

## 2025-2027 CITY COUNCIL

# GOALS & PRIORITIES

The Dubuque City Council completed its annual goal-setting sessions on Thursday, Sept. 25, 2025. Over the course of three evening sessions, City Council members affirmed the 15-year vision statement and mission statement and identified seven five-year goals for the city. They also identified top and high priorities for a 2025-2026 policy agenda as well as in-progress projects and capital projects for 2025-2026.



### POLICY AGENDA

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.

#### 2025 - 2027 Top Priorities (in alphabetical order)

- Commercial Air Service Future: Strategy and Action Plan to Sustain and Expand
- Comprehensive Fire Station Location and Facilities Study
- Fire Department Staffing Increases
- Police Department: Full Staffing and Hiring
- Sanitary Sewer Investments and Implementation
  - Catfish Creek Sanitary Sewer Project
  - Cedar Street Lift Station and Force Main
  - Chaplain Schmitt Island Sanitary Sewer
  - Cooper Place/Maiden Lane Project
  - Grove Terrace Project
  - Harvard Street Project
  - Hempstead Street Project
  - Sanitary Sewer Force Main Stabilization Project
  - Sanitary Sewer Consent Decree Compliance
  - Terminal Street Lift Station and Force Main
  - Other Projects
- Sports Complex Development
- Stormwater Management Investments and Implementation:
  - 17th and Elm Street Stormwater Project
  - 17th and Locust Street Stormwater Project
  - Bee Branch Gate & Pump Station Project
  - Detention Ponds Maintenance
  - Individual Neighborhood Investments
  - Kaufmann Avenue Storm Sewer Improvements
- Street Maintenance/Rehabilitation Program

#### 2025 - 2027 High Priorities (in alphabetical order)

- Continued Implementation of Central Avenue Revitalization Plan
- Downtown Master Plan Update
- Dubuque Law Enforcement Center (DLEC) Short-Term Facility Enhancements and Future Plan
- East-West Corridor/Roundabouts Projects
- Next Phases of Chaplain Schmitt Island Development
- Parks and Recreation Master Plan Adoption and Implementation
- Water Resource and Recovery Center Facility and Process Improvements and Odor Reduction



## VISION & MISSION

---

### 2040 Vision Statement

Dubuque 2040 is a sustainable and resilient city, an inclusive and equitable community where ALL are welcome. Dubuque 2040 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, affordable, livable neighborhoods; have an abundance of diverse, fun things to do; and are successfully and actively engaged in the community.

### Mission Statement

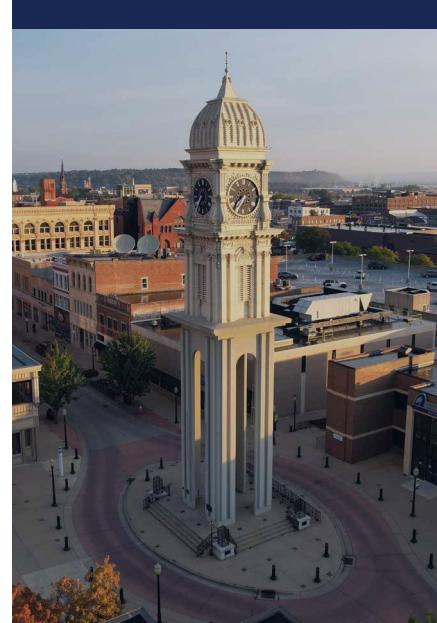
Dubuque city government is progressive and financially sound with residents receiving value for their tax dollars and achieving goals through partnerships. Dubuque city government's mission is to deliver excellent municipal services that support urban living; contribute to an equitable, sustainable city;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

---

## FIVE-YEAR GOALS

---

- **Healthy and Safe Community**
- **Financially Responsible, High-Performance City Organization:**  
Sustainable, Equitable, and Effective Service Delivery
- **Robust Local Economy:**  
Diverse Businesses and Jobs with Economic Prosperity
- **Livable Neighborhoods and Housing:**  
Great Place to Live
- **Sustainable Environment:**  
Preserving and Enhancing Natural Resources
- **Connected Community:**  
Equitable Transportation, Technology Infrastructure, and Mobility
- **Diverse Arts, Culture, Parks, and Recreation Experiences and Activities**





## MANAGEMENT IN PROGRESS & MAJOR PROJECTS

Under each City Council goal are items listed as **Management in Progress** and **Major Projects**. These are items and projects that are underway and budgeted. Staff is implementing and providing updates to City Council.

### Healthy and Safe Community

#### Management in Progress

- Access, Belonging and Community Action Plans
- Community Risk Reduction Program Implementation
- Fire Explorer Program Development
- License Plate Reader Camera Deployments
- New Emergency Responder Computer-Aided Dispatch (CAD) System Implementation
- Police Radios Upgrade Implementation
- Public Health Preparedness Emergency Response Plan Update
- Traffic and Security Camera Deployments and Upgrades

#### Major Projects

- Fire Stations Improvement Projects
- Crescent Community Health Center Facilities and Services Expansion

### Financially Responsible, High-Performance City Organization

#### Management in Progress

- Adopt-A-Spot/Volunteer Management Hub Site GIS Application
- City Bond Rating: Updated Credit Rating and Bond Sale
- City Departments Safety Program: Funding for OSHA Compliance
- City Facilities Integrated Access Control Project
- City Hall and City Hall Annex Renovations
- City Website ADA Compliance
- Enterprise Asset Management System and Work Order System Funding and Implementation Plan
- Enterprise Resource Planning (ERP) Software Implementation
- Federal Legislative Advocacy Agenda and Action Plan
- Historic Federal Building Upgrades
- Human Resources Information System (HRIS) Implementation
- Multicultural Family Center Management and Staffing Review
- Organizational Culture Continuous Improvement: Exit Interviews
- State Legislative Advocacy Agenda and Action Plan 2026
- Succession Plan for Intergovernmental Relations Position

#### Major Projects

- Multicultural Family Center Elevator
- City Data Center Phase 2

### Robust Local Economy

#### Management in Progress

- Business Incentives Policies and Processes Review
- Chaplain Schmitt Island Development: Hotel Project
- Comprehensive Hotel Attraction/Incentive Policy

*(Continued on page 4.)*

- Electronic Bidding Software Implementation
- Field of Dreams: Next Steps for City Support
- Minority and/or Women-owned Business Enterprise (MWBE) Procurement Policy
- Port of Dubuque New Hotel Development: City Actions
- Poverty Prevention and Reduction Plan Update
- River Cruise Ship Docking Project

## Livable Neighborhoods and Housing

### Management in Progress

- Unified Development Code Update and Adoption
- Historic Millwork District Development Update
- Neighborhood Associations Development: Activation/Expansion
- Terminus Software Implementation for City Permits
- Permitting and Inspection Software Implementation
- New Housing Development Status Updates

## Sustainable Environment

### Management in Progress

- Electric Bus Acquisition and Charging Station
- Emerald Ash Borer Recovery: Funding for Stump Removal, Planting, and Related Sidewalk Replacement
- Green Alley Maintenance and Performance Evaluation
- Sewer System Infrastructure Asset Master Plan Development and Adoption
- Branching Out Dubuque Tree Planting Program
- Water Department 2025 Consumer Confidence Report
- Water and Resource Recovery Center (WRRC) 2025 Explosion Recovery Completion
- WRRC Fats, Oils, and Greases (FOG) Program Review
- WRRC High-Strength Waste Receiving and Storage Project
- WRRC HVAC Mini-Split System Installation
- WRRC State-Certified Lab Expansion

### Major Projects

- Auburn St. and Custer St. Water Main, Sanitary Sewer, and Street Reconstruction
- City-Wide Fiber Project: Water Department Pump, Stations, Tanks, and Towers
- Green Alley Project: 15th St. to 17th St. between Iowa St. and Central Ave.
- Lead Water Service Lines Replacement Phase 1
- N. Cascade Rd./Southwest Arterial Water and Sewer Main Extensions from Edval Ln. to N. English Mill Rd.
- Rockdale Rd. Stormwater Project
- Water Department Deep Well No. 7 Rehabilitation
- Water Department New Deep Well No. 11 (part of PFAS Remediation Plan)
- Water Department SCADA (Supervisory Control and Data Acquisition) Overhaul
- Water Main Creek Crossing Restoration Project

## Connected Community

### Management in Progress

- Jule Federal Transportation Administration Areas of Persistent Poverty Planning Grant
- Parking System and Technology Upgrade and Installation
- Smart Parking and Mobility Study Implementation
- STREETS (Smart Traffic Routing with Efficient and Effective Traffic System) Program Funding and Implementation

### Major Projects

- 14th St. Railroad Overpass and 16th St. Corridor Complete Streets Improvements
- Airport General Aviation Apron Reconstruction
- Airport Taxiway Alpha Construction
- Chaplain Schmitt Island Trail Project (Federal Community Project Grant)
- Fiber Optic Connections to Data Center
- Relocation of Fiber Optics on Julien Dubuque Bridge
- Southwest Arterial Intelligent Transportation System (ITS) Project
- US 20/Northwest Arterial Intersection Iowa DOT Project
- Wildwood Dr. Bridge Replacement

## Diverse Arts, Culture, Parks, & Recreation Experiences & Activities

### Management in Progress

- Comiskey Park Phase 2 Upgrades: Parking and Amenities
- Community Cultural Experiences and Programming
- Historic Millwork District Green Space Plan
- Eagle Point Park Historic Structures Assessment and Report
- Friends of Eagle Point Park Organization Development
- Eagle Point Park Fall 2025 Clean-Up

### Major Projects

- Jackson Park Restrooms
- ImOn Ice Arena Dehumidification System
- Rustic Point Park Completion
- South Pointe Park Completion
- Eagle Point Park Water Tower Destruction
- Chaplain Schmitt Island Amphitheater

