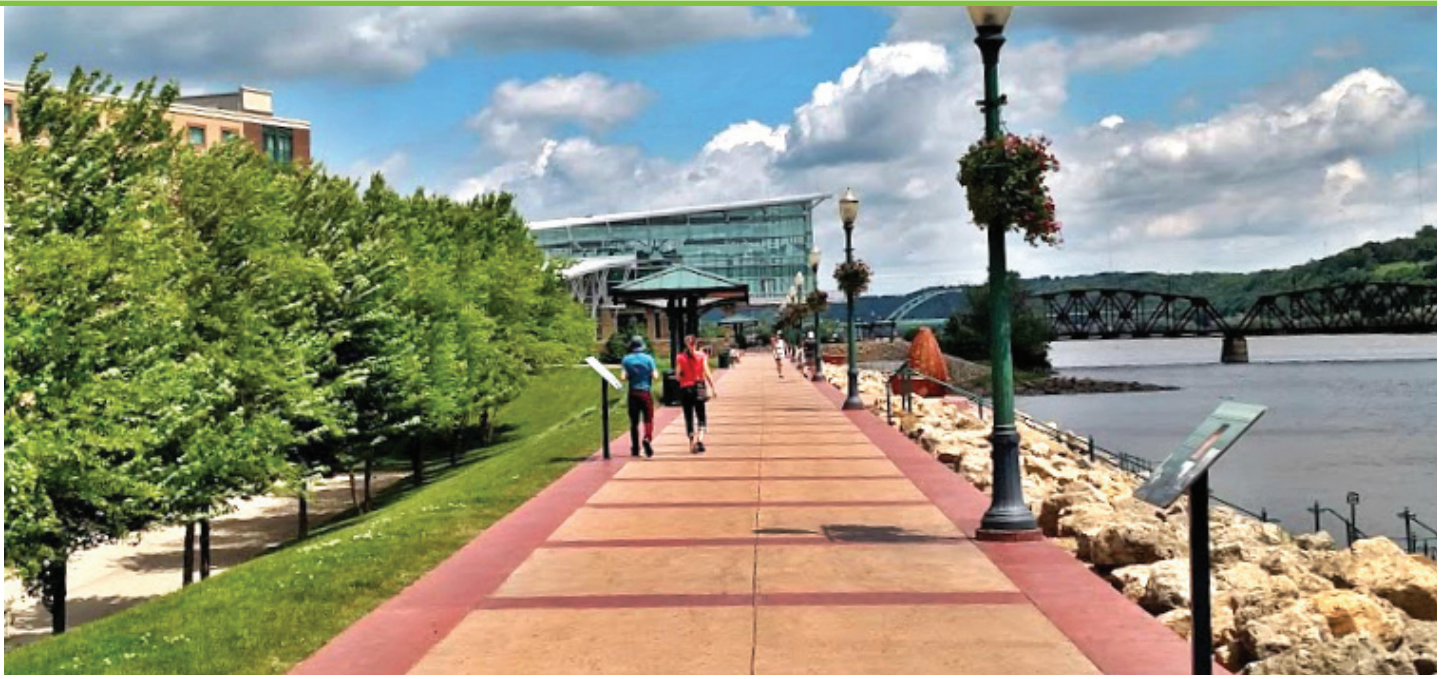


CHAPTER 1

INTRODUCTION

CHAPTER AT A GLANCE

<input type="checkbox"/> Call to Action	1-2
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<input type="checkbox"/> Relationship to Other Plans	1-8
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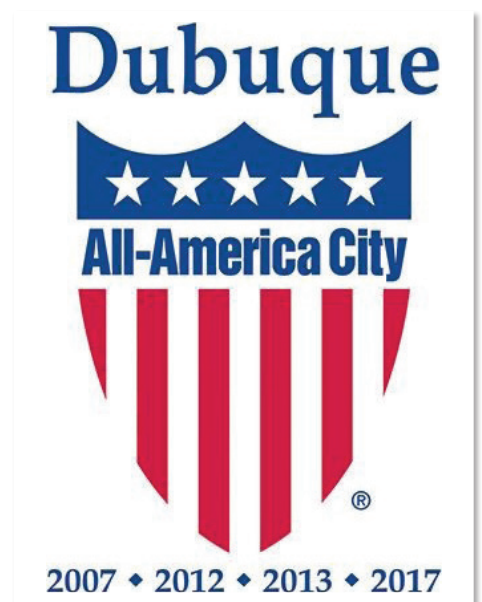
▲ Dubuque Riverwalk

CHAPTER 1 INTRODUCTION

Imagine Dubuque is a Call to Action, not just a 20-year plan!

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.

It is hoped that you will heed this Call to Action. It is your responsibility to develop the action steps, create the strategies for success, be inclusive in your efforts, and make your community sustainable and resilient. These are your ideas and you have the responsibility to participate in moving them forward.



Purpose of the Comprehensive Plan

The Comprehensive Plan serves as a guide for the community's physical, social, and economic development. It is a community-wide resource that can only be considered successful through the input and implementation of the community at-large. Engaging the community in a conversation about the future of Dubuque was at the core of the Imagine Dubuque Comprehensive Planning process (see Chapter 2 for details of this inclusive, 13-month effort). That focus on listening intently to residents and tackling community-wide challenges together is one of the key reasons Dubuque was named an All-America City by the National Civic League four times in just 10 years!

Comprehensive Plans are policy guides. Unlike zoning or city codes, they are not regulatory in purpose or application. Residents help shape these policies, which in turn inform city leaders on community values and priorities. Information in the Comprehensive Plan is used in many facets of city life. Of greatest note is its role in informing City Council goal setting, which creates the annual budget priorities and land use decisions.

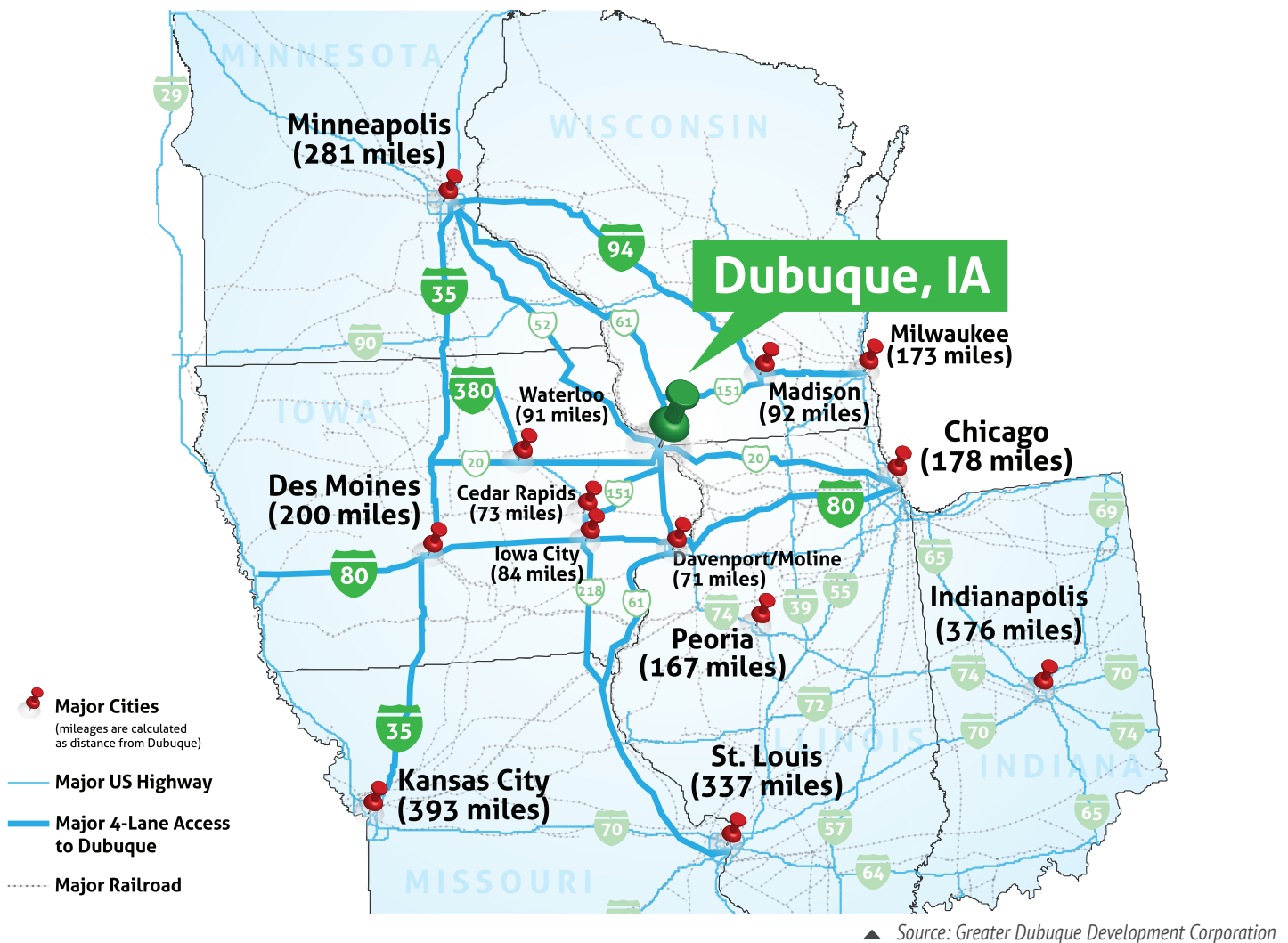
Communities are dynamic - economic conditions change, technology causes change, and people change. A Comprehensive plan must in turn be dynamic.

It cannot be viewed as a reflection of any one moment in time, rather it is an evolving vision based on the lessons history offers, current conditions, and anticipated issues and opportunities. The Comprehensive Plan is typically evaluated and updated approximately every five years or as needed to assure it is relevant to current community issues and priorities. However, the planning process - if done in a way that reaches out and responds to all areas of the community - is indispensable in creating policies that reflect the values and desires of Dubuque. The process used to create the Imagine Dubuque Comprehensive Plan, and the plan itself, is based on listening closely to the ideas and desires of the community.

Local government entities are created by the state constitution and given powers by the state constitution and legislature. As such, state law provides the legal authority for local planning. Cities derive this authority from Chapter 414 of the Iowa Code. This legislation is modeled after the Standard State Zoning Enabling Act in the 1920's. Iowa's planning enabling legislation has changed little since its inception until recently when the Iowa Smart Planning Act was signed into law in 2010. The law establishes guidance and basic principles for plan development and decision making.



▲ Red brick facades and lush, green tree canopies create a colorful and inviting environment in Dubuque's Cathedral Historic District.



Regional Context

Dubuque is a clear regional center of commerce within the tri-state area, with strong accessibility via multiple federal highways, freight railways, the Mississippi River, and the Dubuque Regional Airport. Dubuque's strong and increasingly diverse base of jobs provides employment opportunities for people throughout the region. Over 3 million people live within 100 miles of Dubuque and 67 million people live within a 500 mile radius of Dubuque.

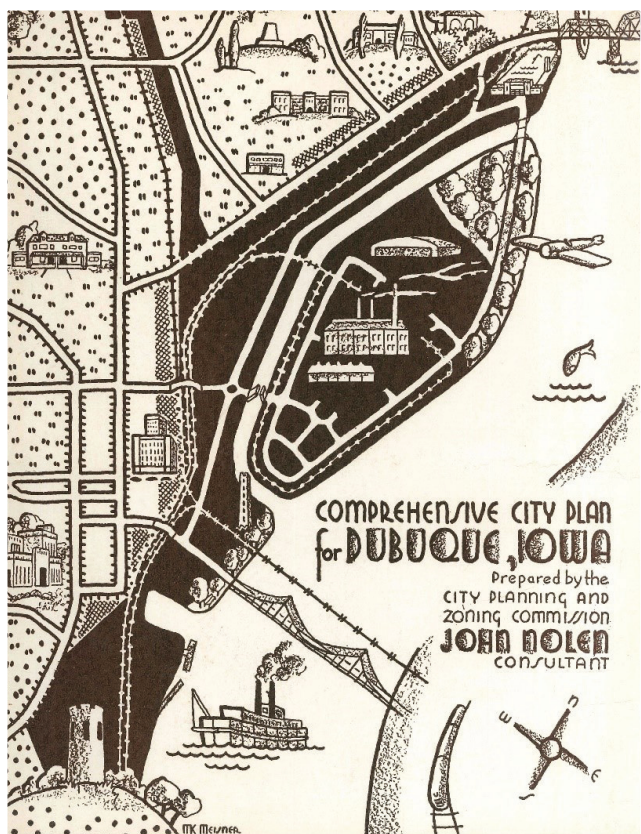
Shopping and entertainment options available in Dubuque easily draw from a 60-minute drive-time (see Economic Development Analysis in the Appendix). Tourism offerings such as the National Mississippi River Museum and Aquarium, the Dubuque Museum of Art, Dubuque Arboretum, historic architecture, and events such as the America's River Festival draw visitors from Chicago, Des Moines, Minneapolis, and beyond. The map above shows approximate distance to other major markets in Iowa and surrounding states.

Dubuque's unique location on the Mississippi River creates a striking scene when entering from either Wisconsin or Illinois. The River, combined with the adjacent bluffs, create a distinctive and memorable setting that contributes to the community's visual, recreational, and commercial appeal. The riverfront is home to both cultural and industrial activities, and serves as part of a major migratory flyway. Dubuque's bluffs, some rising 300 feet in less than a mile, are both visually striking and challenging from a transportation perspective. This area is part of the Driftless Region, an area untouched by glaciers and spanning approximately 16,000 square miles along the Mississippi River in Iowa, Illinois, Wisconsin, and Minnesota. This natural environment has strong appeal to both residents and tourists who enjoy outdoor activities like fishing, hiking, boating, and skiing.

Historical Context

Dubuque's planning history begins in the 1930's, when noted landscape architect and city planner John Nolen was retained to develop the first comprehensive city plan for Dubuque. Considered by many to be the "Father of City Planning," Nolen advanced the City Beautiful movement of the late 19th and early 20th Centuries to address many of the physical, economic and social facets that shape urban life, thus giving rise to modern urban planning. While the beauty of one's environment, both physical and natural, was always central to Nolen's approach to successful communities, he also taught that purpose, function, and efficiency was equally vital.

Adopted in 1936, the first plan for Dubuque established the framework for coordinated growth and development. Nolen noted prior to 1936, much of Dubuque's progress was disjointed. He noted Dubuque was blessed with many outstanding and praiseworthy qualities; however, greater coordination throughout the city would build a stronger economy and community.



▲ Cover of the 1936 City of Dubuque Comprehensive Plan

Unfortunately, the City did not adopt a replacement comprehensive plan until 1995. This almost 60-year hiatus cost the community dearly. During that period, Dubuque went from a thriving, bustling, growing community to one devastated by flooding, severe economic downturns, and being ignored in the 1960's, 1970's, and 1980's when the interstate highway system was being built. Initially, Dubuque began to stagnate and then began to drastically shrink, losing population and employment.

The recession and farm crisis of the early 1980's had devastating effects on the Midwest and Dubuque. As farm families struggled with the loss of their land and livelihoods, so too did local businesses. Though farmers bore the brunt of the crisis, its impacts were far reaching. Dubuque's economy was strongly influenced by its meat-packing and construction-equipment industries which were impacted by the recession. The combined effects of the recession, the farm crisis, and a changing national economy resulted in massive layoffs and economic decline.

By January of 1982, Dubuque's unemployment was the highest in the nation at 23%. Between 1980 and 1990 Dubuque lost 7.8% of its population. In 1983, the Chamber of Commerce estimated that 10% of housing stock was vacant and by 1984 the average home value dropped 9%. Dubuque needed to reinvent itself and diversify. Out of this adversity arose the realization that if Dubuque were to succeed, it must return to those fundamental tenets of planning, partnerships, and people working together to make a difference. Residents, business, education, philanthropy, labor, not-for-profits, and government must plan and work together to build a stronger, more resilient and diversified economy and community.

□ A Look at Dubuque Between 1980 and 1990

23%

Unemployment in 1982
Highest in the Nation



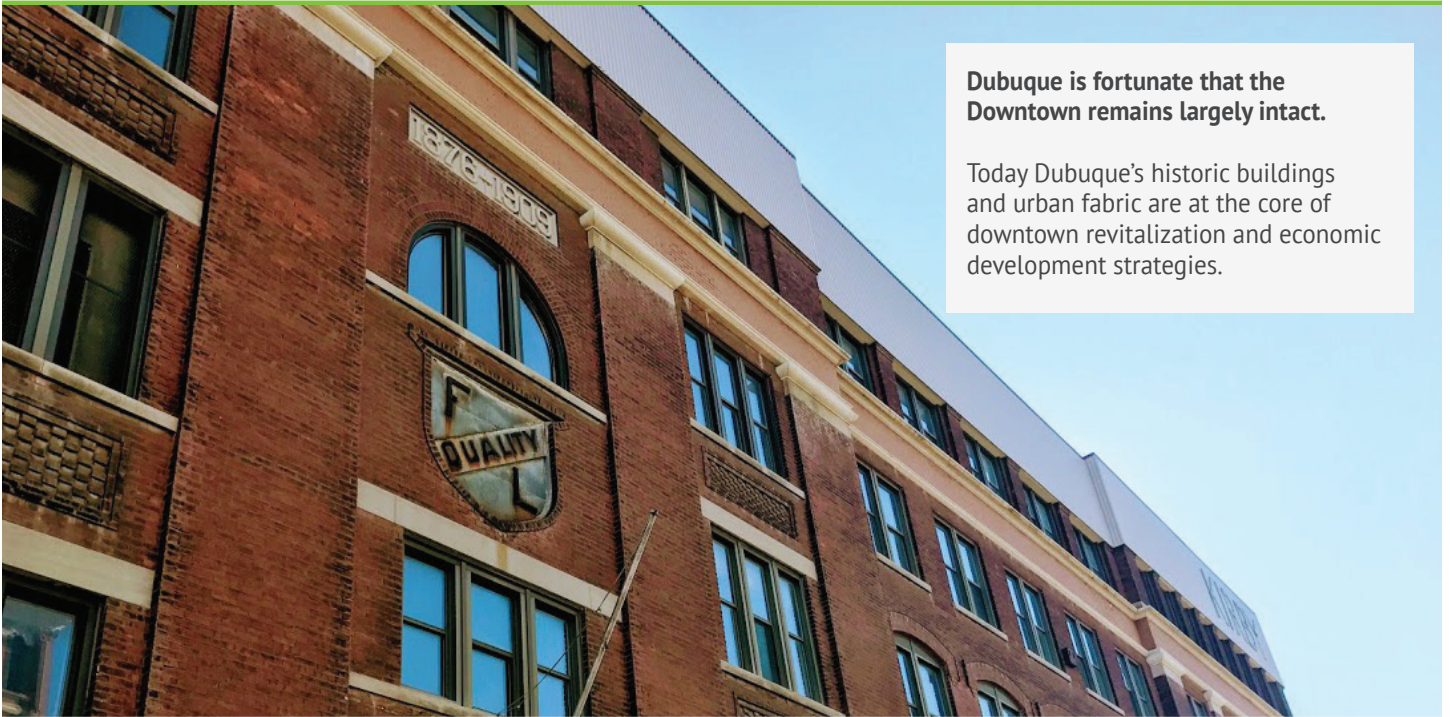
Nearly 1 in 4 Dubuque residents are unemployed.

10%

Of Housing Stock was
Vacant in 1984
Chamber of Commerce
Estimate



1 out of every 10 homes in
Dubuque is vacant.



Dubuque is fortunate that the Downtown remains largely intact.

Today Dubuque's historic buildings and urban fabric are at the core of downtown revitalization and economic development strategies.



Fortunately, in 1990, the City Council split the Planning and Zoning Commission into two separate entities and directed the newly formed Long Range Planning Commission to conduct a process to create a future vision for the community. In 1992, the City Council adopted Vision 2000. This then launched a three-year process that culminated in 1995 with the adoption of the first Comprehensive Plan since 1936. Thousands of citizens participated in this five-year process, and the results received broad-based community support. Multiple specific action plans were then developed as the community worked to achieve the new vision, including riverfront development downtown and industrial park master plans.

The 1995 Comprehensive Plan, entitled *Creating the Future*, was built on the grassroots visioning effort and around the physical, economic, and social environments of the community. A balanced approach to community development was once again prioritized. At this same time, the Dubuque community also began to reinvent the riverfront. People, planning and partnerships were put in place and America's River Project was underway. The former disconnected, declining industrial Port of Dubuque was transformed into a destination for tourists and residents alike. Community planning continued in earnest. The new Comprehensive Plan was updated in 2002, 2008 and 2012.

In 2005, something very special happened. The Community Foundation of Greater Dubuque and the Dubuque Area Chamber of Commerce led the Envision 2010 process. The community was asked what ten projects they would like to see adopted by 2010. Over a 12-month period, thousands of citizens became engaged in the community conversation; with thousands of ideas submitted, the list eventually was reduced to ten projects.

In addition, individual organizations, like the Greater Dubuque Development Corporation, began to create strategic plans. The Greater Dubuque Development Corporation began a series of five-year economic development plans. These plans were more strongly anchored in specific action steps and measurable outcomes that led to tremendous progress with the number of people working in Dubuque County growing from 37,000 in the 1980's to over 60,000 in 2017. During this time, the average wage and median household income growth exceeded the rate of inflation, and millions of square feet of commercial, industrial, and residential construction occurred.

Sustainable Dubuque is a City Council adopted, community-created, and citizen-led initiative whose story officially begins in 2006. A City Council priority each year since, the community is continually working to expand awareness, create partnerships, and encourage initiatives involving all sectors of the community to make Dubuque a more viable, livable, and equitable community.

By 2012, Sustainable Dubuque had fully developed and made significant contributions in the community. The framework and principles of Sustainable Dubuque were incorporated in 2012 into the City of Dubuque Comprehensive Plan, further reinforcing the relationship between sustainability and comprehensive planning efforts.

In response to the developing workforce shortage, multiple initiatives have been launched, but none more important than Inclusive Dubuque.

In 2012, community leaders from business, nonprofits, education, government, philanthropy, and the faith community came together and developed a vision for *Inclusive Dubuque*. Inclusive Dubuque is a peer-learning network of partners committed to supporting an equitable and inclusive culture to meet the economic and cultural needs of a diverse community. The network works collaboratively to eliminate bias in Dubuque. With the collective impact model led by the Community Foundation of Greater Dubuque, Inclusive Dubuque is a large network dedicated to advancing justice and racial equity.

This 2017 *Imagine Dubuque* Comprehensive Plan is a new plan that reflects the Sustainable Dubuque model for a more viable, livable, and equitable community, and embraces the *Inclusive Dubuque* vision: *to have an informed, equitable and inclusive community where all people feel respected, valued and engaged*. *Imagine Dubuque* builds on these past planning efforts, but takes this Comprehensive Plan direction directly from the community with the most extensive public engagement process ever undertaken in Dubuque (see Chapter 2 for details on the engagement process).



Dubuque is a viable, livable, and equitable community. We embrace economic prosperity, environmental integrity, and social/cultural vibrancy to create a sustainable legacy for generations to come.

Relationship to Other Plans

In addition to the community-wide efforts already noted, Dubuque has undertaken many planning efforts focused on unique areas of the community or on specific aspects of the community such as transportation or the environment.

These plans all provide important insights and direction, and all have been used to inform this Imagine Dubuque Comprehensive Plan. Many of these plans are referenced throughout the Comprehensive Plan, and the Appendix provides a list of the major plans, along with links to the actual documents..

□ General Planning

First Comprehensive Plan	1936
Vision 2000	1992
1995 Comprehensive Plan	1995
2002 Comprehensive Plan	2002
Envision 2010	2005
Sustainable Dubuque	2005
Annexation Study and Update	2006
2008 Comprehensive Plan	2008
Unified Development Code	2009
2012 Comprehensive Plan	2012
Arts and Economic Prosperity	2012
Dubuque County Regional Comprehensive Plan	2012
Analysis of Impediments to Fair Housing	2014
FY2016-2021 Consolidated Plan	2015
Star Community Rating Profile	2015
Council Goals & Priorities	2017

□ Environmental

Urban Forest Report	2011
Multi-Jurisdictional, Multi-Hazard Mitigation Plan	2012
Community Climate Action Resiliency Plan	2013
Catfish Creek Watershed Management Plan	2014

□ Social/Cultural

Dubuque Community School District Strategic Plan	2012
Community Health Needs Assessment	2015
Inclusive Dubuque Community Equity Profile	2015
Human Rights Department Annual Report	2016
Arts & Culture Master Plan	2016

□ Economics/Market

Retail Leakage Report	2015
Greater Dubuque Skills Gap Analysis	2017
Greater Dubuque Laborshed Analysis	2017
Source of Income Final Report	2017

□ Transportation

Freeway 61-151 Corridor Plan	1990
Regional ITS Architecture Report	2005
Tri-State Area Integrated Walking, Bicycling and Hiking Network Plan	2008
East-West Corridor Connectivity Study	2010
Complete Streets Policy	2011
2017 - 2020 Transportation Improvement Program	2016
Dubuque Metropolitan Area Transportation Study 2045 Long Range Transportation Plan	2017
FY 2018 Transportation Planning Work Program	2017

□ Special Area Plans

Dubuque Riverfront Plan	1993
Highway 20 Corridor Land Use Plan	1998
Port of Dubuque Master Plan	2002
Downtown Master Plan	2003
Washington Neighborhood Plan	2009
Historic Millwork District Master Plan	2009
Historic Millwork District-A Vision of Sustainable Redevelopment	2012
Chaplain Schmitt Island Master Plan	2017
South Port - EPA Brownfields Area Wide Plan	2017



City Council Vision Statement

Dubuque 2037 is a sustainable and resilient city and an inclusive and equitable community. Dubuque 2037 has preserved our Masterpiece on the Mississippi and has a strong, diverse economy and expanding connectivity. Our residents experience healthy living and active lifestyles; have choices of quality, livable neighborhoods; have an abundance of fun things to do; and are engaged in the community.

Plan Structure

The Imagine Dubuque Comprehensive Plan is structured around five key principles:

- 1 Community Driven:** From traditional planning workshops and interviews, to engaging local groups, organizations, participation in community events and much more – the Imagine Dubuque planning process was focused on listening to the community.
- 2 Focus on enhancing the Viable, Livable, and Equitable character of Dubuque:** To be a resilient community, Dubuque must focus on maintaining and enhancing the many areas that contribute to the quality of life for residents and visitors.
- 3 Create a roadmap to achieving the City's Vision:** The City Council annually adopts a community vision statement, and the Comprehensive Plan is focused on helping Dubuque achieve that vision.
- 4 Integrate Prior/ Current Planning Efforts:** The City of Dubuque and partner organizations have done some excellent planning over the years, and this Imagine Dubuque Comprehensive Plan is designed to build on those past planning efforts.
- 5 Exceed Iowa Smart Planning Requirements:** The State of Iowa adopted Smart Planning Legislation that outlined ten key principles and components of a Comprehensive Plan: (1) Collaboration, (2) Efficiency, Transparency, and Consistency, (3) Clean, Renewable, and Efficient Energy, (4) Occupational Diversity, (5) Revitalization, (6) Housing Diversity, (7) Community Character, (8) Natural Resources and Agricultural Protection, (9) Sustainable Design, and (10) Transportation Diversity.

This Imagine Dubuque Comprehensive Plan addresses these areas, plus additional areas identified by residents in the community engagement process.



Plan Structure (continued)

- **Integration of Input:** Within each chapter ideas and suggestions offered by residents are highlighted and addressed, with specific recommendations offered to guide the community in enhancing the viable, livable, and equitable character of Dubuque.
- **Chapters 2-5:** After this introductory chapter, the plan begins with a summary of the process used to collect and evaluate the ideas and concerns raised by residents during the Imagine Dubuque planning effort. This engagement process is summarized in Chapter 2, followed by chapters on Economic Prosperity (Chapter 3), Environmental Integrity (Chapter 4), and Social and Cultural Vibrancy (Chapter 5) – the three key pillars of the Sustainable Dubuque model.
- **Chapters 6-9:** The plan then addresses key components that contribute to community character including Housing (Chapter 6), Community Facilities (Chapter 7), Transportation and Mobility (Chapter 8), and Land Use (Chapter 9).
- **Chapter 10:** The final chapter, A Call To Action (Chapter 10), focuses on implementation; outlining strategies and priorities to carry the plan forward and achieve the Imagine Dubuque vision.
- **Appendix:** A detailed appendix is provided as a separate document that contains a list of past plans, documentation of the numerous community engagement efforts, and larger versions of key maps.





Plan Structure (continued)

Dubuque operates under the council-manager form of local government, which combines the political leadership of elected officials in the form of a mayor and city council, with the managerial experience of an appointed local government manager. The council-manager form of government was adopted in Dubuque by citizen referendum in 1920. The city council is the legislative body; its members are the community's decision makers. Power is centralized in the elected council. The city council also focuses on the community's goals, budgets, major projects, and such long-term considerations as community growth, land use development, capital improvement plans, capital financing, and strategic planning. The city council hires the professional manager to carry out the administrative responsibilities, including hiring and supervising the employees, and the city council supervises the manager's performance. This form of government is based on a business model, with the Mayor and City Council acting as the board of directors and the city manager acting as the chief executive officer.

Community Background

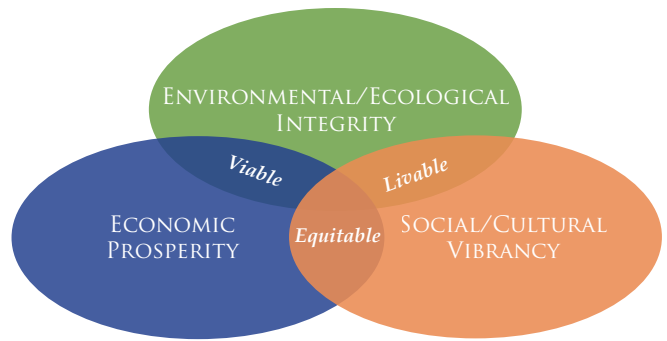
This next section includes additional information on:

- Sustainable Dubuque;
- Dubuque: Past, Present, Future;
- Results of 2017 City Council Goal Setting;
- Community Awards and Recognitions;
- Inclusive Dubuque; and
- City Council and Department Managers contact information.



Vision Statement

Dubuque is a viable, livable, and equitable community. We embrace economic prosperity, social/cultural vibrancy and environmental integrity to create a sustainable legacy for generations to come.



www.sustainabledubuque.org

Dubuque's 12 Sustainability Principles

These principles guide government, business, non-profit, and individual actions in Dubuque. Community planning documents including the Comprehensive Plan, Long-Range Transportation Plan, Comprehensive Economic Development Strategy, and many others are guided by this sustainability framework.

> Dubuque is a community that values...

Economic Prosperity



Community Design >

The built environment of the past, present and future which contributes to its identity, heritage and sense of place.



Smart Energy Use >

Energy conservation and expanded use of renewable energy as a means to save money and protect the environment.



Resource Management >

The benefits of reducing, reusing and recycling resources.



Regional Economy >

A diversified regional economy with opportunities for new and green markets, jobs, products and services.

Social/Cultural Vibrancy



Green Buildings >

A productive and healthy built environment.



Community Knowledge >

Education, empowerment and engagement to achieve economic prosperity, environmental integrity and social/cultural vibrancy.



Healthy Local Foods >

The benefits of wholesome food from local producers, distributors, farms, gardens and hunters.



Community Health and Safety >

Systems, policies and engagement to ensure that all residents have access to healthy and safe lifestyle choices.

Environmental Integrity



Reasonable Mobility >

Safe, reasonable and equitable choices to access live, work and play opportunities.



Healthy Air >

Fresh, clean air, reduced greenhouse gas emissions and minimized health risks.



Clean Water >

Water as the source of life, seeks to preserve and manage it in all forms.



Native Plants & Animals >

Biodiversity through the preservation, restoration and connection of nature and people.

The Beginning

After serving 10 years on the City Council, Roy D. Buol ran for the office of Mayor in 2005. His platform was based upon “engaging citizens as partners,” and what he heard from thousands of citizens was a consistent theme surrounding water quality, recycling, green space, public transit, cultural vitality, accessibility and downtown revitalization. During the 2006 City Council



goal-setting process, Mayor Buol proposed and received full support from his council colleagues to focus on sustainability as a City top priority, stating “cities that get out in front on sustainability will have competitive economic advantages in the future.” What soon became known as **Sustainable Dubuque** is a City Council adopted, community-created, and citizen-led initiative whose story officially begins in 2006. A City Council priority each year since, we are continually working to expand awareness, create partnerships, and encourage initiatives involving all sectors of our community. Dubuque became an early leader on the sustainability front.

Citizen Engagement from the Start

Igniting our early efforts was the selection by the American Institute of Architects as one of six cities in the nation to receive a grant for professional analysis and recommendations on creating a sustainable path to the future. The City Council moved immediately to create a city-wide citizen task force, supported by City Staff, to develop a comprehensive definition of what sustainability meant to our community. Aptly named the “**Sustainable Dubuque Task Force**,” the representation included individuals who brought diverse backgrounds and interests to the process, including local government, schools, utility companies, religious organizations, neighborhood associations, youth organizations, non-profits, environmental organizations and business stakeholders. The group met over the next two years, collecting community-wide input to develop a vision. The process also included presentations to community organizations and businesses to discuss targeted visions and ideas. Additionally, nearly 900 community surveys were completed. The results of these efforts, along with other data collected by the task force, were used to develop the **Sustainable Dubuque** vision and model which focuses on a balanced approach to life quality and includes “economic prosperity, environmental integrity, and social/cultural vibrancy.” The collective desire of our citizens to create value and a legacy of life quality through sustainable practices and programs was defined.

An Organized & Collaborative Approach By and For Citizens

“Dubuque is a viable, livable, and equitable community. We embrace economic prosperity, environmental integrity, and social/cultural vibrancy to create a sustainable legacy for generations to come.” In order to implement that vision, 12 key principles were defined to guide the community’s path to a more sustainable future: Regional Economy, Smart Energy Use, Resource Management, Community Design, Green Buildings, Healthy Local Foods, Community Knowledge, Reasonable Mobility, Healthy Air, Clean Water, and Native Plants & Animals.

Community Engagement is Occurring Across a Broad Spectrum

When the citizen task force brought its final recommendation for **Sustainable Dubuque** to the City Council in 2008, it came with the support of the private, non-profit, and public sectors, as well as residents because of the grassroots process that had been implemented at the outset. The **Sustainable Dubuque** framework has become the lens through which city operations are developed and analyzed. Likewise, there are numerous community initiatives and businesses that are finding ways to save money and improve their environment and their community by implementing the principles that define **Sustainable Dubuque**. The City of Dubuque has been recognized by the National Civic League as an All-America City in 2007, 2012, 2013, and 2017.

Sustainable Dubuque is the City’s Brand

Dubuque has established itself as a regional and national leader in its ability to collaboratively partner to achieve community goals. What Dubuque is achieving collectively today through its **Sustainable Dubuque** model, is the direct result of the knowledge and understanding that sustainability is a balanced approach to long-term life quality. It is a rare approach to life quality where no one in the community is excluded...everyone who wants to do so, can participate and contribute. That is what is unique in Dubuque’s ability to continue to innovate and transform. Most recently, the City of Dubuque and its partners are working to create a replicable model of sustainability for cities under 200,000, where over 40 percent of the US population lives. **Sustainable Dubuque** is who and what we are; it is our brand; it is our recognizable logo; and it is our future.

WWW.SUSTAINABLEDUBUQUE.ORG



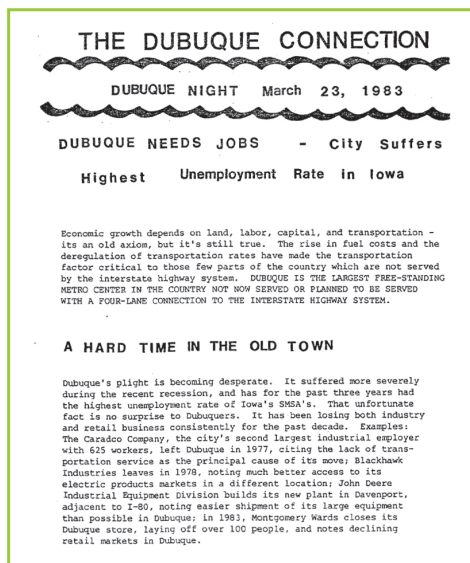
1965

“For decades Dubuque has prospered as a strategic industrial, wholesale, and retail center dominating a vast tri-state marketland.”

“...while unemployment, at 1.5%, was the lowest percentage ever recorded.”

July 1965

1983



“Dubuque’s plight is becoming desperate. It suffered more severely during the recent recession, and has for the past three years had the highest unemployment rate of Iowa’s SMSA’s (largest cities). That unfortunate fact is no surprise to Dubuquers. It has been losing both industry and retail business consistently for the past decade...Dubuque is losing its people. Recent estimates show 10% of the housing stock vacant or available for sale.”

*The Dubuque Connection, 1983
Chamber of Commerce Publication*

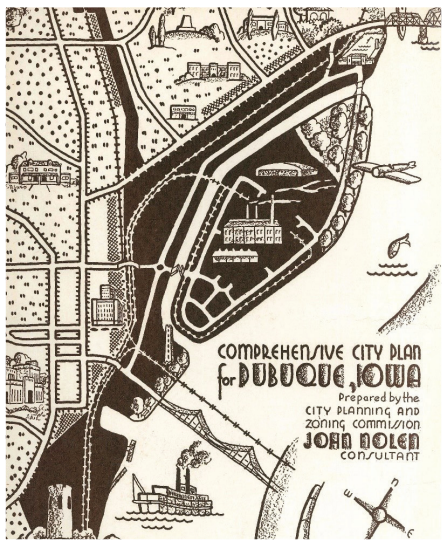
what happened?

COMPREHENSIVE PLANNING LEADS TO PROGRESS... BUT PLANS MUST BE KEPT CURRENT

The City's first Comprehensive Plan, adopted in 1936, successfully guided growth and prosperity in Dubuque for many years. Unfortunately, the City did not update or replace that plan until 1995 – a nearly 60-year timespan. This mistake contributed to lost opportunities and Dubuque's devastating economic and population decline in the 1980's. As John Maynard Keynes once said, "ideas shape the course of history." Both the 1995 plan and the 2017 Imagine Dubuque plan placed a strong emphasis on collecting ideas from the community to guide Dubuque and the course of its future history.

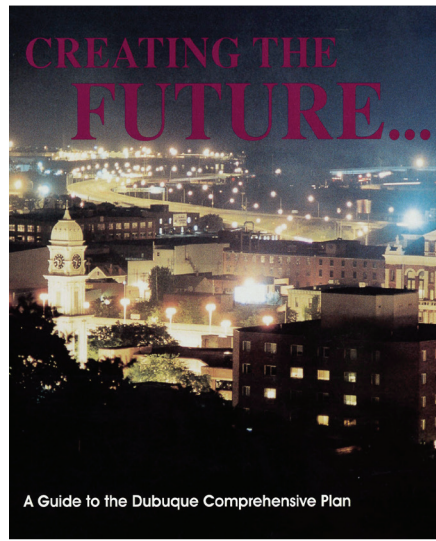


▲ Dubuque Civic Center, Urban Renewal | Source: Loras College Center for Dubuque History



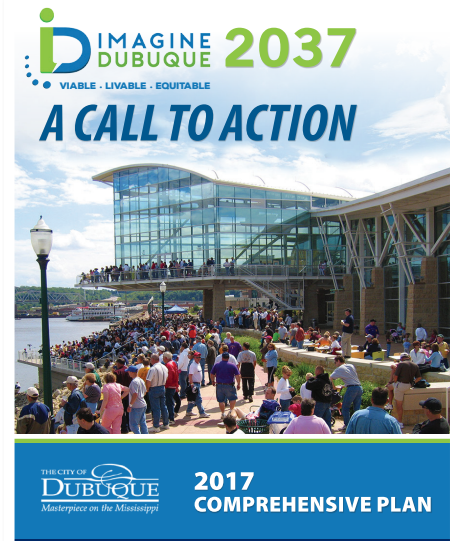
1936

Prepared by noted landscape architect John Nolen, the 1936 Comprehensive Plan was invaluable in setting a clear direction for Dubuque. The plan recognized Dubuque's unique natural environment while addressing economic and social facets of urban life.



1995

The 1995 Comprehensive Plan was developed by a newly formed Long Range Planning Advisory Commission and City staff. The planning process included significant community input, and took nearly five years to complete. Key focus areas included riverfront development, downtown, and industrial park master plans.



2017

The 2017 Imagine Dubuque Comprehensive Plan was developed by the community – with over 12,500 ideas and over 6,000 participants. City staff, along with a team of consultants, collected and sifted through these ideas which are contained in this community CALL TO ACTION to guide Dubuque's future as a viable, livable and equitable community.

CITY COUNCIL **2017** GOALS & PRIORITIES

2032 VISION STATEMENT

Dubuque 2032 is a sustainable and resilient city and an inclusive and equitable community. Dubuque 2032 has preserved our Masterpiece on the Mississippi, has a strong diverse economy and expanding connectivity. Our residents experience healthy living and active lifestyles; have choices of quality, livable neighborhoods; have an abundance of fun things to do; and are engaged in the community.

CITY MISSION STATEMENT

Dubuque city government is progressive and financially sound with residents receiving value for their tax dollars and achieving goals through partnerships. Dubuque city government's mission is to deliver excellent municipal services that support urban living; contribute to an equitable, sustainable city; plan for the community's future; and facilitate access to critical human services.

CITY OF DUBUQUE GOALS 2022

- Robust Local Economy: Diverse Businesses and Jobs with Economic Prosperity
- Vibrant Community: Healthy and Safe
- Livable Neighborhoods and Housing: Great Place to Live
- Financially Responsible, High-Performance City Organization: Sustainable, Equitable, and Effective Service Delivery

- Sustainable Environment: Preserving and Enhancing Natural Resources
- Partnership for a Better Dubuque: Building Our Community that is Viable, Livable, and Equitable
- Diverse Arts, Culture, Parks, and Recreation Experiences and Activities
- Connected Community: Equitable Transportation, Technology Infrastructure, and Mobility

POLICY AGENDA items are issues that need direction or a policy decision by the City Council, or need a major funding decision by the City Council, or issues that need City Council leadership in the community or with other governmental bodies. The policy agenda is divided into top priorities and high priorities.

2017-2019 POLICY AGENDA

TOP PRIORITIES (in alphabetical order)

- Central Avenue Revitalization: Streetscape and Business Development
- Citywide Flower Planting Program
- Communitywide Solar Strategy
- Comprehensive Plan: Adoption
- East-West Corridor Study Implementation
- Master Plan for Chaplain Schmitt Island
- South Port Redevelopment Master Plan
- Splash Pad

HIGH PRIORITIES (in alphabetical order)

- Crime Prevention Program Expansion
- Dilapidated Buildings/Structures
- Five Flags Center Study
- Inclusive Dubuque
- Kerper Boulevard Revitalization Report
- Multicultural Family Center: Colts Building Direction and Funding
- River Cruise Docking Facilities
- Roosevelt Road Water Tower

MANAGEMENT AGENDA items are issues for which the City Council has set the overall direction and provided initial funding, may require further City Council action or funding, or are major management projects that may take multiple years to implement. The management agenda is divided into top priorities and high priorities.

2017-2019 MANAGEMENT AGENDA

TOP PRIORITIES (in alphabetical order)

- CHANGE Program: Implementation
- Citywide Traffic Signal Synchronization
- Comiskey Park Expansion and Renovation
- Crescent Community Health Center: Development Agreement
- Greater Dubuque Development Corporation Downtown Transformation
- Residential Housing Upgrade/Flood Protection Program
- Westside Water System: Implementation

HIGH PRIORITIES (in alphabetical order)

- Affirmatively Furthering Fair Housing Plan: Development
- Cartegraph Partnership: High-Performance Government
- City Performance Measures/Open Data Catalog/Data-Driven Governance
- International City/County Management Association (ICMA) Fellowship International Exchange
- Leisure Services Department Assessment
- Parking Ramp Maintenance: Direction/Funding
- Teen/Young Professionals/Seniors: Jackson Park Pilot Program
- Water & Resource Recovery Center Nutrient Trading

Over the course of three evening sessions in August 2017, City Council members reaffirmed the 15-year vision statement and mission statement and identified eight five-year goals for the city. They also identified top and high priorities for a 2017-2019 policy agenda as well as a management agenda for projects and initiatives planned for 2017-2019.

Rev. 08/08/17

Recognitions & Awards

10th Best-Performing Small Metro

"Dubuque climbed three spots to break into the Top 10. The secrets to its success are five-year high-tech GDP growth and improvements in one- and five-year job and wage growth."



2013 Top Metro By Number of Projects

Tied for #1 in the U.S. in 2013 for metro areas with under 200,000 population



14th in the nation

in Forbes' annual **"Best Small Places for Business and Careers."**



JOB GROWTH

Dubuque County: **3.2%** of Iowa's population

2009-2015: **6.5%** of Iowa's employment growth

(Data Source: Iowa Workforce Development)

50th of 179

small cities for the **Cost of Doing Business**



One of the 10 Best American Cities to Work in Technology

Ranking based on pay for tech workers, percentage of tech workers in the workforce (representing high levels of opportunity in the field), and low cost of living indices.

Tech workers in Dubuque make 1.86 times more than the city average, the highest ratio on this top 10 list.

SmartAsset.com



#7 among the Top 30 Small Cities

(population under 160,000)



One of the seven **"Most Connected Locales"** in the United States



Recognizes communities whose citizens work together to identify and tackle community-wide challenges and achieve uncommon results.

- Awarded by the National Civic League
- Nation's most prestigious and oldest civic recognition program



National competition recognizing the 100 outstanding communities across America—large and small, rural and urban—that are **the best places for young people to live and grow up.**



Upper Mississippi River
Third-Most Beautiful Place in America

USA Weekend

Named the
"Most Livable" Small City in the United States
as part of the U.S. Conference of Mayors Livability Awards Program.



7th in the nation
in Forbes' annual
"Best Small Places"



Best Small City to Raise a Family




One of the
"10 Great Places to Live"
Kiplinger
Leading, Trusted Personal Finance Advice and Business Resources

One of the world's
"Smart 21 Communities"
One of just 5 U.S. communities on the list



Dubuque Ranks #5 for Resiliency

Ranked 5th out of 361 cities nationwide in a study of resiliency capacity that evaluates a community's economic capacity to bounce back from adversity, strength of demographics, and community connectivity.



10th Most-Secure Small City in the U.S.



Named to RelocateAmerica.com's list of
"Top 100 Places to Live"

Communities with visionary leaders, improving or thriving economies including housing, and realization of "green" initiatives.



#12 out of 50 "Most Exciting Small Cities in America"



Dubuque's economy was the fastest-growing in Iowa in 2012 and the 27th fastest nationally.

Its economy grew 5.1% in 2012 over 2011, more than double the national average.



International Awards for Livable Communities (LivCom)

Third Place, Gold Community

(20,000 – 75,000 Population Category)

Named one of the 10 Smartest Cities on the Planet



- 1. Songdo, South Korea
- 2. Lavasa, India
- 3. PlanIT Valley, Portugal
- 4. Skolkovo, Russia
- 5. Masdar, United Arab Emirates
- 6. Wuxi, China
- 7. King Abdullah Economic City, Saudi Arabia
- 8. Dubuque, Iowa**
- 9. Ho Chi Minh City, Vietnam
- 10. Nano City, India

Inclusive Dubuque

A local network of community leaders from faith, labor, education and government organizations dedicated to advancing justice and social equity in our community.



"EQUALITY IS THE IDEA OF EVERYONE GETTING A SHIRT;
EQUITY IS THE NOTION THAT EVERYONE GETS A SHIRT THAT FITS."
– GENE BATISTE

What is Inclusive Dubuque?

Inclusive Dubuque is a peer-learning network of partners committed to creating an informed, equitable and inclusive community where all people are respected, valued and engaged. The network is comprised of more than 50 organizations across sectors including faith, government, nonprofit, business, education and more. To see a complete listing of organizations, visit www.inclusivedbq.org.

The Inclusive Dubuque network works collaboratively to eliminate bias in our community. While this goal would be difficult for a single organization or individual to achieve, each network member can contribute to an effective outcome by:

- providing data and information to inform decisions
- supporting equity education opportunities
- creating and sharing equity tools

These goals are accomplished by supporting partner-led sector groups and peer-learning opportunities.

Sector Groups

Community and network members lead these groups to address bias within the seven focus areas of the equity profile. Sector groups are supported by a data team and guided by the expertise and lived experience of their members; data to learn and track their progress; and the use of a racial/social equity lens to help guide decision-making.

Peer-Learning

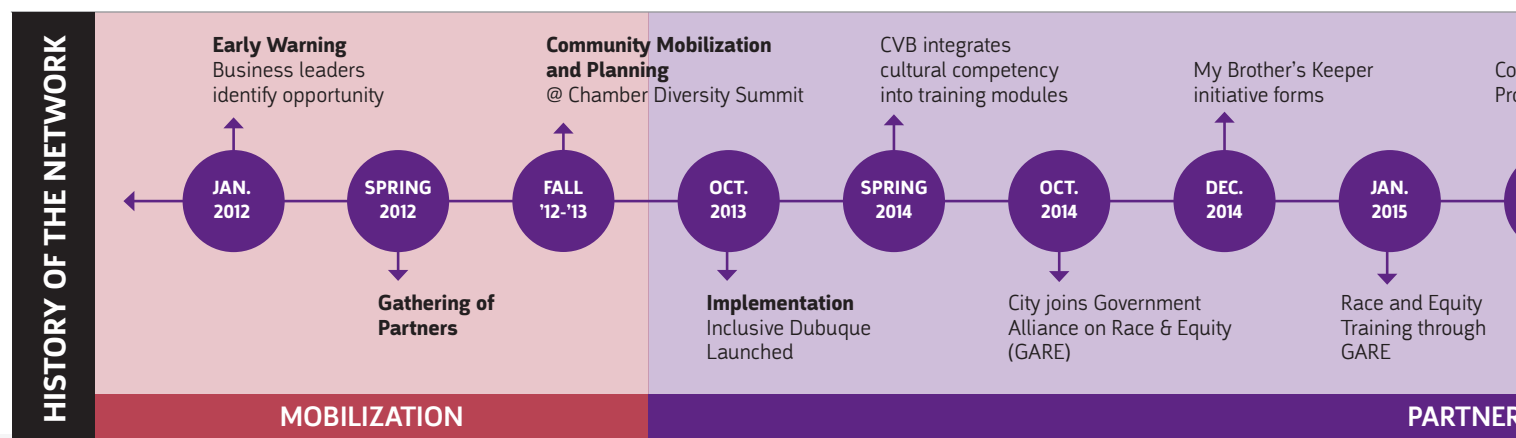
Inclusive Dubuque offers peer-learning opportunities — including education, training and resources — to network partners to improve personal and organizational understanding of all types of bias and promote racial and social equity.

What do **DIVERSITY**, **EQUITY** and **INCLUSION** mean?

DIVERSITY: the unique perspectives and life experiences an individual or group brings to our community

EQUITY: everyone has access to opportunities and the resources they need to thrive

INCLUSION: engaging and supporting diverse needs to ensure all feel welcome



Community Equity Profile

Last year, Inclusive Dubuque asked community members to help complete an equity profile of our community focused on seven different focus areas: Economic Wellbeing, Housing, Education, Health, Safe Neighborhoods, Transportation and Arts & Culture. The goal was to learn about the lived experiences of diverse groups and to discover what disparities exist. The results have informed community leaders, community members and policy makers as they work to further Dubuque's growth as an equitable and inclusive community.

View the results of the equity profile at www.inclusivedubuque.org.

What is an EQUITABLE COMMUNITY?

Communities are equitable when all residents, regardless of their race/ethnicity/nationality, neighborhood of residence, or other characteristic, are able to fully participate in the community's economic and cultural success, and are able to connect with its assets and resources.

STRONG COMMUNITY INVOLVEMENT

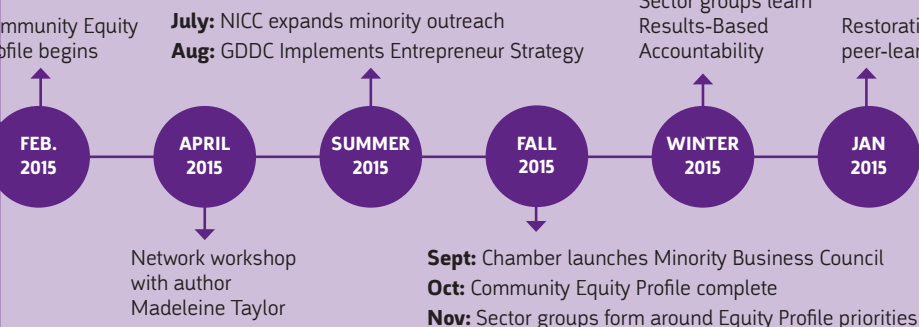
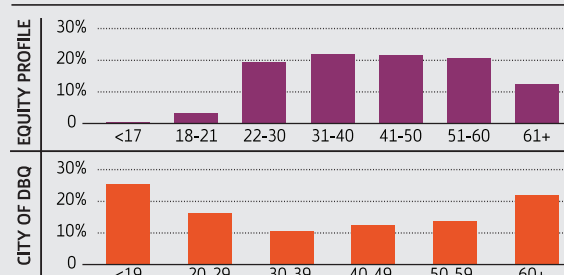
- 60** Community dialogues were held
- 1,995** Online surveys were completed
- 584** Participants attended dialogues
- 41** Facilitators were trained
- 305** Community members signed up to stay connected

DEMOGRAPHICS OF PARTICIPANTS

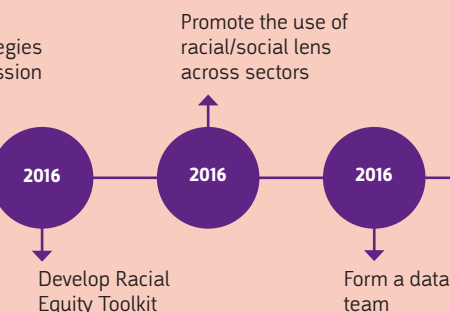
RACE/ETHNICITY

	EQUITY PROFILE	CITY OF DBQ
White	83.95%	93.4%
Black/Afr. American	11.54%	5.0%
Hisp./Latino	2.39%	2.4%
Asian/Pac. Islander	1.57%	1.5%
Native American	0.55%	0.7%

AGE



ACTIONS TAKE ACTION



FUTURE GOALS

The Network at Work

Network and community members have joined partner-led working groups to address new challenges and bring the racial/social equity lens to existing programs and efforts in the seven focus areas of the equity profile. These groups work to identify priorities, measurable indicators and partners and programs that can be engaged to affect change.

Why a NETWORK?

No single organization can address systems change to affect complex issues like eliminating racism in a community; educating the community's children; or ensuring a skilled workforce.

A network takes a broad view of community problems, engages all sectors, uses long-term strategies, builds trust and encourages participation in decision-making to achieve systems change.

Sector groups are utilizing a process called Results-Based Accountability in an effort to better understand how we can track our progress. Since December 2015, more than 90 people have joined sector groups and that number continues to grow as members identify voices missing from the conversation.

In addition to participating in sector groups, network partners are already taking steps in their own organization. These network-owned actions help contribute to creating an equitable and inclusive community where all people feel respected, valued and engaged. Here are just a few of the ways our "network is at work":

- **Economic Wellbeing:** Northeast Iowa Community College and Greater Dubuque Development Corporation have implemented an outreach strategy to engage minority community members in Opportunity Dubuque.
- **Business:** The Dubuque Chamber of Commerce has created a Minority Business Council with a mission to guide minority and under-represented business owners toward local resources.
- **Education:** The Dubuque Community School District is disaggregating data regarding Grade-Level Reading, attendance and graduation rates to help improve outcomes for all students.
- **Higher Education:** Loras College has implemented cultural competency training as part of the Honors Student Program curriculum.
- **Government:** The City of Dubuque has joined the Government Alliance on Race and Equity and is implementing a racial equity toolkit.
- **Health:** Mercy Medical Center, Crescent Community Health Center, University of Dubuque, Dubuque's Human Rights Department, and others are increasing healthcare access for the Marshallese population through a community health program that helps remove barriers to care.

TO LEARN MORE AND FIND OUT HOW YOU CAN GET INVOLVED, VISIT WWW.INCLUSIVEDBQ.ORG

INCLUSIVE dubuque
Connecting People • Strengthening Community

Meet the DEPARTMENT MANAGERS



The City of Dubuque consists of 28 departments and divisions. Citizen engagement is a priority, so feel free to contact our staff with any comments or concerns.



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If you prefer to not call or e-mail them directly, questions or feedback for department managers can be sent via the "Contact Us" quick link on the City of Dubuque's website at www.cityofdubquue.org or call 563-589-4100.



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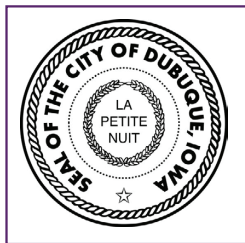


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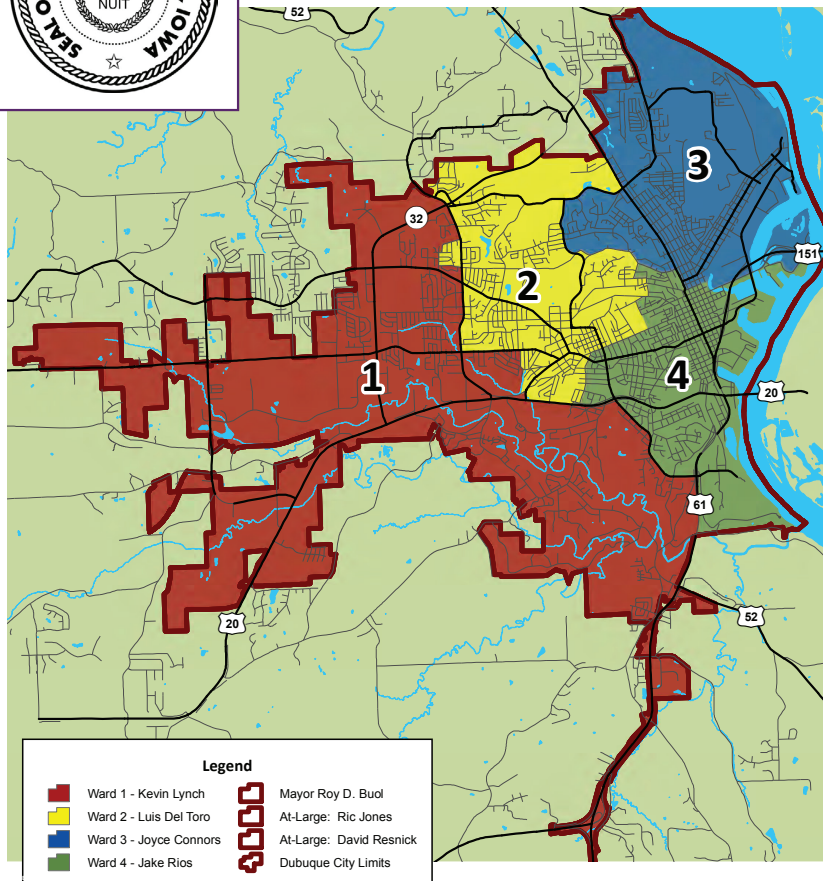


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www.cityofdubuque.org



City Council Wards



For detailed ward maps, visit www.cityofdubuque.org/wards

Rev. 06/02/17

