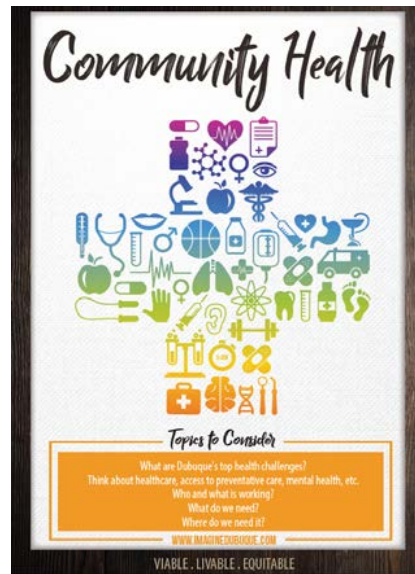
- All That Jazz/outdoor events
- Inspire Café talks + meetings
- Green Drinks local meet up
- Voices + Smokestack
- Bringing diverse people together
- Convivium Urban Farmstead is awesome in the north section of Dubuque corridor

### ***Where haven't you been?***

- There are many places I haven't been to and some I've visited that made me feel strange – like I was under a spotlight not in a good way

### ***What are people unaware of/missing out on?***

- Concentrated pockets of poverty ☹️
- Educate community on what does diversity really mean.
- More diverse food options/events
- How about actually being welcoming in Dubuque?
- → Welcome ☺️ stay
- Racial diversity is important & needs work, LGBTQ + acceptance also needs attention
- Engage all those college kids!
- It is tough to introduce diverse points of view
- Lack of compassion is real
- Make DBQ inclusive
- → and social and racial equity
- Celebrate local heritage
- People miss out on good friends + experiences when they don't wholly embrace diversity around them
- More festivals to reflect our cities cultural diversity
- All sides of the diversity issues would do well to listen to others more. All sides need to be open to speaking what they can change in themselves and not just look to change others.
- Need creative, inclusive venues for honest conversation
- People who don't buy the newspaper miss out on things – (not everyone buys or reads other's paper) (2 Votes)
- A Spanish language newspaper
- More diversity in the arts
- Making DBQ a welcoming + safe place for the LGBTQ + community members



### **Topic 6: Community Health**

#### ***What are Dubuque's top health challenges?***

- Childhood obesity rate up to 44%
- Age discrimination?
- Citywide obesity
- Chronic diseases
- Autoimmune diseases
- Mental health access
- Homelessness
- Drug addiction
- Teen pregnancy

#### ***Think about healthcare, access to preventative care, mental health, etc.***

- Ensure that individuals in mental health + substance use recovery are actively involved in decision making
- Job opportunities for individuals in mental health + substance use recovery for further recovery + reintroduction into the community
- We need more mental counselors – people have difficulty waiting a long time for an appointment (2 Votes)
- Unload the stigma of mental health. It is alright to get help (3 Votes)
- Preventive/wellness for seniors
- Not just 'care' but action
- Need more preventative health for elderly
- Higher mental health issues amongst people of color. Why? Acceptance, "feel alone at their institution," no one can relate and understand them.

- Not enough preventative measures
- Not enough time spent teaching patients
- Not enough time spent listening to patient
- Too much time spent treating symptoms vs. treating the root cause of health (integrative medicine)
- MENTAL HEALTH
- Need more attention to drug/alcohol problem in town
- Mental health affordable and available quickly (2 Votes)
- The new Y will help with prevention of health problems (A central location helps)
- Set education in schools! Recovery model vs. medical model in mental health

#### **Who and what is working?**

- Integrative providers (chiropractors, acupuncturist, functional practitioners taking time to listen and teach patients)
- Teaching immigrant populations how to prepare local food

#### **What do we need?**

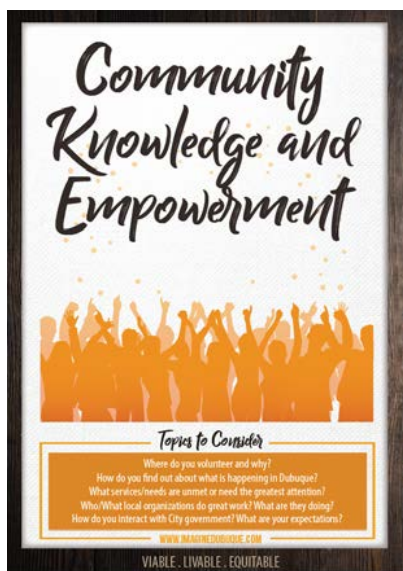
- Grow compassion, volunteer!
- Tackle obesity – off-road trails
- Programs for alcoholism/substance abuse
- How are we keeping our children healthy? Schools, day cares, health fairs for children, educate them to educate their parents
- Better/more accessibility to convenient + healthy foods, juice/smoothie bars, healthy cafes, more alternatives to fast food.
- Chemical free pools 😊
- Dubuque needs a “green burial” cemetery
- Healthy food options for low income + food desert areas
- More access to lap swimming pools
- Balance between “low-income” school obesity rates and access to healthy food
- Remove fluoride from public waters
- More psych services needed. Medicaid system in IA and providers accepting it has been reduced
- Where is the concern for STD prevention? Free condoms?
- Learn to meditate

- Noise pollution of all types of transportation should be enforced
- We need healthcare professionals who have ICC training and don’t make assumptions about people
- → depends on what hospital you go to
- Water walking for seniors
- Inside tennis courts

#### **Where do we need it?**

- Walkability on West Side and Downtown (4 Votes)
- Downtown is a food desert
- Help the halfway house on Elm St.
- Our outdoor pools need to be open longer – maybe through mid-September
- Legalize dog walking in the city parks (2 Votes)
- → On leash
- Teach people about fragrance/chemical sensitivity (esp. in workplace!!!) (MCS)
- Green space downtown (2 Votes)
- Kid-friendly apartments
- Elderly/disabled apartments
- Indoor pool! More access to gyms. I feel like people don’t go because it’s too expensive
- We need an all city recreation indoor pool recreation area. How about cooperating with city-school to get it done?
- Walking track with a view of our most beautiful asset – The Mississippi!





## Topic 7: Community Knowledge + Empowerment

### *Where do you volunteer and why?*

- I work with Crossing Borders – an immigrant advocacy group
- Love volunteering with nursing homes but there's ability to help on a more local/private level
- I volunteer to give back to the communities or organizations that helped shape me
- To give back to a great city
- AmeriCorps
- I volunteer with Catholic Charities
- Community foundation
- Arts orgs
- Volunteer/support the Lantern

### *How do you find out about what is happening in Dubuque?*

- I love looking at bulletin boards in coffee shops, can we take this concept and expand it
- Telegraph Herald website + print copy for events (2 Votes)
- Facebook + facilities' websites
- Events in 365 magazine (3 Votes)
- How do people want to hear about events? (Not everyone has a computer)

- I find out what is happening in the newspaper, but it only has articles the same day or after it occurs ☹️
- Julien Journal has events but it costs \$4
- Podcasts 😊
- Need centralized communication tool for all seniors for events and local information
- Social media
- 365 INK, paper copy and internet
- 365 does a great job, but folks must submit events first, so please submit!
- We need a central calendar for events
- Word of mouth (I don't know many people)
- In general there is an info vacuum; you have to work to get information
- 365ink Magazine; Dubuque365.com is my resource for what's happening!

### *What services/need are unmet or need the greatest attention?*

- We need more streamline media
- More support for peer support model
- Recovery programs needed
- Intersectionality in city planning
- Senior citizens are very overlooked (2 Votes)
- Empower people to try new things and explore new facets to the community
- Need more ways to get information to younger Dubuquers to get them involved in local issues
- → make teams
- Progressive media outlet needed
- Naming painful realities and touting over awards!
- Mental health service needed

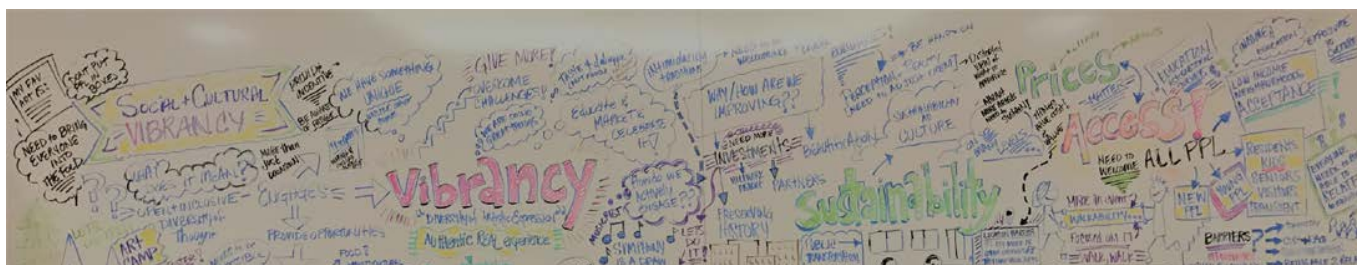
### *Who/what local organizations do great work?*

#### *What are they doing?*

- The Millwork District turned out great – maybe Central Avenue will too
- Circles Initiatives
- Service Learning courses & programs at local colleges
- Dubuque Dream Center
- Higher education institutions provide lots of opportunities and news to students.

- Share + read city Facebook posts
- Attend commission + council meetings
- Contact City staff
- Offer to partner

- Sometimes are listen to?
- City is making great use of nextdoor.com
- Our City staff and leadership are very accessible. If you have a concern they will listen. They are seen out and about in many social/cultural events. (2 Votes)
- I interact with the City by joining a committee (resilience) to help communicate wishes of myself + community
- Transparency in government!



### Social + Cultural Vibrancy Mind-Map Comments

- More public offerings in Port of Dubuque. Not private.
- Get your mural on...
- Green murals
- We need to look at food + chemicals + toxins in lower economic status populations. Diseases, behaviors all correlate with toxins from multiple sources. Start with food. Food is medicine.
- Affordable housing throughout Dubuque
- Better balance of renters to owners in older neighborhoods
- More small grocery stores and “bodegas” or delis, especially downtown to carry the basics/pick up a sandwich, etc.
- Empty storefronts need to be filled for walkers
- Please work on buildings on Central Ave. from 30<sup>th</sup> Street to 22<sup>nd</sup> Street – storefronts and houses look dump
- Leadership from the community – not from the top
- Have events in parts of town that we’d like to bring more business or attention to outdoor concerts, plays, kids’ activities, etc.
- More free activities or events in parks (i.e. chess, bocce ball, concerts, etc.)
- Beautiful river with no accessibility – sad (2 Votes)
- Pets in parks! It will bring people together! Empty parks are sad!!
- Indoor climbing gym
- Childcare co-op
- Strong, local foods system
- Farm to school
- Know your farmer, know your food
- Barter, share, & trade
- Arts: paintings, spoken word, music, musical gatherings, talent show showing off cultures and their forms of art
- Get billboards out of residential areas

- 
- Availability of culturally appropriate fruits + vegetables
  - Bringing people together through multi-cultural events – prompting different cultures through similarities
  - Moss graffiti
  - Police friendly
  - Social and cultural vibrancy equals new experiences
  - Downtown walking tours marked on the sidewalks
  - Acceptance + awareness to overcome barriers
  - Potential business owners need a place to go for ideas + incentives
  - More engaging ambitious public art. Should be a destination! Should be Instagram-worthy → free advertising for the city
  - More outdoor dining! Come on! Especially on the river! How about a dinner train: Dubuque to Bellevue maybe?





## Topic 1: Healthy Local Foods

### *I wish my local grocer carried \_\_\_\_\_*

- More unusual vegetables (2 votes)
- Bite size to-go items
- More inexpensive organic options
- Less price comparison pressure (i.e. organic + non-organic strawberries on sale at same time)

### *What grocery do you visit the most and why?*

- I visit Aldi- good food, low cost – a lot of organic options. Good chocolate
- Shop at Aldi's great produce

### *What does "local food" mean? How can Dubuque enhance healthy local foods?*

- More community gardens
- More edible landscapes
- Walkable/neighborhood-based grocery stores (Midtown) (2 votes)
- North End healthy food options
- Have canning classes to teach people how to make 'in season' veggies + fruits last all year long
- "self-prep" business for healthy meals
- Walmart – low cost
- A farmer's market not on Saturday (2 votes)
- Support Monday night market @ East Mill
- Enhance: more classes for adults, kids, + both together
- Teach citizens how to garden
- Why did local food co-op fail?

- Find way to bring another co-op.. better location – more presence, etc.
- More diverse restaurants sourcing local ingredients
- Farm to institution support

### *What restaurant/store would you take your healthy minded relative to in Dubuque?*

## Topic 2: Green Buildings

### *What makes a building green?*

- LED- efficiency
- Geothermal
- High efficiency appliances
- High efficiency heating & lighting
- Walkable neighborhoods to reduce overall impact/energy (fuel) use + promote health
- LEED certified building
- Re-use existing buildings

### *What's your favorite building in Dubuque and why?*

- Historic buildings are the best green buildings especially when in context of walkable neighborhoods (these are my favorite)

### *Do you use more or less energy than your neighbors? Why?*

- I use less energy. All LED fixtures, keep lights off except in occupied rooms



#### *What energy/water saving measures have you installed at home?*

- Motion sensing lights throughout
- Low-flow toilets + showers
- Upgrade the smart water software

#### *What sustainable/eco-friendly measures work best here and why?*

- Energy saving measure – hang laundry out 6 months of year – encourage that in neighborhoods – discourage covenants against
- We have City LEED building – implementation of LEED standards not always the best – extremely difficult to maintain + expensive to recertify. Take best practices from LEED + leave what doesn't work
- Rain barrels to sustain landscaping
- Any code changes needed to allow (encourage) alternative building methods (adobe, cob, rammed earth, straw bale, etc.)
- Faith-based organizations – cognizant of energy use + how to reduce – pass on to parishioners
- Need habitat restore!
- Scoring system to be met by any residential or commercial structure. Especially when funding by federal/state \$\$
- Eco-friendly Red Lobster

### **Topic 3: Community Safety**

#### *Where in Dubuque do you feel safe?*

- Everywhere I'm not scared (2 votes)
- Not scared anywhere. I tell people to walk the neighborhoods especially the ones that make them uncomfortable

#### *How should we measure community safety?*

- Safe = quality mental health + substance abuse care which is accessible + affordable – need state support
- Measure stats are too cold + boring use anecdotal stories

#### *What makes a community "safe"?*

- Safety is not just crime
- Citizens moving anywhere they want (2 votes)
- Safe = engaged + connectedness
- Safe sidewalks + roadways (shared use bikes)

#### *How can safety be enhanced?*

- Help change perception of downtown
- Focus on prevention – crime/fire
- Encourage neighborhood parties/gathering
- Outreach + education to all age groups
- Enforcement of the rules we already have
- Sidewalks along JFK Road (all the way) and along Dodge St.
- More bike lanes (4 votes)
- Encourage neighbors talking to neighbors
- Neighbors coming together
- Safety can be enhanced by looking out for one another

#### *What would you tell a visitor about safety in Dubuque?*

- Police do a wonderful job keeping Dubuque safe (2 votes)
- Dubuque is a safe space.



- Dubuque is a safe community for most people in terms of physical violence

## Topic 4: Arts + Entertainment

*My favorite venue, event and/or experience is...*

- Use this building (Five Flags) for more events, etc.
- Favorite events: community music fests, jazz, Dubuque Fest, etc.
- Julien Dubuque International Film Fest (3 votes)

*I stay in Dubuque for \_\_\_\_\_*

- Family, River, Bluffs
- Quality of life
- Family (2 votes)

*I leave Dubuque for \_\_\_\_\_*

- Culture
- Experiences (travel)
- Leave for sports + shopping
- Leave for concerts
- Shopping + additional fun
- Shopping, sports, Costco

*I wish \_\_\_\_\_ was in Dubuque*

- State College
- Bigger acts
- Ethnic dining options
- Red Lobster (local lobster/seafood)
- Lumberjack competition in Port of Dubuque
- Supporting local artists and encouraging artists who are not mainstream
- Midday music
- Scheels, Von Maur
- More municipal campgrounds
- Bigger acts at the county fair
- More local restaurants

*I loved attending/going to \_\_\_\_\_*

- Restaurants (not chains!)
- Arts + plays + film festival
- Outdoor live music (2 votes)
- County fair
- River time (2 votes)
- River Museum

## Topic 5: Diversity

*What is Diversity in Dubuque?*

- Diversity is differences in values + worldviews throughout the community

*Think about gathering places, events, and venues...*

- MFC
- St. Mary/Steeple Square
- Caradco Spaces
- Smokestack
- Comiskey Park
- Dream Center
- Inclusive Dubuque
- Library
- 

*What do you know and love?*

- Food from various backgrounds (2 votes)

*Where haven't you been?*

- Field of Dreams

*What are people unaware of/missing out on?*

- Small neighborhood parks
- Music: more variety and all that jazz
- Colleges have a very diverse population – how do we provide food/culture/meeting options to keep students in DBQ after graduation





- Job coaching for students
- More ethnic + cultural art exhibits showing artist from different regions + areas of the US
- More events like MCFC's taste of Dubuque + other cultural offerings making diversity fun, interesting

## Topic 6: Community Health

### *What are Dubuque's top health challenges?*

- Substance abuse has multiple negative impacts in community, need better preventative efforts
- Coordinated, well-documented non-car transportation options

### *Think about healthcare, access to preventative care, mental health, etc.*

- Low awareness to value of preventative practices in eating + general medical procedures
- Mental health resources limited
- Better access to mental health services (3 votes)

### *Who and what is working?*

- Working on it 😊
- Parent engagement in making healthy choices for and with their children (i.e. what they pack in cold lunches)
- City support of employee wellness programs

### *What do we need?*

- We need culturally appropriate mental + physical healthcare
- Cost of healthcare – hard for young people to obtain + afford on their own

- Affordable access to fitness opportunities 24 hours/day
- Educational materials for people from different cultural backgrounds
- Need bike routes/marked paths (2 votes)
- Substance abuse treatment that is quality and affordable (2 votes)

### *Where do we need it?*

- Healthcare access for uninsured + underinsured
- Make sure abutting subdivisions connect
- Community wellness center (downtown)
- Need better access to healthcare + education for low income residents

## Topic 7: Community Knowledge + Empowerment

### *Where do you volunteer and why?*

- Church, professional association
- Volunteer – church + environmental concern groups – help/others educate on environmental concerns
- Master Gardeners JDIFF
- Trees Forever
- Church
- School volunteer
- Give blood
- Prescott and Sageville schools. Reading is such an important skill that I feel passionate about

### *How do you find out about what is happening in Dubuque?*

- Need better communication to get knowledge of city events to underserved populations
- Use Dubuque 365



### ***What services/need are unmet or need the greatest attention?***

- Community volunteer cleanup for all areas of Dubuque
- Partnership with community organizations/members
- Better City website

### ***Who/what local organizations do great work? What are they doing?***

- Circle – help others meet goals
- MFC + Dubuque Dream Center are doing great work to empower youth in meeting their potential + encourage the development of reciprocal + mental relationships
- Colt's Drum Corp
- Response from Habitat for humanity. Easier for volunteer organizations to respond to people
- Coalition – partners for the 3<sup>rd</sup> grade-level reading do fantastic work – let's continue to support them + keep this a priority in the community (2 votes)

### ***How do you interact with City government? What are your expectations?***

- People have a lack of knowledge about the various levels of local government: cities, county, school district – would be great to fill in the knowledge groups, to reduce NIMBYism and increase engagement at planning + budgeting vs. reactive opposition to implementation.

### ***Social + Cultural Vibrancy Mind-map Comments***

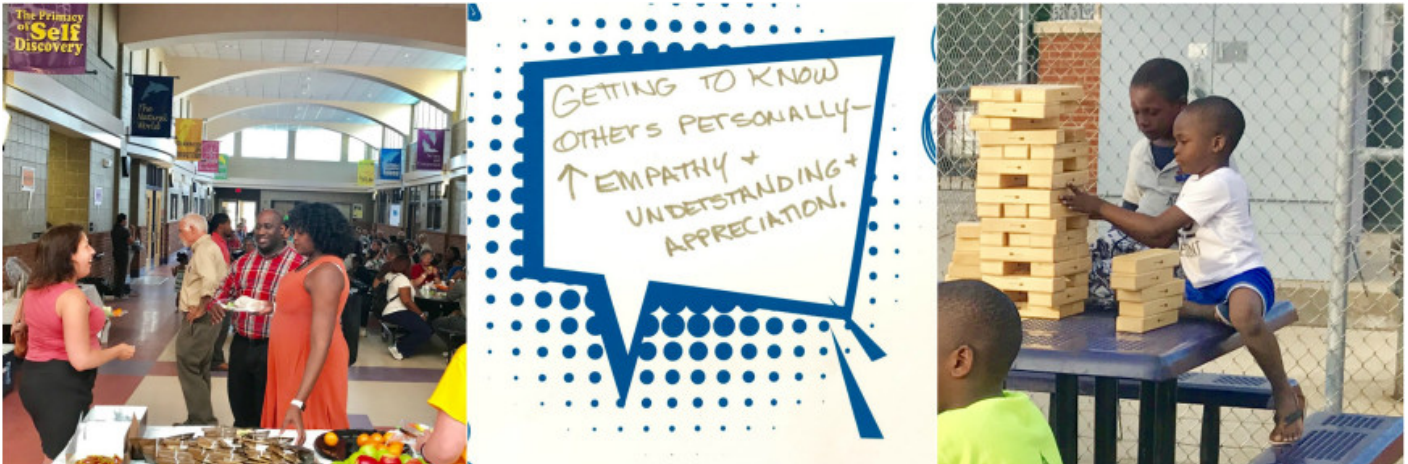
- Young kids play center (like McDonalds only 100x Bigger)
- What makes us unique
- Learning growth compassion
- Know your neighbor
- Easily-accessible by boat; river events, locations, family type casual dining
- Annual festival that focuses on our river heritage like the grand excursion did

# Equity Community Workshop Summary

[imaginedubuque.com/2017/07/12/equity-community-workshop-summary/](https://www.imaginedubuque.com/2017/07/12/equity-community-workshop-summary/)

Teska

July 12,  
2017



## Imagine Dubuque's Equity Workshop was a fun, family-friendly night!

Held on June 27<sup>th</sup> from 6:00pm – 8:00pm, the event was graciously hosted by Prescott Elementary School and co-sponsored by the Circles Initiative and Inclusive Dubuque. Approximately 130 residents came out to share their ideas about how equity can and should be integrated into all aspects of the City's new Comprehensive Plan.

Following a brief introduction by Dave Johnson (City of Dubuque) and Mike Hoffman (Teska Associates, Inc.), participants were free to visit all the topic stations, fill in bubbles about what equity means to them, and complete postcard ideas at the "mailbox to the future" station.





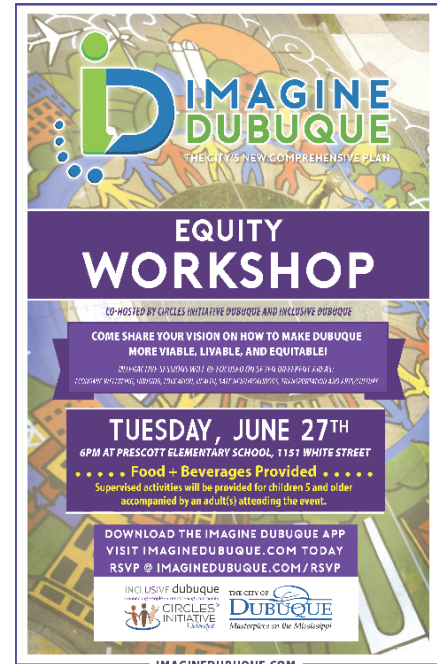
## Equity Community Workshop Summary

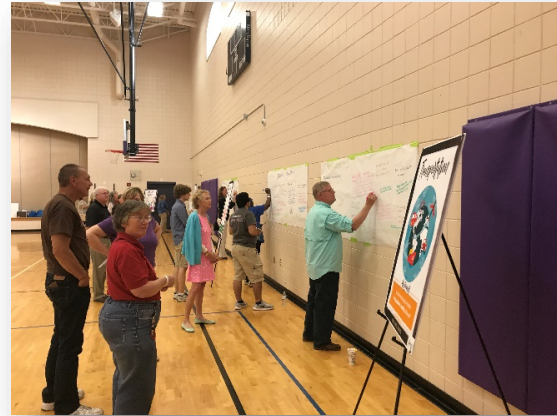
June 27<sup>th</sup>, 2017 at Prescott Elementary School

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## Bubble Talk

### *What does equity mean to you?*

- Not only access to opportunities but equal access to support/achieve goals.
- Removing/challenging systemic barriers
- Exceptions to the rules are not made or they're made for all!
- More dog friendly areas. Should not need a car to be able to get a park with my dog.
- Fix broken sidewalks!
- No train horns all night by new apartments downtown!
- Bus transit to low wage employers. Arrive before opening, depart after close. Mall, Route 20 Retail, assembly work etc.
- More minorities at the decision-making table.
- I am never happy with what I have knowing that other families do not have enough. Shake, shake, shake.
- Equal opportunities for pet owners (rentals, park access, etc.)
- Respect in the job field whether that means race, gender, age, sexuality
- Equal treatment for all individuals regardless of race or social class
- The equal opportunity for the acquisition of services and goods
- Balance in a community for equal opportunities
- Respect – open to all individuals and fair across the board treatment
- Clear backlog Sec 8 vouchers. If you have apt that takes them then should not be house broke
- Affordable childcare for all
- Insurance companies that profit off big employers, cities, etc. should be required to stay in ACA Exchange!
- Equal opportunities and affordable health & childcare
- Being able to learn, live, and work in a community that values and respects me.

- A fair chance
- Affordable daily necessities for all, including transportation, housing, food, etc. Equal opportunity for jobs and a friendly smile to all you pass.
- An environment where everything is made equal for everyone and not just equal overall
- Everyone having the opportunity to succeed if they work hard!
- A list of employers willing to hire people with misdemeanor or felony records. Some get money to give people a second chance.
- Not treating everyone the same (male-female) And not giving anyone the “extra” rights.
- Fairness, but not necessarily equal, & opportunity
- People maintaining their cultural heritage but integrating within the community while appreciating and respecting other people’s culture
- Better HiSET test training. HiSET test training booklets, more and better tutors, especially math. Teach students how to use the calculator for HiSET test questions, not everybody does.
- Opportunity for all
- Each person in the community is treated equally by all.
- Age friendly
- Freedom to pursue my dream and if I falter the encouragement from the community to not quit but keep working toward my dream
- Kid friendly, pet friendly, smoke free
- A community that supports its residents toward success and happiness!
- Make it harder to evict persons and touch rent restraints on bad landlords –

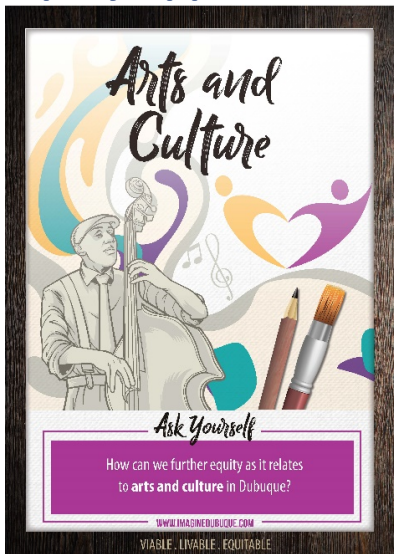
provide a place for those evicted or for their belongings

- Equality, fairness, justice
- Effective public transportation
- Not having to answer the question, “What does equity mean to?”
- Equal access to equal education
- Positive improvements. Get rid of NIMBY and focus on areas to advance fairness
- Everyone gets the opportunity to succeed. Racial, economic, etc. barriers are eliminated.
- More middle income. New construction homes/neighborhoods
- Cultural awareness and discussing future community projects with people from around the community present. Leave no voice unheard.
- City sponsored “block parties” to meet and know your neighbors.
- Landlords that don’t discriminate based on color of your skin and where you came from
- It’s fairness, unbiased on all levels of city government, resources, etc.
- Individuals all respected for exactly who they are
- Getting to know others personally – more empathy and understanding and appreciation
- Attracting structured conversations into the community (social media and face-to-face) instead of one-sided stories and distant conversations
- Renovate the downtown area; too many abandoned buildings
- Need to find a way to fix the train situation in and out of Dubuque
- Making all feel welcome, no matter what race, gender or creed



- Getting in touch with all cultures and welcoming everyone with love
- The city supports big biz and big developers but not those in downtown with small biz and small developers. It's the system that needs change.
- Community together to save our homes and our jobs and to make a better way for tomorrow
- NAACP – all races working together
- Better transportation. Bus service on Sunday. Fix up downtown
- Doctors that listen to patients. Older doctors need to try new methods of care.

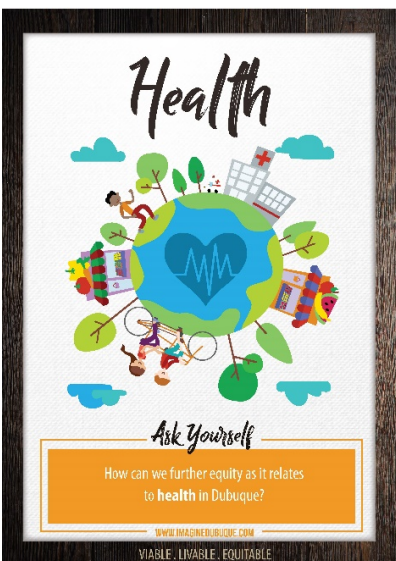
## Equity Application



### Arts and Culture

- “Inclusive Dubuque?”
- Publicize city grants that are available for arts/culture all over town
- There needs to be a variety of events + events need to be accessible financially for everyone (3 votes)
- UP grant opportunities for arts + culture
- Arts + culture everywhere.
- Provide atmosphere for the whole family
- Small group opportunities to share + learn
- Buddy program for teen & older adult
- Continue to provide many opportunities for families in downtown areas
- For-profit arts + culture can fill a void
- Better transportation and more venues
- Better transportation on evenings and Sundays
- Broaden the view of what constitutes arts + culture in DBQ
- Provide local artists with incentives to stay local & keep events with local artists free/low cost (2 votes)
- When there is music in the town clock at noon on Fridays have city rec staff available to encourage children in dance/play activities that have some structure
- Identify re-purpose-able item that artists need to source for their creation. Set up a free or no cost place where such used items could be available.
- Extend city financial support to art/music/cultural entities that may have a religious link, like Irish Hooley. The benefit far outweighs the negatives + gives back to the city.
- More movie + music venues, and showings for local artist or showing art of different countries and genres
- Incorporate arts & culture in all parks so they are in every neighborhood.
- Scholarships for the Academy of Ballet
- It's important to not only ask POC to participate in your events that celebrate your culture but to participate in events

- Advertise/maps w/ flyers special off-site parking & extra bus routes to events. Reduces congestion and increases participation



- Hire more doctors + nurses of color (Black, Hispanic)
- Teach birth control other than abstinence
- Realistic sex education
- More doctors for mental health patients
- Address the needs of “food desert” communities (i.e. access to fresh foods, etc.) (3 votes)
- Double up your Food Bucks is a great program!
- Continuing education of what is here
- Universal healthcare, give Crescent more funding
- The USA needs the same healthcare plan as our military + congress, and their families. It will cost more initially,

- Sidewalks along every street
- Walking/biking trails in all parts of Dubuque
- Better prices for healthy food choices
- Grocery stores are higher priced in downtown area
- So true, even HyVee on Locust costs more than other HyVees
- Get an Aldi Store
- More options for treatment of mental health needs (2 votes)
- More affordability for treatment of mental health needs
- More fresh/local affordable food for all
- Better access to clinics after work hours and transportation to and from
- Workshops & support groups for people with depression
- Better access to mental health treatment
- Local resource book for handicap/disabled help
- This has been done before “inclusive Dubuque?”
- Provide incentives to grow or purchase local healthy foods
- Non-profit adult cooking workshops for healthy cooking
- Incentivize healthy food options. Also find ways to give more time. Better job protections social net
- Incentivize the formation of running clubs/etc. within neighborhoods
- If a caregiver is on a provider list when I sign up, they cannot drop out mid-year. (i.e. Medicare/MCO etc.)
- Adult affordable fitness facility in downtown area (planet fitness)

- Yes to the Y, but still needs to be affordable. The Y is expensive for even the middle class
- Better mental health
- New Y facility
- Health care costs too high for the working classes.
- Work does not provide health insurance
- Do a health challenge within the city-business, schools, etc.
- Map different “challenging” routes to walk, bike, etc.
- More grocery stores in downtown areas so people do not have to go to the West End for most of their needs (3 votes)
- Removing taboo of mental health in youth. Educate that it is not just severe illness, but includes depression and anxiety. Introduce sessions to have youth feel comfortable talking about it and how students can seek treatment.



### Economic Wellbeing

- “Small business Saturdays,” but throughout the year
- Free parking for Library!
- Raise the minimum paycheck wages so people can live happy
- Continue to increase opportunities at NICC downtown.
- Still a good ‘ole boy culture – how to change this?
- Fair wages + opportunity for advancement for all (2 votes)
- Downtown businesses need Saturdays removed from parking meters!!
- Yes! Learn from Galena. Their downtown is Alive! They mark a tire – there is a limit on time – but it works
- No tips count toward min toward minimum wage allowed (i.e. pizza driver (\$4.25/hr) – did you know that!
- Respect + dignity
- Eliminate the tipped wage
- Assistance to help anyone that wants to open small business especially in the neighborhoods
- Continue to expand hand up programs
- More minority- and women-owned businesses
- Buses scheduled for people who work retail/assembly/etc. not just for patrons. You should not have to afford a car to work at (\$10/hr)
- Living wage, with training to increase our severe shortage of skilled labor to lower-middle class, with work training to improve knowledge of helpful living + economic paths (check, savings).
- Financial incentives for small businesses in downtown for developers + for service businesses
- Affordable + predictable healthcare costs
- Affordable healthcare insurance



- Expand the pool of mentors that can stay with developing small businesses
- Iowa's wages are too low, holding everyone here back on a national level
- Heating and energy assistance for those in need (2 votes)
- Cronyism inhibits competitive growth by reserving meaningful economic incentives for the few = inequitable practice
- More walkability & safe biking
- Provide schools with Getting Ahead Curriculum. (2 votes)
- Employers not covering costs of insurance



### Transportation

- Implement complete streets with transparent reporting and inclusive planning
- Healthy sidewalks + streets (maintained) (2 Votes)
- Expand NW Arterial south of Key West

- I'm from out of town "Chicago" and I have learned to drive they should have adult driving classes!! for New comers
- We need more bus stops and more buses every hour maybe two times each hour of the same bus line
- Buses need to run on Sundays for the people that work and can't get a ride or at least 1:00 to 10:00 or 8:00
- Bus service later on Sundays. (2 votes)
- Yes, workers need a ride home. People can't even apply for jobs because they can't get there on time, or have after closing chop or punching out.
- Bike rentals?
- No train horns all night long (every train, all through downtown) this makes new housing & low-income housing unlivable
- Remove all one-way streets. It hinders economically by only one side of the sign being viewed, and businesses lose in traffic just driving by + helps movement of people to see Dubuque.
- More roundabouts and less stop signs/lights (2 votes)
- Longer hours for local buses
- Roundabout or other improvement at University + Delhi
- Longer hours for local buses
- More stops for night rider bus
- Plenty of lights on night buses too
- Long term = fewer parking lots + ramps will lead to walking entering daily culture
- Pet friendly bus routes (pet friendly parks are only on ends of town) (2 votes)
- Bunker Hill dog park is central
- Accessibility improvements help all – elderly persons with special abilities,

- strollers so broaden accessibility infrastructure improvements
- Expansion of bus routes and schedules
- Need to keep schedule. Stop changes bus route
- No trucks on Central Avenue. Need more quiet.
- More bike/walk to work.
- Better routes for local buses (not taking 45 minutes to get from A to B) (2 votes)
- Free shuttles to certain events including handicapped accessible (2 votes)
- Better bus access to industrial parks
- Event planners can partner with bus systems to improve accessibility to events for those that do not drive or are handicapped
- Good job with snow removal

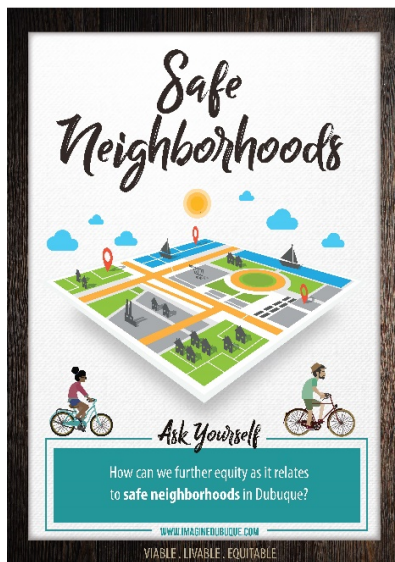


## Housing

- Connect housing to other sectors accessible/health options transportation
- Tiny house village area with community center
- Make some landlords do not discriminate and keep their property safe and clean
- More Sec 8 housing
- More housing options on West End for low income families
- Make all new developments have mixed economic groups. Decrease segregation by \$
- No \$200 annual cleaning requirement (especially for service days) added to lease
- Respect, dignity, and integrity
- Bring all houses up to date with safety and health regulations
- More affordable rental housing (<30% of incomes)
- More programs like the Heart Program
- Pet friendly rentals (that don't cost a ton & are safe & livable)
- Incentives to repurpose vacant buildings for reduced cost and increased responsibility (i.e. community rooftop garden maintenance)
- Drive around. Initiate inspection of obvious flaws!
- Renovate abandoned housing for people to live in. An affordable price.
- Incentives for owners + tenants to be possessive and caring of rental units, instead of making them slums + trashing the buildings
- "Affordable housing" when newly crafted includes very narrow income guidelines that prevent many in need from applying – yet developers receive financing incentives????
- Improve housing stock all over Dubuque
- Provide assistance / training workshops to landlords on best practices, i.e. how to safe-guard their property, examples

of good rental agreements, how to legally obtain information on tenants (referrals / references) and information on free background checks.

- Strengthen programs that offer interest free mortgage Habitat for Humanity for example
- Safety & Security
- Up to “code” for rentals
- More Section 8 housing (2 Votes)
- Incentives for landlords to put & publish vacancies in the newspaper. Lessen the closed system of needing to know someone to find appropriate housing.
- I pay 80% of my income for housing. Qualify for Sec 8 Voucher. Need Local programs. House porr @ \$25 over Extremely Low Income
- First time homeowner sessions – educate people on where to look, how to look, what to stay away from, and how to manage mortgage efficiently!
- How to fix up & maintain homes – workshops – could be done in partnership with the tool library
- Continue CHI partnership. What about tiny homes? Payoff quicker-have equity
- Diverse landlords
- Pass an ordinance where landlords have to live within a radius of Dubuque
- Add part time (evening) ADA inspectors
- Provide more opportunities for landlords and renters to dialogue about needs + wants, group meetings
- Handicap accessible housing
- Housing initiatives for all income brackets
- Good housing for low-income that comes with the requirement to take home ownership classes – look up Des Moines graystones



### Safe Neighborhoods

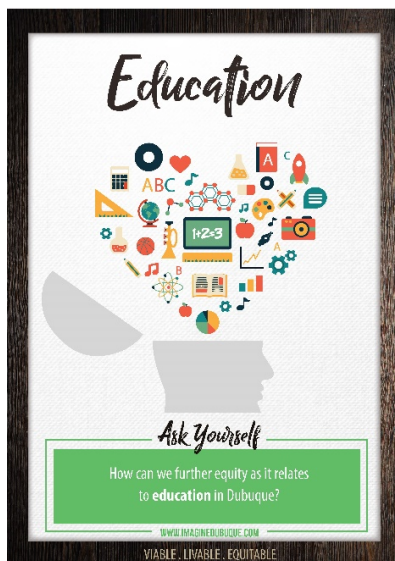
- Gun control across the board, dismantling the police
- Emergency response social services staff to work with police
- Effective policing. Not harassment.
- Cultural competence training. “Neighborhood beats.” Get out and meet citizens, not just sitting in cars (2 votes)
- Police training in cultural topics pertinent to their service
- More police training on mental health (6 Votes)
- Neighborhood block parties
- Encourage law enforcement presences in all neighborhoods
- Racial profiling reporting is minimized
- More streetlights because it really be dark on Jackson. I will love to feel safe walking on my own if I can see who around me.
- Grant or something to pay or individuals to keep their outside lights on. A block



with front lights on is more welcoming and the light could keep wrong doers away

- Police mapping of persons with known delusional disorders, Alzheimer's, etc. So they know when to approach situation of impaired person. ADA has been law for 25 years.
- Eliminate racial profiling
- We would have safer neighborhoods if more city staff lived there
- Take responsibility for your actions, push others to do the same. Respect rules & regulations, but expect + demand civility + respect back "do unto others as you want them to do unto you."
- More people out in common areas and porches and front yards meeting each other and seeing commonalities. More eyes and more people out and knowing each other = safer.
- Better lighting on side streets.
- Need more police, especially in the central neighborhoods
- Remove the stigmas
- No fireworks (3 votes)
- Police should all give the same information in case of home trespassing
- Limit access to guns (3 votes)
- Yes! You don't need to turn out like Chicago
- More incentives for local businesses in downtown areas
- Be a good neighbor (2 votes)
- Be a respectful neighbor
- Police always provide card with report # to person calling for help
- Police presentations on crime prevention + safety – rotate to various high risk areas

- Promote neighbor identity – encourage block parties to get to know neighbors
- Give permissions to citizens to have their own block parties, but also enable them with ability to block their block (2 votes)



### Education

- More minority women representation in schools
- More women + minority folks in leadership
- Various types of schools – one size doesn't fit all. Use the city + its assets – museum, nature, etc.
- More minority teachers
- Educate the educators about conversation versus judgment
- Bridge education from primary through higher ed
- Climate education has been surpassed in Dubuque. People are not preparing for what is coming
- Encourage women to the science and engineering programs

- Incorporate neighborhood “mentors” – help with education, build bonds, including cross cultural understanding
- Diverse representation on school boards
- More teacher training and evaluation in equality issues
- Free CEUS on cheap ways to help special needs kids in class
- Expect excellence
- More teachers males so the boys can have a role model
- Better pay for teachers
- Set the example! Learn by watching others who do good + right. Know how to read, to write, to do basic math because it impacts everything in life
- I fill the school don’t teach the basics anymore math and reading should be done on paper and not on the computer and they need to teach hand writing!
- Much greater use of NICC!
- Use Getting Ahead Curriculum in grade school
- Education is not just teaching and just for kids. Sharing knowledge in all forms is education. Share your culture experiences, passion!
- NICC is a gold mine for this. Expand on the opportunities available in the downtown center.
- Home school curriculums available from Carnegie-Stout Public Library
- More audio books available through library
- Educate the whole person not just the basics. Experience is one of the best ways to learn
- Affordable and accessible childcare for all
- Increased funding for the school district

- Teachers need equity + anti-bigotry/anti-racism training. Schools are an unintentional participant in not dismantling power structures that are harmful
- Senior citizens can audit classes at Loras + Clarke + UD for personal learning (2 votes)
- Whole year school
- Parents and caregivers are a powerful force for education commonly all people want good education and want kids + teens to succeed
- Efforts to get GLR every kid to read at grade level (2 votes)
- Classes/presentations for non-citizens to engage them in the community and encourage them to further their education with one of the great schools in Dubuque
- Look for public talks at Loras College this fall
- College access programs starting in elementary school
- Understanding that education is more than just K-12
- Hire an additional re-engage Dubuque coach
- Help those who are out of job with finding right second career
- Continue to encourage business/NICC partnerships

## Mailbox

### *Viable. Livable. Equitable.*

- More welcoming events for all ethnicities and cultures. Not just country + rock music at events.
- The “I am a Dubuquer” website is a nice idea – we can communicate online with

- 
- each other – maybe have one for seniors – maybe one for millennials too?
- Living + Acting as one community
  - Expand/support a staffing for Circles Initiative – more education to businesses about Bridges and Circles concepts
  - Buses should go to major employers of low income workers (JFK Mall, Route 20 Retail, Restaurant Rows, etc.) w/ dropoff times 10-15 min before & after typical shifts, to work at Kennedy Mall in college, I had to bum a ride home every night & both ways on Sunday, making retail wages – can't work there if you can't get there before opening and return after closing
  - See 42 Senior/Disabled/52+ housing: should not allow to build 1 unit less than requirement for 2 elevators due to population they serve
  - Mandatory training for all landlords regarding service, therapy & comfort animals. A local anonymous way for complaints to be filed. Horizon Development has told residents – no Dogs – no therapy dogs, because not service dog.
  - Improved information on availability for therapy & service animals low vision, PTSD, Diabetes, anxiety, depression. Doctors don't know the requirements and rules to write order. Landlords illegally turn down applicants. Won't even show apartments.
  - Do we have a welcome wagon? A service to welcome new community members?
  - Signage that celebrates our various areas? Highlighting the uniqueness and excellence of it.
  - To not let religion dictate sex education in public schools
  - Bend away orange dividers where lanes change to L or R turn only. Better signage for these changes
  - Doggie bag stations & more trash cans. Dog friendly parks are limited. The dog park is very poorly market (took 5 times to find it – only street parking). Friends with service dogs have to drive to a dog friendly park or area to walk/exercise their pets.
  - Expansion of NE Arterial to past Key West well south of Dubuque would be a great improvement. Reduce truck traffic in downtown (especially at Rt. 20 bridge) Increase customers for peripheral businesses
  - Keep working on changing the conversations that start with "These people from Chicago" and "I'm afraid to drive downtown."
  - Where were you? Could at least one council member attend? You do not have make a splash, just learn on the spot
  - Work with people in need so that the bus schedules accommodate their needs for work, recreation. Buses at night so that people can ride bus home from 3<sup>rd</sup> shift.
  - Having more bus stops that go longer than 6pm and that run on Sundays. And having the city focus on renovating Washington neighborhood and Central Ave and having police patrol more in those areas (new to Dubuque and I didn't feel safe walking in those areas)
  - Providing equal opportunities for all in the community (good quality affordable housing, new ways to get community



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members into a job field that will allow them to support themselves and their families) which will allow them to support their community.

- Having equal opportunities – having more public/community events – making members aware of what community needs are
- Affordable housing. Renovate the downtown area people are afraid to come downtown
- Improve mass transit (Sunday + Holiday service)
- Childcare is needed badly in Dubuque. I'm a single mom and I don't have family here so it's hard to take jobs/ go to school when I don't have childcare.

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# Bee Branch Celebration Yields More Ideas on Future of Dubuque!

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 [imaginedubuque.com/2017/07/21/bee-branch-celebration-yields-more-ideas-on-future-of-dubuque/](https://imaginedubuque.com/2017/07/21/bee-branch-celebration-yields-more-ideas-on-future-of-dubuque/)

Teska

July 21,  
2017



Wednesday's opening of the Bee Branch Creek Greenway marked a major day in Dubuque's history and future, as a City dedicated to becoming more viable, livable and equitable.

Furthermore, as part of the celebration, Imagine Dubuque set-up a pop-up Idea Booth to gather insights from the community as they relate to future land use and development. Big thanks to the 50+ people who discussed and shared their ideals for our City! Scroll down to view a few snapshots from the event.

**What do you think about future development in Dubuque? What types of uses would you like to see and where? [Share your ideas today by taking the Future Land Use Quick Poll!](#)**

# Join us, rain or shine, for tomorrow's Imagine Dubuque Treat + Greet!

[imaginedubuque.com/2017/08/15/join-us-rain-or-shine-for-tomorrows-imagine-dubuque-treat-greet/](http://imaginedubuque.com/2017/08/15/join-us-rain-or-shine-for-tomorrows-imagine-dubuque-treat-greet/)

Teska

August 15,  
2017



The day is almost here! Join us tomorrow, rain or shine, to view the future **Draft Plan for the City of Dubuque**.

**Weather Forecast for Wednesday, August 16th:** There is currently a chance of scattered showers. Pending weather updates, please see the location details below.

- **Sunshine Location:** If the sun is shining, the Imagine Dubuque Treat + Greet will take place at 5:30pm on Wednesday, August 16th at **Washington Park**, 700 Locust Street!
- **Rain Location:** In the event of rain, the Imagine Dubuque Treat + Greet will take place at 5:30pm on Wednesday, August 16th at the **Historic Federal Building (1st floor)**, 350 W 6th St.

**Over the past 12 months, more than 12,000 ideas were shared as part of Imagine Dubuque.** From mental health needs and ways to improve transit, to recreation desires and how to attract young professionals — we have been listening and learning from you, residents and stakeholders of Dubuque, on ways to make our City more viable, livable, and equitable.

**So get outside and join us on August 16th to meet the Draft Plan for our City!** There will be cool treats to enjoy (did someone say ice cream?!?) while perusing draft recommendations on (1) Economic Prosperity, (2) Environmental Integrity, (3) Community Facilities, (4) Housing, (5) Social + Cultural Vibrancy, (6) Transportation, and (7) Land Use.



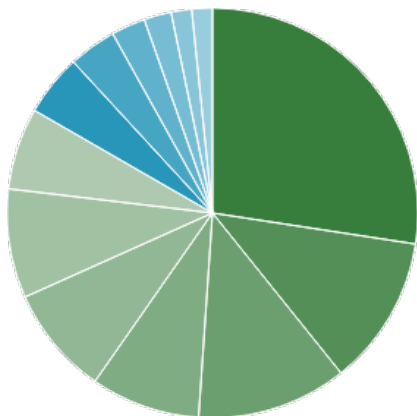
## QUICK POLL #1 | ADJECTIVES

What adjectives would you use ...

What adjectives would you use to describe Dubuque? Choose up to 3 answers.

Total Votes

**186**



	COUNT	PERCENT	
		COUNTRY	OVERALL
■ Historical	51	27.42%	27.42%
■ Lacking	22	11.83%	11.83%
■ Active	22	11.83%	11.83%
■ Vibrant	16	8.6%	8.6%
■ Welcoming	16	8.6%	8.6%
■ Sustainable	16	8.6%	8.6%
■ Quaint	12	6.45%	6.45%
■ Other:	9	4.84%	4.84%
■ Wholesome	7	3.76%	3.76%
■ Congested	5	2.69%	2.69%
■ All wrong	4	2.15%	2.15%
■ Just right	3	1.61%	1.61%
■ Inclusive	3	1.61%	1.61%

## QUICK POLL #2 | ECONOMIC PROSPERITY

Question

01

How often do you make a purchase on the internet? *(Mandatory)*

Answers

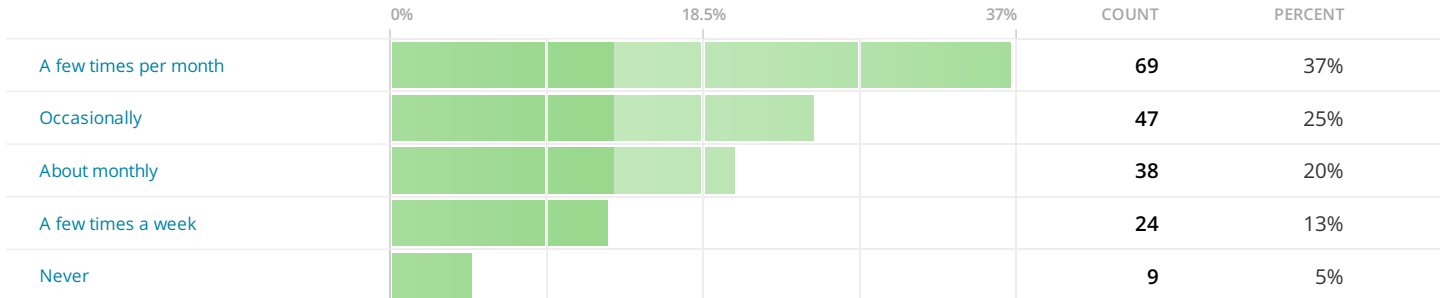
187

100%

Skips

0

0%



Question

02

Which statement best describes your shopping habits? *(Mandatory)*

Answers

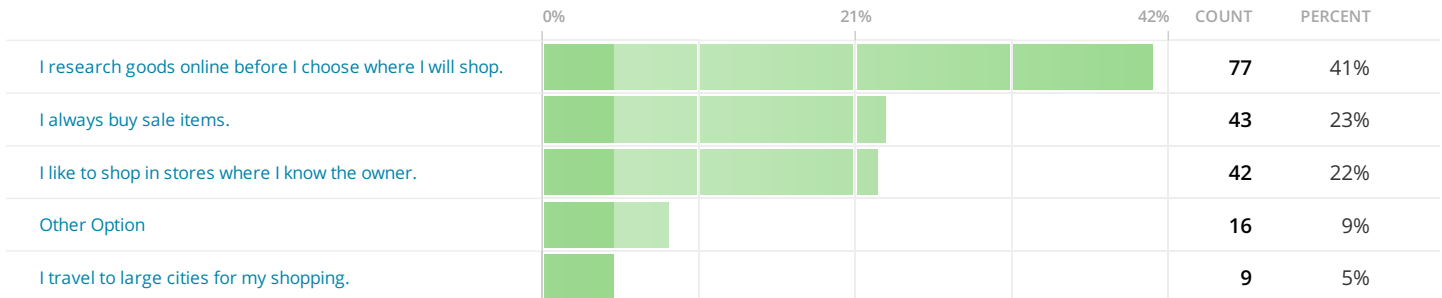
187

100%

Skips

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Question

03

Where do you live? *(Mandatory)*

Answers

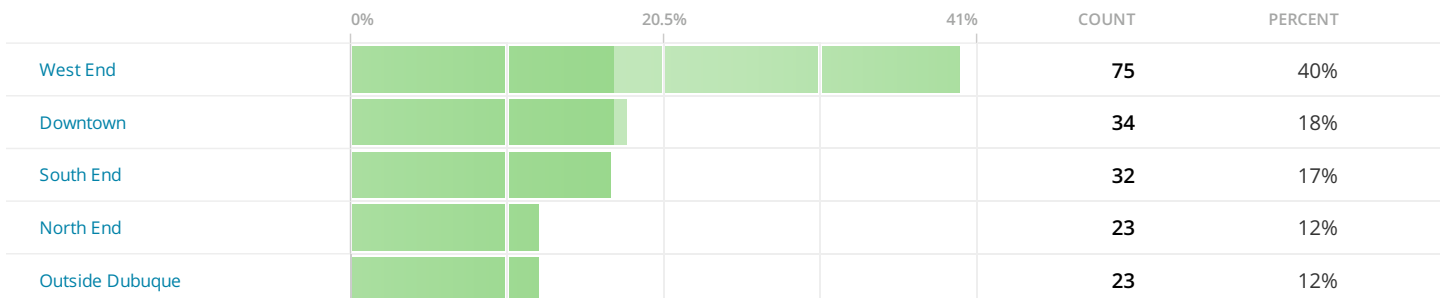
187

100%

Skips

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## QUICK POLL #2 | ECONOMIC PROSPERITY

Question

04

What products do you have difficulty purchasing in Dubuque? (Choose up to 3 answers) *(Mandatory)*

Answers

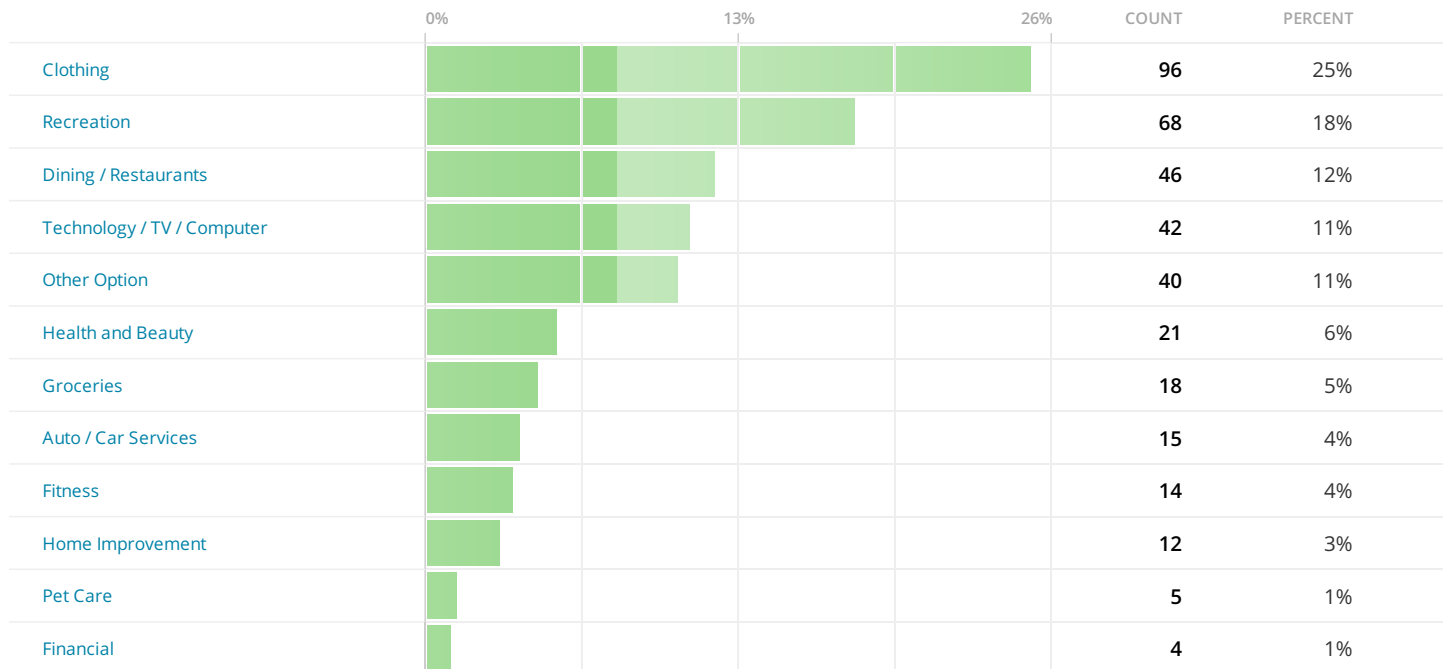
187

100%

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Question

05

What best describes your entertainment preferences? (Choose up to 3 answers) *(Mandatory)*

Answers

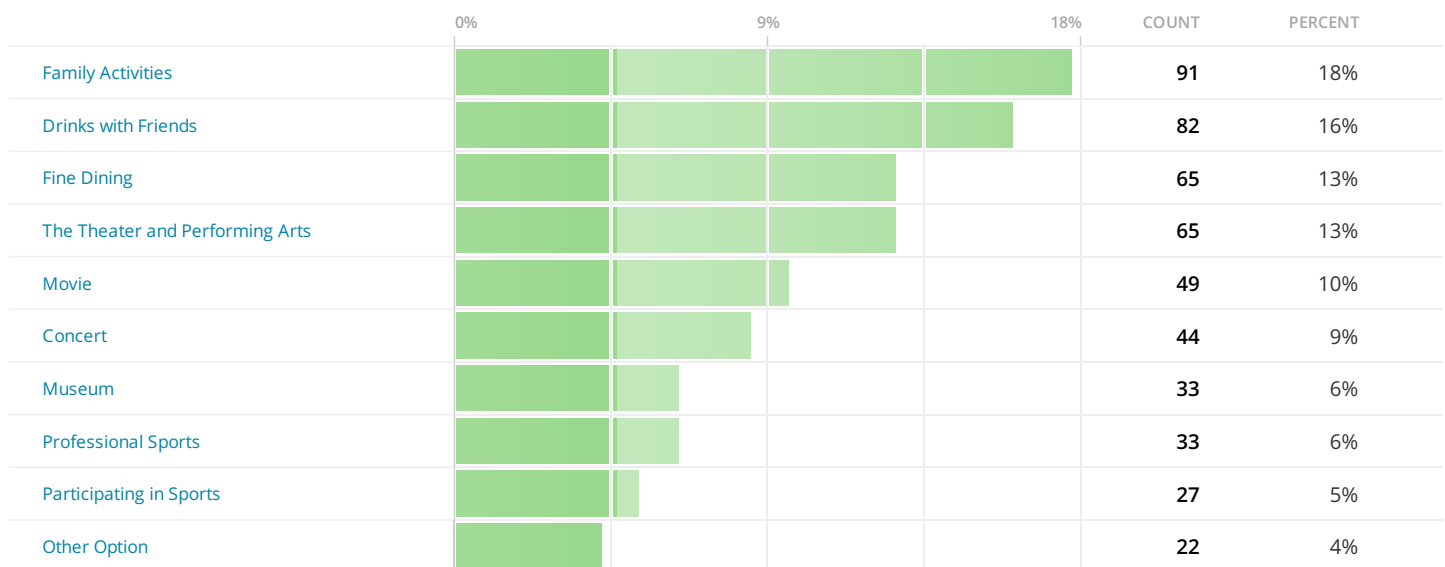
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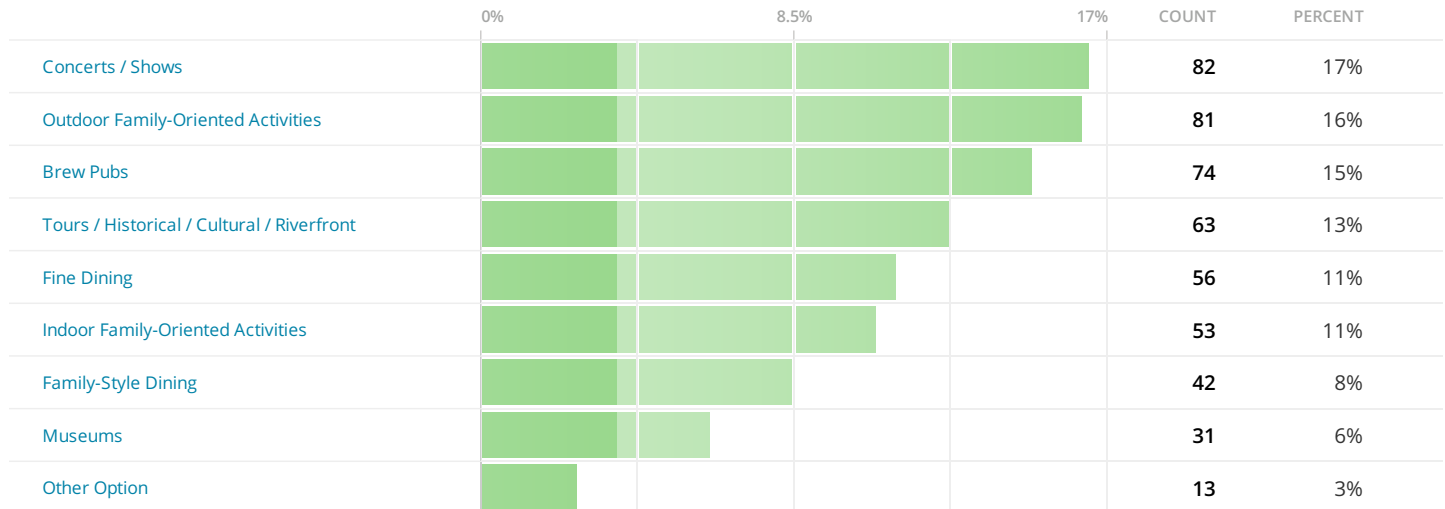
## QUICK POLL #2 | ECONOMIC PROSPERITY

Question  
**06**

What dining and entertainment option would you attend most often if they were added in Dubuque? (Choose up to 3 answers) (*Mandatory*)

Answers  
**187**  
100%

Skips  
**0**  
0%



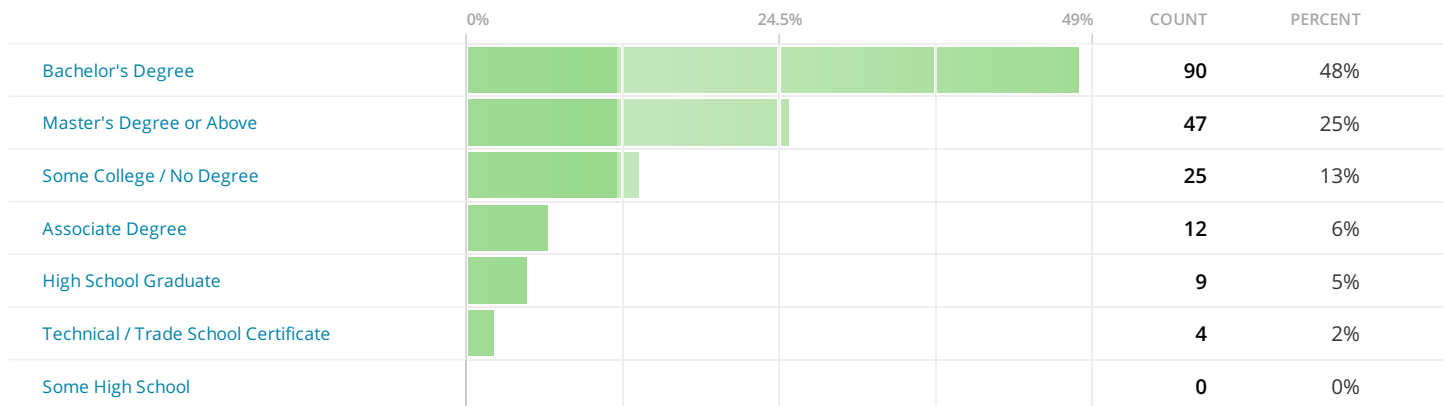
PAGE 2

Question  
**07**

What is the highest level of education that you have completed?

Answers  
**187**  
100%

Skips  
**0**  
0%



## QUICK POLL #2 | ECONOMIC PROSPERITY

Question

08

Are you employed, unemployed, a full-time student, or retired?

Answers

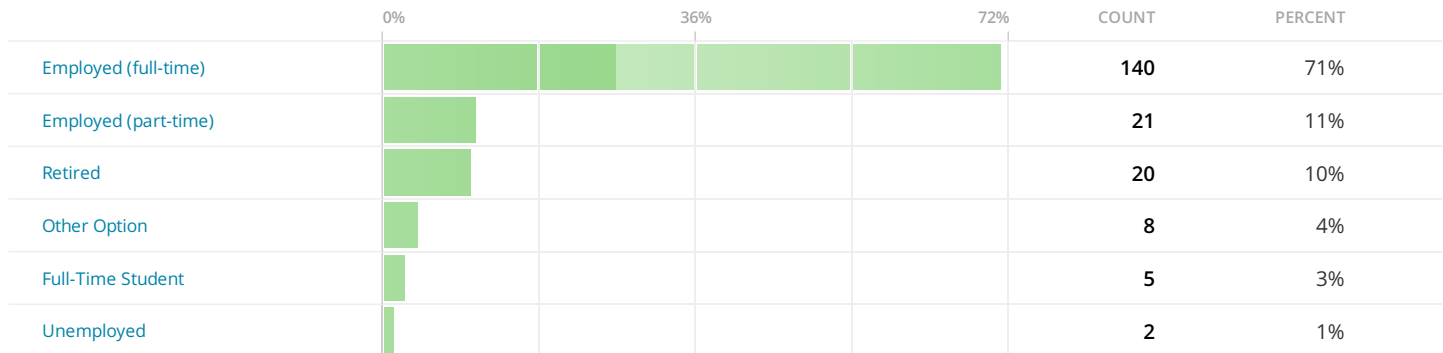
187

100%

Skips

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0%



Question

09

Have you achieved your desired career goals?

Answers

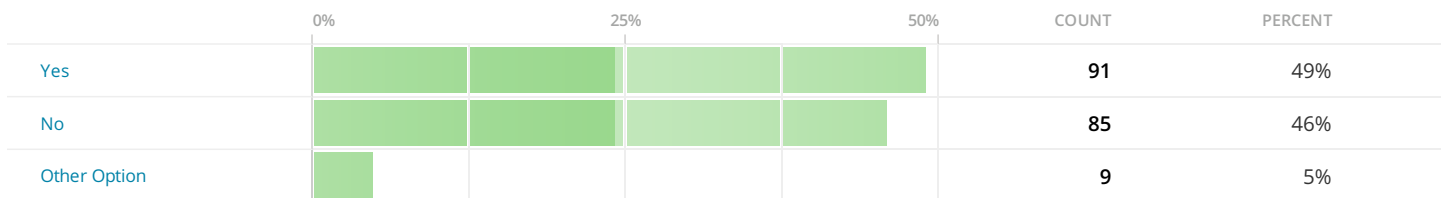
185

99%

Skips

2

1%



Question

10

If not, what challenges prevent you from doing so? Choose all that apply.

Answers

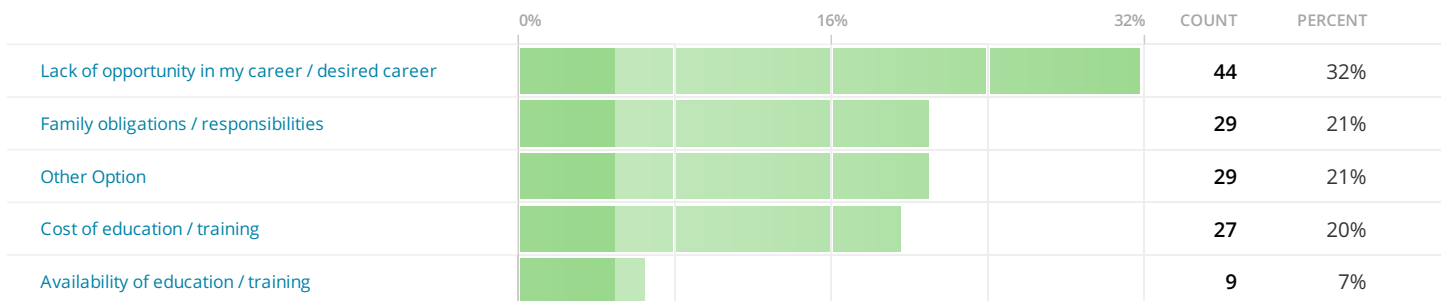
102

55%

Skips

85

45%



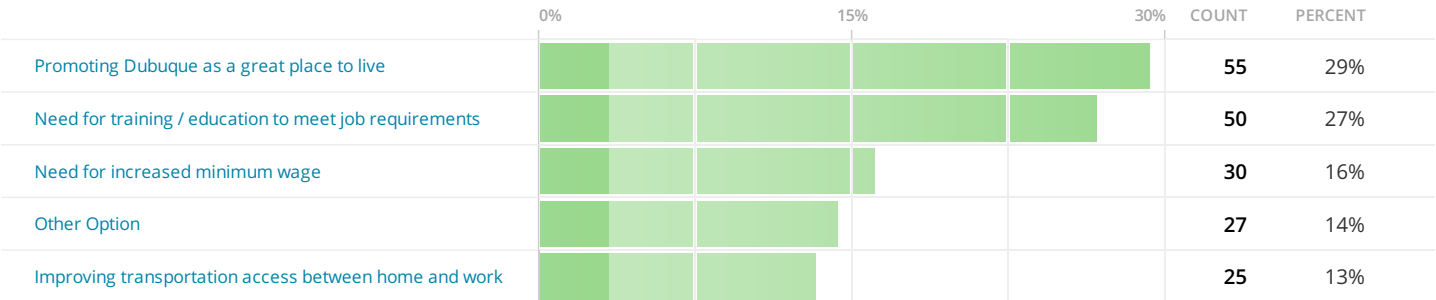
QUICK POLL #2 | ECONOMIC PROSPERITY

Question  
12

What do you think the most important issue / opportunity is in retaining and growing local businesses and jobs? (*Mandatory*)

Answers  
187  
100%

Skips  
0  
0%





## QUICK POLL #3 | ENVIRONMENTAL INTEGRITY

Question

01

Mixed-use development, where you can live, work, play and access services without getting in your car, is both a national and local trend. Where should mixed-use development be considered in Dubuque. Check all that apply. *(Mandatory)*

Answers

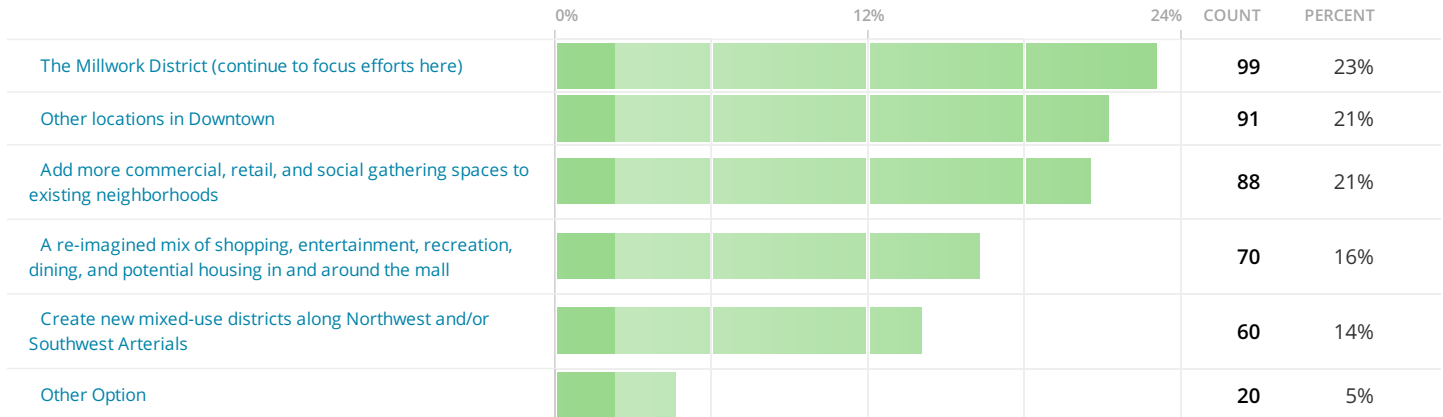
165

100%

Skips

0

0%



Question

02

Reusing vacant buildings is a green solution that can preserve history while furthering Dubuque's sustainability and economic goals. If the City of Dubuque focused efforts on specific buildings / districts, which of the following would you prioritize? Choose up to 2 answers. *(Mandatory)*

Answers

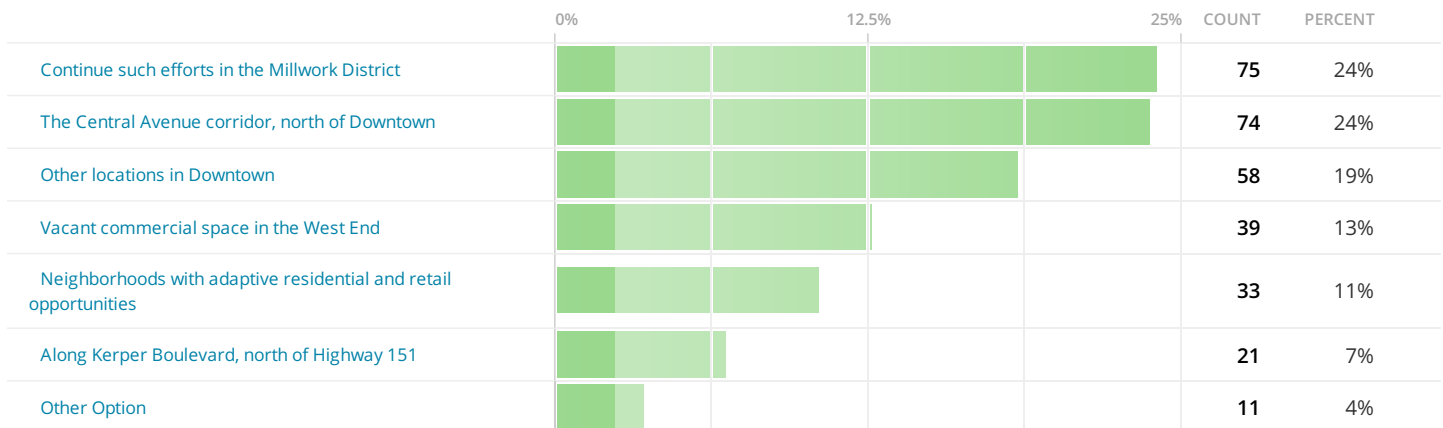
165

100%

Skips

0

0%



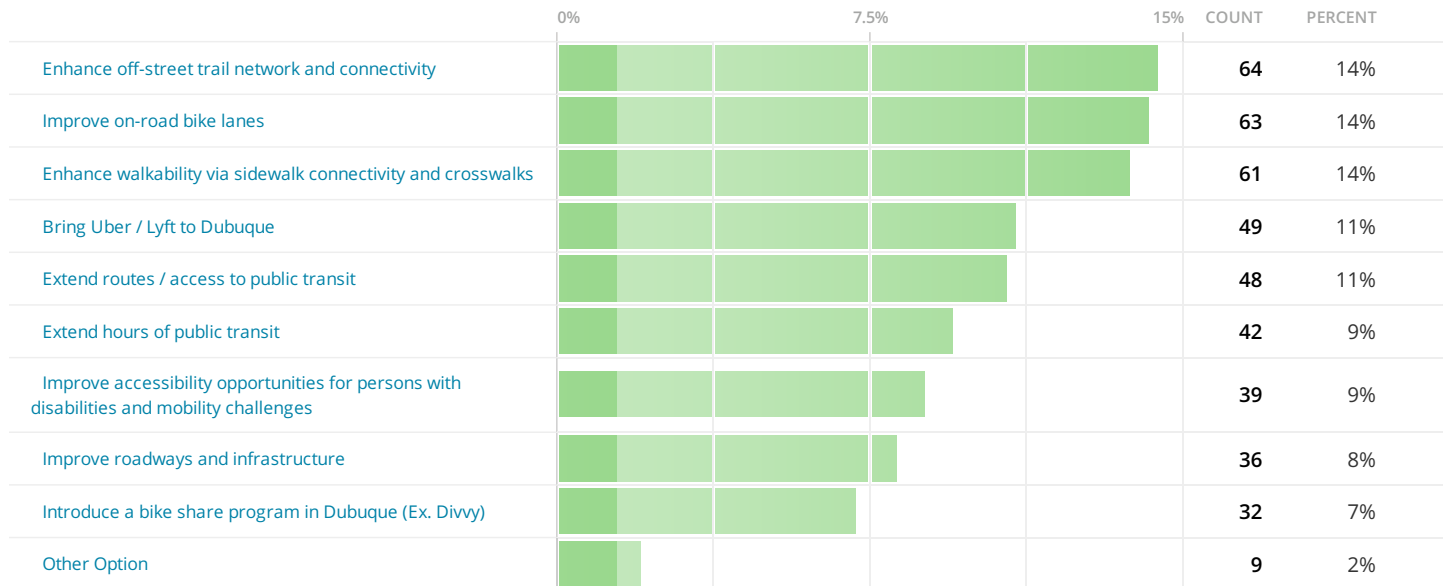
## QUICK POLL #3 | ENVIRONMENTAL INTEGRITY

Question  
**03**

A major indicator in growing economies is the ease with which people can get around. When it comes to mobility what do you want most for the future of Dubuque? Choose up to 3 answers. (*Mandatory*)

Answers  
**165**  
100%

Skips  
**0**  
0%



## QUICK POLL #3 | ENVIRONMENTAL INTEGRITY

Question

04

How should the community continue to actively protect the environment while advancing green policies and healthy living? Choose up to 3 answers. *(Mandatory)*

Answers












165

100%

Skips

0

0%

	0%	8%	16%	COUNT	PERCENT
Access to Healthy Food: Support local food system planning, improved access to fresh food, and urban agriculture.				74	16%
Organize small activation projects: Further community cohesiveness, communication and healthy living via small demonstration projects that engage the community and inspire residents to live more sustainably (examples include: community gardens, solar power panels for home, composting how-to's, and rain barrel distribution, etc.)				65	14%
Education: Create and implement an education and outreach campaign to empower citizens and businesses green practices and energy savings.				60	13%
Green Transportation: Increase use of energy-efficient transportation modes including transit, bikeways, pedestrian access, and alternative fuels .				57	12%
Increase native plantings, pollinator habitat, etc.				51	11%
Targeted strategies: The greatest opportunity to reduce energy consumption is to develop strategies targeting the highest energy-consuming sectors and buildings.				49	10%
Business Focus: Incentivize green practices for businesses.				45	10%
Accountability: Regularly report progress towards achieving Dubuque's goal of a 50% reduction by 2030 in community-wide greenhouse gas emissions.				22	5%
Benchmark: Measure energy consumption across sectors, including the use of fossil fuels.				16	3%
Implement programs to improve air quality (alternative fuels, anti-idling campaigns, etc).				16	3%
Other Option				12	3%



## QUICK POLL #3 | ENVIRONMENTAL INTEGRITY

Question  
**05**

Renewable Energy is becoming the most cost-effective and environmentally resilient source of energy for most energy uses, after energy efficiency improvements are made. What transitions to renewable energy should Dubuque prioritize? Choose up to 2 initiatives. *(Mandatory)*

Answers  
**165**  
100%

Skips  
**0**  
0%

	0%	10.5%	21%	COUNT	PERCENT
Convert captured Landfill Water & Resource Recovery Center Methane Gas to beneficial energy uses.	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<b>66</b>	21%
Adopt a plan to shift the community towards renewable energy sources and fuels, especially for non-transportation uses	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<b>63</b>	20%
Create incentive programs to support the development of renewable energy and fuel infrastructures	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<b>54</b>	17%
Establish partnerships with critical energy providers and consumers to match renewable energy sources with community energy needs	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<b>46</b>	14%
Hydropower development @ Lock & Dam 11	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<b>45</b>	14%
Identify and train smart energy advocates within local businesses and institutions to transition to resilient business culture and practices.	<div><div></div></div>	<div><div></div></div>		<b>23</b>	7%
Expand electric vehicle charging stations to encourage and meet demand.	<div><div></div></div>	<div><div></div></div>		<b>17</b>	5%
Other Option	<div><div></div></div>			<b>4</b>	1%

## QUICK POLL #3 | ENVIRONMENTAL INTEGRITY

Question

06

The 3 R's: Reduce, reuse, recycle – is a mantra Dubuque knows well. The City's "Pay As You Throw" program has reduced landfilling by 30% and increased recycling by 40%. What aspects of smart resource management should Dubuque focus on? Choose up to 3 initiatives you think will yield the most impact to ensure a more viable City for future generations. (*Mandatory*)

Answers

165

100%

Skips

0

0%

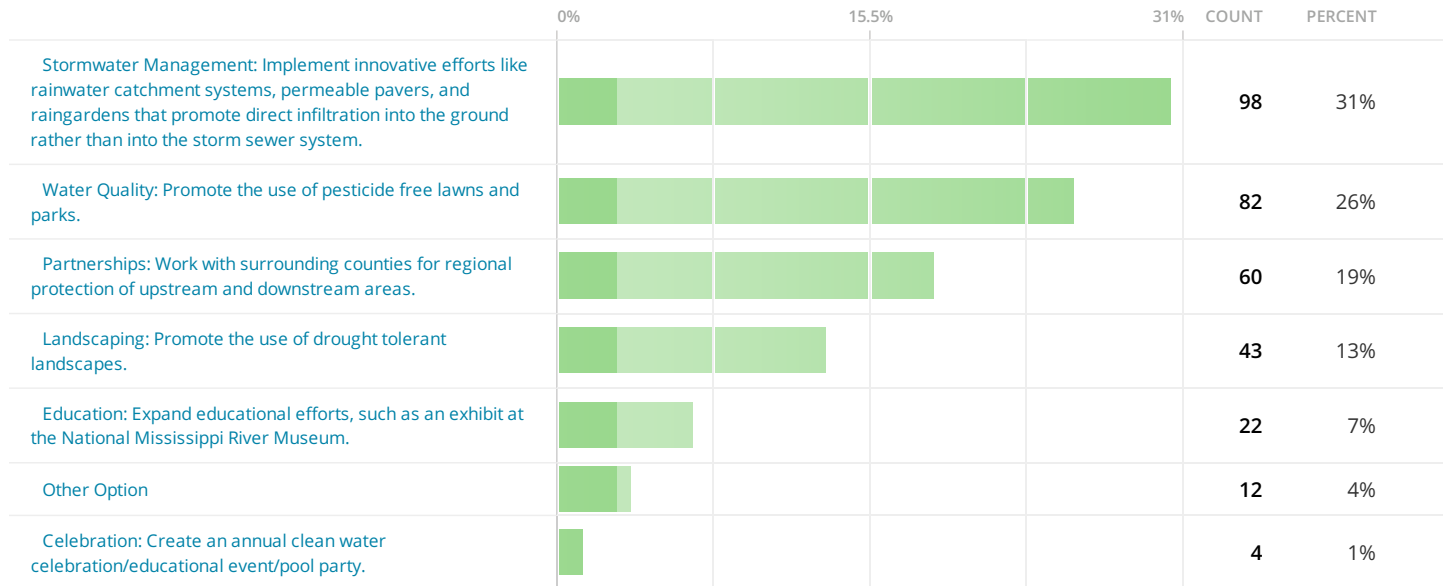
	0%	8%	16%	COUNT	PERCENT
Food Recycling: Expand collection of food residuals for composting from commercial, institutional, and residential sources.	<div></div>	<div></div>	<div></div>	69	15%
Plastic Bag Reduction: Implement a program to reduce the significant distribution of retail plastic checkout bags.	<div></div>	<div></div>	<div></div>	69	15%
Building Reuse: Repurpose sites, infrastructure, and buildings. Minimize land consumption and maximize conservation of resources.	<div></div>	<div></div>	<div></div>	68	15%
ReUse Facility: Facilitate the development of a re-use facility for building materials, furniture, and household goods.	<div></div>	<div></div>	<div></div>	58	13%
Zero Waste: Adopt a "Path toward Zero Waste" with measurable targets, timeline, and annual reporting.	<div></div>	<div></div>	<div></div>	42	9%
Core Recycling: Implement an ordinance of mandatory curbside recycling of paper, metal, and rigid plastic containers.	<div></div>	<div></div>	<div></div>	37	8%
Residential Recycling: Expand recycling opportunities in multifamily housing by providing direct service or requiring private haulers to provide service.	<div></div>	<div></div>	<div></div>	36	8%
Resident Education: Create and implement an outreach campaign to inform residents of their roles in achieving waste reduction targets.	<div></div>	<div></div>	<div></div>	33	7%
Business Training / Green Employment: Identify and train advocates and experts within local businesses and institutions to transition to green mindsets and practices.	<div></div>	<div></div>	<div></div>	30	7%
Working Group: Create a cross-sector working group to increase resource management opportunities and collaborations in the community.	<div></div>	<div></div>	<div></div>	10	2%
Other Option	<div></div>	<div></div>	<div></div>	8	2%

## QUICK POLL #3 | ENVIRONMENTAL INTEGRITY

**Question 07** How can Dubuque as a community ensure clean water? Choose up to two (2) initiatives. (Mandatory)

Answers  
**165**  
100%

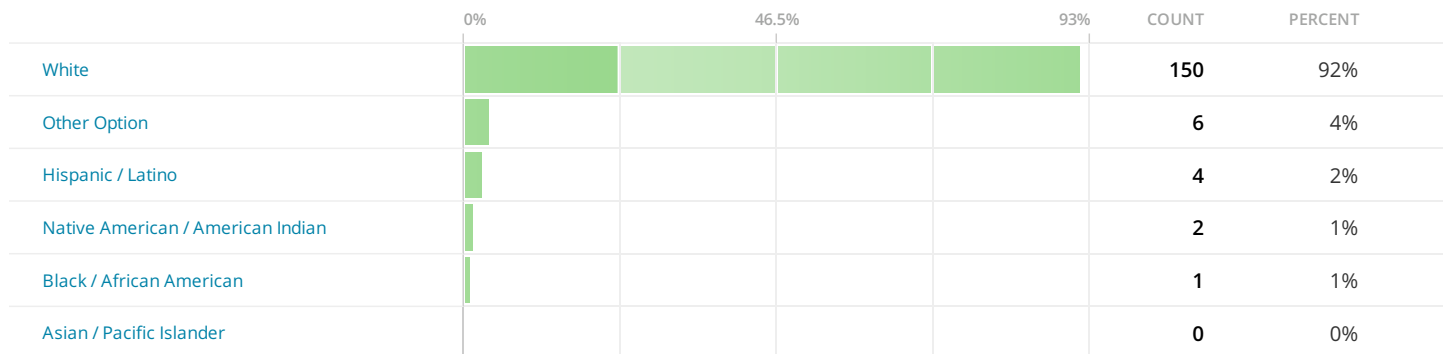
Skips  
**0**  
0%



**Question 08** What is your ethnicity origin or race, choose as many as apply. (Optional)

Answers  
**158**  
96%

Skips  
**7**  
4%

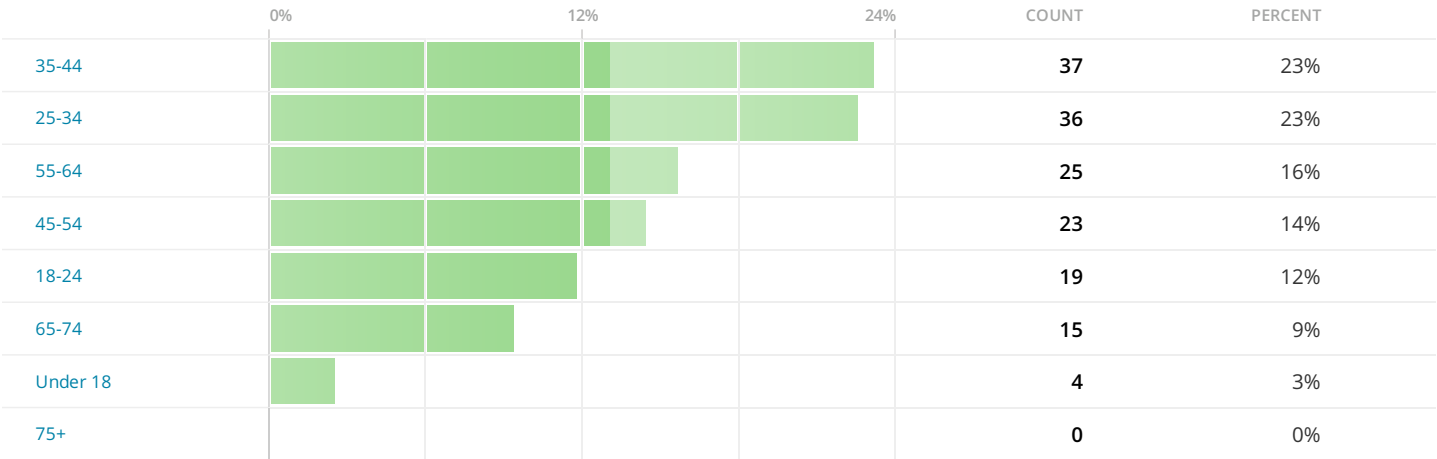




QUICK POLL #3 | ENVIRONMENTAL INTEGRITY

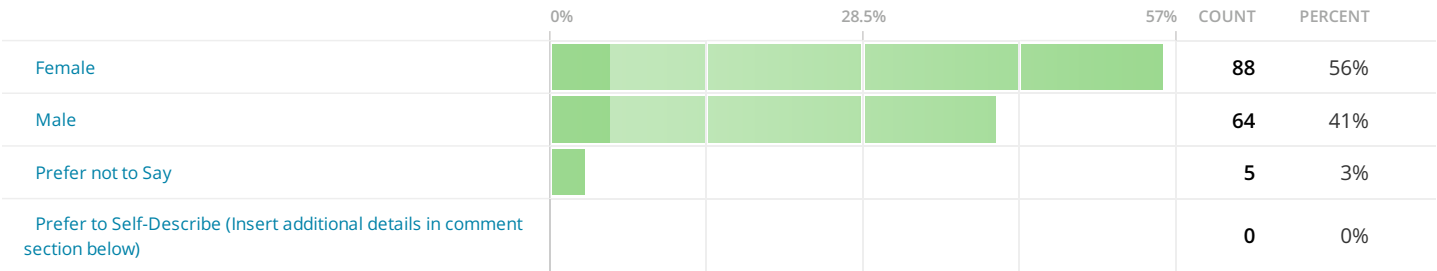
Question 09 What is your age? (Optional)

Answers 159 96% Skips 6 4%



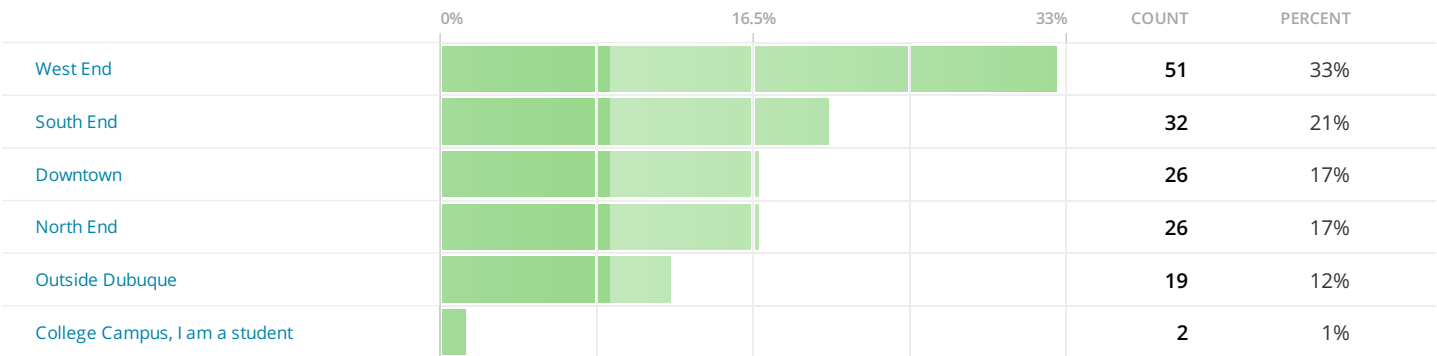
Question 10 What is your gender? (Optional)

Answers 157 95% Skips 8 5%



Question 11 Where do you live? (Optional)

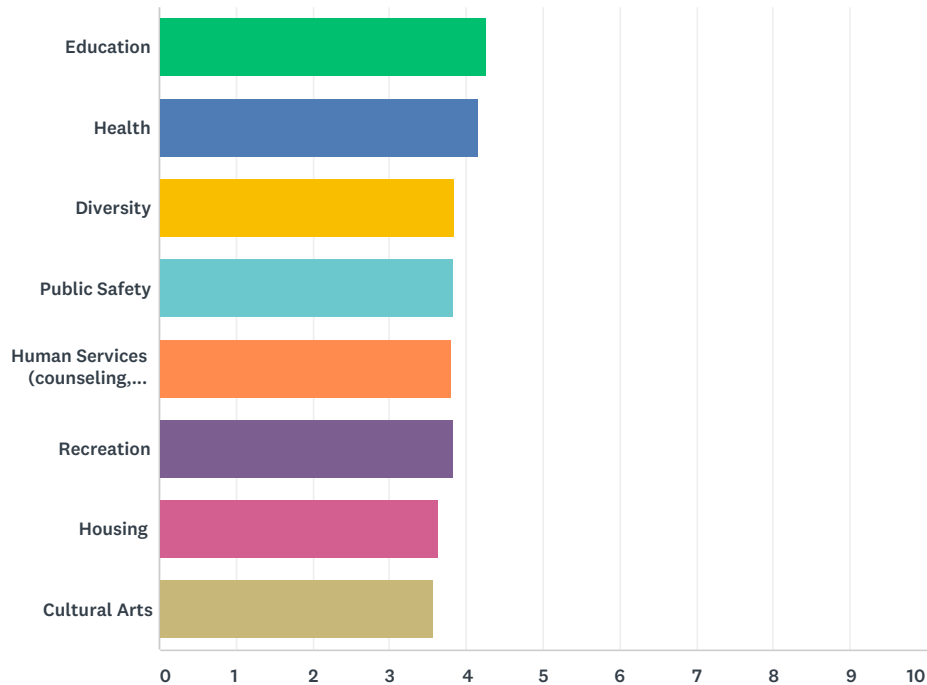
Answers 156 95% Skips 9 5%



## QUICK POLL #4 | SOCIAL + CULTURAL VIBRANCY

Q1 Dubuque's has expressed that Cultural Arts, Diversity, Education, Health, Housing, Human Services, Recreation, and Public Safety all play a role in creating Social and Cultural Vibrancy. Which of these factors are most important to you? (Please rate on a scale of 1-5, with 5 being the most important.)

Answered: 65 Skipped: 0

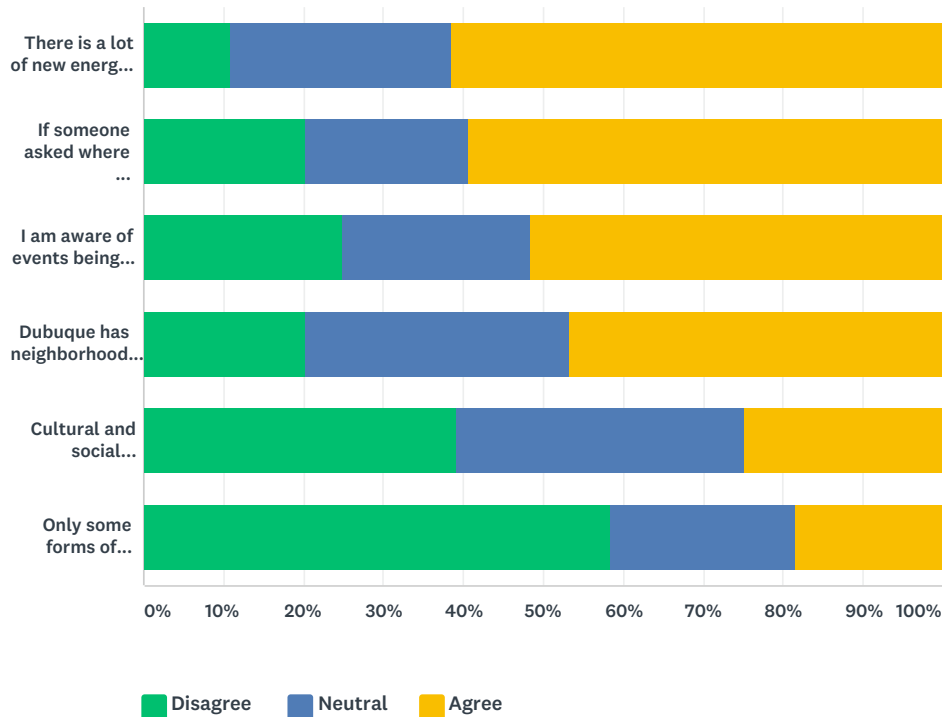


	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
Education	9.52% 6	0.00% 0	9.52% 6	15.87% 10	65.08% 41	63	4.27
Health	7.94% 5	1.59% 1	12.70% 8	20.63% 13	57.14% 36	63	4.17
Diversity	7.94% 5	6.35% 4	20.63% 13	23.81% 15	41.27% 26	63	3.84
Public Safety	9.68% 6	8.06% 5	14.52% 9	25.81% 16	41.94% 26	62	3.82
Human Services (counseling, family services, nutrition, employment referral)	9.38% 6	6.25% 4	15.63% 10	31.25% 20	37.50% 24	64	3.81
Recreation	3.17% 2	11.11% 7	14.29% 9	42.86% 27	28.57% 18	63	3.83
Housing	4.76% 3	11.11% 7	26.98% 17	30.16% 19	26.98% 17	63	3.63
Cultural Arts	7.81% 5	9.38% 6	25.00% 16	32.81% 21	25.00% 16	64	3.58

## QUICK POLL #4 | SOCIAL + CULTURAL VIBRANCY

Q2 Please read the following statements about Dubuque and select whether you agree, disagree or are neutral.

Answered: 65 Skipped: 0



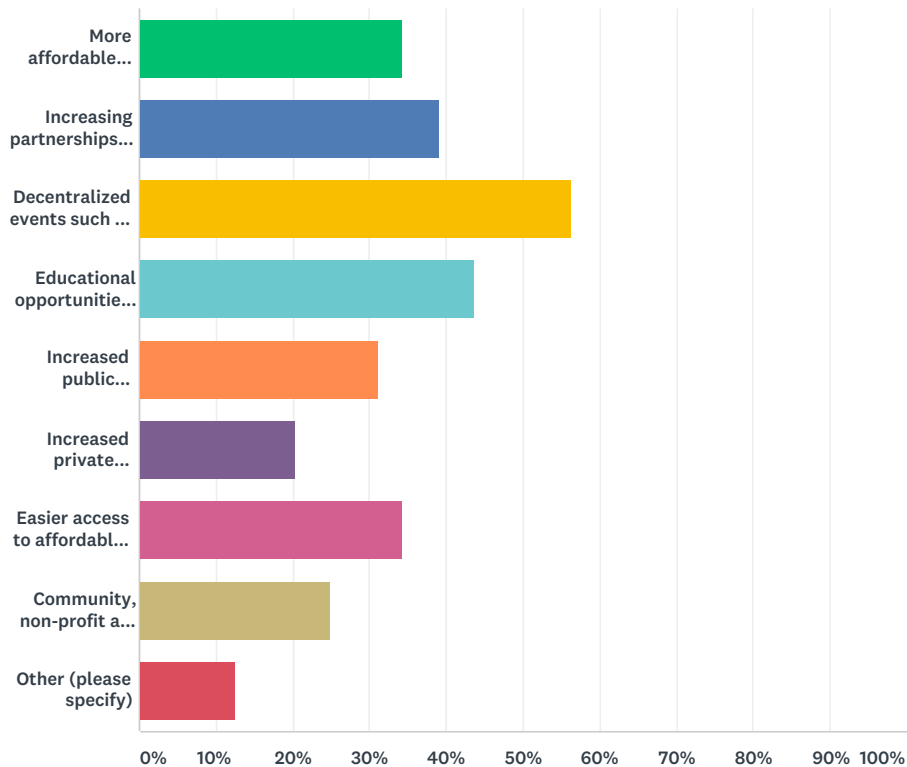
	DISAGREE	NEUTRAL	AGREE	TOTAL
There is a lot of new energy in the cultural scene in Dubuque, but many or most people aren't aware of what is happening.	10.77% 7	27.69% 18	61.54% 40	65
If someone asked where to go in Dubuque to enjoy cultural or socially engaging experiences, I would know where to send them.	20.31% 13	20.31% 13	59.38% 38	64
I am aware of events being held in Dubuque that celebrate cultures different from my own.	25.00% 16	23.44% 15	51.56% 33	64
Dubuque has neighborhoods where people can "park once" and walk from place to place to enjoy restaurants, retail, the arts, and other interesting experiences.	20.31% 13	32.81% 21	46.88% 30	64
Cultural and social opportunities available to the public are advertised widely, and people are aware of the opportunity to attend or take advantage of different types of events.	39.06% 25	35.94% 23	25.00% 16	64
Only some forms of cultural expression (i.e. performing arts, fine arts, cultural events) are widely accepted; new or different types would not be welcome in Dubuque.	58.46% 38	23.08% 15	18.46% 12	65



## QUICK POLL #4 | SOCIAL + CULTURAL VIBRANCY

Q3 In your opinion, which of the following areas would provide the greatest opportunity to increase Dubuque's social and cultural vibrancy?  
(Please select up to three.)

Answered: 64 Skipped: 1

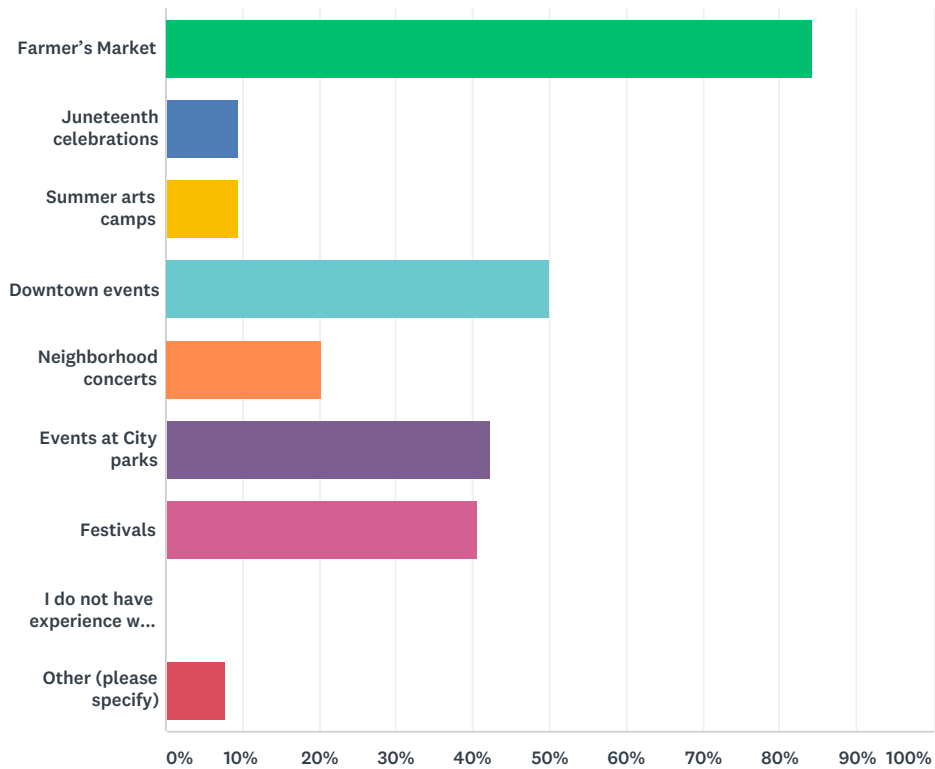


ANSWER CHOICES	RESPONSES	
More affordable cultural opportunities	34.38%	22
Increasing partnerships among schools, faith based groups, non-profits and others	39.06%	25
Decentralized events such as neighborhood concerts or events throughout the City	56.25%	36
Educational opportunities for youth such as art camps or other intensive engagement	43.75%	28
Increased public investment	31.25%	20
Increased private investment	20.31%	13
Easier access to affordable health care	34.38%	22
Community, non-profit and cultural groups have access to meeting spaces for holding gatherings and events.	25.00%	16
Other (please specify)	12.50%	8
Total Respondents: 64		

QUICK POLL #4 | SOCIAL + CULTURAL VIBRANCY

Q4 Community events bring people of different backgrounds together and add to a sense of social and cultural vibrancy. Which of the following events have been most successful in bringing people of different backgrounds together in Dubuque? (Please choose as many as apply.)

Answered: 64    Skipped: 1

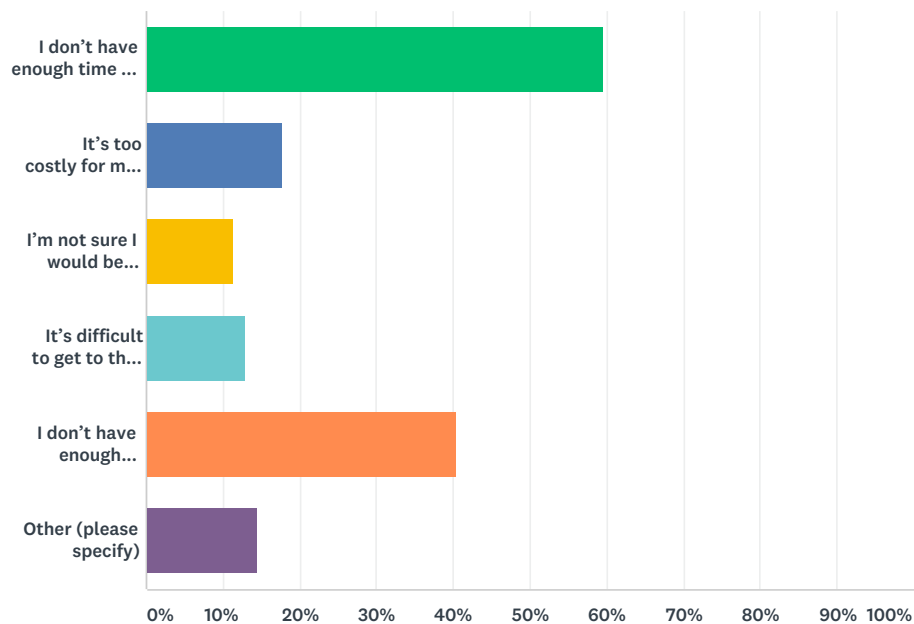


ANSWER CHOICES	RESPONSES	
Farmer's Market	84.38%	54
Juneteenth celebrations	9.38%	6
Summer arts camps	9.38%	6
Downtown events	50.00%	32
Neighborhood concerts	20.31%	13
Events at City parks	42.19%	27
Festivals	40.63%	26
I do not have experience with any of these	0.00%	0
Other (please specify)	7.81%	5
Total Respondents: 64		

QUICK POLL #4 | SOCIAL + CULTURAL VIBRANCY

Q5 Thinking about an event in Dubuque that you are aware of, but that you have NOT attended, what would you say are the major barriers to your attendance? (Please check any that apply.)

Answered: 62    Skipped: 3



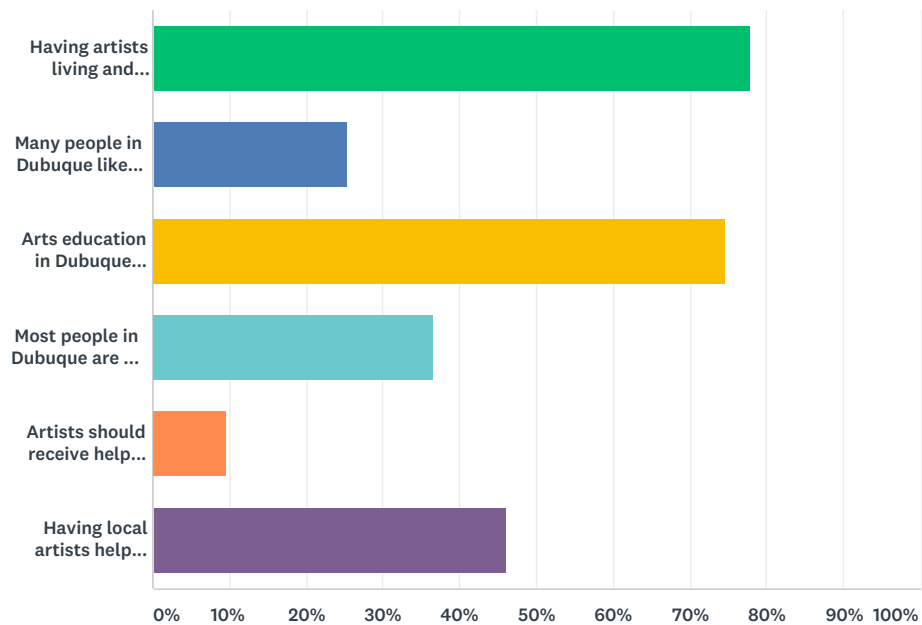
ANSWER CHOICES	RESPONSES	
I don't have enough time to attend	59.68%	37
It's too costly for me to attend the event	17.74%	11
I'm not sure I would be welcome at the event	11.29%	7
It's difficult to get to the venue	12.90%	8
I don't have enough information about the event to decide whether to go	40.32%	25
Other (please specify)	14.52%	9
Total Respondents: 62		



QUICK POLL #4 | SOCIAL + CULTURAL VIBRANCY

Q6 Some have suggested that Dubuque should attract different types of artists to live and work in the City. Based on your experience, please select the top three statements from the list below that you MOST AGREE with.

Answered: 63    Skipped: 2

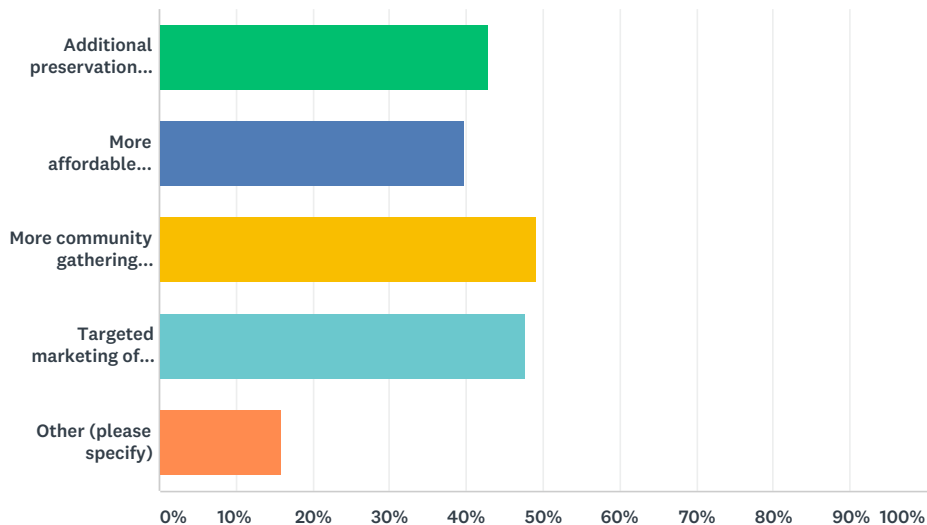


ANSWER CHOICES	RESPONSES	
Having artists living and working in Dubuque, and seeing their work on display, adds value to the quality of life in Dubuque.	77.78%	49
Many people in Dubuque like to buy things that are produced by local artists or craftspeople.	25.40%	16
Arts education in Dubuque schools is valuable to our children and the community.	74.60%	47
Most people in Dubuque are not aware of local artists or their work.	36.51%	23
Artists should receive help to find and develop additional studio and galley space on the west side.	9.52%	6
Having local artists helps to attract visitors to Dubuque, expanding tourism related business.	46.03%	29
Total Respondents: 63		

QUICK POLL #4 | SOCIAL + CULTURAL VIBRANCY

Q7 Which of the following should be further developed to attract additional scientifically, technologically and artistically creative talent to Dubuque? (Please select two choices.)

Answered: 63 Skipped: 2

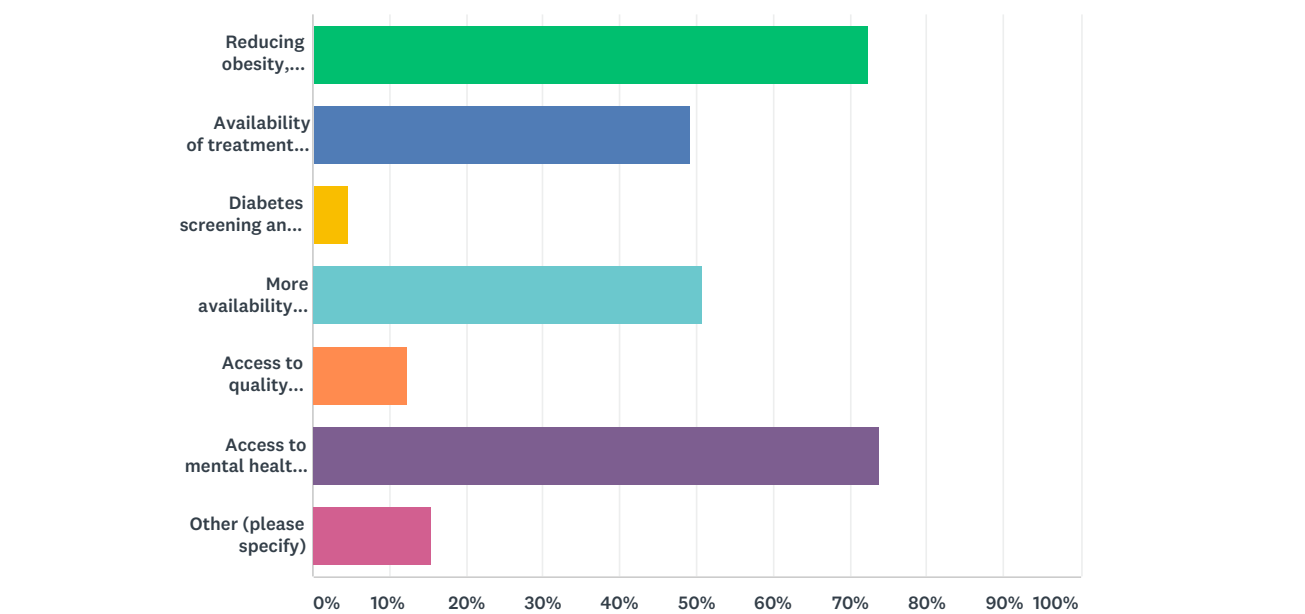


ANSWER CHOICES	RESPONSES	
Additional preservation and redevelopment of historic areas and buildings	42.86%	27
More affordable housing	39.68%	25
More community gathering places	49.21%	31
Targeted marketing of the qualities already offered in the City	47.62%	30
Other (please specify)	15.87%	10
Total Respondents: 63		

QUICK POLL #4 | SOCIAL + CULTURAL VIBRANCY

Q8 In your opinion, which of the following health issues do you believe are the most challenging for Dubuque residents today? (Please select up to three.)

Answered: 65   Skipped: 0



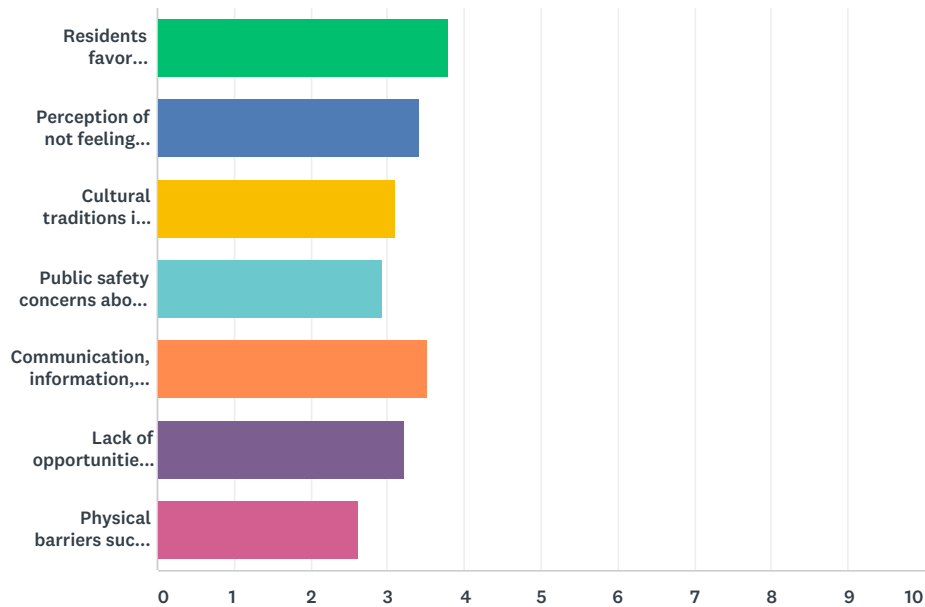
ANSWER CHOICES	RESPONSES	
Reducing obesity, encouraging active lifestyles	72.31%	47
Availability of treatment for alcohol and drug abuse	49.23%	32
Diabetes screening and management	4.62%	3
More availability and use of preventive health and wellness programs	50.77%	33
Access to quality treatment and care for acute illness or injury	12.31%	8
Access to mental health care	73.85%	48
Other (please specify)	15.38%	10
Total Respondents: 65		



## QUICK POLL #4 | SOCIAL + CULTURAL VIBRANCY

Q9 Thinking about cultural and social vitality in Dubuque, which of the following are continuing problems, barriers, or challenges to helping people engage with different types of people, cultural activities, or artistic events? (Please rank on a scale of 1-5, with 5 being the most significant.)

Answered: 64 Skipped: 1

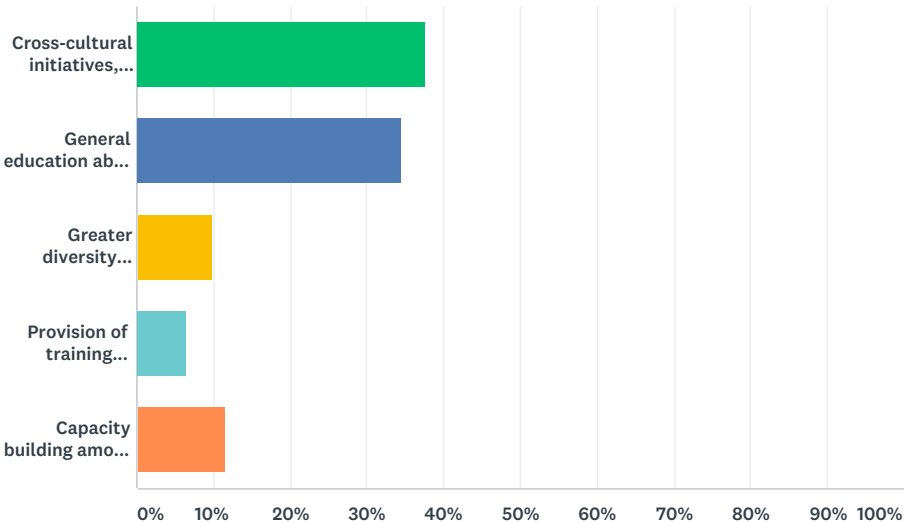


	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
Residents favor traditional, familiar arts and events over new or different ones	3.17% 2	9.52% 6	22.22% 14	36.51% 23	28.57% 18	63	3.78
Perception of not feeling included/welcome at events	9.52% 6	19.05% 12	17.46% 11	30.16% 19	23.81% 15	63	3.40
Cultural traditions in Dubuque are very different, and hard to "bridge"	11.11% 7	23.81% 15	28.57% 18	17.46% 11	19.05% 12	63	3.10
Public safety concerns about attending events or experiencing different parts of the City	16.39% 10	26.23% 16	21.31% 13	19.67% 12	16.39% 10	61	2.93
Communication, information, or marketing	1.59% 1	14.29% 9	30.16% 19	39.68% 25	14.29% 9	63	3.51
Lack of opportunities to learn about other cultures	6.56% 4	14.75% 9	40.98% 25	24.59% 15	13.11% 8	61	3.23
Physical barriers such as the bluff, or having too many events in one place	19.35% 12	32.26% 20	24.19% 15	16.13% 10	8.06% 5	62	2.61

QUICK POLL #4 | SOCIAL + CULTURAL VIBRANCY

Q10 Dubuque has a goal of being a welcoming community related to diversity and inclusion.. While all the following are important, where do you think efforts and resources should be concentrated on most? (Please select one.)

Answered: 61   Skipped: 4

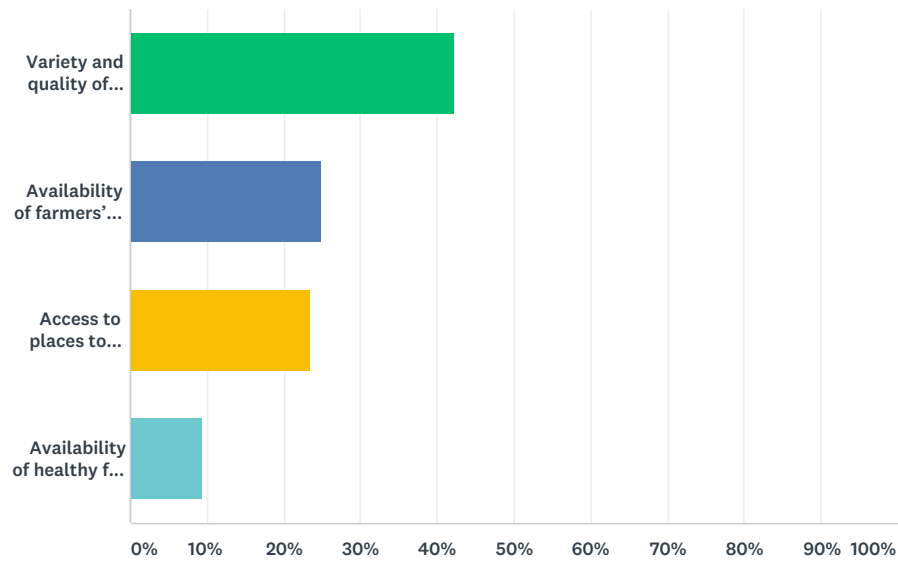


ANSWER CHOICES	RESPONSES	
Cross-cultural initiatives, events, or gatherings	37.70%	23
General education about the community benefits of increased diversity	34.43%	21
Greater diversity training for decision makers and employers	9.84%	6
Provision of training resources to private sector businesses	6.56%	4
Capacity building among non-profits organizations	11.48%	7
TOTAL		61

QUICK POLL #4 | SOCIAL + CULTURAL VIBRANCY

Q11 When thinking about the food you prepare at home, which statements need the most improvement / attention? (Please select your top choice.)

Answered: 64    Skipped: 1



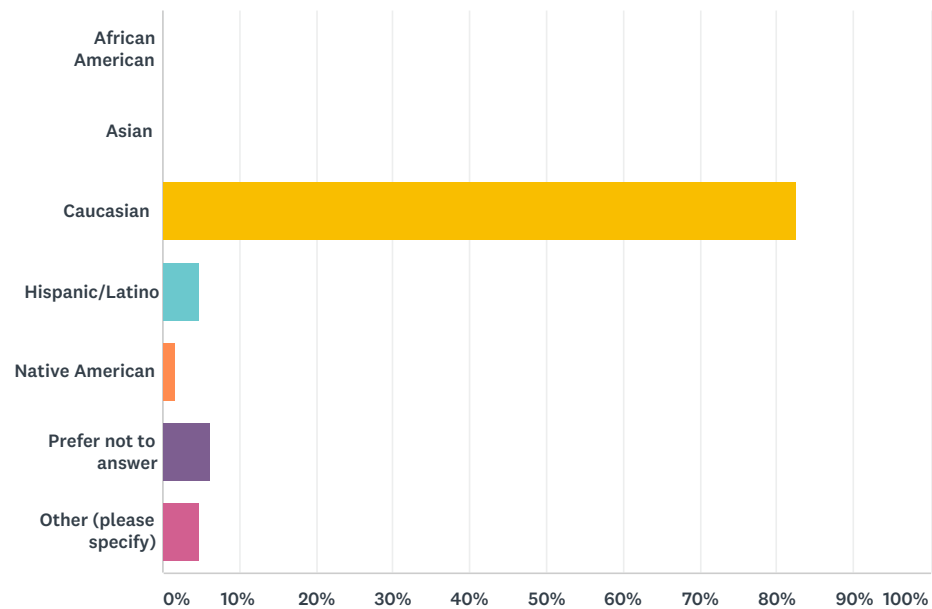
ANSWER CHOICES	RESPONSES	
Variety and quality of locally-produced food available at the supermarket where you shop most often for food at home	42.19%	27
Availability of farmers' markets, specialty food shops, and other alternatives to supermarkets	25.00%	16
Access to places to garden or grow your own food	23.44%	15
Availability of healthy food at the location where you shop most often for food at home	9.38%	6
TOTAL		64



QUICK POLL #4 | SOCIAL + CULTURAL VIBRANCY

Q12 What is your race/ethnicity?

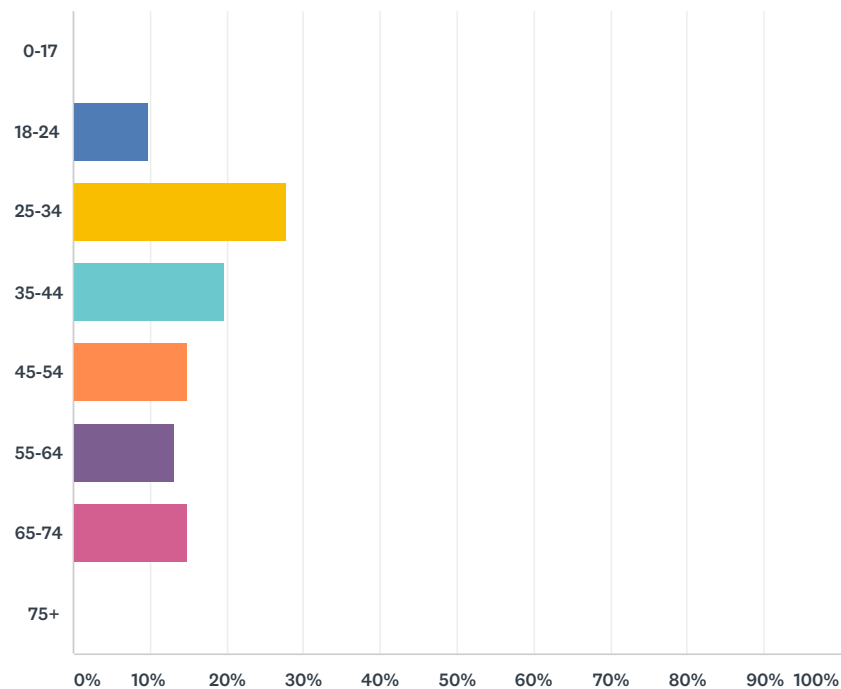
Answered: 63    Skipped: 2



ANSWER CHOICES	RESPONSES	
African American	0.00%	0
Asian	0.00%	0
Caucasian	82.54%	52
Hispanic/Latino	4.76%	3
Native American	1.59%	1
Prefer not to answer	6.35%	4
Other (please specify)	4.76%	3
TOTAL		63

Q13 What is your age?

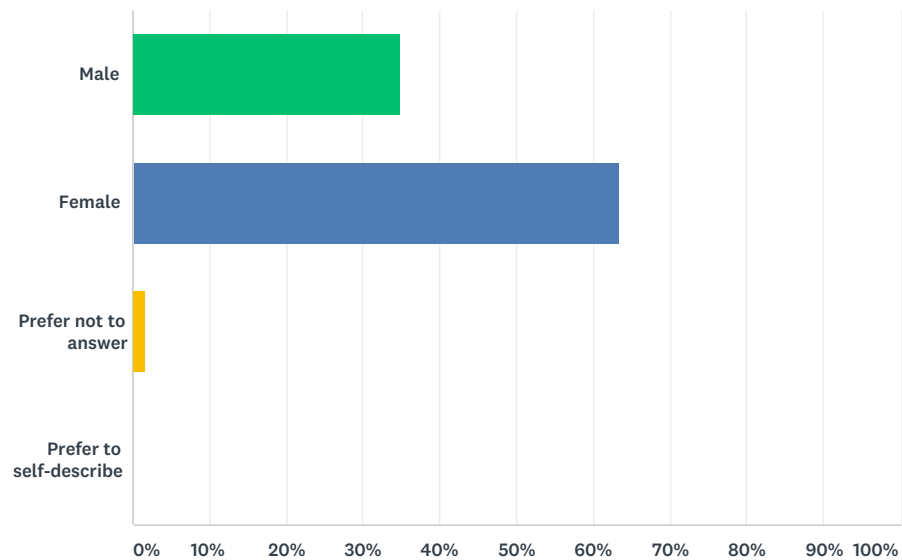
Answered: 61 Skipped: 4



ANSWER CHOICES		RESPONSES	
0-17		0.00%	0
18-24		9.84%	6
25-34		27.87%	17
35-44		19.67%	12
45-54		14.75%	9
55-64		13.11%	8
65-74		14.75%	9
75+		0.00%	0
TOTAL			61

Q14 What is your gender?

Answered: 63    Skipped: 2



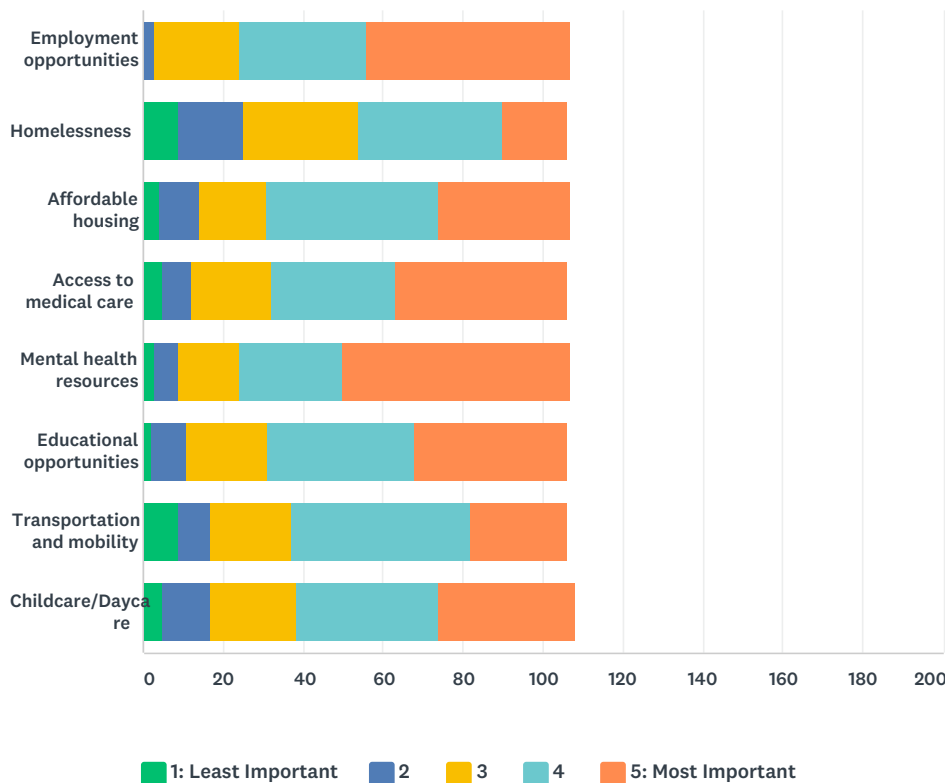
ANSWER CHOICES	RESPONSES	
Male	34.92%	22
Female	63.49%	40
Prefer not to answer	1.59%	1
Prefer to self-describe	0.00%	0
TOTAL		63



## QUICK POLL #5 | EQUITY

**Q1 Multiple Factors:** There are many external factors that contribute to poverty in Dubuque as well as nationwide, which do you feel are most important to address here in Dubuque? Please rate the level of importance on a scale of 1-5, with 5 being the most important.

Answered: 109 Skipped: 0

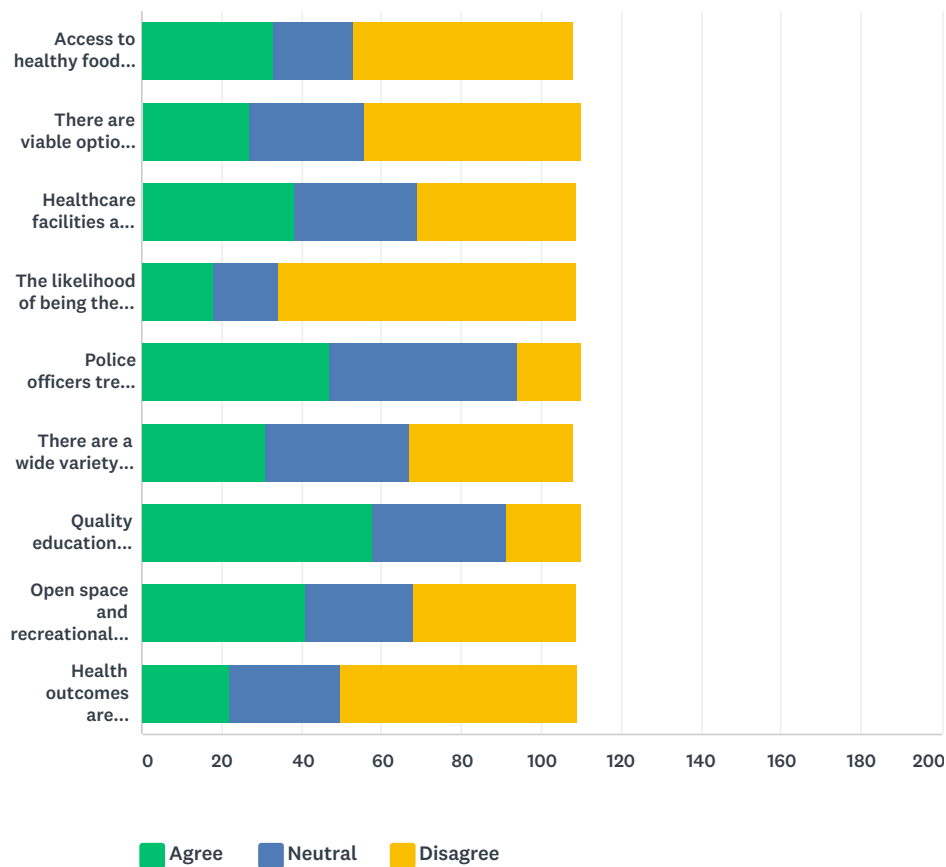


	1: LEAST IMPORTANT	2	3	4	5: MOST IMPORTANT	TOTAL RESPONDENTS
Employment opportunities	0.00% 0	2.80% 3	19.63% 21	29.91% 32	47.66% 51	107
Homelessness	8.65% 9	15.38% 16	27.88% 29	34.62% 36	15.38% 16	104
Affordable housing	3.74% 4	9.35% 10	15.89% 17	40.19% 43	30.84% 33	107
Access to medical care	4.72% 5	6.60% 7	18.87% 20	29.25% 31	40.57% 43	106
Mental health resources	2.83% 3	5.66% 6	14.15% 15	24.53% 26	53.77% 57	106
Educational opportunities	1.89% 2	8.49% 9	18.87% 20	34.91% 37	35.85% 38	106
Transportation and mobility	8.49% 9	7.55% 8	18.87% 20	42.45% 45	22.64% 24	106
Childcare/Daycare	4.63% 5	11.11% 12	19.44% 21	33.33% 36	31.48% 34	108

QUICK POLL #5 | EQUITY

Q2 Taking Stock: Please consider the following equity conditions in Dubuque and select whether you agree, disagree or are neutral.

Answered: 109 Skipped: 0

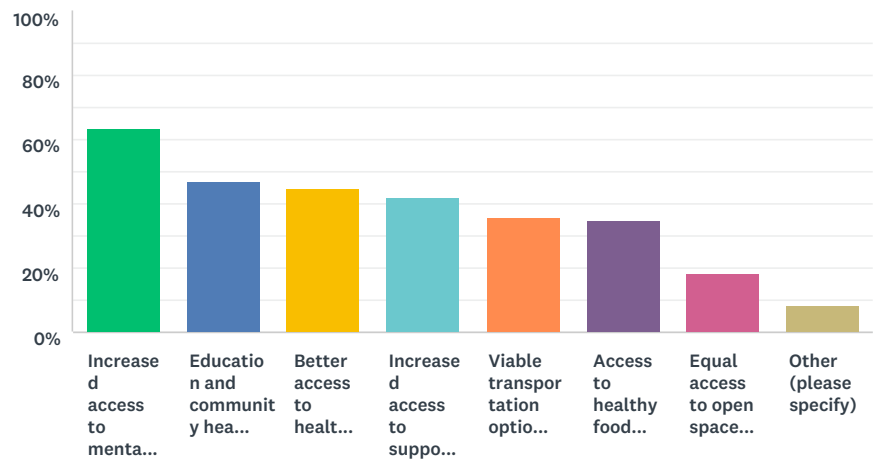


	AGREE	NEUTRAL	DISAGREE	TOTAL RESPONDENTS
Access to healthy food is convenient and affordable throughout the city.	30.56% 33	18.52% 20	50.93% 55	108
There are viable options to get to and from work, doctor's appointments, the grocery store, social events, etc. in Dubuque without access to/need for a private automobile.	24.77% 27	26.61% 29	49.54% 54	109
Healthcare facilities are easily accessible for all Dubuquers.	34.86% 38	28.44% 31	36.70% 40	109
The likelihood of being the victim of crime is not determined by where one lives in Dubuque.	16.51% 18	14.68% 16	68.81% 75	109
Police officers treat people with respect, compassion, and empathy.	43.12% 47	43.12% 47	14.68% 16	109
There are a wide variety of jobs available in Dubuque.	28.70% 31	33.33% 36	37.96% 41	108
Quality education exists throughout the city.	53.21% 58	30.28% 33	17.43% 19	109
Open space and recreational opportunities are evenly distributed throughout the city.	37.61% 41	24.77% 27	37.61% 41	109
Health outcomes are not determined by where one lives.	20.18% 22	25.69% 28	54.13% 59	109

QUICK POLL #5 | EQUITY

Q3 Health Equity: Income and health outcomes are directly correlated. To improve the health of all Dubuquers, which would you prioritize? Please pick your top 3 choices.

Answered: 109    Skipped: 0



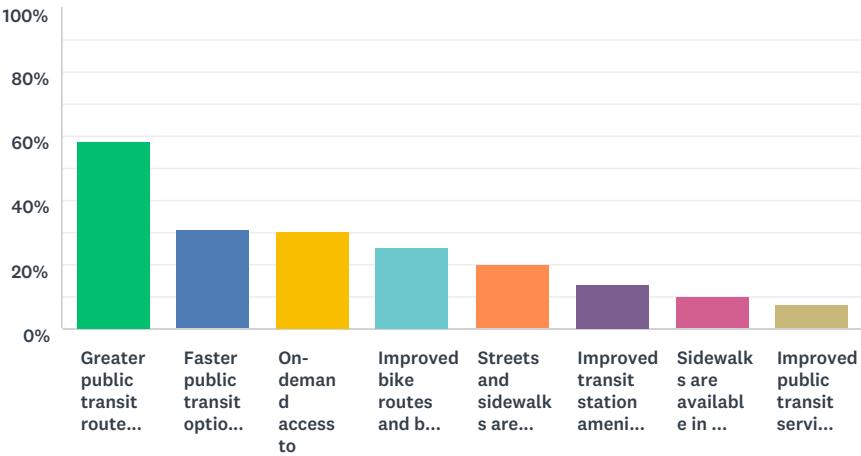
ANSWER CHOICES	RESPONSES	
Increased access to mental health and substance abuse treatment centers	63.30%	69
Education and community health initiatives that focus on preventative health and wellness	46.79%	51
Better access to healthcare for low-income residents	44.95%	49
Increased access to support for students and teens mental health resources and substance abuse treatment centers to help residents with issues such as dealing with depression, suicide, isolation, bullying, addiction, or loss.	42.20%	46
Viable transportation options to get to and from healthcare and wellness facilities, especially for vulnerable populations such as senior citizens	35.78%	39
Access to healthy food throughout the city	34.86%	38
Equal access to open space, trails, and recreational programming to encourage physical activity	18.35%	20
Other (please specify)	8.26%	9
Total Respondents: 109		



QUICK POLL #5 | EQUITY

Q4 Transportation Equity: Not everyone can afford or operate a private automobile. To improve mobility for all Dubuquers, which would you prioritize? Please select your top 2 choices.

Answered: 109    Skipped: 0

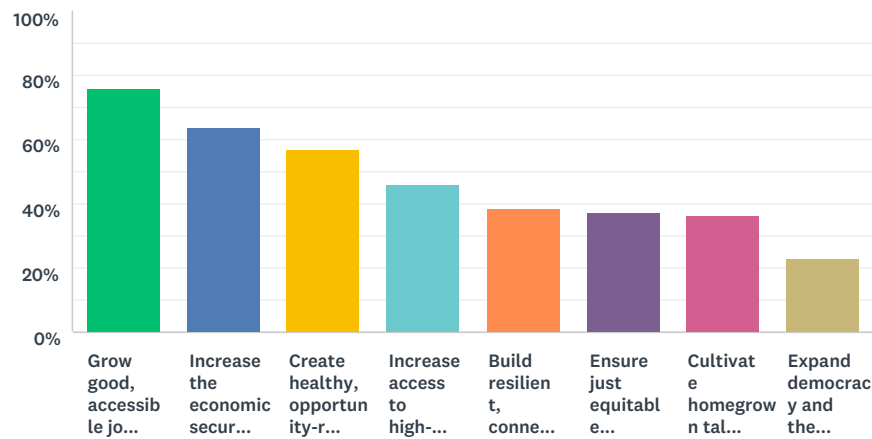


ANSWER CHOICES	RESPONSES	
Greater public transit route coverage (i.e. extended service lines or more bus stops)	58.72%	64
Faster public transit options (i.e. skip-stop or express service to downtown)	31.19%	34
On-demand access to shuttles or ride-share companies	30.28%	33
Improved bike routes and bike sharing	25.69%	28
Streets and sidewalks are well-maintained in all neighborhoods	20.18%	22
Improved transit station amenities (i.e. bus stop benches and real-time arrival tracking)	13.76%	15
Sidewalks are available in all neighborhoods	10.09%	11
Improved public transit service safety (including walking to, waiting for, and in-vehicle)	7.34%	8
Total Respondents: 109		

QUICK POLL #5 | EQUITY

Q5 Healthy, Vibrant Neighborhoods: PolicyLink is a national think-tank advancing social and economic equity that outlines eight policy goals (listed below) as part of their ‘All-In City’ initiative. Which of these eight goals are imperative for Dubuque? Please select your top 4 goals.

Answered: 109    Skipped: 0

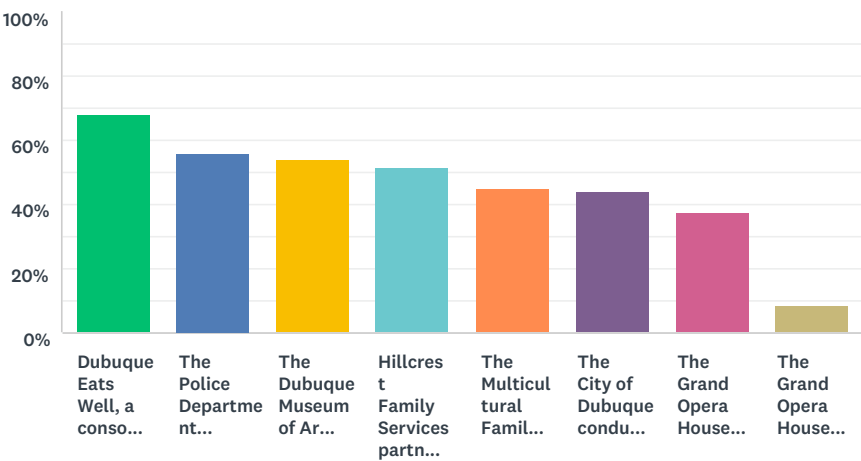


ANSWER CHOICES	RESPONSES	
Grow good, accessible jobs that provide pathways to the middle class.	76.15%	83
Increase the economic security and mobility of vulnerable families and workers.	64.22%	70
Create healthy, opportunity-rich neighborhoods for all.	56.88%	62
Increase access to high-quality, affordable homes and prevent displacement.	45.87%	50
Build resilient, connected infrastructure.	38.53%	42
Ensure just equitable policing and court systems.	37.61%	41
Cultivate homegrown talent through a strong cradle-to-career pipeline.	36.70%	40
Expand democracy and the right to the city.	22.94%	25
Total Respondents: 109		

QUICK POLL #5 | EQUITY

Q6 Carry the Momentum: Inclusive Dubuque highlights recent advances in equity among government, private, academic, and non-profit sectors in Dubuque. Among those listed below, which resonate with you the most and warrant a sustained pursuit? Please select your top 4 advances.

Answered: 109    Skipped: 0

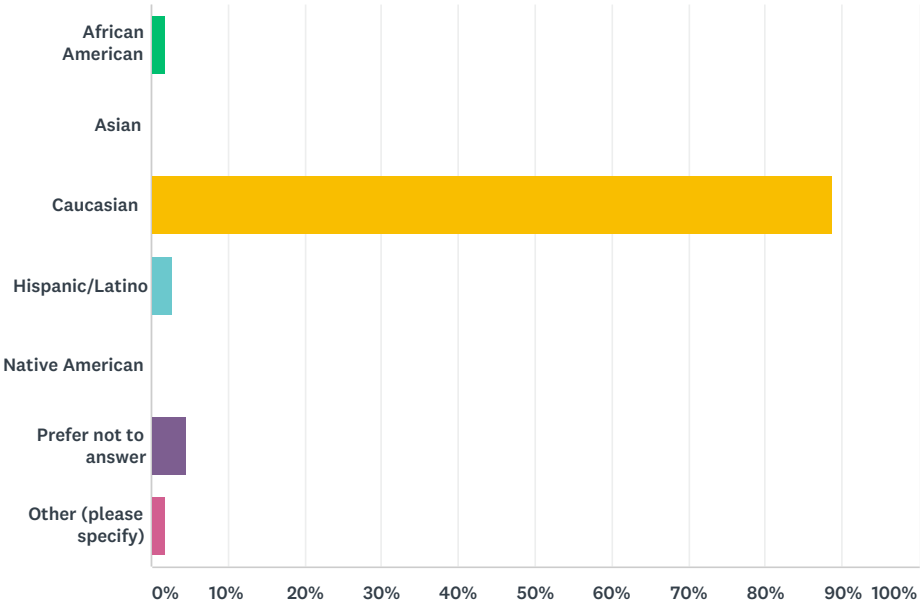


ANSWER CHOICES	RESPONSES	
Dubuque Eats Well, a consortium of individuals and organizations working on healthy local foods and food access issues in the Dubuque area. The group addresses food deserts and farm to school efforts.	67.89%	74
The Police Department participated in a racial profiling panel discussion in order to inform policy.	55.96%	61
The Dubuque Museum of Art partnered with Arts & Mental Health fundraiser that will benefit a new arts-based mental health initiative.	54.13%	59
Hillcrest Family Services partnered with the Multicultural Family Center and The Smokestack to offer safe places for the LGBTQ community to come together at events such as Alphabet Soup Game Night.	51.38%	56
The Multicultural Family Center offered trainings in navigating difficult conversations involving aspects of social identity and creating safe LGBTQ environments	44.95%	49
The City of Dubuque conducted community engagement sessions to address the accessibility of City infrastructure for people with disabilities.	44.04%	48
The Grand Opera House began an outreach program to underserved and economically challenged communities by offering free tickets to appropriate events. They partner with area organizations for outreach.	37.61%	41
The Grand Opera House presented a production of To Kill a Mockingbird, a play that deals with the serious issue of racial inequity.	8.26%	9
Total Respondents: 109		



Q7 What is your race/ethnicity?

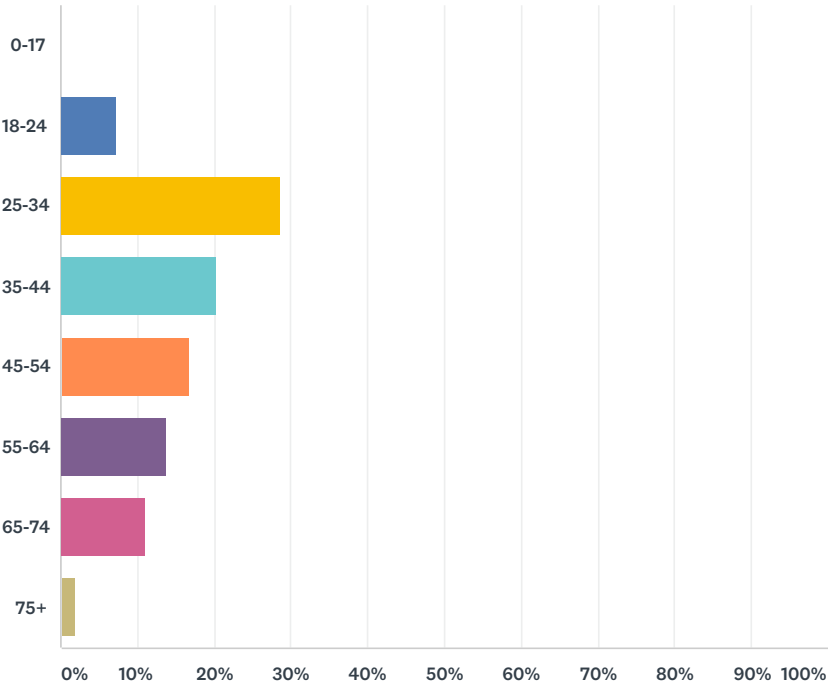
Answered: 107    Skipped: 2



ANSWER CHOICES	RESPONSES	
African American	1.87%	2
Asian	0.00%	0
Caucasian	88.79%	95
Hispanic/Latino	2.80%	3
Native American	0.00%	0
Prefer not to answer	4.67%	5
Other (please specify)	1.87%	2
TOTAL		107

Q8 What is your age?

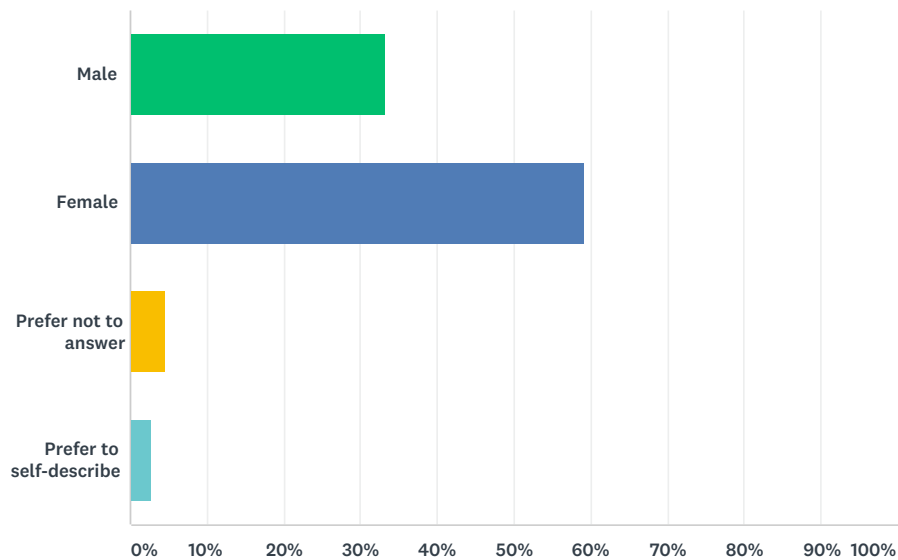
Answered: 108    Skipped: 1



ANSWER CHOICES	RESPONSES	
0-17	0.00%	0
18-24	7.41%	8
25-34	28.70%	31
35-44	20.37%	22
45-54	16.67%	18
55-64	13.89%	15
65-74	11.11%	12
75+	1.85%	2
TOTAL		108

Q9 What is your gender?

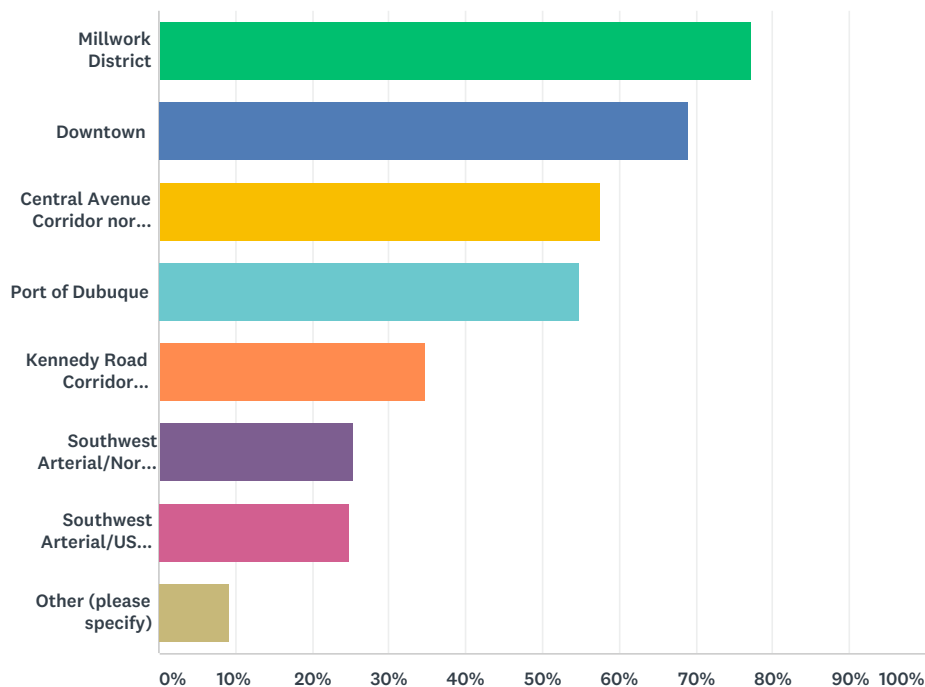
Answered: 108    Skipped: 1



ANSWER CHOICES	RESPONSES	
Male	33.33%	36
Female	59.26%	64
Prefer not to answer	4.63%	5
Prefer to self-describe	2.78%	3
TOTAL		108

**Q1 Mixed-Use Development:** Mixed-use development, where you can live, work, play and access services without getting in your car, is both a national and local trend. Residents of mixed use neighborhoods have more opportunities to walk or bike because their jobs, shopping, entertainment, schools, services, and places of religious assembly are located nearby. Increased walking and biking results in reduced traffic congestion and vehicle emissions, and improved public health. Where should mixed-use development be considered in Dubuque (check all that apply):

Answered: 368 Skipped: 7



ANSWER CHOICES	RESPONSES	
Millwork District	77.17%	284
Downtown	69.02%	254
Central Avenue Corridor north of Downtown	57.61%	212
Port of Dubuque	54.89%	202
Kennedy Road Corridor between Kennedy Mall and Asbury Road	34.78%	128
Southwest Arterial/North Cascade Road intersection	25.27%	93
Southwest Arterial/US Highways 61 & 151 intersection	25.00%	92
Other (please specify)	9.24%	34



## QUICK POLL #6 | LAND USE

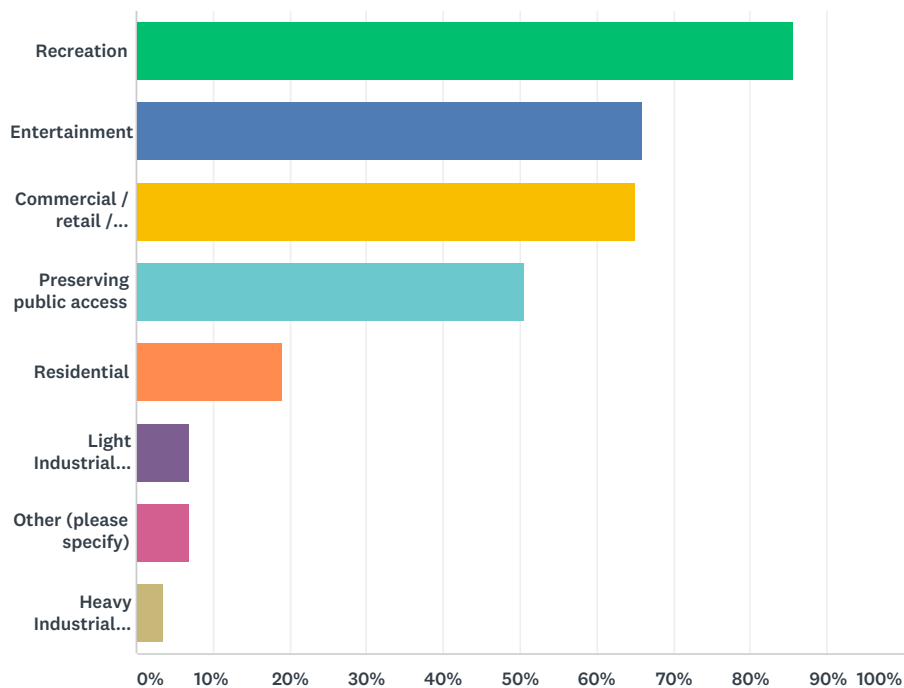
### OTHER RESPONSES | QUESTION 1

- Old Packing Plant lands (16th between Elm and Kerper)
- I would like to see the neighborhoods surrounding the mall as a more cohesive well-planned mixed-use area.
- Options or incentives for mixed use development should be considered in any newly proposed development regardless of location.
- School Areas
- North end of town - Rhomberg/Windsor/Elm areas - along Bee Branch
- Northside, old brewery area
- Northend
- Are the poor and disabled included in all this?
- Rhomberg Avenue & 4 Corners area
- University Avenue from Alta Vista to Asbury
- bluff, west locust, jackson st.
- North End/Heritage Trail/Point
- Anytime streets are resurfaced bikes lanes should be identified whenever possible.
- Old KMart Plaza
- "Mixed use" is "outdated" planning terminology. The concept should apply most everywhere today.
- This should be the default model for all city space.
- South Port
- Keep the land that is untapped as is. We need to preserve the natural landscape and rehab what is old and dilapidated.
- University & Asbury
- Kerper Blvd!
- All of Dubuque
- Point neighborhood
- The University District along University Ave to Delhi and Asbury Street.
- area east of n arterial and s of asbury should not go directly from commercial to individual homes. need buffer of multiple family and avoid direct connection to Rosemont which is not wide enough for excessive traffic
- The more the better. Mixed use promotes small store, grocer, butcher, coffee etc shops within a walking distance. Build vertically to concentrate more people in a smaller foot print to increase people freq. These shops.
- All should apply. Living, working, and shopping within walking distance should be the new goal of all city planning. All this driving and congestion and noise creates stress and pollution.
- near walhert. we are centrally located, but we are too far away from a grocery store that sells fresh produce.
- University hill area from Alta Vista to the University of Dubuque. Lots of homes/apts. we need coffee shops, etc.
- When I checked "Port of Dubuque" I specifically think the South Port should be considered for mixed-use development. Thanks!
- None
- All checked above can be treated as one mixed-use development, "Greater Downtown," they are connected and fully walkable, both within and between districts
- Chavenelle Rd. area / Industrial Park

## QUICK POLL #6 | LAND USE

Q2 Riverfront Development: Dubuque's riverfront is a unique resource. Land uses along the riverfront have evolved and changed throughout the city's history, from heavy industrial to commercial, entertainment and recreation. Which of the following would you prioritize? Pick your top three (3) choices:

Answered: 373 Skipped: 2

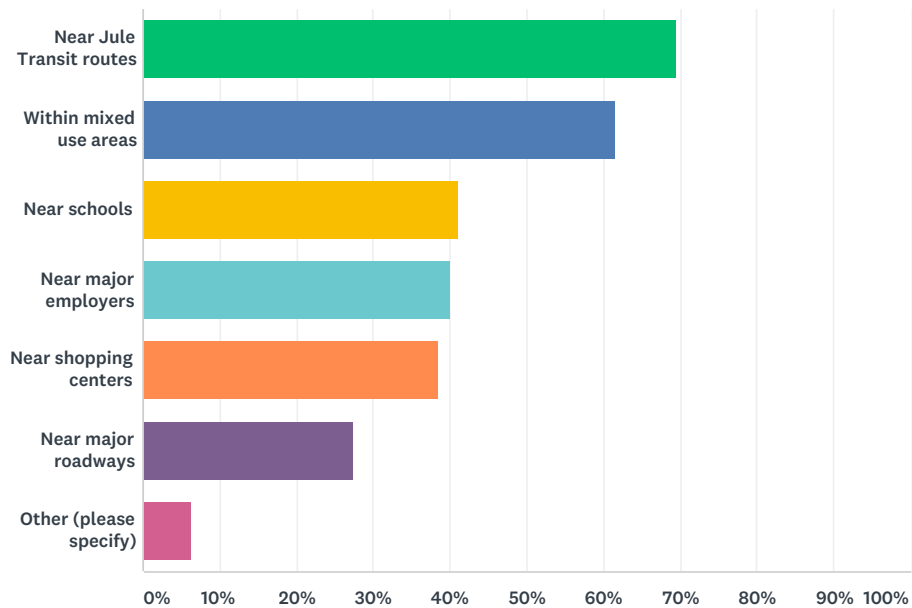


ANSWER CHOICES	RESPONSES	
Recreation	85.52%	319
Entertainment	65.95%	246
Commercial / retail / restaurants	65.15%	243
Preserving public access	50.67%	189
Residential	19.03%	71
Light Industrial (processing, assembly, wholesale)	6.97%	26
Other (please specify)	6.97%	26
Heavy Industrial (production, manufacturing from raw materials)	3.49%	13
Total Respondents: 373		

## QUICK POLL #6 | LAND USE

**Q3 Multi-family Residential Development:** Multi-family residential development refers to a mix of housing types such as duplexes, apartment buildings, senior housing and townhouses. Multi-family residential development can provide a range of housing choice, maximize infrastructure, and support the use of public transit. Where should multi-family residential development be considered in Dubuque? Select your top three (3) answers.

Answered: 371 Skipped: 4



ANSWER CHOICES	RESPONSES	
Near Jule Transit routes	69.54%	258
Within mixed use areas	61.46%	228
Near schools	40.97%	152
Near major employers	39.89%	148
Near shopping centers	38.54%	143
Near major roadways	27.49%	102
Other (please specify)	6.20%	23
Total Respondents: 371		

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## QUICK POLL #6 | LAND USE

### OTHER RESPONSES | QUESTION 1

- Residential should be allowed within all zoning districts (except parks/open space)
- Quality senior housing will be much in demand. The housing right now is maxed out and baby boomers have started to turn 65.
- Wherever the market dictates viability
- I think they should be intermixed within our community.
- Near Open Green Space & Parks
- We need to stop separating single family and multifamily residential. Neighborhoods with all types of housing throughout the community will allow for more housing choice and prevention of areas being perceived negatively as “rental” only
- New subdivisions
- bluff, west locust, jackson st
- AJ Spiegel tried this 10 years ago and was told it was going to be Caprini Green equivalent. What has changed?
- Downtown and North End
- I think Jules transit routes should adjust to neighborhood needs, not vice versa. Public transportation exists to serve the public, not the public to serve public transit. Multi-family residential development should not occur in just some sections of town, but in many different neighborhoods. It should also encourage inter-generational housing, so the elderly are not cut off from being in buildings with young families, etc.
- This question is also outdated. “Multi-family res. dev. is better managed as a “density factor” and should be integrated with other uses all within reasonable walking distance.
- None
- South port
- My opinion is to keep old neighborhoods with low value housing as first time homebuyer fixer uppers incentive not multi residential family. Too many slumlords buying old houses in renting them to people they don’t care bringing down the value of neighborhoods.
- More affordable senior housing needed from Fremont south towards Key West
- Not really an “Other” but, I think the transit routes should be adjusted to serve the Multi-family RD
- Jules routes need to match the needs of the city, not visa versa. Near major highways doesn’t make sense once you are near work or school or both. Most would drive to a shopping center anyway because of the size of the parking lot. Major employers is another one that falls in the category. There needs to be a specific poll given to Deere’s workers to say what kind of housing they want so they can buy close to where they work. Doesn’t make much sense for me to dictate what type of housing will be built out there.
- In existing areas. Single family neighborhoods need to be maintained.
- step up public transit routes to transport people to work, school, to satisfy daily living needs
- West end where the major entry level jobs are



## QUICK POLL #6 | LAND USE

**Q4 Imagine...Future Land Use: Think about your neighborhood, the city, and areas outside the city limits. Imagine what other type(s) of future land uses would you like to see and where they should be in and around Dubuque. Please be specific.**

Answered: 232 Skipped: 143

#	RESPONSES	DATE
1	I would want parks to be accessible for each neighborhood. I also feel as though shopping is saturated on the west end of Dubuque. It would be nice to have larger retail options on the south end of Dubuque, near Key West.	8/16/2017 1:48 PM
2	Our beautiful city lacks camping for families. We need more campgrounds near the river and away from the river so families have options for both	8/15/2017 3:07 PM
3	Detached residential structures should not have a unit count limitation. Multifamily detached structures have a long history in Dubuque. The zoning code should recognize this by allowing multiple units within all detached residences.	8/15/2017 1:01 PM
4	Citizens wonder what will happen to the space that used to be the Dubuque Pack. It seems like a good place for tourism and commercial use and places that attract people that live across the river. Buildings without basements. It should look well-planned. Lots of exposure to harsh weather in this area. I would like to see more green spaces throughout multifamily residential housing areas and in the Central Avenue corridor and around the mall and around the Asbury Plaza area. These areas have a lot of cement are getting more cement and the buildings are close together. I am surprised that more of the land towards Sageville and Durango is not being developed rather than developing more land to the west. The senior citizen population is growing with the aging baby boomers. We need to think ahead on this before it is too late. There will be mobs of angry baby boomers. I worry this is being overlooked and the city isn't age-friendly. I think we need a consultant group to look at this. I am amazed at how well Dubuque has been coming along in the past several years. The newly redeveloped areas in town turned out better than we expected.	8/14/2017 10:26 AM
5	Not bike lanes or bus lanes, and we have enough empty buildings downtown.	8/11/2017 1:43 PM
6	I like the thought of well planned mixed use and mixed economic class neighborhoods. For example I'd like to see a new development with multi-family residential and affordable housing mixed in among small commercial and higher cost single family residences. All with access to high grade amenities such as bike trails, parks, pools, community spaces, etc. as well as expanded high grade city services.	8/10/2017 1:31 PM
7	A walkway over the top of JFK at the crosswalks of Asbury and Pennsylvania and a walkable, big green space park with play equipment and a small trail nearby those areas	8/10/2017 10:34 AM
8	better preservation and public access of the park and green space along the river north of eagle point to john deere. Think mines of spain on the south end of town and a expanded green space on the northern end of the bulffs	8/10/2017 10:34 AM
9	Bike friendly roads. Everywhere possible	8/9/2017 3:10 PM
10	Old Riverside--rental housing complex--sports bar-possibly something for teens to hang out--dance club--gaming area	8/9/2017 9:59 AM
11	Biking, walking trails. Connecting all parts of the city. Affordable (low income) housing developments with shared amenities-near Jule routes and schools, or anywhere there is space Urban agriculture/permaculture gardens - on public green spaces currently planted to grass	8/8/2017 12:12 PM
12	Bike sidewalk between Golden Eagle Dr subdivision and the street in front of Eagle Point Park, to increase access to the park.	8/8/2017 10:34 AM
13	please make this city more bike and pedestrian friendly. i work at ud and live near walhert. once it took me nearly 20 min to cross university. more crosswalks needed! also, when i tried walking from my home on mesa dr to convivium . the sidewalks ran out on all routes:( and I was nearly run over.	8/8/2017 9:22 AM

## QUICK POLL #6 | LAND USE

14	It would be nice to have convenience shops located in residential areas. There is a disparity between downtown and west end offerings; I would like to see satellite locations downtown for large retailers. As much green space as possible near the river and a robust trail system.	8/7/2017 9:49 AM
15	Childrens carasouel, entertainment area(splash pad, wading pool where minature boats cd be sailed, like in paris!)... near river museum or south port area..wd expand childrens play area, bring in families and attract restaurants...need restaurants near or on water, many people sad when lost star brewery restaurant with that great view..check clinton ia marina and eating establishment...just an idea!	8/6/2017 11:34 AM
16	More parks/nature areas; more stops for public transit; senior living buildings that also house preschools or elementary schools that allow for interaction between the residents and children (overseen by school officials of course). More small clinics with doctors that are flexible in schedules and aren't part of a big group that patients become numbers;	8/5/2017 6:58 AM
17	We need senior housing options with walkable access to downtown coffeehouses, craft breweries, riverfront walkway, etc.	8/4/2017 4:37 PM
18	river access to general public	8/3/2017 8:55 AM
19	Easily accessible and continuous walk, bike, jog route bordering the river for the entire length of the city, from the Mines of Spain to the Lock and Dam 11.	8/3/2017 1:32 AM
20	Affordable housing is needed all over. Not just asbestos and lead covered fixer-uppers or overpriced rentals.	8/3/2017 1:03 AM
21	-Industrial areas along Southeast Arterial -More park areas for older adults, flatter walking areas, horseshoes, water fountains / flowers, reading areas, handicap accessible, etc. -Health food areas	8/2/2017 3:38 PM
22	Biking, mountain biking, outdoor recreation, riverside attraction. Need to utilize the riverfront to draw in tourism. Need an outdoor venue where the casino can host a summer concert series on the port with decent bands, not the ol' regulars that are at every Dubuque festival. It would be nice to transform Dubuque into the recreational hub of the tri-state area.	8/2/2017 12:36 PM
23	Tiny homes or some other small, short term housing solution, for homeless who wish to move onto more traditional housing.	8/2/2017 10:36 AM
24	A little More development of any kind outside of the city limits, but not too much	8/2/2017 6:58 AM
25	Replace eagles grocery with an Aldis. Remove north end blight. Central and white st both two way,	8/2/2017 6:40 AM
26	Parks/Green Space. With shade for the equipment. I looked at five different parks this past weekend before i found one without scorching hot slides due to direct sunlight. Splash pads seem to be the new thing and are a fun way from people of all ages to cool down.	8/1/2017 9:38 PM
27	Stop spending money on whims!! Start making Central Avenue and the areas around it non-ghetto! The crime rate is triple what it is anywhere else in the city and your only recourse is to make it an historical district?! Start trying to clean up the areas where crime is ALWAYS concentrated and stop wasting my tax money!	8/1/2017 8:46 PM
28	More green spaces within neighborhoods. Dog friendly parks where my dog and son can go together.	8/1/2017 6:40 PM
29	Central gathering spaces large enough to host small concerts, festivals or other live entertainment.	8/1/2017 4:28 PM
30	I live on West 11th St. I would love to see more city park space in walking distance. More fun entertainment, like an outdoor movie theater. More shopping in walking distance.	8/1/2017 1:42 PM
31	I would like to see the downtown area taken care of a little bit more. More small parks and plant life along roads so certain areas don't look so run down.	8/1/2017 1:18 PM
32	New areas to take dogs.	8/1/2017 1:04 PM
33	Bigger, better dog park or multiple dog parks around city. Having some more retail/restaurants in the Washington/North End would be nice instead of having to always go to the west end, but even adding that option to the south in Key West would be helpful. Key West definitely needs more retail options if the city expands housing to the south.	8/1/2017 12:56 PM
34	Instead of building west. Why cant the Kerper or river front area get built up with shops and restaurants, etc? Its so bare in areas. Utilize the space.	8/1/2017 12:53 PM

## QUICK POLL #6 | LAND USE

35	More neighborhood parks, that are dog friendly! Take a look at the city of Minneapolis. They have an AMAZING use of parks for the whole family.	8/1/2017 12:50 PM
36	Dog park	8/1/2017 12:39 PM
37	More parks with more activities for kids 6-13	8/1/2017 12:33 PM
38	Pet friendly areas	8/1/2017 12:23 PM
39	More parks and retail businesses in the Northend	8/1/2017 11:10 AM
40	Splash pads for kids, more diverse park options or update parks we have. Dog parks or allow dogs in more parks in the city. More recreation options available for citizens for free	8/1/2017 9:32 AM
41	Fruit bearing trees planted throughout the city for public harvesting, garden plots for the public, areas blocked off for pedestrian use only, more bike paths, and no spraying of chemicals for weed control.	8/1/2017 8:59 AM
42	Dog Park	8/1/2017 7:11 AM
43	Ideally, I would like to see more "off street" biking paths/trails throughout the entire city. In addition, I would like to see a couple of disc golf courses (other than the rigorous hilly, wooded one at Veteran's Park). And, as long as I am pipe dreaming, it would be terrific to see more small neighborhood parks in areas that are not close to school playgrounds.	7/31/2017 9:43 PM
44	I would like to see development of green space including an off leash dog park with amenities that include varied terrain, adequate parking, and access to drinking water.	7/31/2017 8:37 PM
45	Would like to see a splash pad in the city limits. A fully accessible park would be helpful as well.	7/31/2017 3:59 PM
46	We need to stop separating single family and multifamily residential. Neighborhoods with all types of housing throughout the community will allow for more housing choice and prevention of areas being perceived negatively as "rental" areas: <a href="http://cityobservatory.org/housing-policy-lessons-from-vienna-part-ii/">http://cityobservatory.org/housing-policy-lessons-from-vienna-part-ii/</a>	7/31/2017 3:15 PM
47	Location dependent	7/31/2017 11:05 AM
48	We need to protect and preserve our natural habitats and waterways. This would include drainage ditches, creeks, ponds as well as the river.	7/31/2017 10:58 AM
49	More "on the water" river related commercial and recreational uses such as restaurants, boat warehousing, canoe launch/dock, transient slips tied to retail and commercial such as bars, restaurants.	7/31/2017 10:05 AM
50	I would like to see more development of historical buildings, turned into affordable housing, retail, health services, in the downtown area. Also in regards to future land use, quit using stoplights on highways and arterials. Let's build exit and on ramps like other cities.	7/29/2017 9:40 AM
51	putting more commercial places like grocery stores in the northern downtown area, developing more affordable housing in the areas around the city	7/29/2017 7:17 AM
52	More parks on the west side.	7/28/2017 10:07 PM
53	As a young professional, I would love to see more multi-family living areas near major employers. If my wife and I can't find a decent apartment soon (that allows small dogs), we will likely have to leave Dubuque where we have both lived our whole lives.	7/28/2017 4:48 PM
54	Industrial near rail access. Mixed use for most new areas with river areas reserved for public use.	7/28/2017 10:41 AM
55	I would like to see you connect Bee Branch and North End to Downtown and Port with better trails.... revitalize existing neighborhoods and historic buildings/areas.... too much sprawl is bad, although I do think the SW arterial will be helpful.... most importantly, there are too many traffic lights along Dodge Street and the NW Aterial. Ramps would be much better.	7/27/2017 10:01 PM
56	I do not think we should use any farm land for expansion of any kind	7/27/2017 8:34 PM
57	Recreational Facility with an indoor aquatic center for adult water walking times.	7/27/2017 8:04 PM
58	I'm not sure.	7/27/2017 3:58 PM
59	More parks downtown along Central Ave. Cleaner areas.	7/27/2017 8:11 AM
60	More sparks with community events	7/27/2017 8:08 AM

## QUICK POLL #6 | LAND USE

61	More parks/walkways on central corridor/north end that is easily accessible for families. Locally owned shops, cafes, restaurants would be fun to visit along the way as well. As much as we can to encourage outdoor, nature, and safe activity, the better.	7/27/2017 12:25 AM
62	Finish building the parks we already have started. ie. USHA park. Instead of growing the city, lets clean up what we already have and make the whole city a safe and clean place to live in.	7/26/2017 11:20 PM
63	I'd really like to see something happen with the end of Kerper Blvd. I always thought about a recreation building which was possibly privately owned or city owned, either or. It would have indoor activities, possibly specializing in activities that aren't currently offered in that area or in the area in general, such as rock climbing or indoor basketball courts. It was also have a tie to the river in which case one could rent fishing gear, kayaks, canoes, etc. I am also very much so into outdoor activities and have recently, in the past few years, noticed our parks and natural areas becoming more and more popular. Have grown up in the area think there are a few reasons for this. I think it is both because we live in such a beautiful area and also because people are starting to realize that exercise is very important. Both of these reasons are great reasons to be noticing influxes of people's in our outdoor parks and areas. I would in turn like to see more options for this in the area or more stress on keeping these areas up with more usage being put on them whether it's more campgrounds, natural areas or parks.	7/26/2017 9:04 PM
64	develop commercial areas with variety of business culture, city could use more medium priced restaurants	7/26/2017 7:20 PM
65	Access to good, healthy, fresh, reasonably priced food, especially produce, the North End is need of this. A potential spot could be where Central meets NW Arterial. Adequate emergency services, i.e. fire, police, ambulance, to accommodate for a growing city, I feel that the area north of NW Arterial by ACE/JFK could use a fire station and/or police station. That area seems to be growing very quickly with a lot of residents.	7/26/2017 6:47 PM
66	I'd rather see a plan for the former packing house location then city island.	7/26/2017 5:45 PM
67	I would like to see Dubuque incorporating all of the recreational points of interests in Dubuque. Dubuque needs more dog friendly parks so more people can enjoy the parks. Flora Park is a ghost town most of the time, probably because it is dangerous to ride there due to the high traffic streets that surround it. Incorporate bike routes to those parks.	7/26/2017 5:33 PM
68	I'd like to see more green space and mixed use development	7/26/2017 4:16 PM
69	More hiking and biking areas as well as oaks	7/26/2017 4:13 PM
70	Community land trusts everywhere!! Make homeownership a real possibility for everyone.	7/26/2017 3:46 PM
71	I would love to see the south port redeveloped. It is currently an eyesore.	7/26/2017 3:38 PM
72	A few pedestrian malls and car free areas downtown and in dense mixed use spaces would ease traffic congestion and increase foot traffic into local storefronts.	7/26/2017 3:31 PM
73	Outdoor fitness and gym area (example: Jesup, IA outdoor gym). Accessible trails outside of park association connecting with area. Greater expansion of south Dubuque bike and walking areas.	7/26/2017 3:30 PM
74	I would like to see the wooded and bluff areas preserved, and have as much urban forest/green space as possible throughout the city and beyond, especially in those areas that serve the most people, and particularly those who are under served. I would not support building new parks in affluent subdivisions that tend to serve only those who live in that particular neighborhood, who typically already have access to park-like conditions on their own property and surroundings, such as in Timber-Hyrst Estates. It would be great, too, to build on what we have at the Town Clock and create a pedestrian mall downtown and perhaps in the Millwork district, and also warehouses converted into multi-use complexes (residences, retail, restaurants...).	7/26/2017 1:45 PM



## QUICK POLL #6 | LAND USE

75	In an age of severe polarization and daily fragmentation, we desperately need leaders and tools to bring community back into the equation and get the focus back to aspirational and inspirational living. We all are at our best when we have amazing things to work towards. The city does a good job for the most part, but now is the time when we need to really pull out the stops and do something that inspires the community to work together for a combined goal that everyone can share benefit and responsibility. In other words, we need to Aspire to Inspire. We also have to stop enabling the us/them neighborhoods. We need to bring pride, solidarity and ownership to all neighborhoods, and work to make sure all neighborhoods have good access to opportunities that they need. This brings about the other severe problem in our community and others -- communication. People need to feel like they belong to a community that not just hears them, but listens and in turn, they listen to it, because we are all neighbors. Nextdoor and other social media avenues are good steps, but they are only being used to a minor level. In all of the meetings we were at for Imagine Dubuque, one clear theme was a lack of communication and collaboration. The time has come to work on the tools, not just the end product/service. I know I have diverged off topic, but I would hope you can understand that whether it be land use, equity, social responsibility or master plans, none of it can be truly effective if when it is complete, we still lack the community bonds that we know are capable. We could have every imaginable thing, but still feel empty as a community. It is not the size, shape, amenities or anything else that makes a community strong -- it is our working together and believing in each other that makes a community one that everyone wants to move to (sorry grammarians). Just my crazy thoughts, -jason	7/26/2017 1:05 PM
76	I would love to see the old Flexsteel become a small area for retail (grocery, specifically), a couple of restaurant options, and possibly an entertainment venue (place with an indoor gym, climbing wall, etc.) for families to visit and utilize. There isn't a lot on the north end and residents rely on public or their own transportation to get groceries.	7/26/2017 9:21 AM
77	Splash pad features in public parks	7/26/2017 9:06 AM
78	single family,	7/26/2017 8:35 AM
79	I believe it is important to have green space/parks with play areas in or nearby mixed use/multi-family residential areas.	7/26/2017 8:23 AM
80	We need to focus on offering multi-family housing at an affordable price in low poverty areas.	7/26/2017 8:12 AM
81	Create more hiking and biking trails. Outside the city we need to create a A.T.V. Park. There is nothing on the east side of the state. Solon and Waterloo are the closest. A.T.V. parks bring a lot of travelers that come and eat, shop, visit tourist sites, spend the night etc. Create ponds, or inlet from river for fishing access.	7/26/2017 7:47 AM
82	Bike paths and trails! I travel often and a lot of communities have built in trail and bike systems as they grow. This is within neighborhoods as well as along roadways. Young families that I know are attracted to communities that plan for these spaces for exercise and commuting and in a couple cases have been the reason they chose a specific community. I know there is discussion about extending the northwest arterial trail to the southwest and we hope this is executed!	7/26/2017 7:07 AM
83	Keep green spaces/parks/nature centers available throughout and surrounding. The river, bluffs, and valleys are a significant part of what make this place beautiful and unique.	7/26/2017 6:43 AM
84	Recreation whether indoor or outdoor. Can be in the city or county. Such as a bigger water park or indoor trampoline building, climbing wall, etc...	7/26/2017 5:58 AM
85	The opportunity for employment, housing and community leadership needs to be made equally available to anyone who puts fourth the effort and desires those opportunities.	7/26/2017 2:10 AM
86	A focus on not looking at undeveloped agricultural land as wasted. Primary focus on development and redevelopment first in existing developed areas. The "Point" area near the dam is prime example of a commercial area falling quickly into major disrepair. Development prospects of the former FDL land has essentially dried up. Maintain our existing structures to prevent slums from developing that are plagues to bigger cities.	7/25/2017 11:18 PM
87	Small amusement park, (similar to Navy Pier in Chicago)	7/25/2017 9:03 PM
88	Some sort of stadium or a gathering place somewhere in the city.	7/25/2017 9:02 PM

## QUICK POLL #6 | LAND USE

89	I would like to see car free and car light development; for instance neighborhoods where cars are forced park on the periphery leaving front and backyards free for kids and community functions/neighborhoods with a strong commons. There is one major thing i believe dubuque is missing and that is a pedestrian street, i can see mainstreet or a similar street downtown being turned into a retail/resturant/entertainment area and seeing an increase in traffic if turned into a pedestrian street. I know its difficult to convince buisness of this but there are a multitude of examples from around the world showing pedestrianizing a street is good for buisness and civic life. It would be a great asset to the city over the long term and it would give dubuque some real street cred as a forward looking and desirable place to live.	7/25/2017 7:04 PM
90	All I want is the SW arterial to not get all clogged up like Dodge and NW arterial, so if/when there's going to be major development out there at least have the decency to put in modern frontage roads and off-grade exits.	7/25/2017 5:39 PM
91	More single family and light commercial. Thinking about areas such as the Millwork District, Dubuque seems to be putting the cart before the horse in terms of development - creating solutions for needs that haven't presented themselves.	7/25/2017 5:14 PM
92	Why is land near the airport listed single family? Isn't it too noisy there with all the airplanes? We just spent \$40 million dollars on that building, don't put houses and schools there.	7/25/2017 5:09 PM
93	Driving around Dubuque's established neighborhoods you'll see one or two parks for children. New neighborhoods need to have this same amount of green space. At least one per development.	7/25/2017 5:01 PM
94	Land out by Derby Grange on the North West side of town should be utilized more. Housing, new restaurants, should be added and I could see profit and expansion in the future	7/25/2017 4:32 PM
95	Mixed use areas with green space that would be pet friendly.	7/25/2017 3:21 PM
96	We should insure that in each neighborhood there are a mix of housing options in terms of affordability, paying particular attention to the needs of persons and families with lower incomes. Affordable housing in particular should be developed in mixed-used neighborhoods to allow easy access to goods and services as well as jobs. It would be nice to have walking/biking trails that didn't parallel major highways like the NW Arterial. While weather can be a constraint in Iowa, we seem to have few restaurants/venues with outdoor seating.	7/25/2017 2:08 PM
97	Better Commercial Development on Central Ave	7/25/2017 1:52 PM
98	Unless the roads coming out of Asbury (heading East) are improved I cannot imagine more housing/traffic using Middle Road and Asbury Road. Traffic is already horrible at peak times. It is impossible to get off of Radford Road onto Asbury--especially during school. A three way stop or light would certainly help traffic flow. Additional traffic by increasing housing on the West end needs to take into consideration the road structure.	7/25/2017 1:29 PM
99	Clean up the historic areas from 11th to 17th and Bluff to Central by repurposing some of the older buildings for retail or restaurants. Encourage development of the existing homes rather than have it be a dangerous area. These are some of our oldest properties and they are being abused to the point of no return. Please!	7/25/2017 1:08 PM
100	Absolute first priority to traffic flow!!! The hills and valleys make priority for roadway planning first. It also makes it fairer for land value determination. We built a house and then had the neighboring land re-zoned which ruined our investment while making the deceptive land owner millions. Traffic has become horrible in Dubuque in the last 5-10 years and must be the first priority in planning. All life centers on efficient transit of populace.	7/25/2017 12:40 PM
101	INFILL in spaces large and small. The old pack area. Riverside bowl. Still- empty plots in the North Port. Leave other areas (South Port, Chaplain Schmitt Island) as-is until other projects are complete & SUCCESSFUL. Projects like the new parking ramps, ITC, Port of Dubuque marina are not successful.	7/25/2017 12:37 PM
102	More public space such as parks. More family friendly spaces.	7/25/2017 12:12 PM
103	Central Avenue has a lot of potential once US 52 is rerouted. I would love to see this turn into a vibrant tourist attraction. This could be done by changing the one way traffic pattern. Introducing a trolley which would head up central ave then back down. I envision the trolley being the catalyst to sure business growth. The trolley would recall the history of DBQ and be hop on hop off, free of charge, amenity.	7/25/2017 11:55 AM

## QUICK POLL #6 | LAND USE

104	Historically, a major short-coming of human habitation and settlement in many areas of N. America is the "human footprint" that always remains as a result of 20th century style planning. 21st century planning must "first" include undisturbed, restored, and connected "wild places" and natural ecosystems large enough and wild enough to support natural processes native to an area. The reason these should be established first is they are development sensitive. It is very difficult and costly to take an area back to a natural ecosystem that has been developed and /or has fallen to the human footprint. Once those natural areas are established and kept off-limits, the human fill-in can be developed based on factors including ability to support density, access to services, transportation, etc... Neighborhoods were once more self-contained with schools, work places, and grocery stores, within walking distance. More of that would be beneficial for urban life in general. Regional centers such as the "big box" retailers, hospitals, large (industrial) work centers are best located close to regional transportation networks and are not suited well for inner neighborhood districts. Small to medium work centers, including industrial, schools, retail shops, restaurants, etc.. (mixed use) can integrate well within any core density. But these should always be evaluated case-by-case based on specific criteria including their mission in the neighborhood, projected future growth, various design factors, and access requirements. For example, consider the neighborhood grocery store. If the mission/business plan of the proprietor is to reach beyond the neighborhood and accommodate (20) parking places on the site, it is likely not going to be a contributing use in a dense neighborhood. However, if the mission is to capture mostly walk-in trade, for those picking up a few items, and requires a few off street parking places, it may be a contributing use. With this approach, planning staff, and boards need to have skill and a good track record in 21st century urban design. It would also be very beneficial for areas of higher density, to have a concept design already roughed out for specific opportunities, and needs in the neighborhood parcel-by-parcel. This type of plan will serve well not only to stimulate, but also to guide private developers.	7/25/2017 10:43 AM
105	Would like to see new parks downtown and in Langthworthy historic district. Would like to see large plot south of Sam's Club developed into a tennis complex.	7/25/2017 10:32 AM
106	Care for the environment should be the top priority for the city, and this should be reflected aesthetically and practically. Native prairie, wildlife corridors, watershed management infrastructure, and edible landscaping (that is actually put to use) should be present throughout the city. Public transit should also be the main form of transportation, and the easiest to use.	7/25/2017 10:28 AM
107	Single family dwellings	7/25/2017 9:35 AM
108	It would be great to have a train route from Dubuque to Chicago. We already have an incredibly impressive transportation hub here in Dubuque. I know this has been discussed in the past, but it would be so beneficial to those in and around our city. So many young adults from Chicago enroll in our universities/colleges here, many from Dubuque go to Chicago (and vice versa) for business, recreation/entertainment, travel needs. It would be so efficient and could potentially bring in more revenue for folks to see what Dubuque is really like as an impressive place to live, work and visit.	7/25/2017 9:20 AM
109	anything that is family friendly. a drive in theater, aaa league, man made lake? I hate how dangerous the river is.	7/25/2017 9:10 AM
110	A walking bridge connecting the north and south port.	7/25/2017 9:09 AM
111	More green space and public parks large enough to play team sports. Downtown	7/25/2017 8:59 AM
112	More community Gardens with co-op chickens for eggs throughout the city. More bike lanes in the city for bike commuting. A good/unique concert hall that we can bring up and coming acts as well as bigger names.	7/25/2017 8:37 AM
113	F	7/25/2017 8:30 AM
114	I would like to see the city hold rental property owners responsible for the appearance and condition of their house and buildings, then start worrying about future endeavors. You have to clean up what exists first.	7/25/2017 8:07 AM
115	Park in English ridge subdivision as was promised years ago!	7/25/2017 7:43 AM
116	Dog parks! Considering our population, it's an area we're severely lacking. Especially with the upcoming workforce shortage, progressive cities like Madison are much more attractive to young people and young families. As for location, the west side! Currently folks on the west side drive 15 minutes to get to the dog park.	7/25/2017 6:54 AM

## QUICK POLL #6 | LAND USE

117	A dog park in the millwork/downtown area. A playground/greenspace in the millwork. Rooftop development downtown. A community garden in the millwork. A lovely fountain somewhere. A Thai restaurant downtown or in the millwork. An independent private k-12 school. A riverfront farmers market.	7/25/2017 4:47 AM
118	Finish what we started then start on new	7/25/2017 2:13 AM
119	more public trails throughout the city, connecting north to south and east to west. trails that run through mixed use development, with restaurants, breweries and shops.	7/24/2017 10:54 PM
120	I think we should have a green belt. An area around the city for parks, trails, or farms. No subdivisions or factories. It will promote everything you mentioned previously.	7/24/2017 10:54 PM
121	Focus on a tech-centered mixed use neighborhood for new development	7/24/2017 10:46 PM
122	I would like to see bike/running trails throughout the city. Other communities have strong networks of trails	7/24/2017 10:43 PM
123	No more urban sprawl. Keep natural habitats natural.	7/24/2017 10:43 PM
124	Bike trails/paths connection more residential areas to parks/shopping.	7/24/2017 10:40 PM
125	Bike lanes, major bike corridor, park at corner of Asbury and University.	7/24/2017 10:36 PM
126	Redevelop areas already in the city limits. Many areas are dilapidated and could be redeveloped instead of the city always looking to expand first.	7/24/2017 10:20 PM
127	Large Scale Amusement Park off southwest arterial Fire stations	7/24/2017 10:04 PM
128	The large portion of land where the old pack used to be should be turned into a recreation area. Softball fields, updated swimming area, biking path, walking path, etc. That space is so large and everything around it is becoming so nice it would be a shame to allow commercial business to use that space. Additionally dubuque needs a beach. The closet beach access area without having a boat is finleys landing. I would say the majority of citizens don't own a boat which leaves the only swimming options in this area to be flora pool and Sutton pool. A beach someplace in the inlet where the b branch is would be a huge tourist attraction to the dubuwue area for surrounding cities.	7/24/2017 9:57 PM
129	More kid friendly areas and indoor activities. The library and river museum are great, but a children's museum or zoo would be a great addition.	7/24/2017 9:52 PM
130	Why is there no mention of preserving agriculture land. Farm are disappearing and there is no mention of it in this poll. All of the R-1 land that should be A-1 needs to be changed back.	7/24/2017 9:46 PM
131	Na	7/24/2017 9:31 PM
132	Renewable energy plants like the upcoming small solar panel field downtown.	7/24/2017 9:30 PM
133	A zoo, outside the city limits Indoor soccer field, that can be available to the public. The city Paintball course. Outside the city limits	7/24/2017 9:22 PM
134	Senior housing in Millwork district	7/24/2017 9:14 PM
135	I want to open a climbing gym in the downtown area, and feel that beach access are important. There are also many boat docking areas, but no locations that boaters can pull in for entertainment (see Bellevue's OffShore as reference).	7/24/2017 9:04 PM
136	Community Land Trusts and more affordable housing that is not concentrated in one or two areas.	7/24/2017 9:01 PM
137	Beaches	7/24/2017 9:00 PM
138	Public man-made Lakes, flat biking paths.	7/24/2017 8:55 PM
139	Restaurants and shopping expansions. Anywhere uptown	7/24/2017 8:49 PM
140	I would like to see more affordable single family homes and also more things for young children to do such as more parks or museums things like that.	7/24/2017 8:47 PM
141	I'd like to see the Washington district continue to improve, but it's going to take more than grants to draw people to the neighborhood. I purchased a home in 2017, but the area was not an option due to safety concerns. It's a shame so many older homes with historic charm are sitting run down.	7/24/2017 8:46 PM
142	Large aquatic and recreational center like Davenport is building off I 74.	7/24/2017 8:37 PM
143	A public outdoor pool, maybe with a slide for Dubuque to look at that	7/24/2017 8:33 PM



## QUICK POLL #6 | LAND USE

144	Recreation and entertainment are what help make cities destinations for industry education, and by extension quality of life. I hope Dubuque continues to place priority on conservation, sustainability, recreation, and diversity. We are a special place and it's time the world see our full potencial!	7/24/2017 8:13 PM
145	make the downtown and the central ave. area more of a middle class area get rid the run down bulidings and homes	7/24/2017 8:04 PM
146	A park at the bee branch on 32nd. I would also like to see the bike/walking path along 32nd by the bee branch to go all the way around the water.	7/24/2017 8:00 PM
147	dog parks, biking trails, environmental stewardship of agricultural and river areas	7/24/2017 7:49 PM
148	Need to bring major businesses, restaurants, shopping to the southwest arterial. Close to the airport so that airlines would schedule competitive fares and flights.	7/24/2017 7:14 PM
149	Remove zoning restrictions and allow the free market to decide what is best and where.	7/24/2017 7:11 PM
150	More recreation areas for all ages	7/24/2017 7:05 PM
151	A dog park downtown, a newer splash pad at eagle point park	7/24/2017 6:50 PM
152	A dog park that isn't a dirt pit.	7/24/2017 6:46 PM
153	We need a park in the Blue Sky Estates neighborhood off Roosevelt.	7/24/2017 6:39 PM
154	Bring Amtrak to Dubuque	7/24/2017 6:39 PM
155	Love to see more retail and restaurants downtown and Port of Dubuque to bring people to those areas especially tourists	7/24/2017 6:36 PM
156	Keep small businesses on the south side of the harbor. They are interesting to watch and much better than a museum display showing what used to be there.	7/24/2017 6:20 PM
157	Soccer/football stadium	7/24/2017 6:06 PM
158	We need more natural areas, wetlands, timber, unpaved trails,ponds water for fishing.	7/24/2017 5:47 PM
159	An indoor aquatic center that could be used during cold weather months. Maybe in the millwork area. A shopping center downtown by where the old Dubuque pack was. It would bring a lot of people from surrounding areas. Beach access closer to Dubuque than Finley's landing.	7/24/2017 5:18 PM
160	Hydroelectric built in to locks? More small green spaces downtown with or without playgrounds	7/24/2017 5:18 PM
161	Let's keep dubuque within its current boarders and not keep taking farmland.	7/24/2017 4:56 PM
162	I really like the Mixed Use Development in the downtown, millwork, Central Ave N of Downtown and the University District along University Ave. Delhi and Asbury streets.	7/24/2017 4:55 PM
163	reuse and improve the neighborhoods we have. all the new development being considered translates into new home prices that are becoming unaffordable because of the sunk cost in developing new lots. Let's take the existing housing stock that we have and retrofit or make it more attractive to home buyers. Reuse what we have, stop thinking that we new, new, new new	7/24/2017 4:49 PM
164	Outdoor Water Park-outskirts of Dbq Buffet Restaurants-by Mall or Asbury Plaza Discount Store like Gordmans-Asbury Plaza Tanger Outlet Mall-West end	7/24/2017 4:33 PM
165	recreational areas for young to avoid needing busing and to be close to home and parents	7/24/2017 4:29 PM
166	I would like to see more neighborhood commercial along collector streets, throughout the city.	7/24/2017 4:24 PM
167	Please see the comment above about the River Villa. There should be a variety of sized shops available allowing really small artisans that can't produce a lot of items still maintain a place to sell items. Small music lesson studios, candle makers, book makers, wood workers, produce sellers, small indian, thai, brazilian restaurants, bookstores, knooks for outdoor concerts by street musicians. You could add in two floors of apartments above the shops. Make it two "streets" wide and three long, and DEFINITELY build a passenger train station. The tracks are right there wrapped around the new Villa. That will bring people in from west of Waterloo, Bellevue south, etc and beyond. There isn't another historical city for several hundred miles around that has that potential. Galena is nice but if folks could get on a train in Chicago and get all the way to Dubuque, they wouldn't think twice about not stopping in Galena (unless Galena gets a train I suppose).	7/24/2017 4:15 PM
168	More development in the Key West Area, it needs a grocery store!	7/24/2017 4:15 PM

## QUICK POLL #6 | LAND USE

169	Kerper Ct. South to 16th street (old packing house lot) would be a great place for an entertainment venue with a large parking lot. Stadium, outdoor concert venue, etc...	7/24/2017 4:12 PM
170	I would like to see something done with the former Pack site as well as the north end of Kerper, specifically the former Thermo Fisher Scientific plant and the former Bowling and Beyond site.	7/24/2017 4:09 PM
171	Recreational attractions for use by both residents and visitors. Perhaps an indoor water park that would be open year round.	7/24/2017 4:04 PM
172	Less restricted public access. I would like more places to take my dog to a park to play	7/24/2017 4:01 PM
173	specific streets for bicycles to make it safer to use bikes as transportation; I would like to see Heritage Trail extended to downtown. I live on the north end and am afraid to bike on the streets. What I don't like to see is industrial take-over on the south and west sides of DBQ. It's very ugly. Better if you incorporate mixed use development, or leave it natural as a beautiful gateway to our city. A city can grow from within -- we don't have to keep eating the land!!!	7/24/2017 4:00 PM
174	a multi-purpose sports and recreational complex in the downtown area that would help serve the youth in the downtown and surrounding communities	7/24/2017 3:58 PM
175	Would like to see the Mines of Spain developed into a top notch RV Park for families to enjoy instead of being used as a disposal site of bodies, drug deals and other unsavory activities.	7/24/2017 3:56 PM
176	There should be walking and bicycling trails in newly annexed areas connected to existing city trails. We travel to Madison, Cedar Falls/Waterloo, and the Quad Cities areas on a regular basis just to ride our bicycles. Please check out the trail systems in these communities. The Quad cities for example has an extensive trail system along the river on both sides of the Mississippi River. Dubuque could do this too.	7/24/2017 3:54 PM
177	Bring up grade of low lying areas near the river on Kerper Blvd to the level of the flood wall, and create mixed use development there. There are many vacant industrial buildings on Kerper and the city has lots of undeveloped industrial land in the south and west. The Kerper Blvd area would be a very desirable place to live with views and proximity to the river and bring life back to a low use area. Start plans to make Dodge St six lanes with many fewer stop lights.	7/24/2017 3:28 PM
178	Have baseball diamonds behind the amc theatres.	7/24/2017 3:22 PM
179	More community areas to gather and have events across cultures, fests, and such	7/24/2017 3:18 PM
180	I would like to see more commercial and industrial development on the south end of town. I think there's opportunity for development around the airport, US 151, and SW Arterial.	7/24/2017 3:11 PM
181	More mixed use areas in central dubuque	7/24/2017 3:05 PM
182	Would still love a minor league ballpark. Do agree with many that the old packing house land could be a shopping center for those in the Point area and people visiting Dubuque at the two major tourist attraction. This area could be used to add to the tourist area.	7/24/2017 2:54 PM
183	I would really like to see some green space available to the public in the Point Neighborhood area. In this area, I would like to see trees, with benches, landscaping, a place for children to play, a place for families to gather, a space in which senior citizens have easy access to and restrooms.	7/24/2017 2:50 PM
184	year round aqua center for all ages	7/24/2017 2:49 PM
185	more areas for children to ridge their bikes. Greenspace in the warehouse district and downtown	7/24/2017 2:32 PM
186	I would like more support for outdoor dining and music. More public areas that welcome pets. More access to water. Support for urban agriculture, including more than 4 chickens. More public garden spaces.	7/24/2017 2:30 PM
187	Not sure. Maybe something more family oriented such as families with young children. Anywhere in the City would be nice.	7/24/2017 2:20 PM
188	Minor league baseball park South along 61/151	7/24/2017 2:19 PM
189	Still more connectivity for bike/walk trails. Because it is relatively flat, Asbury St would be good to make bicycle friendly. In general, the central and western sides of Dubuque don't connect well with the broader bike/walk trail system.	7/24/2017 2:18 PM
190	Keeper blvd down to the former riverside bowl appears run down and underutilized as industrial space. Seems a waste of river front space	7/24/2017 2:06 PM

## QUICK POLL #6 | LAND USE

191	would love to see an outdoor movie theater closer to the city, one that could also be used for outdoor concerts, etc. like Ravinia in Chicago area.	7/24/2017 2:05 PM
192	The city needs to do something to develop baseball fields for use for youth baseball. It is embarrassing that our city doesn't have good baseball fields for use by our residents.	7/24/2017 2:04 PM
193	Residential housing	7/24/2017 2:02 PM
194	It would be nice if the bee branch included coffee shops and restaurants along it	7/24/2017 2:02 PM
195	We have kids, so a splash pad would be great in one of the existing parks. Or even a larger indoor activity/play center for kids.	7/24/2017 2:00 PM
196	More biking/hiking trails and green space and parks from the northwest arterial to the west growth areas. Subdivisions should have access right in neighborhoods to these trails. Also a few restaurants/small stores like hardware stores/banks, etc in neighborhoods for walking/biking to and from --similar to the old neighborhood grocery stores/ etc. of the past.	7/24/2017 2:00 PM
197	An arts/arena downtown to replace Five Flags.	7/24/2017 2:00 PM
198	I would like to see more greenspace (parks, etc.) in the N. Locust/Rosedale/Senior High area. Just not sure where it would go, with housing on one side and bluffs on the other.	7/24/2017 2:00 PM
199	Wheel chair Accessible parks	7/24/2017 1:52 PM
200	I would love to see the Centrsl Ave. corridor continue to develop	7/24/2017 1:33 PM
201	I would like to see more out near Key West in the south of town, especially bike access for the southwest arterial.	7/24/2017 1:26 PM
202	I read the article in the TH today. I am a Peosta resident. My family moved here 3 years ago to get out of Dubuque. We previously lived in a residential area near Hempstead. The multi family housing across the street on JFK was having frequent police involvement and more houses in the neighborhood were being sold and rented to people who did not take care of the property. I have lived here my whole life and watched Dubuque's downtown area deteriorate, and seen very little opportunity for expanding arts, entertainment, diverse cultural opportunities, recreation, etc. I know many families like ours moved here because we wanted to get away from the urban area, and wanted to live in a smaller community with less crowded schools. We paid a lot for our house to be able to do so. My family is not in favor of an expansion that would bring Dubuque closer to Peosta. I think that Dubuque should work on using existing resources and capitalizing on what is already there (I.e. The riverfront) and think about expanding recreational and other opportunities in that area. I also remember a time when you could walk and shop almost anywhere downtown, now with the exception of the millworker district, I wouldn't come downtown for anything. It seems Central Avenue and other areas could be cleaned up and have other opportunities/businesses brought in that don't involve pawn shops and bars.	7/24/2017 7:42 AM
203	Focus on walkable/bikeable community!!!	7/21/2017 3:26 PM
204	Dubuque is a leading innovator in local food systems and urban agriculture. Why did this poll not even identify a development choice for this type of land use which also ties in strongly wiyh social equity?	7/21/2017 2:28 PM
205	Our family would like to see an interconnected systems of trails throughout the city that can provide connections for all neighborhoods. It could also drive economic growth and development. The potential would be in creatively designing a trail system that would include eateries/natural areas/small local shops/historical experiences/playgrounds/outdoor yoga/etc... This trail system would need to be a standalone piece and not double as a road or highway. There would also need to be access to rentable bikes/segways/scooters.	7/21/2017 2:01 PM
206	More affordable rental multi-family housing	7/21/2017 10:26 AM
207	Green Space - Natural areas within city limits	7/20/2017 3:10 PM
208	I am not sure at this point...near schools.	7/20/2017 1:55 PM
209	Movie theater downtown, convenient for people living in that neighborhood.	7/19/2017 2:14 PM
210	The Southwest Arterial should have commercial and parks, with long walking and biking trails. There should be connecting natural areas (that paths could go through) to preserve native species and balance the carbon footprint.	7/18/2017 2:09 PM

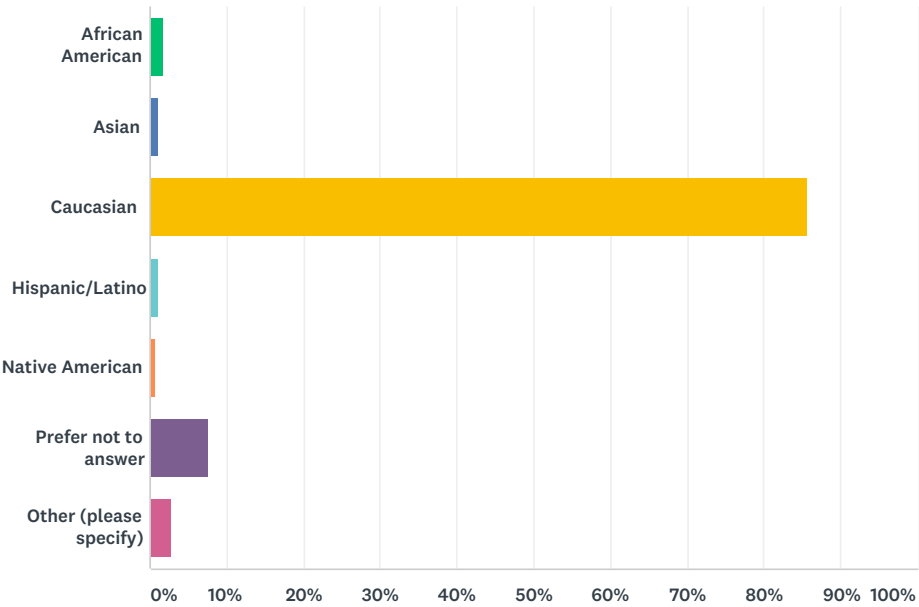
## QUICK POLL #6 | LAND USE

211	A continued focus on recreational spaces in Dubuque would fantastic. It would also be great to see more indoor rec spaces (rock-climbing gyms, etc). Also I think a continued focus on the development of the Port of Dubuque is vital to the success of the city. The river is the greatest asset of Dubuque, let's use it for recreation and entertainment to drive community and tourist usage.	7/18/2017 10:38 AM
212	Preserve some GREEN SPACE to allow the land to teach us - it is NOT a commodity to "use" - there is a "nature deficit" that needs to be addressed. Too much agricultural land has been swept up by developers for McMansions...The land has a right to be land, too.	7/18/2017 9:48 AM
213	Urban farming (see the Convivium) Urban wind and solar energy	7/18/2017 9:04 AM
214	Urban farms in each mixed use area for food security. Solar farms on brownfields and roof tops for energy independence. Floodplains/wetlands near rivers to accommodate 500 yr floods.	7/18/2017 8:30 AM
215	I would love to see more neighborhood stores in the S. Grandview area. E. Mill Bakeshop was a great addition.	7/18/2017 8:30 AM
216	Recreation, entertainment, more pedestrian/biker friendly!!	7/18/2017 8:21 AM
217	ability for people to experience the outdoors in a variety of ways to experience the four seasons that Dubuque's live through. incorporating media/communications of the 21st century with the ability to be away from your home/workplace to lead a healthy, fulfilling lifestyle	7/18/2017 12:22 AM
218	Dubuque can stop supporting urban sprawl immediately (ex. Derby Grange/Rustic Acres). Dubuque can stop with the lip service and truly begin investing in its larger Downtown (for definition, see answer to Q1). Dubuque's urban planning must include larger scale walkability and undo poor planning of the past such as the parking ramp hell, food desert, and uncrossable major roads such as Locust St, 61 & 20.	7/17/2017 10:37 PM
219	I think entities which have significant green space within the city now should be encouraged to preserve it. Engender urban farming like Convivium.	7/17/2017 8:56 PM
220	I would love to see a nice zoo and children's museum in our town. Perhaps in the dying Kerper Blvd area.	7/17/2017 8:01 PM
221	Bike routes	7/17/2017 8:00 PM
222	I would like to see more retail options and better designed places and spaces along the JFK corridor.	7/17/2017 8:00 PM
223	Community gardens and urban fruit and vegetable farms with small livestock. Natural preserves, prairie and intact woodlands with a native plant understory.	7/17/2017 7:36 PM
224	Outdoor amphitheater for large groups, festival grounds near Bee Branch,	7/17/2017 7:24 PM
225	Making the recreational and natural land elements connect better - the Bee Branch was a good start of restoring something that we had taken away from Mother Nature and residents paid for it with flooded basements.	7/17/2017 6:34 PM
226	Multi family and Senior living in the rural areas West, around Dubuque with parks, mobility accessible.	7/17/2017 6:12 PM
227	I would like to see more mixed use land use in existing residential neighborhoods. Small corner shops with some groceries within walking distance would be great.	7/17/2017 4:59 PM
228	I would like to see our development oriented less around automobiles and more around public transit. Assume gas costs \$10 a gallon (as it surely will). What kind of development makes sense then?	7/17/2017 4:45 PM
229	Avoid purchasing farmland to create new housing. Focus on unused or under-utilized land within Dubuque to provide denser, more centralized housing in mixed use areas. We need to control sprawl while keeping our farmland (one of our most unique and valuable assets) in agricultural production.	7/17/2017 4:29 PM
230	Water access for canoeing, kayaking, paddle boarding, etc. on the port of Dubuque	7/17/2017 4:21 PM
231	More green space, incentives for community gardening/ victory gardens, friendlier bluff bike routes.	7/17/2017 4:15 PM
232	There should be more mixed use development in residential areas and more residential development near shopping centers. Currently, the major grocery stores in Dubuque are all far away from where most people live.	7/17/2017 4:09 PM



Q5 What is your race or ethnicity?

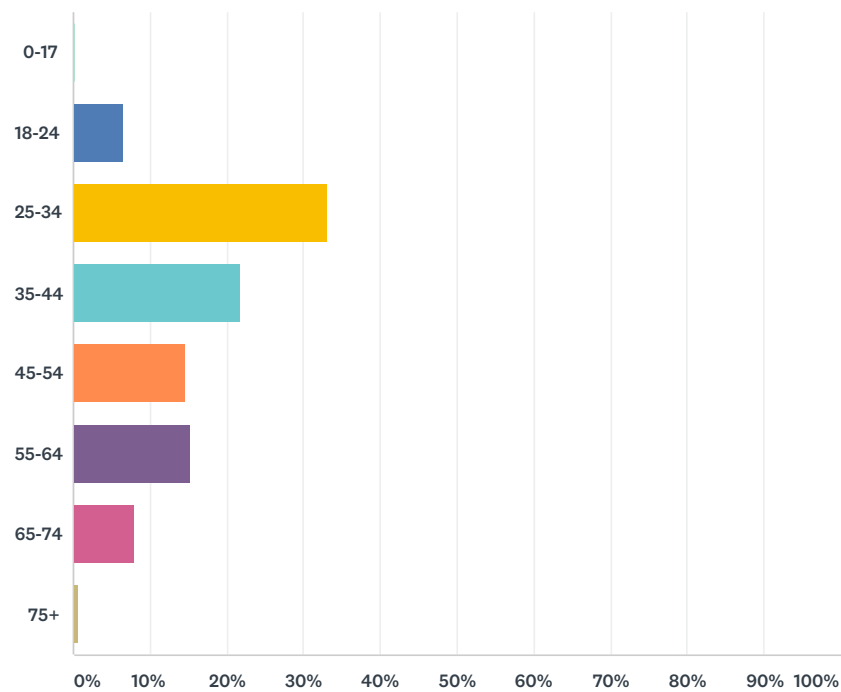
Answered: 373    Skipped: 2



ANSWER CHOICES	RESPONSES	
African American	1.61%	6
Asian	1.07%	4
Caucasian	85.52%	319
Hispanic/Latino	1.07%	4
Native American	0.54%	2
Prefer not to answer	7.51%	28
Other (please specify)	2.68%	10
TOTAL		373

Q6 What is your age?

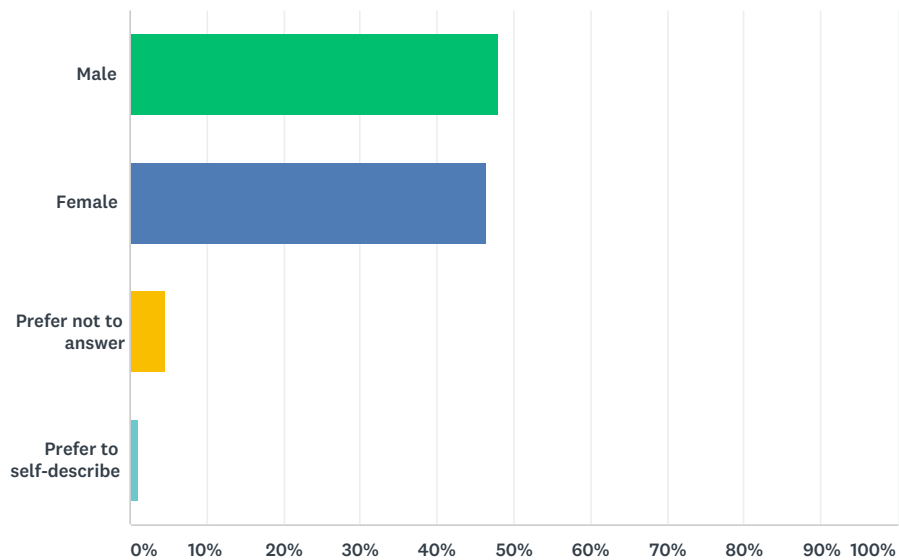
Answered: 368    Skipped: 7



ANSWER CHOICES		RESPONSES	
0-17		0.27%	1
18-24		6.52%	24
25-34		33.15%	122
35-44		21.74%	80
45-54		14.67%	54
55-64		15.22%	56
65-74		7.88%	29
75+		0.54%	2
TOTAL			368

Q7 What is your gender?

Answered: 372    Skipped: 3



ANSWER CHOICES	RESPONSES	
Male	47.85%	178
Female	46.51%	173
Prefer not to answer	4.57%	17
Prefer to self-describe	1.08%	4
TOTAL		372

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## **IMAGINE DUBUQUE IDEA SPREADSHEET**



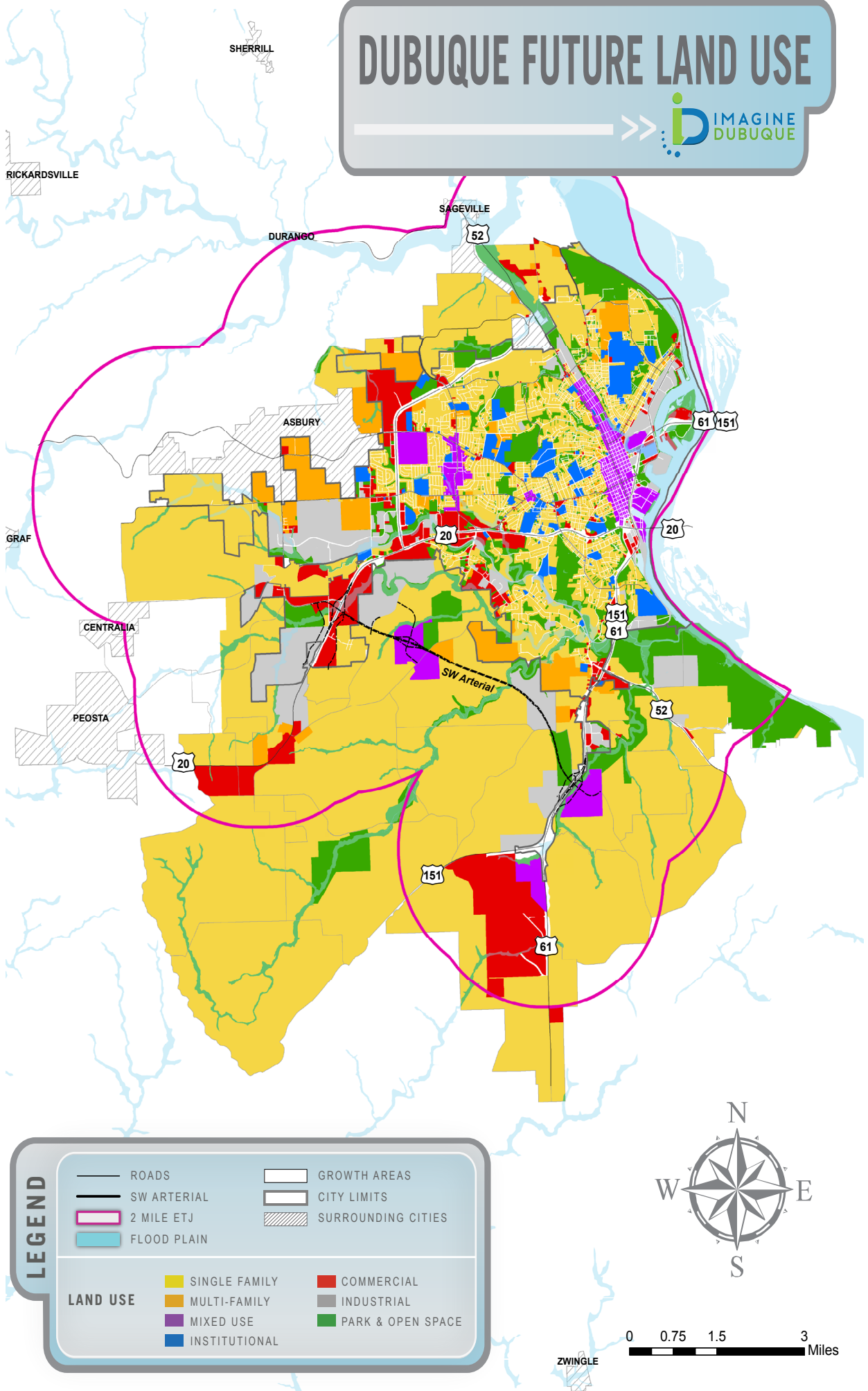


## APPENDIX SECTION 4

# MAPS

- FUTURE LAND USE MAP
- ENVIRONMENTAL FACTORS MAP

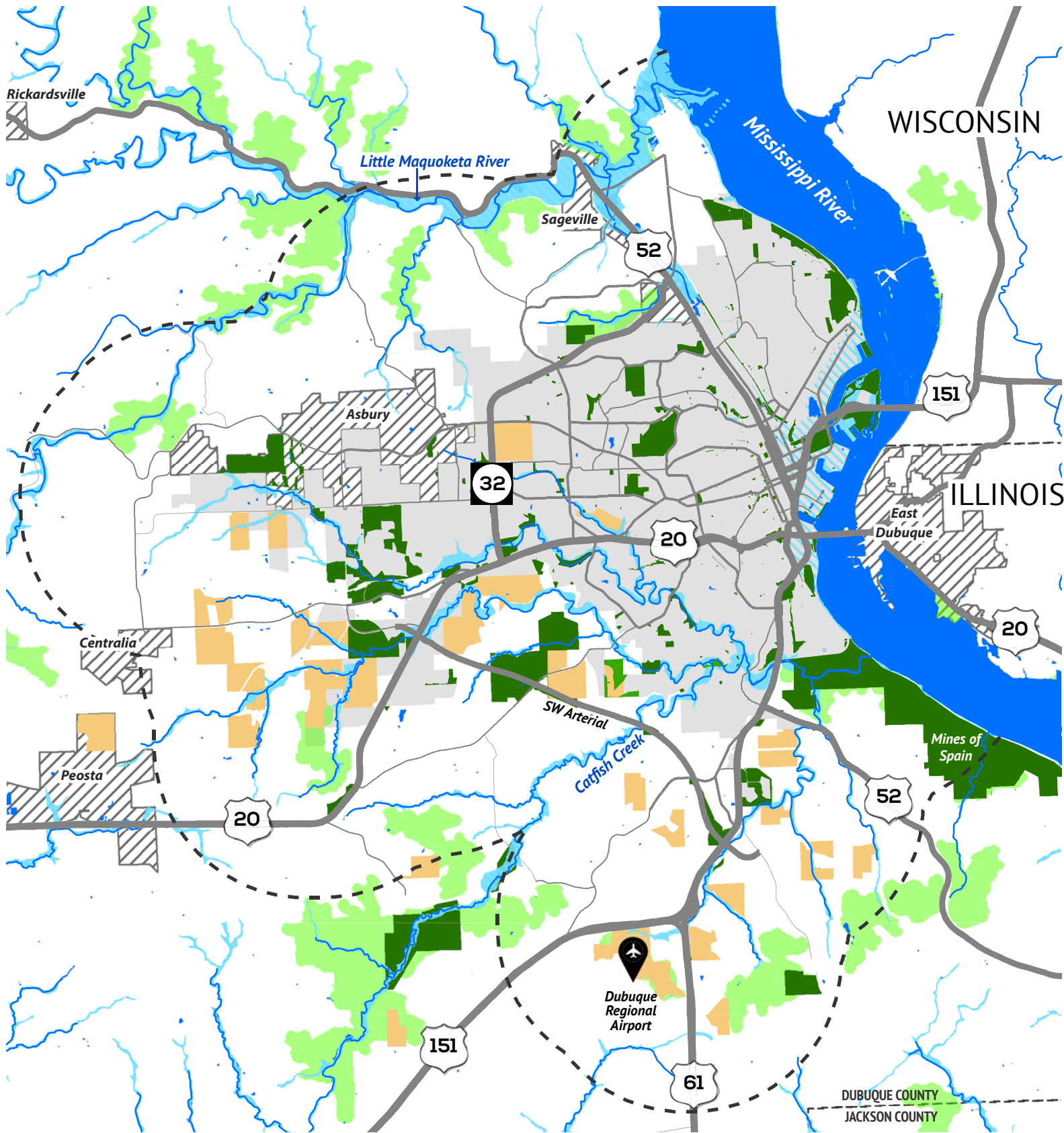
# DUBUQUE FUTURE LAND USE



## LEGEND

ROADS	GROWTH AREAS
SW ARTERIAL	CITY LIMITS
2 MILE ETJ	SURROUNDING CITIES
FLOOD PLAIN	
<b>LAND USE</b>	
SINGLE FAMILY	COMMERCIAL
MULTI-FAMILY	INDUSTRIAL
MIXED USE	PARK & OPEN SPACE
INSTITUTIONAL	





# Environmental Factors Map

## Context

- Dubuque City Limits
- 2-Mile Extra Territorial Jurisdiction
- Other Municipalities

## Environmental Features

- Rivers, Streams, & Lakes
- Parks
- Floodplain+
- Floodplain+ (Reduced Risk Due to Levee)

## Conservation Areas

- Green Infrastructure Protection Areas\*
- Habitat Cores



\*Federal Emergency Management Agency (FEMA) data

\*Green Infrastructure Protection Areas are ecologically sensitive areas identified in the Catfish Creek Watershed Management Plan

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