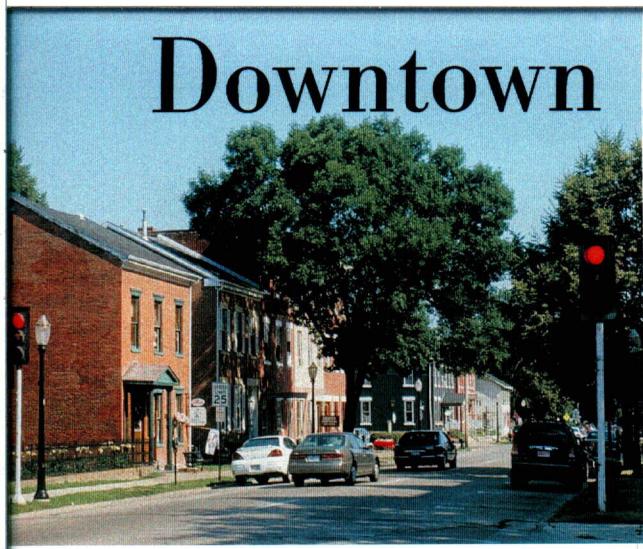


# Downtown



# Dubuque Master Plan

THE CITY OF  
**DUBUQUE**

*Showing the Spirit*

a place to

live

work

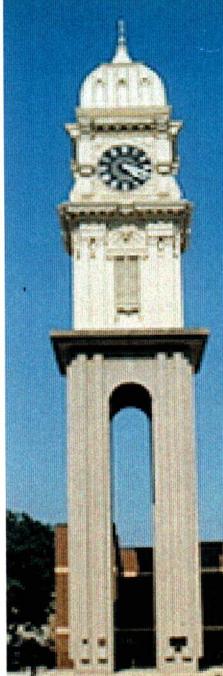
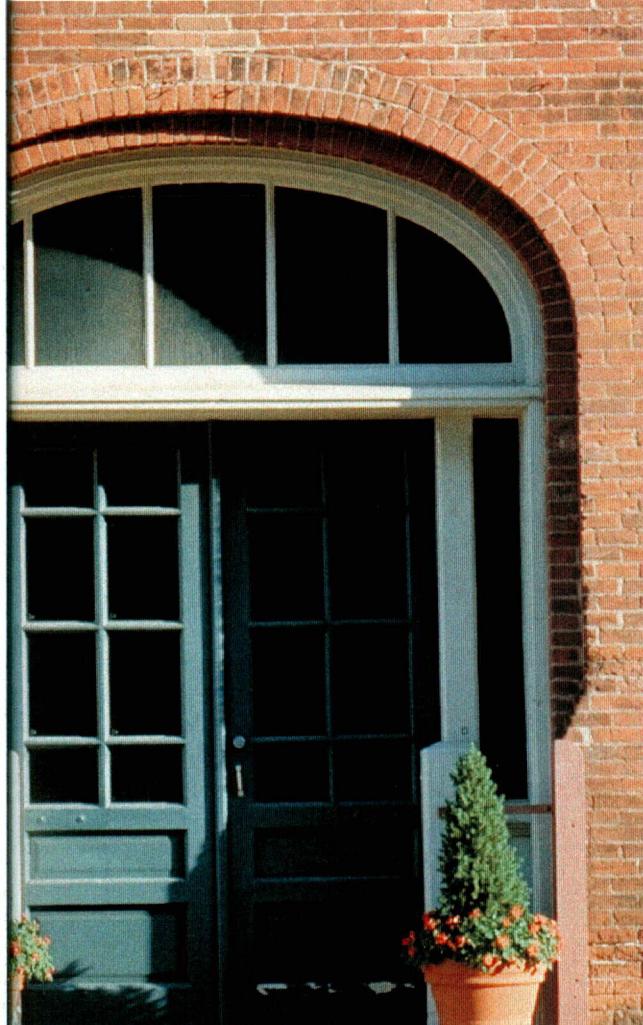
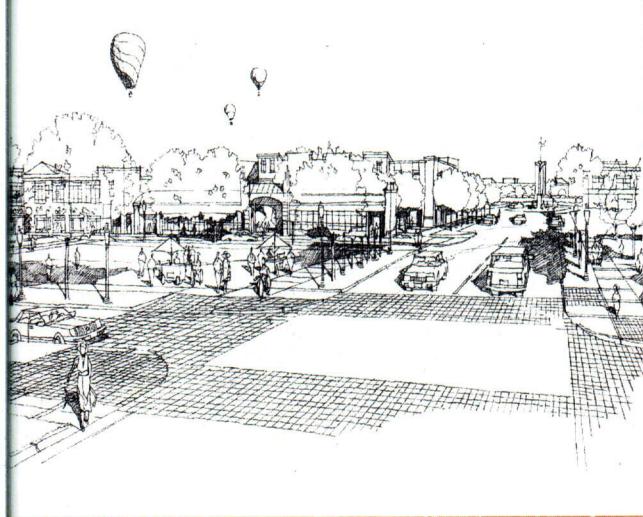
learn

&

play



Binder 2



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# **Catalyst Concepts**

## Sketch



Cigna Building at 5<sup>th</sup> & Main

## Demand

### Dubuque County Office Demand

by Employment Sector	Total Demand From Employment Growth 2003-2007 (s.f.)	Total Demand From Employment Growth 2008-2012 (s.f.)
Natural Resources & Construction	5,048	3,558
Manufacturing	34,416	24,261
Trade And Transportation	31,834	22,442
Information	22,752	16,039
Financial Activities	37,857	26,687
Professional And Business	60,227	42,457
Educational And Health	168,636	118,881
Leisure And Hospitality	19,120	13,479
Other Services	22,944	16,174
Government	41,012	28,911
<b>Total Office square feet</b>	<b>443,845</b>	<b>312,891</b>

## Implementation

- ✓ Ensure city's enterprise zone boundaries include key employment areas downtown
- ✓ Work with Chamber to identify key target industries which could be accommodated downtown
- ✓ Complete target industry analysis for community if don't have one or older than 5 years
- ✓ Complete Economic Development Administration (EDA) grant applications (including predevelopment) which administer dollars for economic diversity and sustainability
- ✓ Support (regulations, financial incentives, marketing assistance) signature projects which promote attraction of primary industries and (re)development of facilities
- ✓ Elevate discussion of growth management and an urban growth boundary
- ✓ Work with Chamber to promote downtown as business location - develop appropriate marketing materials highlighting advantages
- ✓ Promote creation of an incubator downtown (theme to be determined)
- ✓ Work with local lenders to direct Community Reinvestment Act (CRA) dollars to strategic projects downtown
- ✓ Working with city housing office, research creation of a federally recognized empowerment zone

## Description

Successful downtowns maintain a diverse nighttime, as well as daytime population base. While residents represent the nighttime population, the daytime population is comprised of employees in the service, trade and government sectors. Downtowns maintain their daytime base most effectively when supported by policies and regulations which encourage and incent the urban employment center. Downtown Dubuque has the capacity to accommodate a significant portion of the community's employment base, offering a unique environment attractive to newly created and expanding businesses.

## Development Economic Analysis

Development Program		
Land Use	Units/Spaces	Sq. Ft.
Retail/Service	15,000	
Office	45,000	
Gross Floor Area	60,000	
Project Land Area	43,560	
Building/Land Ratio (FAR)	1.4	
<i>Estimated Project "Gap"</i>		
Project Value – Retail/Office	\$6,100,000	
Total Project Value	\$6,100,000	
Total Project Cost	\$7,400,000	
Project Margin/"Gap"	\$1,300,000	
<i>Potential Contributions to "Gap"</i>		
Sales Tax Sharing (10 Years)	\$100,000	
IIF Generation (20 Years)	\$1,700,000	
Total Contributions to "Gap"	\$1,800,000	

Source: SEH, Inc.; Durrant Group; MSA; and Leland Consulting Group.

## Photos



## Downtown Dubuque Master Plan

**Catalyst Concept: Employment & Daytime Population**

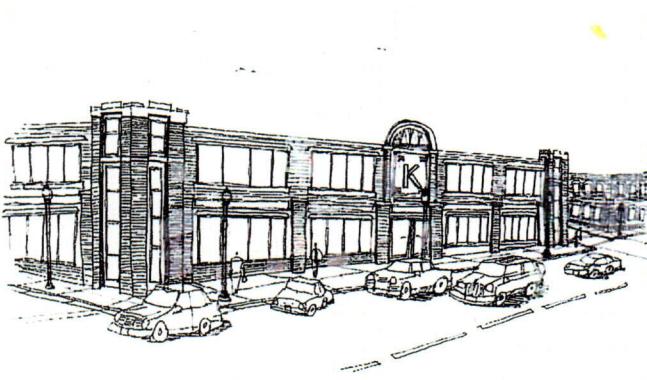
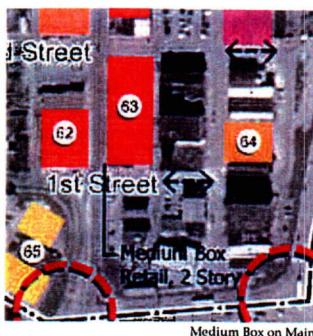
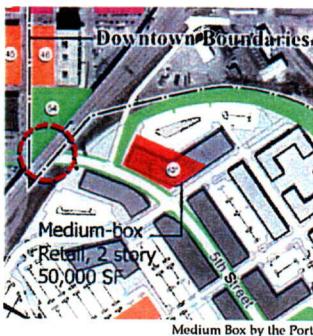
**Vision Downtown Element: Commerce**



*Douane de Spout*



## Sketches



## Demand

### Dubuque County Retail Demand

Category	Existing County Retail Void / (Surplus) in s.f.	5-Year New Demand From County Household Growth	5-Year New Demand From Tourism Growth	5-Year New Demand From Regional Household Growth
Grocery/Pharmacy	148,039	8,060	8,829	13,299
Alcoholic Beverages at Home	53,107	870		1,245
Food/Drink Away from Home	286,054	7,499	28,092	11,064
Personal Services	82,294	1,345		1,933
Misc. (Pets, Tobacco, etc.)	44,583	1,585		2,592
Household Furn/Equip.	(24,606)	4,339		6,144
Home Electronics/Computers	29,970	1,445		1,991
Apparel & Accessories	(142,250)	4,304	6,766	4,509
Sporting Goods/Hobby/Books	44,610	1,798	1,042	2,520
Entertainment	(45,075)	1,560	26,809	2,093
Automotive (gas/oil/repair)	187,978	5,581	24,278	9,213
Video/CD/DVD Sales/Rental	56,959	1,075	8,829	1,508
<i>Total of Selected Categories</i>	<i>39,460</i>	<i>95,817</i>	<i>38,370</i>	

### Dubuque's Regional Trade Area



## Implementation

- ✓ Develop cultural tourism program (events, tours, etc.) and market with Chamber
- ✓ Attract and subsidize unique anchor to downtown to draw resident and visitor spending
- ✓ Access / establish - local, state or federal - façade maintenance program - which offers low interest loans, grants, matching funds
- ✓ (Long-term) Complete parking management study and establish parking district downtown with parking design, development and management among multiple facilities controlled by select entity
- ✓ Work with Main Street to finance preparation of tenanting strategy for downtown - develop supportive policies which restrict street level service office / incent second floor office in key locations
- ✓ Trade properties (land swap) either currently in public ownership, or which could be acquired, to encourage development in a specific location
- ✓ Analyze feasibility of turnkey facility for mid-size box downtown - developed publicly and transferred to a private entity

## Development Economic Analysis

Development Program	
Land Use	Sq. Ft.
Retail/Service	50,000
Gross Floor Area	50,000
Project Land Area	130,680
Building/Land Ratio (FAR)	0.4
Estimated Project "Gap"	
Project Value - Retail	\$1,000,000
Total Project Value	\$4,000,000
Total Project Cost	\$6,100,000
Project Margin/"Gap"	(\$2,100,000)
Potential Contributions to "Gap"	
Sales Tax Sharing (10 Years)	\$1,000,000
TIF Generation (20 Years)	\$1,100,000
Total Contributions to "Gap"	\$2,100,000

Source: SEH, Inc.; Durrant Group; MSA; and Leland Consulting Group.

## Photos



## Description

Downtown Dubuque, including the 4th Street Peninsula, has an increasingly diverse range of shopping and entertainment options, yet not enough to attract and maintain the local or visiting consumer. Growing a downtown's commercial base can be one of the most difficult endeavors in the context of revitalization, yet one of the most rewarding. While the current physical environment could easily accommodate an expanded commercial base, the financial and regulatory environments need to be broadened to address the unique challenges associated with this type of redevelopment effort in an infill setting.

## Downtown Dubuque Master Plan

**Catalyst Concept: Shopping & Entertainment**

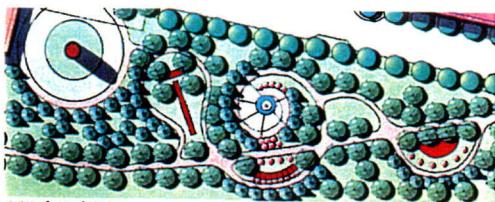
**Vision Downtown Element: Commerce**



## Overview



## Images



## Implementation

- ✓ Identify and formally designate a cultural / artisan district
- ✓ Ensure zoning permits adjacent residential and art production uses
- ✓ Contact ArtSpace Inc. of Minneapolis and solicit interest in development of live/work project ([www.artspaceinc.com](http://www.artspaceinc.com))
- ✓ Support (subsidize) residential portion of live/work signature project to control sale prices and appreciation
- ✓ Develop strategy to maintain inventory of attainable artisan housing
- ✓ Work with art committee(s), merchants and others groups coordinating community events planning - institute streamlined permitting process
- ✓ Adjust landscaping requirements (under current regulations) to include both green space and public art
- ✓ Coordinate efforts of arts council and parks and recreation to make cultural arts activities part of package for tourism

## Development Economic Analysis

Development Program		
Land Use	Units/Spaces	Sq. Ft.
Service Industrial		20,000
Residential (For-Sale Lofts)	10	40,000
Gross Floor Area		60,000
Project Land Area		13,560
Building/Land Ratio (FAR)		1.4

Estimated Project "Gap"		
Project Value - Service/Industrial	\$900,000	
Project Value - Housing	\$3,500,000	
Total Project Value	\$4,400,000	
Total Project Cost	\$3,700,000	
Project Margin/ "Gap"	\$1,100,000	

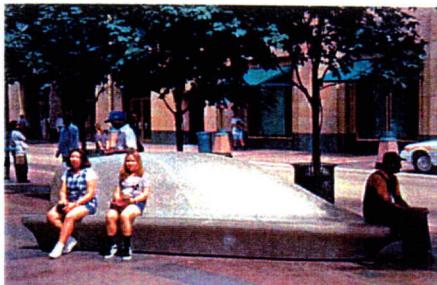
Potential Contributions to "Gap"		
Sales Tax Sharing (10 Years)	\$0	
TIF Generation (20 Years)	\$800,000	
Total Contributions to "Gap"	\$800,000	

Source: SEI, Inc., Durrant Group, MSA, and Leland Consulting Group



Universal Electric Building

## Photos



## Description

Public art which can be delivered by a valued community asset - the local artisan - is reigning in importance among downtowns attempting revitalization and a unique brand. Downtown Dubuque currently maintains a small artisan presence, but could be expanded through deliberate measures to attract and retain them. Public art provides a visual impact to the downtown environment, which when promoted successfully, can also have a fiscal impact.

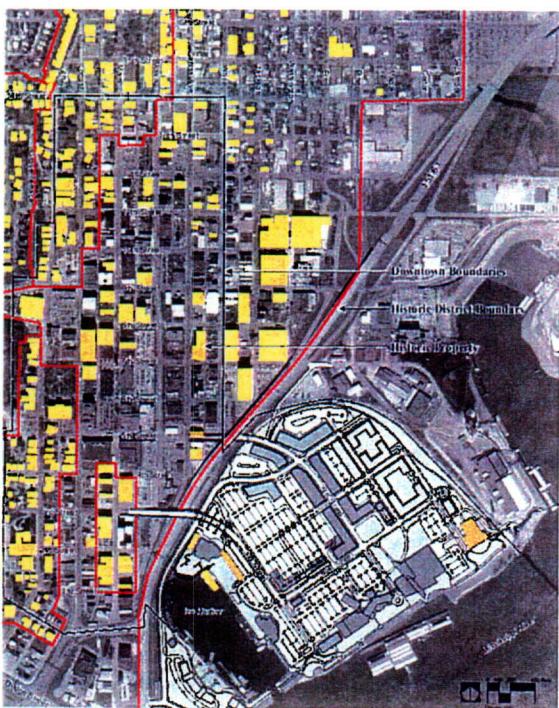
## Downtown Dubuque Master Plan

**Catalyst Concept: Public Art & Artisan District**

**Vision Downtown Element: Culture, Education & Entertainment**



## Overview



## Existing Conditions/Opportunities



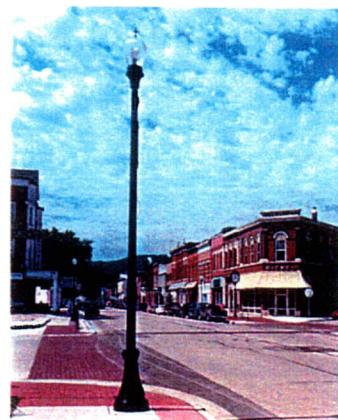
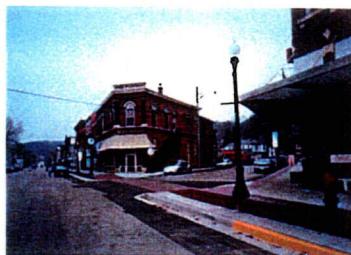
## Implementation

- ✓ Establish task force of local design, development and business owner professionals to prepare design standards for downtown character districts
- ✓ Designate redevelopment specialist within city to shepherd adaptive reuse and historic conversion projects through financing and development approvals
- ✓ Sponsor state tax credit applications
- ✓ Initiate lobbying effort, at state level, to increase state historic tax credit pool
- ✓ Complete formal designation of historic inventory
- ✓ Research use of low income housing tax credits in combination with historic tax credits
- ✓ Develop information package for use of Historic Preservation Investment Tax Credit (Federal) dollars
- ✓ Acquire and administer facade improvement grants and low interest loans to promote redevelopment and preservation
- ✓ Leverage resources and enthusiasm of active historic preservation groups

## Description

Downtown Dubuque maintains an unprecedented inventory of historically-significant properties. This fact presents both opportunities and challenges. Historic properties communicate the history of a place, setting one community apart from another, and establishing a reference for residents and visitors. Reuse and revitalization of historic properties, however, represents a range of obstacles from financial, to physical, to regulatory. The City of Dubuque, together with other advocacy organizations, must establish a process whereby the practice of preservation is simple and rewarding in order to most efficiently maintain this community asset.

## Photos

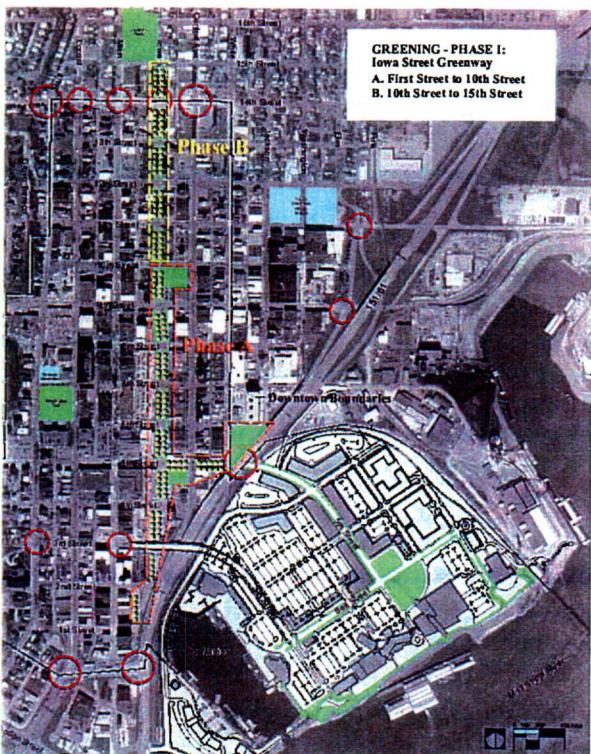


# Downtown Dubuque Master Plan

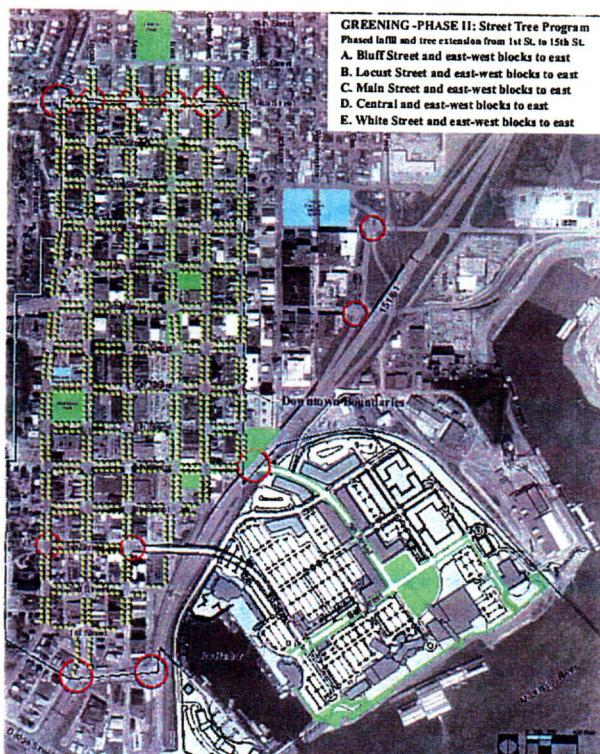
**Catalyst Concept: Historic Preservation & Reinvestment**  
**Vision Downtown Element: Historical Features**



## Phase I



## Phase II



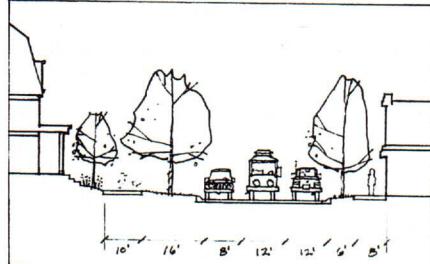
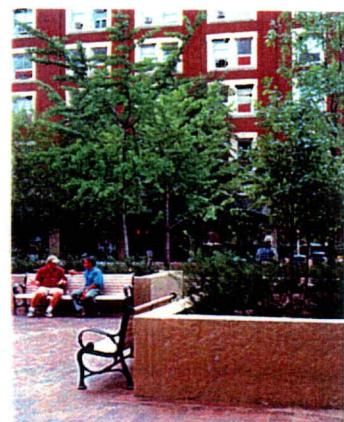
### Implementation

- ✓ Ensure consistency between downtown master plan and comprehensive plan with regard to green space (also public art)
- ✓ Work with advocacy entity (see general strategies) to coordinate loan pool for higher risk and public good projects (pledges can be loans, letters of commitment and stock purchases)
- ✓ Upon adoption of downtown master plan, establish five year capital program to fund construction of pedestrian enhancements and linkages in targeted locations
- ✓ Work with schools to encourage participation by students in - clean and safe, events, and decoration programs - adopt a downtown block
- ✓ Work with property owners in select locations to create district mechanisms to contribute to funding physical realm
- ✓ Establish policies / regulations which require consistent pedestrian-friendly fencing in combination with landscaping around all surface and vacant lots

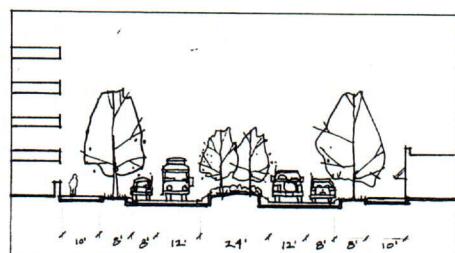
### Description

**The public realm is no more important than in the urban neighborhood setting as it frames the environment and defines the place. The introduction of "soft spaces" to Downtown Dubuque in the form of public parks and green spaces, will effectively connect neighborhoods and districts to employment and shopping areas, while establishing an identifiable character.**

### Images



- ❖ Emphasize and soften downtown environment
- ❖ Utilize trees in downtown streets to reduce heat island effect
- ❖ Reduce urban heat island and decrease air during summer months
- ❖ Utilize tree wells and tree grates to place trees in paved pedestrian ways
- ❖ Coordinate with City Engineer, Public Works, Public Safety and Parks departments



## Downtown Dubuque Master Plan

**Catalyst Concept: Green Space Evolution**

**Vision Downtown Element: Public Space & Open Areas**



## Sketches



Rowhouses



8th & White

## Demand

### Dubuque County Rental Unit Demand

Annual Income Range	Approx. Rent Range	5-Year New Unit Demand From Household Growth
up to \$25K	up to \$625	59
\$25-35K	\$625 - \$875	32
\$35-50K	\$875 - \$1,250	22
\$50-75K	\$1,250 - \$1,875	18
\$75-100K	\$1,875 and up	6
<b>Totals</b>		<b>140</b>

### Dubuque County Ownership Unit Demand

Annual Income Range	Approx. Rent Range	Existing Pent-Up Demand	5-Year New Unit Demand From Household Growth
up to \$25K	up to \$625	27	72
\$25-35K	\$625 to \$120K	15	40
\$35-50K	\$120 to \$175K	25	67
\$50-75K	\$175 to \$250K	38	102
\$75-100K	\$250 to \$350K	21	56
\$100K+	\$350K and up	17	44
<b>Totals</b>		<b>196</b>	<b>381</b>

## Development Economic Analysis

### Development Program

Land Use	Units/Spaces	Sq. Ft.
Retail/Service		29,185
Residential (Rental)	110	87,555
Residential (For-Sale)	20	29,185
Gross Floor Area		145,925
Project Land Area		43,560
Building/Land Ratio (FAR)		3.3
<b>Estimated Project "Gap"</b>		
Project Value - Retail/Residential Rental		\$10,200,000
Project Value - Housing		\$3,700,000
<b>Total Project Value</b>		<b>\$13,900,000</b>
<b>Total Project Cost</b>		<b>\$16,600,000</b>
<b>Project Margin/"Gap"</b>		<b>(\$2,700,000)</b>
<b>Potential Contributions to "Gap"</b>		
Sales Tax Sharing (10 Years)		\$200,000
TIF Generation (20 Years)		\$2,700,000
<b>Total Contributions to "Gap"</b>		<b>\$2,900,000</b>

Source: SEH, Inc.; Durrant Group; MSA; and Leland Consulting Group.

## Photos



## Implementation

- ✓ Where necessary, establish overlay zone permitting additional densities
- ✓ Work with property owners to establish appropriate improvement district mechanism(s)
- ✓ Acquire and assemble strategic parcels in select locations - assemble through purchases, vacating streets, alleys, etc.
- ✓ Establish codes / policies permitting transfer of development rights (TDR) by property owners (transfer of property entitlements)
- ✓ Offer density bonuses as an incentive to developers
- ✓ Waive select development regulations until feasible standards are established
- ✓ Access federal brownfield money and assist with Phase I environmental analysis and cleanup (particularly in warehouse area)
- ✓ Apply for Economic Development Initiative (EDI) Grant - expansion of support for public entities eligible under Section 108 Loan Guarantee program
- ✓ Complete initiatives under *Green Space Evolution* catalyst concept
- ✓ Advocate, support and participate in retention of downtown schools

## Description

**Downtown Dubuque has many of the components of a successful urban residential neighborhood - schools, churches, government offices, services - yet supported by a relatively modest number of homes. An increase in the number of downtown residents, both in the core and on its periphery, will serve several purposes including support for an expanded commercial base, and a 24-hour presence of people on the street.**

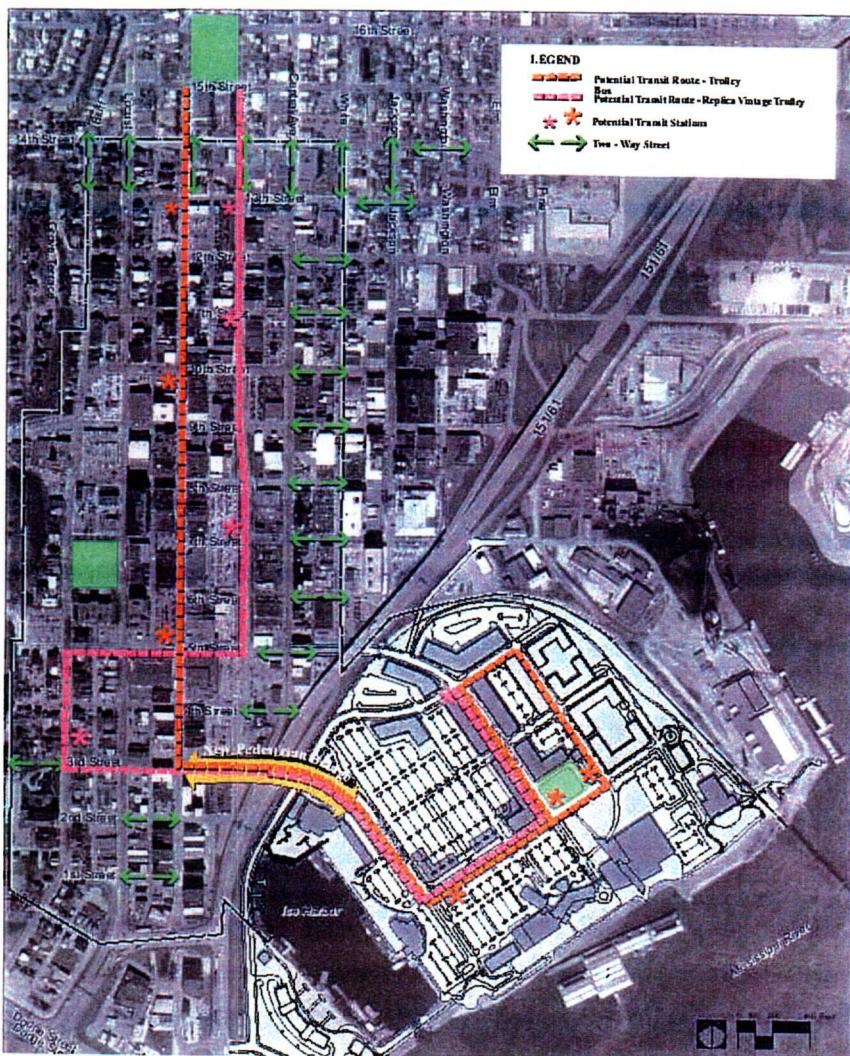
## Downtown Dubuque Master Plan

**Catalyst Concept: Downtown Living**

**Vision Downtown Element: Residential Living**



## Overview



### Description

**Downtown Dubuque is made up of many moving parts which when connected will be "greater than the sum of their parts."**

**Transportation in many forms including bike, pedestrian, multi-modal, shuttle, vehicular and others will form the foundation from which private investment will be leveraged.**

## Photos



San Jose Trolley



Bill 74



Lowell, Mass. Trellau



Page 11 of 20

## Implementation

- ✓ Work with merchants and city transit to coordinate operations and levels-of-service on roads, promoting mobility and connectivity
- ✓ Access potential funds for transit improvements at sites including [www.dol.state.ia.us/fundguid.htm](http://www.dol.state.ia.us/fundguid.htm)
- ✓ Consider range of methods to promote pedestrian environment - linking parking lots; coordinating traffic signals; widening sidewalks; furniture and lights; coordination of future transit stops
- ✓ Accept findings of transportation study as they further recommendations of downtown master plan
- ✓ Commit to participation by merchants in all downtown transit planning projects
- ✓ Promote transit-oriented development concepts (using transit funding in support of) along proposed alternative transportation routes
- ✓ Provide transit (shuttle) connection between Bluff Street shopping area and 4th Street Peninsula

## Downtown Dubuque Master Plan

## Catalyst Concept: Transportation Connections

## Vision Downtown Element: Transportation



# **Development Concept Plans**



**TABLE**  
**DUBUQUE DOWNTOWN MASTER PLAN**  
**DEVELOPMENT ECONOMIC ANALYSIS: Employment & Daytime Population**

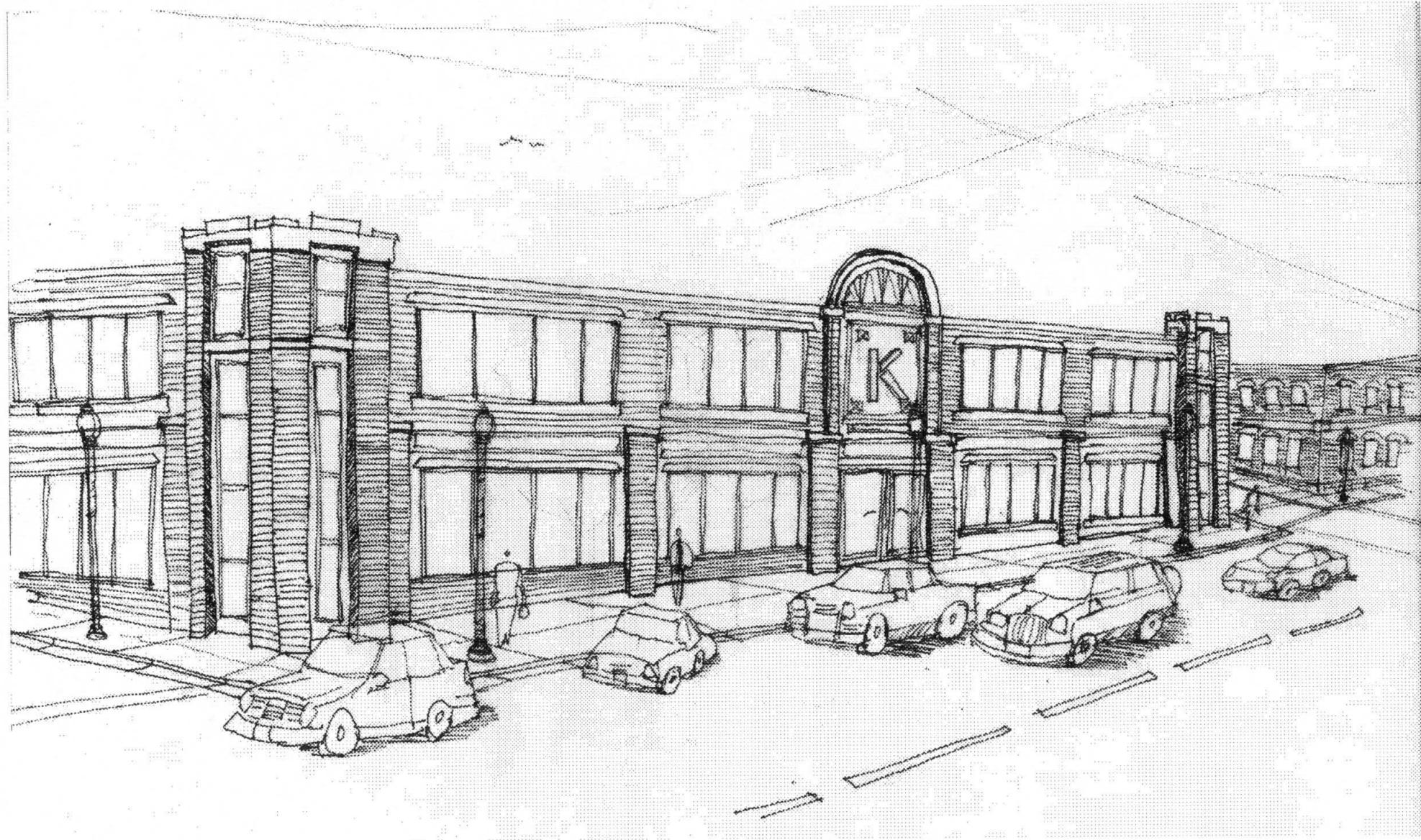
Development Program		Assumption Factors
Land Use	Units/Spaces	Sq. Ft.
Retail/Service		15,000
Office		45,000
Gross Floor Area		60,000
Project Land Area		43,560
Building/Land Ratio (FAR)		1.4
Estimated Project Value (Stabilized Yr):		1.0 Acres
Total Retail/Service Rentable SF	12,750	85% Bldg. Efficiency Ratio
Rent/SF*	\$15.00	
Total Office Rentable SF	38,250	85% Bldg. Efficiency Ratio
Rent/SF*	\$15.00	
Gross Income	\$765,000	
Occupancy	95%	
Effective Gross Income	\$726,750	
Operating Costs	\$120,000	
Net Operating Income	\$606,750	\$2.00 \$/SF (Wtd. Avg. All Uses)
Capitalization Rate	10%	
Total Project Value	\$6,067,500	
* Commercial lease rates based on triple net lease; tenant pays portion of taxes, insurance and utilities.		
Development Cost Estimate:		
Property Purchase (Acquisition/Demolition)	\$435,800	\$10 \$/SF (Wtd. Avg. All Uses)
Site Development Costs	\$87,120	\$2.00 \$/SF
Environmental Remediation Costs	\$130,680	\$3.00 \$/SF
Building Construction Costs	\$4,800,000	\$80 \$/SF (Wtd. Avg. All Uses)
Construction Contingency	\$501,780	10% % of Hard Costs
Soft Costs (% of Hard Costs)	\$752,870	15% % of Hard Costs
Developer Profit	\$670,785	10% % of Total Costs
Total Project Cost	\$7,378,635	
Total Project Value	\$6,067,500	
Project Margin/"Gap"	(\$1,311,135)	\$122.98 \$/SF
Contributions to "Gap":		
Sales Tax Sharing (10 Years)	\$127,500	50% % of 1% Local Option Sales Tax
TIF Generation (20 Years)	\$1,689,192	2.9% TIF Tax Rate \$29/\$1,000 Assessed Value
Total Contributions to "Gap"	\$1,816,692	
Source: SEH, Inc.; Durrant Group; MSA; and Leland Consulting Group.		

0.01

TIF Calculation:		
Total Development Value (Nonres):	6,067,500	
Total Assessed Value (Nonres):	4,854,000	80%
Total Development Value (Res):	0	
Total Assessed Value (Res):	0	51%
Total Assessed Value:	4,854,000	80%
Annual Property Tax Revenue:	\$140,766	2.9%
Avg. Annual Property Tax Revenue (2	\$84,460	60%
Supportable TIF:		
Annual Rev Available for Debt Service	\$84,460	
Debt Coverage Ratio:	1.2	
Annual Debt Service:	\$70,383	
Financing Term:	20 Years	
Interest Rate:	6.00%	
Supportable Financing:	\$807,287	

**DEVELOPMENT ECONOMIC ANALYSIS: Employment & Daytime Population**

Development Program		
Land Use	Units/Spaces	Sq. Ft.
Retail/Service		15,000
Office		45,000
Gross Floor Area		60,000
Project Land Area		43,560
Building/Land Ratio (FAR)		1.4
Estimated Project "Gap"		
Project Value – Retail/Office	\$6,100,000	
Total Project Value	\$6,100,000	
Total Project Cost	\$7,400,000	
Project Margin/"Gap"	(\$1,300,000)	
Potential Contributions to "Gap"		
Sales Tax Sharing (10 Years)	\$100,000	
TIF Generation (20 Years)	\$1,700,000	
Total Contributions to "Gap"	\$1,800,000	
Source: SEH, Inc.; Durrant Group; MSA; and Leland Consulting Group.		



TABLE

DUBUQUE DOWNTOWN MASTER PLAN

DEVELOPMENT ECONOMIC ANALYSIS: Shopping & Entertainment

Development Program			Assumption Factors
Land Use	Units/Spaces	Sq. Ft.	
Retail/Service		50,000	
Gross Floor Area		50,000	
Project Land Area		130,680	
Building/Land Ratio (FAR)		0.4	3.0 Acres
<b>Estimated Project Value (Stabilized Yr)</b>			
Total Retail/Service Rentable SF	45,000		90% Bldg. Efficiency Ratio
Rent/SF*	\$10.00		
Gross Income	\$450,000		
Occupancy	100%		
Effective Gross Income	\$450,000		
Operating Costs	\$50,000		
Net Operating Income	\$400,000		
Capitalization Rate	10%		
<b>Total Project Value</b>	<b>\$4,000,000</b>		
* Commercial lease rates based on triple net lease; tenant pays portion of taxes, insurance and utilities.			
<b>Development Cost Estimate</b>			
Property Purchase (Acquisition/Demolition)	\$1,306,800		\$10 \$/SF
Site Development Costs**	\$392,040		\$3.00 \$/SF
Building Construction Costs	\$3,000,000		\$80 \$/SF
Construction Contingency	\$339,204		10% % of Hard Costs
Soft Costs (% of Hard Costs)	\$508,808		15% % of Hard Costs
Developer Profit	\$554,685		10% % of Total Costs
<b>Total Project Cost</b>	<b>\$8,101,535</b>		
<b>Total Project Value</b>	<b>\$4,000,000</b>		
<b>Project Margin/Gap</b>	<b>(\$2,101,535)</b>		
** Reflects lower than normal parking ratio, due to availability of existing structured parking.			
<b>Contributions to "Gap"</b>			
Sales Tax Sharing (15 Years)	\$1,012,500		
TIF Generation (20 Years)	\$1,113,600		
<b>Total Contributions to "Gap"</b>	<b>\$2,126,100</b>		
Source: SEH, Inc.; Durrant Group; MSA; and Leland Consulting Group.			0.01

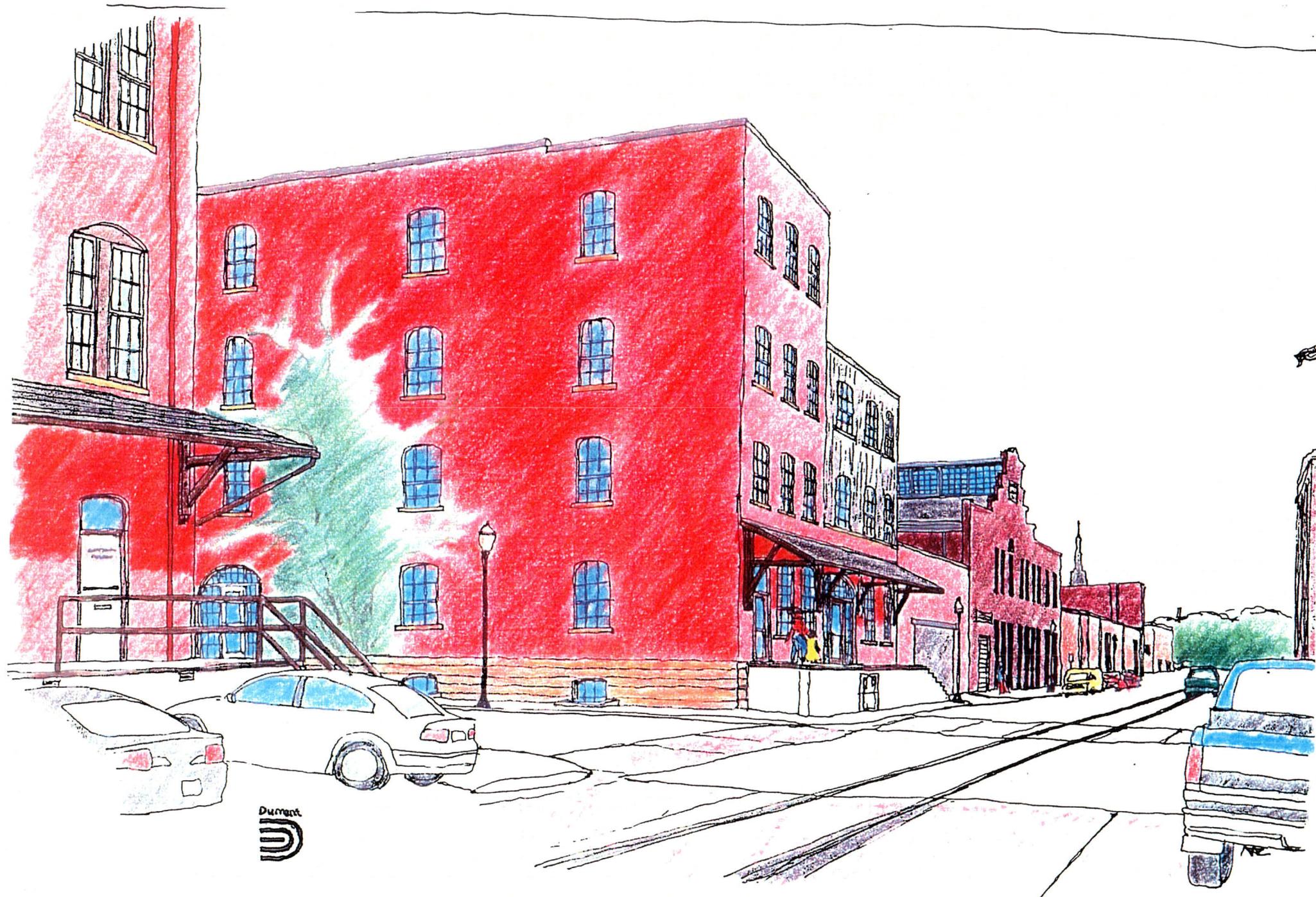
TIF Calculation:

Total Development Value (Nonres):	4,000,000	
Total Assessed Value (Nonres):	3,200,000	80%
Total Development Value (Res):	0	
Total Assessed Value (Res):	0	51%
<b>Total Assessed Value:</b>	<b>3,200,000</b>	80%
Annual Property Tax Revenue:	\$92,800	2.9%
Avg. Annual Property Tax Revenue (20 yr)	\$55,680	60%
<b>Supportable TIF:</b>		
Annual Rev Available for Debt Service:	\$55,680	
Debt Coverage Ratio:	1.2	
Annual Debt Service:	\$46,400	
Financing Term:	20 Years	
Interest Rate:	6.00%	
<b>Supportable Financing:</b>	<b>\$532,204</b>	

DEVELOPMENT ECONOMIC ANALYSIS: Shopping & Entertainment

Development Program		
Land Use	Units/Spaces	Sq. Ft.
Retail/Service		50,000
Gross Floor Area		50,000
Project Land Area		130,680
Building/Land Ratio (FAR)		0.4
<b>Estimated Project "Gap"</b>		
Project Value - Retail	\$4,000,000	
<b>Total Project Value</b>	<b>\$4,000,000</b>	
<b>Total Project Cost</b>	<b>\$8,101,535</b>	
<b>Project Margin/Gap</b>	<b>(\$2,101,535)</b>	
<b>Potential Contributions to "Gap"</b>		
Sales Tax Sharing (10 Years)	\$1,000,000	
TIF Generation (20 Years)	\$1,100,000	
<b>Total Contributions to "Gap"</b>	<b>\$2,100,000</b>	

Source: SEH, Inc.; Durrant Group; MSA; and Leland Consulting Group.



TABLE

DUBUQUE DOWNTOWN MASTER PLAN  
DEVELOPMENT ECONOMIC ANALYSIS: Public Art & Artisan District

Development Program			Assumption Factors
Land Use	Units/Spaces	Sq. Ft.	
Service Industrial		20,000	
Residential (For-Sale Lofts)	30	40,000	1,500 SF/Unit
Gross Floor Area		60,000	
Project Land Area		43,560	1.0 Acres
Building/Land Ratio (FAR)		1.4	
Estimated Project Value (Stabilized Yr):			
Total Service Industrial Rentable SF	17,000		85% Bdg. Efficiency Ratio
Rent/SF*	\$8.00		
Gross Income	\$136,000		
Occupancy	95%		
Effective Gross Income	\$129,200		
Operating Costs	\$40,000		\$2.00 \$/SF
Net Operating Income	\$89,200		
Capitalization Rate	10%		
Project Value – Service/Industrial	\$892,000		
Total For-Sale Housing Units	30		
Sales Price/Unit	\$125,000		
Gross Revenue	\$3,750,000		
Less Marketing Costs	(\$262,500)		
Net Sale Proceeds	\$3,487,500		7% % of Sales
Project Value – Housing	\$3,487,500		
Total Project Value	\$4,379,500		
* Commercial lease rates based on triple net lease: tenant pays portion of taxes, insurance and utilities.			
Development Cost Estimate:			
Property Purchase	\$600,000		
Site Development Costs	\$65,340		\$10 \$/SF
Building Construction Costs	\$3,600,000		\$1.50 \$/SF
Construction Contingency	\$366,534		\$60 \$/SF (Wtd. Avg. All Uses)
Soft Costs (% of Hard Costs)	\$549,801		10% % of Hard Costs
Developer Profit	\$518,168		15% % of Hard Costs
Total Project Cost	\$5,699,843		10% % of Total Costs
Total Project Value	\$4,379,500		\$95.00 \$/SF
Project Margin/"Gap"	(\$1,320,343)		
Contributions to "Gap":			
Sales Tax Sharing (10 Years)	\$0		50% % of 1% Local Option Sales Tax
TIF Generation (20 Years)	\$799,779		2.9% TIF Tax Rate \$29/\$1,000 Assessed Value
Total Contributions to "Gap"	\$799,779		
Source: SEH, Inc.; Durrant Group; MSA; and Leland Consulting Group.			0.01

TIF Calculation:

Total Development Value (Nonres):	223,000	
Total Assessed Value (Nonres):	178,400	80%
Total Development Value (Res):	4,156,500	
Total Assessed Value (Res):	2,119,815	51%
Total Assessed Value:	2,298,215	52%
Annual Property Tax Revenue:	\$66,648	2.9%
Avg. Annual Property Tax Revenue (20	\$39,989	60%
Supportable TIF:		
Annual Rev Available for Debt Service:	\$39,989	
Debt Coverage Ratio:	1.2	
Annual Debt Service:	\$33,324	
Financing Term:	20 Years	
Interest Rate:	6.00%	
Supportable Financing:	\$382,225	

DEVELOPMENT ECONOMIC ANALYSIS: Public Art & Artisan District

Development Program		
Land Use	Units/Spaces	Sq. Ft.
Service Industrial		20,000
Residential (For-Sale Lofts)	30	40,000
Gross Floor Area		60,000
Project Land Area		43,560
Building/Land Ratio (FAR)		1.4
Estimated Project "Gap":		
Project Value – Service/Industrial	\$900,000	
Project Value – Housing	\$3,500,000	
Total Project Value		\$4,400,000
Total Project Cost		\$5,700,000
Project Margin/"Gap"		(\$1,300,000)
Potential Contributions to "Gap":		
Sales Tax Sharing (10 Years)	\$0	
TIF Generation (20 Years)	\$800,000	
Total Contributions to "Gap"		\$800,000

Source: SEH, Inc.; Durrant Group; MSA; and Leland Consulting Group.



**TABLE**  
**DUBUQUE DOWNTOWN MASTER PLAN**  
**DEVELOPMENT ECONOMIC ANALYSIS: Urban Living**

Development Program			Assumption Factors
Land Use	Units/Spaces	Sq. Ft.	
Retail/Service		29,185	
Residential (Rental)	110	87,555	800 SF/Unit
Residential (For-Sale)	20	29,185	1,500 SF/Unit
Gross Floor Area		145,925	
Project Land Area		43,560	1.0 Acres
Building/Land Ratio (FAR)		3.3	
Estimated Project Value (Stabilized Yr):			
Total Retail/Service Rentable SF	24,807		85% Bldg. Efficiency Ratio
Rent/SF*	\$15.00		
Total Residential Rentable SF	74,422		85% Bldg. Efficiency Ratio
Rent/SF	\$14.40		\$1.20 /\$SF/Month
Gross Income	\$1,443,782		
Occupancy	95%		
Effective Gross Income	\$1,371,593		
Operating Costs	\$350,220		
Net Operating Income	\$1,021,373		\$3.00 /\$SF (Wtd. Avg. All Uses)
Capitalization Rate	10%		
Project Value – Retail/Residential Rental	\$10,213,729		
Total For-Sale Housing Units	20		
Sales Price/Unit	\$200,000		
Gross Revenue	\$4,000,000		
Less Marketing Costs	(\$280,000)		
Net Sale Proceeds	\$3,720,000		
Project Value – Housing	\$3,720,000		
Total Project Value	\$13,933,729		
* Commercial lease rates based on triple net lease; tenant pays portion of taxes, insurance and utilities.			
Development Cost Estimate:			
Property Purchase	\$2,188,875		\$15 /\$SF
Site Development Costs	\$87,120		\$2.00 /\$SF
Building Construction Costs	\$10,214,750		\$70 /\$SF (Wtd. Avg. All Uses)
Construction Contingency	\$1,030,187		10% % of Hard Costs
Soft Costs (% of Hard Costs)	\$1,545,261		15% % of Hard Costs
Developer Profit	\$1,506,621		10% % of Total Costs
Total Project Cost	\$16,572,834		
Total Project Value	\$13,933,729		
Project Margin"Gap"	(\$2,639,105)		
Contributions to "Gap":			
Sales Tax Sharing (10 Years)	\$248,073		50% % of 1% Local Option Sales Tax
TIF Generation (20 Years)	\$2,730,651		2.9% TIF Tax Rate \$29/\$1,000 Assessed Value
Total Contributions to "Gap"	\$2,978,723		
Source: SEH, Inc.; Durrant Group; MSA; and Leland Consulting Group.			0.01

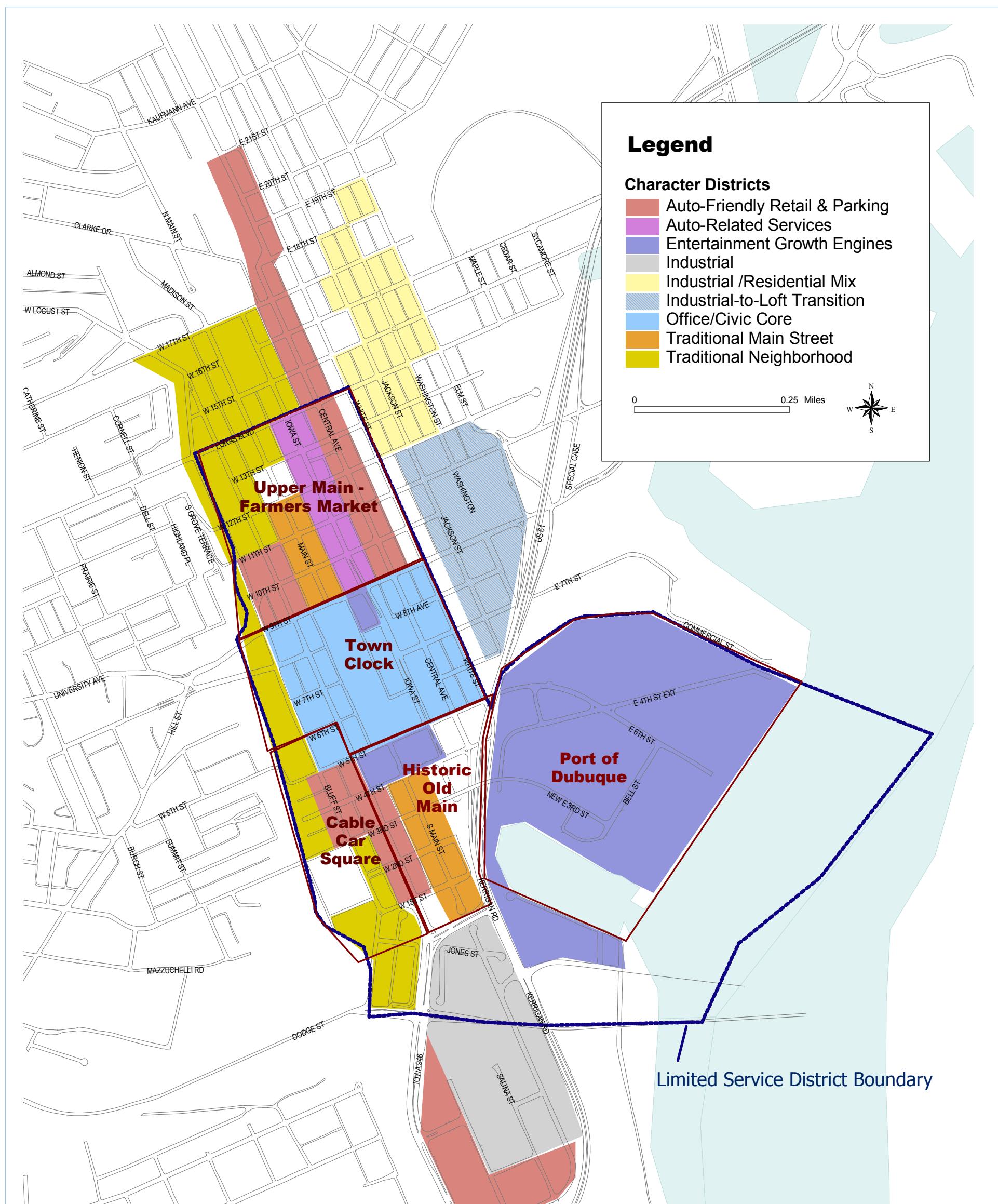
TIF Calculation:		
Total Development Value (Nonres):	2,553,432	
Total Assessed Value (Nonres):	2,042,748	80%
Total Development Value (Res):	11,380,296	
Total Assessed Value (Res):	5,803,951	51%
Total Assessed Value:	7,846,697	56%
Annual Property Tax Revenue:	\$227,554	2.9%
Avg. Annual Property Tax Revenue (20	\$136,533	60%
Supportable TIF:		
Annual Rev Available for Debt Service:	\$136,533	
Debt Coverage Ratio:	1.2	
Annual Debt Service:	\$113,777	
Financing Term:	20 Years	
Interest Rate:	6.00%	
Supportable Financing:	\$1,305,014	

**DEVELOPMENT ECONOMIC ANALYSIS: Urban Living**

Development Program		
Land Use	Units/Spaces	Sq. Ft.
Retail/Service		29,185
Residential (Rental)	110	87,555
Residential (For-Sale)	20	29,185
Gross Floor Area		145,925
Project Land Area		43,560
Building/Land Ratio (FAR)		3.3
Estimated Project "Gap":		
Project Value – Retail/Residential Rental	\$10,200,000	
Project Value – Housing	\$3,700,000	
Total Project Value	\$13,900,000	
Total Project Cost	\$16,600,000	
Project Margin"Gap"	(\$2,700,000)	
Potential Contributions to "Gap":		
Sales Tax Sharing (10 Years)	\$200,000	
TIF Generation (20 Years)	\$2,700,000	
Total Contributions to "Gap"	\$2,900,000	

Source: SEH, Inc.; Durrant Group; MSA; and Leland Consulting Group.

# All Maps

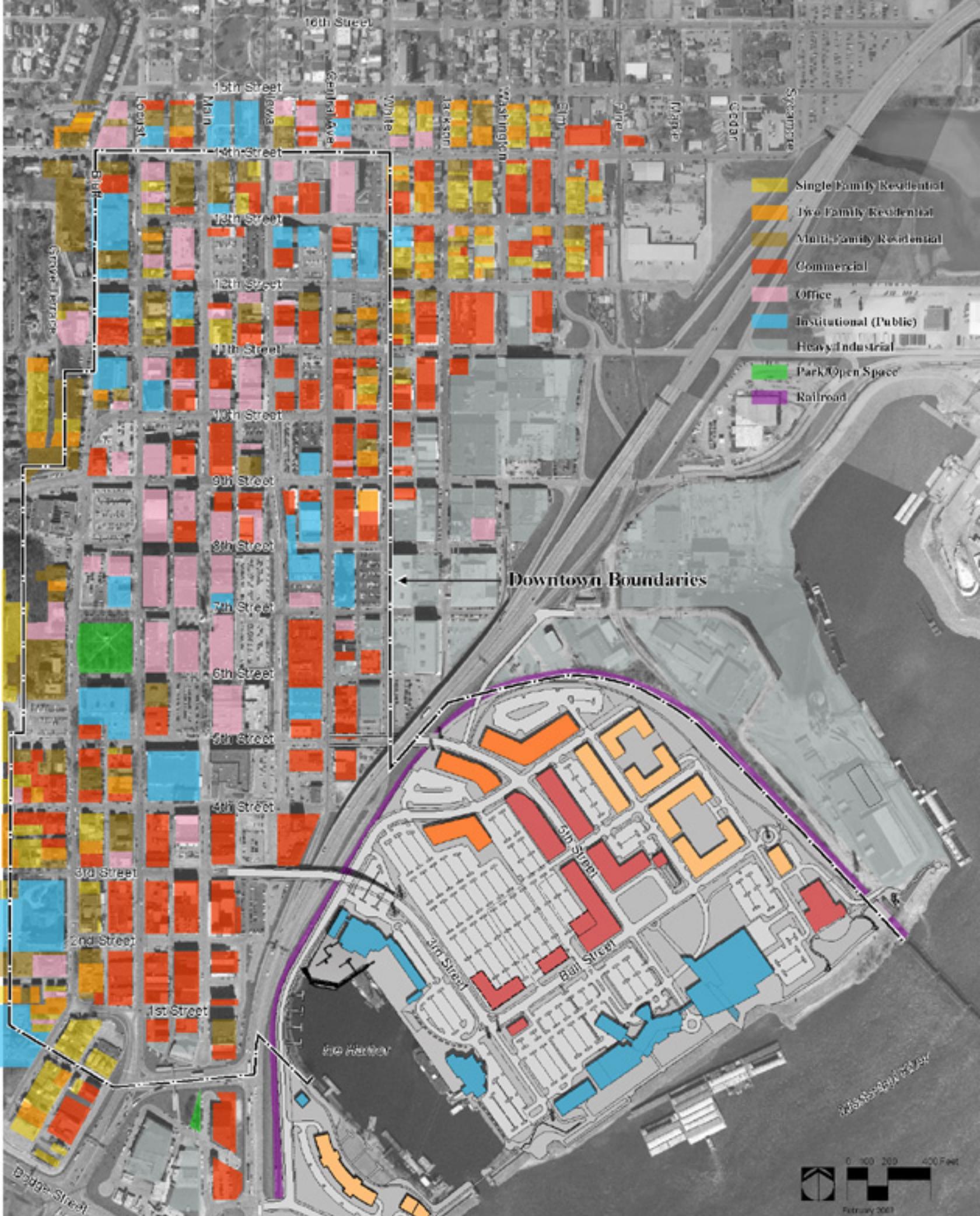


## Dubuque Main Street Ltd. Districts With Downtown Character Districts

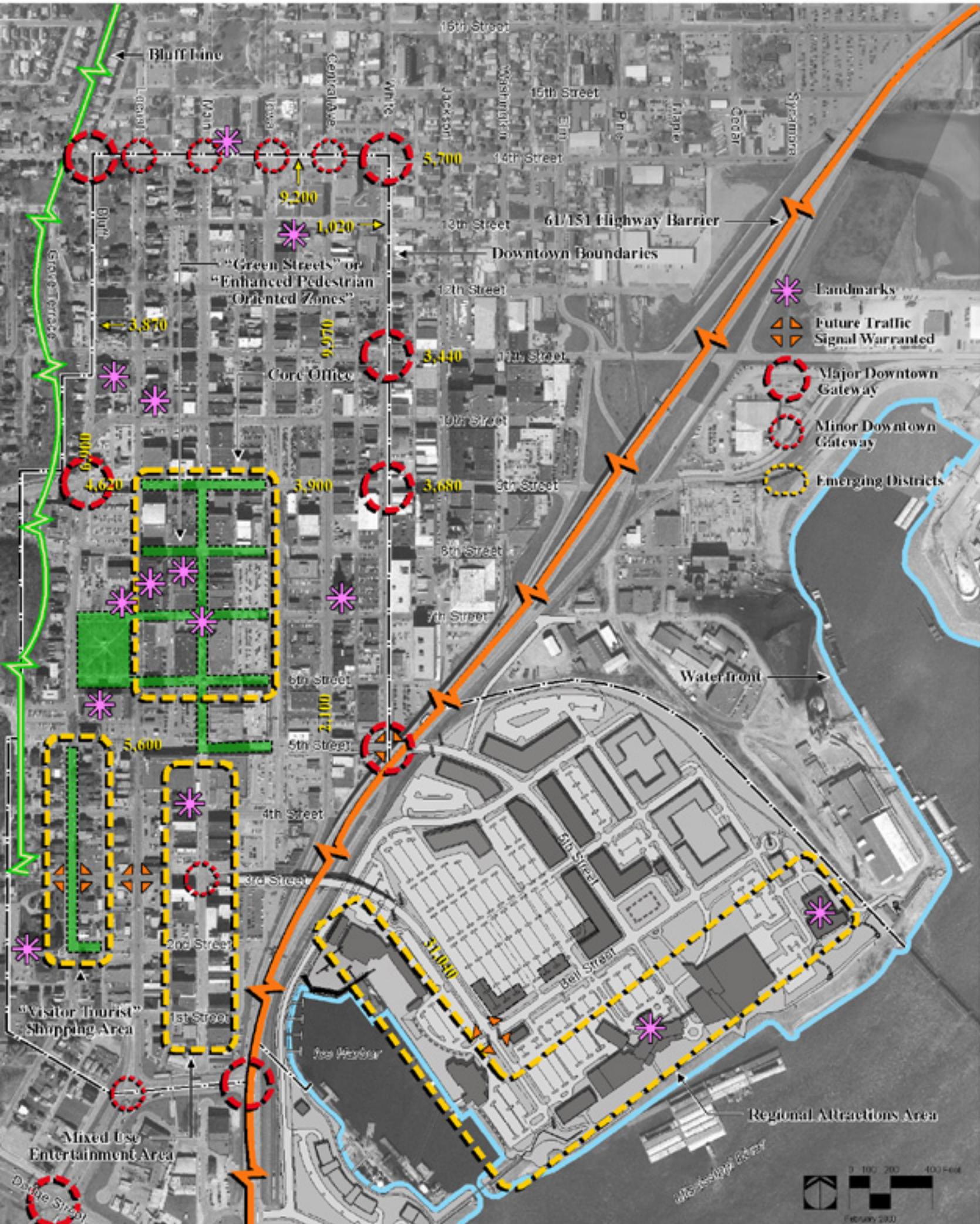


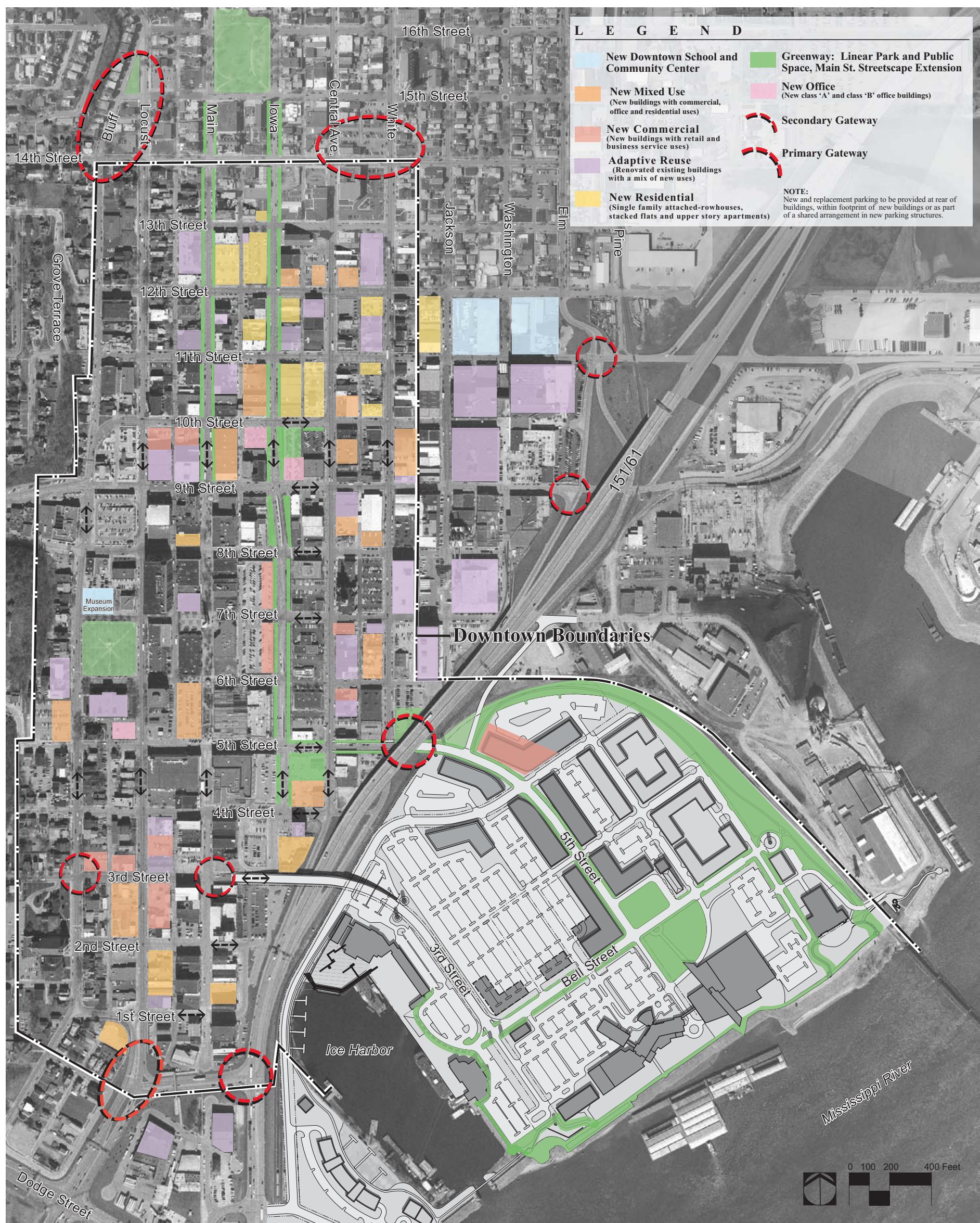
Leland  
Consulting  
Group

**URS**



**DUBUQUE DOWNTOWN MASTER PLAN**  
**EXISTING LAND USE**





## Downtown Dubuque Master Plan Investment Opportunity Framework Plan

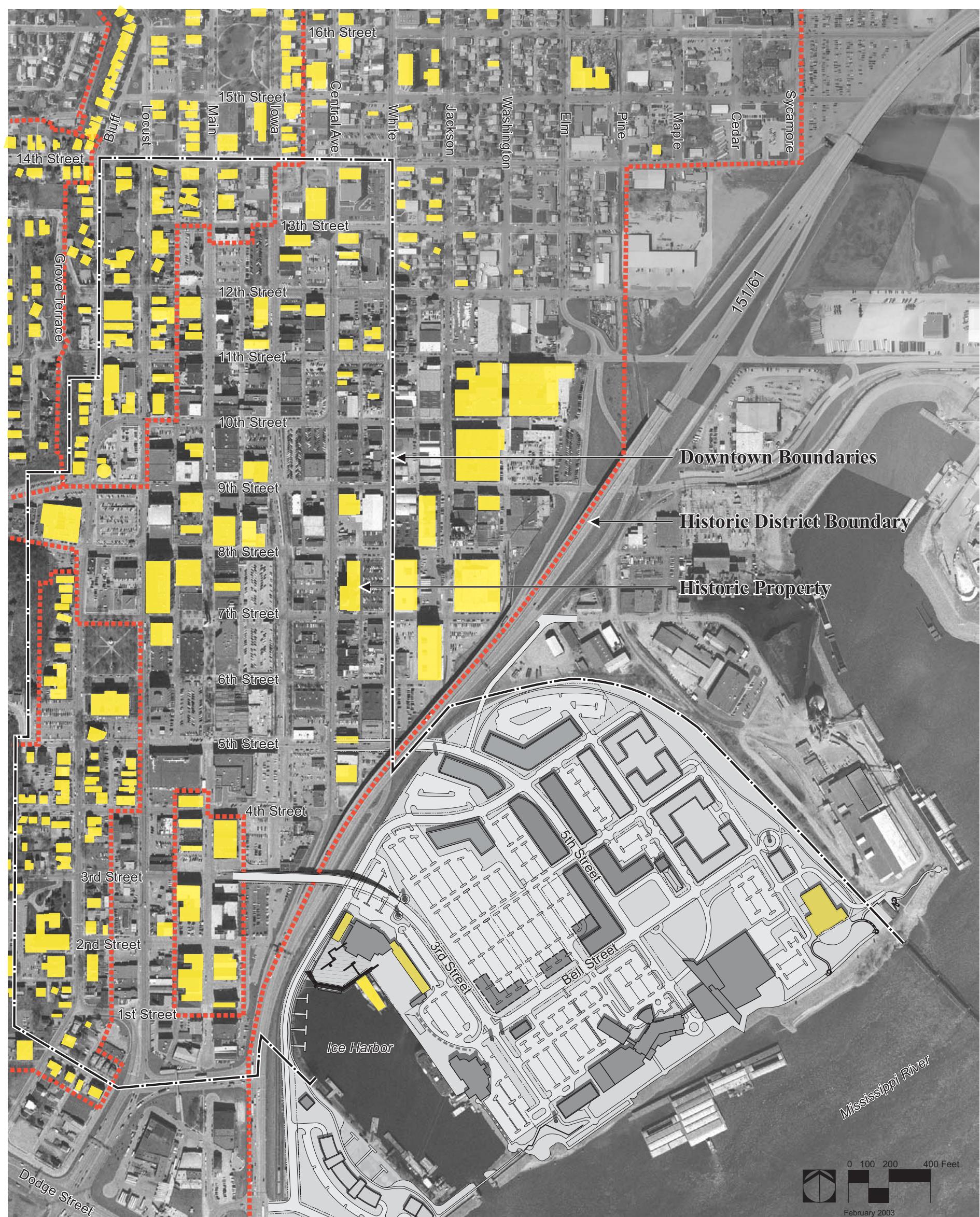
July 3, 2003



MSA Professional Services



DURRANT Architects



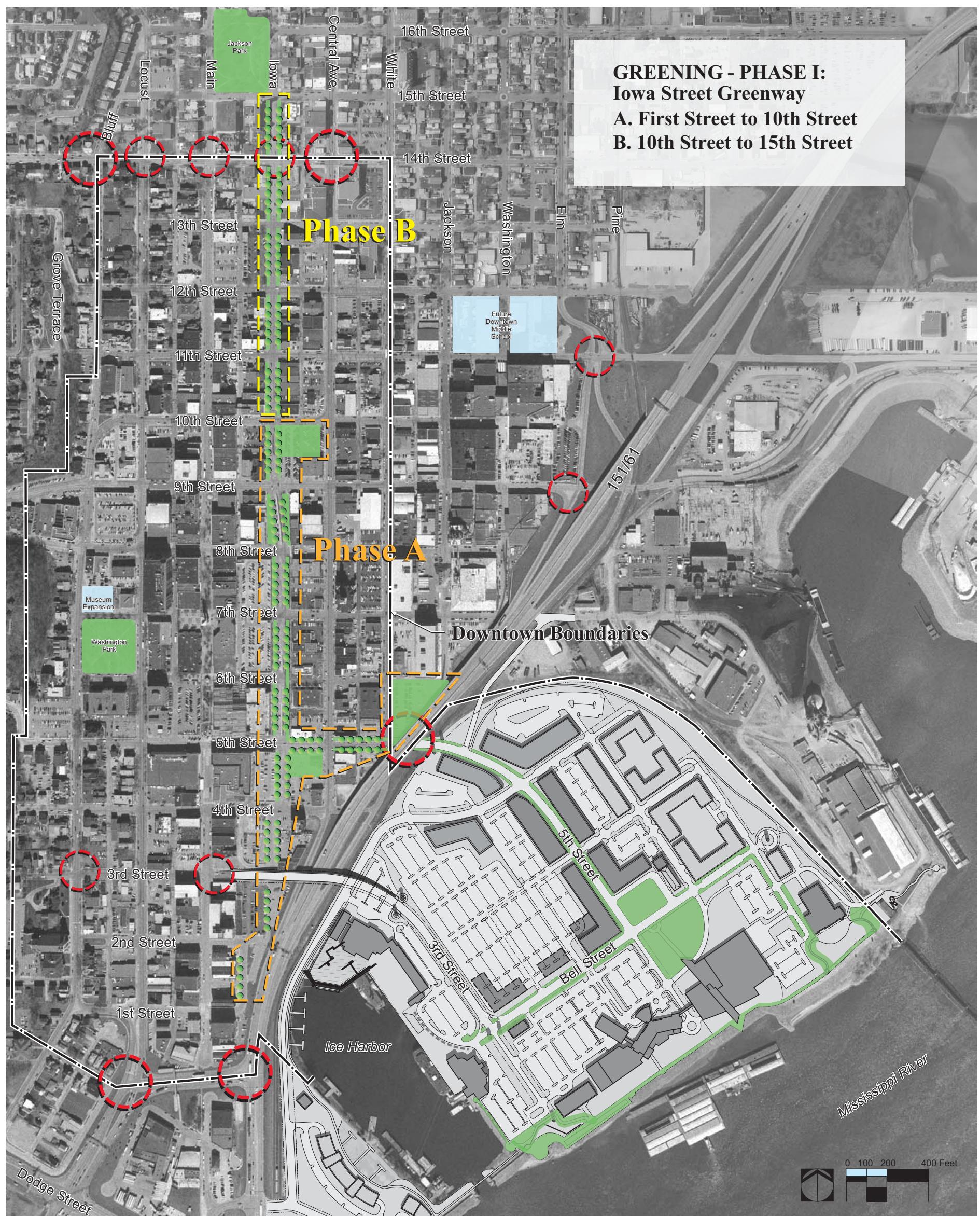
## Downtown Dubuque Master Plan Existing Historic Structures and Districts

June 2003



MSA Professional Services



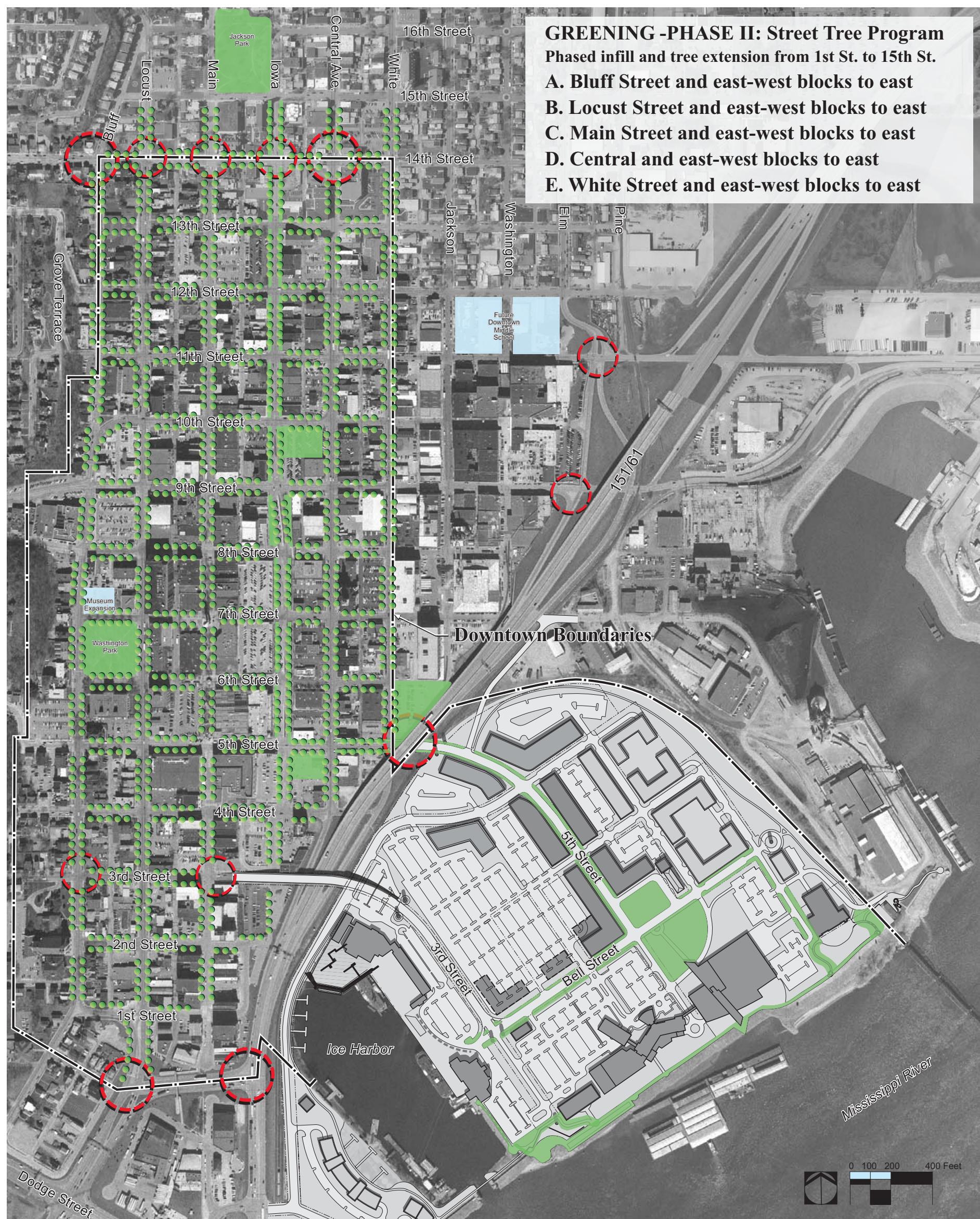


**Downtown Dubuque Master Plan**  
**Greening Plan - Phase I : Iowa Street Greenway**



**L** Leland Consulting Group

**SEH**  
 June 2003



**Downtown Dubuque Master Plan**  
**Greening Plan - Phase II: Street Tree Program**



June 2003

Transportation  
System  
Management  
#1

Technology	Rubber-tired replica trolley buses, either fuel or electric powered
Miles of Alignment	2.69 (one-way)
No. of Stations	13
Travel Time	18 min 14 sec
Average Speed	8.8 mph
No. of Vehicles	5
Capital Costs (\$2002)	\$2 - \$10 million
Approximate Annual Operations and Maintenance Costs(\$2002)	\$480,000

American Heritage Trolley

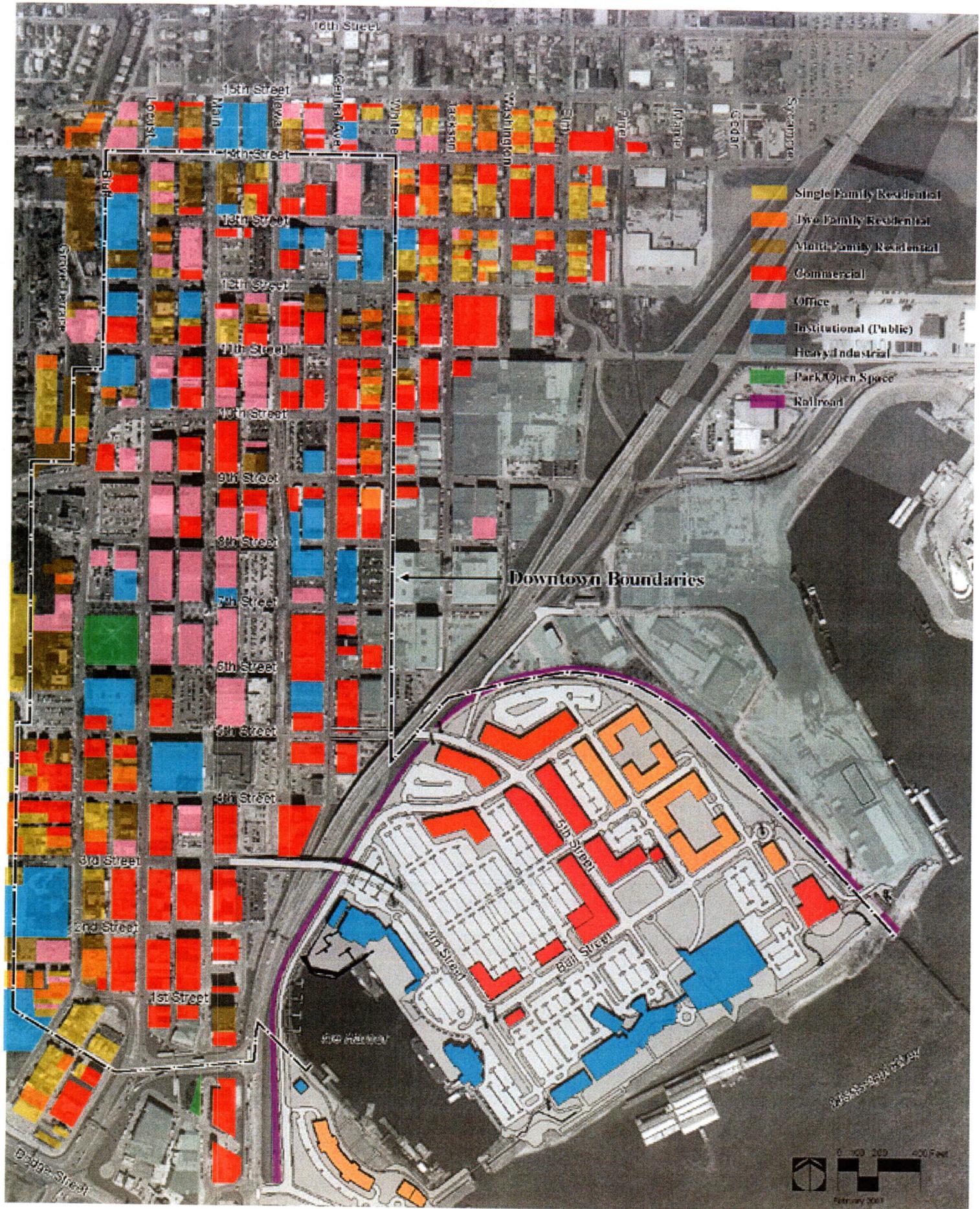


## **Physical Profile**

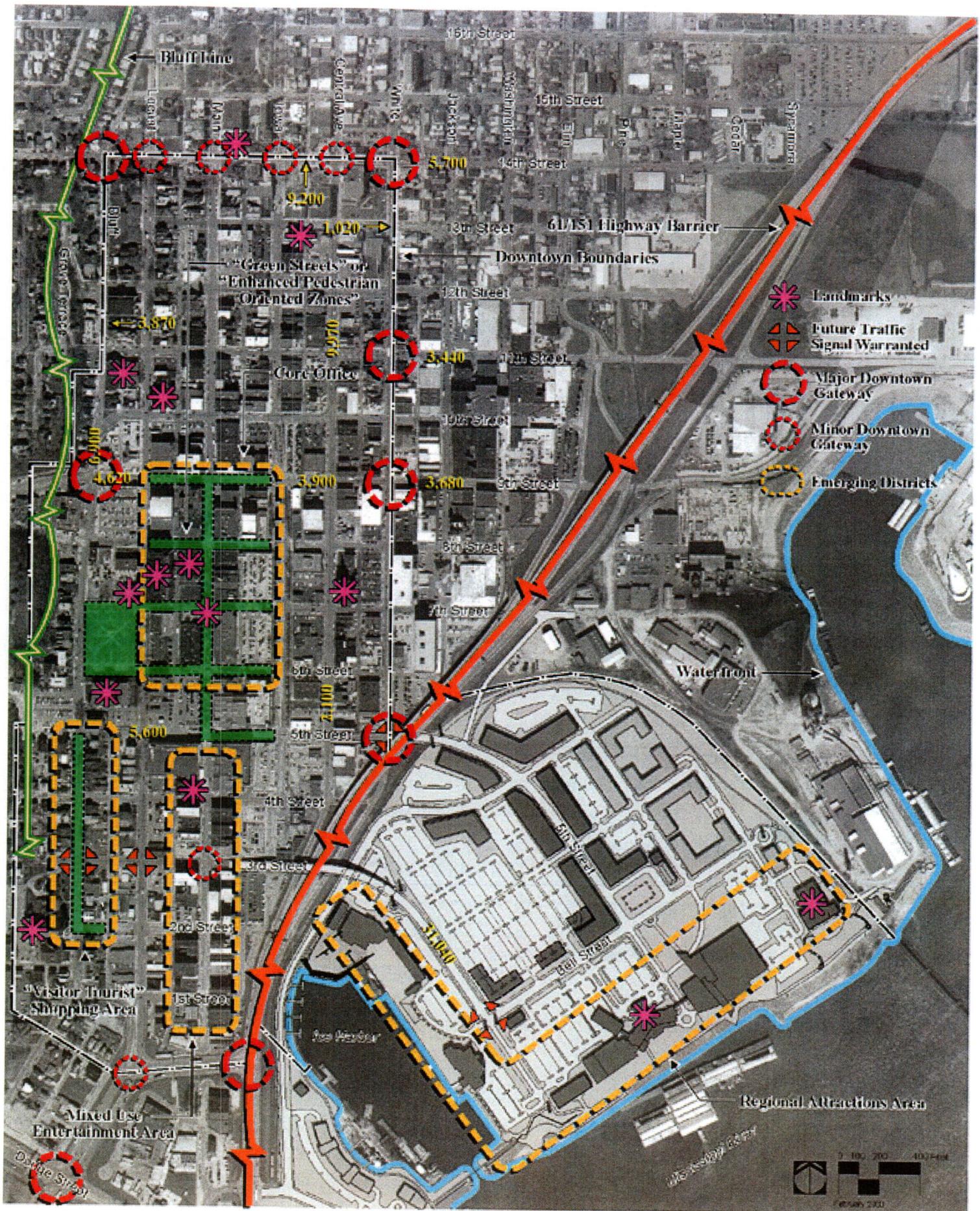
Streets and Alleyways	<p>Locust &amp; Bluff - North/ South one way pair          White &amp; Central - North/South one way pair          9<sup>th</sup> &amp; 10<sup>th</sup> - East/West one way pair          2 Way: Main, Iowa, 1st - 7th, 10th - 14th , 3rd, 5<sup>th</sup>, Bell and Adams Streets</p> <p>The majority of downtown blocks are bisected by paved alleyways that serve as service entrances and provide access to off-street parking.</p>
Highways	Highway 20, Highway 52, Highway 61 / 151
Parking facilities	CBD - 6 multi-level facilities and approximately 64 surface parking lots for approx. 5,550 total off- street spaces; approximately 2,860 on-street spaces (1/2 are metered) Port of Dubuque - 1,600 spaces
Landmarks	Clock Tower, Dubuque County Court House, Fenlon Place Elevator, Shot Tower,
Open Space & Green Space	Washington Park, Town Clock Plaza, Cathedral Square landscape median with figurative sculpture, Mississippi Riverwalk, Rivers Edge Plaza, Aliant Energy Amphitheater, Ice Harbor Park, Locust Street mature boulevard trees 4 <sup>th</sup> - 7 <sup>th</sup> St., Bluff Street mature boulevard trees 1 <sup>st</sup> - 6 <sup>th</sup> St.
Ornamental Streetscape	Main Street 1 <sup>st</sup> to 5 <sup>th</sup> decorative lighting and small areas of decorative walkway paving, Main St. between 5 <sup>th</sup> and 9 <sup>th</sup> renovated 2002-03 5 <sup>th</sup> , 7 <sup>th</sup> and 8 <sup>th</sup> between Locust and Iowa renovated 2000-01 Bell street,
Historic Preservation and Demo. Districts	Jackson Park, Cathedral, Old Main Fourth Street Neighborhood, Washington St. Neighborhood, Downtown Neighborhood

Historic Properties	Approximately 154 historic, culturally significant structures 2 culturally significant landscapes (Washington Park and Cathedral Square/2 <sup>nd</sup> St. landscape median.)
Cultural Facilities	5 Flags Theatre, Dubuque Museum of Art, Opera House, Museum of Art, National Mississippi River Museum and Aquarium, Education and Conference Center
Lodging	Holiday Inn, Julien Inn, Redstone Inn, Mandolin Inn, Richards House, Hancock House, Grand Harbor Hotel and Water park 568 rooms total
Geography	Downtown is organized on a grid system of streets with a cardinal orientation. The western edge of the CBD is defined by a steep bluff. The eastern edge of the CBD is defined by Highway 61/ 151 while Mississippi River serves as the eastern edge of the Port district.
Rail Lines	CN / CC Rail and I & M Rail operate freight rail on 3 tracks running along the east side of Highway 61 /151.

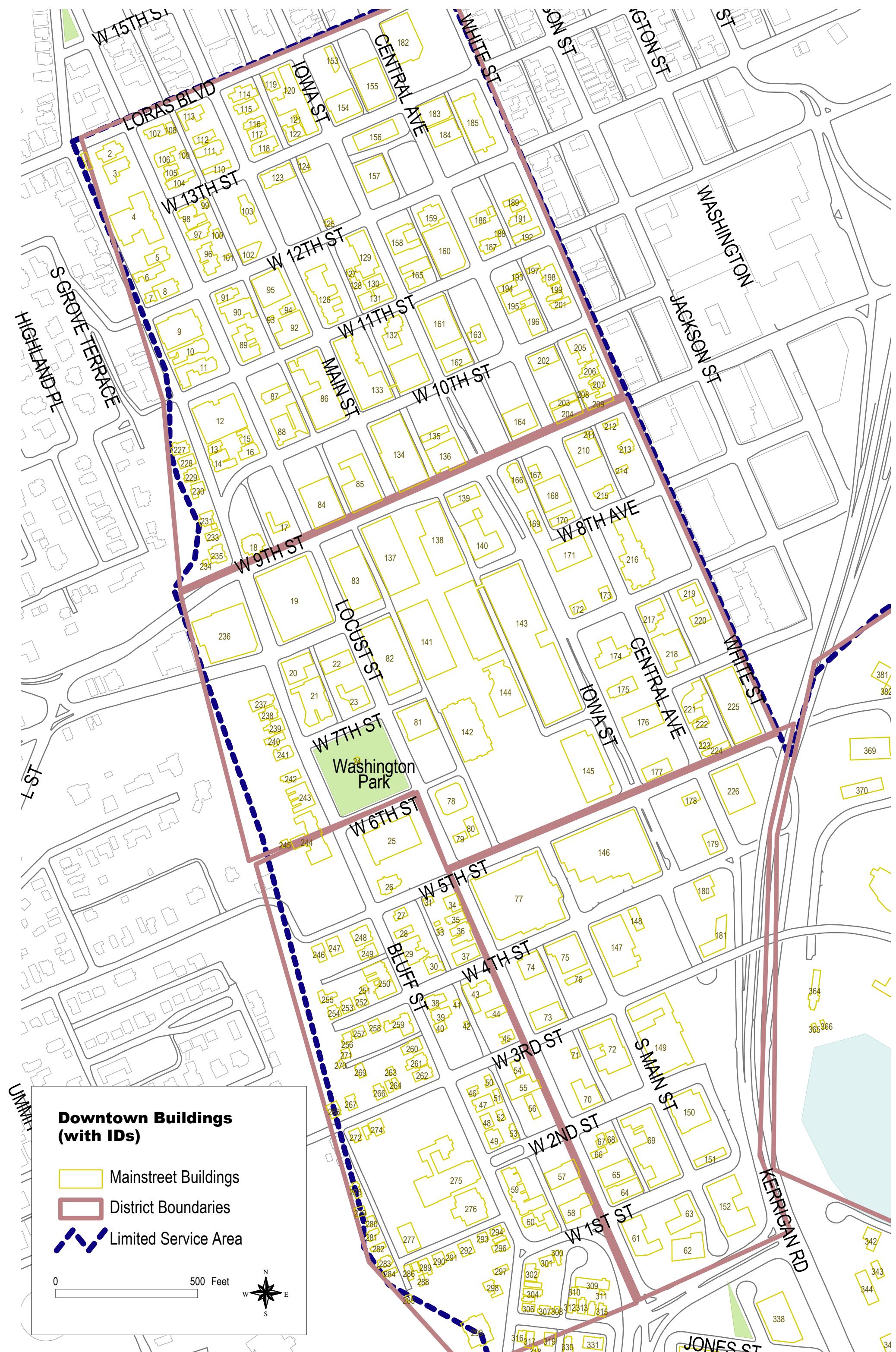
# **Record of Physical Issues**



**DUBUQUE DOWNTOWN MASTER PLAN**  
**EXISTING LAND USE**



# Downtown Properties Inventory



## Socioeconomic Profile: Dubuque County and 7-County Region



Population		Households	
	Dubuque County	7-County Region	Dubuque County
1990	86,403	230,603	30,799
2000	89,143	234,544	33,690
CAAGR 1990-2000	0.3%	0.2%	0.8%
2002 (est.)	88,628	233,497	33,812
2007(proj.)	87,840	231,734	34,335
		Avg. Household Size (2000)	2.51
			2.51

Household Income (2002)		Building Permit Trends	
	Dubuque County	7-County Region	
up to \$25K	25%	30%	
\$25-35K	14%	15%	
\$35-50K	17%	18%	
\$50-75K	23%	20%	
\$75-100K	12%	9%	
\$100K and up	9%	7%	
median	\$44,603	\$38,462	

Psychographic/Lifestyle Profile (PRIZM)			
Top PRIZM Clusters	% of Dubuque County HHs	Index to USA (100=same)	Description of Cluster
Sunset City Blues	24.4	1435	Blue-collar empty-nesters nearing retirement in agricultural areas
Agri-Business	11.4	760	Large families; outdoors types; farming or blue collar occupations
Starter Families	9.2	613	Younger families in blue-collar occupations; large households
Second City Elite	8.5	447	Movers and shakers of smaller cities; typically married with no kids
Family Scramble	5.1	243	Families in lower-wage service and production jobs; high Hispanic
River City USA	4.9	272	Traditional, blue-collar families living in single-family homes
Upward Bound	4.2	233	Professionals, typically married with kids, living in newer houses
Middleburg Managers	3.9	217	Executives, professionals; half older with kids, half young & single

Source: U.S. Census; Claritas, Inc.; HUD; and Leland Consulting Group, Inc.

**Total Population for Iowa and Its Counties**

<http://www.iowaworkforce.org/trends/data/popforecast.xls>

State of Iowa - Iowa Trends; U.S. Census

County	Actual						Forecast	
	1950	1960	1970	1980	1990	2000	2010	2020
State of Iowa	2,621,073	2,757,537	2,825,368	2,913,808	2,776,831	2,926,324	2,987,340	3,099,890
Adair	12,292	10,893	9,487	9,509	8,409	8,243	7,850	7,690
Adams	8,753	7,468	6,322	5,731	4,866	4,482	4,340	4,270
Allamakee	16,351	15,982	14,968	15,108	13,855	14,675	14,420	14,790
Appanoose	19,683	16,015	15,007	15,511	13,743	13,721	13,130	12,870
Audubon	11,579	10,919	9,595	8,559	7,334	6,830	6,480	6,180
Benton	22,656	23,422	22,885	23,649	22,429	25,308	27,530	29,160
Black Hawk	100,448	122,482	132,916	137,961	123,798	128,012	121,580	124,260
Boone	28,139	28,037	26,470	26,184	25,186	26,224	26,440	26,730
Bremer	18,884	21,108	22,737	24,820	22,813	23,325	24,170	25,230
Buchanan	21,927	22,293	21,762	22,900	20,844	21,093	21,230	21,350
Buena Vista	21,113	21,189	20,693	20,774	19,965	20,411	19,140	18,910
Butler	17,394	17,467	16,953	17,668	15,731	15,305	15,270	15,060
Calhoun	16,925	15,923	14,292	13,542	11,508	11,115	10,780	10,300
Carroll	23,065	23,431	22,912	22,951	21,423	21,421	22,100	22,700
Cass	18,532	17,919	17,007	16,932	15,128	14,684	14,170	13,880
Cedar	16,910	17,791	17,655	18,635	17,444	18,187	18,360	18,680
Cerro Gordo	46,053	49,894	49,223	48,458	46,733	46,447	44,970	44,420
Cherokee	19,052	18,598	17,269	16,238	14,098	13,035	12,790	12,510
Chickasaw	15,228	15,034	14,969	15,437	13,295	13,095	13,600	13,780
Clarke	9,369	8,222	7,581	8,612	8,287	9,133	8,630	8,980
Clay	18,103	18,504	18,464	19,576	17,585	17,372	17,000	16,830
Clayton	22,522	21,962	20,606	21,098	19,054	18,678	18,210	17,920
Clinton	49,664	55,060	56,749	57,122	51,040	50,149	49,010	48,530
Crawford	19,741	18,569	19,116	18,935	16,775	16,942	15,930	15,500
Dallas	23,661	24,123	26,085	29,513	29,755	40,750	43,750	48,830
Davis	9,959	9,199	8,207	9,104	8,312	8,541	8,530	8,540
Decatur	12,601	10,539	9,737	9,794	8,338	8,689	8,040	7,820
Delaware	17,734	18,483	18,770	18,933	18,035	18,404	18,910	19,360
Des Moines	42,056	44,605	46,982	46,203	42,614	42,351	40,980	40,140
Dickinson	12,756	12,574	12,565	15,629	14,909	16,424	17,760	19,830
Dubuque	71,337	80,048	90,609	93,745	86,403	89,143	90,740	93,280
Emmet	14,102	14,871	14,009	13,336	11,569	11,027	10,090	9,600
Fayette	28,294	28,581	26,898	25,488	21,843	22,008	20,620	19,810
Floyd	21,505	21,102	19,860	19,597	17,058	16,900	15,650	15,120
Franklin	16,268	15,472	13,255	13,036	11,364	10,704	10,380	10,030
Fremont	12,323	10,282	9,282	9,401	8,226	8,010	7,520	7,340
Greene	15,544	14,379	12,716	12,119	10,045	10,366	9,550	9,200
Grundy	13,722	14,132	14,119	14,366	12,029	12,369	12,420	12,530
Guthrie	15,197	13,607	12,243	11,983	10,935	11,353	11,740	11,900
Hamilton	19,660	20,032	18,383	17,862	16,071	16,438	15,430	15,010
Hancock	15,077	14,604	13,506	13,833	12,638	12,100	11,800	11,600
Hardin	22,218	22,533	22,248	21,776	19,094	18,812	17,490	16,920
Harrison	19,560	17,600	16,240	16,348	14,730	15,666	15,880	16,510
Henry	18,708	18,187	18,114	18,890	19,226	20,336	21,240	22,260
Howard	13,105	12,734	11,442	11,114	9,809	9,932	9,220	8,950
Humboldt	13,117	13,156	12,519	12,246	10,756	10,381	9,800	9,480
Ida	10,697	10,269	9,283	8,908	8,365	7,837	7,940	7,960

2,740

Iowa	15,835	16,396	15,419	15,429	14,630	15,671	15,720	15,780	
Jackson	18,622	20,754	20,839	22,503	19,950	20,296	20,050	20,010	
Jasper	32,305	35,282	35,425	36,425	34,795	37,213	37,480	38,270	
Jefferson	15,696	15,818	15,774	16,316	16,310	16,181	17,310	17,850	
Johnson	45,756	53,663	72,127	81,717	96,119	111,006	120,240	135,390	14,887
Jones	19,401	20,693	19,868	20,401	19,444	20,221	20,290	29,510	
Keokuk	16,797	15,492	13,943	12,921	11,624	11,400	10,850	10,420	
Kossuth	26,241	25,314	22,937	21,891	18,591	17,163	16,740	15,980	
Lee	43,102	44,207	42,996	43,106	38,687	38,052	37,460	36,770	
Linn	104,274	136,899	163,213	169,775	168,767	191,701	201,900	217,710	
Louisa	11,101	10,290	10,682	12,055	11,592	12,183	12,260	12,580	
Lucas	12,069	10,923	10,163	10,313	9,070	9,422	8,890	8,690	
Lyon	14,697	14,468	13,340	12,896	11,952	11,763	12,210	12,400	
Madison	13,131	12,295	11,558	12,597	12,483	14,019	15,130	16,070	
Mahaska	24,672	23,602	22,177	22,867	21,532	22,335	21,940	21,970	
Marion	25,930	25,886	26,352	29,669	30,001	32,052	33,130	34,630	
Marshall	35,611	37,984	41,076	41,652	38,276	39,311	39,290	39,840	
Mills	14,064	13,050	11,832	13,406	13,202	14,547	15,180	15,640	
Mitchell	13,945	14,043	13,108	12,329	10,928	10,874	11,240	11,380	
Monona	16,303	13,916	12,069	11,692	10,034	10,020	10,030	9,960	
Monroe	11,814	10,463	9,357	9,209	8,114	8,016	7,770	7,560	
Montgomery	15,685	14,467	12,781	13,413	12,076	11,771	11,610	11,530	
Muscatine	32,148	33,840	37,181	40,436	39,907	41,722	42,870	44,460	
O'Brien	18,970	18,840	17,522	16,972	15,444	15,102	14,520	14,400	
Osceola	10,181	10,064	8,555	8,371	7,267	7,003	6,670	6,470	
Page	23,921	21,023	18,537	19,063	16,870	16,976	18,210	19,180	
Palo Alto	15,891	14,736	13,289	12,721	10,669	10,147	9,380	9,150	
Plymouth	23,252	23,906	24,322	24,743	23,388	24,849	25,710	26,520	
Pocahontas	15,496	14,234	12,793	11,369	9,525	8,662	8,200	7,690	
Polk	226,010	266,315	286,130	303,170	327,140	374,601	408,790	449,640	
Pottawattamie	69,682	83,102	86,991	86,561	82,628	87,704	90,500	94,280	
Poweshiek	19,344	19,300	18,803	19,306	19,033	18,815	18,670	18,690	
Ringgold	9,528	7,910	6,373	6,112	5,420	5,469	5,160	5,000	
Sac	17,518	17,007	15,573	14,118	12,324	11,529	11,160	10,630	
Scott	100,698	119,067	142,687	160,022	150,973	158,668	168,770	177,680	
Shelby	15,942	15,825	15,528	15,043	13,230	13,173	12,450	12,180	
Sioux	26,381	26,375	27,996	30,813	29,903	31,589	33,740	36,010	
Story	44,294	49,327	62,783	72,326	74,252	79,981	77,890	80,320	
Tama	21,688	21,413	20,147	19,533	17,419	18,103	18,040	18,320	
Taylor	12,420	10,288	8,790	8,353	7,114	6,958	6,800	6,570	
Union	15,651	13,712	13,557	13,858	12,750	12,309	12,400	12,260	
Van Buren	11,007	9,778	8,643	8,626	7,676	7,809	8,010	8,130	
Wapello	47,397	46,126	42,149	40,241	35,696	36,051	34,270	33,250	
Warren	17,758	20,829	27,432	34,878	36,033	40,671	47,000	52,890	
Washington	19,557	19,406	18,967	20,141	19,612	20,670	22,540	23,830	
Wayne	11,737	9,800	8,405	8,199	7,067	6,730	6,280	6,020	
Webster	44,241	47,810	48,391	45,953	40,342	40,235	37,280	35,940	
Winnebago	13,450	13,099	12,990	13,010	12,122	11,723	11,750	11,570	
Winneshiek	21,639	21,651	21,758	21,876	20,847	21,310	21,410	21,900	
Woodbury	103,917	107,849	103,052	100,884	98,276	103,877	108,810	115,740	
Worth	11,068	10,259	8,984	9,075	7,991	7,909	7,430	7,260	
Wright	19,652	19,447	17,294	16,319	14,269	14,334	13,290	12,800	

P1. TOTAL POPULATION [1]-

Universe: Total population

Data Set: Census 2000 Summary File

3 (SF 3) - Sample Data

NOTE: Data based on a sample  
except in P3, P4, H3, and H4. For  
information on confidentiality  
protection, sampling error,

nonsampling error, and definitions

see

[http://factfinder.census.gov/home/e.html?\\_dataNotes/expsf3.htm](http://factfinder.census.gov/home/e.html?_dataNotes/expsf3.htm)

	Census Tract 1, Dubuque County, Iowa	Census Tract 5, Dubuque County, Iowa	Census Tract 6, Dubuque County, Iowa	Census Tract 7.01, Dubuque County, Iowa	Census Tract 7.02, Dubuque County, Iowa
Total	2,848	4,077	3,580	3,655	3,437

17,597

U.S. Census Bureau

Census 2000

P24. RESIDENCE IN 1995 FOR THE  
POPULATION 5 YEARS AND OVER-  
STATE AND COUNTY LEVEL [18]-

Universe: Population 5 years and

over

Data Set: Census 2000 Summary File

3 (SF 3) - Sample Data

NOTE: Data based on a sample  
except in P3, P4, H3, and H4. For  
information on confidentiality  
protection, sampling error,

nonsampling error, and definitions

see

[http://factfinder.census.gov/home/e.html?\\_dataNotes/expsf3.htm](http://factfinder.census.gov/home/e.html?_dataNotes/expsf3.htm)

	Census Tract 1, Dubuque County, Iowa	Census Tract 5, Dubuque County, Iowa	Census Tract 6, Dubuque County, Iowa	Census Tract 7.01, Dubuque County, Iowa	Census Tract 7.02, Dubuque County, Iowa
Total:	2,673	3,742	3,340	3,474	3,188
Same house in 1995	938	1,950	1,751	1,260	1,667
Different house in 1995:	1,735	1,792	1,589	2,214	1,521
In United States in 1995:	1,598	1,715	1,527	2,141	1,470
Same county	778	1,314	747	1,073	806
Different county:	820	405	780	1,068	664
Same state	332	103	198	491	314
Different state:	486	302	582	577	354
Northeast	18	31	0	25	0
Midwest	277	169	447	460	257
South	80	44	56	35	63
West	113	56	79	57	34
In Puerto Rico in 1995:	0	0	0	0	0
Same municipio	0	0	0	0	0
Different municipio	0	0	0	0	0
Elsewhere in 1995:	137	73	62	73	51
U.S. Island Areas	0	0	0	0	0
Foreign country or at sea	137	73	62	73	51

U.S. Census Bureau

Census 2000

P27. PLACE OF WORK FOR  
WORKERS 16 YEARS AND OVER

PLACE LEVEL [S] - Universe:  
Workers 16 years and over

Data Set: Census 2000 Summary File  
3 (SF 3) - Sample Data

	Census Tract 1, Dubuque County, Iowa	Census Tract 5, Dubuque County, Iowa	Census Tract 6, Dubuque County, Iowa	Census Tract 7,01, Dubuque County, Iowa	Census Tract 7,02, Dubuque County, Iowa
Total:	1,293	1,810	1,965	1,961	1,792
Living in a place:	1,293	1,810	1,965	1,961	1,792
Worked in place of residence	1,146	1,474	1,630	1,647	1,510
Worked outside place of residence	147	334	335	314	282
Not living in a place	0	0	0	0	0

U.S. Census Bureau  
Census 2000

H1. HOUSING UNITS [1] - Universe:  
Housing units

Data Set: Census 2000 Summary File  
3 (SF 3) - Sample Data

	Census Tract 1, Dubuque County, Iowa	Census Tract 5, Dubuque County, Iowa	Census Tract 6, Dubuque County, Iowa	Census Tract 7,01, Dubuque County, Iowa	Census Tract 7,02, Dubuque County, Iowa
Total	1,879	1,862	1,349	1,134	1,417

U.S. Census Bureau  
Census 2000

H4. PERCENT OF HOUSING UNITS  
IN SAMPLE BY OCCUPANCY

STATUS [2] - Universe: Housing  
units

Data Set: Census 2000 Summary File  
3 (SF 3) - Sample Data

	Census Tract 1, Dubuque County, Iowa	Census Tract 5, Dubuque County, Iowa	Census Tract 6, Dubuque County, Iowa	Census Tract 7,01, Dubuque County, Iowa	Census Tract 7,02, Dubuque County, Iowa
Percent of occupied housing units in sample	16.6	15.8	15.7	16.1	15.8
Percent of vacant housing units in sample	14.7	15.4	18.1	16.2	17.9

Data Note  
U.S. Census Bureau  
Census 2000

H6. OCCUPANCY STATUS [3] -  
 Universe: Housing units  
 Data Set: Census 2000 Summary File 3 (SF 3) - Sample Data

	Census Tract 1, Dubuque County, Iowa	Census Tract 5, Dubuque County, Iowa	Census Tract 6, Dubuque County, Iowa	Census Tract 7,01, Dubuque County, Iowa	Census Tract 7,02, Dubuque County, Iowa	
Total:	1,879	1,862	1,249	1,134	1,417	7,641
Occupied	1,492	1,719	1,277	1,060	1,333	6,881
Vacant	387	143	72	74	84	760

U.S. Census Bureau  
 Census 2000

H7. TENURE [3] - Universe:  
 Occupied housing units  
 Data Set: Census 2000 Summary File 3 (SF 3) - Sample Data

	Census Tract 1, Dubuque County, Iowa	Census Tract 5, Dubuque County, Iowa	Census Tract 6, Dubuque County, Iowa	Census Tract 7,01, Dubuque County, Iowa	Census Tract 7,02, Dubuque County, Iowa	
Total:	1,492	1,719	1,277	1,060	1,333	6,881
Owner occupied	253	884	758	581	767	3,243
Renter occupied	1,239	835	519	479	566	3,638

U.S. Census Bureau  
 Census 2000

H8. VACANCY STATUS [7] -  
 Universe: Vacant housing units  
 Data Set: Census 2000 Summary File 3 (SF 3) - Sample Data

	Census Tract 1, Dubuque County, Iowa	Census Tract 5, Dubuque County, Iowa	Census Tract 6, Dubuque County, Iowa	Census Tract 7,01, Dubuque County, Iowa	Census Tract 7,02, Dubuque County, Iowa	
Total:	387	143	72	74	84	760
For rent	269	66	44	60	47	486
For sale only	27	15	11	7	6	64
Rented or sold, not occupied	33	8	0	0	11	52
For seasonal, recreational, or occasional use	25	15	0	0	0	40
For migrant workers	0	0	0	0	0	0
Other vacant	33	41	17	7	20	118

U.S. Census Bureau  
 Census 2000

H16. HOUSEHOLD SIZE [8] -  
 Universe: Occupied housing units

Data Set: Census 2000 Summary File  
3 (SF 3) - Sample Data

	Census Tract 1, Dubuque County, Iowa	Census Tract 5, Dubuque County, Iowa	Census Tract 6, Dubuque County, Iowa	Census Tract 7,01, Dubuque County, Iowa	Census Tract 7,02, Dubuque County, Iowa
Total:	1,492	1,719	1,277	1,060	1,333
1-person household	861	581	440	303	435
2-person household	344	528	372	325	414
3-person household	132	253	182	167	200
4-person household	90	194	159	167	163
5-person household	34	103	82	84	106
6-person household	11	29	42	14	15
7-or-more-person household	20	35	0	0	0
					55

U.S. Census Bureau  
Census 2000

H17. TENURE BY HOUSEHOLD  
SIZE [17] - Universe: Occupied  
housing units  
Data Set: Census 2000 Summary File  
3 (SF 3) - Sample Data

	Census Tract 1, Dubuque County, Iowa	Census Tract 5, Dubuque County, Iowa	Census Tract 6, Dubuque County, Iowa	Census Tract 7,01, Dubuque County, Iowa	Census Tract 7,02, Dubuque County, Iowa
Total:	1,492	1,719	1,277	1,060	1,333
Owner occupied:	253	884	758	581	767
1-person household	104	255	164	130	187
2-person household	107	299	239	193	209
3-person household	14	127	148	103	129
4-person household	12	126	116	93	147
5-person household	7	49	69	48	80
6-person household	0	18	22	14	15
7-or-more-person household	9	10	0	0	0
Renter occupied:	1,239	835	519	479	566
1-person household	257	324	276	173	248
2-person household	237	229	133	132	205
3-person household	118	126	34	64	71
4-person household	78	68	43	74	16
5-person household	27	54	13	34	26
6-person household	11	7	20	0	0
7-or-more-person household	11	25	0	0	0
					36

U.S. Census Bureau  
Census 2000

H35. MEDIAN YEAR STRUCTURE  
BUILT [1] - Universe: Housing units  
Data Set: Census 2000 Summary File  
3 (SF 3) - Sample Data

	Census Tract 1, Dubuque County, Iowa	Census Tract 5, Dubuque County, Iowa	Census Tract 6, Dubuque County, Iowa	Census Tract 7,01, Dubuque County, Iowa	Census Tract 7,02, Dubuque County, Iowa
Median year structure built	1940	1940	1940	1940	1940

U.S. Census Bureau  
Census 2000

H36. TENURE BY YEAR  
STRUCTURE BUILT [21] - Universe:  
Occupied housing units  
Data Set: [Census 2000 Summary File 3 \(SF 3\)](#) - Sample Data

	Census Tract 1, Dubuque County, Iowa	Census Tract 5, Dubuque County, Iowa	Census Tract 6, Dubuque County, Iowa	Census Tract 7,01, Dubuque County, Iowa	Census Tract 7,02, Dubuque County, Iowa	
Total:	1,492	1,719	1,277	1,060	1,333	6,881
Owner occupied:	253	884	758	581	767	3,243
Built 1999 to March 2000	0	5	7	0	0	12
Built 1995 to 1998	0	0	15	5	0	20
Built 1990 to 1994	0	6	36	0	6	48
Built 1980 to 1989	0	0	87	6	7	100
Built 1970 to 1979	0	12	14	11	12	49
Built 1960 to 1969	0	11	24	43	13	91
Built 1950 to 1959	14	30	77	52	50	223
Built 1940 to 1949	12	50	63	33	58	216
Built 1939 or earlier	227	770	435	431	621	2,484
Renter occupied:	1,239	835	519	479	566	3,638
Built 1999 to March 2000	0	0	0	0	0	0
Built 1995 to 1998	0	0	0	0	5	5
Built 1990 to 1994	0	0	0	12	16	28
Built 1980 to 1989	12	16	9	18	0	55
Built 1970 to 1979	128	21	45	7	21	222
Built 1960 to 1969	64	61	77	16	21	239
Built 1950 to 1949	75	63	65	43	78	324
Built 1940 to 1949	47	111	22	24	107	311
Built 1939 or earlier	913	563	301	359	318	2,454

U.S. Census Bureau  
Census 2000

H74. VALUE FOR SPECIFIED  
OWNER-OCCUPIED HOUSING  
UNITS [25] - Universe: Specified  
owner-occupied housing units  
Data Set: [Census 2000 Summary File 3 \(SF 3\)](#) - Sample Data

	Census Tract 1, Dubuque County, Iowa	Census Tract 5, Dubuque County, Iowa	Census Tract 6, Dubuque County, Iowa	Census Tract 7,01, Dubuque County, Iowa	Census Tract 7,02, Dubuque County, Iowa	
Total:	186	729	704	516	709	2,844
Less than \$10,000	0	0	0	0	0	0
\$10,000 to \$14,999	0	0	0	0	0	6
\$15,000 to \$19,999	7	7	7	0	0	21

\$20,000 to \$24,999	6	6	0	0	0	12
\$25,000 to \$29,999	13	0	0	0	6	19
\$30,000 to \$34,999	14	35	24	0	7	80
\$35,000 to \$39,999	29	33	29	9	11	111
\$40,000 to \$44,999	18	174	61	6	43	302
\$45,000 to \$49,999	27	164	63	53	70	377
\$50,000 to \$59,999	28	153	89	70	95	436
\$60,000 to \$69,999	32	107	110	93	121	463
\$70,000 to \$79,999	5	33	70	99	163	370
\$80,000 to \$89,999	0	5	51	47	50	153
\$90,000 to \$99,999	0	0	12	40	66	174
\$100,000 to \$124,999	0	0	16	34	26	78
\$125,000 to \$149,999	0	0	83	0	12	95
\$150,000 to \$174,999	0	0	0	20	0	20
\$175,000 to \$199,999	0	0	12	12	11	0
\$200,000 to \$249,999	0	0	37	0	13	50
\$250,000 to \$299,999	0	0	12	0	21	33
\$300,000 to \$399,999	0	0	0	5	4	9
\$400,000 to \$499,999	0	0	0	0	0	0
\$500,000 to \$749,999	0	0	0	20	0	0
\$750,000 to \$999,999	0	0	0	0	0	0
\$1,000,000 or more	0	0	0	0	0	0

U.S. Census Bureau  
Census 2000

HCT11. TENURE BY HOUSEHOLD  
INCOME IN 1999 [25] - Universe:  
Occupied housing units

Data Set: Census 2000 Summary File  
3 (SF 3) - Sample Data

	Census Tract 1, Dubuque County, Iowa	Census Tract 5, Dubuque County, Iowa	Census Tract 6, Dubuque County, Iowa	Census Tract 7,01, Dubuque County, Iowa	Census Tract 7,02, Dubuque County, Iowa	
Total:	1,492	1,719	1,277	1,060	1,333	6,881
Owner occupied:	253	884	758	581	767	3,243
Less than \$5,000	0	35	0	5	0	40
\$5,000 to \$9,999	7	20	12	16	28	83
\$10,000 to \$14,999	34	47	24	25	18	148
\$15,000 to \$19,999	13	68	50	39	42	212
\$20,000 to \$24,999	32	42	42	50	77	243
\$25,000 to \$34,999	63	183	127	50	140	565
\$35,000 to \$49,999	69	250	134	151	159	743
\$50,000 to \$74,999	14	225	186	171	164	760
\$75,000 to \$99,999	10	12	91	54	34	201
\$100,000 to \$149,999	6	0	64	27	74	171
\$150,000 or more	5	0	28	13	31	77
Renter occupied:	1,239	835	519	479	566	3,638
Less than \$5,000	114	96	56	17	32	315
\$5,000 to \$9,999	250	87	91	77	31	536
\$10,000 to \$14,999	173	103	67	71	73	487
\$15,000 to \$19,999	141	87	54	89	84	455
\$20,000 to \$24,999	143	114	21	44	100	422
\$25,000 to \$34,999	200	187	97	63	126	675
\$35,000 to \$49,999	146	118	110	81	92	547
\$50,000 to \$74,999	43	35	9	20	16	123
\$75,000 to \$99,999	21	0	7	6	6	40
\$100,000 to \$149,999	6	8	7	7	6	34
\$150,000 or more	4	0	0	0	0	4

U.S. Census Bureau  
Census 2000

## HCT18. HOUSEHOLD INCOME IN

1999 BY GROSS RENT [120]

Universe: Specified renter-occupied  
housing unitsData Set: Census 2000 Summary File  
3 (SF 3) - Sample Data

	Census Tract 1, Dubuque County, Iowa	Census Tract 5, Dubuque County, Iowa	Census Tract 6, Dubuque County, Iowa	Census Tract 7,01, Dubuque County, Iowa	Census Tract 7,02, Dubuque County, Iowa	
Total:	1,239	835	519	472	566	3,631
Household income in 1999 --						0
Less than \$10,000:	364	183	147	94	63	851
With cash rent:	364	171	137	94	54	819
Less than \$100	18	7	0	0	0	25
\$100 to \$199	124	20	23	0	0	169
\$200 to \$299	92	54	44	14	15	215
\$300 to \$399	95	47	53	31	23	248
\$400 to \$499	9	12	0	42	14	77
\$500 to \$599	11	27	4	0	0	42
\$600 to \$699	15	7	13	7	3	43
\$700 to \$799	0	0	0	0	0	0
\$800 to \$899	0	0	0	0	0	0
\$900 to \$999	0	0	0	0	0	0
\$1,000 to \$1,249	0	0	0	0	0	0
\$1,250 to \$1,499	0	0	0	0	0	0
\$1,500 to \$1,999	0	0	0	0	0	0
\$2,000 or more	0	0	0	0	0	0
No cash rent	0	13	10	0	9	32
\$10,000 to \$19,999:	314	193	121	160	157	942
With cash rent:	308	190	114	154	157	923
Less than \$100	5	0	0	0	0	5
\$100 to \$199	34	7	0	6	0	49
\$200 to \$299	68	35	15	20	5	143
\$300 to \$399	97	68	40	32	34	267
\$400 to \$499	73	49	35	65	75	297
\$500 to \$599	13	25	24	24	32	118
\$600 to \$699	16	4	0	7	8	37
\$700 to \$799	0	0	0	0	7	7
\$800 to \$899	0	0	0	0	0	0
\$900 to \$999	0	0	0	0	0	0
\$1,000 to \$1,249	0	0	0	0	0	0
\$1,250 to \$1,499	0	0	0	0	0	0
\$1,500 to \$1,999	0	0	0	0	0	0
\$2,000 or more	0	0	0	0	0	0
No cash rent	0	0	7	6	0	19
\$20,000 to \$34,999:	341	301	118	104	226	1,090
With cash rent:	335	301	118	104	220	1,078
Less than \$100	0	0	0	0	0	0
\$100 to \$199	24	12	7	0	0	43
\$200 to \$299	73	51	15	6	27	172
\$300 to \$399	133	64	52	30	64	343
\$400 to \$499	48	95	40	17	34	236
\$500 to \$599	34	32	4	31	64	161
\$600 to \$699	15	28	0	20	14	79
\$700 to \$799	0	12	0	0	8	20
\$800 to \$899	12	0	0	0	5	17
\$900 to \$999	0	0	0	0	0	0
\$1,000 to \$1,249	0	7	0	0	0	7
\$1,250 to \$1,499	0	0	0	0	0	0
\$1,500 to \$1,999	0	0	0	0	0	0
\$2,000 or more	0	0	0	0	0	0
No cash rent	0	0	0	0	6	12
\$35,000 to \$49,999:	146	118	110	81	92	547

With cash rent:	146	118	110	75	87	536
Less than \$100	0	0	0	0	0	0
\$100 to \$199	12	0	0	0	0	12
\$200 to \$299	12	6	7	0	6	31
\$300 to \$399	61	24	17	29	9	132
\$400 to \$499	35	26	40	18	19	132
\$500 to \$599	10	42	30	16	46	144
\$600 to \$699	4	10	0	0	0	14
\$700 to \$799	5	11	10	6	3	35
\$800 to \$899	7	5	6	0	3	21
\$900 to \$999	0	0	0	10	0	10
\$1,000 to \$1,249	0	0	0	0	5	5
\$1,250 to \$1,499	0	0	0	0	0	0
\$1,500 to \$1,999	0	0	0	0	0	0
\$2,000 or more	0	0	0	0	0	0
No cash rent	0	0	0	6	5	11
\$50,000 to \$74,999:	43	35	9	20	16	123
With cash rent:	43	35	9	20	16	123
Less than \$100	0	0	0	0	0	0
\$100 to \$199	0	0	0	0	0	0
\$200 to \$299	0	0	0	7	0	7
\$300 to \$399	13	18	0	0	0	31
\$400 to \$499	11	17	9	7	10	54
\$500 to \$599	10	0	0	0	6	16
\$600 to \$699	4	0	0	6	0	10
\$700 to \$799	0	0	0	0	0	0
\$800 to \$899	0	0	0	0	0	0
\$900 to \$999	0	0	0	0	0	0
\$1,000 to \$1,249	0	0	0	0	0	0
\$1,250 to \$1,499	0	0	0	0	0	0
\$1,500 to \$1,999	0	0	0	0	0	0
\$2,000 or more	5	0	0	0	0	5
No cash rent	0	0	0	0	0	0
\$75,000 to \$99,999:	21	0	7	6	6	40
With cash rent:	21	0	7	6	6	40
Less than \$100	0	0	0	0	0	0
\$100 to \$199	4	0	0	0	0	6
\$200 to \$299	0	0	0	0	0	0
\$300 to \$399	6	0	0	0	0	6
\$400 to \$499	0	0	0	0	0	0
\$500 to \$599	0	0	7	0	0	7
\$600 to \$699	0	0	0	6	0	6
\$700 to \$799	0	0	0	0	6	6
\$800 to \$899	6	0	0	0	0	6
\$900 to \$999	0	0	0	0	0	0
\$1,000 to \$1,249	3	0	0	0	0	3
\$1,250 to \$1,499	0	0	0	0	0	0
\$1,500 to \$1,999	0	0	0	0	0	0
\$2,000 or more	0	0	0	0	0	0
No cash rent	0	0	0	0	0	0
\$100,000 or more:	10	8	7	7	6	38
With cash rent:	10	8	7	7	6	38
Less than \$100	0	0	0	0	0	0
\$100 to \$199	0	0	0	0	0	0
\$200 to \$299	6	8	0	0	0	14
\$300 to \$399	0	0	7	7	0	14
\$400 to \$499	4	0	0	0	0	4
\$500 to \$599	0	0	0	0	6	6
\$600 to \$699	0	0	0	0	0	0
\$700 to \$799	0	0	0	0	0	0
\$800 to \$899	0	0	0	0	0	0
\$900 to \$999	0	0	0	0	0	0
\$1,000 to \$1,249	0	0	0	0	0	0
\$1,250 to \$1,499	0	0	0	0	0	0
\$1,500 to \$1,999	0	0	0	0	0	0
\$2,000 or more	0	0	0	0	0	0
No cash rent	0	0	0	0	0	0

Census Building Permit Data from HUD

Housing Unit Building Permits for:

Dubuque, IA MSA

	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Total Units	296	462	454	441	458	331	303	364	320	341
Units in Single-Family Structures	258	344	301	284	309	250	219	277	287	262
Units in All Multi-Family Structures	38	118	153	157	149	81	84	87	33	79



Housing Unit Building Permits for:

DUBUQUE, IA

(city limits only)

	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
Total Units	154	274	230	232	209	126	132	136	84	108	110
Units in Single-Family Structures	116	170	125	105	84	69	59	67	55	40	67
Units in All Multi-Family Structures	38	104	105	127	125	57	73	69	29	68	43

2740

2891 1990-2000 new HHs

3770 1991-2000 units permitted

Downtown Census Tracts

Stfid

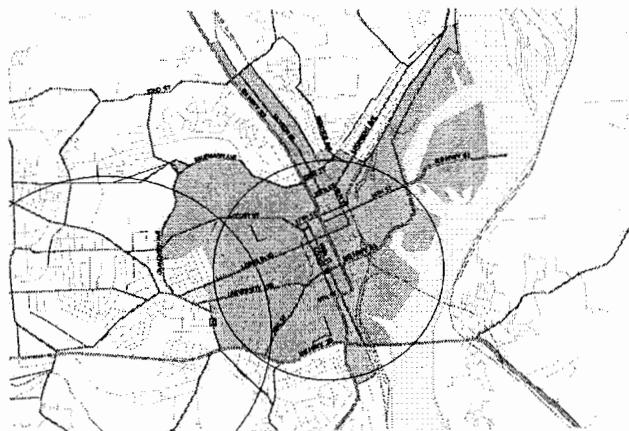
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19061000702



**Dubuque County Employment Data**

	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	Forecast Growth	0.8%	2.2%	2.3%	2.0%	1.8%	1.6%	1.3%	1.0%	1.0%	1.0%	1.0%	1.0%
Total Non-Farm Employees	46,600	47,700	49,200	50,400	49,700	50,700	51,400	52,400	52,400	50,100	50,700	50,979	52,100	53,299	54,365	55,316	56,146	56,848	57,416	57,990	58,570	59,156	59,747	

Source: Beth Ingram - Institute for Economic Research, University of Iowa (state-level forecast)  
(2003 updated forecast)

**County Business Patterns (2000) NAICS**

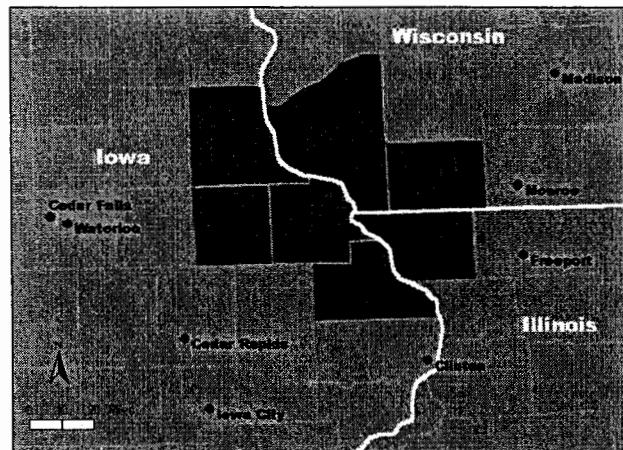
Industry Code Description	Number of Employees for week including March 12	1st Quarter	Annual	Total Establishments
Total	49,988	308,874	1,272,379	2,659
Forestry, fishing, hunting, and agriculture support	119	490	2,320	15
Mining	55	0	0	2
Utilities	100-249	0	0	6
Construction	1,938	13,163	66,629	306
Manufacturing	11,176	100,509	405,609	133
Wholesale trade	2,429	20,134	76,849	174
Retail trade	7,282	28,120	118,256	513
Transportation & warehousing	893	5,809	25,767	103
Information	1,857	18,607	73,136	44
Finance & insurance	2,126	17,226	67,454	172
Real estate & rental & leasing	370	1,562	6,883	97
Professional, scientific & technical services	1,030	7,709	32,460	138
Management of companies & enterprises	175	3,463	8,623	13
Admin, support, waste mgt, remediation services	2,096	9,887	38,876	108
Educational services	3,194	9,554	38,824	35
Health care and social assistance	6,655	45,090	195,628	205
Arts, entertainment & recreation	1,516	5,620	24,616	52
Accommodation & food services	4,047	7,950	33,687	231
Other services (except public administration)	2,599	9,812	39,851	279
Auxiliaries (exc corporate, subsidiary & regional mgt)	200	0	0	2
Unclassified establishments	64	227	1,235	31

## Market Profile: Forecast Demand by Land Use Category



### Residential (Rental) Demand – Dubuque County

Annual Income Range	Approx. Rent Range	New Unit Demand 2002-2007	New Unit Demand 2008-2012
up to \$25K	up to \$625	59	59
\$25-35K	\$625 - \$875	32	32
\$35-50K	\$875 - \$1,250	22	22
\$50-75K	\$1,250 - \$1,875	18	18
\$75-100K	\$1,875 and up	6	6
<b>Totals</b>		<b>140</b>	<b>140</b>



### Residential (Ownership) Demand – Dubuque County

Annual Income Range	Approx. Home Price	Existing Pent-up Demand	New Unit Demand 2003-2007	New Unit Demand 2008-2012
up to \$25K	up to \$85K	27	72	72
\$25-35K	\$85 to \$120K	15	40	40
\$35-50K	\$120 to \$175K	25	67	67
\$50-75K	\$175 to \$250K	38	102	102
\$75-100K	\$250 to \$350K	21	56	56
\$100K and up	\$350K and up	17	44	44
<b>Totals</b>		<b>196</b>	<b>381</b>	<b>381</b>

### Lodging Demand – Dubuque County

2002 Room Nights of Demand	293,305	New Room-Nights of Demand based on Visitor Growth (2002-2007)	175,336
2002 Room Nights of Supply	536,099	New Room Demand (2002-2007)	686
2002 Occupancy	55%	Total New Room Demand through 2007 - less Grand Harbor Resort (194 rooms) and existing surplus	
2002 Room Surplus (based on 70% equilibrium vacancy)	321		171

Source: U.S. Census; State of Iowa; Claritas, Inc.; Dubuque Chamber of Commerce; and Leland Consulting Group, Inc.

## Market Profile: Forecast Demand by Land Use Category



### Retail Demand – Dubuque County

Category	Existing Retail Void / (Surplus) in s.f.	New Demand From Household Growth 2003-07	New Demand From Dubuque County Visitors 2003-07
Grocery/Pharmacy	65,816	8,060	8,829
Alcoholic Beverages at Home	53,107	870	
Food/Drink Away from Home	176,394	7,499	28,092
Personal Services	(6,101)	1,345	
Misc. (Pets, Tobacco, etc.)	(39,582)	1,585	
Household Furn./Equip.	(68,851)	4,339	
Home Electronics/Computers	27,301	1,445	
Apparel & Accessories	(169,684)	4,304	6,766
Sporting Goods/Hobby/Books	111,320	1,798	1,042
Entertainment	(10,770)	1,560	26,809
Automotive (gas/oil/repair)	204,559	5,581	24,278
Video/CD/DVD Sales/Rental	8,215	1,075	
<b>Total of Selected Categories</b>		<b>39,460</b>	<b>95,817</b>

### Retail Demand – 7-County Region (less Dubuque)

by Selected Categories	New Demand From Household Growth 2003-07
Grocery/Pharmacy	13,299
Alcoholic Beverages at Home	1,245
Food/Drink Away from Home	11,064
Personal Services	1,933
Misc. (Pets, Tobacco, etc.)	2,592
Household Furn./Equip.	6,144
Home Electronics/Computers	1,991
Apparel & Accessories	4,509
Sporting Goods/Hobby/Books	2,520
Entertainment	2,093
Automotive (gas/oil/repair)	9,213
Video/CD/DVD Sales & Rental	1,508
<b>Total Retail square feet</b>	<b>38,370</b>

### Office Demand – Dubuque County

by Employment Sector	Total Demand From Employment Growth (2003-2007) - s.f.	Total Demand From Employment Growth (2008-2012) - s.f.
Natural Resources And Construction	5,048	3,558
Manufacturing	34,416	24,261
Trade And Transportation	31,834	22,442
Information	22,752	16,039
Financial Activities	37,857	26,687
Professional And Business	60,227	42,457
Educational And Health	168,636	118,881
Leisure And Hospitality	19,120	13,479
Other Services	22,944	16,174
Government	41,012	28,911
<b>Total Office square feet</b>	<b>443,845</b>	<b>312,891</b>

Source: University of Iowa; State of Iowa; Claritas, Inc.; Urban Land Institute; and Leland Consulting Group, Inc.

### Residential Demand Analysis

Dubuque County Trade Area

Households	2002	33,812
	2007	34,335
Annual Growth	105	Est. % renter 27%

Annual Income Range	Approx. Rent Range	Approx. Home Price Range	Percent of HHs in Income Bracket (2002)	Annual Demand from New Households (2002-07)				
				Total Units	Percent Renters	Total Rental Units	Total Ownership Units	Pent-up Demand for Ownership Units (not annual)
up to \$25K	up to \$625	up to \$85K	25%	26	45%	12	14	27
\$25-35K	\$625 - \$875	\$85 to \$120K	14%	14	45%	6	8	15
\$35-50K	\$875 - \$1,250	\$120 to \$175K	17%	18	25%	4	13	25
\$50-75K	\$1,250 - \$1,875	\$175 to \$250K	23%	24	15%	4	20	38
\$75-100K	\$1,875 - \$2,500	\$250 to \$350K	12%	12	10%	1	11	21
\$100-150K	\$2,500 - \$3,750	\$350 to \$500K	6%	6	5%	0	6	11
\$150K and up	\$3,750 and up	\$500K and up	3%	3	5%	0	3	6
<i>Totals</i>			100%	105	27%	28	76	196

Source: State of Iowa - Iowa Trends; U.S. Census; Claritas, Inc.; and Leland Consulting Group

Note: Pent up demand for ownership units is number of new units required to restore an equilibrium vacancy rate

Dubuque County Vacancy Status	Ownership	Rental
1990	0.80%	5.30%
2000	1.00%	8.40%
est. mkt. equilibrium	1.75%	5.00%
Est. units to restore equilibrium	196	n/a

Source: U.S. Census & Leland Consulting Group, Inc.

### Dubuque County - 2000 census

HOUSING TENURE	
Occupied housing units	33,690
Owner-occupied housing units	24,747
Renter-occupied housing units	8,943

0.265449688

### Retail Demand Analysis

Dubuque County

	Average Annual Household Spending (Dubuque Co.)	Est. 2002 Aggregate HH Spending	Est. 2007 Aggregate HH Spending
Grocery/Pharmacy	\$6,592	\$222,902,229	\$226,350,054
Alcoholic Beverages at Home	\$589	\$19,914,254	\$20,222,285
Food/Drink Away from Home	\$4,301	\$145,441,304	\$147,690,972
Personal Services (hair, cleaners, etc.)	\$482	\$16,304,146	\$16,556,337
Misc. (Pets, Tobacco, etc.)	\$1,199	\$40,540,588	\$41,167,665
Household Furn./Equip.	\$2,614	\$88,384,568	\$89,751,690
Home Electronics/Computers	\$1,382	\$46,711,278	\$47,433,803
Apparel & Accessories	\$3,292	\$111,309,104	\$113,030,820
Sporting Goods/Hobby	\$982	\$33,206,765	\$33,720,404
Entertainment	\$596	\$20,165,477	\$20,477,394
Automotive (gas/oil/repair)	\$2,511	\$84,901,932	\$86,215,185
Daycare	\$229	\$7,742,948	\$7,862,715
Home Repair/Services	\$861	\$29,112,132	\$29,562,435
Personal Financial/Legal Services	\$319	\$10,786,028	\$10,952,865
Video/CD/DVD Sales & Rental	\$325	\$10,971,994	\$11,141,708

### Dubuque County Household Growth

2002 HHs	2007 HHs
33,812	34,335

(Claritas Projection)

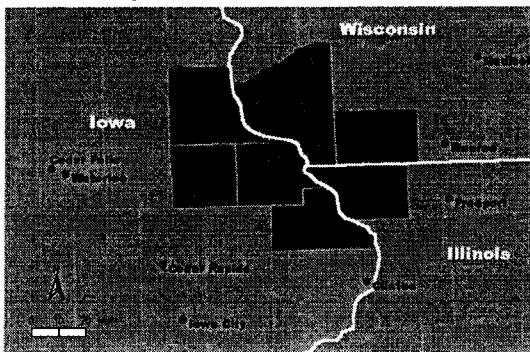
	Est. max % of HH spending that would stay in county	Supportable s.f. (2002)	Supportable s.f. (2007)	New Demand by 2007 (s.f.)	Annual Demand from New HHs (s.f.)	Dubuque Co. County S.F. (2002)	Existing Dubuque Area Void (Surplus)	Add'l County Retail Demand from Tourism Growth by 2007
Est. sales/s.f.								
Grocery/Pharmacy	\$385	90%	521,070	529,130	8,060	1,612	464,083	65,816
Alcoholic Beverages at Home	\$319	90%	56,250	57,120	870	174	3,142	53,107
Food/Drink Away from Home	\$255	85%	484,804	492,303	7,499	1,500	336,502	176,394
Personal Services (hair, cleaners, etc.)	\$150	80%	86,955	88,300	1,345	269	93,057	(6,101)
Misc. (Pets, Tobacco, etc.)	\$297	75%	102,479	104,064	1,585	317	142,061	(39,582)
Household Furn./Equip.	\$236	75%	280,493	284,832	4,339	868	349,344	(68,851)
Home Electronics/Computers	\$375	75%	93,423	94,868	1,445	289	66,122	27,301
Apparel & Accessories	\$300	75%	278,273	282,577	4,304	861	454,723	(169,684)
Sporting Goods/Hobby/Books	\$200	70%	116,224	118,021	1,798	360	228,586	(111,320)
Entertainment	\$150	75%	100,827	102,387	1,560	312	138,406	(10,770)
Automotive (gas/oil/repair)	\$200	85%	360,833	366,415	5,581	1,116	180,552	204,559
Video/CD/DVD Sales & Rental	\$150	95%	69,489	70,564	1,075	215	61,274	8,215
		Total	39,460	7,892	2,517,852		95,817	

### Retail Demand Analysis

Dubuque County 7-County Trade Area

	Average Annual Household Spending (Region)	Est. 2002 Aggregate HH Spending	Est. 2007 Aggregate HH Spending
Grocery/Pharmacy	\$6,475	\$584,631,333	\$593,768,222
Alcoholic Beverages at Home	\$531	\$47,921,844	\$48,670,789
Food/Drink Away from Home	\$3,947	\$356,330,183	\$361,899,075
Personal Services (hair, cleaners, etc.)	\$436	\$39,327,710	\$39,942,342
Misc. (Pets, Tobacco, etc.)	\$1,171	\$105,722,564	\$107,374,845
Household Furn./Equip.	\$2,341	\$211,354,844	\$214,657,995
Home Electronics/Computers	\$1,218	\$109,920,770	\$111,638,663
Apparel & Accessories	\$2,932	\$264,712,688	\$268,849,740
Sporting Goods/Hobby	\$874	\$78,944,330	\$80,178,108
Entertainment	\$518	\$46,749,055	\$47,479,671
Automotive (gas/oil/repair)	\$2,467	\$222,730,628	\$226,211,565
Auto Sales	\$3,936	\$355,357,824	\$360,911,520
Medical Services & Supplies	\$1,189	\$107,347,676	\$109,025,355
Daycare	\$193	\$17,424,812	\$17,497,135
Home Repair/Services	\$768	\$69,338,112	\$70,421,760
Personal Financial/Legal Services	\$230	\$20,765,320	\$21,089,850
Video/CD/DVD Sales & Rental	\$289	\$26,092,076	\$26,499,855

### Trade Area Map



### 7-County Region Household Growth

2002 HHs	2007 HHs
90,284	91,695

(Claritas Projection)

	Est. sales/s.f.	Est. max % of HH spending that would stay in region	Supportable s.f. (2002)	Supportable s.f. (2007)	New Demand by 2007 (s.f.)	Annual Demand from New Region HHs
Grocery/Pharmacy	\$385	90%	1,366,671	1,388,030	21,359	4,272
Alcoholic Beverages at Home	\$319	90%	135,360	137,475	2,115	423
Food/Drink Away from Home	\$255	85%	1,187,767	1,206,330	18,563	3,713
Personal Services (hair, cleaners, etc.)	\$150	80%	209,748	213,026	3,278	656
Misc. (Pets, Tobacco, etc.)	\$297	75%	267,246	271,423	4,177	835
Household Furn./Equip.	\$236	75%	670,746	681,229	10,483	2,097
Home Electronics/Computers	\$375	75%	219,842	223,277	3,436	687
Apparel & Accessories	\$300	75%	661,782	672,124	10,343	2,069
Sporting Goods/Hobby/Books	\$200	70%	276,305	280,623	4,318	864
Entertainment	\$150	75%	233,745	237,398	3,653	731
Automotive (gas/oil/repair)	\$200	85%	946,605	961,399	14,794	2,959
Video/CD/DVD Sales & Rental	\$150	95%	165,250	167,832	2,583	517
		Total	99,101	19,820		

## Retail Demand From Tourism

Based on inflation-adjusted figures from Greater Lansing Visitor Spending Summary, 1998 (MSU)

Tourist Segment	Day-Trippers	Overnight			
Number of Party-day/nights	200,000	175,000	overnight segment room nights based on LCG lodging demand model day-tripper segment room nights assumes that overnight segment parties=1.7 visitors		
Spending per party per night/day					
Grocery/Pharmacy	\$6.15	\$12.40			
Food/Drink Away from Home	\$21.74	\$16.09	Est. additional visitors by 2007	500,000	Est. additional room-nights by 2007 175,336
Apparel & Accessories	\$4.35	\$6.63			
Sporting Goods/Hobby/Books	\$0.33	\$0.81			
Entertainment	\$10.55	\$10.92			
Automotive (gas/oil/repair)	\$11.20	\$14.95			
<b>Total 5-year spending by new visitors</b>			<b>Total</b>	<b>Sales/SF</b>	<b>Supportable SF</b>
Grocery/Pharmacy	\$1,229,800	\$2,169,475	\$3,399,275	\$385	8,829
Food/Drink Away from Home	\$4,347,200	\$2,816,275	\$7,163,475	\$255	28,092
Apparel & Accessories	\$869,000	\$1,160,775	\$2,029,775	\$300	6,766
Sporting Goods/Hobby/Books	\$66,000	\$142,450	\$208,450	\$200	1,042
Entertainment	\$2,109,800	\$1,911,525	\$4,021,325	\$150	26,809
Automotive (gas/oil/repair)	\$2,239,600	\$2,616,075	\$4,855,675	\$200	24,278
 Grocery/Pharmacy	 8,829				
Alcoholic Beverages at Home					
Food/Drink Away from Home	28,092				
Personal Services					
Misc. (Pets, Tobacco, etc.)					
Household Furn/Equip.					
Home Electronics/Computers					
Apparel & Accessories	6,766				
Sporting Goods/Hobby/Books	1,042				
Entertainment	26,809				
Automotive (gas/oil/repair)	24,278				
Video/CD/DVD Sales/Rental					
<b>Total of Selected Categories</b>					

**Office Space Demand Analysis**

Dubuque County Trade Area

Industry	2002	2003	2004	2005	2006	2007					
Forecast Employment Growth Rate	0.6%	2.2%	2.3%	2.0%	1.8%	1.5%	1.3%	1.0%	1.0%	1.0%	1.0%
Natural Resources And Construction	2,200	2,212	2,261	2,313	2,359	2,400	2,436	2,467	2,491	2,516	2,542
Manufacturing	9,000	9,050	9,249	9,461	9,651	9,819	9,967	10,091	10,192	10,294	10,397
Trade And Transportation	11,100	11,161	11,407	11,669	11,902	12,111	12,292	12,446	12,570	12,696	12,823
Information	1,700	1,709	1,747	1,787	1,823	1,855	1,883	1,906	1,925	1,944	1,964
Financial Activities	2,200	2,212	2,261	2,313	2,359	2,400	2,436	2,467	2,491	2,516	2,542
Professional And Business	3,500	3,519	3,597	3,679	3,753	3,819	3,876	3,924	3,964	4,003	4,043
Educational And Health	9,800	9,854	10,071	10,302	10,508	10,692	10,853	10,988	11,098	11,209	11,321
Leisure And Hospitality	5,000	5,028	5,138	5,256	5,361	5,455	5,537	5,606	5,662	5,719	5,776
Other Services	2,400	2,413	2,466	2,523	2,573	2,619	2,658	2,691	2,718	2,745	2,773
Government	3,900	3,921	4,008	4,100	4,182	4,255	4,319	4,373	4,417	4,461	4,505
<b>Total Non-Farm</b>	<b>50,800</b>	<b>51,079</b>	<b>52,203</b>	<b>53,404</b>	<b>54,472</b>	<b>55,425</b>	<b>56,257</b>	<b>56,960</b>	<b>57,529</b>	<b>58,105</b>	<b>58,686</b>

Source: State of Iowa; Institute for Economic Research, University of Iowa; and Leland Consulting Group

Projected Annual Demand for Office Space (in s.f.)

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	Total Demand (2003-07)	Total Demand (2008-12)	Percent Office
305	1,226	1,310	1,166	1,040	907	767	622	628	634	5,048	3,558	12%
2,079	8,362	8,934	7,947	7,093	6,186	5,233	4,238	4,281	4,324	34,416	24,261	20%
1,923	7,735	8,264	7,351	6,561	5,722	4,840	3,920	3,960	3,999	31,834	22,442	15%
1,374	5,528	5,906	5,254	4,689	4,090	3,459	2,802	2,830	2,858	22,752	16,039	70%
2,287	9,198	9,828	8,742	7,802	6,805	5,756	4,662	4,709	4,756	37,857	26,687	90%
3,638	14,633	15,635	13,908	12,413	10,826	9,157	7,417	7,491	7,566	60,227	42,457	90%
10,187	40,973	43,777	38,943	34,756	30,313	25,639	20,768	20,976	21,185	168,636	118,881	90%
1,155	4,645	4,963	4,415	3,941	3,437	2,907	2,355	2,378	2,402	19,120	13,479	20%
1,386	5,574	5,956	5,298	4,729	4,124	3,488	2,826	2,854	2,882	22,944	16,174	50%
2,477	9,964	10,647	9,471	8,453	7,372	6,235	5,051	5,101	5,152	41,012	28,911	55%
<b>26,812</b>	<b>107,839</b>	<b>115,221</b>	<b>102,496</b>	<b>91,478</b>	<b>79,782</b>	<b>67,482</b>	<b>54,660</b>	<b>55,207</b>	<b>55,759</b>	<b>443,845</b>	<b>312,891</b>	

Note: assumes 210 s.f. per office employee

### Lodging Demand Analysis

#### Dubuque County

Current Room Nights of Demand (2002)	293,305		
Corporate (65%)	190,648		
Tourist (25%)	73,326		
Group (10%)	29,331		
Growth in Room Nights of Demand (2002-07)			
Corporate (7% annual growth)	76,746		
Tourist (16% annual growth)	80,684		
Group (10% annual growth)	17,907		
Total New Room Nights of Demand (2002-07)	175,336	146,652.5	
New Supportable Rooms by 2006 @ 70% Occ.	686		
Current Room Nights of Supply (2002)	536,099 (55% average occupancy for 2002)		
Current Oversupply of Rooms	321 assuming equilibrium of 70% occupancy	171	

\*Note: 2002 data does not include 194-room Grand Harbor Resort, completed in December, 2002

Source: Dubuque Convention & Visitors Bureau; and Leland Consulting Group

2002

Days in January	Rooms Available	Rooms Occupied	Percentage Occupied
Monday	5,840	2,749	47%
Tuesday	7,300	3,582	49%
Wednesday	7,300	3,588	49%
Thursday	7,300	2,990	41%
Friday	5,840	2,960	51%
Saturday	5,840	3,726	64%
Sunday	5,840	2,049	35%
MONTH TOTALS	45,260	21,644	48%

Days in February	Rooms Available	Rooms Occupied	Percentage Occupied
Monday	5,840	2,607	45%
Tuesday	5,840	2,843	49%
Wednesday	5,840	3,243	56%
Thursday	5,840	2,803	48%
Friday	5,840	3,695	63%
Saturday	5,840	4,725	81%
Sunday	5,840	2,254	39%
MONTH TOTALS	40,880	22,170	54%

Days in March	Rooms Available	Rooms Occupied	Percentage Occupied
Monday	5,840	3,176	54%
Tuesday	5,840	3,267	56%
Wednesday	5,840	3,104	53%
Thursday	5,840	2,630	45%
Friday	7,300	4,185	57%
Saturday	7,300	4,826	66%
Sunday	<u>7,300</u>	<u>2,595</u>	<u>36%</u>
MONTH TOTALS	45,260	23,783	53%

Days in April	Rooms Available	Rooms Occupied	Percentage Occupied
Monday	7,300	3,353	46%
Tuesday	7,300	3,602	49%
Wednesday	5,840	3,006	51%
Thursday	5,840	2,680	46%
Friday	5,840	2,856	49%
Saturday	5,840	3,796	65%
Sunday	<u>5,840</u>	<u>2,124</u>	<u>36%</u>
MONTH TOTALS	43,800	21,417	49%

Days in May	Rooms Available	Rooms Occupied	Percentage Occupied
Monday	5,840	2,637	45%
Tuesday	5,840	2,857	49%
Wednesday	7,300	3,737	51%
Thursday	7,300	3,516	48%
Friday	7,300	4,300	59%
Saturday	5,840	4,558	78%
Sunday	<u>5,840</u>	<u>2,498</u>	<u>43%</u>
MONTH TOTALS	45,260	24,103	53%

Days in June	Rooms Available	Rooms Occupied	Percentage Occupied
Monday	5,840	3,276	56%
Tuesday	5,840	3,348	57%
Wednesday	5,840	3,314	57%
Thursday	5,840	3,048	52%
Friday	5,840	4,181	72%
Saturday	7,300	6,104	84%
Sunday	<u>7,300</u>	<u>3,300</u>	<u>45%</u>
MONTH TOTALS	43,800	26,571	61%

Days in July	Rooms Available	Rooms Occupied	Percentage Occupied
Monday	7,300	4,320	59%
Tuesday	7,300	4,160	57%
Wednesday	7,300	4,368	60%
Thursday	5,840	3,369	58%
Friday	5,840	4,284	73%

Saturday	5,840	4,886	84%
Sunday	<u>5,840</u>	<u>2,657</u>	45%
MONTH TOTALS	45,260	28,044	62%

Days in August	Rooms Available	Rooms Occupied	Percentage Occupied
Monday	5,840	3,368	58%
Tuesday	5,840	3,161	54%
Wednesday	5,840	3,096	53%
Thursday	7,300	3,907	54%
Friday	7,300	4,719	65%
Saturday	7,300	6,399	88%
Sunday	<u>5,840</u>	<u>2,482</u>	43%
MONTH TOTALS	45,260	27,132	60%

Days in September	Rooms Available	Rooms Occupied	Percentage Occupied
Monday	7,300	3,644	50%
Tuesday	5,840	2,981	51%
Wednesday	5,840	3,251	56%
Thursday	5,840	3,036	52%
Friday	5,840	4,030	69%
Saturday	5,840	5,011	86%
Sunday	<u>7,300</u>	<u>3,094</u>	42%
MONTH TOTALS	43,800	25,047	57%

Days in October	Rooms Available	Rooms Occupied	Percentage Occupied
Monday	5,785	2,960	51%
Tuesday	7,245	4,209	58%
Wednesday	7,245	3,792	52%
Thursday	7,245	3,698	51%
Friday	5,785	4,384	76%
Saturday	5,785	5,508	95%
Sunday	<u>5,785</u>	<u>2,378</u>	41%
MONTH TOTALS	44,875	26,929	60%

Days in November	Rooms Available	Rooms Occupied	Percentage Occupied
Monday	5,840	2,819	48%
Tuesday	5,840	3,128	54%
Wednesday	5,840	3,347	57%
Thursday	5,840	3,009	52%
Friday	7,300	4,511	62%
Saturday	7,300	4,711	65%
Sunday	<u>5,840</u>	<u>2,225</u>	38%
MONTH TOTALS	43,800	23,750	54%

Days in December	Rooms Available	Rooms Occupied	Percentage Occupied
Monday	8,076	3,558	44%
Tuesday	8,076	3,975	49%
Wednesday	4,768	2,023	42%
Thursday	6,616	2,964	45%
Friday	6,616	3,454	52%
Saturday	6,616	3,917	59%
Sunday	<u>8,076</u>	<u>2,824</u>	<u>35%</u>
MONTH TOTALS	48,844	22,715	47%

Actual Existing Stock		
Non-full serve 2002	Full serv 2002	Total
816	1460	2276

(2,490 total rooms in 2003)

Dubuque Retail Inventory – 3/4/03

Location	Map #	Store Name	CB Classification	TK Classification	% of floor		Floorplate SF	Estimated SF of National	
					plate	CB Notes		Leasable Area	or
HY20	30	Liquor	Alchohol at Home	Alchoholic Beverages at Home	0.33		10,580	3,142	L
DT		rest of block westside		Apparel & Accessories	1		8,103	7,293	
HY20	68	Kmart	Discount Dept Store	Apparel & Accessories	0.5		120,000	54,000	N
HY20	52	Shop Ko	Discount Dept Store	Apparel & Accessories	0.25		70,000	15,750	N
HY20	na	Super WalMart	General Retail	Apparel & Accessories	0.2		130,000	23,400	N
HY20	39	Target	General Retail	Apparel & Accessories	0.315		113,765	32,252	N
Kennedy Mall		JC Penney		Apparel & Accessories	0.5		81,000	36,450	N
Kennedy Mall		Sears		Apparel & Accessories	0.5		91,000	40,950	N
Kennedy Mall		Aeropostale		Apparel & Accessories	0.014285714		314,570	4,044	N
Kennedy Mall		American Eagle Outfitters		Apparel & Accessories	0.014285714		314,570	4,044	N
DT	119	Bedazzled	Specialty Retail	Apparel & Accessories	1	see rest of block – all specialty	0	0	L
DT	30	BoJangles T-Shirts	Apparel	Apparel & Accessories	1		2,086	1,877	L
Kennedy Mall		Buckle		Apparel & Accessories	0.014285714		314,570	4,044	N
Kennedy Mall		C.J. Banks		Apparel & Accessories	0.014285714		314,570	4,044	N
DT	45	Cheryl Anne Bridal	Apparel	Apparel & Accessories	0.1		29,969	2,697	L
Kennedy Mall		Christopher & Banks		Apparel & Accessories	0.014285714		314,570	4,044	N
Kennedy Mall		Claire's Accessories		Apparel & Accessories	0.014285714		314,570	4,044	L
HY20	13	Clothes	Apparel	Apparel & Accessories	0.2		28,712	5,168	L
AP	na	Clothes Bin		Apparel & Accessories	1		10,000	10,000	N
DT	115	Cotton Cabin	Specialty Retail	Apparel & Accessories	0.17		7,908	1,210	L
Kennedy Mall		Deb/Deb Plus		Apparel & Accessories	0.014285714		314,570	4,044	N
HY20	20	Doland Jewelers	Specialty Retail	Apparel & Accessories	1		2,992	2,693	L
AP	na	Dress Barn		Apparel & Accessories	1		15,000	15,000	N
Kennedy Mall		Eddie Bauer		Apparel & Accessories	0.014285714		314,570	4,044	N
AP	na	Famous Footwear		Apparel & Accessories	1		2,500	2,500	N
DT	115	Fashion Exchange	Apparel	Apparel & Accessories	0.17		7,908	1,210	L
Kennedy Mall		Finish Line		Apparel & Accessories	0.014285714		314,570	4,044	N
Kennedy Mall		Foot Locker		Apparel & Accessories	0.014285714		314,570	4,044	N
DT	53	Funtime Costume	Specialty Retail	Apparel & Accessories	0.25		8,847	1,991	L
Kennedy Mall		Gadzooks		Apparel & Accessories	0.014285714		314,570	4,044	L
Kennedy Mall		Gap		Apparel & Accessories	0.014285714		314,570	4,044	N
Kennedy Mall		Gap Kids/baby Gap		Apparel & Accessories	0.014285714		314,570	4,044	N
DT	115	Gentry Loft	Apparel	Apparel & Accessories	0.17		7,908	1,210	L
DT	22	Gordon's	Apparel	Apparel & Accessories	0.0625	Tux Rental	24,613	1,384	L
DT	114	Gotta Have It	Apparel	Apparel & Accessories	0.5		2,543	1,144	L
DT	43	Graham's Department Store	Apparel	Apparel & Accessories	0.25		24,238	5,454	L
DT	18	GrapeHarbor	Specialty Retail	Apparel & Accessories	0.125		24,613	2,769	L
DT	115	In the Buff	Specialty Retail	Apparel & Accessories	0.17	Sopa	7,098	1,086	L
HY20	6	Jewelery	Specialty Retail	Apparel & Accessories	0.07		59,495	3,748	L
Kennedy Mall		Journeys		Apparel & Accessories	0.014285714		314,570	4,044	L
Kennedy Mall		Kay Jewelers		Apparel & Accessories	0.014285714		314,570	4,044	N
Kennedy Mall		Maurices		Apparel & Accessories	0.014285714		314,570	4,044	L
DT	26	McCog Goldsmith	Specialty Retail	Apparel & Accessories	0.1		17,817	1,604	L
AP	na	Micheal's		Apparel & Accessories	1		35,000	35,000	N
DT	25	MLH Limited	Specialty Retail	Apparel & Accessories	0.1		32,348	2,911	L
DT	27	Nearly New Boutique	Specialty Retail	Apparel & Accessories	1		32,348	29,113	L
AP	na	Old Navy		Apparel & Accessories	1		7,500	7,500	N
DT	20	Olde Town Shoppe	Specialty Retail	Apparel & Accessories	0.0625	Antiques	24,613	1,384	L
Kennedy Mall		Pac Sun		Apparel & Accessories	0.014285714		314,570	4,044	L
HY20	41	Payless	Apparel	Apparel & Accessories	0.02		113,765	2,048	N
Kennedy Mall		Payless		Apparel & Accessories	0.014285714		314,570	4,044	N
HY20	54	Payless Shoes		Apparel & Accessories	1		14,000	12,600	N
DT	115	Pixie Stix	Specialty Retail	Apparel & Accessories	0.17		7,908	1,210	L

DT		rest of block eastside		Apparel & Accessories	1	3,977	3,579	
Kennedy Mall		Shawna's Golden Chain		Apparel & Accessories	0.014285714	314,570	4,044	L
Kennedy Mall		Skowronck Jewelry		Apparel & Accessories	0.014285714	314,570	4,044	L
HY20	5	Sports Uniform	Apparel	Apparel & Accessories	0.25	4,890	1,100	L
Kennedy Mall		Tradehome Shoes		Apparel & Accessories	0.014285714	314,570	4,044	N
HY20	68.5	Tux rental	Discount Dept Store	Apparel & Accessories	0.25	12,500	2,813	N
Kennedy Mall		Vanity		Apparel & Accessories	0.014285714	314,570	4,044	L
DT	115	Victoria Place	Specialty Retail	Apparel & Accessories	0.17	7,908	1,210	L
Kennedy Mall		Victoria's Secret		Apparel & Accessories	0.014285714	314,570	4,044	N
Kennedy Mall		Younkers Men & Children		Apparel & Accessories	0.5	59,000	26,550	N
Kennedy Mall		Younkers Women		Apparel & Accessories	0.5	59,000	26,550	N
Kennedy Mall		Zales Jewelry		Apparel & Accessories	0.014285714	314,570	4,044	N
DT	123	Auto Sales	Auto Sales	Auto Sales	1	6,309	5,678	L
HY20	77	Car Sales		Auto Sales	1	23,088	20,779	L
DT	8	Classic Reaction	Car Sales	Auto Sales	1	14,000	12,600	L
HY20	32	New Car Sales	Auto Sales	Auto Sales	1	24,685	22,217	L
HY20	na	Lowes	Home & Garden	Automotive (gas/oil/repair)	0.05	117,000	5,265	N
HY20	3	Amoco	Gas / Convenience	Automotive (gas/oil/repair)	1	3,557	3,201	N
HY20	22	Amoco	Gas / Convenience	Automotive (gas/oil/repair)	1	2,658	2,392	N
DT	111	Auto Supply	Auto Parts	Automotive (gas/oil/repair)	0.5	7,236	3,256	L
HY20	7	Car Lube	Auto Service	Automotive (gas/oil/repair)	0.5	3,300	1,485	N
HY20	44	Car Shop	Auto Service	Automotive (gas/oil/repair)	1	34,660	31,194	L
DT	108	Citgo	Gas / Convenience	Automotive (gas/oil/repair)	1	839	755	N
HY20	27	Citgo	Gas / Convenience	Automotive (gas/oil/repair)	1	1,927	1,734	N
DT	34	Conoco	Gas / Convenience	Automotive (gas/oil/repair)	1	2,114	1,903	N
DT	113	Conoco	Gas / Convenience	Automotive (gas/oil/repair)	1	1,703	1,533	N
HY20	7	Conoco	Gas / Convenience	Automotive (gas/oil/repair)	0.5	3,300	1,485	N
HY20	17	Conoco	Gas / Convenience	Automotive (gas/oil/repair)	1	4,155	3,740	N
HY20	40	Expert Tire	Auto Service	Automotive (gas/oil/repair)	1	14,152	12,737	N
Kennedy Mall		Expert Tire		Automotive (gas/oil/repair)	0.014285714	314,570	4,044	N
DT	10	Gas / Convenience	Gas / Convenience	Automotive (gas/oil/repair)	0.3	10,139	2,738	L
DT	5	Goodyear Tire	Auto Service	Automotive (gas/oil/repair)	1	73,446	66,101	N
AP	na	Jiffy Lube		Automotive (gas/oil/repair)	1	2,300	2,300	L
HY20	23	Midas	Auto Service	Automotive (gas/oil/repair)	1	4,113	3,702	N
HY20	47	Mobil	Gas / Convenience	Automotive (gas/oil/repair)	1	6,707	6,036	N
HY20	63	Mobil Station		Automotive (gas/oil/repair)	1	2,597	2,337	N
HY20	41a	Muffler Shop	Auto Service	Automotive (gas/oil/repair)	1	3,929	3,536	L
DT	24	Napa	Auto Service	Automotive (gas/oil/repair)	0.17	14,379	2,200	N
DT	122	Napa	Auto Service	Automotive (gas/oil/repair)	1	2,435	2,192	N
DT	1	Phillips 66	Gas / Convenience	Automotive (gas/oil/repair)	0.2	5,126	923	N
DT	2	Phillips 66 - Canopy	Gas / Convenience	Automotive (gas/oil/repair)	1	0	0	N
DT	89	Quick Lube	Auto Service	Automotive (gas/oil/repair)	1	2,236	2,012	N
DT	93	Sinclair	Gas / Convenience	Automotive (gas/oil/repair)	1	3,103	2,793	N
DT	101	Sinclair	Gas / Convenience	Automotive (gas/oil/repair)	1	3,437	3,093	N
HY20	43	Sinclair	Gas / Convenience	Automotive (gas/oil/repair)	1	3,117	2,805	N
HY20	94	Tires Plus		Automotive (gas/oil/repair)	1	3,400	3,060	N
DT	31	Capri Massage Therapy Scho	Education	Education	0.8	11,267	8,112	L
DT	25	Cass Tech	Education	Education	0.1	32,348	2,911	L
DT	36	NE Iowa Community Collage	Education	Education	1	0	0	L
DT	45	Votech School	Education	Education	0.1	29,969	2,697	L
HY20	50	Cinema		Entertainment	1	50,066	45,059	L
DT	47	Dubuque Lanes	Entertainment	Entertainment	0.3	10,148	2,740	L
DT	100	Family Video	Entertainment	Entertainment	0.1	25,354	2,282	L
DT	33	Five Flags Theater	Entertainment	Entertainment	1	62,059	55,853	L
DT	77	Opera House	Entertainment	Entertainment	1	12,278	11,050	L
HY20	36	Theater	Entertainment	Entertainment	0.66	36,064	21,422	L
DT	106	Bar	Bar	Food/Drink Away from Home	0.5	5,236	2,356	L

DT	103	Jym's Bar	Bar	Food/Drink Away from Home	0.2		8,284	1,491	L
DT	26	Lounge	Bar	Food/Drink Away from Home	0.3	Nightclub above	17,817	4,811	L
DT	126	Lounge	Bar	Food/Drink Away from Home	0.5		2,614	1,176	L
DT	26	Main Street Caboose	Bar	Food/Drink Away from Home	0.1		17,817	1,604	L
DT	121	Paul's Tavern	Bar	Food/Drink Away from Home	1		1,186	1,067	L
DT	84	Rainbow Lounge	Bar	Food/Drink Away from Home	0.3		4,113	1,111	L
DT	26	The Underground	Bar	Food/Drink Away from Home	0.5	Nightclub under	17,817	8,018	L
DT	104	Tony's Place	Bar	Food/Drink Away from Home	1		1,535	1,382	L
DT	73	Woodsman's Tap	Bar	Food/Drink Away from Home	1		5,619	5,057	L
DT	10	A&W	Fast Food	Food/Drink Away from Home	0.7		10,139	6,388	N
DT	1	Arby's	Fast Food	Food/Drink Away from Home	0.8		5,126	3,691	N
HY20	19	Arby's	Fast Food	Food/Drink Away from Home	1		3,894	3,505	N
DT	6	Burger King	Fast Food	Food/Drink Away from Home	1	4000	4,000	3,600	N
HY20	34	Burger King	Fast Food	Food/Drink Away from Home	1		3,400	3,060	N
AP	na	Hardee's	Fast Food	Food/Drink Away from Home	1		3,542	3,542	N
DT	96	Hardee's	Fast Food	Food/Drink Away from Home	1		4,061	3,655	N
Kennedy Mall		Hot Sam Pretzels	Fast Food	Food/Drink Away from Home	0.014285714		314,570	4,044	L
DT	99	Kentucky Fries Chix	Fast Food	Food/Drink Away from Home	1		1,372	1,235	N
HY20	21	KFC	Fast Food	Food/Drink Away from Home	1		3,400	3,060	N
HY20	15	McDonalds	Fast Food	Food/Drink Away from Home	1		5,822	5,240	N
DT	81	McDonald's	Fast Food	Food/Drink Away from Home	1		4,400	3,960	N
HY20	95	McDonald's	Fast Food	Food/Drink Away from Home	1		3,200	2,880	N
Kennedy Mall		Pretzelmaker	Fast Food	Food/Drink Away from Home	0.014285714		314,570	4,044	L
HY20	11	Taco Bell	Fast Food	Food/Drink Away from Home	1		3,208	2,887	N
DT	98	Taco John	Fast Food	Food/Drink Away from Home	1		5,470	4,923	N
HY20	53	Wendy's	Fast Food	Food/Drink Away from Home	1		30,002	27,002	N
DT	100	Domino's	Restaurant	Food/Drink Away from Home	0.1		25,354	2,282	N
DT	94	Pappa Murphy's	Restaurant	Food/Drink Away from Home	1	take out only	1,766	1,589	N
DT	97	Mobil	Gas / Convenience	Grocery/Pharmacy	1		588	529	N
HY20	51	House of China	Restaurant	Food/Drink Away from Home	1		3,500	3,150	L
HY20	38a	Perkins	Restaurant	Food/Drink Away from Home	1		14,000	12,600	N
HY20	38b	Subway	Restaurant	Food/Drink Away from Home	0.2		38,175	6,872	N
DT	114	Annie's little Bits	Restaurant	Food/Drink Away from Home	0.5		2,543	1,144	L
HY20	59	Asain Rest.	Restaurant	Food/Drink Away from Home	1		5,963	5,367	L
HY20	29	BiggApples Bagels	Restaurant	Food/Drink Away from Home	0.33		6,909	2,052	L
Kennedy Mall		Bishop's Buffet	Restaurant	Food/Drink Away from Home	0.014285714		314,570	4,044	L
DT	109	Bonnie's Café	Restaurant	Food/Drink Away from Home	0.5		3,313	1,491	L
DT	72	Breezey's Café	Restaurant	Food/Drink Away from Home	0.5		10,379	4,671	L
DT	26	Brickman Brewery	Restaurant	Food/Drink Away from Home	0.4	Brew Pub	17,817	6,414	L
DT	26	Café Mana Java	Restaurant	Food/Drink Away from Home	0.2		17,817	3,207	L
HY20	41	Chinese	Restaurant	Food/Drink Away from Home	0.02		113,765	2,048	L
HY20	16	ChooChoo Charlies	Restaurant	Food/Drink Away from Home	1		6,117	5,505	L
HY20	55	Coffe Shop	Restaurant	Food/Drink Away from Home	0.3		5,730	1,547	L
HY20	13	Coffee Shop	Restaurant	Food/Drink Away from Home	0.1		28,712	2,584	L
HY20	42	Country Kitchen	Restaurant	Food/Drink Away from Home	1		14,000	12,600	N
AP	na	Culver's	Restaurant	Food/Drink Away from Home	1		4,340	4,340	N
HY20	67	Diner	Restaurant	Food/Drink Away from Home	1		2,500	2,250	L
HY20	28	Domino's	Restaurant	Food/Drink Away from Home	0.25		9,659	2,173	N
Kennedy Mall		Dubuque Mining Company	Restaurant	Food/Drink Away from Home	0.014285714		314,570	4,044	L
HY20	4	Four Seasons	Restaurant	Food/Drink Away from Home	0.5		28,000	12,600	N
HY20	91	Golden Coral	Restaurant	Food/Drink Away from Home	1		5,000	4,500	N
Kennedy Mall		Great American Cookie Co.	Restaurant	Food/Drink Away from Home	0.014285714		314,570	4,044	N
DT	110	Great Dragon Chinese	Restaurant	Food/Drink Away from Home	0.5		8,051	3,623	L
DT	na	Holiday Inn Rest	Restaurant	Food/Drink Away from Home	1		2,800	2,800	N
HY20	18	IHOP	Restaurant	Food/Drink Away from Home	1		3,191	2,872	N
Kennedy Mall		Judy's Family Treats	Restaurant	Food/Drink Away from Home	0.014285714		314,570	4,044	L
HY20	29	Little Ceasar's	Restaurant	Food/Drink Away from Home	0.33		6,909	2,052	N

HY20	33	Long John Silvers	Restaurant	Food/Drink Away from Home	1	1,887	1,698	N		
HY20	46	Mandarin Garden	Restaurant	Food/Drink Away from Home	1	4,337	3,903	L		
DT	102	Maria's Italian	Restaurant	Food/Drink Away from Home	0.33	5,470	1,625	L		
DT	60	Mario's Italian	Restaurant	Food/Drink Away from Home	1	5,828	5,245	L		
HY20	29	Mid Right Sandwiches	Restaurant	Food/Drink Away from Home	0.33	6,909	2,052	L		
DT	118	MoJo	Restaurant	Food/Drink Away from Home	0.33	coffee	4,454	L		
HY20	62	Olive Garden	Restaurant	Food/Drink Away from Home	1	8,839	7,955	N		
Kennedy Mall		OMA China Express	Restaurant	Food/Drink Away from Home	0.014285714		314,570	4,044	L	
	24	Papa Johns	Restaurant	Food/Drink Away from Home	0.07		4,677	295	N	
	31	Papa Murphey's	Restaurant	Food/Drink Away from Home	1		3,400	3,060	N	
	DT	29	Pepper Sprout	Restaurant	Food/Drink Away from Home	0.1	28,627	2,576	L	
	DT	44	Pickle Barrel	Restaurant	Food/Drink Away from Home	0.14	16,913	2,131	N	
	HY20	5	Pickle Barrel	Restaurant	Food/Drink Away from Home	0.25		4,890	1,100	N
	DT	95	Pizza Hut	Restaurant	Food/Drink Away from Home	1		2,726	2,453	N
	HY20	9	Pizza Hut	Restaurant	Food/Drink Away from Home	1		3,220	2,898	N
	HY20	10	Ponderosa	Restaurant	Food/Drink Away from Home	1		6,250	5,625	N
	HY20	69	Restaurant	Restaurant	Food/Drink Away from Home	1		5,166	4,649	L
Kennedy Mall	DT	25	Riverboat Restaurant & Lounge	Restaurant	Food/Drink Away from Home	0.3		32,348	8,734	L
		Sbarro	Restaurant	Food/Drink Away from Home	0.014285714		314,570	4,044	N	
	DT	83	Sifka's	Restaurant	Food/Drink Away from Home	1		3,950	3,555	L
	HY20	68.5	Sports bar	Restaurant	Food/Drink Away from Home	0.5		12,500	5,625	L
	HY20	24	Sub Shop	Restaurant	Food/Drink Away from Home	0.07		4,677	295	L
	HY20	6	Subway	Restaurant	Food/Drink Away from Home	0.07		59,495	3,748	N
	DT	44	Sugar Ray's BBQ	Restaurant	Food/Drink Away from Home	0.14		16,913	2,131	L
	HY20	14	Village Inn	Restaurant	Food/Drink Away from Home	1		6,346	5,711	N
	DT	na	Waterfront Hotel rest	Restaurant	Food/Drink Away from Home	1		3,500	3,500	L
	DT	45	Ycheng Yen	Restaurant	Food/Drink Away from Home	0.1		29,969	2,697	L
Kennedy Mall	HY20	52	Shop Ko	Discount Dept Store	Grocery/Pharmacy	0.4		70,000	25,200	N
	HY20	na	Super WalMart	General Retail	Grocery/Pharmacy	0.35		130,000	40,950	N
	HY20	39	Target	General Retail	Grocery/Pharmacy	0.045		113,765	4,607	N
	HY20	38	Hy Vee		Grocery/Pharmacy	1		76,175	68,558	N
		Betty Jane Candies		Grocery/Pharmacy	0.014285714		314,570	4,044	L	
	DT	74	Brickbach Farmer's Market	Food at Home / Groceries	Grocery/Pharmacy	1		5,619	5,057	L
	DT	3	Eagle Country Market	Food at Home / Groceries	Grocery/Pharmacy	0.8		51,836	37,322	N
	DT	91	Eagle Country Market	Food at Home / Groceries	Grocery/Pharmacy	1		29,605	26,645	N
	HY20	8	Eagle Country Market	Food at Home / Groceries	Grocery/Pharmacy	1		45,418	40,876	N
	DT	3	ECM Pharmacy	Pharmacy	Grocery/Pharmacy	0.1		51,836	4,665	N
Kennedy Mall	HY20	12	Econo Foods	Food at Home / Groceries	Grocery/Pharmacy	1		64,042	57,638	N
	DT	92	Family Pharmacy	Pharmacy	Grocery/Pharmacy	0.5		17,125	7,706	L
		GNC		Grocery/Pharmacy	0.014285714		314,570	4,044	N	
	DT	120	Hartig USA	Pharmacy	Grocery/Pharmacy	1		7,388	6,649	N
	HY20	6	Hartig USA	Pharmacy	Grocery/Pharmacy	0.15		59,495	8,032	N
	AP	na	HyVee / ALDI		Grocery/Pharmacy	1		70,817	70,817	N
	DT	72	Okey Dokey Foods	Food at Home / Groceries	Grocery/Pharmacy	0.5		10,379	4,671	L
	HY20	70	Save A lot		Grocery/Pharmacy	0.8		70,014	50,410	N
	HY20	2	Walgreens	Pharmacy	Grocery/Pharmacy	1		15,236	13,712	N
		Walgreens		Grocery/Pharmacy	0.014285714		314,570	4,044	N	
Kennedy Mall		Pinnacle Cellular and Satellite		Home Electronics	0.014285714		314,570	4,044	L	
		Radio Shack		Home Electronics	0.014285714		314,570	4,044	N	
Kennedy Mall	HY20	72	Rex Audio Video		Home Electronics	1		11,952	10,757	L
		RPCommunications		Home Electronics	0.014285714		314,570	4,044	L	
Kennedy Mall		Software, Etc.		Home Electronics	0.014285714		314,570	4,044	L	
		Specialty Communications		Home Electronics	0.014285714		314,570	4,044	L	
Kennedy Mall		Verizon Wireless		Home Electronics	0.014285714		314,570	4,044	N	
	HY20	na	Super WalMart	General Retail	Home Electronics/Computers	0.15		130,000	17,550	N
	HY20	39	Target	General Retail	Home Electronics/Computers	0.09		113,765	9,215	N
	HY20	24	InTouch Cellular	Electronics	Home Electronics/Computers	0.07		4,677	295	N

DT	26	Mid-West Communications	Electronics	Home Electronics/Computers	0.2	17,817	3,207	N	
HY20	41	Radio Shack	Electronics	Home Electronics/Computers	0.02	113,765	2,048	N	
HY20	38b	TV Sales	Electronics	Home Electronics/Computers	0.2	38,175	6,872	L	
HY20	68	Kmart	Discount Dept Store	Home Fum./Equip.	0.3	120,000	32,400	N	
HY20	52	Shop Ko	Discount Dept Store	Home Fum./Equip.	0.25	70,000	15,750	N	
DT	3	The Garden Shed	Home & Garden Supply	Home Fum./Equip.	0.1	51,836	4,665	N	
Kennedy Mall		JC Penney		Home Fum./Equip.	0.3	81,000	21,870		
		Sears		Home Fum./Equip.	0.3	91,000	24,570	N	
DT	118	Shamrock Imports	Specialty Retail	Home Fum./Equip.	0.33	4,454	1,323	L	
DT	24	The Main	Specialty Retail	Home Fum./Equip.	0.17	14,379	2,200	L	
DT	86	Antiques on White	Specialty Retail	Home Fum./Equip.	1	1,369	1,232	L	
DT	45	Antiques	Specialty Retail	Home Fum./Equip.	0.1	29,969	2,697	L	
DT	125	Antiques mall	Specialty Retail	Home Fum./Equip.	1	mostly trinkets a	4,168	3,751	L
HY20	71	Appliance		Home Fum./Equip.	0.5	12,500	5,625	L	
DT	47	Art Center	Specialty Retail	Home Fum./Equip.	0.15	Art Gallery	10,148	1,370	L
HY20	55	Bed Shop		Home Fum./Equip.	0.7	5,730	3,610	L	
AP	na	Bed, Bath, & Beyond		Home Fum./Equip.	1	38,000	38,000	N	
DT	56	Brownstone Gallery & Frame	Specialty Retail	Home Fum./Equip.	0.15	12,648	1,707	L	
HY20	73	Carpet Land		Home Fum./Equip.	1	9,625	8,663	N	
Kennedy Mall		Coach House Gifts		Home Fum./Equip.	0.014285714	314,570	4,044	N	
		Dubuque Glass Co.	Specialty Retail	Home Fum./Equip.	0.0625	24,613	1,384	L	
DT	103	Furniture	Furniture	Home Fum./Equip.	0.6	8,284	4,473	L	
HY20	90	Furniture Store		Home Fum./Equip.	1	30,000	27,000	L	
DT	39	Hennagar's Hallmark	Specialty Retail	Home Fum./Equip.	0.17	29,994	4,589	N	
DT	18	Inside Décor	Furniture	Home Fum./Equip.	0.0625	24,613	1,384	L	
HY20	66	Leath Furniture		Home Fum./Equip.	1	36,293	32,664	L	
DT	25	Mid-States Yachts	Specialty Retail	Home Fum./Equip.	0.05	32,348	1,456	L	
DT	13	My Backyard	Specialty Retail	Home Fum./Equip.	0.25	18,500	4,163	L	
DT	117	On the Square	Specialty Retail	Home Fum./Equip.	1	3,004	2,704	L	
AP	na	Pier 1		Home Fum./Equip.	1	9,300	9,300	N	
DT	87	Second Hand Rose	Specialty Retail	Home Fum./Equip.	1	Antiques	4,007	3,606	L
Kennedy Mall		Spencer Gifts		Home Fum./Equip.	0.014285714	314,570	4,044	N	
		Welter's Office Furniture	Furniture	Home Fum./Equip.	1	27,209	24,488	L	
DT	61	Window Center		Home Fum./Equip.	0.5	9,587	4,314	L	
HY20	na	Super WalMart	General Retail	Household Fum./Equip.	0.2	130,000	23,400	N	
HY20	39	Target	General Retail	Household Fum./Equip.	0.27	113,765	27,645	N	
HY20	45a	Furniture	Furniture	Household Fum./Equip.	0.5	29,128	13,108	L	
HY20	30	Lebeda Matresses	Furniture	Household Fum./Equip.	0.33	10,580	3,142	L	
HY20	6	Matresses	Furniture	Household Fum./Equip.	0.07	59,495	3,748	L	
HY20	25	Matresses	Furniture	Household Fum./Equip.	0.25	16,629	3,742	L	
DT	84	Cainfield Hotel	Lodging	Lodging	0.7	4,113	2,591	L	
DT	32	Holiday Inn	Lodging	Lodging	0.6	Includes Parking	59,441	32,098	N
DT	25	The Julian Hotel	Lodging	Lodging	0.35	32,348	10,190	L	
DT	39	Town Clock Inn	Lodging	Lodging	0.34	29,994	9,178	L	
AP	na	Sallys Beuty Supply		Misc.	1	2,000	2,000	L	
HY20	68	Kmart	Discount Dept Store	Misc.	0.05	120,000	5,400	N	
HY20	52	Shop Ko	Discount Dept Store	Misc.	0.1	70,000	6,300	N	
DT	118	Choice	Specialty Retail	Misc.	0.33	4,454	1,323	L	
DT	100	Family Dollar	General Retail	Misc.	0.4	25,354	9,127	N	
DT	25	The Lion of Judah	Specialty Retail	Misc.	0.05	Hippie Gifts	32,348	1,456	L
DT	29	Thrift Store	Apparel	Misc.	0.2	28,627	5,153	L	
DT	69	Thrift Store	Apparel	Misc.	1	16,110	14,499	L	
Kennedy Mall		Afterthoughts		Misc.	0.014285714	314,570	4,044	L	
		Card Shop	Specialty Retail	Misc.	0.4	33,287	11,983	L	
HY20	13	Dollar General	General Retail	Misc.	0.1	28,712	2,584	N	
Kennedy Mall		Dollar Store		Misc.	0.014285714	314,570	4,044	N	
		Eyewear		Misc.	0.5	9,599	4,320	L	

AP	na	Hallmark		Misc.	1	3,400	3,400	N
HY20	58	Inline		Misc.	0.5	36,760	16,542	L
HY20	70	Inline		Misc.	0.1	12,500	1,125	L
DT	47	Otoole Office Supply	Business Supplies	Misc.	0.15	10,148	1,370	L
HY20	71	Paint your own pottery		Misc.	0.5	12,500	5,625	N
DT	102	Party Shop	Specialty Retail	Misc.	0.66	5,470	3,249	L
HY20	56	Pearl Vision		Misc.	1	1,729	1,556	N
AP	na	Petco		Misc.	1	24,000	24,000	N
Kennedy Mall		Pets Western		Misc.	0.014285714	314,570	4,044	L
HY20	49	Staples	Office Supplies	Misc.	0.6	33,287	17,975	N
Kennedy Mall		Sue's Hallmark		Misc.	0.014285714	314,570	4,044	N
Kennedy Mall		Things Remembered		Misc.	0.014285714	314,570	4,044	L
HY20	61	Tobacco		Misc.	0.1	9,587	863	L
Kennedy Mall		Trade Secret		Misc.	0.014285714	314,570	4,044	N
DT	58	White Florist	Specialty Retail	Misc.	1	3,440	3,096	L
HY20	na	Lowes	Home & Garden	NA	0.95	117,000	100,035	N
DT	24	Canvas Products Co.	Home & Garden Supply	NA	0.17	14,379	2,200	L
DT	24	Opening Specialists	Home & Garden Supply	NA	0.17	14,379	2,200	L
HY20	30	Rent-a-center	Home & Garden	NA	0.33	10,580	3,142	N
DT	15	Planet Art	Apparel	NA	0.25	18,500	4,163	L
DT	100	Ace	Home & Garden Supply	NA	0.4	25,354	9,127	N
HY20	92	Ben Franklin		NA			0	N
HY20	84	Builders Supply		na	1	37,999	34,199	L
HY20	1	Goodwill	Apparel	NA	0.25	7,771	1,748	N
HY20	65	Theisen's	Home & Garden	na	1	68,954	62,059	N
Kennedy Mall		Air Force		Other	0.014285714	314,570	4,044	N
DT	35	Apartments	Residential	Other	1		0	L
Kennedy Mall		Army		Other	0.014285714	314,570	4,044	N
Kennedy Mall		City Looks International		Other	0.014285714	314,570	4,044	L
Kennedy Mall		Community Room/Booth		Other	0.014285714	314,570	4,044	L
DT	39	Department of Corrections	Civic	Other	0.17	29,994	4,589	L
Kennedy Mall		Kiddie Koncept Rides		Other	0.014285714	314,570	4,044	L
Kennedy Mall		Mail Office		Other	0.014285714	314,570	4,044	L
Kennedy Mall		Marines		Other	0.014285714	314,570	4,044	N
Kennedy Mall		Navy		Other	0.014285714	314,570	4,044	N
DT	45	Office	Service	Other	0.1	29,969	2,697	L
Kennedy Mall		Suncoast Motion Picture Co.		Other	0.014285714	314,570	4,044	L
DT	106	Union	Office	Other	0.25	5,236	1,178	L
DT	37	United Way	Service	Other	1		0	N
DT	21	Anderson Design	Service	Personal Financial/Legal Services	0.0625	Architects	24,613	L
DT	24	At Home Mortgage	Service	Personal Financial/Legal Services	0.17		14,379	L
Kennedy Mall		Dubuque Bank & Trust		Personal Financial/Legal Services	0.014285714	314,570	4,044	L
DT	107	HR Block	Service	Personal Financial/Legal Services	1		3,038	N
DT	47	Law Office	Service	Personal Financial/Legal Services	0.1	10,148	913	L
DT	47	Angie's Beauty Salon	Personal services	Personal Services	0.1	10,148	913	L
DT	45	Barber	Personal services	Personal Services	0.1	29,969	2,697	L
DT	105	Barber	Personal services	Personal Services	0.3	5,737	1,549	L
HY20	41	Beauty Supplies	Personal Care	Personal Services	0.02	113,765	2,048	L
HY20	38b	Beauty Supplies	Personal Care	Personal Services	0.2	38,175	6,872	L
HY20	61	CopyWorks		Personal Services	0.4	9,587	3,451	N
DT	92	Cost Cutters	Personal Care	Personal Services	0.15	17,125	2,312	N
Kennedy Mall		Cost Cutters		Personal Services	0.014285714	314,570	4,044	N
DT	25	Dolan's Deluxe Barber	Personal services	Personal Services	0.05	32,348	1,456	L
DT	92	Dry Cleaner	Service	Personal Services	0.15	17,125	2,312	L
HY20	28	Drycleaners	Service	Personal Services	0.25	9,659	2,173	L
HY20	38b	Drycleaners	Service	Personal Services	0.2	38,175	6,872	L
HY20	68.5	Hair Salon		Personal Services	0.25	12,500	2,813	L

DT	88	Hairberdashery	agon C	Personal Services	1	Barber	2,721	2,449	L
HY20	70	Inline		Personal Services	0.1		12,500	1,125	LL
HY20	60	Inn Plaza	Collections of Services	Personal Services	1		25,512	22,961	L
Kennedy Mall		LensCrafters		Personal Services	0.014285714		314,570	4,044	N
Kennedy Mall		Nail Studio		Personal Services	0.014285714		314,570	4,044	L
HY20	4	Nails	Personal Service	Personal Services	0.15		28,000	3,780	L
HY20	41	Nails	Personal Service	Personal Services	0.02		113,765	2,048	L
Kennedy Mall		Piercing Pagoda		Personal Services	0.014285714		314,570	4,044	L
HY20	6	Salon	Personal Service	Personal Services	0.07		59,495	3,748	L
HY20	28	Spa	Personal Service	Personal Services	0.25		9,659	2,173	L
DT	31	State Beauty Supply	Personal Care	Personal Services	0.2		11,267	2,028	L
HY20	5	Tanning	Personal Service	Personal Services	0.25		4,890	1,100	L
HY20	26	Ace Hardware	Home & Garden	Repair/Home Services	1		12,042	10,838	N
HY20	25	Sherwin Williams	Building Supply	Repair/Home Services	0.5		16,629	7,483	N
HY20	6	Window Store	Building Supply	Repair/Home Services	0.15		59,495	8,032	L
Kennedy Mall		Bath & Body Works		Specialty Retail	0.014285714		314,570	4,044	N
HY20	68	Kmart	Discount Dept Store	Sporting Goods/Hobby/Books	0.15		120,000	16,200	N
HY20	na	Super WalMart	General Retail	Sporting Goods/Hobby/Books	0.1		130,000	11,700	N
HY20	39	Target	General Retail	Sporting Goods/Hobby/Books	0.18		113,765	18,430	N
Kennedy Mall		JC Penney		Sporting Goods/Hobby/Books	0.2		81,000	14,580	N
Kennedy Mall		Sears		Sporting Goods/Hobby/Books	0.2		91,000	16,380	N
HY20	64	Bike Shack		Sporting Goods/Hobby/Books	1		4,530	4,077	L
DT	112	Bike Shop	Sports & Rec	Sporting Goods/Hobby/Books	1		1,518	1,366	L
DT	111	Book Exchange	Specialty Retail	Sporting Goods/Hobby/Books	0.25		7,236	1,628	L
HY20	6	Comics	Specialty Retail	Sporting Goods/Hobby/Books	0.07		59,495	3,748	L
DT	44	Dubuque Religious Center	Specialty Retail	Sporting Goods/Hobby/Books	0.14		16,913	2,131	L
DT	29	Ellens Floral	Specialty Retail	Sporting Goods/Hobby/Books	0.1		28,627	2,576	L
HY20	75	Hobby Lobby		Sporting Goods/Hobby/Books	1		65,643	59,079	N
HY20	36	Joanne	Crafts	Sporting Goods/Hobby/Books	0.33		36,064	10,711	N
Kennedy Mall		JoAnnFabrics		Sporting Goods/Hobby/Books	0.014285714		314,570	4,044	N
Kennedy Mall		Keyboards Plus		Sporting Goods/Hobby/Books	0.014285714		314,570	4,044	L
DT	18	Knippels Religious Gifts	Specialty Retail	Sporting Goods/Hobby/Books	0.0625		24,613	1,384	L
DT	124	Kunut's	Sportware	Sporting Goods/Hobby/Books	1		6,095	5,486	N
HY20	1	Music Equipment	Specialty Retail	Sporting Goods/Hobby/Books	0.25		7,771	1,748	L
HY20	58	Music, Books, Crafts		Sporting Goods/Hobby/Books	0.5		36,760	16,542	L
Kennedy Mall		Musicland		Sporting Goods/Hobby/Books	0.014285714		314,570	4,044	N
DT	106	Sports Cards	Specialty Retail	Sporting Goods/Hobby/Books	0.25		5,236	1,178	L
HY20	35	Toys-R-Us	Kids	Sporting Goods/Hobby/Books	1		30,563	27,507	N
DT	116	Used Books	Specialty Retail	Sporting Goods/Hobby/Books	0.4		5,689	2,048	L
Kennedy Mall		Waldenbooks		Sporting Goods/Hobby/Books	0.014285714		314,570	4,044	N
DT	17	Apts over retail	Vacant	Vacant	1	being renovated	7,448	6,703	L
DT	9	Disco Building	Vacant	Vacant	1		32,973	29,676	L
DT	19	for sale	Vacant	Vacant	0.25		24,613	5,538	L
DT	24	Vacant	Vacant	Vacant	0.17		14,379	2,200	L
DT	39	Vacant	Vacant	Vacant	0.34		29,994	9,178	L
DT	44	Vacant	Vacant	Vacant	0.28		16,913	4,262	L
DT	44	Vacant	Vacant	Vacant	0.28		16,913	4,262	L
DT	45	Vacant	Vacant	Vacant	0.4		29,969	10,789	L
DT	105	Vacant	Vacant	Vacant	0.3		5,737	1,549	L
DT	105	Video	Entertainment	Video/CD/DVD	0.3		5,737	1,549	L
HY20	4	CD Store	Music	Video/CD/DVD Sales & Rental	0.15		28,000	3,780	L
HY20	24	Update Video	Entertainment	Video/CD/DVD Sales & Rental	0.75		4,677	3,157	L
HY20	57	BlockBuster		Video/CD/DVD Sales & Rentals	0.5		9,599	4,320	N
Kennedy Mall		Sam Goody		Video/CD/DVD Sales & Rentals	0.014285714		314,570	4,044	N
na	na	Eagle Country Market	Food at Home / Groceries				30,000	3,136,187	

\* does not include casino or water park/museum that is under construction now.

\*\* may not be comprehensive, not use to this being a category

# Introduction

Leland Consulting Group (LCG) was retained by the City of Dubuque, in the context of completion of the Dubuque Downtown Master Planning effort, to conduct an analysis of the market and its capacity to accommodate growth in its commercial retail base. The analysis and findings presented here are designed to guide physical planning decisions, design of the regulatory framework, and creation of potential incentive packages offered to expanding and relocating retail operators.

## Study Approach

In completing the analyses for the City of Dubuque, Leland Consulting Group obtained and analyzed secondary market and economic information to supplement primary data obtained through previous work completed in the market, as well as meetings and interviews with local real estate brokers, prospective tenants, and other experts on local and regional market conditions.

## Report Format

This market conditions report is presented in an executive summary format for future discussions with city staff, its elected and appointed officials, stakeholders and other advocacy entities in the community. Initially presented is an overview of the market context for commercial development. This is followed by a discussion of commercial supply conditions and an illustration of the regional trade area. A summary of key demographic indicators is then presented and followed by an analysis of commercial demand by various sources. The report concludes with a description of the psychographic profile of the County, list of siting criteria by select retailers, and recommendations for future marketing and attraction efforts.



# Commercial Market Context

The Dubuque market benefits from a number of characteristics that make it appropriate for development of commercial retail and service commercial uses. These include:

- Historically served as a regional center for trade and industry;
- Steady (moderate) growth among area households resulting primarily from development on the fringe of the community;
- Access by smaller urban and rural communities in seven contiguous counties via four major transportation routes including US Highway 61 (connecting Davenport); US Highway 151 (connecting Madison), US Highway 20, and US Highway 151 (connecting Cedar Rapids);
- More than \$181 million in public investment on the Port of Dubuque (Mississippi River waterfront) adjacent to Downtown strengthening the communities position as a tourism draw;
- Expansion of the existing commercial base by more than \$116 million over the decade from 1990 to 1999 thus proving the presence of a viable market; and
- Currently under-served commercial market in the region (as per the retail void analysis).

The strengths of the market are countered, however, by select drawbacks (primarily market-driven) that need to be addressed if the benefits of investment efforts are to be maximized. Select factors include:

- Dominance of single family residential developments in the market, which limit the trade area population;
- Moderate household incomes in the County and trade area;
- Limited night-time and day-time (est. 8,000) population profile in the Downtown market; and
- Few significant assemblages of vacant or under-developed sites adjacent to existing activity areas (cross-over traffic).



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## Commercial Retail Supply Conditions

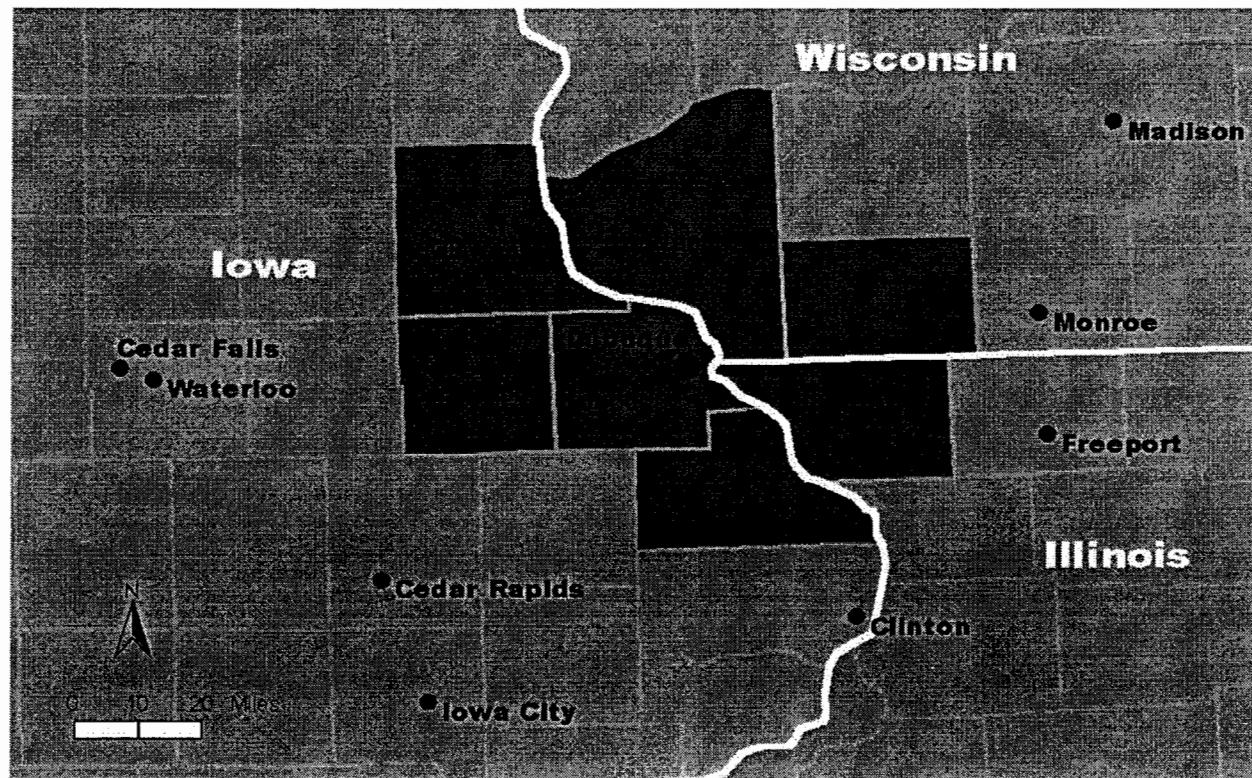
- The Dubuque retail inventory is concentrated Downtown, in and around the Kennedy Mall, and in the high growth corridor of US Highway 20.
- Total (unadjusted) occupied commercial space in the market at the beginning of 2003 was approximately 3.0 million, with approximately 80% of this inventory located along the US Highway 20 corridor, 556,000 square feet within the mall environs, and the balance located Downtown and at Asbury Plaza.
- With the exception of fast food, restaurant chains and large format stores, most of the national and regional operators are located in the Kennedy Mall or in Asbury Plaza. Of the market's 3.0 million square feet of space, approximately 70%, or 2.1 million square feet is a national / regional store.
- The breakdown of national / regional stores by major product type are as follows - 7% miscellaneous, 9% restaurants, 3% fast food, 16% large format (big box), and 5% department store.
- Within the major retail category food/drink away from home - which totals more than 335,000 square feet - approximately 26% is fast food space, and 8% is bar space.
- Entertainment venues in the Dubuque market which contribute to the existing square footage include movie theatres, Five Flags Theatre, select sports facilities, and the Opera House. With the exception of the movie theater, all of the entertainment uses are located Downtown.
- Among the commercial vacancies in the market today, most are located Downtown. Total vacant commercial space Downtown, in March 2003, exceeded 75,000 square feet.
- Auto sales space is located along US Highway 20 and Downtown while automotive-related stores are primarily located Downtown. Stores within the apparel and accessories category are primarily located in the mall, with an equal number located Downtown, however, all of the national / regional apparel retailers are located at the mall or Asbury Plaza.
- Downtown maintains the largest inventory of food/drink away from home establishments, however, only half of Downtown's inventory are restaurants with the balance fast food stores and bars. It also maintains the largest number of furniture stores, however most the square footage devoted to furniture sales is located outside of Downtown in department and large format stores.



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## Trade Area Map



### Trade Area Defined

Primary: City and County of Dubuque  
Secondary: Clayton, Grant, Lafayette, Delaware, Jo Daviess, Jackson Counties



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## Trade Area Characteristics

Trade Area Population			Trade Area Average Household Size		Observations
			Dubuque County	Dubuque Trade Area	
2007 Total (proj.)	87,840	231,734	2007 (proj.)	2.43	2.43
2002 Total	88,628	233,497	2002	2.49	2.51
2000 Total	89,143	234,544	1990	2.67	2.67
1990 Total	86,403	230,603			
CAAGR* (1990-2000)	0.3%	0.2%			
CAAGR* (02-07)	(0.1)%	(0.1)%			
Trade Area Households			Trade Area Median Household Income		
			Dubuque County	Dubuque Trade Area	
2007 Total (proj.)	34,335	91,695	2007 (proj.)	\$51,539	\$43,333
2002 Total	33,812	90,284	2002 (est.)	\$44,603	\$38,462
2000 Total	33,690	89,871	1990 (Census)	\$28,277	\$25,642
1990 Total	30,799	83,349	CAAGR* (02-07)	2.9%	2.4%
			Trade Area Households by Income (2002)		
			Dubuque County	Dubuque Trade Area	
less than \$25,000	25%	30%			
\$25,000 to \$34,999	14%	15%			
\$35,000 to \$49,999	17%	18%			
\$50,000 to \$74,999	23%	20%			
\$75,000 to \$99,999	12%	9%			
\$100,000 and up	9%	7%			

\*Compound Average Annual Growth Rate

Source: Claritas, Inc. and Leland Consulting Group.



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**Residential Demand Analysis**  
**Dubuque County**

Households	2002	33,812	
	2007	34,335	
Annual Growth	105		Est. % renter 27%

Annual Income Range	Approx. Rent Range	Approx. Home Price Range	Percent of HHs in Income Bracket (2002)	Annual Demand from New Households (2002-07)				Pent-up Demand for Ownership Units (not annual)
				Total Units	Percent Renters	Total Rental Units	Total Ownership Units	
up to \$25K	up to \$625	up to \$85K	25%	26	45%	12	14	27
\$25-35K	\$625 - \$875	\$85 to \$120K	14%	14	45%	6	8	15
\$35-50K	\$875 - \$1,250	\$120 to \$175K	17%	18	25%	4	13	25
\$50-75K	\$1,250 - \$1,875	\$175 to \$250K	23%	24	15%	4	20	38
\$75-100K	\$1,875 - \$2,500	\$250 to \$350K	12%	12	10%	1	11	21
\$100-150K	\$2,500 - \$3,750	\$350 to \$500K	6%	6	5%	0	6	11
\$150K and up	\$3,750 and up	\$500K and up	3%	3	5%	0	3	6
<i>Totals</i>			100%	<b>105</b>	27%	<b>28</b>	<b>76</b>	<b>196</b>

Note: Pent up demand for ownership units is number of new units required to restore an equilibrium vacancy rate

Source: State of Iowa - Iowa Trends; U.S. Census; Claritas, Inc.; and Leland Consulting Group

- Residential demand is expected to be steady, similar to historical construction trends (=market equilibrium).
- The mix of ownership and rental housing in the market is not expected to change (significantly) over the near- or long-term with approximately 73% ownership units and 27% rental units.
- Future changes in the housing inventory will be representative of a changing demographic profile resulting in demand for - higher density, lower maintenance, amenity-driven products.
- The absence of these products in the market today is considered to be more a function of limited supply, not lack of demand.
- Among those housing products identified above, many are well-suited to the Downtown environment.



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**Retail Demand Analysis**  
**Dubuque County**

	Average Annual Household Spending (Dubuque Co.)	Est. 2002 Aggregate HH Spending	Est. 2007 Aggregate HH Spending
Grocery/Pharmacy	\$6,592	\$222,902,229	\$226,350,054
Alcoholic Beverages at Home	\$589	\$19,914,254	\$20,222,285
Food/Drink Away from Home	\$4,301	\$145,441,304	\$147,690,972
Personal Services (hair, cleaners, etc.)	\$482	\$16,304,146	\$16,556,337
Misc. (Pets, Tobacco, etc.)	\$1,199	\$40,540,588	\$41,167,665
Household Furn./Equip.	\$2,614	\$88,384,568	\$89,751,690
Home Electronics/Computers	\$1,382	\$46,711,278	\$47,433,803
Apparel & Accessories	\$3,292	\$111,309,104	\$113,030,820
Sporting Goods/Hobby	\$982	\$33,206,765	\$33,720,404
Entertainment	\$596	\$20,165,477	\$20,477,394
Automotive (gas/oil/repair)	\$2,511	\$84,901,932	\$86,215,185
Daycare	\$229	\$7,742,948	\$7,862,715
Home Repair/Services	\$861	\$29,112,132	\$29,562,435
Personal Financial/Legal Services	\$319	\$10,786,028	\$10,952,865
Video/CD/DVD Sales & Rental	\$325	\$10,971,994	\$11,141,708

## Dubuque County Household Growth

2002 HHs	2007 HHs
33,812	34,335

(Claritas Projection)

	Est. sales/s.f.	Est. max % of HH spending that would stay in county	Supportable s.f. (2002)	Supportable s.f. (2007)	New Demand by 2007 (s.f.)	Annual Demand from New Dubuque Co. HHs (s.f.)	Existing Dubuque County S.F. (2002)	Existing Trade Area Void (Surplus)	Add'l County Retail Demand from Tourism Growth by 2007
Grocery/Pharmacy	\$385	90%	521,070	529,130	8,060	1,612	464,083	65,816	8,829
Alcoholic Beverages at Home	\$319	90%	56,250	57,120	870	174	3,142	53,107	
Food/Drink Away from Home	\$255	85%	484,804	492,303	7,499	1,500	336,502	176,394	28,092
Personal Services (hair, cleaners, etc.)	\$150	80%	86,955	88,300	1,345	269	93,057	(6,101)	
Misc. (Pets, Tobacco, etc.)	\$297	75%	102,479	104,064	1,585	317	142,061	(39,582)	
Household Furn./Equip.	\$236	75%	280,493	284,832	4,339	868	349,344	(68,851)	
Home Electronics/Computers	\$375	75%	93,423	94,868	1,445	289	66,122	27,301	
Apparel & Accessories	\$300	75%	278,273	282,577	4,304	861	454,723	(169,684)	6,766
Sporting Goods/Hobby/Books	\$200	70%	116,224	118,021	1,798	360	228,586	(111,320)	1,042
Entertainment	\$150	75%	100,827	102,387	1,560	312	138,406	(10,770)	26,809
Automotive (gas/oil/repair)	\$200	85%	360,833	366,415	5,581	1,116	180,552	204,559	24,278
Video/CD/DVD Sales & Rental	\$150	95%	69,489	70,564	1,075	215	61,274	8,215	
			Total	39,460	7,892	2,517,852		95,817	



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**Retail Demand Analysis**  
Dubuque Trade Area 7-Counties

	Average Annual Household Spending (Region)	Est. 2002 Aggregate HH Spending	Est. 2007 Aggregate HH Spending	7-County Region Household Growth		
	Est. sales/s.f.	Est. max % of HH spending that would stay in region	Supportable s.f. (2002)	Supportable s.f. (2007)	New Demand by 2007 (s.f.)	Annual Demand from New Region HHs
Grocery/Pharmacy	\$6,475	\$584,631,333	\$593,768,222			
Alcoholic Beverages at Home	\$531	\$47,921,844	\$48,670,789			
Food/Drink Away from Home	\$3,947	\$356,330,183	\$361,899,075			
Personal Services (hair, cleaners, etc.)	\$436	\$39,327,710	\$39,942,342			
Misc. (Pets, Tobacco, etc.)	\$1,171	\$105,722,564	\$107,374,845			
Household Furn./Equip.	\$2,341	\$211,354,844	\$214,657,995			
Home Electronics/Computers	\$1,218	\$109,920,770	\$111,638,663			
Apparel & Accessories	\$2,932	\$264,712,688	\$268,849,740			
Sporting Goods/Hobby	\$874	\$78,944,330	\$80,178,108			
Entertainment	\$518	\$46,749,055	\$47,479,671			
Automotive (gas/oil/repair)	\$2,467	\$222,730,628	\$226,211,565			
Auto Sales	\$3,936	\$355,357,824	\$360,911,520	2002 HHs	2007 HHs	
Medical Services & Supplies	\$1,189	\$107,347,676	\$109,025,355			
Daycare	\$193	\$17,424,812	\$17,697,135			
Home Repair/Services	\$768	\$69,338,112	\$70,421,760			
Personal Financial/Legal Services	\$230	\$20,765,320	\$21,089,850			
Video/CD/DVD Sales & Rental	\$289	\$26,092,076	\$26,499,855			
				(Claritas Projection)		

**Retail Demand from Tourism**  
**Dubuque County**

	Tourist Segment Day-Trippers	Overnight		
Number of Party-Day/Nights	200,000	175,000	Overnight segment room nights based on LCG lodging demand model	
Spending Per Party Per Night/Day			Day-tripper segment room nights assumes that overnight segment parties=1.7 visitors	
Grocery/Pharmacy	\$6.15	\$12.40		
Food/Drink Away from Home	\$21.74	\$16.09	Est. additional visitors by 2007	Est. additional room-nights by 2007
Apparel & Accessories	\$4.35	\$6.63	500,000	175,336
Sporting Goods/Hobby/Books	\$0.33	\$0.81		
Entertainment	\$10.55	\$10.92		
Automotive (gas/oil/repair)	\$11.20	\$14.95		
 <u>Total 5-Year Spending by New Visitors</u>			Total	Sales/SF
Grocery/Pharmacy	\$1,229,800	\$2,169,475	\$3,399,275	\$385
Food/Drink Away from Home	\$4,347,200	\$2,816,275	\$7,163,475	\$255
Apparel & Accessories	\$869,000	\$1,160,775	\$2,029,775	\$300
Sporting Goods/Hobby/Books	\$66,000	\$142,450	\$208,450	\$200
Entertainment	\$2,109,800	\$1,911,525	\$4,021,325	\$150
Automotive (gas/oil/repair)	\$2,239,600	\$2,616,075	\$4,855,675	\$200
 <u>Category</u>				Supportable SF
Grocery/Pharmacy				8,829
Alcoholic Beverages at Home				
Food/Drink Away from Home			28,092	
Personal Services				
Misc. (Pets, Tobacco, etc.)				
Household Furn./Equip.				
Home Electronics/Computers				
Apparel & Accessories			6,766	
Sporting Goods/Hobby/Books			1,042	
Entertainment			26,809	
Automotive (gas/oil/repair)			24,278	
Video/CD/DVD Sales/Rental				
<u>Total of Selected Categories</u>				

Based on Inflation-adjusted figures from Greater Lansing Visitor Spending Summary, 1998 (MSU)



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## Commercial Retail Demand

- "Voids" from household expenditures currently exist in most major retail categories including food/drink away from home (restaurants) and auto-related uses. The presence of a retail void is demonstrated when expenditures exceed sales, resulting in retail "leakage" to areas outside the market.
- Among those categories that suggested a surplus – apparel and accessories, sporting goods, and entertainment – each one is supported by sources of demand in addition to households, specifically visitors to the market. This additional demand nearly offsets the magnitude of the surplus in all three categories. Note: A surplus in the larger apparel & accessories category is misleading in that there may still exist voids in specific categories within the larger category (i.e., women's apparel). A surplus in the entertainment category does not consider the age and quality of existing entertainment venues (i.e., movie theatres).
- Based on the demand analyses presented on Pages 7 through 9, the primary source of support for future commercial space in Dubuque County is from **existing households** who leave the area to purchase goods and services in other markets. Expenditures made outside the market were estimated to support an additional 200,000 to 300,000 square feet.
- A second source of support is from **new households** moving into the trade area. Although forecasts of growth in households is extremely modest, the incremental increase is a positive indicator of support for commercial development. Support from growth is estimated to total approximately 40,000 square feet between 2002 and 2007. Note: The implications of the trend of a declining population base coupled with an increasing household base, suggests a transformation in housing products and household types with more small households (related and unrelated). Many retailers are familiar with this trend and the opportunities it presents.
- While the residents of the County maintain an adequate household income to attract retailers to the market, there are too few households to capture their interest. Because Dubuque is highly "connected" to the region via four different highways (all of which are being improved), it is able to market itself as supported by a larger region with reasonable drive times. Within the Dubuque 7-County trade area, forecasts of household growth suggest support for nearly 100,000 square feet of retail space between 2002 and 2007. *Note: Future marketing efforts must discuss the County in the context of the larger trade area, a more than viable hub for commerce.*



## Commercial Retail Demand (cont'd)

- A fourth source of support for commercial space is from visitors to the trade area. Dubuque's growing reputation as a destination for conventions, recreation and education, is already evident in visitor numbers tracked by the Chamber of Commerce. As the number of visitor-oriented attractions and facilities increases within the trade area, and as the City continues to improve the "built environment" Dubuque will begin to benefit from the "return" and "extended stay" markets. Support from visitor spending is estimated to total approximately 95,000 square feet.
- Yet another typical source of market support is the local employment base. This source can have a sizable impact when commercial development is located proximate to employment uses. No estimate of support from this source was prepared.
- The final source of market support comes from drive-by traffic. While the majority of traffic is from residents, Dubuque sees a significant amount of drive-through traffic. Traffic volumes on US Highway 20, in particular, are high enough to attract those prospective tenants whose site selection criteria are driven by traffic rather than population or household counts.
- New trade area retail demand is a function of forecasted household and employment growth, consumer expenditure patterns by households and visitors and the competitive supply. The combined estimate of support for retail space from these primary sources total more than 400,000 square feet for the period 2002 to 2007.
- The Dubuque market maintains a ratio of approximately 28 square feet of retail space per capita (unadjusted). A market is considered to be at or near equilibrium at 30 to 35 square feet per capita, after an adjustment for less competitive space. Assuming an adjusted per capita ratio of close to 25 square feet per capita today, it is reasonable to assume that there is still room in the market to grow.
- New commercial development will continue to be attracted to "fringe" locations close to the growing resident base and easily accessible from communities within the larger regional trade area. Public investment Downtown and on the 4<sup>th</sup> Street Peninsula will attract development and redevelopment interest, but due to the challenges inherent in this infill environment, the public sector will need to play a significant (and pre-emptive role) in order to direct investment to this submarket.

*In addition to the demand analyses completed above, Leland Consulting Group researched those criteria used as part of the site selection process by individual retailers. The findings of this research are presented below. Insight gained from this "ground truthing" method of research is intended to inform the marketer's strategy for soliciting interest by developers.*



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# Psychographic Profile

Percent of Households	Nickname and Definition	Product and Service Preferences
3.6	Middleburg Managers - These business executives, professionals, city officials, bankers and retailers are the solid citizens of America's smaller cities. Half of Middleburg Managers are older and married with grown children. The other half are young and single with no children. Thanks to their above average incomes, they can pursue leisure activities in clubs and sports.	Buy \$200+ area rugs Own a laptop computer Own a portable CD player Have shocks installed at garage Own a van Own an Oldsmobile bought new Drink Diet Coke / Caffeine-Free Coke
8.6	Starter Families - Unlike most of their contemporaries, Starter Families opted for early marriage and parenthood. This cluster has large families and work in blue-collar jobs. The solo parents in this cluster have young children. They prefer living in the natural beauty of the Pacific Cost areas, the Rockies, and the states bordering northwestern Canada.	Buy Sears tires Buy thermal windows Buy Montblanc/Waterman pens Use Post Raisin Bran Be a first-time truck buyer Buy \$250+ shades/blinds Own a travel trailer Shop at Montgomery Ward
24.1	Sunset City Blues - This cluster is just as affluent as Starter Families, they are just older. At the end of their careers in police work, fire fighting, and other blue-collar occupations, Sunset City Blues are ready to retire. A few relocate to the mountains or to Florida, but most stick close to home near the Great Lakes and the Mohawk Valley.	Drink Coke / Caffeine-Free Coke Use microwave breakfast entrees Own a Nissan truck bought new Have shocks installed at garage Buy a car with a bank loan Install own shocks Own a travel trailer
0.8	Towns and Gowns - Many college towns and university campus neighborhoods are divided into half locals (Towns) and half students (Gowns). This cluster is primarily composed of 18 - 24 year-olds on limited budgets and highly-educated, but perhaps underpaid professionals. Both of these groups have a taste for prestige products that are beyond their means.	Own an Acura/Infinite/Lexus bought new Shop at Banana Republic Own a Saturn bought new Drink Coca Cola Classic Drink imported beer Buy BD Goodrich tires Buy a VCR Buy a computer system >\$1000



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# Psychographic Profile

Percent of Households	Nickname and Definition	Product and Service Preferences
10.3	Smalltown Downtown - This cluster is made up of students and those looking for fresh starts and first employment. Smalltown Downtown neighborhoods are found mostly west of the Mississippi. These young and single folks often live near city colleges and work in low-level, white-collar sales and technical jobs.	Use frozen dinners for kids Buy a VCR Install their own shocks Drink 11+ glasses regular cola per week Buy \$250+ dining room furniture Buy a vacuum cleaner Drink Diet Pepsi Shop at Target
0.8	Hometown Retired - At opposite ends of America and the age scale, this cluster is mostly in the Appalachians and central Florida. A few pockets are found in the West. Hometown Retires is third in singles, second in ages 65+, and first in retirement. They take bus tours, collect stamps, and enjoy planning cards and chess.	Own a Plymouth bought new Use Wheaties Buy rechargeable batteries Buy Firestone tires Own a Dodge truck bought new Drink no/low alcohol beer Shop at Woolworth Own a microwave
4.8	Family Scramble - Although this cluster is found in many markets, it is centered across the Southwest and Pacific areas. It ranks third in Hispanic population and has an above-average number of Native American members. Ranked 62 <sup>nd</sup> in higher education, this cluster shows all the scars of poverty, but they are managing by working in transport, labor and service.	Buy Sears tires Buy a VCR Use Post Raisin Bran Shop at Montgomery Ward Buy vinyl floor tile Buy instantly developed film Buy baby furniture and equipment
12.5	Agri-Business - Famous for very large families with lots of kids, countless animals, apple pie, and going fishing, this cluster is in the greater Northwest from Lake Michigan to the Pacific. Occupations include farming, forestry, fishing, and ranching, mining and other blue-collar employment. Most of these cluster members are high school graduates or have attended some college.	Own an all terrain vehicle Own a satellite dish Own a garden tiller/tractor Own a gas chain saw Own a standard size pick-up Install their own car battery Own a portable room heater



## Psychographic Profile

Percent of Households	Nickname and Definition	Product and Service Preferences
1.9	Grain Belt - Feeding the USA, and sometimes the world, this cluster is our bread basket. Centered in the Great Plains and South Central regions, life is tied to the land and ruled by the weather. Mostly self-sufficient, family- and home-centered, these families are poor only in money.	Use Quaker Puffed Rice Own a 4-wheel drive truck Install their own shocks Own a satellite dish Buy a ceiling fan Shop at Wal-Mart Use Kraft Velveeta Own a power boat
8.7	Second City Elite - The movers and shakers of America's smaller cities are the prototypes for Second City Elite. Most are married without children; some have teenagers. They hold professional and white-collar management positions. Most have attended college or are college graduates.	Buy Montblanc/Waterman pens Own an Acura/Infiniti/Lexus bought new Shop at the Warner Bros store Own a laptop computer Own a Nissan truck bought new Shop at Eddie Bauer Own business software
4.7	Upward Bound - Upward Bound members are computer literate, earn dual incomes, and fly frequently. Most are married with kids, and live in new, single-family homes. These college graduates work in management or professional occupations.	Own a Toyota truck bought new Shop at Sports Authority Own a station wagon bought new Own an ink jet printer Use whole bean coffee Shop at Macy's Own an electric juicer
2.8	Big Sky Families - This cluster are well-paid craftsmen, machinists, and builders who live in scenic locales in New England, the Tidewater, the Great Lakes region, and the Rockies. Their family-centered lifestyles focus on hobbies, hunting, and boating. Most are high school graduates or have attended some college.	Install own muffler Drink Pepsi Free Own a travel trailer Own a satellite dish Buy \$250+ drapes/curtains Own a water purifier/conditioner Buy \$1000+ carpeting Own a Plymouth bought new



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# Psychographic Profile

Percent of Households	Nickname and Definition	Product and Service Preferences
2.8	Big Sky Families - This cluster are well-paid craftsmen, machinists, and builders who live in scenic locales in New England, the Tidewater, the Great Lakes region, and the Rockies. Their family-centered lifestyles focus on hobbies, hunting, and boating. Most are high school graduates or have attended some college.	Install own muffler Drink Pepsi Free Own a travel trailer Own a satellite dish Buy \$250+ drapes/curtains Own a water purifier/conditioner Buy \$1000+ carpeting Own a Plymouth bought new
2.6	New Eco-topia - Found in the rural areas of the Northern Pacific, the Rockies, and northern New England, is the only cluster with an above-average education level. New Eco-topia has an even mix of white- and blue-collar jobs. A high index of personal computers reflects the high-tech industries in those pristine areas.	Install their own muffler Install their own carpet Own a Nissan truck bought new Buy Montblanc/Waterman pens Own a garden tiller/tractor Own a satellite dish Install their own shocks Own a sailboat
5.2	River City, USA - These solid, blue-collar folks in New England and the Mohawk Valley, through the corn, grain, and dairy belts to the Pacific orchards, are raising their children in single-family homes. Fourth of July parades and front porches are important to River City, USA. Most cluster members are high school graduates or have attended some college.	Own a convertible bought new Own a garden tiller/tractor Own a satellite dish Own a Pontiac bought new Buy Michelin tires Buy paint at a hardware store Own a motorcycle
1.0	Shotguns & Pickups - Found in the Northeast, the Southeast, the Great Lakes, and the Piedmont industrial regions of the United States, this cluster is the least affluent in its group. They lead the group in blue-collar jobs. Most are married with school-age children. They are church-goers who also enjoy hunting, bowling, sewing and attending auto races.	Own a GMC truck bought new Own a satellite dish Own an all terrain vehicle Own a garden tiller/tractor Buy \$1000+ carpeting Drink RC Cola Buy wood flooring



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# Psychographic Profile

Percent of Households	Nickname and Definition	Product and Service Preferences
1.4	Blue Highways - On most maps, the interstates are colored red and the older highways are blue. This cluster follows these remote roads through our mountains and along our coasts, deserts and lake shores. Blue Highways families are young with lots of children. They hunt and fish, attend tractor pulls, and love country music and camping.	Install their own muffler Own a garden tiller/tractor Own a GMC truck bought new Own a satellite dish Buy Paint at a hardware store Buy a car through a finance company Use canned luncheon meat Own a motorcycle
1.3	Back Country Folds - This cluster is located in the Eastern Uplands along a wide path from the Pennsylvania Pocono's to the Arkansas Ozarks. These are the most blue-collar neighborhoods in the U.S. Centered in the Bible belt; many members enjoy Christian and country music.	Own satellite dish Install their own shocks Buy vinyl floor sheeting in the last year Own a motorcycle Own an all terrain vehicle Buy a <\$250 mattress/box spring set Shop at Wal-Mart Drink Pepsi Free
2.6	God's Country - Like Country Squires, the large families of this cluster prefer to live away from the city. They are well-educated professionals or white-collar managers. Dual incomes support an active lifestyle that is centered around family and outdoor activities.	Install their own carpet Buy 7+ software programs per year Own an IBM-compatible computer Own a water purifier/conditioner Own a garden tiller/tractor Own a Dodge truck bought new Shop at Sports Authority
1.3	Rural Industria - Low-cost, non-union labor proliferates comprise this cluster. Hundreds of blue-collar mill towns in America's back roads are home to Rural Industrial folks. This predominantly white cluster has an above-average index of Hispanic ancestry.	Drink RC Cola Install their own spark plugs Buy \$250+ drapes/curtains Buy outdoor light fixtures Own a compact pick-up truck Shop at Wal-Mart Install their own mufflers Use canned luncheon meat



## Psychographic Profile

Percent of Households	Nickname and Definition	Product and Service Preferences
0.9	Red, White & Blues - This cluster is more blue-collar and industrial, and less affluent than Middle America. They are skilled workers in mining, manufacturing and construction jobs. Concentrated in the Great Lakes industrial area, the Appalachians, and the Western highlands, these folks love the outdoors.	Own a Toyota truck bought new Own an all terrain vehicle Buy a <\$1,000 total computer system Drink Diet 7-Up Spend \$500+ on roofing Own a garden tiller/tractor Buy vinyl floor sheeting Install their own spark plugs

Source: Claritas, Inc. and Leland Consulting Group.

- Psychographic data is used by retail operators to understand the propensity to spend across select categories.
- Those segments with the most households represented in Dubuque County include - Sunset City Blues, Agri-Business, Starter Families, Second City Elite, Family Scramble, River City USA, Upward Bound and Middleburg Managers.
- Among the more than 60 psychographic categories used by Claritas, these illustrate the range of incomes, employment, and family types. The psychographic profile of Dubuque County is consistent with the demographic profile presented earlier, suggesting tremendous diversity and little depth in any one category (income, age, or other).



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# Store Siting Criteria

Store Name	Floor Plans	Preferred Property	Income	Population	Traffic	Parking
Burlington Coat Factory	76,000 - 80,000 sf	Freestanding Power Center Regional Mall	\$55,000	250,000 (w/in 5 mi)		5:1000 spaces
Jiffy Lube	1,900 - 2,400 sf	Freestanding Pad		10,000 - 20,000 (w/in trade area)	22,000 cars per day	
Radio Shack	2,300 - 3,000 sf	Freestanding Regional Mall Shopping Center		20,000 (w/in 10 mi)		
Applebees	5,000 sf	Freestanding	\$25,000 - \$30,000 median	50,000		100 spaces (shared)
Bennigan's	6,500 - 7,100 sf	Freestanding		55,000 - 75,000 (w/in 5 mi)	20,000 cars per day	
Chili's	5,549 sf	Freestanding Shopping Center	\$35,000 median	150,000 (w/in 5 mi)		110 spaces (shared)
Blimpie	1,000 - 1,500 sf	Freestanding Regional Mall Shopping Center		30,000 (w/in 3 mi)	20,000 cars per day	25 - 30 spaces (shared)
HomeTown Buffet	9,000 - 11,000 sf	Freestanding Shopping Center	\$35,000 median	150,000 (w/in 5 mi)		125 - 175 shared depending on property type
Gap	5,000 - 10,000 sf	Downtown Regional Mall Shopping Center	\$40,000 median	100,000 (w/in trade area)	30,000 cars per day	
BA Framer	1,000 - 1,800 sf	Regional Mall Shopping Center	\$75,000 median			
ACE Hardware	10,000 - 12,000 sf	Freestanding Shopping Center	\$30,000 average	10,000 (w/in trade area)		
Bally	25,000 - 30,000 sf	Freestanding Shopping Center	\$35,000 - \$75,000 median	75,000 (w/in 3 mi) 150,000 (w/in 5 mi)		



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# Store Siting Criteria

Store Name	Floor Plans	Preferred Property	Income	Population	Traffic	Parking
Hoyts Cinemas	50,000 sf	Freestanding Power Center		100,000 (w/in 5 mi)		
Lowes Theatres	70,000 - 100,000 sf	Downtown Freestanding Power Center Shopping Center		200,000 (w/in trade area)		1,200 spaces (shared)
Century Theatres	40,000 - 100,000 sf	Freestanding		100,000 (w/in trade area)		
Pier 1 Imports	10,500 sf	Freestanding Power Center Shopping Center		60,000 (w/in city limits) 100,000 (w/in trade area)		45 spaces
Bed, Bath & Beyond	20,000 - 80,000 sf	Freestanding Regional Mall Shopping Center	\$40,000 median	125,000 (w/in 10 miles)		5:1000 spaces
Stein Mart	36,000 sf	Shopping Center	\$60,000 average	150,000 - 300,000 SMSA		
Service Merchandise	12,000 - 50,000 sf	Power Center Regional Mall Shopping Center	\$30,000 - \$40,000 median	120,000 - 150,000 (w/in trade area)		
Babies R Us	38,000 sf	Freestanding Power Center	\$40,000 median	400,000 (w/in trade area)	30,000 cars per day	300 spaces (shared)
HobbyTown	3,000 - 10,000 sf	Freestanding Shopping Center		100,000 - 175,000 (w/in trade area)		
Office Depot	20,000 sf	Freestanding Shopping Center	\$40,000 household	40,000 (w/in trade area)		4:1000 spaces
Office Max	20,000 sf	Downtown Freestanding Shopping Center	\$60,000 average	100,000 (trade area)		5:1000 spaces
Toys R Us	45,000 sf	Freestanding Power Center		150,000		300 spaces (shared)

Source: Crittenden and Leland Consulting Group.



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# Recommendations

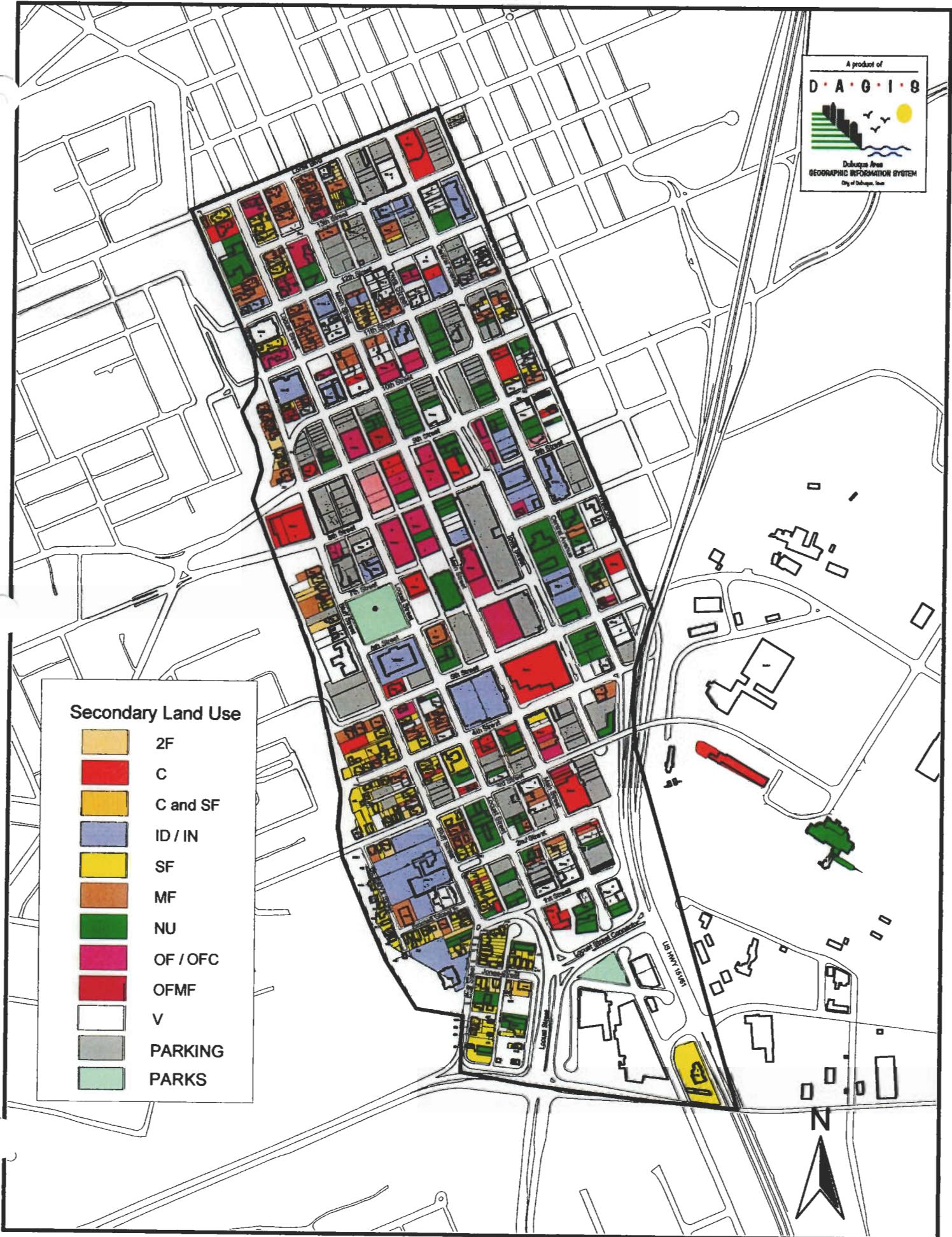
Selection of a preferred approach to marketing and promotion of the Dubuque market will depend on several factors including: market findings (presented herein); city goals; availability of incentives; expectations of return; and, willingness to establish a "marketing infrastructure". Presented below is a discussion of strategies and recommendations for consideration and discussion.

- Dubuque must understand its market (identify the right "story" to tell to outside interests) and develop appropriate marketing materials. Industry experts report that retail "changes it face" roughly every seven years. The market needs to be continually monitored.
- The City of Dubuque, together with its other advocacy partners, must consider commercial attraction and retention efforts a priority and identify a point person to both market the community, as well as respond to inquiries. This individual should assume a non-governmental role as ombudsman for commercial development and they should have national contacts in the industry.
- Additionally, the City should consider participating in the creation of a non-governmental "infrastructure" or organization which can acquire, assemble, and dispose of strategic parcels for commercial development. The commercial point person (see previous recommendation) would be part of this organization. Whether a new organization, or extension of an existing one, it should be non-governmental, yet work cooperatively with the City and other advocacy entities towards a shared goal of commercial depth and diversity.
- The City should create a package of incentives to attract retail operators which respond to a community need and which will provide an economic benefit to the community. Examples include: land acquisition and write-down (if necessary); infrastructure cost participation, favorable land lease terms, tax abatement and reimbursement, tax increment financing, etc.
- In order to guard against homogeneity and encourage sustainability in commercial products, the city should consider a package of design standards with incentives to off-set any substantial increase in development costs associated with required quality levels. (See discussion of incentives.)
- Information gained through the 4<sup>th</sup> Street Peninsula Master Plan, Downtown Master Plan, Transportation Study, and other planning efforts should be used to grow an awareness internal to the community, as well as outside, of the challenges and successes associated with commercial development (particularly by select sector of the city - Downtown, highway 20, etc.).
- In addition to market factors, any decision regarding development on the site must also weigh the regulatory/approval effort associated with various development efforts. At a minimum, the city should be committed to the timely approval of commercial projects which will benefit the long-term sustainability of the community.



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**Estimated Total Residential s.f. (including vacant and used for other purposes)**

Primary Land Use	Cable Car Square	Historic Old Main	Town Clock	Main Farmers Market		Grand Total
				Upper	other	
2F	35,102		5,320	21,156	6,781	68,359
C	25,464	97,318	18,902	309,592	16,468	467,743
ID		22,126				22,126
IS				6,072		6,072
MF	44,796	50,263	71,299	218,743	13,750	398,851
OF	2,207		5,764	22,838		30,810
SF	43,402			40,793	10,964	95,160
V		1,865			3,709	5,573
<i>Grand Total</i>	<i>150,971</i>	<i>171,571</i>	<i>101,285</i>	<i>619,195</i>	<i>51,671</i>	<i>1,094,694</i>

**Estimated Total Residential Units**

Primary Land Use	Cable Car Square	Historic Old Main	Town Clock	Main Farmers Market		Grand Total
				Upper	other	
2F	39		6	24	8	76
C	28	108	21	344	18	520
ID		25				25
IS				7		7
MF	50	56	79	243	15	443
OF	2		6	25		34
SF	48			45	12	106
V		2			4	6
<i>Grand Total</i>	<i>168</i>	<i>191</i>	<i>113</i>	<i>688</i>	<i>57</i>	<i>1,216</i>

(Among properties with residential as either a primary or secondary land use)

Id	footprint (s.f.)	Lu_2nd	2nd_lu	Lu99	1st_lu	sum_res	floors	district	est. res. s.f.	est units
238	2,343	2F	1	2F	1	2	1	Town Clock	2,109	2.3
298	2,236	2F	1	2F	1	2	1	Cable Car Square	2,013	2.2
319	1,674	2F	1	2F	1	2	1		1,506	1.7
98	4,829	2F	1	2F	1	2	2	Upper Main Farmers Market	8,693	9.7
231	2,135	2F	1	2F	1	2	2	Upper Main Farmers Market	3,843	4.3
232	368	2F	1	2F	1	2	2	Upper Main Farmers Market	663	0.7
36	4,131	MF	1	2F	1	2	1	Cable Car Square	3,718	4.1
251	435	MF	1	2F	1	2	1	Cable Car Square	392	0.4
252	1,687	MF	1	2F	1	2	1	Cable Car Square	1,518	1.7
261	2,832	MF	1	2F	1	2	1	Cable Car Square	2,549	2.8
292	2,255	MF	1	2F	1	2	1	Cable Car Square	2,029	2.3
59	10,315	SF	1	2F	1	2	1	Cable Car Square	9,284	10.3
207	1,933	SF	1	2F	1	2	1	Upper Main Farmers Market	1,740	1.9
208	331	SF	1	2F	1	2	1	Upper Main Farmers Market	298	0.3
267	1,693	SF	1	2F	1	2	1	Cable Car Square	1,524	1.7
270	486	SF	1	2F	1	2	1	Cable Car Square	437	0.5
284	970	SF	1	2F	1	2	1	Cable Car Square	873	1.0
290	1,684	SF	1	2F	1	2	1	Cable Car Square	1,516	1.7
296	1,780	SF	1	2F	1	2	1	Cable Car Square	1,602	1.8
303	1,090	SF	1	2F	1	2	1	Cable Car Square	981	1.1
304	1,624	SF	1	2F	1	2	1	Cable Car Square	1,462	1.6
305	721	SF	1	2F	1	2	1	Cable Car Square	649	0.7
306	1,091	SF	1	2F	1	2	1	Cable Car Square	982	1.1
307	1,273	SF	1	2F	1	2	1	Cable Car Square	1,146	1.3
308	386	SF	1	2F	1	2	1	Cable Car Square	347	0.4
13	1,448	SF	1	2F	1	2	2	Upper Main Farmers Market	2,607	2.9
109	348	SF	1	2F	1	2	2	Upper Main Farmers Market	626	0.7
323	1,624	SF	1	2F	1	2	2		2,924	3.2
324	487	SF	1	2F	1	2	2		877	1.0
325	819	SF	1	2F	1	2	2		1,474	1.6
189	1,386	V2F	1	2F	1	2	1	Upper Main Farmers Market	1,248	1.4
201	1,599	V2F	1	2F	1	2	1	Upper Main Farmers Market	1,439	1.6
60	4,563	2F	1	MF	1	2	1	Cable Car Square	4,107	4.6
239	2,308	2F	1	MF	1	2	1	Town Clock	2,077	2.3
262	2,615	2F	1	MF	1	2	1	Cable Car Square	2,354	2.6
274	2,235	2F	1	MF	1	2	1	Cable Car Square	2,012	2.2
291	517	2F	1	MF	1	2	1	Cable Car Square	465	0.5
233	1,374	2F	1	MF	1	2	2	Upper Main Farmers Market	2,474	2.7
29	5,687	MF	1	MF	1	2	1	Cable Car Square	5,118	5.7
32	269	MF	1	MF	1	2	1	Cable Car Square	243	0.3
33	288	MF	1	MF	1	2	1	Cable Car Square	259	0.3
35	1,837	MF	1	MF	1	2	1	Cable Car Square	1,653	1.8
47	2,967	MF	1	MF	1	2	1	Cable Car Square	2,670	3.0
48	1,733	MF	1	MF	1	2	1	Cable Car Square	1,559	1.7
51	995	MF	1	MF	1	2	1	Cable Car Square	895	1.0
52	862	MF	1	MF	1	2	1	Cable Car Square	776	0.9
191	2,892	MF	1	MF	1	2	1	Upper Main Farmers Market	2,603	2.9
198	3,292	MF	1	MF	1	2	1	Upper Main Farmers Market	2,963	3.3
206	2,721	MF	1	MF	1	2	1	Upper Main Farmers Market	2,449	2.7
237	3,196	MF	1	MF	1	2	1	Town Clock	2,876	3.2
243	6,099	MF	1	MF	1	2	1	Town Clock	5,489	6.1
246	2,161	MF	1	MF	1	2	1	Cable Car Square	1,944	2.2
248	3,640	MF	1	MF	1	2	1	Cable Car Square	3,276	3.6
272	1,488	MF	1	MF	1	2	1	Cable Car Square	1,339	1.5
277	4,905	MF	1	MF	1	2	1	Cable Car Square	4,415	4.9
78	8,380	MF	1	MF	1	2	8	Town Clock	60,337	67.0
15	1,959	MF	1	MF	1	2	4	Upper Main Farmers Market	7,051	7.8
89	6,982	MF	1	MF	1	2	3	Upper Main Farmers Market	18,850	20.9
115	2,901	MF	1	MF	1	2	3	Upper Main Farmers Market	7,832	8.7
116	1,920	MF	1	MF	1	2	3	Upper Main Farmers Market	5,183	5.8
117	2,550	MF	1	MF	1	2	3	Upper Main Farmers Market	6,884	7.6
159	4,797	MF	1	MF	1	2	3	Upper Main Farmers Market	12,953	14.4
230	1,887	MF	1	MF	1	2	3	Upper Main Farmers Market	5,095	5.7
234	381	MF	1	MF	1	2	3	Upper Main Farmers Market	1,028	1.1
235	2,912	MF	1	MF	1	2	3	Upper Main Farmers Market	7,862	8.7
1	1,272	MF	1	MF	1	2	2		2,289	2.5
6	3,348	MF	1	MF	1	2	2	Upper Main Farmers Market	6,026	6.7
90	6,798	MF	1	MF	1	2	2	Upper Main Farmers Market	12,236	13.6

Id	footprint (s.f.)	Lu_2nd	2nd_lu	Lu99	1st_lu	sum_res	floors	district		est res. s.f.	est units
91	2,707	MF	1	MF	1	2	2	Upper Main Farmers Market		4,872	5.4
99	635	MF	1	MF	1	2	2	Upper Main Farmers Market		1,142	1.3
111	3,770	MF	1	MF	1	2	2	Upper Main Farmers Market		6,787	7.5
112	2,300	MF	1	MF	1	2	2	Upper Main Farmers Market		4,140	4.6
113	3,856	MF	1	MF	1	2	2	Upper Main Farmers Market		6,940	7.7
114	3,718	MF	1	MF	1	2	2	Upper Main Farmers Market		6,693	7.4
186	3,197	MF	1	MF	1	2	2	Upper Main Farmers Market		5,755	6.4
187	2,862	MF	1	MF	1	2	2	Upper Main Farmers Market		5,151	5.7
188	221	MF	1	MF	1	2	2	Upper Main Farmers Market		399	0.4
227	2,483	MF	1	MF	1	2	2	Upper Main Farmers Market		4,470	5.0
228	2,125	MF	1	MF	1	2	2	Upper Main Farmers Market		3,824	4.2
229	1,941	MF	1	MF	1	2	2	Upper Main Farmers Market		3,493	3.9
43	5,505	SF	1	MF	1	2	1	Cable Car Square		4,955	5.5
49	3,088	SF	1	MF	1	2	1	Cable Car Square		2,779	3.1
249	2,554	SF	1	MF	1	2	1	Cable Car Square		2,298	2.6
2	4,028	SF	1	MF	1	2	2	Upper Main Farmers Market		7,250	8.1
97	3,147	SF	1	MF	1	2	2	Upper Main Farmers Market		5,665	6.3
100	631	SF	1	MF	1	2	2	Upper Main Farmers Market		1,135	1.3
106	3,150	SF	1	MF	1	2	2	Upper Main Farmers Market		5,671	6.3
190	1,128	V2F	1	MF	1	2	1	Upper Main Farmers Market		1,015	1.1
136	10,656	VMF	1	MF	1	2	1	Upper Main Farmers Market		9,590	10.7
119	2,670	VMF	1	MF	1	2	3	Upper Main Farmers Market		7,208	8.0
152	18,616	VMF	1	MF	1	2	3	Historic Old Main		50,263	55.8
266	1,851	2F	1	SF	1	2	1	Cable Car Square		1,666	1.9
283	1,660	2F	1	SF	1	2	1	Cable Car Square		1,494	1.7
294	1,196	2F	1	SF	1	2	1	Cable Car Square		1,076	1.2
330	1,708	2F	1	SF	1	2	1	Cable Car Square		1,537	1.7
126	12,668	2F	1	SF	1	2	2	Upper Main Farmers Market		22,803	25.3
38	2,695	SF	1	SF	1	2	1	Cable Car Square		2,425	2.7
40	1,192	SF	1	SF	1	2	1	Cable Car Square		1,072	1.2
41	435	SF	1	SF	1	2	1	Cable Car Square		392	0.4
46	1,018	SF	1	SF	1	2	1	Cable Car Square		916	1.0
50	917	SF	1	SF	1	2	1	Cable Car Square		826	0.9
53	1,060	SF	1	SF	1	2	1	Cable Car Square		954	1.1
199	859	SF	1	SF	1	2	1	Upper Main Farmers Market		773	0.9
200	1,141	SF	1	SF	1	2	1	Upper Main Farmers Market		1,027	1.1
255	1,653	SF	1	SF	1	2	1	Cable Car Square		1,487	1.7
263	583	SF	1	SF	1	2	1	Cable Car Square		525	0.6
264	763	SF	1	SF	1	2	1	Cable Car Square		686	0.8
265	754	SF	1	SF	1	2	1	Cable Car Square		678	0.8
269	1,360	SF	1	SF	1	2	1	Cable Car Square		1,224	1.4
271	934	SF	1	SF	1	2	1	Cable Car Square		841	0.9
273	878	SF	1	SF	1	2	1	Cable Car Square		790	0.9
278	1,450	SF	1	SF	1	2	1	Cable Car Square		1,305	1.4
280	937	SF	1	SF	1	2	1	Cable Car Square		843	0.9
281	1,203	SF	1	SF	1	2	1	Cable Car Square		1,083	1.2
282	970	SF	1	SF	1	2	1	Cable Car Square		873	1.0
286	1,065	SF	1	SF	1	2	1	Cable Car Square		959	1.1
287	781	SF	1	SF	1	2	1	Cable Car Square		703	0.8
288	760	SF	1	SF	1	2	1	Cable Car Square		684	0.8
289	1,779	SF	1	SF	1	2	1	Cable Car Square		1,601	1.8
293	1,046	SF	1	SF	1	2	1	Cable Car Square		941	1.0
300	1,053	SF	1	SF	1	2	1	Cable Car Square		948	1.1
301	1,347	SF	1	SF	1	2	1	Cable Car Square		1,213	1.3
302	2,558	SF	1	SF	1	2	1	Cable Car Square		2,302	2.6
310	435	SF	1	SF	1	2	1	Cable Car Square		392	0.4
311	249	SF	1	SF	1	2	1	Cable Car Square		224	0.2
312	1,376	SF	1	SF	1	2	1	Cable Car Square		1,238	1.4
313	1,386	SF	1	SF	1	2	1	Cable Car Square		1,247	1.4
314	1,169	SF	1	SF	1	2	1	Cable Car Square		1,052	1.2
315	1,175	SF	1	SF	1	2	1	Cable Car Square		1,058	1.2
316	1,075	SF	1	SF	1	2	1	Cable Car Square		968	1.1
317	1,569	SF	1	SF	1	2	1	Cable Car Square		1,412	1.6
318	217	SF	1	SF	1	2	1	Cable Car Square		195	0.2
104	2,894	SF	1	SF	1	2	2	Upper Main Farmers Market		5,209	5.8
121	204	SF	1	SF	1	2	2	Upper Main Farmers Market		367	0.4
122	3,113	SF	1	SF	1	2	2	Upper Main Farmers Market		5,603	6.2
321	1,239	SF	1	SF	1	2	2			2,230	2.5

Id	footprint (s.f.)	Lu_2nd	2nd_lu	Lu99	1st_lu	sum_res	floors	district	est. res. s.f. est units		
									est	res	s.f.
322	737	SF	1	SF	1	2	2		1,327	1.5	
326	698	SF	1	SF	1	2	2		1,256	1.4	
327	435	SF	1	SF	1	2	2		783	0.9	
333	1,153	SF	1	SF	1	2	2		2,075	2.3	
93	276	VMF	1	SF	1	2	3	Upper Main Farmers Market	745	0.8	
94	1,419	VMF	1	SF	1	2	3	Upper Main Farmers Market	3,832	4.3	
268	2,038			2F	1	1	1	Cable Car Square	1,834	2.0	
213	1,815	C		2F	1	1	1	Town Clock	1,633	1.8	
42	275	NU		2F	1	1	1	Cable Car Square	248	0.3	
212	1,102	NU		2F	1	1	1	Town Clock	991	1.1	
214	651	NU		2F	1	1	1	Town Clock	586	0.7	
150	14,358	2F	1	C		1	1	Historic Old Main	12,922	14.4	
222	1,469	2F	1	C		1	1	Town Clock	1,322	1.5	
331	2,938	C and SF	1	C		1	1		2,644	2.9	
72	17,809	MF	1	C		1	1	Historic Old Main	16,028	17.8	
192	2,651	MF	1	C		1	1	Upper Main Farmers Market	2,386	2.7	
209	3,995	MF	1	C		1	1	Upper Main Farmers Market	3,595	4.0	
210	9,591	MF	1	C		1	1	Town Clock	8,632	9.6	
211	353	MF	1	C		1	1	Town Clock	318	0.4	
221	7,333	MF	1	C		1	1	Town Clock	6,600	7.3	
224	2,256	MF	1	C		1	1	Town Clock	2,031	2.3	
247	2,687	MF	1	C		1	1	Cable Car Square	2,419	2.7	
259	4,453	MF	1	C		1	1	Cable Car Square	4,008	4.5	
180	4,102	MF	1	C		1	6	Historic Old Main	22,152	24.6	
68	1,276	MF	1	C		1	3	Historic Old Main	3,445	3.8	
120	15,305	MF	1	C		1	3	Upper Main Farmers Market	41,323	45.9	
131	5,640	MF	1	C		1	3	Upper Main Farmers Market	15,227	16.9	
157	10,405	MF	1	C		1	3	Upper Main Farmers Market	28,094	31.2	
184	7,255	MF	1	C		1	3	Upper Main Farmers Market	19,589	21.8	
195	4,898	MF	1	C		1	3	Upper Main Farmers Market	13,226	14.7	
64	6,162	MF	1	C		1	2	Historic Old Main	11,092	12.3	
66	1,198	MF	1	C		1	2	Historic Old Main	2,156	2.4	
123	5,811	MF	1	C		1	2	Upper Main Farmers Market	10,460	11.6	
128	1,016	MF	1	C		1	2	Upper Main Farmers Market	1,829	2.0	
130	2,315	MF	1	C		1	2	Upper Main Farmers Market	4,168	4.6	
179	3,943	MF	1	C		1	2	Historic Old Main	7,097	7.9	
183	8,085	MF	1	C		1	2	Upper Main Farmers Market	14,553	16.2	
85	16,831	OFMF	1	C		1	7	Upper Main Farmers Market	106,038	117.8	
28	1,613	SF	1	C		1	1	Cable Car Square	1,452	1.6	
30	3,005	SF	1	C		1	1	Cable Car Square	2,704	3.0	
250	7,911	SF	1	C		1	1	Cable Car Square	7,120	7.9	
253	1,830	SF	1	C		1	1	Cable Car Square	1,647	1.8	
256	1,131	SF	1	C		1	1	Cable Car Square	1,018	1.1	
257	1,496	SF	1	C		1	1	Cable Car Square	1,346	1.5	
258	1,512	SF	1	C		1	1	Cable Car Square	1,361	1.5	
260	2,655	SF	1	C		1	1	Cable Car Square	2,390	2.7	
10	5,839	SF	1	C		1	3	Upper Main Farmers Market	15,766	17.5	
110	2,215	SF	1	C		1	2	Upper Main Farmers Market	3,986	4.4	
124	1,547	SF	1	C		1	2	Upper Main Farmers Market	2,785	3.1	
194	1,513	SF	1	C		1	2	Upper Main Farmers Market	2,724	3.0	
340	5,129	SF	1	C		1	2		9,232	10.3	
341	2,551	SF	1	C		1	2		4,592	5.1	
63	8,306	VMF	1	C		1	3	Historic Old Main	22,427	24.9	
92	8,830	VMF	1	C		1	3	Upper Main Farmers Market	23,842	26.5	
69	24,584	MF	1	ID		1	1	Historic Old Main	22,126	24.6	
5	3,373	MF	1	IS		1	2	Upper Main Farmers Market	6,072	6.7	
244	12,735	C		MF	1	1	1		11,461	12.7	
245	578	C		MF	1	1	1	Town Clock	521	0.6	
14	4,370	C		MF	1	1	2	Upper Main Farmers Market	7,866	8.7	
44	1,864	NU		MF	1	1	1	Cable Car Square	1,677	1.9	
127	481	VOF		MF	1	1	2	Upper Main Farmers Market	866	1.0	
129	9,625	VOF		MF	1	1	2	Upper Main Farmers Market	17,325	19.3	
242	1,934	2F	1	OF		1	1	Town Clock	1,741	1.9	
240	2,003	MF	1	OF		1	1	Town Clock	1,802	2.0	
165	6,275	MF	1	OF		1	3	Upper Main Farmers Market	16,943	18.8	
203	2,316	SF	1	OF		1	1	Upper Main Farmers Market	2,084	2.3	
241	2,468	SF	1	OF		1	1	Town Clock	2,221	2.5	
254	1,733	SF	1	OF		1	1	Cable Car Square	1,559	1.7	

<b>Id</b>	<b>footprint (s.f.)</b>	<b>Lu_2nd</b>	<b>2nd_lu</b>	<b>Lu99</b>	<b>1st_lu</b>	<b>sum_res</b>	<b>floors</b>	<b>district</b>	<b>est. res. s.f.</b>	<b>est units</b>
295	719	SF	1	OF		1	1	Cable Car Square	647	0.7
105	2,117	SF	1	OF		1	2	Upper Main Farmers Market	3,811	4.2
279	1,178			SF	1	1	1	Cable Car Square	1,060	1.2
31	802	C		SF	1	1	1	Cable Car Square	722	0.8
39	2,792	C		SF	1	1	1	Cable Car Square	2,513	2.8
297	1,122	NU		SF	1	1	1	Cable Car Square	1,010	1.1
320	1,735	NU		SF	1	1	1		1,561	1.7
101	241	OF		SF	1	1	2	Upper Main Farmers Market	434	0.5
76	2,072	SF	1	V		1	1	Historic Old Main	1,865	2.1
328	633	SF	1	V		1	2		1,139	1.3
334	983	VSF	1	V		1	2		1,769	2.0
335	445	VSF	1	V		1	2		801	0.9

## Screen 1: High Growth Industries on a National Scale (Survivors)

NAICS	Industry Name	USA 98-01 Employment LQ	USA 98-01	USA 2001	USA 2001 Total Establishments	Average Salary in 2001
			Establishment LQ	Total Employment		
<b>1 Total</b>				<b>115,061,184</b>	<b>7,095,302</b>	<b>\$34,669</b>
<b>11 Forestry, fishing, hunting, and agriculture support</b>		<b>1.0</b>	<b>1.0</b>	<b>183,476</b>	<b>26,447</b>	<b>\$26,117</b>
113 Forestry and logging		3.8	3.4	77,984	12,795	\$27,722
1131 Timber tract operations		3.3	-1.8	3,203	441	\$38,399
11311 Timber tract operations		3.3	-1.8	3,203	441	\$38,399
113110 Timber tract operations		3.3	-1.8	3,203	441	\$38,399
1133 Logging		4.3	3.7	72,732	12,098	\$27,069
11331 Logging		4.3	3.7	72,732	12,098	\$27,069
113310 Logging		4.3	3.7	72,732	12,098	\$27,069
1151 Crop production support activities		3.9	2.3	59,615	5,464	\$24,553
11511 Crop production support activities		3.9	2.3	59,615	5,464	\$24,553
115111 Cotton ginning		8.5	2.3	2,997	379	\$31,331
115112 Soil preparation, planting, & cultivating		7.8	4.5	12,036	2,435	\$29,780
115114 Postharvest crop activities (exc ginning)		5.6	2.9	29,019	1,113	\$24,099
<b>21 Mining</b>		<b>1.0</b>	<b>1.0</b>	<b>485,565</b>	<b>24,319</b>	<b>\$51,516</b>
211 Oil & gas extraction		3.8	2.2	87,980	7,691	\$70,673
2111 Oil & gas extraction		3.8	2.2	87,980	7,691	\$70,673
21111 Oil & gas extraction		3.8	2.2	87,980	7,691	\$70,673
211111 Crude petroleum & natural gas extraction		3.6	1.8	78,394	7,254	\$70,074
211112 Natural gas liquid extraction		5.0	8.5	9,586	437	\$75,571
212 Mining (except oil & gas)		4.4	-0.2	200,735	7,323	\$47,743
2121 Coal mining		5.1	9.0	70,999	1,266	\$53,327
21211 Coal mining		5.1	9.0	70,999	1,266	\$53,327
212111 Bituminous coal & lignite surface mining		3.6	9.1	31,439	694	\$53,446
212112 Bituminous coal underground mining		6.1	9.3	38,848	514	\$53,558
212113 Anthracite mining		13.1	4.8	712	58	\$35,492
2122 Metal ore mining		10.2	7.0	32,810	485	\$50,290
21221 Iron ore mining		3.1	-10.0	7,433	42	\$48,067
212210 Iron ore mining		3.1	-10.0	7,433	42	\$48,067
21222 Gold ore & silver ore mining		13.0	6.8	11,222	288	\$53,525
212221 Gold ore mining		12.7	7.8	10,717	271	\$53,590
212222 Silver ore mining		19.3	-15.8	505	17	\$52,145
21223 Copper, nickel, lead & zinc mining		12.6	-0.9	10,679	84	\$45,713
212231 Lead ore & zinc ore mining		5.0	6.9	1,994	29	\$45,360
212234 Copper ore & nickel ore mining		13.9	-5.8	8,685	55	\$45,794
21229 Other metal ore mining		3.8	20.9	3,476	71	\$58,663
212291 Uranium-radium-vanadium ore mining		18.7	15.7	426	26	\$52,286
212299 All other metal ore mining		-0.1	23.5	3,050	45	\$59,553
2123 Nonmetallic mineral mining & quarrying		1.3	-3.4	96,926	5,572	\$42,791
212312 Crushed & broken limestone mining & quarrying		1.1	0.1	26,712	1,363	\$42,392
212324 Kaolin & ball clay mining		6.2	-13.4	3,257	39	\$47,056
212325 Clay & ceramic & refractory minerals mining		1.7	0.6	3,516	128	\$36,742
21239 Other nonmetallic mineral mining & quarrying		7.2	3.7	14,052	337	\$45,396
212392 Phosphate rock mining		24.5	12.3	2,071	15	\$45,412
212393 Other chemical & fertilizer mineral mining		1.8	14.2	2,083	46	\$44,654
213113 Support activities for coal mining		1.4	-0.2	5,568	326	\$43,477
<b>22 Utilities</b>		<b>1.0</b>	<b>1.0</b>	<b>654,484</b>	<b>17,702</b>	<b>\$64,085</b>
221 Utilities		1.0	1.0	654,484	17,702	\$64,085
2211 Elec pwr generation, transmsn & distribution		1.4	1.0	515,988	9,207	\$66,548
22111 Electric power generation		1.6	1.2	139,254	2,208	\$73,162
221112 Fossil fuel electric power generation		2.7	1.9	80,674	1,301	\$70,445
221119 Other electric power generation		1.7	0.7	13,866	373	\$66,426
22112 Electric pwr transmsn, control & distribution		1.3	0.9	376,734	6,999	\$64,103
221122 Electric power distribution		1.4	0.9	370,501	6,838	\$64,194
2212 Natural gas distribution		1.1	0.3	95,348	2,831	\$62,939
22121 Natural gas distribution		1.1	0.3	95,348	2,831	\$62,939
221210 Natural gas distribution		1.1	0.3	95,348	2,831	\$62,939
<b>23 Construction</b>		<b>1.0</b>	<b>1.0</b>	<b>6,491,994</b>	<b>698,898</b>	<b>\$38,079</b>
233 Building, developing & general contracting		1.1	-0.4	1,616,973	215,806	\$40,172
2331 Land subdivision & land development		4.8	18.5	88,993	13,358	\$44,836
23311 Land subdivision & land development		4.8	18.5	88,993	13,358	\$44,836
233110 Land subdivision & land development		4.8	18.5	88,993	13,358	\$44,836
23322 Multifamily housing construction		1.6	8.9	73,972	8,767	\$38,201

## Screen 1: High Growth Industries on a National Scale (Survivors)

NAICS	Industry Name	USA 98-01	USA 2001	USA 2001 Total Establishments	Average Salary in 2001
		Employment LQ	LQ		
233220	Multifamily housing construction	1.6	8.9	73,972	\$38,201
2333	Nonresidential building construction	1.3	7.6	792,594	\$44,135
23332	Commercial & institutional bldg construction	2.4	11.9	678,573	\$44,823
233320	Commercial & institutional bldg construction	2.4	11.9	678,573	\$44,823
234	Heavy construction	1.0	1.1	901,207	\$44,165
2341	Highway, street, bridge & tunnel construction	1.4	-0.5	311,019	\$50,471
23411	Highway & street construction	1.5	0.5	275,191	\$49,997
234110	Highway & street construction	1.5	0.5	275,191	\$49,997
23491	Water, sewer & pipeline construction	2.0	17.1	193,347	\$43,884
234910	Water, sewer & pipeline construction	2.0	17.1	193,347	\$43,884
23492	Pwr, communication transmsn line construction	4.2	24.2	114,999	\$38,105
234920	Pwr, communication transmsn line construction	4.2	24.2	114,999	\$38,105
2352	Painting & wall covering contractors	0.9	2.5	220,433	\$28,583
23521	Painting & wall covering contractors	0.9	2.5	220,433	\$28,583
235210	Painting & wall covering contractors	0.9	2.5	220,433	\$28,583
2353	Electrical contractors	1.7	0.3	831,895	\$40,246
23531	Electrical contractors	1.7	0.3	831,895	\$40,246
235310	Electrical contractors	1.7	0.3	831,895	\$40,246
23543	Tile, marble, terrazzo & mosaic contractors	1.9	6.5	49,717	\$32,372
235430	Tile, marble, terrazzo & mosaic contractors	1.9	6.5	49,717	\$32,372
23552	Floor laying & other floor contractors	1.0	-0.3	74,622	\$32,758
235520	Floor laying & other floor contractors	1.0	-0.3	74,622	\$32,758
2357	Concrete contractors	1.7	4.2	295,285	\$35,285
23571	Concrete contractors	1.7	4.2	295,285	\$35,285
235710	Concrete contractors	1.7	4.2	295,285	\$35,285
2358	Water well drilling contractors	1.0	-2.9	22,296	\$34,038
23581	Water well drilling contractors	1.0	-2.9	22,296	\$34,038
235810	Water well drilling contractors	1.0	-2.9	22,296	\$34,038
2359	Other special trade contractors	0.8	9.2	590,978	\$37,247
23591	Structural steel erection contractors	0.3	4.4	81,995	\$39,770
235910	Structural steel erection contractors	0.3	4.4	81,995	\$39,770
23592	Glass & glazing contractors	1.6	5.4	47,125	\$37,266
235920	Glass & glazing contractors	1.6	5.4	47,125	\$37,266
23593	Excavation contractors	1.8	10.1	144,439	\$37,955
235930	Excavation contractors	1.8	10.1	144,439	\$37,955
23594	Wrecking & demolition contractors	4.0	45.7	27,056	\$35,226
235940	Wrecking & demolition contractors	4.0	45.7	27,056	\$35,226
23595	Bldg equip & oth mach installation contractor	0.0	14.1	72,616	\$48,793
235950	Bldg equip & oth mach installation contractor	0.0	14.1	72,616	\$48,793
23599	All other special trade contractors	0.3	7.6	217,747	\$32,224
235990	All other special trade contractors	0.3	7.6	217,747	\$32,224
<b>31 Manufacturing</b>		<b>1.0</b>	<b>1.0</b>	<b>15,950,424</b>	<b>\$38,726</b>
311223	Other oilseed processing	5.6	4.1	2,069	\$33,981
311225	Fats & oils refining & blending	1.4	0.0	8,735	\$37,678
31131	Sugar mfg	1.5	0.3	14,594	\$38,989
311311	Sugarcane mills	3.7	-0.7	3,750	na
311312	Cane sugar refining	2.1	0.0	3,750	na
31132	Choc & confectionery mfg from cacao beans	1.2	-1.5	9,908	\$36,523
311320	Choc & confectionery mfg from cacao beans	1.2	-1.5	9,908	\$36,523
311423	Dried & dehydrated food mfg	1.8	-1.9	11,813	\$31,881
31152	Ice cream & frozen dessert mfg	0.8	2.1	19,506	\$33,696
311520	Ice cream & frozen dessert mfg	0.8	2.1	19,506	\$33,696
311613	Rendering & meat by-product processing	1.1	1.0	8,304	\$33,736
3117	Seafood product preparation & packaging	1.5	0.5	39,855	\$26,540
31171	Seafood product preparation & packaging	1.5	0.5	39,855	\$26,540
311711	Seafood canning	2.8	-0.3	4,281	\$33,429
311712	Fresh & frozen seafood processing	1.4	0.7	35,574	\$25,711
3118	Bakeries & tortilla mfg	0.3	2.3	298,017	\$29,566
31181	Bread & bakery product mfg	0.1	2.5	229,426	\$28,595
311811	Retail bakeries	1.3	4.3	54,001	\$16,114
31182	Cookie, cracker & pasta mfg	1.6	1.2	56,258	\$34,770
311821	Cookie & cracker mfg	2.4	1.0	35,736	\$34,850
31191	Snack food mfg	2.6	0.2	38,354	\$30,323
311919	Other snack food mfg	3.3	0.9	28,374	\$29,367
31192	Coffee & tea mfg	1.1	-3.8	12,130	\$39,477
311920	Coffee & tea mfg	1.1	-3.8	12,130	\$39,477

## Screen 1: High Growth Industries on a National Scale (Survivors)

NAICS	Industry Name	USA 98-01	USA 2001	USA 2001 Total Establishments	Average Salary in 2001
		Employment LQ	Establishment LQ		
31214	Distilleries	2.0	-2.2	5,817	\$47,860
312140	Distilleries	2.0	-2.2	5,817	\$47,860
3122	Tobacco mfg	3.9	-10.7	25,237	\$55,426
31221	Tobacco stemming & redrying	4.9	0.0	3,597	\$30,625
312210	Tobacco stemming & redrying	4.9	0.0	3,597	\$30,625
31222	Tobacco product mfg	3.7	-14.3	21,640	\$59,549
312221	Cigarette mfg	4.9	0.0	14,973	\$68,272
313	Textile mills	3.4	1.4	308,490	\$27,239
3131	Fiber, yarn & thread mills	3.7	-0.1	66,321	\$24,346
31311	Fiber, yarn & thread mills	3.7	-0.1	66,321	\$24,346
313111	Yarn spinning mills	4.2	1.1	44,174	\$24,602
313112	Yarn texturing, throwing & twisting mills	3.0	0.8	18,909	\$24,429
3132	Fabric mills	3.1	1.7	170,441	\$27,566
31321	Broadwoven fabric mills	3.2	1.3	105,590	\$26,603
313210	Broadwoven fabric mills	3.2	1.3	105,590	\$26,603
31322	Narrow fabric mills & schiffli mach embroidery	2.0	2.4	17,466	\$24,826
313221	Narrow fabric mills	1.4	1.3	15,246	\$25,306
313222	Schiffli machine embroidery	5.3	3.7	2,220	\$21,531
31324	Knit fabric mills	4.6	2.4	27,460	\$25,887
313241	Weft knit fabric mills	6.2	3.4	13,662	\$23,730
313249	Other knit fabric & lace mills	2.6	1.0	13,798	\$28,023
3133	Textile, fabric finishing, fabric coating mills	3.8	1.5	71,728	\$29,138
31331	Textile & fabric finishing mills	4.1	1.6	61,466	\$27,779
313311	Broadwoven fabric finishing mills	3.4	2.3	39,058	\$29,338
313312	Textile, fabric finishing (exc broadwoven) mill	5.1	-0.6	22,408	\$25,062
31332	Fabric coating mills	2.2	0.8	10,262	\$37,280
313320	Fabric coating mills	2.2	0.8	10,262	\$37,280
314	Textile product mills	1.2	0.5	202,022	\$25,044
3141	Textile furnishings mills	1.6	2.4	111,453	\$24,810
31411	Carpet & rug mills	2.1	2.6	45,188	\$28,435
314110	Carpet & rug mills	2.1	2.6	45,188	\$28,435
31412	Curtain & linen mills	1.3	2.4	66,265	\$22,337
314121	Curtain & drapery mills	1.3	3.3	22,617	\$22,326
314129	Other household textile product mills	1.3	-0.1	43,648	\$22,343
314911	Textile bag mills	4.0	3.4	9,954	\$22,594
314992	Tire cord & tire fabric mills	2.2	0.0	4,958	\$32,330
315	Apparel manufacturing	5.8	2.0	441,742	\$20,968
3151	Apparel knitting mills	4.3	3.7	70,479	\$21,331
31511	Hosiery & sock mills	2.9	2.1	42,551	\$20,660
315111	Sheer hosiery mills	4.5	4.0	12,712	\$20,171
315119	Other hosiery & sock mills	2.1	1.4	29,819	\$20,869
31519	Other apparel knitting mills	5.9	5.0	27,928	\$22,353
315191	Outerwear knitting mills	5.6	4.6	24,132	\$22,279
315192	Underwear & nightwear knitting mills	7.3	9.9	3,736	\$22,832
3152	Cut & sew apparel mfg	6.3	1.5	328,974	\$20,644
31521	Cut & sew apparel contractors	7.2	2.5	133,325	\$15,053
315211	Men's, boys' cut & sew apparel contractors	8.6	0.8	32,761	\$14,519
315212	Women's, girls', infants', cut, sew apparel con	6.7	2.8	100,564	\$15,226
31522	Men's, boys' cut & sew apparel mfg	7.1	2.5	84,139	\$20,876
315221	Men's, boys' cut & sew underwear, nightwear mfg	10.2	9.3	2,859	\$26,129
315222	Men's, boys' cut & sew suit, coat, overcoat mfg	6.8	0.4	12,506	\$22,992
315223	Men's, boys' cut & sew shirt (exc work) mfg	9.2	6.0	16,293	\$22,832
315224	Men's, boys' cut & sew trouser, slack, jean mfg	7.0	2.4	22,083	\$20,749
315225	Men's, boys' cut & sew work clothing mfg	3.4	-0.9	16,386	\$16,333
315228	Men's, boys' cut & sew oth outerwear mfg	6.8	0.7	14,012	\$21,158
31523	Women's, girls' cut & sew apparel mfg	4.3	0.3	93,915	\$28,165
315231	Women's, girls' cut & sew lingerie mfg	6.3	1.3	12,320	\$23,838
315232	Women's, girls' cut & sew blouse mfg	3.8	0.5	15,629	\$26,801
315233	Women's, girls' cut & sew dress mfg	1.7	0.2	18,875	\$31,671
315234	Women's, girls' cut & sew suit, coat, skirt mfg	6.4	0.1	9,807	\$36,273
315239	Women's, girls' cut & sew other outerwear mfg	4.2	0.2	37,284	\$26,260
315291	Infants' cut & sew apparel mfg	7.6	4.3	4,553	\$19,938
3159	Apparel accessories & other apparel mfg	4.4	3.8	42,289	\$22,878
31599	Apparel accessories & other apparel mfg	4.4	3.8	42,289	\$22,878
315991	Hat, cap & millinery mfg	5.7	2.5	11,304	\$20,715
315992	Glove & mitten mfg	5.1	3.5	4,108	\$23,330
315993	Men's & boys' neckwear mfg	5.7	6.4	3,320	\$27,407

## Screen 1: High Growth Industries on a National Scale (Survivors)

NAICS	Industry Name	USA 98-01 Employment LQ	USA 98-01	USA 2001	USA 2001 Total Establishments	Average Salary in 2001
			Establishment LQ	Total Employment		
315999	Other apparel accessories & other apparel mfg	3.2	3.9	23,557	1,559	\$23,199
316	Leather & allied product mfg	4.0	0.6	60,567	1,763	\$24,694
3161	Leather & hide tanning & finishing	2.2	-3.7	11,660	358	\$30,349
31611	Leather & hide tanning & finishing	2.2	-3.7	11,660	358	\$30,349
316110	Leather & hide tanning & finishing	2.2	-3.7	11,660	358	\$30,349
3162	Footwear mfg	5.0	2.3	27,012	381	\$23,195
31621	Footwear mfg	5.0	2.3	27,012	381	\$23,195
316211	Rubber & plastics footwear mfg	2.6	2.7	6,642	54	\$25,515
316212	House slipper mfg	6.2	9.3	1,282	17	\$27,775
316213	Men's footwear (exc athletic) mfg	4.7	2.1	12,116	130	\$22,644
316214	Women's footwear (exc athletic) mfg	7.0	0.5	4,996	102	\$21,886
316219	Other footwear mfg	6.3	2.5	1,976	78	\$19,109
3169	Other leather & allied product mfg	3.6	1.1	21,895	1,024	\$23,533
31699	Other leather & allied product mfg	3.6	1.1	21,895	1,024	\$23,533
316991	Luggage mfg	3.7	1.2	7,550	268	\$24,297
316992	Women's handbag & purse mfg	3.4	6.3	3,028	112	\$27,434
316993	Personal leather good (exc purse) mfg	5.0	1.5	3,332	167	\$20,834
316999	All other leather good mfg	2.8	-0.7	7,985	477	\$22,458
3211	Sawmills & wood preservation	1.1	1.5	122,188	4,594	\$28,811
32111	Sawmills & wood preservation	1.1	1.5	122,188	4,594	\$28,811
321113	Sawmills	1.3	1.6	110,118	4,127	\$28,682
321212	Softwood veneer & plywood mfg	1.2	2.0	24,894	147	\$34,803
321213	Engineered wood member (exc truss) mfg	7.9	-12.1	889	29	\$34,336
321912	Cut stock, resawing lumber & planing	0.9	2.6	37,905	1,249	\$24,917
32199	All other wood product mfg	2.9	1.8	116,408	3,205	\$27,086
321991	Manufactured home (mobile home) mfg	5.0	-2.4	50,338	397	\$28,119
321999	All other miscellaneous wood product mfg	1.9	3.2	40,500	2,067	\$23,807
322	Paper mfg	1.0	0.9	533,251	5,739	\$42,196
3221	Pulp, paper & paperboard mills	1.6	-1.2	170,033	606	\$54,080
32211	Pulp mills	1.1	-4.3	9,813	51	\$56,210
322110	Pulp mills	1.1	-4.3	9,813	51	\$56,210
32212	Paper mills	2.0	-0.3	108,535	308	\$53,910
322121	Paper (except newsprint) mills	2.0	0.0	97,966	276	\$53,007
322122	Newsprint mills	2.7	-2.8	10,569	32	\$62,273
322122	Folding paperboard box mfg	1.4	1.6	46,384	535	\$37,279
322213	Setup paperboard box mfg	-2.6	4.2	6,170	131	\$26,970
322214	Fiber can, tube, drum & similar products mfg	2.0	0.6	10,741	284	\$32,509
32222	Paper bag & coated & treated paper mfg	1.2	0.4	70,146	964	\$38,629
322224	Uncoated paper & multiwall bag mfg	3.3	3.7	13,539	127	\$30,454
322223	Stationery product mfg	1.4	2.1	43,250	714	\$32,566
322231	Die-cut paper & paperboard office supply mfg	1.0	2.0	11,663	316	\$29,643
322233	Stationery, tablet & related product mfg	3.4	3.8	7,282	141	\$31,228
322229	Other converted paper product mfg	1.8	2.2	45,806	689	\$37,485
322291	Sanitary paper product mfg	1.5	2.5	23,986	129	\$42,586
322299	All other converted paper product mfg	2.0	2.1	21,820	560	\$31,877
323	Printing & related support activities	1.2	2.7	784,520	37,895	\$34,481
3231	Printing & related support activities	1.2	2.7	784,520	37,895	\$34,481
32311	Printing	1.1	2.5	713,855	34,172	\$34,375
323110	Commercial lithographic printing	1.2	3.6	387,500	15,662	\$36,545
323111	Commercial gravure printing	-0.9	2.4	21,813	415	\$36,381
323114	Quick printing	0.1	2.3	54,989	7,458	\$28,042
323116	Manifold business form printing	3.4	1.7	42,593	914	\$34,226
323117	Book printing	1.2	2.2	47,894	667	\$33,884
323118	Blankbook, loose-leaf binder & device mfg	3.8	4.5	14,174	239	\$28,315
323119	Other commercial printing	1.2	1.8	38,426	3,237	\$32,636
32312	Printing support activities	2.5	4.3	70,665	3,723	\$35,546
323121	Tradebinding & related work	1.1	2.1	30,137	1,197	\$25,820
323122	Prepress services	3.3	5.3	40,528	2,526	\$42,779
324	Petroleum & coal products mfg	1.1	-0.4	103,570	2,253	\$61,175
3241	Petroleum & coal products mfg	1.1	-0.4	103,570	2,253	\$61,175
32411	Petroleum refineries	1.5	0.2	63,165	302	\$69,881
324110	Petroleum refineries	1.5	0.2	63,165	302	\$69,881
32419	Other petroleum & coal products mfg	1.6	2.0	13,157	431	\$47,564
324191	Petroleum lubricating oil & grease mfg	1.0	2.5	10,084	347	\$47,369
324199	All other petroleum & coal products mfg	3.4	-0.3	3,073	84	\$48,204
3251	Basic chemical mfg	1.9	0.9	183,249	2,383	\$58,778
32511	Petrochemical mfg	2.0	2.3	9,961	53	\$69,889

## Screen 1: High Growth Industries on a National Scale (Survivors)

NAICS	Industry Name	USA 98-01 Employment LQ	USA 98-01	USA 2001	USA 2001 Total Establishments	Average Salary in 2001
			Establishment LQ	Total Employment		
325110	Petrochemical mfg	2.0	2.3	9,961	53	\$69,889
32512	Industrial gas mfg	2.2	2.5	11,212	586	\$54,648
325120	Industrial gas mfg	2.2	2.5	11,212	586	\$54,648
32513	Synthetic dye & pigment mfg	1.9	0.3	15,483	202	\$51,754
325131	Inorganic dye & pigment mfg	1.6	1.0	7,981	76	\$55,619
325132	Synthetic organic dye & pigment mfg	2.2	-0.2	7,502	126	\$47,642
32518	Other basic inorganic chemical mfg	1.6	-0.1	57,605	727	\$57,971
325181	Alkalies & chlorine mfg	1.9	-0.6	4,517	43	\$59,091
325188	All other basic inorganic chemical mfg	1.7	0.0	51,289	661	\$57,986
32519	Other basic organic chemical mfg	2.1	0.5	88,988	815	\$59,799
325191	Gum & wood chemical mfg	0.4	2.1	2,530	60	\$35,381
325192	Cyclic crude & intermediate mfg	2.7	-2.0	6,313	57	\$60,616
325193	Ethyl alcohol mfg	1.2	-7.2	1,837	52	\$42,118
325199	All other basic organic chemical mfg	2.1	1.0	78,308	646	\$60,937
325212	Synthetic rubber mfg	1.0	-3.6	11,500	162	\$55,811
32522	Artificial & synthetic fibers, filaments mfg	1.6	-2.6	35,298	123	\$39,804
325221	Cellulose organic fiber mfg	4.9	-23.9	3,043	17	\$40,240
325222	Noncellulosic organic fiber mfg	1.1	-0.8	32,255	106	\$39,763
3253	Pesticide, fertilizer & oth ag chemical mfg	1.2	-0.1	35,648	950	\$46,574
32531	Fertilizer mfg	1.6	-0.9	21,329	704	\$44,130
325311	Nitrogenous fertilizer mfg	1.7	-0.2	5,320	159	\$52,962
325312	Phosphatic fertilizer mfg	2.2	-0.4	7,184	64	\$49,014
32532	Pesticide & other agricultural chemical mfg	0.5	2.0	14,319	246	\$50,216
325320	Pesticide & other agricultural chemical mfg	0.5	2.0	14,319	246	\$50,216
3256	Soap, cleaners & toilet preparation mfg	1.2	1.5	119,062	2,383	\$42,337
32561	Soap & cleaning compound mfg	1.3	2.1	58,357	1,624	\$44,872
325611	Soap & other detergent mfg	2.3	1.8	27,332	754	\$44,873
325612	Polish & other sanitation goods mfg	-0.4	2.4	23,020	679	\$41,294
325613	Surface active agent mfg	2.1	2.7	8,005	191	\$55,156
32562	Toilet preparation mfg	1.1	0.1	60,705	759	\$39,900
325620	Toilet preparation mfg	1.1	0.1	60,705	759	\$39,900
32591	Printing ink mfg	0.8	2.8	12,886	505	\$45,570
325910	Printing ink mfg	0.8	2.8	12,886	505	\$45,570
325991	Custom compounding of purchased resin	1.3	2.8	25,557	715	\$39,476
325992	Photo film, paper, plate & chemical mfg	1.5	-1.5	33,726	344	\$54,955
326111	Unsupported plastics bag mfg	1.0	0.1	39,680	491	\$33,475
326121	Unsupported plastics profile shape mfg	1.2	2.6	26,482	683	\$34,149
32614	Polystyrene foam product mfg	2.6	7.2	31,503	566	\$29,829
326140	Polystyrene foam product mfg	2.6	7.2	31,503	566	\$29,829
326192	Resilient floor covering mfg	3.0	-4.6	5,060	41	\$46,366
32629	Other rubber product mfg	1.2	2.3	102,623	1,548	\$31,773
326299	All other rubber product mfg	2.2	2.6	47,623	882	\$31,426
32711	Pottery, ceramics & plumbing fixture mfg	1.1	2.2	36,944	1,092	\$29,581
327111	Vitreous plumbing fixtures, access, fitting mfg	1.5	3.1	8,708	54	\$33,912
327112	Vitreous china & other pottery product mfg	1.0	2.1	18,858	902	\$25,906
327113	Porcelain electrical supply mfg	1.1	2.7	9,378	136	\$32,950
327124	Clay refractory mfg	3.2	3.0	5,048	141	\$36,733
327125	Nonclay refractory mfg	1.6	1.2	7,320	130	\$40,970
327213	Glass container mfg	3.5	-0.4	15,958	67	\$45,131
32741	Lime mfg	2.2	0.6	4,533	82	\$42,406
327410	Lime mfg	2.2	0.6	4,533	82	\$42,406
327992	Ground or treated mineral & earth mfg	1.5	2.3	9,948	370	\$38,577
327999	All oth misc nonmetallic mineral product mfg	1.5	1.5	11,767	522	\$34,231
331	Primary metal mfg	1.2	-5.9	572,512	6,684	\$41,295
3313	Alumina & aluminum production & processing	1.4	-5.3	78,218	659	\$42,553
33131	Alumina & aluminum production & processing	1.4	-5.3	78,218	659	\$42,553
331311	Alumina refining	5.9	-6.0	2,177	11	\$52,836
331312	Primary aluminum production	3.1	-9.6	13,208	38	\$52,054
331319	Other aluminum rolling & drawing	1.3	-9.1	4,674	107	\$32,890
3314	Nonferrous (exc alum) production & processing	2.3	0.0	72,295	939	\$41,038
33141	Nonferrous (exc aluminum) smelting & refining	4.1	-0.2	12,076	171	\$43,706
331411	Primary smelting & refining of copper	6.9	0.0	3,268	13	\$40,908
331419	Other nonferrous metal prim smelting, refining	2.5	-0.2	8,808	158	\$44,744
33142	Copper rolling, drawing, extruding & alloying	2.2	0.3	25,150	244	\$38,095
331421	Copper rolling, drawing & extruding	2.3	-2.2	18,792	146	\$38,665
331422	Copper wire (except mechanical) drawing	1.5	2.0	4,264	61	\$34,375
331423	Secondary smelting, refining, alloying of copper	2.4	5.3	2,094	37	\$40,548

## Screen 1: High Growth Industries on a National Scale (Survivors)

NAICS	Industry Name	USA 98-01 Employment LQ	USA 98-01	USA 2001	USA 2001 Total Establishments	Average Salary in 2001
			Establishment LQ	Total Employment		
33149 Other nonferrous roll, draw, extruding, alloyin	1.7	-0.1	35,069	524	\$42,230	
331491 Other nonferrous metal roll, draw, extruding	1.7	-0.1	23,176	268	\$43,119	
331492 Oth nonferrous secondary smelt, refine, alloyin	1.6	-0.1	11,893	256	\$40,497	
3315 Foundries	1.7	0.5	208,021	2,773	\$36,933	
33151 Ferrous metal foundries	2.3	-1.5	116,518	1,212	\$39,312	
331511 Iron foundries	2.1	-2.5	75,053	747	\$41,298	
331512 Steel investment foundries	2.8	1.0	20,260	156	\$35,991	
331513 Steel foundries (except investment)	2.6	-0.4	21,205	309	\$35,460	
331521 Aluminum die-casting foundries	0.9	2.8	28,149	294	\$35,677	
331522 Nonferrous (exc alum) die-casting foundries	1.6	1.8	15,432	250	\$30,659	
331525 Copper foundries (except die-casting)	1.6	1.5	7,945	296	\$34,543	
331528 Oth nonferrous foundries (except die-casting)	-2.2	2.9	7,551	131	\$39,731	
332111 Iron & steel forging	2.0	1.5	26,970	395	\$40,588	
332115 Crown & closure mfg	1.3	1.2	4,077	62	\$39,295	
332117 Powder metallurgy parts mfg	2.1	1.1	10,014	172	\$39,566	
3322 Cutlery & handtool mfg	1.8	1.6	71,055	1,598	\$35,162	
33221 Cutlery & handtool mfg	1.8	1.6	71,055	1,598	\$35,162	
332211 Cutlery & flatware (exc precious) mfg	2.3	2.2	9,847	159	\$36,570	
332212 Hand & edge tool mfg	1.5	1.6	46,479	1,204	\$35,010	
332214 Kitchen utensil, pot & pan mfg	3.6	1.4	6,307	74	\$33,972	
3324 Boiler, tank & shipping container mfg	1.6	2.2	91,176	1,702	\$39,180	
33241 Power boiler & heat exchanger mfg	2.1	3.5	23,298	413	\$38,666	
332410 Power boiler & heat exchanger mfg	2.1	3.5	23,298	413	\$38,666	
33242 Metal tank (heavy gauge) mfg	1.0	1.0	31,781	608	\$37,708	
332420 Metal tank (heavy gauge) mfg	1.0	1.0	31,781	608	\$37,708	
33243 Light gauge metal container mfg	1.7	2.5	36,097	681	\$40,808	
332431 Metal can mfg	2.1	2.8	22,770	240	\$45,347	
332439 Other metal container mfg	1.0	2.3	13,327	441	\$33,053	
332618 Other fabricated wire product mfg	0.3	2.1	46,234	1,262	\$29,386	
33272 Turned product & screw, nut & bolt mfg	1.6	1.9	125,482	3,460	\$36,406	
332721 Precision turned product mfg	1.7	2.0	74,358	2,487	\$34,902	
332722 Bolt, nut, screw, rivet & washer mfg	1.5	1.6	51,124	973	\$38,594	
332811 Metal heat treating	1.9	1.6	20,966	748	\$38,459	
3329 Other fabricated metal product mfg	1.1	0.7	312,647	6,972	\$37,521	
332919 Other metal valve & pipe fitting mfg	1.8	0.8	16,421	239	\$35,510	
33299 All other fabricated metal product mfg	1.2	0.7	193,716	5,553	\$36,662	
332991 Ball & roller bearing mfg	2.0	0.0	33,416	198	\$40,514	
332993 Ammunition (exc small arms) mfg	5.8	1.4	6,385	56	\$44,988	
332995 Other ordnance & accessories mfg	5.4	4.3	7,434	57	\$53,360	
332999 All other misc fabricated metal product mfg	1.2	0.8	79,062	3,240	\$33,673	
333 Machinery mfg	1.3	1.7	1,332,854	28,922	\$41,050	
3331 Ag, construction & mining machinery mfg	2.1	1.8	193,884	2,964	\$38,387	
33311 Agricultural implement mfg	2.6	2.2	85,795	1,377	\$33,480	
333111 Farm machinery & equipment mfg	2.8	2.3	59,091	1,243	\$36,933	
333112 Lawn & garden equipment mfg	1.9	1.5	26,704	134	\$25,841	
33313 Mining & oil & gas field machinery mfg	2.9	2.5	38,073	794	\$45,220	
333131 Mining machinery & equipment mfg	2.4	1.3	11,613	284	\$40,609	
333132 Oil & gas field machinery & equipment mfg	3.1	3.1	26,460	510	\$47,243	
3332 Industrial machinery mfg	1.8	1.4	177,435	4,408	\$47,161	
33329 Other industrial machinery mfg	2.2	2.0	148,407	3,582	\$48,882	
333291 Paper industry machinery mfg	4.4	2.0	13,169	319	\$44,092	
333292 Textile machinery mfg	3.4	1.2	10,635	440	\$32,909	
333293 Printing machinery & equipment mfg	2.4	1.8	18,204	499	\$46,086	
333298 All other industrial machinery mfg	2.6	2.9	48,411	1,490	\$41,457	
333311 Automatic vending machine mfg	1.5	2.1	7,361	106	\$29,631	
333312 Commercial laundry, dryclean & press mach mfg	4.0	2.0	3,246	63	\$35,131	
333315 Photographic & photocopying equipment mfg	6.3	2.5	15,533	377	\$42,791	
333412 Industrial & commercial fan & blower mfg	1.3	3.3	11,854	177	\$34,754	
333414 Heating equipment (exc warm air furnaces) mfg	0.1	2.8	23,061	419	\$35,263	
3335 Metalworking machinery mfg	2.3	2.2	220,206	9,691	\$41,195	
33351 Metalworking machinery mfg	2.3	2.2	220,206	9,691	\$41,195	
333511 Industrial mold mfg	3.3	3.4	44,499	2,263	\$42,787	
333512 Machine tool (metal cutting types) mfg	2.9	-3.4	24,888	519	\$46,561	
333513 Machine tool (metal forming types) mfg	3.3	-3.1	12,126	287	\$40,969	
333514 Special die, tool, die set, jig & fixture mfg	1.9	2.9	73,670	4,237	\$39,824	
333515 Cutting tool & machine tool accessory mfg	1.8	1.1	44,165	1,837	\$36,131	
333516 Rolling mill machinery & equipment mfg	3.4	3.2	2,934	88	\$46,852	

## Screen 1: High Growth Industries on a National Scale (Survivors)

NAICS	Industry Name	USA 98-01 Employment LQ	USA 98-01	USA 2001	USA 2001 Total Establishments	Average Salary in 2001
			Establishment LQ	Total Employment		
3336	Engine, turbine & power transmsn equip mfg	1.3	0.3	104,525	949	\$46,735
33361	Engine, turbine & power transmsn equip mfg	1.3	0.3	104,525	949	\$46,735
333612	Speed changer, ind high-speed drive & gear mfg	2.5	1.2	13,991	248	\$38,562
333618	Other engine equipment mfg	1.4	0.7	51,710	299	\$48,054
3339	Other general purpose machinery mfg	1.2	1.6	332,281	6,639	\$41,787
33391	Pump & compressor mfg	1.7	1.6	62,993	837	\$44,193
333911	Pump & pumping equipment mfg	1.6	1.6	34,073	458	\$44,708
333912	Air & gas compressor mfg	1.6	1.5	23,093	312	\$44,190
333913	Measuring & dispensing pump mfg	2.6	1.9	5,827	67	\$41,196
333922	Conveyor & conveying equipment mfg	1.6	1.3	38,126	841	\$43,390
33399	All other general purpose machinery mfg	1.3	2.0	175,756	4,003	\$42,359
333992	Welding & soldering equipment mfg	1.6	-2.5	18,484	291	\$46,387
333993	Packaging machinery mfg	2.2	1.6	26,673	643	\$44,403
333994	Industrial process furnace & oven mfg	2.5	2.2	14,716	378	\$39,760
333996	Fluid power pump & motor mfg	1.6	2.0	15,156	164	\$52,944
333999	All other general purpose machinery mfg	0.8	3.3	56,782	1,883	\$39,966
3341	Computer & peripheral equipment mfg	3.0	1.8	199,637	1,916	\$56,965
33411	Computer & peripheral equipment mfg	3.0	1.8	199,637	1,916	\$56,965
334111	Electronic computer mfg	4.5	1.1	72,507	546	\$59,539
334112	Computer storage device mfg	4.0	1.8	33,357	193	\$54,148
334113	Computer terminal mfg	-18.3	3.7	10,411	133	\$40,871
334119	Other computer peripheral equipment mfg	2.2	1.8	83,362	1,044	\$57,864
33421	Telephone apparatus mfg	1.8	1.8	86,964	574	\$66,577
334210	Telephone apparatus mfg	1.8	1.8	86,964	574	\$66,577
3343	Audio & video equipment mfg	2.1	0.5	28,686	561	\$35,054
33431	Audio & video equipment mfg	2.1	0.5	28,686	561	\$35,054
334310	Audio & video equipment mfg	2.1	0.5	28,686	561	\$35,054
334411	Electron tube mfg	2.7	0.7	16,524	147	\$39,006
334415	Electronic resistor mfg	1.3	2.9	10,629	99	\$29,543
334416	Electronic coil, transformer, oth inductor mfg	2.3	2.8	17,278	408	\$26,606
3345	Nav, measuring, medical, control instruments mfg	1.2	1.9	453,496	5,151	\$57,491
33451	Nav, measuring, medical, control instruments mfg	1.2	1.9	453,496	5,151	\$57,491
334510	Electromedical apparatus mfg	1.0	3.5	50,808	475	\$55,357
334511	Search, detection & navigation instrument mfg	1.1	1.4	176,444	668	\$62,650
334512	Automatic environmental control mfg	3.5	0.8	19,781	329	\$34,972
334513	Industrial process control mfg	2.7	0.8	41,114	994	\$47,076
334514	Total fluid meter & counting device mfg	0.4	2.6	15,561	203	\$40,427
334515	Electricity measuring, testing instrument mfg	0.1	2.2	62,447	769	\$68,343
334516	Analytical laboratory instrument mfg	0.9	2.5	34,877	595	\$58,412
334518	Watch, clock & part mfg	7.4	6.9	5,393	128	\$32,634
3346	Mfg & reproducing magnetic & optical media	4.1	-2.0	38,830	963	\$41,211
33461	Mfg & reproducing magnetic & optical media	4.1	-2.0	38,830	963	\$41,211
334611	Software reproducing	6.3	-14.4	2,859	143	\$51,838
334612	Prerecorded CL, tape, record reproducing	1.1	-0.8	24,483	567	\$35,427
334613	Magnetic and optical recording media mfg	7.5	-0.1	11,488	253	\$50,891
33511	Electric lamp bulb & part mfg	3.1	-1.5	13,220	95	\$39,052
335110	Electric lamp bulb & part mfg	3.1	-1.5	13,220	95	\$39,052
335121	Residential electric lighting fixture mfg	1.9	2.4	16,204	520	\$25,648
3352	Household appliance mfg	1.4	-1.3	94,410	388	\$33,349
33521	Small electrical appliance mfg	4.5	-0.1	21,291	190	\$31,312
335211	Electric housewares & fan mfg	6.5	0.4	10,990	149	\$29,753
335212	Household vacuum cleaner mfg	1.5	-2.1	10,301	41	\$32,975
335221	Household cooking appliance mfg	1.5	-1.1	17,164	100	\$26,403
335228	Other major household appliance mfg	1.4	-2.1	12,437	41	\$36,062
3353	Electrical equipment mfg	1.4	1.9	193,238	2,751	\$37,448
33531	Electrical equipment mfg	1.4	1.9	193,238	2,751	\$37,448
335312	Motor & generator mfg	2.9	2.7	62,164	659	\$32,260
335314	Relay & industrial control mfg	1.8	2.2	60,675	1,216	\$42,100
335912	Primary battery mfg	1.3	-0.6	7,929	46	\$38,762
33599	All oth electrical equipment & component mfg	1.4	0.0	52,455	1,120	\$41,282
335991	Carbon & graphite product mfg	2.2	-2.5	9,909	141	\$38,874
335999	All oth misc electrical equip & component mfg	1.2	0.3	42,546	979	\$41,843
336	Transportation equipment mfg	1.4	1.2	1,753,445	12,627	\$47,586
3361	Motor vehicle mfg	1.5	0.1	215,132	410	\$58,601
33611	Automobile & light duty motor vehicle mfg	1.4	0.2	187,713	321	\$60,801
336111	Automobile mfg	3.6	-0.6	97,321	221	\$59,196
336112	Light truck & utility vehicle mfg	-2.0	2.0	90,392	100	\$62,529

## Screen 1: High Growth Industries on a National Scale (Survivors)

NAICS	Industry Name	USA 98-01 Employment LQ	USA 98-01	USA 2001	USA 2001 Total Establishments	Average Salary in 2001
			Establishment LQ	Total Employment		
33612	Heavy duty truck mfg	2.2	-0.6	27,419	89	\$43,539
336120	Heavy duty truck mfg	2.2	-0.6	27,419	89	\$43,539
336212	Truck trailer mfg	2.3	1.1	28,261	393	\$27,722
336214	Travel trailer & camper mfg	-2.5	1.4	38,114	765	\$28,067
3363	Motor vehicle parts mfg	1.3	1.8	739,667	5,526	\$43,787
336312	Gasoline engine & engine parts mfg	1.1	1.6	79,837	846	\$51,518
33632	MV electrical & electronic equipment mfg	1.9	2.4	104,769	1,034	\$38,338
336322	Other MV electrical & electronic equip mfg	2.2	2.5	88,643	934	\$37,260
33633	Motor vehicle steering & suspension parts mfg	1.5	0.9	44,251	204	\$47,258
336330	Motor vehicle steering & suspension parts mfg	1.5	0.9	44,251	204	\$47,258
33634	Motor vehicle brake system mfg	0.8	2.1	39,484	260	\$37,430
336340	Motor vehicle brake system mfg	0.8	2.1	39,484	260	\$37,430
33635	MV transmission & power train parts mfg	1.6	2.1	105,316	507	\$55,925
336350	MV transmission & power train parts mfg	1.6	2.1	105,316	507	\$55,925
33636	Motor vehicle seating & interior trim mfg	-1.3	2.1	50,433	338	\$35,181
336360	Motor vehicle seating & interior trim mfg	-1.3	2.1	50,433	338	\$35,181
33637	Motor vehicle metal stamping	1.4	1.7	115,931	740	\$45,760
336370	Motor vehicle metal stamping	1.4	1.7	115,931	740	\$45,760
33639	Other motor vehicle parts mfg	1.6	1.6	181,301	1,459	\$38,154
336391	Motor vehicle air-conditioning mfg	2.1	-3.0	19,406	69	\$51,053
336399	All other motor vehicle parts mfg	1.6	1.8	161,895	1,390	\$36,608
3364	Aerospace product & parts mfg	2.3	0.5	449,383	1,792	\$58,313
33641	Aerospace product & parts mfg	2.3	0.5	449,383	1,792	\$58,313
336411	Aircraft mfg	2.6	-3.7	182,564	259	\$56,793
336412	Aircraft engine & engine parts mfg	1.0	-1.5	80,242	392	\$60,844
336413	Other aircraft part & auxiliary equipment mfg	2.4	1.7	118,205	1,058	\$52,197
336414	Guided missile & space vehicle mfg	2.5	4.9	47,207	18	\$73,307
336415	Missile, space veh propulsion unit & parts mfg	3.1	4.6	15,405	24	\$65,395
336419	Other missile, space veh parts & aux equip mfg	0.2	3.4	5,760	41	\$54,899
3365	Railroad rolling stock mfg	1.0	2.0	35,423	218	\$41,977
33651	Railroad rolling stock mfg	1.0	2.0	35,423	218	\$41,977
336510	Railroad rolling stock mfg	1.0	2.0	35,423	218	\$41,977
336611	Ship building & repairing	1.6	0.9	88,578	675	\$41,985
3369	Other transportation equipment mfg	1.6	1.2	42,113	804	\$40,361
33699	Other transportation equipment mfg	1.6	1.2	42,113	804	\$40,361
336991	Motorcycle, bicycle & parts mfg	2.0	0.1	14,960	390	\$44,005
336992	Mil armored veh, tank & tank component mfg	3.8	2.1	5,804	48	\$53,166
336999	All other transportation equipment mfg	0.5	2.3	21,349	366	\$34,327
337121	Upholstered household furniture mfg	0.4	2.5	87,444	1,585	\$25,123
337127	Institutional furniture mfg	-0.3	2.0	36,978	912	\$30,495
337211	Wood office furniture mfg	0.4	2.2	29,255	603	\$28,881
337214	Office furniture (except wood) mfg	0.2	3.3	44,742	317	\$41,459
3379	Other furniture related product mfg	-0.8	1.3	46,499	1,109	\$28,628
33791	Mattress mfg	-0.7	2.2	25,500	639	\$30,220
337910	Mattress mfg	-0.7	2.2	25,500	639	\$30,220
339112	Surgical & medical instrument mfg	-0.4	2.6	104,167	1,433	\$48,026
3399	Other miscellaneous mfg	1.3	0.9	408,730	18,567	\$31,222
33991	Jewelry & silverware mfg	1.3	2.0	55,353	3,505	\$29,581
339912	Silverware & hollowware mfg	2.6	2.3	5,750	152	\$31,799
339914	Costume jewelry & novelty mfg	5.7	3.1	9,540	814	\$26,058
33992	Sporting & athletic goods mfg	1.9	1.4	66,132	2,433	\$31,022
339920	Sporting & athletic goods mfg	1.9	1.4	66,132	2,433	\$31,022
33993	Doll, toy & game mfg	3.8	1.6	23,915	958	\$28,496
339931	Doll & stuffed toy mfg	5.5	7.0	2,271	179	\$22,686
339932	Game, toy & children's vehicle mfg	3.5	0.0	21,644	779	\$29,106
33994	Office supplies (exc paper) mfg	2.5	2.4	24,535	918	\$29,459
339941	Pen & mechanical pencil mfg	1.0	1.6	7,969	108	\$31,660
339942	Lead pencil & art good mfg	3.1	2.0	5,926	166	\$27,968
339943	Marking device mfg	2.7	2.1	6,444	551	\$26,883
339944	Carbon paper & inked ribbon mfg	3.7	5.1	4,196	93	\$31,339
33999	All other misc mfg	1.3	1.2	150,761	4,712	\$31,814
339991	Gasket, packing & sealing device mfg	1.9	1.9	37,889	616	\$35,478
339993	Fastener, button, needle & pin mfg	4.8	2.9	5,967	216	\$31,133
339995	Burial casket mfg	1.6	1.7	6,856	160	\$30,500
339999	All other miscellaneous mfg	1.3	1.4	67,691	2,764	\$31,006
42	Wholesale trade	1.0	1.0	6,142,089	438,924	\$44,919
421	Wholesale trade, durable goods	1.1	0.8	3,633,480	283,435	\$47,667

## Screen 1: High Growth Industries on a National Scale (Survivors)

NAICS	Industry Name	USA 98-01 Employment LQ	USA 98-01	USA 2001	USA 2001 Total Establishments	Average Salary in 2001
			Establishment LQ	Total Employment		
42113	Tire & tube whsle	2.8	-2.2	24,907	2,005	\$38,991
421130	Tire & tube whsle	2.8	-2.2	24,907	2,005	\$38,991
42114	Motor vehicle parts (used) whsle	-1.1	4.9	42,600	5,867	\$25,257
421140	Motor vehicle parts (used) whsle	-1.1	4.9	42,600	5,867	\$25,257
4212	Furniture & Home furnishing whsle	1.3	1.0	166,135	14,545	\$39,864
42121	Furniture whsle	1.6	0.9	72,519	6,521	\$41,737
421210	Furniture whsle	1.6	0.9	72,519	6,521	\$41,737
42122	Home furnishing whsle	1.1	1.0	93,616	8,024	\$38,413
421220	Home furnishing whsle	1.1	1.0	93,616	8,024	\$38,413
4213	Lumber & other construction materials whsle	4.0	-1.9	185,391	15,479	\$40,509
42131	Lumber, plywood, millwork & wood panel whsle	2.5	-1.5	101,631	7,220	\$40,313
421310	Lumber, plywood, millwork & wood panel whsle	2.5	-1.5	101,631	7,220	\$40,313
42132	Brick & related construction material whsle	8.0	-3.9	31,621	3,502	\$40,500
421320	Brick & related construction material whsle	8.0	-3.9	31,621	3,502	\$40,500
42133	Roofing, siding & insulation material whsle	6.4	-3.3	22,287	1,835	\$45,036
421330	Roofing, siding & insulation material whsle	6.4	-3.3	22,287	1,835	\$45,036
42139	Other construction material whsle	4.1	-0.2	29,852	2,922	\$37,809
421390	Other construction material whsle	4.1	-0.2	29,852	2,922	\$37,809
4214	Professional & commercial equip & supp whsle	1.6	1.7	776,712	43,076	\$58,119
42142	Office equipment whsle	1.1	1.9	147,160	6,779	\$43,874
421420	Office equipment whsle	1.1	1.9	147,160	6,779	\$43,874
42143	Computer & peripheral equip & software whsle	1.5	1.4	347,834	16,524	\$69,975
421430	Computer & peripheral equip & software whsle	1.5	1.4	347,834	16,524	\$69,975
42145	Medical, dental, hospital equip & supp whsle	2.8	1.9	139,657	9,212	\$58,919
421450	Medical, dental, hospital equip & supp whsle	2.8	1.9	139,657	9,212	\$58,919
42146	Ophthalmic goods whsle	-0.6	3.0	27,990	1,582	\$36,173
421460	Ophthalmic goods whsle	-0.6	3.0	27,990	1,582	\$36,173
42149	Oth professional equipment & supplies whsle	4.1	1.7	38,536	2,615	\$47,347
421490	Oth professional equipment & supplies whsle	4.1	1.7	38,536	2,615	\$47,347
42152	Coal & other mineral & ore whsle	-3.1	3.4	4,143	649	\$61,874
421520	Coal & other mineral & ore whsle	-3.1	3.4	4,143	649	\$61,874
4216	Electrical goods whsle	2.7	0.6	559,234	37,816	\$62,190
42161	Elec equip, wiring supp, const material whsle	1.9	-0.2	168,091	13,878	\$48,182
421610	Elec equip, wiring supp, const material whsle	1.9	-0.2	168,091	13,878	\$48,182
42162	Electric appliance, TV, radio set whsle	0.7	2.0	52,655	3,541	\$50,280
421620	Electric appliance, TV, radio set whsle	0.7	2.0	52,655	3,541	\$50,280
42169	Other electronic parts & equipment whsle	3.5	1.0	338,488	20,397	\$70,999
421690	Other electronic parts & equipment whsle	3.5	1.0	338,488	20,397	\$70,999
4217	Hardware, plumb & heating equip & sup whsle	2.3	0.2	247,959	21,323	\$42,998
42171	Hardware whsle	1.9	0.4	122,386	9,387	\$41,453
421710	Hardware whsle	1.9	0.4	122,386	9,387	\$41,453
42172	Plumbing & heating equipment & supplies whsle	3.4	-0.7	54,353	4,912	\$41,773
421720	Plumbing & heating equipment & supplies whsle	3.4	-0.7	54,353	4,912	\$41,773
42173	Warm air heating & AC equip & supplies whsle	2.4	0.1	57,478	5,579	\$47,074
421730	Warm air heating & AC equip & supplies whsle	2.4	0.1	57,478	5,579	\$47,074
42174	Refrigeration equipment & supplies whsle	1.1	1.9	13,742	1,445	\$44,563
421740	Refrigeration equipment & supplies whsle	1.1	1.9	13,742	1,445	\$44,563
42183	Industrial machinery & equipment whsle	0.0	2.1	352,561	33,098	\$46,415
421830	Industrial machinery & equipment whsle	0.0	2.1	352,561	33,098	\$46,415
42186	Transportation equip, supplies (exc MV) whsle	-0.2	2.0	45,520	3,730	\$46,711
421860	Transportation equip, supplies (exc MV) whsle	-0.2	2.0	45,520	3,730	\$46,711
42193	Recyclable material whsle	-2.9	3.3	99,109	8,002	\$31,602
421930	Recyclable material whsle	-2.9	3.3	99,109	8,002	\$31,602
42194	Jewelry, watch, precious stone & metal whsle	2.1	-0.9	54,408	8,215	\$38,235
421940	Jewelry, watch, precious stone & metal whsle	2.1	-0.9	54,408	8,215	\$38,235
42199	Other miscellaneous durable goods whsle	2.4	-5.7	99,261	14,285	\$39,842
421990	Other miscellaneous durable goods whsle	2.4	-5.7	99,261	14,285	\$39,842
4221	Paper & paper product whsle	-0.2	2.8	225,894	14,430	\$39,311
42211	Printing & writing paper whsle	-1.0	3.3	31,024	2,018	\$55,193
422110	Printing & writing paper whsle	-1.0	3.3	31,024	2,018	\$55,193
42213	Industrial & personal service paper whsle	0.2	2.3	71,412	5,089	\$46,077
422130	Industrial & personal service paper whsle	0.2	2.3	71,412	5,089	\$46,077
4222	Drugs & druggists' sundries whsle	4.7	3.5	234,917	7,189	\$58,300
42221	Drugs & druggists' sundries whsle	4.7	3.5	234,917	7,189	\$58,300
422210	Drugs & druggists' sundries whsle	4.7	3.5	234,917	7,189	\$58,300
42232	Men's & boys' clothing & furnishings whsle	-0.4	2.7	59,912	4,465	\$38,893
422320	Men's & boys' clothing & furnishings whsle	-0.4	2.7	59,912	4,465	\$38,893

## Screen 1: High Growth Industries on a National Scale (Survivors)

NAICS	Industry Name	USA 98-01 Employment LQ	USA 98-01	USA 2001	USA 2001 Total Establishments	Average Salary in 2001
			Establishment LQ	Total Employment		
42233	Women's, children's, infants' clothing whsle	0.4	2.5	79,595	7,583	\$42,067
422330	Women's, children's, infants' clothing whsle	0.4	2.5	79,595	7,583	\$42,067
42234	Footwear whsle	2.3	-0.2	26,170	1,755	\$57,269
422340	Footwear whsle	2.3	-0.2	26,170	1,755	\$57,269
42241	General line grocery whsle	0.4	2.2	172,432	3,993	\$41,460
422410	General line grocery whsle	0.4	2.2	172,432	3,993	\$41,460
42242	Packaged frozen food whsle	0.5	2.4	87,251	3,390	\$38,151
422420	Packaged frozen food whsle	0.5	2.4	87,251	3,390	\$38,151
42243	Dairy product (exc dried or canned) whsle	1.0	0.6	50,239	2,741	\$39,832
422430	Dairy product (exc dried or canned) whsle	1.0	0.6	50,239	2,741	\$39,832
42247	Meat & meat product whsle	1.1	1.5	53,407	3,305	\$33,918
422470	Meat & meat product whsle	1.1	1.5	53,407	3,305	\$33,918
42248	Fresh fruit & vegetable whsle	1.8	1.2	113,100	5,753	\$33,186
422480	Fresh fruit & vegetable whsle	1.8	1.2	113,100	5,753	\$33,186
42251	Grain & field bean whsle	-0.9	2.0	54,945	5,890	\$32,980
422510	Grain & field bean whsle	-0.9	2.0	54,945	5,890	\$32,980
42252	Livestock whsle	-2.2	2.5	22,736	1,879	\$12,227
422520	Livestock whsle	-2.2	2.5	22,736	1,879	\$12,227
42259	Other farm product raw material whsle	-0.5	3.2	12,866	1,517	\$36,049
422590	Other farm product raw material whsle	-0.5	3.2	12,866	1,517	\$36,049
42261	Plastics materials & basic forms, shapes whsle	-0.2	2.5	43,116	3,908	\$45,262
422610	Plastics materials & basic forms, shapes whsle	-0.2	2.5	43,116	3,908	\$45,262
4227	Petroleum & petroleum products whsle	-0.9	2.4	128,900	10,375	\$43,283
42271	Petroleum bulk stations & terminals	-1.2	2.0	94,034	7,020	\$39,687
422710	Petroleum bulk stations & terminals	-1.2	2.0	94,034	7,020	\$39,687
42272	Petroleum prod whsle (exc bulk sta, terminals)	0.2	3.2	34,866	3,355	\$52,981
422720	Petroleum prod whsle (exc bulk sta, terminals)	0.2	3.2	34,866	3,355	\$52,981
4228	Beer, wine, distilled alcoholic beverage whsle	1.5	1.5	160,630	4,566	\$44,390
42281	Beer & ale whsle	0.5	2.5	97,580	2,713	\$39,630
422810	Beer & ale whsle	0.5	2.5	97,580	2,713	\$39,630
42282	Wine & distilled alcoholic beverage whsle	3.1	-0.3	63,050	1,853	\$51,758
422820	Wine & distilled alcoholic beverage whsle	3.1	-0.3	63,050	1,853	\$51,758
4229	Miscellaneous nondurable goods whsle	2.0	-0.3	419,959	35,147	\$34,808
42291	Farm supplies whsle	-0.4	2.2	74,868	6,885	\$37,376
422910	Farm supplies whsle	-0.4	2.2	74,868	6,885	\$37,376
42292	Book, periodical & newspaper whsle	1.8	2.3	95,795	3,883	\$35,786
422920	Book, periodical & newspaper whsle	1.8	2.3	95,795	3,883	\$35,786
42293	Flower, nursery stock, florists' supplies whsle	6.9	-5.2	60,890	4,598	\$26,403
422930	Flower, nursery stock, florists' supplies whsle	6.9	-5.2	60,890	4,598	\$26,403
42299	Other miscellaneous nondurable goods whsle	3.0	-1.3	111,175	16,168	\$36,289
422990	Other miscellaneous nondurable goods whsle	3.0	-1.3	111,175	16,168	\$36,289
<b>44 Retail trade</b>		<b>1.0</b>	<b>1.0</b>	<b>14,890,289</b>	<b>1,119,950</b>	<b>\$21,138</b>
441	Motor vehicle & parts dealers	1.2	3.1	1,850,218	125,728	\$36,006
4411	Automobile dealers	1.4	5.8	1,225,419	51,632	\$40,934
44111	New car dealers	1.3	1.4	1,112,471	26,444	\$42,172
441110	New car dealers	1.3	1.4	1,112,471	26,444	\$42,172
44112	Used car dealers	2.4	10.6	112,948	25,188	\$28,739
441120	Used car dealers	2.4	10.6	112,948	25,188	\$28,739
4412	Other motor vehicle dealers	5.0	12.5	131,434	14,922	\$30,633
44121	Recreational vehicle dealers	2.7	6.6	34,829	3,134	\$32,817
441210	Recreational vehicle dealers	2.7	6.6	34,829	3,134	\$32,817
44122	Motorcycle & boat & other MV dealers	5.9	14.1	96,605	11,788	\$29,845
441221	Motorcycle dealers	9.3	23.4	43,249	4,271	\$31,589
441222	Boat dealers	2.4	2.6	39,405	5,301	\$28,648
441229	All other motor vehicle dealers	8.4	27.8	13,951	2,216	\$27,824
44132	Tire dealers	1.6	6.0	164,533	18,408	\$27,721
441320	Tire dealers	1.6	6.0	164,533	18,408	\$27,721
442	Furniture & home furnishing stores	2.5	3.5	567,318	65,766	\$24,050
4422	Home furnishings stores	4.2	5.4	289,087	35,846	\$21,365
44221	Floor covering stores	1.1	1.8	105,106	16,127	\$31,341
442210	Floor covering stores	1.1	1.8	105,106	16,127	\$31,341
44229	Other home furnishings stores	6.3	8.6	183,981	19,719	\$15,666
442291	Window treatment stores	1.5	9.8	9,955	2,335	\$22,722
442299	All other home furnishings stores	6.7	8.4	174,026	17,384	\$15,262
443	Electronics & appliance stores	3.9	9.2	425,736	47,747	\$27,231
4431	Electronics & appliance stores	3.9	9.2	425,736	47,747	\$27,231

## Screen 1: High Growth Industries on a National Scale (Survivors)

NAICS	Industry Name	USA 98-01 Employment LQ	USA 98-01	USA 2001	USA 2001 Total Establishments	Average Salary in 2001
			Establishment LQ	Total Employment		
44311	Appliance, TV & all other electronics stores	5.2	15.8	294,605	31,596	\$24,708
443112	Radio, television & other electronics stores	6.9	28.5	232,233	21,724	\$24,702
44312	Computer & software stores	1.2	-2.0	109,025	13,069	\$35,468
443120	Computer & software stores	1.2	-2.0	109,025	13,069	\$35,468
44313	Camera & photographic supplies stores	2.3	-3.8	22,106	3,082	\$20,224
443130	Camera & photographic supplies stores	2.3	-3.8	22,106	3,082	\$20,224
444	Bldg material & garden equip & supp dealers	2.3	2.4	1,249,126	94,135	\$27,780
4441	Building material & supplies dealers	2.2	0.8	1,062,400	71,851	\$28,555
44411	Home centers	6.5	38.0	368,798	4,841	\$23,983
444110	Home centers	6.5	38.0	368,798	4,841	\$23,983
4442	Lawn & garden equip & supplies stores	2.5	7.7	186,726	22,284	\$23,373
44421	Outdoor power equipment stores	1.5	-8.7	28,436	4,514	\$25,027
444210	Outdoor power equipment stores	1.5	-8.7	28,436	4,514	\$25,027
44422	Nursery & garden centers	2.7	12.5	158,290	17,770	\$23,076
444220	Nursery & garden centers	2.7	12.5	158,290	17,770	\$23,076
445	Food & beverage stores	0.2	9.5	2,963,801	156,261	\$16,646
4451	Grocery stores	-0.2	5.4	2,665,804	99,357	\$16,743
44512	Convenience stores	3.2	17.0	178,466	30,560	\$12,840
445120	Convenience stores	3.2	17.0	178,466	30,560	\$12,840
4452	Specialty food stores	6.3	32.0	161,785	28,209	\$15,760
44521	Meat markets	1.7	-0.4	41,924	6,599	\$16,593
445210	Meat markets	1.7	-0.4	41,924	6,599	\$16,593
44522	Fish & seafood markets	3.2	15.5	8,990	1,940	\$16,608
445220	Fish & seafood markets	3.2	15.5	8,990	1,940	\$16,608
44523	Fruit & vegetable markets	3.9	9.0	20,615	3,382	\$18,166
445230	Fruit & vegetable markets	3.9	9.0	20,615	3,382	\$18,166
44529	Other specialty food stores	10.4	58.4	90,256	16,288	\$14,739
445291	Baked goods stores	21.8	117.3	34,380	5,728	\$18,761
445292	Confectionery & nut stores	1.6	0.6	22,140	3,839	\$11,437
445299	All other specialty food stores	9.7	63.5	33,736	6,721	\$12,808
4453	Beer, wine & liquor stores	1.2	4.9	136,212	28,695	\$15,813
44531	Beer, wine & liquor stores	1.2	4.9	136,212	28,695	\$15,813
445310	Beer, wine & liquor stores	1.2	4.9	136,212	28,695	\$15,813
44612	Cosmetics, beauty supplies & perfume stores	6.6	19.1	75,658	10,630	\$13,933
446120	Cosmetics, beauty supplies & perfume stores	6.6	19.1	75,658	10,630	\$13,933
44619	Other health & personal care stores	6.1	13.6	108,637	17,236	\$22,252
446191	Food (health) supplement stores	9.6	22.6	58,868	9,027	\$13,430
446199	All other health & personal care stores	2.9	4.6	49,769	8,209	\$32,688
448	Clothing & clothing accessories stores	1.9	-1.0	1,392,626	151,668	\$15,164
4481	Clothing stores	2.5	-2.0	1,033,252	91,711	\$14,052
44813	Children's & infants' clothing stores	4.5	17.7	57,076	5,724	\$12,723
448130	Children's & infants' clothing stores	4.5	17.7	57,076	5,724	\$12,723
44814	Family clothing stores	4.2	7.4	469,949	21,774	\$13,730
448140	Family clothing stores	4.2	7.4	469,949	21,774	\$13,730
44819	Other clothing stores	2.7	4.3	86,530	12,057	\$15,305
448190	Other clothing stores	2.7	4.3	86,530	12,057	\$15,305
4483	Jewelry, luggage & leather goods stores	2.2	8.7	171,750	31,782	\$22,706
44831	Jewelry stores	2.3	9.8	159,314	29,780	\$22,920
448310	Jewelry stores	2.3	9.8	159,314	29,780	\$22,920
44832	Luggage & leather goods stores	1.7	-6.3	12,436	2,002	\$19,962
448320	Luggage & leather goods stores	1.7	-6.3	12,436	2,002	\$19,962
451	Sporting goods, hobby, book & music stores	1.6	-8.8	622,261	64,453	\$14,819
4511	Sporting goods, hobby, musical instrument store	1.8	-9.4	408,743	43,152	\$15,472
45112	Hobby, toy & game stores	3.4	-2.1	137,147	10,783	\$13,810
451120	Hobby, toy & game stores	3.4	-2.1	137,147	10,783	\$13,810
45114	Musical instrument & supplies stores	2.6	-5.3	34,142	4,358	\$22,433
451140	Musical instrument & supplies stores	2.6	-5.3	34,142	4,358	\$22,433
4512	Book, periodical & music stores	1.3	-7.5	213,518	21,301	\$13,570
45121	Book stores & news dealers	1.1	-8.9	143,985	13,599	\$13,823
451211	Book stores	1.2	-8.0	134,432	11,559	\$13,673
45122	Prerecorded tape, CD & record stores	1.8	-5.1	69,533	7,702	\$13,045
451220	Prerecorded tape, CD & record stores	1.8	-5.1	69,533	7,702	\$13,045
452	General merchandise stores	0.4	19.7	2,525,974	41,169	\$16,722
4529	Other general merchandise stores	3.2	28.6	798,641	30,795	\$17,038
45291	Warehouse clubs & superstores	2.2	24.0	495,230	2,051	\$18,842
452910	Warehouse clubs & superstores	2.2	24.0	495,230	2,051	\$18,842
45299	All other general merchandise stores	5.1	28.9	303,411	28,744	\$14,094

## Screen 1: High Growth Industries on a National Scale (Survivors)

NAICS	Industry Name	USA 98-01		USA 2001		USA 2001 Total Establishments	Average Salary in 2001
		USA 98-01 Employment LQ	Establishment LQ	Total Employment			
452990	All other general merchandise stores	5.1	28.9	303,411	28,744	14,094	\$14,094
453	Miscellaneous store retailers	1.3	-3.8	841,594	129,311	16,490	\$16,490
45321	Office supplies & stationery stores	3.5	22.4	127,922	8,787	20,995	\$20,995
453210	Office supplies & stationery stores	3.5	22.4	127,922	8,787	20,995	\$20,995
4533	Used merchandise stores	2.2	-6.9	115,719	17,436	14,680	\$14,680
45331	Used merchandise stores	2.2	-6.9	115,719	17,436	14,680	\$14,680
453310	Used merchandise stores	2.2	-6.9	115,719	17,436	14,680	\$14,680
4539	Other miscellaneous store retailers	1.7	4.7	262,210	45,540	20,243	\$20,243
45391	Pet & pet supplies stores	2.9	-9.9	72,120	7,945	14,016	\$14,016
453910	Pet & pet supplies stores	2.9	-9.9	72,120	7,945	14,016	\$14,016
45392	Art dealers	1.5	5.9	22,988	6,162	26,206	\$26,206
453920	Art dealers	1.5	5.9	22,988	6,162	26,206	\$26,206
45399	All other miscellaneous store retailers	3.2	9.7	131,583	25,568	20,147	\$20,147
453991	Tobacco stores	6.2	28.9	23,713	5,313	15,097	\$15,097
453998	All other misc store retailers (exc tobacco)	2.6	5.3	107,870	20,255	21,257	\$21,257
454	Nonstore retailers	2.2	-1.3	566,279	42,922	32,345	\$32,345
4541	Electronic shopping & mail-order houses	4.9	21.8	280,912	11,086	37,098	\$37,098
45411	Electronic shopping & mail-order houses	4.9	21.8	280,912	11,086	37,098	\$37,098
454110	Electronic shopping & mail-order houses	4.9	21.8	280,912	11,086	37,098	\$37,098
454319	Other fuel dealers	2.0	-12.4	997	280	27,472	\$27,472
<b>48 Transportation &amp; warehousing</b>		<b>1.0</b>	<b>1.0</b>	<b>3,750,663</b>	<b>190,683</b>	<b>\$34,529</b>	
481	Air transportation	1.1	0.8	608,986	5,451	47,260	\$47,260
48111	Scheduled passenger air transportation	1.1	0.0	533,467	2,825	48,123	\$48,123
4812	Nonscheduled air transportation	2.3	3.1	46,883	2,120	46,732	\$46,732
48121	Nonscheduled air transportation	2.3	3.1	46,883	2,120	46,732	\$46,732
481211	Nonscheduled chartered passenger air trans	2.2	2.4	21,115	1,425	44,732	\$44,732
481212	Nonscheduled chartered freight air trans	3.5	27.2	21,481	304	49,423	\$49,423
483112	Deep sea passenger transportation	2.3	14.7	13,101	95	41,530	\$41,530
483113	Coastal & Great Lakes freight transportation	1.1	-1.1	24,126	544	49,275	\$49,275
4832	Inland water transportation	1.1	0.5	19,745	644	43,096	\$43,096
48321	Inland water transportation	1.1	0.5	19,745	644	43,096	\$43,096
483212	Inland water passenger transportation	2.9	-0.3	3,751	249	32,427	\$32,427
4841	General freight trucking	1.1	5.4	914,959	56,378	34,126	\$34,126
48411	General freight trucking, local	1.2	7.6	149,783	20,726	29,602	\$29,602
484110	General freight trucking, local	1.2	7.6	149,788	20,726	29,602	\$29,602
48412	General freight trucking, long-distance	1.0	4.3	765,181	35,652	35,011	\$35,011
484121	General freight trucking, long-distance, TL	1.7	5.0	499,153	29,073	32,077	\$32,077
485	Transit & ground passenger transportation	1.5	0.3	391,561	16,466	19,304	\$19,304
4851	Urban transit systems	3.8	6.7	42,216	715	31,873	\$31,873
48511	Urban transit systems	3.8	6.7	42,216	715	31,873	\$31,873
485111	Mixed mode transit systems	45.5	108.9	5,523	164	24,873	\$24,873
485113	Bus & other motor vehicle transit systems	2.4	-2.3	3,635	496	30,113	\$30,113
485119	Other urban transit systems	0.0	22.2	750	40	na	
4853	Taxi & limousine service	1.8	1.4	63,446	6,842	18,110	\$18,110
48531	Taxi service	1.2	-1.4	30,281	3,086	16,139	\$16,139
485310	Taxi service	1.2	-1.4	30,281	3,086	16,139	\$16,139
48532	Limousine service	2.3	3.9	39,165	3,756	19,634	\$19,634
485320	Limousine service	2.3	3.9	39,165	3,756	19,634	\$19,634
4854	School & employee bus transportation	1.3	-1.1	168,940	4,287	14,631	\$14,631
48541	School & employee bus transportation	1.3	-1.1	168,940	4,287	14,631	\$14,631
485410	School & employee bus transportation	1.3	-1.1	168,940	4,287	14,631	\$14,631
4859	Other transit & ground passenger transportation	1.1	0.2	52,881	2,767	19,161	\$19,161
48599	Other transit & ground passenger transportation	1.1	0.2	52,881	2,767	19,161	\$19,161
485991	Special needs transportation	1.4	-0.4	35,862	1,887	19,447	\$19,447
486	Pipeline transportation	0.4	4.8	50,923	2,785	76,199	\$76,199
4862	Pipeline transportation of natural gas	1.1	12.0	38,189	2,017	78,066	\$78,066
48621	Pipeline transportation of natural gas	1.1	12.0	38,189	2,017	78,066	\$78,066
486210	Pipeline transportation of natural gas	1.1	12.0	38,189	2,017	78,066	\$78,066
4871	Scenic & sightseeing transportation, land	-0.6	4.3	8,605	521	21,860	\$21,860
48711	Scenic & sightseeing transportation, land	-0.6	4.3	8,605	521	21,860	\$21,860
487110	Scenic & sightseeing transportation, land	-0.6	4.3	8,605	521	21,860	\$21,860
488	Transportation support activities	1.8	0.6	484,611	31,876	35,282	\$35,282
4881	Air transportation support activities	1.3	0.7	127,585	4,417	29,105	\$29,105
48811	Airport operations	1.1	-0.3	65,876	1,811	23,003	\$23,003
488111	Air traffic control	2.4	7.8	796	151	45,053	\$45,053
488119	Other airport operations	1.1	-0.9	65,080	1,660	22,733	\$22,733

## Screen 1: High Growth Industries on a National Scale (Survivors)

NAICS	Industry Name	USA 98-01 Employment LQ	USA 98-01	USA 2001	USA 2001 Total Establishments	Average Salary in 2001
			Establishment LQ	Total Employment		
48819 Other air transportation support activities		1.6	1.3	61,709	2,606	\$35,620
488190 Other air transportation support activities		1.6	1.3	61,709	2,606	\$35,620
4882 Rail transportation support activities		2.7	0.5	22,954	831	\$32,195
48821 Rail transportation support activities		2.7	0.5	22,954	831	\$32,195
488210 Rail transportation support activities		2.7	0.5	22,954	831	\$32,195
4883 Water transportation support activities		1.0	-2.9	78,702	2,496	\$42,565
48832 Marine cargo handling		1.4	-0.5	50,273	612	\$44,746
488320 Marine cargo handling		1.4	-0.5	50,273	612	\$44,746
4884 Road transportation support activities		3.7	3.5	61,283	7,325	\$24,204
48841 Motor vehicle towing		2.1	1.7	43,742	6,294	\$23,565
488410 Motor vehicle towing		2.1	1.7	43,742	6,294	\$23,565
48849 Other road transportation support activities		10.2	19.0	17,541	1,031	\$25,797
488490 Other road transportation support activities		10.2	19.0	17,541	1,031	\$25,797
4885 Freight transportation arrangement		1.6	-1.2	168,159	15,334	\$40,613
48851 Freight transportation arrangement		1.6	-1.2	168,159	15,334	\$40,613
488510 Freight transportation arrangement		1.6	-1.2	168,159	15,334	\$40,613
4889 Other transportation support activities		3.0	16.8	25,928	1,473	\$37,915
48899 Other transportation support activities		3.0	16.8	25,928	1,473	\$37,915
488991 Packing & crating		-3.0	14.4	13,187	1,246	\$26,132
488999 All other transportation support activities		-3.3	34.8	12,741	227	\$50,109
492 Couriers & messengers		0.8	4.0	577,575	12,855	\$30,845
4921 Couriers		1.1	6.9	513,567	7,105	\$32,042
49211 Couriers		1.1	6.9	513,567	7,105	\$32,042
492110 Couriers		1.1	6.9	513,567	7,105	\$32,042
493 Warehousing & storage		2.6	2.9	145,266	7,185	\$30,242
4931 Warehousing & storage		2.6	2.9	145,266	7,185	\$30,242
49311 General warehousing & storage		4.3	6.8	89,356	4,500	\$29,730
493110 General warehousing & storage		4.3	6.8	89,356	4,500	\$29,730
49312 Refrigerated warehousing & storage		2.9	3.8	28,231	942	\$30,240
493120 Refrigerated warehousing & storage		2.9	3.8	28,231	942	\$30,240
49313 Farm product warehousing & storage		2.5	3.6	5,459	552	\$27,027
493130 Farm product warehousing & storage		2.5	3.6	5,459	552	\$27,027
<b>51 Information</b>		<b>1.0</b>	<b>1.0</b>	<b>3,754,698</b>	<b>137,293</b>	<b>\$55,164</b>
5112 Software publishers		1.3	-0.8	353,344	10,353	\$104,586
51121 Software publishers		1.3	-0.8	353,344	10,353	\$104,586
511210 Software publishers		1.3	-0.8	353,344	10,353	\$104,586
51211 Motion picture & video production		2.7	0.7	96,892	10,595	\$70,343
512110 Motion picture & video production		2.7	0.7	96,892	10,595	\$70,343
51222 Integrated record production, distribution		1.3	0.4	8,794	305	\$118,551
512220 Integrated record production, distribution		1.3	0.4	8,794	305	\$118,551
51229 Other sound recording industries		1.9	0.1	3,488	409	\$35,375
512290 Other sound recording industries		1.9	0.1	3,488	409	\$35,375
513 Broadcasting & telecommunications		1.1	1.9	1,777,015	59,675	\$52,875
51311 Radio broadcasting		1.3	0.8	142,650	7,297	\$37,723
513111 Radio networks		4.7	0.9	12,168	359	\$30,810
513112 Radio stations		1.1	0.8	130,482	6,938	\$38,367
5132 Cable networks & program distribution		1.9	2.5	245,448	6,692	\$47,792
51321 Cable networks		1.3	1.3	41,022	887	\$72,245
513210 Cable networks		1.3	1.3	41,022	887	\$72,245
51322 Cable & other program distribution		2.0	2.7	204,426	5,805	\$42,885
513220 Cable & other program distribution		2.0	2.7	204,426	5,805	\$42,885
5133 Telecommunications		1.1	2.1	1,262,183	43,749	\$55,055
51332 Wireless telecom carriers (exc satellite)		3.0	3.4	256,558	11,610	\$52,105
513322 Cellular & other wireless telecommunications		5.1	7.0	184,106	7,710	\$53,666
51333 Telecommunications resellers		2.3	1.4	59,941	2,475	\$53,685
513330 Telecommunications resellers		2.3	1.4	59,941	2,475	\$53,685
51334 Satellite telecommunications		4.1	0.6	21,259	737	\$70,162
513340 Satellite telecommunications		4.1	0.6	21,259	737	\$70,162
51339 Other telecommunications		8.2	4.7	18,907	1,418	\$63,572
513390 Other telecommunications		8.2	4.7	18,907	1,418	\$63,572
514 Information & data processing services		2.6	2.6	579,609	22,725	\$55,550
5141 Information services		6.2	4.2	262,068	13,437	\$63,759
51411 News syndicates		1.2	0.3	12,205	540	\$55,686
514110 News syndicates		1.2	0.3	12,205	540	\$55,686
51412 Libraries & archives		2.6	1.3	36,129	2,725	\$25,463
514120 Libraries & archives		2.6	1.3	36,129	2,725	\$25,463

## Screen 1: High Growth Industries on a National Scale (Survivors)

NAICS	Industry Name	USA 98-01 Employment LQ	USA 98-01	USA 2001	USA 2001 Total Establishments	Average Salary in 2001
			Establishment LQ	Total Employment		
51419 Other information services		7.8	5.8	213,734	10,172	\$70,693
514191 On-line information services		8.0	5.9	202,142	9,608	\$71,284
514199 All other information services		4.5	4.1	11,592	564	\$60,379
<b>52 Finance &amp; insurance</b>		<b>1.0</b>	<b>1.0</b>	<b>6,248,400</b>	<b>425,028</b>	<b>\$59,786</b>
521 Monetary authorities - central bank		1.2	26.0	23,552	74	\$52,423
5211 Monetary authorities - central bank		1.2	26.0	23,552	74	\$52,423
52111 Monetary authorities - central bank		1.2	26.0	23,552	74	\$52,423
521110 Monetary authorities - central bank		1.2	26.0	23,552	74	\$52,423
522 Credit intermediation & related activities		1.0	1.4	2,917,625	180,764	\$44,710
52213 Credit unions		1.7	0.0	200,406	15,543	\$29,724
522130 Credit unions		1.7	0.0	200,406	15,543	\$29,724
52219 Other depository credit intermediation		25.6	86.7	5,809	177	\$68,789
522190 Other depository credit intermediation		25.6	86.7	5,809	177	\$68,789
5222 Nondepository credit intermediation		1.7	1.2	646,369	49,833	\$54,475
52221 Credit card issuing		6.9	6.0	72,133	830	\$44,173
522210 Credit card issuing		6.9	6.0	72,133	830	\$44,173
52222 Sales financing		1.7	-0.5	160,546	7,493	\$58,397
522220 Sales financing		1.7	-0.5	160,546	7,493	\$58,397
52229 Other nondepository credit intermediation		1.1	1.5	413,690	41,510	\$54,749
522292 Real estate credit		2.8	7.2	251,485	19,799	\$58,854
522293 International trade financing		0.0	30.9	4,537	376	\$92,554
5223 Activities related to credit intermediation		0.4	6.5	208,736	23,700	\$47,409
52231 Mortgage & nonmortgage brokers		0.0	3.8	70,314	12,236	\$56,582
522310 Mortgage & nonmortgage brokers		0.0	3.8	70,314	12,236	\$56,582
52232 Financial clearinghouse & reserve activities		3.7	7.6	67,064	1,570	\$50,761
522320 Financial clearinghouse & reserve activities		3.7	7.6	67,064	1,570	\$50,761
52239 Other credit intermediation activities		-1.4	10.3	71,358	9,894	\$35,222
522390 Other credit intermediation activities		-1.4	10.3	71,358	9,894	\$35,222
523 Security, commodity contracts & like activity		3.7	6.6	947,060	76,918	\$132,017
5231 Secry & commodity contracts intermed & brokerage		3.1	6.6	575,304	39,590	\$147,159
52312 Securities brokerage		4.7	9.2	381,118	30,262	\$124,637
523120 Securities brokerage		4.7	9.2	381,118	30,262	\$124,637
52313 Commodity contracts dealing		0.6	2.8	6,603	802	\$96,983
523130 Commodity contracts dealing		0.6	2.8	6,603	802	\$96,983
52314 Commodity contracts brokerage		1.3	2.0	14,854	1,531	\$90,959
523140 Commodity contracts brokerage		1.3	2.0	14,854	1,531	\$90,959
5232 Securities & commodity exchanges		-0.2	2.0	6,531	86	\$88,943
52321 Securities & commodity exchanges		-0.2	2.0	6,531	86	\$88,943
523210 Securities & commodity exchanges		-0.2	2.0	6,531	86	\$88,943
5239 Other financial investment activities		4.9	6.6	365,225	37,242	\$108,936
52391 Miscellaneous intermediation		6.4	-1.4	39,454	6,575	\$87,728
523910 Miscellaneous intermediation		6.4	-1.4	39,454	6,575	\$87,728
52392 Portfolio management		4.0	-0.2	171,452	11,258	\$138,016
523920 Portfolio management		4.0	-0.2	171,452	11,258	\$138,016
52393 Investment advice		9.2	24.1	83,371	16,023	\$100,074
523930 Investment advice		9.2	24.1	83,371	16,023	\$100,074
52399 All other financial investment activities		2.6	-1.3	70,948	3,386	\$60,870
523991 Trust, fiduciary & custody activities		2.7	-1.6	64,776	2,906	\$58,048
523999 Miscellaneous financial investment activities		1.4	1.1	6,172	480	\$90,488
524127 Direct title insurance carriers		7.4	17.2	72,001	4,309	\$54,423
524128 All other direct insurance carriers		15.8	21.8	3,990	248	\$44,359
52413 Reinsurance carriers		7.9	12.7	14,518	562	\$86,276
524130 Reinsurance carriers		7.9	12.7	14,518	562	\$86,276
524298 All other insurance related activities		5.3	5.7	44,166	2,760	\$44,586
525 Funds, trusts, & other financial vehicles (part		5.1	14.7	34,030	2,440	\$61,719
5259 Other investment pools & funds		4.9	14.5	33,660	2,431	\$61,455
52591 Open-end investment funds		5.1	11.5	1,768	266	\$132,798
525910 Open-end investment funds		5.1	11.5	1,768	266	\$132,798
52593 Real estate investment trusts		3.4	7.8	27,739	1,507	\$53,713
525930 Real estate investment trusts		3.4	7.8	27,739	1,507	\$53,713
52599 Other financial vehicles		37.9	47.0	4,121	656	\$83,345
525990 Other financial vehicles		37.9	47.0	4,121	656	\$83,345
<b>53 Real estate &amp; rental &amp; leasing</b>		<b>1.0</b>	<b>1.0</b>	<b>2,013,673</b>	<b>307,003</b>	<b>\$31,787</b>
531 Real estate		1.0	1.2	1,335,298	241,115	\$33,268
53111 Lessors of residential buildings & dwellings		0.2	-0.5	281,375	57,342	\$23,073

## Screen 1: High Growth Industries on a National Scale (Survivors)

NAICS	Industry Name	USA 98-01 Employment LQ	USA 98-01	USA 2001	USA 2001 Total Establishments	Average Salary in 2001
			Establishment LQ	Total Employment		
53113	Lessors of miniwarehouses & self storage units	4.3	3.6	29,727	8,574	\$20,349
531130	Lessors of miniwarehouses & self storage units	4.3	3.6	29,727	8,574	\$20,349
5312	Offices of real estate agents & brokers	1.6	1.7	283,959	68,948	\$38,963
53121	Offices of real estate agents & brokers	1.6	1.7	283,959	68,948	\$38,963
531210	Offices of real estate agents & brokers	1.6	1.7	283,959	68,948	\$38,963
5313	Activities related to real estate	1.4	2.9	538,127	64,169	\$36,172
53131	Real estate property managers	1.4	3.2	437,429	39,196	\$34,169
531311	Residential property managers	1.7	3.2	308,898	27,586	\$30,808
531312	Nonresidential property managers	0.9	3.1	128,531	11,610	\$42,245
53139	Other activities related to real estate	2.1	4.8	61,956	12,495	\$49,556
531390	Other activities related to real estate	2.1	4.8	61,956	12,495	\$49,556
5321	Automotive equipment rental & leasing	1.0	2.3	189,247	12,071	\$28,244
53211	Passenger car rental & leasing	1.2	1.7	135,921	5,487	\$26,302
532111	Passenger car rental	1.2	2.3	126,296	4,695	\$25,142
532112	Passenger car leasing	1.8	-1.4	9,625	792	\$41,522
53212	Truck, utility trailer & RV rental & leasing	0.4	2.8	53,326	6,584	\$33,193
532120	Truck, utility trailer & RV rental & leasing	0.4	2.8	53,326	6,584	\$33,193
53222	Formal wear & costume rental	1.1	-0.2	16,306	2,715	\$16,594
532220	Formal wear & costume rental	1.1	-0.2	16,306	2,715	\$16,594
53229	Other consumer goods rental	3.5	5.0	70,763	8,223	\$28,844
532291	Home health equipment rental	8.7	13.7	28,468	2,846	\$33,645
532292	Recreational goods rental	1.3	0.5	9,908	1,768	\$19,017
532299	All other consumer goods rental	1.6	2.8	32,387	3,609	\$27,631
5324	Commercial, industrial equip rental & leasing	1.7	1.5	165,936	12,983	\$42,175
53241	Const, trans, mining equip rental & leasing	2.8	3.6	67,902	5,696	\$44,390
532412	Const, mining, forestry equip rental & leasing	3.3	4.6	60,935	4,904	\$42,839
53249	Oth commercial, industrial equip rental, lease	1.1	0.5	82,823	5,982	\$37,348
532490	Oth commercial, industrial equip rental, lease	1.1	0.5	82,823	5,982	\$37,348
533	Lessors of other nonfinancial intangible asset	1.2	0.1	25,661	2,129	\$63,172
5331	Lessors of other nonfinancial intangible asset	1.2	0.1	25,661	2,129	\$63,172
53311	Lessors of other nonfinancial intangible asset	1.2	0.1	25,661	2,129	\$63,172
533110	Lessors of other nonfinancial intangible asset	1.2	0.1	25,661	2,129	\$63,172
<b>54 Professional, scientific &amp; technical services</b>		<b>1.0</b>	<b>1.0</b>	<b>7,156,579</b>	<b>736,454</b>	<b>\$52,317</b>
541	Professional, scientific & technical services	1.0	1.0	7,156,579	736,454	\$52,317
541213	Tax preparation services	1.2	1.7	186,284	14,335	\$8,332
54131	Architectural services	1.2	0.9	193,406	22,468	\$53,250
541310	Architectural services	1.2	0.9	193,406	22,468	\$53,250
54135	Building inspection services	1.3	2.0	15,138	3,581	\$35,641
541350	Building inspection services	1.3	2.0	15,138	3,581	\$35,641
5414	Specialized design services	1.0	0.8	147,772	29,305	\$41,199
54141	Interior design services	1.5	1.0	46,486	10,889	\$37,792
541410	Interior design services	1.5	1.0	46,486	10,889	\$37,792
54149	Other specialized design services	3.9	2.8	8,240	1,283	\$35,633
541490	Other specialized design services	3.9	2.8	8,240	1,283	\$35,633
5415	Computer systems design & related services	2.4	2.5	1,254,805	100,852	\$67,481
54151	Computer systems design & related services	2.4	2.5	1,254,805	100,852	\$67,481
541511	Custom computer programming services	2.0	3.1	538,674	43,557	\$68,411
541512	Computer systems design services	2.8	1.2	538,673	37,243	\$68,886
541519	Other computer related services	4.3	4.5	106,116	18,445	\$60,075
5416	Management, sci & tech consulting services	1.9	3.2	806,104	107,659	\$58,733
54161	Management consulting services	2.0	3.4	669,823	81,574	\$59,898
541611	Admin & gen management consulting services	1.8	3.1	331,503	35,817	\$68,607
541612	Human res & exec search consulting services	1.5	1.7	155,168	17,746	\$55,735
541613	Marketing consulting services	3.7	5.0	122,392	18,315	\$45,564
541614	Process, phys dist & log consulting services	1.6	4.0	38,892	4,474	\$51,230
541618	Other management consulting services	2.8	7.1	21,868	5,222	\$53,046
54162	Environmental consulting services	1.2	2.7	59,009	8,218	\$47,529
541620	Environmental consulting services	1.2	2.7	59,009	8,218	\$47,529
54169	Oth scientific & technical consulting services	1.0	2.5	77,272	17,867	\$57,187
541690	Oth scientific & technical consulting services	1.0	2.5	77,272	17,867	\$57,187
5417	Scientific R&D services	1.4	2.2	387,067	13,514	\$64,822
54171	R&D in physical, engineering & life sciences	1.4	2.4	343,690	11,299	\$66,711
541710	R&D in physical, engineering & life sciences	1.4	2.4	343,690	11,299	\$66,711
54172	R&D in social sciences & humanities	1.4	1.2	43,377	2,215	\$49,858
541720	R&D in social sciences & humanities	1.4	1.2	43,377	2,215	\$49,858
54182	Public relations agencies	1.4	-0.3	52,984	6,439	\$60,178

## Screen 1: High Growth Industries on a National Scale (Survivors)

NAICS	Industry Name	USA 98-01	USA 98-01	USA 2001	USA 2001 Total	Average Salary
		Employment LQ	Establishment LQ	Total Employment	Establishments	in 2001
541820	Public relations agencies	1.4	-0.3	52,984	6,439	\$60,178
5419	Oth professional, scientific, technical service	1.0	2.1	509,118	63,640	\$28,857
54193	Translation & interpretation services	2.2	2.3	8,298	1,220	\$33,596
541930	Translation & interpretation services	2.2	2.3	8,298	1,220	\$33,596
54194	Veterinary services	1.0	0.6	231,862	25,000	\$22,809
541940	Veterinary services	1.0	0.6	231,862	25,000	\$22,809
54199	All oth prof, scientific & technical services	8.2	11.4	74,017	14,341	\$38,409
541990	All oth prof, scientific & technical services	8.2	11.4	74,017	14,341	\$38,409
<b>55</b>	<b>Management of companies &amp; enterprises</b>	<b>1.0</b>	<b>1.0</b>	<b>2,879,223</b>	<b>47,559</b>	<b>\$74,021</b>
551	Management of companies & enterprises	1.0	1.0	2,879,223	47,559	\$74,021
5511	Management of companies & enterprises	1.0	1.0	2,879,223	47,559	\$74,021
55111	Management of companies & enterprises	1.0	1.0	2,879,223	47,559	\$74,021
551111	Offices of bank holding companies	2.6	1.5	33,183	1,611	\$87,125
551112	Offices of other holding companies	4.8	0.8	163,382	9,035	\$90,016
<b>56</b>	<b>Admin, support, waste mgt, remediation services</b>	<b>1.0</b>	<b>1.0</b>	<b>9,061,987</b>	<b>362,665</b>	<b>\$24,430</b>
561	Administrative & support services	1.0	1.1	8,761,451	345,916	\$23,977
5611	Office administrative services	2.1	4.5	518,112	30,147	\$43,605
56111	Office administrative services	2.1	4.5	518,112	30,147	\$43,605
561110	Office administrative services	2.1	4.5	518,112	30,147	\$43,605
5612	Facilities support services	0.3	5.1	115,606	2,952	\$32,509
56121	Facilities support services	0.3	5.1	115,606	2,952	\$32,509
561210	Facilities support services	0.3	5.1	115,606	2,952	\$32,509
5613	Employment services	1.3	5.9	4,363,620	44,896	\$23,129
56131	Employment placement agencies	5.5	11.3	348,669	10,261	\$24,458
561310	Employment placement agencies	5.5	11.3	348,669	10,261	\$24,458
56132	Temporary help services	0.3	5.4	2,676,010	29,637	\$21,398
561320	Temporary help services	0.3	5.4	2,676,010	29,637	\$21,398
56133	Employee leasing services	3.1	0.2	1,338,941	4,998	\$26,240
561330	Employee leasing services	3.1	0.2	1,338,941	4,998	\$26,240
56144	Collection agencies	1.6	-1.2	111,822	5,051	\$30,857
561440	Collection agencies	1.6	-1.2	111,822	5,051	\$30,857
56149	Other business support services	2.0	3.1	76,850	6,859	\$28,738
561499	All other business support services	2.7	11.8	53,290	2,021	\$25,378
56159	Oth travel arrangement & reservation services	1.2	-0.2	86,417	3,753	\$34,717
561599	All oth travel arrange & reservation services	1.3	-0.2	74,588	2,736	\$36,004
561621	Security systems services (except locksmiths)	0.9	2.7	130,789	5,740	\$31,525
56173	Landscaping services	1.4	3.3	446,111	72,504	\$25,237
561730	Landscaping services	1.4	3.3	446,111	72,504	\$25,237
56179	Other services to buildings & dwellings	2.0	6.1	35,445	7,105	\$27,063
561790	Other services to buildings & dwellings	2.0	6.1	35,445	7,105	\$27,063
5619	Other support services	2.1	-2.3	470,434	25,414	\$22,608
56199	All other support services	3.4	-2.7	340,753	19,011	\$20,691
561990	All other support services	3.4	-2.7	340,753	19,011	\$20,691
5622	Waste treatment & disposal	1.2	5.8	63,598	2,933	\$40,157
56221	Waste treatment & disposal	1.2	5.8	63,598	2,933	\$40,157
562212	Solid waste landfill	2.3	9.1	39,127	1,987	\$37,117
562213	Solid waste combustors & incinerators	0.0	4.0	3,305	135	\$50,069
5629	Remediation & oth waste management services	1.0	2.0	97,074	6,543	\$37,665
56291	Remediation services	1.2	5.4	55,618	2,186	\$40,749
562910	Remediation services	1.2	5.4	55,618	2,186	\$40,749
56299	All other waste management services	1.1	1.9	28,528	3,621	\$34,147
562998	All other miscellaneous waste management	2.0	21.7	3,688	353	\$41,699
<b>61</b>	<b>Educational services</b>	<b>1.0</b>	<b>1.0</b>	<b>2,612,430</b>	<b>70,878</b>	<b>\$25,684</b>
611	Educational services	1.0	1.0	2,612,430	70,878	\$25,684
6111	Elementary & secondary schools	1.1	0.5	747,611	19,473	\$22,675
61111	Elementary & secondary schools	1.1	0.5	747,611	19,473	\$22,675
611110	Elementary & secondary schools	1.1	0.5	747,611	19,473	\$22,675
6112	Junior colleges	1.2	0.4	85,964	848	\$27,665
61121	Junior colleges	1.2	0.4	85,964	848	\$27,665
611210	Junior colleges	1.2	0.4	85,964	848	\$27,665
61143	Professional, management development training	1.4	0.0	22,228	3,294	\$41,455
611430	Professional, management development training	1.4	0.0	22,228	3,294	\$41,455
6115	Technical & trade schools	2.1	0.6	87,351	7,234	\$27,368
61151	Technical & trade schools	2.1	0.6	87,351	7,234	\$27,368

## Screen 1: High Growth Industries on a National Scale (Survivors)

NAICS	Industry Name	USA 98-01	USA 98-01	USA 2001	USA 2001 Total Establishments	Average Salary in 2001
		Employment LQ	Establishment LQ	Total Employment		
611512	Flight training	2.9	1.9	14,694	1,081	\$31,904
611513	Apprenticeship training	2.1	0.9	11,480	1,255	\$23,567
611519	Other technical & trade schools	2.4	0.5	51,214	3,224	\$28,340
6116	Other schools & instruction	2.6	1.7	222,002	28,656	\$17,585
611611	Fine arts schools	2.1	1.5	53,319	8,508	\$13,333
611610	Fine arts schools	2.1	1.5	53,319	8,508	\$13,333
61162	Sports & recreation instruction	2.9	2.3	45,848	7,911	\$15,507
611620	Sports & recreation instruction	2.9	2.3	45,848	7,911	\$15,507
61169	All other schools & instruction	3.1	1.5	110,234	11,256	\$20,554
611691	Exam preparation & tutoring	5.6	3.4	45,164	3,807	\$15,832
611692	Automobile driving schools	2.4	1.6	13,204	2,103	\$17,394
611699	All other miscellaneous schools & instruction	1.7	0.5	51,866	5,346	\$25,471
6117	Educational support services	3.0	1.3	46,642	4,668	\$37,086
61171	Educational support services	3.0	1.3	46,642	4,668	\$37,086
611710	Educational support services	3.0	1.3	46,642	4,668	\$37,086
<b>62 Health care and social assistance</b>		<b>1.0</b>	<b>1.0</b>	<b>14,534,726</b>	<b>671,370</b>	<b>\$32,041</b>
621	Ambulatory health care services	1.0	0.6	4,736,631	466,914	\$41,261
6211	Offices of physicians	2.5	0.4	1,848,200	197,892	\$59,270
62111	Offices of physicians	2.5	0.4	1,848,200	197,892	\$59,270
621111	Offices of physicians (exc mental health)	2.5	0.4	1,806,648	187,260	\$59,570
621112	Offices of physicians, mental health	2.3	1.4	41,552	10,632	\$46,195
6212	Offices of dentists	1.8	0.5	733,862	117,038	\$34,334
62121	Offices of dentists	1.8	0.5	733,862	117,038	\$34,334
621210	Offices of dentists	1.8	0.5	733,862	117,038	\$34,334
62123	Offices of other health practitioners	1.2	1.5	448,479	94,555	\$27,726
62131	Offices of chiropractors	3.6	2.1	111,637	33,078	\$23,348
621310	Offices of chiropractors	3.6	2.1	111,637	33,078	\$23,348
62132	Offices of optometrists	1.9	0.6	90,971	17,969	\$26,377
621320	Offices of optometrists	1.9	0.6	90,971	17,969	\$26,377
62133	Offices of other mental health practitioners	1.1	-1.1	43,648	11,303	\$27,364
621330	Offices of other mental health practitioners	1.1	-1.1	43,648	11,303	\$27,364
62134	Offices of PT, OT, speech therapy & audiology	-1.6	3.4	131,011	16,117	\$30,904
621340	Offices of PT, OT, speech therapy & audiology	-1.6	3.4	131,011	16,117	\$30,904
62139	Offices of all other health practitioners	3.1	1.7	71,212	16,088	\$30,689
621399	Offices of all other misc health practitioners	5.3	5.0	39,268	7,805	\$31,053
6214	Outpatient care centers	1.3	0.7	582,230	22,912	\$35,327
62141	Family planning centers	1.2	-0.6	20,265	1,808	\$25,840
621410	Family planning centers	1.2	-0.6	20,265	1,808	\$25,840
62142	Outpatient mental health, substance abuse ctrs	2.3	0.5	149,570	6,518	\$27,099
621420	Outpatient mental health, substance abuse ctrs	2.3	0.5	149,570	6,518	\$27,099
62149	Other outpatient care centers	1.0	1.0	412,395	14,586	\$38,778
621492	Kidney dialysis centers	6.6	9.6	63,000	3,074	\$33,867
6215	Medical & diagnostic laboratories	1.5	4.2	169,195	11,026	\$44,418
62151	Medical & diagnostic laboratories	1.5	4.2	169,195	11,026	\$44,418
621512	Diagnostic Imaging centers	5.7	3.3	59,481	4,887	\$50,129
6219	Other ambulatory health care services	0.3	2.0	180,284	7,207	\$29,076
62191	Ambulance services	-0.9	2.6	101,831	3,830	\$26,061
621910	Ambulance services	-0.9	2.6	101,831	3,830	\$26,061
62199	All other ambulatory health care services	2.2	1.4	78,453	3,377	\$32,989
621991	Blood & organ banks	1.2	-0.7	49,738	1,316	\$33,889
621999	All oth misc ambulatory health care services	4.3	2.9	28,715	2,061	\$31,430
6223	Other specialty hospitals	1.2	9.5	163,905	615	\$37,769
62231	Other specialty hospitals	1.2	9.5	163,905	615	\$37,769
622310	Other specialty hospitals	1.2	9.5	163,905	615	\$37,769
623	Nursing & residential care facilities	1.1	2.7	2,671,457	65,088	\$20,463
6231	Nursing care facilities	0.0	1.8	1,559,457	17,046	\$21,381
62311	Nursing care facilities	0.0	1.8	1,559,457	17,046	\$21,381
623110	Nursing care facilities	0.0	1.8	1,559,457	17,046	\$21,381
6232	Residential mental retardation, health facil	1.2	3.3	407,354	23,037	\$19,466
62322	Residential mental health, subst abuse facil	1.7	1.9	114,100	6,296	\$21,619
623220	Residential mental health, subst abuse facil	1.7	1.9	114,100	6,296	\$21,619
6233	Community care facilities for the elderly	4.6	3.1	546,928	18,535	\$17,977
62331	Community care facilities for the elderly	4.6	3.1	546,928	18,535	\$17,977
623311	Continuing care retirement communities	3.3	7.7	288,192	3,855	\$19,256
623312	Homes for the elderly	6.3	2.1	258,736	14,680	\$16,552
6239	Other residential care facilities	2.6	1.4	157,718	6,470	\$22,575

## Screen 1: High Growth Industries on a National Scale (Survivors)

NAICS	Industry Name	USA 98-01 Employment LQ	USA 98-01	USA 2001	USA 2001 Total Establishments	Average Salary in 2001
			Establishment LQ	Total Employment		
62399 Other residential care facilities	2.6	1.4	157,718	6,470	\$22,575	
623990 Other residential care facilities	2.6	1.4	157,718	6,470	\$22,575	
624 Social assistance	2.9	1.8	2,041,633	132,230	\$16,998	
6241 Individual & family services	3.4	2.1	839,902	46,300	\$19,800	
62411 Child & youth services	4.0	1.2	170,848	9,722	\$22,499	
624110 Child & youth services	4.0	1.2	170,848	9,722	\$22,499	
62412 Services for elderly & disabled persons	1.8	1.4	308,365	13,906	\$16,863	
624120 Services for elderly & disabled persons	1.8	1.4	308,365	13,906	\$16,863	
62419 Other individual & family services	4.7	2.9	360,689	22,672	\$21,032	
624190 Other individual & family services	4.7	2.9	360,689	22,672	\$21,032	
6242 Community, emergency & other relief services	3.2	0.8	128,383	10,489	\$21,346	
62421 Community food services	2.0	0.3	27,156	3,153	\$17,992	
624210 Community food services	2.0	0.3	27,156	3,153	\$17,992	
62422 Community housing services	3.6	2.2	79,444	5,493	\$22,139	
624221 Temporary shelters	3.4	2.0	51,518	2,828	\$20,398	
624229 Other community housing services	3.8	2.5	27,926	2,665	\$25,351	
62423 Emergency & other relief services	3.1	-2.1	21,783	1,843	\$22,636	
624230 Emergency & other relief services	3.1	-2.1	21,783	1,843	\$22,636	
624233 Vocational rehabilitation services	1.8	0.8	326,455	8,324	\$15,883	
62431 Vocational rehabilitation services	1.8	0.8	326,455	8,324	\$15,883	
624310 Vocational rehabilitation services	1.8	0.8	326,455	8,324	\$15,883	
6244 Child day care services	2.8	2.0	746,893	67,117	\$13,588	
62441 Child day care services	2.8	2.0	746,893	67,117	\$13,588	
624410 Child day care services	2.8	2.0	746,893	67,117	\$13,588	
<b>71 Arts, entertainment &amp; recreation</b>	<b>1.0</b>	<b>1.0</b>	<b>1,780,362</b>	<b>105,961</b>	<b>\$25,912</b>	
711 Performing arts, spectator sports, & related in	1.3	2.1	361,745	34,840	\$56,375	
71112 Dance companies	1.1	1.3	10,904	604	\$19,978	
711120 Dance companies	1.1	1.3	10,904	604	\$19,978	
711122 Spectator sports	1.2	2.0	104,384	4,584	\$95,365	
71121 Spectator sports	1.2	2.0	104,384	4,584	\$95,365	
711211 Sports teams and clubs	1.8	5.2	40,054	735	\$206,426	
711219 Other spectator sports	1.9	2.3	19,147	2,968	\$36,425	
7113 Promoters of entertainment events	2.2	2.8	73,928	4,456	\$27,187	
71131 Promoters of entertainment events with facility	3.2	6.9	48,304	1,184	\$19,492	
711310 Promoters of entertainment events with facility	3.2	6.9	48,304	1,184	\$19,492	
7114 Agents, managers for artists & other public fig	1.1	3.8	16,220	3,107	\$70,242	
71141 Agents, managers for artists & other public fig	1.1	3.8	16,220	3,107	\$70,242	
711410 Agents, managers for artists & other public fig	1.1	3.8	16,220	3,107	\$70,242	
7115 Independent artists, writers & performers	2.3	4.5	39,407	13,366	\$100,137	
71151 Independent artists, writers & performers	2.3	4.5	39,407	13,366	\$100,137	
711510 Independent artists, writers & performers	2.3	4.5	39,407	13,366	\$100,137	
712 Museums, historical sites & like institutions	1.4	2.0	113,545	6,032	\$24,496	
7121 Museums, historical sites & like institutions	1.4	2.0	113,545	6,032	\$24,496	
71211 Museums	1.3	2.0	76,831	4,140	\$24,821	
712110 Museums	1.3	2.0	76,831	4,140	\$24,821	
71213 Zoos & botanical gardens	2.0	5.3	21,775	459	\$25,644	
712130 Zoos & botanical gardens	2.0	5.3	21,775	459	\$25,644	
71219 Nature parks & other similar institutions	3.4	4.0	6,500	540	\$24,862	
712190 Nature parks & other similar institutions	3.4	4.0	6,500	540	\$24,862	
7132 Gambling industries	2.4	-4.5	215,636	2,175	\$25,040	
71321 Casinos (except hotel casinos)	2.4	-1.8	156,151	562	\$25,664	
713210 Casinos (except hotel casinos)	2.4	-1.8	156,151	562	\$25,664	
71329 Other gambling industries	2.1	-5.3	59,485	1,613	\$23,405	
713290 Other gambling industries	2.1	-5.3	59,485	1,613	\$23,405	
71392 Skiing facilities	1.2	0.3	63,906	404	\$7,740	
713920 Skiing facilities	1.2	0.3	63,906	404	\$7,740	
71394 Fitness & recreational sports centers	1.3	3.2	399,434	24,068	\$12,128	
713940 Fitness & recreational sports centers	1.3	3.2	399,434	24,068	\$12,128	
71399 All other amusement & recreation industries	1.5	-0.1	102,478	14,618	\$18,248	
713990 All other amusement & recreation industries	1.5	-0.1	102,478	14,618	\$18,248	
<b>72 Accommodation &amp; food services</b>	<b>1.0</b>	<b>1.0</b>	<b>9,972,301</b>	<b>548,569</b>	<b>\$12,901</b>	
7211 Traveler accommodation	0.5	4.4	1,698,323	50,206	\$19,423	
72111 Hotels (exc casino hotels) & motels	0.5	4.8	1,377,158	45,972	\$18,013	
721110 Hotels (exc casino hotels) & motels	0.5	4.8	1,377,158	45,972	\$18,013	
72112 Casino hotels	0.3	3.8	296,839	304	\$26,402	

## Screen 1: High Growth Industries on a National Scale (Survivors)

NAICS	Industry Name	USA 98-01 Employment LQ	USA 98-01	USA 2001	USA 2001 Total Establishments	Average Salary in 2001
			Establishment LQ	Total Employment		
721120	Casino hotels	0.3	3.8	296,839	304	\$26,402
72119 Other traveler accommodation		2.9	0.3	24,326	3,930	\$14,072
721191	Bed & breakfast inns	2.9	-1.0	19,665	3,042	\$13,479
721199	All other traveler accommodation	2.6	4.7	4,661	888	\$16,573
7212 RV parks & recreational camps		1.4	-7.3	38,819	7,000	\$23,210
72121 RV parks & recreational camps		1.4	-7.3	38,819	7,000	\$23,210
721214	Recreational, vacation camps (exc campgrounds)	2.0	-7.0	20,975	3,250	\$26,241
722 Food services & drinking places		1.1	0.9	8,219,519	488,373	\$11,504
7221 Full-service restaurants		1.3	0.2	3,963,258	193,262	\$12,288
72211 Full-service restaurants		1.3	0.2	3,963,258	193,262	\$12,288
722110	Full-service restaurants	1.3	0.2	3,963,258	193,262	\$12,288
722213	Snack & nonalcoholic beverage bars	2.9	5.3	340,616	37,576	\$11,053
7223 Special food services		2.3	17.6	513,762	29,345	\$14,747
72231 Food service contractors		1.3	11.4	384,642	17,330	\$15,005
722310	Food service contractors	1.3	11.4	384,642	17,330	\$15,005
72232 Caterers		6.3	29.7	113,461	9,058	\$13,600
722320	Caterers	6.3	29.7	113,461	9,058	\$13,600
72233 Mobile food services		3.0	21.9	15,659	2,957	\$16,728
722330	Mobile food services	3.0	21.9	15,659	2,957	\$16,728
<b>81 Other services (except public administration)</b>		<b>1.0</b>	<b>1.0</b>	<b>5,370,479</b>	<b>719,402</b>	<b>\$21,454</b>
811112	Automotive body, paint, interior & glass repair	1.0	-28.5	252,983	40,848	\$30,539
811121	Automotive body, paint & interior R&M	1.0	-30.0	220,925	34,786	\$30,532
811119	Other automotive R&M	1.2	8.0	214,933	24,742	\$14,671
811192	Car washes	1.6	21.6	133,783	14,134	\$12,734
811198	All other automotive R&M	1.0	-27.4	19,396	2,931	\$22,792
811213	Communication equipment R&M	2.3	-84.6	18,953	1,653	\$34,984
811219	Other electronic & precision equipment R&M	3.5	19.9	27,659	2,967	\$40,941
812 Personal & laundry services		0.8	14.6	1,311,522	196,810	\$18,017
8121 Personal care services		1.4	11.1	516,912	96,597	\$15,761
812113	Nail salons	2.1	226.5	21,245	7,505	\$12,819
812119	Other personal care services	4.1	141.0	78,755	13,149	\$12,929
812191	Diet & weight reducing centers	2.4	-16.7	30,446	3,056	\$12,922
812199	Other personal care services	5.3	198.7	48,309	10,093	\$12,933
8129 Other personal services		1.8	142.5	240,548	35,146	\$19,342
812911	Pet care (except veterinary) services	3.6	113.2	28,954	7,482	\$14,272
812910	Pet care (except veterinary) services	3.6	113.2	28,954	7,482	\$14,272
81293	Parking lots & garages	1.9	115.2	88,259	10,661	\$15,372
812930	Parking lots & garages	1.9	115.2	88,259	10,661	\$15,372
81299	All other personal services	8.5	452.5	62,969	11,646	\$22,000
812990	All other personal services	8.5	452.5	62,969	11,646	\$2,000
813 Religious, grantmaking, civic, prof & like orgs		1.4	20.9	2,715,777	291,725	\$19,643
8131 Religious organizations		1.3	30.9	1,595,009	165,984	\$14,605
813111	Religious organizations	1.3	30.9	1,595,009	165,984	\$14,605
813110	Religious organizations	1.3	30.9	1,595,009	165,984	\$14,605
8132 Grantmaking & giving services		3.0	112.0	135,947	13,648	\$36,419
813211	Grantmaking & giving services	3.0	112.0	135,947	13,648	\$36,419
813211	Grantmaking foundations	2.7	150.2	47,459	6,727	\$39,079
813212	Voluntary health organizations	2.5	39.0	51,362	3,620	\$35,469
813219	Other grantmaking & giving services	4.1	122.0	37,126	3,301	\$34,334
8133 Social advocacy organizations		4.6	151.6	116,907	11,886	\$27,709
813311	Social advocacy organizations	4.6	151.6	116,907	11,886	\$27,709
813311	Human rights organizations	6.1	168.0	25,484	2,134	\$30,752
813312	Environment & wildlife organizations	3.9	169.7	40,125	4,504	\$26,380
813319	Other social advocacy organizations	4.6	130.1	51,298	5,248	\$27,238
8134 Civic & social organizations		1.2	-11.3	339,182	31,711	\$13,860
813411	Civic & social organizations	1.2	-11.3	339,182	31,711	\$13,860
813410	Civic & social organizations	1.2	-11.3	339,182	31,711	\$13,860
813911	Business associations	1.6	36.6	129,650	17,214	\$43,193
813910	Business associations	1.6	36.6	129,650	17,214	\$43,193
81392 Professional organizations		2.8	-36.0	82,207	7,653	\$41,807
813920	Professional organizations	2.8	-36.0	82,207	7,653	\$41,807

## Screen 2: High Growth Industries in the Midwest (Survivors)

NAICS	Industry Name	Mid-West 98-01	Mid-West 2001	Mid-West 2001
		Employment LQ	Establishment Total	Total Establishments
<b>1 Total</b>			<b>14,981,937</b>	<b>887,069</b>
<b>11 Forestry, fishing, hunting, and agriculture support</b>		<b>1.0</b>	<b>1.0</b>	<b>12,769</b>
113 Forestry and logging		6.7	-1.9	4,345
1131 Timber tract operations		15.0	-2.7	100
11311 Timber tract operations		15.0	-2.7	100
113110 Timber tract operations		15.0	-2.7	100
1133 Logging		2.0	-1.9	3,084
11331 Logging		2.0	-1.9	3,084
113310 Logging		2.0	-1.9	3,084
<b>21 Mining</b>		<b>1.0</b>	<b>1.0</b>	<b>26,866</b>
211 Oil & gas extraction		8.0	-5.8	1,033
2111 Oil & gas extraction		8.0	-5.8	1,033
21111 Oil & gas extraction		8.0	-5.8	1,033
211111 Crude petroleum & natural gas extraction		-3.8	-5.9	1,046
211112 Natural gas liquid extraction		47.4	0.0	10
212 Mining (except oil & gas)		4.0	2.7	22,925
2121 Coal mining		4.9	4.5	3,902
21211 Coal mining		4.9	4.5	3,902
212111 Bituminous coal & lignite surface mining		-18.0	5.0	1,009
212112 Bituminous coal underground mining		10.0	4.0	2,893
212113 Anthracite mining		na	na	0
2122 Metal ore mining		4.8	2.2	8,665
21221 Iron ore mining		-0.1	7.1	7,695
212210 Iron ore mining		-0.1	7.1	7,695
21222 Gold ore & silver ore mining		35.5	45.6	435
212221 Gold ore mining		35.5	39.1	435
212222 Silver ore mining		na	na	10
21223 Copper, nickel, lead & zinc mining		3.5	-18.8	760
212234 Copper ore & nickel ore mining		56.9	-84.7	0
21229 Other metal ore mining		56.9	-84.7	0
212291 Uranium-radium-vanadium ore mining		na	na	0
212299 All other metal ore mining		56.9	-84.7	0
2123 Nonmetallic mineral mining & quarrying		-1.6	2.7	12,728
212324 Kaolin & ball clay mining		na	na	10
212325 Clay & ceramic & refractory minerals mining		-13.4	13.0	315
212392 Phosphate rock mining		na	na	0
212393 Other chemical & fertilizer mineral mining		35.5	-21.2	30
213113 Support activities for coal mining		20.7	-21.2	245
<b>22 Utilities</b>		<b>1.0</b>	<b>1.0</b>	<b>85,355</b>
221 Utilities		1.0	1.0	85,355
2211 Elec pwr generation, transmsn & distribution		1.8	0.6	66,256
22111 Electric power generation		3.3	1.2	22,453
221112 Fossil fuel electric power generation		7.7	1.5	8,571
221119 Other electric power generation		8.8	0.3	5,693
22112 Electric pwr transmsn, control & distribution		1.2	0.4	43,863
221122 Electric power distribution		4.3	0.4	49,425
<b>23 Construction</b>		<b>1.0</b>	<b>1.0</b>	<b>749,033</b>
233 Building, developing & general contracting		1.0	0.6	191,885
2331 Land subdivision & land development		2.4	10.7	5,612
23311 Land subdivision & land development		2.4	10.7	5,612
233110 Land subdivision & land development		2.4	10.7	5,612
2332 Multifamily housing construction		3.1	5.0	8,279
233220 Multifamily housing construction		3.1	5.0	8,279
2333 Nonresidential building construction		1.3	3.9	99,726
23332 Commercial & institutional bldg construction		2.4	6.0	88,382
				<b>93,065</b>
				<b>27,923</b>
				<b>1,378</b>
				<b>1,378</b>
				<b>1,378</b>
				<b>1,165</b>
				<b>1,165</b>
				<b>5,839</b>
				<b>5,073</b>

## Screen 2: High Growth Industries in the Midwest (Survivors)

NAICS	Industry Name	Mid-West 98-01 Employment LQ	Mid-West 98-01 Establishment Total	Mid-West 2001 Total	Mid-West 2001 Establishments
			LQ Employment		
233320	Commercial & institutional bldg construction	2.4	6.0	88,382	5,073
234	Heavy construction	1.4	1.3	78,115	5,377
2341	Highway, street, bridge & tunnel construction	2.1	1.8	32,090	1,692
23411	Highway & street construction	2.0	2.4	26,377	1,573
234110	Highway & street construction	2.0	2.4	26,377	1,573
23491	Water, sewer & pipeline construction	1.3	5.9	15,856	1,162
234910	Water, sewer & pipeline construction	1.3	5.9	15,856	1,162
23492	Pwr, communication transmsn line construction	5.8	19.6	10,971	530
234920	Pwr, communication transmsn line construction	5.8	19.6	10,971	530
2353	Electrical contractors	1.4	0.6	95,762	8,127
23531	Electrical contractors	1.4	0.6	95,762	8,127
235310	Electrical contractors	1.4	0.6	95,762	8,127
23543	Tile, marble, terrazzo & mosaic contractors	1.8	4.6	4,536	609
235430	Tile, marble, terrazzo & mosaic contractors	1.8	4.6	4,536	609
23552	Floor laying & other floor contractors	1.1	-0.3	10,634	1,810
235520	Floor laying & other floor contractors	1.1	-0.3	10,634	1,810
2357	Concrete contractors	1.6	2.5	36,289	5,207
23571	Concrete contractors	1.6	2.5	36,289	5,207
235710	Concrete contractors	1.6	2.5	36,289	5,207
2359	Other special trade contractors	1.0	4.1	64,905	8,838
23591	Structural steel erection contractors	1.5	3.2	10,625	567
235910	Structural steel erection contractors	1.5	3.2	10,625	567
23592	Glass & glazing contractors	0.6	3.1	5,448	598
235920	Glass & glazing contractors	0.6	3.1	5,448	598
23593	Excavation contractors	1.3	2.8	15,925	3,511
235930	Excavation contractors	1.3	2.8	15,925	3,511
23594	Wrecking & demolition contractors	3.9	16.0	2,975	224
235940	Wrecking & demolition contractors	3.9	16.0	2,975	224
23595	Bldg equip & oth mach installation contractor	0.3	2.0	9,541	618
235950	Bldg equip & oth mach installation contractor	0.3	2.0	9,541	618
23599	All other special trade contractors	0.7	5.5	20,502	3,320
235990	All other special trade contractors	0.7	5.5	20,502	3,320
<b>31 Manufacturing</b>		<b>1.0</b>	<b>1.0</b>	<b>2,466,094</b>	<b>48,919</b>
311223	Other oilseed processing	9.6	15.1	60	2
311225	Fats & oils refining & blending	2.2	0.0	2,819	34
311312	Cane sugar refining	na	na	10	1
311423	Dried & dehydrated food mfg	6.4	-3.2	925	21
311613	Rendering & meat by-product processing	1.4	1.1	1,683	53
3117	Seafood product preparation & packaging	1.4	-3.8	1,054	27
31171	Seafood product preparation & packaging	1.4	-3.8	1,054	27
311711	Seafood canning	3.5	-2.7	205	12
3118	Bakeries & tortilla mfg	1.3	2.8	43,987	1,264
31181	Bread & bakery product mfg	1.7	3.2	29,341	1,112
311811	Retail bakeries	-0.2	5.2	8,308	763
31191	Snack food mfg	2.1	0.0	5,391	79
311919	Other snack food mfg	2.9	1.4	5,130	60
31192	Coffee & tea mfg	2.3	-4.6	1,176	38
311920	Coffee & tea mfg	2.3	-4.6	1,176	38
3122	Tobacco mfg	1.2	-15.1	415	6
31221	Tobacco stemming & redrying	na	na	10	1
312210	Tobacco stemming & redrying	na	na	10	1
31222	Tobacco product mfg	1.6	-7.5	405	5
312221	Cigarette mfg	14.8	0.0	10	1
313	Textile mills	2.0	-2.4	5,525	249
313112	Yarn texturing, throwing & twisting mills	na	na	10	1
31322	Narrow fabric mills & schiffli mach embroidery	3.8	1.3	605	22
313221	Narrow fabric mills	3.2	3.4	480	8
313222	Schiffli machine embroidery	4.4	0.0	150	14

## Screen 2: High Growth Industries in the Midwest (Survivors)

NAICS	Industry Name	Mid-West 98-01 Employment LQ	Mid-West 98-01	Mid-West 2001	Mid-West 2001
			Establishment Total	LQ Employment	Total Establishments
31324	Knit fabric mills	7.4	-2.5	499	13
313241	Weft knit fabric mills	7.5	3.0	495	9
3133	Textile, fabric finishing, fabric coating mills	2.3	-2.7	2,085	133
31331	Textile & fabric finishing mills	4.0	-4.9	1,176	115
313311	Broadwoven fabric finishing mills	1.1	-2.7	1,190	99
313312	Textile, fabric finishing (exc broadwoven) mill	7.7	-30.2	150	16
31332	Fabric coating mills	2.4	6.6	688	18
313320	Fabric coating mills	2.4	6.6	688	18
3141	Textile furnishings mills	1.2	3.2	4,733	310
31412	Curtain & linen mills	1.0	4.0	4,457	291
314121	Curtain & drapery mills	-0.9	5.0	1,805	222
314129	Other household textile product mills	3.5	0.4	2,731	69
314911	Textile bag mills	6.0	7.5	1,391	42
314992	Tire cord & tire fabric mills	na	na	0	0
315	Apparel manufacturing	6.9	-3.8	21,198	949
3151	Apparel knitting mills	11.6	0.0	1,509	42
31511	Hosiery & sock mills	11.9	-6.0	830	12
315111	Sheer hosiery mills	17.8	30.2	0	0
31519	Other apparel knitting mills	12.8	1.9	795	30
315191	Outerwear knitting mills	12.8	1.9	795	29
3152	Cut & sew apparel mfg	4.1	-8.6	17,171	683
31521	Cut & sew apparel contractors	7.0	-3.5	4,190	352
315211	Men's, boys' cut & sew apparel contractors	11.3	0.5	1,102	61
315212	Women's, girls', infants, cut, sew apparel con	#VALUE!	-4.5	3,053	291
31522	Men's, boys' cut & sew apparel mfg	6.2	3.7	5,931	86
315221	Men's, boys' cut & sew underwear, nightwear mfg	15.2	15.1	10	1
315222	Men's, boys' cut & sew suit, coat, overcoat mfg	3.4	1.6	2,709	18
315224	Men's, boys' cut & sew trouser, slack, jean mfg	16.0	3.6	245	15
315228	Men's, boys' cut & sew oth outerwear mfg	9.3	8.1	1,148	30
315231	Women's, girls' cut & sew lingerie mfg	8.6	7.0	315	10
315232	Women's, girls' cut & sew blouse mfg	1.7	-67.9	516	26
315233	Women's, girls' cut & sew dress mfg	1.7	-43.4	444	39
315234	Women's, girls' cut & sew suit, coat, skirt mfg	7.5	-6.7	391	22
315239	Women's, girls' cut & sew other outerwear mfg	5.1	-69.3	1,495	89
315291	Infants' cut & sew apparel mfg	-23.7	10.1	70	2
3158	Apparel accessories & other apparel mfg	8.5	5.1	4,836	224
31599	Apparel accessories & other apparel mfg	8.5	5.1	4,836	224
315991	Hat, cap & millinery mfg	11.7	10.1	1,867	40
315992	Glove & mitten mfg	-3.6	2.7	1,353	31
315993	Men's & boys' neckwear mfg	6.4	-10.1	263	8
315999	Other apparel accessories & other apparel mfg	7.9	4.4	1,454	145
316	Leather & allied product mfg	5.5	1.1	10,201	220
3161	Leather & hide tanning & finishing	4.6	-2.3	2,412	43
31611	Leather & hide tanning & finishing	4.6	-2.3	2,412	43
316110	Leather & hide tanning & finishing	4.6	-2.3	2,412	43
3162	Footwear mfg	4.6	1.9	5,831	44
31621	Footwear mfg	4.6	1.9	5,831	44
316211	Rubber & plastics footwear mfg	4.1	0.0	1,423	9
316212	House slipper mfg	10.2	-15.1	30	3
316213	Men's footwear (exc athletic) mfg	3.0	3.6	3,960	15
316214	Women's footwear (exc athletic) mfg	10.1	-10.1	267	8
316219	Other footwear mfg	8.4	9.3	283	9
3169	Other leather & allied product mfg	5.9	1.7	2,881	133
31699	Other leather & allied product mfg	5.9	1.7	2,881	133
316991	Luggage mfg	5.1	3.6	1,175	44
316992	Women's handbag & purse mfg	9.9	0.0	40	6
316993	Personal leather good (exc purse) mfg	6.2	0.0	690	22
316999	All other leather good mfg	5.7	1.0	1,300	61
321212	Softwood veneer & plywood mfg	11.9	0.0	20	2

## Screen 2: High Growth Industries in the Midwest (Survivors)

NAICS	Industry Name	Mid-West 98-01	Mid-West 2001	Mid-West 2001
		Employment LQ	Establishment Total	Total Establishments
321213	Engineered wood member (exc truss) mfg	na	20	2
321912	Cut stock, resawing lumber & planing	-1.7	4,229	160
32199	All other wood product mfg	1.0	2.9	441
321999	All other miscellaneous wood product mfg	4.4	4.7	313
322	Paper mfg	1.0	1.0	946
3221	Pulp, paper & paperboard mills	3.1	-0.4	84
32212	Paper mills	5.3	-0.6	53
322121	Paper (except newsprint) mills	1.0	-0.6	49
322122	Newsprint mills	3.2	0.0	4
322212	Folding paperboard box mfg	-0.3	2.6	95
322213	Setup paperboard box mfg	4.1	1.6	18
322224	Uncoated paper & multiwall bag mfg	3.5	3.1	26
32223	Stationery product mfg	2.4	2.1	121
322231	Die-cut paper & paperboard office supply mfg	1.5	3.9	47
322233	Stationery, tablet & related product mfg	7.7	1.4	20
32229	Other converted paper product mfg	-3.5	2.1	121
322299	All other converted paper product mfg	-0.4	3.1	86
323	Printing & related support activities	1.0	2.9	5,655
3231	Printing & related support activities	1.0	2.9	5,655
32311	Printing	0.8	2.5	5,074
323110	Commercial lithographic printing	1.2	3.7	2,333
323114	Quick printing	0.4	2.2	1,024
323116	Manifold business form printing	3.1	1.6	141
323117	Book printing	-0.5	2.7	112
323118	Blankbook, loose-leaf binder & device mfg	2.0	4.6	45
323119	Other commercial printing	1.9	1.9	501
32312	Printing support activities	2.7	5.9	581
323121	Tradebinding & related work	-1.6	2.9	186
323122	Prepress services	4.2	7.1	395
32411	Petroleum refineries	3.2	-6.4	23
324110	Petroleum refineries	3.2	-6.4	23
32512	Industrial gas mfg	1.8	2.4	57
325120	Industrial gas mfg	1.8	2.4	57
32513	Synthetic dye & pigment mfg	1.1	0.0	30
325131	Inorganic dye & pigment mfg	-0.3	2.2	13
32519	Other basic organic chemical mfg	1.1	-0.2	124
325191	Gum & wood chemical mfg	0.9	5.0	10
325192	Cyclic crude & intermediate mfg	2.5	-30.2	6
325199	All other basic organic chemical mfg	1.5	3.1	79
32531	Fertilizer mfg	2.8	0.0	98
325312	Phosphatic fertilizer mfg	11.0	7.5	6
325611	Soap & other detergent mfg	1.9	0.7	128
325612	Polish & other sanitation goods mfg	-4.8	2.2	117
325613	Surface active agent mfg	-0.7	4.6	22
32562	Toilet preparation mfg	1.9	1.7	82
325620	Toilet preparation mfg	1.9	1.7	82
32591	Printing ink mfg	-0.4	4.0	92
325910	Printing ink mfg	-0.4	4.0	92
325991	Custom compounding of purchased resin	1.3	4.1	82
326111	Unsupported plastics bag mfg	-1.2	2.0	70
326121	Unsupported plastics profile shape mfg	1.3	3.4	95
32614	Polystyrene foam product mfg	2.6	4.3	72
326140	Polystyrene foam product mfg	2.6	4.3	72
326299	All other rubber product mfg	-1.3	2.3	109
327111	Pottery, ceramics & plumbing fixture mfg	3.9	1.7	114
327111	Vitreous plumbing fixtures, access, fitting mfg	7.0	-4.3	8
327112	Vitreous china & other pottery product mfg	1.1	1.2	93
327113	Porcelain electrical supply mfg	-0.3	7.1	13
327124	Clay refractory mfg	3.1	0.0	25

## Screen 2: High Growth Industries in the Midwest (Survivors)

NAICS	Industry Name	Mid-West 98-01 Employment LQ	Mid-West 98-01	Mid-West 2001	Mid-West 2001
			Establishment Total	LQ Employment	Total Establishments
327125	Nonclay refractory mfg	-3.0	2.5	505	11
327213	Glass container mfg	3.1	3.0	2,017	9
327411	Lime mfg	2.0	1.9	1,345	15
327410	Lime mfg	2.0	1.9	1,345	15
327992	Ground or treated mineral & earth mfg	3.6	2.7	908	41
327999	All oth misc nonmetallic mineral product mfg	6.0	2.6	1,824	75
331	Primary metal mfg	1.0	-6.7	92,208	1,043
331311	Alumina refining	na	na	0	0
331319	Other aluminum rolling & drawing	3.3	-6.0	405	12
331411	Nonferrous (exc aluminum) smelting & refining	0.8	2.2	1,514	13
331411	Primary smelting & refining of copper	na	na	60	1
331419	Other nonferrous metal prim smelting, refining	0.8	4.3	1,514	12
33142	Copper rolling, drawing, extruding & alloying	2.0	0.0	5,611	34
331421	Copper rolling, drawing & extruding	2.1	-7.1	4,556	21
331422	Copper wire (except mechanical) drawing	3.3	4.3	385	6
331423	Secondary smelting, refining, alloying of copper	2.5	9.1	760	7
33149	Other nonferrous roll, draw, extruding, alloyin	#VALUE!	-1.8	2,677	52
331491	Other nonferrous metal roll, draw, extruding	3.4	3.2	1,454	25
331492	Oth nonferrous secondary smelt, refine, alloyin	#VALUE!	-8.6	1,427	27
3315	Foundries	1.5	0.2	49,844	517
33151	Ferrous metal foundries	2.5	-2.1	24,546	219
331511	Iron foundries	2.1	-3.1	16,526	139
331512	Steel investment foundries	3.6	-1.9	2,127	17
331513	Steel foundries (except investment)	2.8	0.0	5,876	63
331521	Aluminum die-casting foundries	-0.4	3.1	8,689	70
331525	Copper foundries (except die-casting)	4.9	3.5	1,760	46
332115	Crown & closure mfg	2.2	2.7	691	10
332117	Powder metallurgy parts mfg	0.2	4.3	2,046	24
3322	Cutlery & handtool mfg	1.6	0.9	16,282	289
332211	Cutlery & handtool mfg	1.6	0.9	16,282	289
332214	Kitchen utensil, pot & pan mfg	5.9	0.0	3,362	21
3324	Boiler, tank & shipping container mfg	1.2	1.5	16,656	273
332411	Power boiler & heat exchanger mfg	0.3	5.3	3,580	56
332410	Power boiler & heat exchanger mfg	0.3	5.3	3,580	56
332422	Metal tank (heavy gauge) mfg	1.5	0.0	5,466	90
332420	Metal tank (heavy gauge) mfg	1.5	0.0	5,466	90
332423	Light gauge metal container mfg	1.8	0.5	7,460	127
332431	Metal can mfg	0.0	4.1	5,526	51
332439	Other metal container mfg	1.5	-2.6	2,206	76
332618	Other fabricated wire product mfg	-0.6	2.6	10,700	234
332722	Turned product & screw, nut & bolt mfg	1.5	1.7	28,200	689
332721	Precision turned product mfg	1.3	1.9	17,712	497
332722	Bolt, nut, screw, rivet & washer mfg	1.9	1.1	10,865	192
332811	Metal heat treating	1.6	0.8	3,102	109
3329	Other fabricated metal product mfg	2.8	0.5	52,225	1,039
332999	All other fabricated metal product mfg	3.9	0.7	31,364	834
332991	Ball & roller bearing mfg	1.2	0.0	3,495	24
332993	Ammunition (exc small arms) mfg	8.5	4.3	1,510	6
332995	Other ordnance & accessories mfg	11.2	0.0	2,104	10
332999	All other misc fabricated metal product mfg	4.4	0.4	11,866	479
333	Machinery mfg	1.3	1.8	306,717	5,401
3331	Ag, construction & mining machinery mfg	1.9	2.0	71,482	677
33311	Agricultural implement mfg	1.2	3.3	47,186	429
333111	Farm machinery & equipment mfg	7.2	2.8	32,508	403
333112	Lawn & garden equipment mfg	-5.8	9.5	6,841	26
333131	Mining machinery & equipment mfg	6.3	-3.6	1,370	38
333132	Oil & gas field machinery & equipment mfg	1.9	11.7	325	11
3332	Industrial machinery mfg	2.1	1.0	29,718	718
33329	Other industrial machinery mfg	2.4	1.6	25,699	598

## Screen 2: High Growth Industries in the Midwest (Survivors)

NAICS	Industry Name	Mid-West 98-01	Mid-West 2001	Mid-West 2001
		Employment LQ	Establishment Total	Total Establishments
333291	Paper industry machinery mfg	5.4	0.8	4,811 72
333293	Printing machinery & equipment mfg	2.1	1.3	6,468 131
333298	All other industrial machinery mfg	0.6	3.4	8,231 215
333311	Automatic vending machine mfg	0.2	6.2	2,724 23
333312	Commercial laundry, dryclean & press mach mfg	-8.5	4.3	607 12
333315	Photographic & photocopying equipment mfg	3.0	4.0	1,245 53
333412	Industrial & commercial fan & blower mfg	1.0	0.0	4,108 35
333414	Heating equipment (exc warm air furnaces) mfg	1.2	4.8	4,237 68
3335	Metalworking machinery mfg	2.0	2.5	44,465 1,908
333511	Metalworking machinery mfg	2.0	2.5	44,465 1,908
333511	Industrial mold mfg	2.8	3.6	10,029 536
333512	Machine tool (metal cutting types) mfg	2.5	-2.3	5,163 99
333513	Machine tool (metal forming types) mfg	4.9	-4.2	2,319 65
333514	Special die, tool, die set, jig & fixture mfg	0.5	3.1	14,428 784
333515	Cutting tool & machine tool accessory mfg	2.1	1.1	9,111 331
333516	Rolling mill machinery & equipment mfg	0.1	8.1	433 11
3336	Engine, turbine & power transmsn equip mfg	1.8	-0.3	31,763 207
33361	Engine, turbine & power transmsn equip mfg	1.8	-0.3	31,763 207
333612	Speed changer, ind high-speed drive & gear mfg	2.3	1.9	5,663 76
333618	Other engine equipment mfg	1.0	0.0	19,851 61
3339	Other general purpose machinery mfg	1.7	1.9	71,047 1,210
33391	Pump & compressor mfg	1.4	3.3	10,954 124
333911	Pump & pumping equipment mfg	0.8	2.0	6,917 71
333912	Air & gas compressor mfg	0.2	4.6	3,691 45
333913	Measuring & dispensing pump mfg	-1.8	6.0	690 8
333922	Conveyor & conveying equipment mfg	1.4	1.4	7,671 164
33399	All other general purpose machinery mfg	2.2	1.9	42,213 735
333992	Welding & soldering equipment mfg	4.5	-1.4	3,102 45
333993	Packaging machinery mfg	3.5	2.7	8,485 145
333994	Industrial process furnace & oven mfg	2.2	3.1	4,148 61
333996	Fluid power pump & motor mfg	3.9	-0.9	4,896 33
333999	All other general purpose machinery mfg	-0.9	2.7	10,256 311
334111	Electronic computer mfg	3.1	0.0	8,245 52
334112	Computer storage device mfg	3.6	-1.2	10,140 27
334113	Computer terminal mfg	-125.7	6.6	4,107 18
3343	Audio & video equipment mfg	5.6	-0.5	2,550 57
33431	Audio & video equipment mfg	5.6	-0.5	2,550 57
334310	Audio & video equipment mfg	5.6	-0.5	2,550 57
334411	Electron tube mfg	13.5	6.5	438 11
334415	Electronic resistor mfg	7.1	3.6	1,771 15
334416	Electronic coil, transformer, oth inductor mfg	2.5	2.5	5,376 88
3345	Nav, measuring, medical, control instruments mf	#VALUE!	1.3	56,854 588
33451	Nav, measuring, medical, control instruments mf	#VALUE!	1.3	56,854 588
334511	Search, detection & navigation instrument mfg	6.9	-3.2	15,952 42
334512	Automatic environmental control mfg	3.3	-4.1	5,877 59
334513	Industrial process control mfg	2.4	1.2	6,407 124
334514	Total fluid meter & counting device mfg	0.3	3.5	2,695 23
334515	Electricity measuring, testing instrument mfg	3.7	2.1	3,155 67
334518	Watch, clock & part mfg	1.0	10.1	2,005 18
334613	Magnetic and optical recording media mfg	5.9	5.3	588 19
335121	Residential electric lighting fixture mfg	8.9	3.4	1,634 48
3352	Household appliance mfg	3.0	-1.0	22,071 65
33521	Small electrical appliance mfg	6.6	1.9	3,476 29
335211	Electric housewares & fan mfg	5.5	1.1	3,235 26
335212	Household vacuum cleaner mfg	10.9	7.5	360 3
335228	Other major household appliance mfg	3.0	0.0	1,820 4
3353	Electrical equipment mfg	1.3	2.8	54,411 485
33531	Electrical equipment mfg	1.3	2.8	54,411 485
335312	Motor & generator mfg	1.4	4.9	17,592 119

## Screen 2: High Growth Industries in the Midwest (Survivors)

NAICS	Industry Name	Mid-West 98-01 Employment LQ	Mid-West 98-01	Mid-West 2001	Mid-West 2001
			Establishment Total	LQ Employment	Total Establishments
335314	Relay & industrial control mfg	1.7	2.3	17,427	215
33599 All oth electrical equipment & component mfg		2.2	2.7	6,761	132
335991	Carbon & graphite product mfg	-3.1	2.3	795	12
335999	All oth misc electrical equip & component mfg	0.6	2.7	6,589	120
336	Transportation equipment mfg	3.0	1.6	182,936	1,500
33611	Automobile & light duty motor vehicle mfg	1.9	-4.4	30,510	47
336111	Automobile mfg	5.7	-5.0	7,705	28
336112	Light truck & utility vehicle mfg	2.5	-3.6	23,070	19
336212	Truck trailer mfg	3.3	7.0	7,874	76
3363	Motor vehicle parts mfg	1.4	1.6	82,556	741
336312	Gasoline engine & engine parts mfg	7.4	3.0	5,725	119
33633	Motor vehicle steering & suspension parts mfg	3.7	2.8	2,397	29
336330	Motor vehicle steering & suspension parts mfg	3.7	2.8	2,397	29
33634	Motor vehicle brake system mfg	2.9	3.7	5,527	36
336340	Motor vehicle brake system mfg	2.9	3.7	5,527	36
33635	MV transmission & power train parts mfg	1.6	-1.3	7,543	71
336350	MV transmission & power train parts mfg	1.6	-1.3	7,543	71
33636	Motor vehicle seating & interior trim mfg	-6.4	3.0	6,136	36
336360	Motor vehicle seating & interior trim mfg	-6.4	3.0	6,136	36
33637	Motor vehicle metal stamping	3.1	1.4	9,147	83
336370	Motor vehicle metal stamping	3.1	1.4	9,147	83
33639	Other motor vehicle parts mfg	2.0	1.1	26,240	193
3364	Aerospace product & parts mfg	#VALUE!	0.9	13,657	102
33641	Aerospace product & parts mfg	#VALUE!	0.9	13,657	102
336411	Aircraft mfg	#VALUE!	-2.0	4,175	16
336413	Other aircraft part & auxiliary equipment mfg	1.1	2.1	7,107	67
336414	Guided missile & space vehicle mfg	17.8	30.2	0	0
336415	Missile, space veh propulsion unit & parts mfg	na	na	0	0
3365	Railroad rolling stock mfg	3.4	1.0	6,226	60
33651	Railroad rolling stock mfg	3.4	1.0	6,226	60
336510	Railroad rolling stock mfg	3.4	1.0	6,226	60
336611	Ship building & repairing	1.3	-7.3	2,684	36
3369	Other transportation equipment mfg	3.1	5.8	11,699	110
33699	Other transportation equipment mfg	3.1	5.8	11,699	110
336991	Motorcycle, bicycle & parts mfg	7.7	5.4	4,167	41
336992	Mil armored veh, tank & tank component mfg	5.9	10.1	20	2
336999	All other transportation equipment mfg	-1.3	5.8	7,503	67
337121	Upholstercd' household furniture mfg	-0.9	2.4	5,681	127
337214	Office furniture (except wood) mfg	-0.7	3.7	6,262	43
3399	Other miscellaneous mfg	1.9	1.3	59,585	2,211
339912	Silverware & hollowware mfg	3.0	3.0	425	18
339914	Costume jewelry & novelty mfg	3.6	-0.4	600	72
33993	Doll, toy & game mfg	7.8	2.5	2,199	141
339931	Doll & stuffed toy mfg	3.8	5.7	355	30
339932	Game, toy & children's vehicle mfg	8.6	1.5	1,884	111
33994	Office supplies (exc paper) mfg	3.6	5.2	3,415	119
339941	Pen & mechanical pencil mfg	6.6	4.0	1,285	13
339942	Lead pencil & art good mfg	2.4	6.6	538	18
339943	Marking device mfg	2.7	5.5	1,298	77
339944	Carbon paper & inked ribbon mfg	-10.4	2.5	420	11
33999	All other misc mfg	2.5	3.0	23,419	578
339991	Gasket, packing & sealing device mfg	4.4	3.5	7,451	93
339993	Fastener, button, needle & pin mfg	4.1	7.5	745	21
339995	Burial casket mfg	3.8	9.3	425	18
339999	All other miscellaneous mfg	2.5	3.3	9,438	305
42	Wholesale trade	1.0	1.0	863,779	56,132
42114	Motor vehicle parts (used) whsle	0.4	3.8	6,258	705
421140	Motor vehicle parts (used) whsle	0.4	3.8	6,258	705
4212	Furniture & Home furnishing whsle	1.6	1.7	18,728	1,541

## Screen 2: High Growth Industries in the Midwest (Survivors)

NAICS	Industry Name	Mid-West 98-01 Employment LQ	Mid-West 98-01	Mid-West 2001	Mid-West 2001
			Establishment Total	LQ Employment	Total Establishments
42121	Furniture whsle	1.2	2.4	8,849	735
421210	Furniture whsle	1.2	2.4	8,849	735
4213	Lumber & other construction materials whsle	3.9	-1.8	21,929	1,822
42131	Lumber, plywood, millwork & wood panel whsle	2.2	-1.7	11,867	832
421310	Lumber, plywood, millwork & wood panel whsle	2.2	-1.7	11,867	832
42132	Brick & related construction material whsle	4.2	-3.7	2,782	359
421320	Brick & related construction material whsle	4.2	-3.7	2,782	359
42133	Roofing, siding & insulation material whsle	11.9	-2.8	4,176	293
421330	Roofing, siding & insulation material whsle	11.9	-2.8	4,176	293
42139	Other construction material whsle	3.3	0.6	3,210	338
421390	Other construction material whsle	3.3	0.6	3,210	338
42142	Office equipment whsle	1.0	1.0	18,237	849
421420	Office equipment whsle	1.0	1.0	18,237	849
42145	Medical, dental, hospital equip & supp whsle	2.7	1.7	23,272	1,096
421450	Medical, dental, hospital equip & supp whsle	2.7	1.7	23,272	1,096
42146	Ophthalmic goods whsle	0.2	2.7	3,105	174
421460	Ophthalmic goods whsle	0.2	2.7	3,105	174
42149	Oth professional equipment & supplies whsle	7.2	1.0	8,375	344
421490	Oth professional equipment & supplies whsle	7.2	1.0	8,375	344
42152	Coal & other mineral & ore whsle	-2.7	5.2	399	53
421520	Coal & other mineral & ore whsle	-2.7	5.2	399	53
4216	Electrical goods whsle	1.6	1.2	67,111	4,306
42161	Elec equip, wiring supp, const material whsle	2.5	0.7	25,619	1,799
421610	Elec equip, wiring supp, const material whsle	2.5	0.7	25,619	1,799
42162	Electric appliance, TV, radio set whsle	-0.3	3.0	6,948	375
421620	Electric appliance, TV, radio set whsle	-0.3	3.0	6,948	375
42169	Other electronic parts & equipment whsle	1.3	1.4	34,544	2,132
421690	Other electronic parts & equipment whsle	1.3	1.4	34,544	2,132
4217	Hardware, plumb & heating equip & sup whsle	2.5	0.0	36,289	2,927
42171	Hardware whsle	1.0	0.5	18,913	1,414
421710	Hardware whsle	1.0	0.5	18,913	1,414
42172	Plumbing & heating equipment & supplies whsle	6.0	-1.6	8,388	664
421720	Plumbing & heating equipment & supplies whsle	6.0	-1.6	8,388	664
42173	Warm air heating & AC equip & supplies whsle	1.7	0.6	6,464	632
421730	Warm air heating & AC equip & supplies whsle	1.7	0.6	6,464	632
42174	Refrigeration equipment & supplies whsle	4.1	-1.1	2,527	217
421740	Refrigeration equipment & supplies whsle	4.1	-1.1	2,527	217
42186	Transportation equip, supplies (exc MV) whsle	1.5	1.1	3,700	315
421860	Transportation equip, supplies (exc MV) whsle	1.5	1.1	3,700	315
42193	Recyclable material whsle	-2.6	3.2	13,525	1,152
421930	Recyclable material whsle	-2.6	3.2	13,525	1,152
42199	Other miscellaneous durable goods whsle	1.0	-3.7	9,952	1,430
421990	Other miscellaneous durable goods whsle	1.0	-3.7	9,952	1,430
4221	Paper & paper product whsle	7.8	2.9	47,215	1,940
42211	Printing & writing paper whsle	-0.9	3.2	4,961	320
422110	Printing & writing paper whsle	-0.9	3.2	4,961	320
42213	Industrial & personal service paper whsle	-1.7	2.0	9,817	707
422130	Industrial & personal service paper whsle	-1.7	2.0	9,817	707
4222	Drugs & druggists' sundries whsle	4.7	2.6	25,420	728
42221	Drugs & druggists' sundries whsle	4.7	2.6	25,420	728
422210	Drugs & druggists' sundries whsle	4.7	2.6	25,420	728
42232	Men's & boys' clothing & furnishings whsle	-1.8	4.5	4,679	353
422320	Men's & boys' clothing & furnishings whsle	-1.8	4.5	4,679	353
42233	Women's, children's, infants' clothing whsle	1.6	-0.4	3,572	425
422330	Women's, children's, infants' clothing whsle	1.6	-0.4	3,572	425
42247	Meat & meat product whsle	3.0	1.9	7,989	440
422470	Meat & meat product whsle	3.0	1.9	7,989	440
42248	Fresh fruit & vegetable whsle	1.3	1.2	6,669	434
422480	Fresh fruit & vegetable whsle	1.3	1.2	6,669	434

## Screen 2: High Growth Industries in the Midwest (Survivors)

NAICS	Industry Name	Mid-West 98-01 Employment LQ	Mid-West 98-01 Establishment Total	Mid-West 2001 Total	Mid-West 2001 Establishments
			LQ Employment		
42251	Grain & field bean whsle	-1.0	2.1	25,780	2,550
422510	Grain & field bean whsle	-1.0	2.1	25,780	2,550
42252	Livestock whsle	-2.4	4.0	6,247	578
422520	Livestock whsle	-2.4	4.0	6,247	578
42259	Other farm product raw material whsle	-0.9	2.4	1,263	152
422590	Other farm product raw material whsle	-0.9	2.4	1,263	152
4227	Petroleum & petroleum products whsle	-2.0	2.5	17,017	1,625
42271	Petroleum bulk stations & terminals	-2.1	2.5	13,206	1,173
422710	Petroleum bulk stations & terminals	-2.1	2.5	13,206	1,173
42272	Petroleum prod whsle (exc bulk sta, terminals)	-1.7	2.4	3,811	452
422720	Petroleum prod whsle (exc bulk sta, terminals)	-1.7	2.4	3,811	452
4228	Beer, wine, distilled alcoholic beverage whsle	1.9	2.1	19,603	629
42281	Beer & ale whsle	1.2	3.6	12,194	426
422810	Beer & ale whsle	1.2	3.6	12,194	426
42282	Wine & distilled alcoholic beverage whsle	2.9	-2.0	7,508	203
422820	Wine & distilled alcoholic beverage whsle	2.9	-2.0	7,508	203
4229	Miscellaneous nondurable goods whsle	2.9	0.3	73,649	4,635
42291	Farm supplies whsle	1.9	2.5	20,385	1,736
422910	Farm supplies whsle	1.9	2.5	20,385	1,736
42292	Book, periodical & newspaper whsle	4.2	1.9	22,408	494
422920	Book, periodical & newspaper whsle	4.2	1.9	22,408	494
42293	Flower, nursery stock, florists' supplies whsle	2.7	-3.7	7,214	430
422930	Flower, nursery stock, florists' supplies whsle	2.7	-3.7	7,214	430
42299	Other miscellaneous nondurable goods whsle	4.6	-2.2	14,787	1,573
422990	Other miscellaneous nondurable goods whsle	4.6	-2.2	14,787	1,573
<b>44</b>	<b>Retail trade</b>	<b>1.0</b>	<b>1.0</b>	<b>1,899,090</b>	<b>136,915</b>
441	Motor vehicle & parts dealers	3.3	-1.9	231,167	16,232
4411	Automobile dealers	4.1	-3.0	155,298	7,097
44111	New car dealers	3.6	5.2	141,872	3,899
441110	New car dealers	3.6	5.2	141,872	3,899
44112	Used car dealers	9.8	-14.1	13,426	3,198
441120	Used car dealers	9.8	-14.1	13,426	3,198
4412	Other motor vehicle dealers	20.7	-14.7	18,024	2,043
44121	Recreational vehicle dealers	21.0	-1.0	4,181	425
441210	Recreational vehicle dealers	21.0	-1.0	4,181	425
44122	Motorcycle & boat & other MV dealers	20.6	-18.6	13,843	1,618
441221	Motorcycle dealers	25.3	-25.5	5,958	584
441222	Boat dealers	11.5	-7.2	5,404	670
441229	All other motor vehicle dealers	31.3	-30.5	2,424	364
44132	Tire dealers	5.1	-8.3	19,663	2,118
441320	Tire dealers	5.1	-8.3	19,663	2,118
442	Furniture & home furnishing stores	8.2	-4.8	68,697	7,636
4422	Home furnishings stores	13.4	-7.1	33,923	4,209
44221	Floor covering stores	6.8	-6.3	14,683	2,099
442210	Floor covering stores	6.8	-6.3	14,683	2,099
44229	Other home furnishings stores	19.2	-8.0	19,240	2,110
442291	Window treatment stores	8.7	-11.0	932	241
442299	All other home furnishings stores	20.5	-7.6	18,443	1,869
443	Electronics & appliance stores	11.9	-7.6	57,270	5,895
4431	Electronics & appliance stores	11.9	-7.6	57,270	5,895
44311	Appliance, TV & all other electronics stores	16.3	-12.0	44,267	4,124
443112	Radio, television & other electronics stores	21.8	-27.2	34,433	2,567
44312	Computer & software stores	-5.0	3.3	9,997	1,434
443120	Computer & software stores	-5.0	3.3	9,997	1,434
44313	Camera & photographic supplies stores	23.7	-3.2	3,004	337
443130	Camera & photographic supplies stores	23.7	-3.2	3,004	337
444	Bldg material & garden equip & supp dealers	6.2	-0.5	180,934	14,517
4441	Building material & supplies dealers	6.5	0.3	144,358	10,391

## Screen 2: High Growth Industries in the Midwest (Survivors)

NAICS	Industry Name	Mid-West 98-01	Mid-West 2001	Mid-West 2001
		Employment LQ	Establishment Total	Total Establishments
444111	Home centers	22.8	-38.2	46,479
444110	Home centers	22.8	-38.2	46,479
4442	Lawn & garden equip & supplies stores	5.2	-2.8	36,576
44421	Outdoor power equipment stores	9.9	5.6	4,532
444210	Outdoor power equipment stores	9.9	5.6	4,532
44422	Nursery & garden centers	4.6	-4.6	32,044
444220	Nursery & garden centers	4.6	-4.6	32,044
4451	Grocery stores	#VALUE!	-4.6	296,503
44512	Convenience stores	6.6	-34.9	15,329
445120	Convenience stores	6.6	-34.9	15,329
4452	Specialty food stores	22.3	-32.3	20,695
44521	Meat markets	11.8	1.0	6,395
445210	Meat markets	11.8	1.0	6,395
44522	Fish & seafood markets	5.9	-33.7	497
445220	Fish & seafood markets	5.9	-33.7	497
44523	Fruit & vegetable markets	8.7	-19.7	1,652
445230	Fruit & vegetable markets	8.7	-19.7	1,652
44529	Other specialty food stores	31.9	-50.8	12,376
445291	Baked goods stores	57.1	-87.5	5,053
445292	Confectionery & nut stores	-2.4	2.5	3,183
445299	All other specialty food stores	35.0	-72.4	4,025
4453	Beer, wine & liquor stores	1.7	-2.8	22,078
44531	Beer, wine & liquor stores	1.7	-2.8	22,078
445310	Beer, wine & liquor stores	1.7	-2.8	22,078
44612	Cosmetics, beauty supplies & perfume stores	21.0	-10.7	9,739
446120	Cosmetics, beauty supplies & perfume stores	21.0	-10.7	9,739
44619	Other health & personal care stores	31.2	-18.7	12,456
446191	Food (health) supplement stores	38.6	-27.1	6,465
446199	All other health & personal care stores	24.2	-10.4	5,991
448	Clothing & clothing accessories stores	3.1	6.6	149,500
4481	Clothing stores	4.8	10.1	109,455
44813	Children's & infants' clothing stores	9.0	-14.7	5,785
448130	Children's & infants' clothing stores	9.0	-14.7	5,785
44814	Family clothing stores	8.8	9.3	47,349
448140	Family clothing stores	8.8	9.3	47,349
44819	Other clothing stores	4.0	-1.0	9,239
448190	Other clothing stores	4.0	-1.0	9,239
4483	Jewelry, luggage & leather goods stores	6.5	-8.4	19,427
44831	Jewelry stores	4.4	-8.7	18,392
448310	Jewelry stores	4.4	-8.7	18,392
451	Sporting goods, hobby, book & music stores	4.9	12.7	77,231
4511	Sporting goods, hobby, musical instrument store	5.6	12.8	53,542
45112	Hobby, toy & game stores	12.6	4.4	17,010
451120	Hobby, toy & game stores	12.6	4.4	17,010
45114	Musical instrument & supplies stores	8.7	3.4	5,060
451140	Musical instrument & supplies stores	8.7	3.4	5,060
4512	Book, periodical & music stores	3.3	12.6	23,689
45121	Book stores & news dealers	5.0	13.1	16,749
451211	Book stores	9.0	12.1	16,507
45122	Prerecorded tape, CD & record stores	0.8	11.7	7,063
451220	Prerecorded tape, CD & record stores	0.8	11.7	7,063
4529	Other general merchandise stores	7.8	-28.8	90,721
45291	Warehouse clubs & superstores	3.8	-21.9	48,628
452910	Warehouse clubs & superstores	3.8	-21.9	48,628
45299	All other general merchandise stores	11.7	-29.2	46,390
452990	All other general merchandise stores	11.7	-29.2	46,390
453	Miscellaneous store retailers	3.9	7.5	106,821
45321	Office supplies & stationery stores	11.5	-25.6	14,591
453210	Office supplies & stationery stores	11.5	-25.6	14,591

## Screen 2: High Growth Industries in the Midwest (Survivors)

NAICS	Industry Name	Mid-West 98-01 Employment LQ	Mid-West 98-01	Mid-West 2001	Mid-West 2001
			Establishment Total	LQ Employment	Total Establishments
4533	Used merchandise stores	11.8	5.6	14,154	2,165
45331	Used merchandise stores	11.8	5.6	14,154	2,165
453310	Used merchandise stores	11.8	5.6	14,154	2,165
4539	Other miscellaneous store retailers	2.2	-1.7	30,587	4,984
45391	Pet & pet supplies stores	2.7	20.1	9,119	901
453910	Pet & pet supplies stores	2.7	20.1	9,119	901
45392	Art dealers	6.7	-6.7	2,381	645
453920	Art dealers	6.7	-6.7	2,381	645
45399	All other miscellaneous store retailers	4.1	-9.9	15,984	2,966
453991	Tobacco stores	8.1	-16.3	2,470	556
453998	All other misc store retailers (exc tobacco)	3.8	-8.5	13,568	2,410
454	Nonstore retailers	3.1	4.8	86,902	5,935
4541	Electronic shopping & mail-order houses	9.6	-12.2	48,087	1,352
45411	Electronic shopping & mail-order houses	9.6	-12.2	48,087	1,352
454110	Electronic shopping & mail-order houses	9.6	-12.2	48,087	1,352
<b>48 Transportation &amp; warehousing</b>		<b>1.0</b>	<b>1.0</b>	<b>534,031</b>	<b>30,014</b>
481	Air transportation	1.8	0.9	93,752	570
481111	Scheduled passenger air transportation	1.5	0.1	81,305	302
4812	Nonscheduled air transportation	0.2	2.8	20,460	207
48121	Nonscheduled air transportation	0.2	2.8	20,460	207
481211	Nonscheduled chartered passenger air trans	2.3	4.0	3,302	150
481212	Nonscheduled chartered freight air trans	0.2	52.6	17,805	26
483112	Deep sea passenger transportation	24.7	77.1	30	3
483113	Coastal & Great Lakes freight transportation	-2.7	2.8	575	15
4832	Inland water transportation	0.6	6.3	2,545	64
48321	Inland water transportation	0.6	6.3	2,545	64
4841	General freight trucking	1.7	4.6	172,540	11,208
48411	General freight trucking, local	0.7	6.0	25,290	3,875
484110	General freight trucking, local	0.7	6.0	25,290	3,875
48412	General freight trucking, long-distance	1.9	3.8	147,250	7,333
484121	General freight trucking, long-distance, TL	2.7	4.3	108,905	6,209
4851	Urban transit systems	-0.8	5.5	2,673	80
48511	Urban transit systems	-0.8	5.5	2,673	80
485111	Mixed mode transit systems	37.3	100.2	785	18
485119	Other urban transit systems	12.3	57.8	40	5
4853	Taxi & limousine service	2.3	1.7	7,269	813
48531	Taxi service	2.0	-0.3	3,508	355
485310	Taxi service	2.0	-0.3	3,508	355
48532	Limousine service	2.0	3.4	3,697	458
485320	Limousine service	2.0	3.4	3,697	458
4862	Pipeline transportation of natural gas	-4.9	3.1	1,650	174
48621	Pipeline transportation of natural gas	-4.9	3.1	1,650	174
486210	Pipeline transportation of natural gas	-4.9	3.1	1,650	174
4871	Scenic & sightseeing transportation, land	-1.0	10.7	550	60
48711	Scenic & sightseeing transportation, land	-1.0	10.7	550	60
487110	Scenic & sightseeing transportation, land	-1.0	10.7	550	60
488	Transportation support activities	2.4	0.8	47,254	3,438
4881	Air transportation support activities	2.7	1.1	9,822	430
48811	Airport operations	2.1	-0.4	4,529	197
488111	Air traffic control	na	na	0	0
488119	Other airport operations	2.1	-0.4	4,529	197
48819	Other air transportation support activities	4.1	2.5	5,701	233
488190	Other air transportation support activities	4.1	2.5	5,701	233
4882	Rail transportation support activities	2.3	0.7	5,287	167
48821	Rail transportation support activities	2.3	0.7	5,287	167
488210	Rail transportation support activities	2.3	0.7	5,287	167
4883	Water transportation support activities	3.1	-4.4	3,447	162
48832	Marine cargo handling	1.3	0.0	629	43

## Screen 2: High Growth Industries in the Midwest (Survivors)

NAICS	Industry Name	Mid-West 98-01	Mid-West 98-01	Mid-West 2001	Mid-West 2001
		Employment LQ	Establishment Total	LQ Employment	Total Establishments
488320	Marine cargo handling	1.3	0.0	629	43
4884	Road transportation support activities	4.6	2.7	6,340	769
488411	Motor vehicle towing	2.6	0.4	4,704	641
488410	Motor vehicle towing	2.6	0.4	4,704	641
48849	Other road transportation support activities	11.2	19.5	1,646	128
488490	Other road transportation support activities	11.2	19.5	1,646	128
4885	Freight transportation arrangement	1.8	-0.7	19,998	1,733
48851	Freight transportation arrangement	1.8	-0.7	19,998	1,733
488510	Freight transportation arrangement	1.8	-0.7	19,998	1,733
4889	Other transportation support activities	2.6	17.8	2,766	177
48899	Other transportation support activities	2.6	17.8	2,766	177
488991	Packing & crating	0.6	16.1	2,605	153
488999	All other transportation support activities	7.7	32.6	260	24
492	Couriers & messengers	-1.1	3.1	66,852	1,600
4921	Couriers	-1.1	5.8	58,140	785
49211	Couriers	-1.1	5.8	58,140	785
492110	Couriers	-1.1	5.8	58,140	785
493	Warehousing & storage	2.4	2.4	19,004	930
4931	Warehousing & storage	2.4	2.4	19,004	930
49311	General warehousing & storage	3.4	4.1	11,258	559
493110	General warehousing & storage	3.4	4.1	11,258	559
49312	Refrigerated warehousing & storage	4.9	0.8	5,422	153
493120	Refrigerated warehousing & storage	4.9	0.8	5,422	153
49313	Farm product warehousing & storage	3.0	12.3	490	87
493130	Farm product warehousing & storage	3.0	12.3	490	87
<b>51</b>	<b>Information</b>	<b>1.0</b>	<b>1.0</b>	<b>433,085</b>	<b>16,517</b>
51222	Integrated record production, distribution	4.2	-0.5	150	17
512220	Integrated record production, distribution	4.2	-0.5	150	17
51229	Other sound recording industries	2.4	-0.2	566	39
512290	Other sound recording industries	2.4	-0.2	566	39
513	Broadcasting & telecommunications	1.5	2.2	198,425	7,867
51311	Radio broadcasting	1.0	0.3	19,744	949
513112	Radio stations	2.0	0.3	20,887	911
5132	Cable networks & program distribution	3.8	4.0	25,662	905
51321	Cable networks	4.8	0.3	2,334	84
513210	Cable networks	4.8	0.3	2,334	84
51322	Cable & other program distribution	3.5	4.6	24,248	821
513220	Cable & other program distribution	3.5	4.6	24,248	821
5133	Telecommunications	1.5	2.4	141,119	5,807
51332	Wireless telecom carriers (exc satellite)	2.5	4.5	21,738	1,424
513322	Cellular & other wireless telecommunications	4.5	8.5	17,015	1,084
51333	Telecommunications resellers	2.9	1.2	5,715	226
513330	Telecommunications resellers	2.9	1.2	5,715	226
51334	Satellite telecommunications	1.2	-0.1	1,834	64
513340	Satellite telecommunications	1.2	-0.1	1,834	64
51339	Other telecommunications	11.7	5.2	1,165	116
513390	Other telecommunications	11.7	5.2	1,165	116
514	Information & data processing services	2.6	2.3	69,294	2,262
5141	Information services	8.1	4.2	14,753	1,140
51411	News syndicates	1.1	0.2	1,117	49
514110	News syndicates	1.1	0.2	1,117	49
51419	Other information services	10.7	5.6	12,398	888
514191	On-line information services	11.7	5.7	12,306	846
514199	All other information services	19.9	2.9	838	42
<b>52</b>	<b>Finance &amp; insurance</b>	<b>1.0</b>	<b>1.0</b>	<b>908,978</b>	<b>58,807</b>
521	Monetary authorities - central bank	0.8	32.2	5,660	11
5211	Monetary authorities - central bank	0.8	32.2	5,660	11

## Screen 2: High Growth Industries in the Midwest (Survivors)

NAICS	Industry Name	Mid-West 98-01 Employment LQ	Mid-West 98-01	Mid-West 2001	Mid-West 2001
			Establishment Total	LQ Employment	Total Establishments
521111	Monetary authorities - central bank	0.8	32.2	5,660	11
521110	Monetary authorities - central bank	0.8	32.2	5,660	11
522	Credit intermediation & related activities	0.6	2.2	387,216	22,987
52219	Other depository credit intermediation	0.0	26.8	20	6
522190	Other depository credit intermediation	0.0	26.8	20	6
5222	Nondepository credit intermediation	3.5	2.8	76,035	5,394
52221	Credit card issuing	36.0	-2.1	11,543	188
522210	Credit card issuing	36.0	-2.1	11,543	188
52222	Sales financing	2.5	3.9	23,500	967
522220	Sales financing	2.5	3.9	23,500	967
52229	Other nondepository credit intermediation	0.7	2.8	42,756	4,239
522292	Real estate credit	3.5	7.5	29,504	2,052
522293	International trade financing	-8.2	8.4	211	21
5223	Activities related to credit intermediation	1.7	5.9	34,210	2,705
52231	Mortgage & nonmortgage brokers	3.2	6.8	9,750	1,359
522310	Mortgage & nonmortgage brokers	3.2	6.8	9,750	1,359
52232	Financial clearinghouse & reserve activities	5.4	1.1	10,060	210
522320	Financial clearinghouse & reserve activities	5.4	1.1	10,060	210
52239	Other credit intermediation activities	0.3	5.9	15,474	1,136
522390	Other credit intermediation activities	0.3	5.9	15,474	1,136
523	Security, commodity contracts & like activity	4.5	5.5	121,491	10,155
5231	Secy & comdty contracts intermed & brokerage	3.3	4.6	68,253	5,934
52312	Securities brokerage	5.8	8.0	38,978	4,386
523120	Securities brokerage	5.8	8.0	38,978	4,386
52313	Commodity contracts dealing	4.8	5.7	2,588	247
523130	Commodity contracts dealing	4.8	5.7	2,588	247
5232	Securities & commodity exchanges	1.3	-1.4	2,655	18
52321	Securities & commodity exchanges	1.3	-1.4	2,655	18
523210	Securities & commodity exchanges	1.3	-1.4	2,655	18
5239	Other financial investment activities	4.7	7.0	45,905	4,203
52391	Miscellaneous intermediation	10.8	-0.4	4,788	638
523910	Miscellaneous intermediation	10.8	-0.4	4,788	638
52392	Portfolio management	3.7	0.1	20,484	1,251
523920	Portfolio management	3.7	0.1	20,484	1,251
52393	Investment advice	9.8	19.8	10,022	1,902
523930	Investment advice	9.8	19.8	10,022	1,902
52399	All other financial investment activities	6.4	4.9	13,639	412
523991	Trust, fiduciary & custody activities	15.1	3.9	14,313	350
523999	Miscellaneous financial investment activities	10.7	12.8	1,459	62
524127	Direct title insurance carriers	8.9	13.0	6,076	402
524128	All other direct insurance carriers	7.8	28.2	318	39
52413	Reinsurance carriers	8.4	10.3	1,940	83
524130	Reinsurance carriers	8.4	10.3	1,940	83
524298	All other insurance related activities	10.7	3.6	9,829	380
525	Funds, trusts, & other financial vehicles (part	4.0	8.6	3,065	186
5259	Other investment pools & funds	4.0	8.4	3,065	185
52591	Open-end investment funds	-10.9	8.9	82	24
525910	Open-end investment funds	-10.9	8.9	82	24
52593	Real estate investment trusts	6.8	3.2	2,277	104
525930	Real estate investment trusts	6.8	3.2	2,277	104
52599	Other financial vehicles	29.6	24.1	630	57
525990	Other financial vehicles	29.6	24.1	630	57
53	Real estate & rental & leasing	1.0	1.0	220,315	32,663
53113	Lessors of miniwarehouses & self storage units	4.3	7.3	1,922	597
531130	Lessors of miniwarehouses & self storage units	4.3	7.3	1,922	597
5312	Offices of real estate agents & brokers	2.4	2.7	34,459	7,932
53121	Offices of real estate agents & brokers	2.4	2.7	34,459	7,932
531210	Offices of real estate agents & brokers	2.4	2.7	34,459	7,932

## Screen 2: High Growth Industries in the Midwest (Survivors)

NAICS	Industry Name	Mid-West 98-01 Employment LQ	Mid-West 98-01	Mid-West 2001	Mid-West 2001
			Establishment Total	LQ Employment	Total Establishments
5313 Activities related to real estate		1.7	4.6	58,630	6,568
53131 Real estate property managers		2.0	4.4	48,191	3,738
531311 Residential property managers		2.7	4.6	32,841	2,591
531312 Nonresidential property managers		0.9	4.0	15,410	1,147
53139 Other activities related to real estate		0.3	6.7	5,194	1,124
531390 Other activities related to real estate		0.3	6.7	5,194	1,124
5321 Automotive equipment rental & leasing		1.0	2.1	20,146	1,309
53211 Passenger car rental & leasing		1.8	-0.5	14,496	491
532111 Passenger car rental		1.8	0.3	11,451	367
532112 Passenger car leasing		12.3	-2.7	5,115	124
53212 Truck, utility trailer & RV rental & leasing		-0.7	3.8	5,709	818
532120 Truck, utility trailer & RV rental & leasing		-0.7	3.8	5,709	818
5322 Formal wear & costume rental		1.6	-1.6	2,408	308
53220 Formal wear & costume rental		1.6	-1.6	2,408	308
53229 Other consumer goods rental		5.3	12.9	6,802	875
532291 Home health equipment rental		12.8	42.8	3,011	320
532292 Recreational goods rental		6.0	5.6	785	199
532299 All other consumer goods rental		1.7	2.8	3,218	356
5324 Commercial, industrial equip rental & leasing		2.1	2.1	17,628	1,335
53241 Const, trans, mining equip rental & leasing		5.0	7.7	7,260	528
532412 Const, mining, forestry equip rental & leasing		5.3	10.0	4,616	428
533 Lessors of other nonfinancial intangible asset		2.9	3.3	2,772	219
5331 Lessors of other nonfinancial intangible asset		2.9	3.3	2,772	219
533111 Lessors of other nonfinancial intangible asset		2.9	3.3	2,772	219
533110 Lessors of other nonfinancial intangible asset		2.9	3.3	2,772	219
<b>54 Professional, scientific &amp; technical services</b>		<b>1.0</b>	<b>1.0</b>	<b>773,065</b>	<b>84,562</b>
541 Professional, scientific & technical services		1.0	1.0	773,065	84,562
541213 Tax preparation services		1.0	1.9	22,622	1,941
54131 Architectural services		1.3	0.3	23,408	2,472
541310 Architectural services		1.3	0.3	23,408	2,472
54135 Building inspection services		1.0	2.0	1,563	410
541350 Building inspection services		1.0	2.0	1,563	410
54149 Other specialized design services		3.5	6.7	360	97
541490 Other specialized design services		3.5	6.7	360	97
5415 Computer systems design & related services		2.2	2.2	130,158	12,271
54151 Computer systems design & related services		2.2	2.2	130,158	12,271
541511 Custom computer programming services		1.7	2.8	58,176	5,191
541512 Computer systems design services		3.0	0.0	54,756	4,481
541519 Other computer related services		4.2	6.3	10,477	2,460
5416 Management, sci & tech consulting services		3.0	4.4	105,443	12,907
54161 Management consulting services		3.2	4.3	94,059	10,189
541611 Admin & gen management consulting services		3.0	4.5	48,463	4,278
541612 Human res & exec search consulting services		3.6	1.7	21,805	2,380
541613 Marketing consulting services		2.6	5.9	15,928	2,381
541614 Process, phys dist & log consulting services		5.4	4.4	6,360	586
541618 Other management consulting services		3.8	10.2	1,633	564
54162 Environmental consulting services		1.6	4.9	4,451	790
541620 Environmental consulting services		1.6	4.9	4,451	790
54169 Oth scientific & technical consulting services		1.4	4.3	6,953	1,928
541690 Oth scientific & technical consulting services		1.4	4.3	6,953	1,928
5417 Scientific R&D services		2.0	3.5	22,974	1,028
54171 R&D in physical, engineering & life sciences		2.4	3.9	20,036	831
541710 R&D in physical, engineering & life sciences		2.4	3.9	20,036	831
54172 R&D in social sciences & humanities		-0.2	2.2	2,903	197
541720 R&D in social sciences & humanities		-0.2	2.2	2,903	197
54182 Public relations agencies		1.7	-1.8	5,596	656
541820 Public relations agencies		1.7	-1.8	5,596	656
54193 Translation & interpretation services		3.0	5.1	723	120

## Screen 2: High Growth Industries in the Midwest (Survivors)

NAICS	Industry Name	Mid-West 98-01	Mid-West 2001	Mid-West 2001
		Employment LQ	Establishment Total	Total Establishments
541930	Translation & interpretation services	3.0	5.1	723 120
54194	Veterinary services	1.3	0.4	29,205 3,394
541940	Veterinary services	1.3	0.4	29,205 3,394
54199	All oth prof, scientific & technical services	6.6	13.6	5,885 1,397
541990	All oth prof, scientific & technical services	6.6	13.6	5,885 1,397
<b>55</b>	<b>Management of companies &amp; enterprises</b>	<b>1.0</b>	<b>1.0</b>	<b>440,893 5,950</b>
551	Management of companies & enterprises	1.0	1.0	440,893 5,950
5511	Management of companies & enterprises	1.0	1.0	440,893 5,950
55111	Management of companies & enterprises	1.0	1.0	440,893 5,950
551112	Offices of other holding companies	5.7	0.2	22,385 926
<b>56</b>	<b>Admin, support, waste mgt, remediation services</b>	<b>1.0</b>	<b>1.0</b>	<b>1,015,784 43,173</b>
561	Administrative & support services	1.0	1.1	980,471 40,640
5611	Office administrative services	2.0	2.9	47,876 3,181
56111	Office administrative services	2.0	2.9	47,876 3,181
561110	Office administrative services	2.0	2.9	47,876 3,181
5612	Facilities support services	0.3	6.8	6,679 342
56121	Facilities support services	0.3	6.8	6,679 342
561210	Facilities support services	0.3	6.8	6,679 342
5613	Employment services	1.3	5.1	461,403 5,407
56131	Employment placement agencies	7.3	9.9	30,181 1,282
561310	Employment placement agencies	7.3	9.9	30,181 1,282
56132	Temporary help services	-0.3	5.0	282,755 3,571
561320	Temporary help services	-0.3	5.0	282,755 3,571
56133	Employee leasing services	5.1	-2.0	148,702 554
561330	Employee leasing services	5.1	-2.0	148,702 554
56144	Collection agencies	2.3	-2.5	18,691 645
561440	Collection agencies	2.3	-2.5	18,691 645
56149	Other business support services	5.0	3.3	8,243 748
561499	All other business support services	7.7	13.6	6,569 262
56162	Security systems services	1.4	0.4	15,445 928
561621	Security systems services (except locksmiths)	1.8	1.0	13,811 517
56173	Landscaping services	2.0	4.6	38,929 8,237
561730	Landscaping services	2.0	4.6	38,929 8,237
56179	Other services to buildings & dwellings	3.0	4.9	3,713 723
561790	Other services to buildings & dwellings	3.0	4.9	3,713 723
5619	Other support services	3.3	-1.7	71,410 3,498
56199	All other support services	5.3	-2.1	50,358 2,639
561990	All other support services	5.3	-2.1	50,358 2,639
5622	Waste treatment & disposal	3.3	4.5	7,258 421
56221	Waste treatment & disposal	3.3	4.5	7,258 421
562212	Solid waste landfill	6.7	7.1	5,385 305
562213	Solid waste combustors & incinerators	11.4	2.1	200 13
56291	Remediation services	0.2	2.4	4,087 248
562910	Remediation services	0.2	2.4	4,087 248
56299	All other waste management services	1.8	2.4	3,712 542
562998	All other miscellaneous waste management	3.2	23.7	765 70
<b>61</b>	<b>Educational services</b>	<b>1.0</b>	<b>1.0</b>	<b>332,270 8,135</b>
611	Educational services	1.0	1.0	332,270 8,135
6111	Elementary & secondary schools	1.0	0.1	96,415 2,576
61111	Elementary & secondary schools	1.0	0.1	96,415 2,576
611110	Elementary & secondary schools	1.0	0.1	96,415 2,576
6112	Junior colleges	1.7	0.7	8,168 101
61121	Junior colleges	1.7	0.7	8,168 101
611210	Junior colleges	1.7	0.7	8,168 101
6115	Technical & trade schools	1.5	0.8	8,341 761
61151	Technical & trade schools	1.5	0.8	8,341 761

## Screen 2: High Growth Industries in the Midwest (Survivors)

NAICS	Industry Name	Mid-West 98-01	Mid-West 98-01	Mid-West 2001	Mid-West 2001
		Employment LQ	Establishment Total	LQ Employment	Total Establishments
611512	Flight training	7.7	0.8	1,173	104
611519	Other technical & trade schools	2.3	1.0	4,231	296
6116	Other schools & instruction	3.9	2.3	23,499	3,057
61161	Fine arts schools	1.9	1.4	6,711	993
611610	Fine arts schools	1.9	1.4	6,711	993
61162	Sports & recreation instruction	3.5	2.9	5,139	842
611620	Sports & recreation instruction	3.5	2.9	5,139	842
61169	All other schools & instruction	5.4	2.8	10,775	1,143
611691	Exam preparation & tutoring	6.3	4.5	4,556	393
611692	Automobile driving schools	5.0	2.6	1,153	199
611699	All other miscellaneous schools & instruction	4.0	1.8	4,996	551
6117	Educational support services	1.3	1.6	4,865	489
61171	Educational support services	1.3	1.6	4,865	489
611710	Educational support services	1.3	1.6	4,865	489
<b>62 Health care and social assistance</b>		<b>1.0</b>	<b>1.0</b>	<b>1,960,748</b>	<b>77,901</b>
621	Ambulatory health care services	1.4	0.6	570,345	49,108
6211	Offices of physicians	3.2	0.4	218,974	17,554
62111	Offices of physicians	3.2	0.4	218,974	17,554
621111	Offices of physicians (exc mental health)	3.4	0.4	213,717	16,465
6212	Offices of dentists	1.7	-0.1	89,675	13,669
62121	Offices of dentists	1.7	-0.1	89,675	13,669
621210	Offices of dentists	1.7	-0.1	89,675	13,669
62131	Offices of chiropractors	1.9	2.2	16,544	4,959
621310	Offices of chiropractors	1.9	2.2	16,544	4,959
62132	Offices of optometrists	1.3	0.4	11,532	2,085
621320	Offices of optometrists	1.3	0.4	11,532	2,085
62133	Offices of other mental health practitioners	2.8	1.0	6,386	1,352
621330	Offices of other mental health practitioners	2.8	1.0	6,386	1,352
62134	Offices of PT, OT, speech therapy & audiology	-1.7	4.0	15,146	1,643
621340	Offices of PT, OT, speech therapy & audiology	-1.7	4.0	15,146	1,643
62139	Offices of all other health practitioners	2.4	1.1	7,999	1,620
621399	Offices of all other misc health practitioners	2.7	4.0	4,346	739
6214	Outpatient care centers	1.5	0.6	85,906	2,528
62149	Other outpatient care centers	1.8	0.7	67,184	1,492
621492	Kidney dialysis centers	7.2	13.7	4,880	277
6215	Medical & diagnostic laboratories	0.2	6.6	13,976	921
62151	Medical & diagnostic laboratories	0.2	6.6	13,976	921
621512	Diagnostic Imaging centers	4.1	5.0	4,549	397
6219	Other ambulatory health care services	1.6	1.3	24,766	921
62191	Ambulance services	0.6	2.6	11,907	509
621910	Ambulance services	0.6	2.6	11,907	509
62199	All other ambulatory health care services	2.7	-0.3	12,859	412
621991	Blood & organ banks	1.5	-2.9	7,248	176
621999	All other misc ambulatory health care services	4.4	2.0	5,611	236
6223	Other specialty hospitals	0.4	11.8	8,455	37
62231	Other specialty hospitals	0.4	11.8	8,455	37
622310	Other specialty hospitals	0.4	11.8	8,455	37
623	Nursing & residential care facilities	0.5	2.3	413,747	9,807
6232	Residential mental retardation, health facil	0.7	3.7	74,304	3,943
62321	Residential mental retardation facilities	0.7	4.2	57,967	3,000
623210	Residential mental retardation facilities	0.7	4.2	57,967	3,000
62322	Residential mental health, subst abuse facil	0.8	2.3	16,337	943
623220	Residential mental health, subst abuse facil	0.8	2.3	16,337	943
6233	Community care facilities for the elderly	3.2	2.8	67,669	2,328
62331	Community care facilities for the elderly	3.2	2.8	67,669	2,328
623311	Continuing care retirement communities	1.5	4.9	40,060	581
623312	Homes for the elderly	6.3	2.1	27,609	1,747
6239	Other residential care facilities	1.9	1.0	22,907	819

## Screen 2: High Growth Industries in the Midwest (Survivors)

NAICS	Industry Name	Mid-West 98-01	Mid-West 2001	Mid-West 2001
		Employment LQ	Establishment Total	Total Establishments
62399 Other residential care facilities		1.9	1.0	22,907 819
623990 Other residential care facilities		1.9	1.0	22,907 819
624 Social assistance		2.3	1.5	291,328 17,970
6241 Individual & family services		1.9	1.7	123,375 6,952
62411 Child & youth services		1.6	1.1	22,255 1,343
624110 Child & youth services		1.6	1.1	22,255 1,343
62419 Other individual & family services		3.1	2.1	54,858 3,458
624190 Other individual & family services		3.1	2.1	54,858 3,458
6242 Community, emergency & other relief services		2.4	0.3	16,065 1,497
62422 Community housing services		3.4	1.3	9,949 689
624221 Temporary shelters		3.5	2.1	6,942 357
624229 Other community housing services		3.2	0.5	3,108 332
62423 Emergency & other relief services		2.5	-1.9	2,377 257
624230 Emergency & other relief services		2.5	-1.9	2,377 257
6243 Vocational rehabilitation services		3.1	1.4	61,513 1,277
62431 Vocational rehabilitation services		3.1	1.4	61,513 1,277
624310 Vocational rehabilitation services		3.1	1.4	61,513 1,277
6244 Child day care services		2.3	1.7	89,760 8,244
62441 Child day care services		2.3	1.7	89,760 8,244
624410 Child day care services		2.3	1.7	89,760 8,244
<b>71 Arts, entertainment &amp; recreation</b>		<b>1.0</b>	<b>1.0</b>	<b>215,856 13,345</b>
711 Performing arts, spectator sports, & related in		#VALUE!	1.0	#VALUE! 3,414
7112 Spectator sports		3.1	5.7	13,217 563
71121 Spectator sports		3.1	5.7	13,217 563
711211 Sports teams and clubs		9.6	13.0	6,352 101
711219 Other spectator sports		5.0	10.3	1,352 316
7113 Promoters of entertainment events		2.8	1.8	6,252 607
71131 Promoters of entertainment events with facility		7.8	12.7	4,830 136
711310 Promoters of entertainment events with facility		7.8	12.7	4,830 136
7114 Agents, managers for artists & other public fig		#VALUE!	0.5	#VALUE! 211
71141 Agents, managers for artists & other public fig		#VALUE!	0.5	#VALUE! 211
711410 Agents, managers for artists & other public fig		#VALUE!	0.5	#VALUE! 211
7115 Independent artists, writers & performers		3.9	5.9	3,217 1,004
71151 Independent artists, writers & performers		3.9	5.9	3,217 1,004
711510 Independent artists, writers & performers		3.9	5.9	3,217 1,004
71211 Museums		2.1	1.7	11,157 516
712110 Museums		2.1	1.7	11,157 516
71219 Nature parks & other similar institutions		-0.4	4.4	516 82
712190 Nature parks & other similar institutions		-0.4	4.4	516 82
7132 Gambling industries		2.9	-18.4	39,238 314
71329 Other gambling industries		19.4	-20.9	14,397 214
713290 Other gambling industries		19.4	-20.9	14,397 214
71392 Skiing facilities		1.8	8.8	4,589 52
713920 Skiing facilities		1.8	8.8	4,589 52
71394 Fitness & recreational sports centers		1.9	9.5	52,748 2,931
713940 Fitness & recreational sports centers		1.9	9.5	52,748 2,931
71399 All other amusement & recreation industries		1.3	1.5	11,084 1,879
713990 All other amusement & recreation industries		1.3	1.5	11,084 1,879
<b>72 Accommodation &amp; food services</b>		<b>1.0</b>	<b>1.0</b>	<b>1,216,586 69,972</b>
7211 Traveler accommodation		#VALUE!	-1.8	153,992 6,217
72119 Other traveler accommodation		21.9	1.3	2,422 432
721191 Bed & breakfast inns		10.0	1.0	1,403 235
721199 All other traveler accommodation		10.9	1.6	676 197
7212 RV parks & recreational camps		5.3	4.5	3,966 961
72121 RV parks & recreational camps		5.3	4.5	3,966 961
721214 Recreational, vacation camps (exc campgrounds)		5.1	6.2	2,680 499
722 Food services & drinking places		1.2	1.1	1,040,622 62,350

## Screen 2: High Growth Industries in the Midwest (Survivors)

NAICS	Industry Name	Mid-West 98-01 Employment LQ	Mid-West 98-01	Mid-West 2001	Mid-West 2001
			Establishment Total	LQ Employment	Total Establishments
7221	Full-service restaurants	1.0	2.0	486,905	23,159
72211	Full-service restaurants	1.0	2.0	486,905	23,159
722110	Full-service restaurants	1.0	2.0	486,905	23,159
722213	Snack & nonalcoholic beverage bars	4.7	-3.9	39,493	4,102
7223	Special food services	2.3	-9.5	68,981	3,751
72231	Food service contractors	1.0	-5.7	51,361	2,336
722310	Food service contractors	1.0	-5.7	51,361	2,336
72232	Caterers	8.2	-16.3	15,751	1,069
722320	Caterers	8.2	-16.3	15,751	1,069
81	Other services (except public administration)	1.0	1.0	715,724	95,903
81112	Automotive body, paint, interior & glass repair	0.8	3.1	33,854	5,889
811121	Automotive body, paint & interior R&M	1.0	2.7	30,267	5,150
81119	Other automotive R&M	1.8	-1.2	31,529	3,483
811192	Car washes	1.9	-1.9	20,152	2,164
811198	All other automotive R&M	3.3	3.1	2,399	309
811213	Communication equipment R&M	-0.6	4.5	1,585	191
811219	Other electronic & precision equipment R&M	8.7	-2.1	2,796	342
8121	Personal care services	1.8	2.9	74,427	12,259
81219	Other personal care services	4.1	-7.1	9,885	1,702
812191	Diet & weight reducing centers	2.5	8.7	2,872	324
812199	Other personal care services	4.5	-11.6	7,013	1,378
81291	Pet care (except veterinary) services	6.1	-14.4	3,757	986
812910	Pet care (except veterinary) services	6.1	-14.4	3,757	986
81293	Parking lots & garages	4.7	-14.6	10,193	1,045
812930	Parking lots & garages	4.7	-14.6	10,193	1,045
81299	All other personal services	8.1	-39.7	5,767	1,114
812990	All other personal services	8.1	-39.7	5,767	1,114
813	Religious, grantmaking, civic, prof & like orga	1.4	-0.8	377,496	41,587
8131	Religious organizations	1.5	-1.2	215,659	24,169
81311	Religious organizations	1.5	-1.2	215,659	24,169
813110	Religious organizations	1.5	-1.2	215,659	24,169
8132	Grantmaking & giving services	2.3	-7.2	14,875	1,646
81321	Grantmaking & giving services	2.3	-7.2	14,875	1,646
813211	Grantmaking foundations	3.9	-9.1	4,960	774
813219	Other grantmaking & giving services	2.6	-8.1	4,434	449
8133	Social advocacy organizations	6.1	-18.2	14,570	1,511
81331	Social advocacy organizations	6.1	-18.2	14,570	1,511
813311	Human rights organizations	3.0	-25.7	3,276	277
813312	Environment & wildlife organizations	5.4	-15.4	4,355	528
813319	Other social advocacy organizations	5.7	-17.5	7,001	706
8134	Civic & social organizations	1.2	0.8	57,122	4,833
81341	Civic & social organizations	1.2	0.8	57,122	4,833
813410	Civic & social organizations	1.2	0.8	57,122	4,833
81391	Business associations	2.4	-3.2	19,184	2,614
813910	Business associations	2.4	-3.2	19,184	2,614
81392	Professional organizations	1.2	5.5	14,041	1,021
813920	Professional organizations	1.2	5.5	14,041	1,021

**Screen 3: Industries Targeted for Attraction, Retention and Expansion (Survivors)**

NAIC8	Industry Name	Dubuque 98-01 Employment LQ	Dubuque 98-01 Establishment LQ	Chatanooga 98-01 Employment LQ	Chatanooga 98-01 Establishment LQ	Duluth 98-01 Employment LQ	Duluth 98-01 Establishment LQ	Grand Forks 98-01 Employment LQ	Grand Forks 98-01 Establishment LQ	Peoria 98-01 Employment LQ	Peoria 98-01 Establishment LQ	Rapid City 98-01 Employment LQ	Rapid City 98-01 Establishment LQ
22 Utilities		1.0	1.0	1.0	na	1.0	1.0	na	1.0	1.0	1.0	1.0	na
2211 Elec pwr generation, transmen & distribution		1.0	0.0	0.0	na	0.0	0.0	na	1.3	1.2	5.7	5.7	na
22111 Electric power generation		1.2	0.0	6.2	na	0.0	2.2	na	na	1.2	-3.0	0.0	na
221112 Fossil fuel electric power generation		1.2	0.0	na	na	0.0	0.0	na	na	1.2	0.0	0.0	na
221119 Other electric power generation		na	na	6.2	na	1.8	3.3	na	na	na	na	na	na
22112 Electric pwr transmen, control & distribution		1.2	0.0	0.0	na	0.0	-4.0	0.0	na	1.1	2.3	0.0	na
23 Construction		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
233 Building, developing & general contracting		-0.1	0.5	1.0	2.0	1.8	2.7	0.0	1.1	0.8	-10.3	1.9	1.3
2331 Land subdivision & land development		0.0	0.0	-12.4	-1.8	0.0	127.3	na	na	-3.2	-441.0	-1.1	10.5
23322 Multifamily housing construction		0.0	24.6	-20.1	0.0	-0.6	42.4	0.0	0.0	-5.6	0.0	3.6	2.3
2333 Nonresidential building construction		-0.3	-7.4	-0.7	-2.3	6.2	-9.1	-5.2	-0.7	-0.3	-73.5	-0.4	3.3
23332 Commercial & institutional bldg construction		-0.3	-7.4	-0.4	-2.6	6.2	0.0	-6.1	-0.9	1.3	-82.7	0.2	3.6
234 Heavy construction		2.1	9.8	11.8	-1.5	1.9	-17.4	-2.9	-1.7	3.8	-23.2	0.9	2.1
2341 Highway, street, bridge & tunnel construction		0.0	-7.0	-5.9	-1.5	0.0	-28.9	-5.9	-1.9	-8.6	88.2	0.5	3.0
23411 Highway & street construction		-0.6	-8.2	-5.9	-1.5	1.9	-25.5	-16.0	-2.8	-8.8	88.2	0.0	4.2
23491 Water, sewer & pipeline construction		22.1	73.8	-0.5	-8.9	1.5	0.0	-41.7	-1.9	-5.1	0.0	na	na
23492 Pwr, communication transmen line construction		0.0	24.6	-5.8	-18.8	59.5	63.8	0.0	-11.1	20.1	0.0	0.2	0.0
2353 Electrical contractors		-2.4	-3.9	-8.9	0.2	0.7	-2.3	1.0	0.6	2.9	-11.8	1.8	2.2
23543 Tile, marble, terrazzo & mosaic contractors		-0.8	0.0	0.8	4.8	-11.9	-127.3	0.0	0.0	1.0	176.4	0.0	7.0
23552 Floor laying & other floor contractors		0.0	24.8	-23.0	0.0	6.7	127.3	-75.1	3.7	10.3	0.0	-1.3	1.4
2357 Concrete contractors		10.4	4.9	-2.3	-3.3	6.0	42.4	0.0	0.8	2.3	-183.6	0.9	1.5
2359 Other special trade contractors		-1.4	10.2	-2.5	1.4	-1.1	15.9	2.6	1.2	-0.1	-9.6	-0.6	-0.2
23591 Structural steel erection contractors		-8.8	-49.2	6.4	4.6	0.0	0.0	0.0	2.8	-8.8	0.0	0.0	7.0
23592 Glass & glazing contractors		-7.4	-24.6	0.0	-10.0	0.0	-42.4	8.3	5.6	5.3	0.0	1.8	0.0
23593 Excavation contractors		1.4	3.8	-4.4	1.3	2.1	4.2	-2.4	-3.7	9.1	0.0	0.9	2.5
23594 Wrecking & demolition contractors		na	na	19.8	6.7	na	na	na	na	-5.8	-147.0	na	na
23595 Bldg equip & oth mach installation contractor		0.0	0.0	2.8	2.2	-1.4	25.5	0.0	0.0	-1.6	-110.3	0.0	-3.5
23599 All other special trade contractors		14.7	42.1	-23.9	1.1	-4.3	29.9	7.4	4.2	-1.0	36.8	-1.3	-2.1
31 Manufacturing		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
3118 Bakeries & tortilla mfg		0.0	-70.0	13.0	1.5	-2.4	18.5	0.0	9.0	-1.4	3.5	0.0	0.0
31181 Bread & bakery product mfg		0.0	-70.0	0.0	1.9	0.0	20.2	0.0	9.0	-1.4	3.5	0.0	0.0
311811 Retail bakeries		na	na	2.4	2.9	-4.8	27.8	0.0	8.8	0.0	2.2	0.0	22.7
313 Textile mills		na	na	-30.2	6.6	64.1	0.0	na	na	na	na	-12.1	45.3
31312 Yarn texturing, throwing & twisting mills		na	na	-87.7	20.4	na	na	na	na	na	na	na	na
31324 Knit fabric mills		na	na	-87.7	20.4	na	na	na	na	na	na	na	na
313241 Welt knit fabric mills		na	na	-87.7	20.4	na	na	na	na	na	na	na	na
3133 Textile, fabric finishing, fabric coating mills		na	na	-46.8	5.1	64.1	0.0	na	na	na	na	-12.1	45.3
31331 Textile & fabric finishing mills		na	na	-46.8	6.6	64.1	0.0	na	na	na	na	-12.1	45.3
313311 Broadwoven fabric finishing mills		na	na	0.0	0.0	64.1	0.0	na	na	na	na	na	na
313312 Textile, fabric finishing (exc broadwoven) mill		na	na	-46.8	10.2	na	na	na	na	na	na	-12.1	45.3
3141 Textile furnishings mills		na	na	764.8	5.1	0.0	111.0	na	na	10.8	17.5	na	na
314121 Curtail & drapery mills		na	na	-87.7	20.4	0.0	111.0	na	na	10.8	17.5	na	na
315 Apparel manufacturing		-14.2	-70.0	-58.8	5.6	2.2	-111.0	-8.0	13.5	na	na	0.0	-22.7
3151 Apparel knitting mills		na	na	-39.1	6.6	na	na	na	na	na	na	na	na
31511 Hosiery & sock mills		na	na	-39.1	6.6	na	na	na	na	na	na	na	na
3152 Cut & sew apparel mfg		0.0	-70.0	-71.7	7.7	2.0	-111.0	-8.0	13.5	na	na	0.0	0.0
31521 Cut & sew apparel contractors		0.0	0.0	-57.8	13.6	-8.4	-74.0	-8.0	13.5	na	na	0.0	0.0
315211 Men's, boys' cut & sew apparel contractors		na	na	-82.1	13.6	0.0	0.0	na	na	na	na	na	na
315212 Women's, girls', infants', cut, sew apparel con		0.0	0.0	0.0	13.8	-10.7	-111.0	-8.0	13.5	na	na	0.0	0.0
31522 Men's, boys' cut & sew oth outerwear mfg		na	na	-73.1	10.2	24.8	-22.0	na	na	na	na	na	na
31528 Men's, boys' cut & sew oth outerwear mfg		na	na	na	na	24.8	-22.0	na	na	na	na	na	na
31592 Glove & mitten mfg		na	na	-87.7	20.4	0.0	0.0	na	na	na	na	na	na
3169 Other leather & allied product mfg		na	na	28.8	0.0	0.0	0.0	na	na	na	na	na	na
316991 All other leather good mfg		na	na	28.8	0.0	0.0	0.0	na	na	na	na	na	na
32199 All other wood product mfg		0.0	0.0	168.1	0.0	-0.5	0.0	na	na	na	na	0.0	-45.3
321999 All other miscellaneous wood product mfg		na	na	166.1	0.0	-6.4	0.0	na	na	na	na	na	na
322 Paper mfg		0.0	0.0	-4.1	4.8	12.6	0.0	0.0	0.0	0.0	8.7	0.0	0.0
3221 Pulp, paper & paperboard mills		na	na	-7.0	3.4	12.6	-111.0	na	na	0.0	0.0	na	na
32212 Paper mills		na	na	-46.8	8.8	12.8	-111.0	na	na	0.0	0.0	na	na
322121 Paper (except newsprint) mills		na	na	-46.8	8.8	na	na	na	na	0.0	0.0	na	na
322122 Newsprint mills		na	na	na	na	12.8	-111.0	na	na	0.0	0.0	na	na
32223 Stationery product mfg		na	na	-46.8	10.2	na	na	na	na	na	10.8	17.5	na
322233 Stationery, tablet & related product mfg		na	na	-46.8	10.2	na	na	na	na	na	na	na	na
323 Printing & related support activities		0.1	6.7	-30.3	2.6	1.4	10.1	-0.7	1.9	2.2	1.5	0.3	7.0
32311 Printing		0.0	6.2	-30.7	3.0	4.7	0.0	-0.7	1.9	2.2	1.7	0.3	7.0
323110 Commercial lithographic printing		1.8	0.0	-32.4	4.4	0.5	27.8	0.0	2.7	2.6	1.2	0.0	0.0
323114 Quick printing		0.0	0.0	95.0	-6.8	20.6	37.0	0.0	0.0	8.3	8.7	0.0	22.7
323118 Other commercial printing		11.8	35.0	-17.9	2.9	-6.2	-74.0	na	na	-6.7	-17.5	0.0	0.0
32312 Printing support activities		0.0	0.0	-18.3	0.0	51.3	74.0	na	na	-0.9	0.0	na	na
323122 Prepress services		0.0	0.0	-18.3	0.0	0.0	111.0	na	na	0.0	0.0	na	na
32512 Industrial gas mfg		na	na	0.0	0.0	na	na	na	na	9.0	11.6	0.0	0.0
32519 Other basic organic chemical mfg		na	na	0.0	0.0	0.0	0.0	na	na	5.2	0.0	na	na
325199 All other basic organic chemical mfg		na	na	0.0	0.0	0.0	0.0	na	na	8.3	0.0	na	na

**Screen 3: Industries Targeted for Attraction, Retention and Expansion (Survivors)**

NAICS	Industry Name	Dubuque 98-01 Employment LQ	Dubuque 98-01 Establishment LQ	Chattanooga 98-01 Employment LQ	Chattanooga 98-01 Establishment LQ	Duluth 98-01 Employment LQ	Duluth 98-01 Establishment LQ	Grand Forks 98-01 Employment LQ	Grand Forks 98-01 Establishment LQ	Faribault 98-01 Employment LQ	Faribault 98-01 Establishment LQ	Peoria 98-01 Employment LQ	Peoria 98-01 Establishment LQ	Rapid City 98-01 Employment LQ	Rapid City 98-01 Establishment LQ
325611	Soap & other detergent mfg	na	na	-73.1	8.8	na	na	na	na	na	na	na	na	na	na
325612	Polish & other sanitation goods mfg	14.2	70.0	438.4	0.0	na	na	na	na	na	na	na	na	na	na
32591	Printing ink mfg	na	na	-25.1	8.8	na	na	na	na	na	na	na	na	na	na
32711	Pottery, ceramics & plumbing fixture mfg	na	na	-43.8	0.0	64.1	0.0	-8.0	13.5	na	na	0.0	0.0	0.0	0.0
327112	Vitreous china & other pottery product mfg	na	na	0.0	0.0	64.1	0.0	-8.0	13.5	na	na	0.0	0.0	0.0	0.0
327099	All oth ined nonmetallic mineral product mfg	na	na	0.0	-10.2	0.0	111.0	na	na	9.0	0.0	na	na	na	na
331	Primary metal mfg	5.2	28.0	-11.9	-1.3	2.1	-111.0	na	na	0.8	-2.5	0.0	30.2	0.0	0.0
33149	Other nonferrous roll, draw, extruding, alloyin	na	na	438.4	-20.4	na	na	na	na	na	na	na	na	na	na
331492	Oth nonferrous secondary smelt, refine, alloyin	na	na	438.4	-20.4	na	na	na	na	na	na	na	na	na	na
3315	Foundries	8.4	17.5	-10.4	0.0	0.0	74.0	na	na	0.0	0.0	-12.1	45.3	na	na
331521	Aluminum die-casting foundries	0.0	35.0	0.0	0.0	na	na	na	na	na	na	na	na	na	na
331525	Copper foundries (except die-casting)	0.0	0.0	168.1	0.0	-12.8	222.0	na	na	0.0	0.0	-12.1	45.3	na	na
3324	Boiler, tank & shipping container mfg	6.4	-17.5	19.8	0.0	0.0	0.0	na	na	-4.8	0.0	na	na	na	na
332423	Light gauge metal container mfg	11.8	-35.0	0.0	0.0	na	na	na	na	0.0	0.0	na	na	na	na
332439	Other metal container mfg	11.8	-35.0	na	na	na	na	na	na	0.0	0.0	na	na	na	na
3329	Other fabricated metal product mfg	0.0	0.0	30.6	8.3	5.8	0.0	-8.0	13.5	-10.8	0.0	0.1	0.0	0.0	0.0
33299	All other fabricated metal product mfg	0.0	0.0	0.0	8.8	0.0	0.0	na	na	0.0	0.0	0.1	0.0	0.0	0.0
332999	All other misc fabricated metal product mfg	0.0	0.0	89.8	8.2	0.0	0.0	na	na	na	na	na	na	na	na
333	Machinery mfg	-0.1	0.0	19.8	-0.8	1.4	22.2	15.3	3.4	1.1	0.0	8.7	7.6	na	na
3331	Ag, construction & mining machinery mfg	0.0	0.0	7.7	-2.9	8.0	-55.5	0.0	0.0	8.2	-5.8	na	na	na	na
333131	Mining machinery & equipment mfg	na	na	na	na	64.1	-111.0	na	na	na	na	na	na	na	na
3332	Industrial machinery mfg	0.0	0.0	14.0	2.3	0.0	0.0	na	na	0.0	0.0	0.0	0.0	0.0	0.0
33329	Other industrial machinery mfg	14.2	70.0	0.0	2.9	0.0	0.0	na	na	0.0	0.0	0.0	0.0	0.0	0.0
333293	Printing machinery & equipment mfg	na	na	-57.7	20.4	na	na	na	na	0.0	0.0	0.0	0.0	0.0	0.0
333414	Heating equipment (exc warm air furnaces) mfg	na	na	-73.1	0.0	0.0	111.0	na	na	na	na	na	na	na	na
3335	Metalworking machinery mfg	-8.4	-10.0	16.1	-4.1	0.0	0.0	na	na	0.0	0.0	0.0	0.0	0.0	0.0
333515	Cutting tool & machine tool accessory mfg	na	na	na	0.0	0.0	0.0	na	na	0.0	0.0	-12.1	45.3	0.0	0.0
3336	Engines, turbines & power transmssn equip mfg	0.0	0.0	-87.7	20.4	-12.8	222.0	39.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0
333612	Speed changer, Ind high-speed drive & gear mfg	0.0	0.0	-87.7	20.4	na	na	na	na	na	na	na	na	na	na
3339	Other general purpose machinery mfg	9.3	23.3	67.1	0.0	2.4	55.5	-8.0	13.5	0.0	0.0	-12.1	45.3	0.0	0.0
33391	Pump & compressor mfg	na	na	na	na	-12.8	222.0	-8.0	13.5	na	na	-12.1	45.3	na	na
333911	Pump & pumping equipment mfg	na	na	na	na	na	na	-8.0	13.5	na	na	na	na	na	na
333912	Air & gas compressor mfg	na	na	na	na	-12.8	222.0	na	na	na	na	-12.1	45.3	na	na
33399	All other general purpose machinery mfg	9.3	23.3	136.0	0.0	0.0	55.5	na	na	0.0	0.0	-12.1	45.3	0.0	0.0
334111	Electronic computer mfg	na	na	0.0	0.0	-12.8	222.0	na	na	na	na	na	na	na	na
3343	Audio & video equipment mfg	na	na	-67.7	20.4	na	na	na	na	na	na	na	na	na	na
3345	Nav, measuring, medical, control instruments mfg	na	na	40.6	0.0	64.1	-111.0	na	na	0.0	0.0	60.7	-22.7	0.0	0.0
334513	Industrial process control mfg	na	na	na	na	-12.8	222.0	na	na	0.0	0.0	0.0	0.0	0.0	0.0
3352	Household appliance mfg	na	na	0.0	15.3	0.0	0.0	na	na	na	na	na	na	na	na
33521	Small electrical appliance mfg	na	na	-87.7	20.4	0.0	0.0	na	na	na	na	na	na	na	na
335211	Electric houseware & fan mfg	na	na	-87.7	20.4	0.0	0.0	na	na	na	na	na	na	na	na
3353	Electrical equipment mfg	na	na	38.7	-8.1	0.0	0.0	na	na	5.4	4.4	0.0	0.0	0.0	0.0
336	Transportation equipment mfg	-1.1	-28.0	24.8	-1.7	0.0	-44.4	8.0	0.0	-2.3	-4.4	60.7	-30.2	0.0	0.0
336111	Automobile & light duty motor vehicle mfg	na	na	na	na	na	na	-8.0	13.5	na	na	na	na	na	na
336111	Automobile mfg	na	na	na	na	na	na	-8.0	13.5	na	na	na	na	na	na
33636	Motor vehicle seating & interior trim mfg	7.6	0.0	na	na	na	na	na	na	na	na	na	na	na	na
33639	Other motor vehicle parts mfg	-71.0	-70.0	na	na	0.0	-222.0	na	na	-20.7	5.6	na	na	na	na
3364	Aerospace product & parts mfg	na	na	-87.7	20.4	0.0	0.0	131.3	0.0	7.1	0.0	na	na	na	na
336411	Aircraft mfg	na	na	-87.7	20.4	na	na	na	na	7.1	0.0	na	na	na	na
336413	Other aircraft part & auxiliary equipment mfg	na	na	na	na	0.0	0.0	131.3	0.0	0.0	0.0	na	na	na	na
3369	Other transportation equipment mfg	na	na	162.3	0.0	-12.8	222.0	na	na	na	na	0.0	0.0	-45.3	-45.3
336901	Motorcycle, bicycle & parts mfg	na	na	168.1	0.0	na	na	na	na	na	na	0.0	0.0	0.0	0.0
336900	All other transportation equipment mfg	na	na	0.0	0.0	-12.8	222.0	na	na	na	na	na	na	na	na
3369	Other miscellaneous mfg	13.1	23.3	35.3	-5.1	-8.7	-17.1	1.6	0.0	2.1	3.9	-2.4	9.1	0.0	0.0
336902	Doll, toy & game mfg	13.6	35.0	na	na	na	na	na	na	10.8	17.5	0.0	0.0	0.0	0.0
336903	Doll & stuffed toy mfg	na	na	na	na	na	na	na	na	10.8	17.5	0.0	0.0	0.0	0.0
336902	Game, toy & children's vehicle mfg	13.8	35.0	na	na	na	na	na	na	na	na	na	na	na	na
336904	Office supplies (exc paper) mfg	0.0	0.0	0.0	0.0	0.0	74.0	na	na	10.8	17.5	na	na	na	na
336943	Marking device mfg	0.0	0.0	0.0	0.0	-12.8	222.0	na	na	10.8	17.5	na	na	na	na
33699	All other misc mfg	0.0	46.7	17.5	-10.2	-12.1	-111.0	na	na	0.0	5.8	-12.1	45.3	0.0	0.0
336999	All other miscellaneous mfg	0.0	35.0	438.4	-13.6	-12.8	222.0	na	na	0.0	5.8	-12.1	45.3	0.0	0.0
42	Wholesale trade	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
42114	Motor vehicle parts (used) wholesale	37.3	-18.8	11.6	8.8	6.4	4.7	0.0	0.0	12.2	0.0	-15.9	85.3	0.0	0.0
4212	Furniture & home furnishings wholesale	na	na	-1.4	-0.8	16.1	0.0	-214.8	-24.4	88.6	-27.3	184.1	3.9	na	na
42121	Furniture whols	na	na	-1.4	-8.9	0.0	7.8	0.0	0.0	37.4	-23.9	0.0	0.0	0.0	0.0
4213	Lumber & other construction materials wholesale	37.3	18.8	-27.5	-5.4	28.9	7.8	-92.7	0.0	10.9	31.9	121.8	3.2	na	na
42131	Lumber, plywood, millwork & wood panel whols	na	na	-32.0	0.0	45.7	11.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42132	Brick & related construction material whols	0.0	27.6	4.3	-20.8	0.0	0.0	-214.8	0.0	0.0	95.7	0.0	4.8	na	na
42139	Other construction material whols	na	na	0.0	-10.3	54.9	23.3	na	na	na	na	0.0	0.0	0.0	0.0
42142	Office equipment wholesale	0.6	0.0	5.3	1.4	4.1	0.0	-6.6	-8.1	-7.8	-23.9	568.6	6.4	na	na
42145	Medical, dental, hospital equip & supp whols	na	na	-74.4	-1.9	45.7	15.6	na	na	-234.1	0.0	0.0	0.0	0.0	0.0
42149	Oth professional equipment & supplies whols	na	na	0.0	-20.6	54.9	23.3	na	na	0.0	95.7	-3411.7	4.8	na	na
42152	Coal & other mineral & ore whols	na	na	17.9	0.0	0.0	0.0	na	na	0.0	0.0	0.0	0.0	0.0	0.0
4216	Electrical goods whols	-0.9	-12.4	2.2	-0.3	0.7	0.0	17.7	4.9	-4.5	14.4	-921.2	0.0	0.0	0.0
42181	Elec equip, wiring supp, const material whols	-1.2	-13.9	3.1	-1.3	-2.1	2.3	0.0	0.0	-65.7	47.8	-3411.7	0.0	0.0	0.0

**Screen 3: Industries Targeted for Attraction, Retention and Expansion (Survivors)**

NAICS	Industry Name	Dubuque 98-01 Employment LQ	Dubuque 98-01 Establishment LQ	Chattanooga 98-01 Employment LQ	Chattanooga 98-01 Establishment LQ	Duluth 98-01 Employment LQ	Duluth 98-01 Establishment LQ	Grand Forks 98-01 Employment LQ	Grand Forks 98-01 Establishment LQ	Peoria 98-01 Employment LQ	Peoria 98-01 Establishment LQ	Rapid City 98-01 Employment LQ	Rapid City 98-01 Establishment LQ
42162	Electric appliance, TV, radio set whse	na	na	6.9	0.0	na	na	na	na	169.4	-23.9	na	na
42169	Other electronic parts & equipment whse	-0.4	-11.1	0.0	0.8	18.3	-4.7	0.0	6.1	112.0	0.0	-1486.7	0.0
4217	Hardware, plumb & heating equip & sup whse	5.9	12.4	3.0	0.9	-23.6	0.0	-214.8	0.0	3.6	3.3	46.8	0.6
42171	Hardware whse	12.0	0.0	4.9	0.0	-0.8	5.2	0.0	0.0	42.7	19.1	113.7	-1.9
42172	Plumbing & heating equipment & supplies whse	1.7	13.9	-1.0	0.0	-186.6	0.0	0.0	0.0	-10.6	0.0	0.0	3.9
42173	Warm air heating & AC equip & supplies whse	0.0	0.0	5.0	2.3	0.0	-11.7	na	na	-31.5	0.0	0.0	0.0
42174	Refrigeration equipment & supplies whse	na	na	-7.0	0.0	na	na	na	na	16.7	0.0	0.0	0.0
42186	Transportation equip, supplies (exc MV) whse	0.0	0.0	na	na	-6.1	0.0	na	na	na	na	662.3	9.7
42193	Recyclable material whse	-2.8	-20.2	11.4	0.0	19.4	5.8	na	na	9.3	23.9	0.0	1.9
42199	Other miscellaneous durable goods whse	-2.2	27.8	29.0	6.9	5.5	0.0	0.0	0.0	114.9	95.7	0.0	0.0
4221	Paper & paper product whse	0.0	-18.6	9.8	3.7	-1.5	4.4	26.5	0.0	45.3	-14.7	318.4	3.9
42211	Printing & writing paper whse	na	na	7.7	3.4	54.9	23.3	0.0	0.0	191.5	-31.9	na	na
42213	Industrial & personal service paper whse	0.0	-18.6	1.8	1.9	5.3	4.7	0.0	0.0	0.0	0.0	0.0	0.0
4222	Drugs & druggists' sundries whse	0.0	0.0	33.4	5.2	0.0	7.8	na	na	0.0	-23.9	0.0	0.0
42233	Women's, children's, infants' clothing whse	na	na	-46.8	0.0	0.0	0.0	na	na	na	na	682.3	9.7
42247	Meat & meat product whse	0.3	..	14.5	0.0	0.0	na	na	na	na	na	na	na
42249	Fresh fruit & vegetable whse	na	na	na	na	na	na	na	na	na	na	682.3	9.7
42251	Grain & field bean whse	na	na	-9.2	6.9	na	na	0.0	4.1	na	na	na	na
42252	Livestock whse	-1.3	0.0	na	na	-8.5	0.0	-82.4	2.9	-38.3	-7.4	0.0	4.8
42271	Petroleum & petroleum products whse	-2.4	-11.1	-217.5	0.0	na	na	na	na	47.9	0.0	0.0	-9.7
42272	Petroleum prod whse (exc bulk stns, terminals)	-2.7	0.0	6.6	-1.2	-4.9	0.0	-1.5	3.5	132.0	0.0	-103.0	1.1
4228	Beer, wine, distilled alcoholic beverage whse	0.8	-13.9	-5.2	2.9	-0.9	0.0	10.0	6.1	48.1	47.8	-81.9	-1.9
42281	Beer & ale whse	0.8	-13.9	0.0	4.1	0.0	0.0	0.0	8.1	47.3	0.0	0.0	3.2
42282	Wine & distilled alcoholic beverage whse	na	na	0.0	0.0	0.0	0.0	0.0	-160.9	191.3	0.0	0.0	0.0
422910	Miscellaneous nondurable goods whse	-2.8	-17.4	-0.4	-0.7	-11.8	-11.7	23.4	8.7	26.2	-13.7	-85.3	0.0
422920	Farm supplies whse	-4.3	-20.9	-43.5	8.9	0.0	0.0	18.7	9.2	26.7	-12.0	0.0	0.0
422930	Book, periodical & newspaper whse	0.0	0.0	38.7	5.2	30.2	-5.8	na	na	0.0	-83.8	0.0	0.0
422990	Other miscellaneous nondurable goods whse	-2.3	-22.3	24.5	-4.4	na	na	0.0	12.2	44.0	-23.9	0.0	0.0
<b>44 Retail trade</b>		<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
441	Motor vehicle & parts dealers	8.8	-4.3	0.5	4.4	-1.7	-3.2	-0.3	0.9	0.8	2.5	2.3	6.2
4411	Automobile dealers	5.9	4.2	0.7	2.1	-3.3	-5.6	0.3	2.3	1.2	4.7	1.8	13.9
44111	New car dealers	12.1	0.0	0.8	-4.2	-4.5	0.0	0.3	2.4	1.4	4.2	-0.2	8.0
44112	Used car dealers	-53.8	9.5	0.1	5.3	71.1	-22.5	0.3	2.1	-2.8	5.5	12.4	17.7
44112	Other motor vehicle dealers	157.8	-20.8	-8.5	-4.5	7.3	-40.8	1.7	3.8	-3.8	0.0	2.6	0.0
44122	Motorcycle & boat & other MV dealers	32.7	0.0	0.0	-5.5	0.0	-37.8	0.0	8.4	0.0	0.0	4.8	8.0
441221	Motorcycle dealers	0.0	0.0	0.0	-38.5	0.0	89.8	0.0	0.0	0.0	0.0	3.8	24.0
441222	Boat dealers	411.6	0.0	-2.3	7.7	0.8	-59.9	na	na	55.7	-17.8	0.0	0.0
441229	All other motor vehicle dealers	30.2	0.0	na	na	0.0	-35.9	0.0	0.0	11.1	35.6	0.0	0.0
44132	Tire dealers	0.0	0.0	-0.8	5.3	3.9	-15.0	-3.8	-3.8	-3.0	-10.7	0.3	0.0
442	Furniture & home furnishing stores	8.0	-10.1	-4.2	-3.8	-0.2	7.3	-0.5	2.7	-2.1	-6.8	0.0	0.0
44221	Home furnishings stores	29.5	-18.0	-15.4	-3.4	-8.1	-7.8	-8.3	-1.6	-3.5	-4.4	-0.2	0.0
44229	Other home furnishings stores	33.4	0.0	-54.5	-16.5	-7.7	-18.3	-1.2	0.0	0.3	-8.9	-3.7	0.0
442291	Window treatment stores	15.4	-41.6	-10.3	2.5	-8.5	0.0	-10.5	-4.8	-9.8	-2.2	2.2	0.0
442299	All other home furnishings stores	0.0	0.0	10.0	-25.7	na	na	na	0.0	0.0	na	na	na
443	Electronics & appliance stores	15.8	-7.7	-0.8	5.6	4.0	15.0	14.0	1.1	-0.2	2.2	2.2	0.0
44311	Appliance, TV & all other electronics stores	18.0	4.7	-1.7	7.9	4.8	14.4	16.0	1.8	-0.4	0.0	0.0	4.0
44312	Radio, television & other electronics stores	26.4	6.0	-3.0	-7.0	2.6	12.8	38.9	8.4	-1.6	0.0	1.2	6.4
44312	Computer & software stores	411.6	-104.0	-31.1	-9.1	0.0	20.0	83.0	0.0	2.8	-10.2	-2.5	-6.0
44313	Cameras & photographic supplies stores	0.0	0.0	23.1	0.0	0.0	0.0	0.0	0.0	17.6	0.0	47.9	0.0
444	Building material & garden equip & supp dealers	8.2	-10.1	0.7	-2.5	7.9	-5.9	-1.3	-0.6	0.1	0.0	4.2	2.8
44411	Building material & supplies dealers	12.6	-19.7	0.3	-3.0	11.5	-2.2	-2.7	-1.1	0.6	1.1	4.8	1.3
444111	Home centers	18.6	-26.0	-0.2	-11.0	28.8	-18.3	0.0	0.0	0.3	8.9	21.9	-9.8
44422	Lawn & garden equip & supplies stores	-12.3	4.2	3.1	0.0	-37.6	-35.9	4.2	0.0	-3.9	-5.5	0.2	7.4
444221	Outdoor power equipment stores	-33.9	62.4	3.7	-19.3	7.2	-44.9	0.0	0.0	4.4	14.2	3.1	-12.0
444222	Nursery & garden centers	22.8	-10.4	3.1	4.3	-48.8	-29.9	0.0	0.0	-10.3	-17.8	-0.3	16.0
4451	Grocery stores	2.6	-15.1	2.6	5.8	-10.8	6.4	0.0	-2.7	1.1	2.4	2.5	-5.5
44512	Convenience stores	131.3	-26.0	-2.4	-31.5	-4.2	0.0	0.0	0.0	2.4	5.9	5.2	8.0
4452	Specialty food stores	-7.1	17.3	5.7	-3.7	31.0	-15.8	0.0	5.4	-1.1	-9.4	-9.3	0.0
44521	Meat markets	139.9	-52.0	9.0	19.3	36.8	0.0	63.0	9.6	0.7	-5.1	-15.5	-47.9
445220	Other specialty food stores	-31.8	31.2	0.0	7.0	29.2	10.6	63.0	4.6	-21.4	-8.7	0.0	0.0
445291	Baked goods stores	0.0	0.0	0.0	-38.5	13.6	29.9	0.0	19.2	-10.0	-35.6	0.0	0.0
445292	Confectionery & nut stores	-68.6	26.0	12.1	36.5	-46.2	25.7	0.0	0.0	0.0	0.0	0.0	0.0
445299	All other specialty food stores	-82.3	104.0	-11.4	-26.7	289.0	-44.9	0.0	0.0	-1.1	-7.1	0.0	0.0
4453	Beer, wine & liquor stores	-26.4	52.0	-3.9	2.8	12.9	-3.2	1.5	3.8	3.9	14.7	12.4	47.9
44812	Cosmetics, beauty supplies & perfums stores	32.9	0.0	-1.9	-22.0	55.5	-119.8	5.7	0.0	-41.2	-17.8	25.0	-24.0
446191	Other health & personal care stores	34.6	14.9	-0.2	0.0	-24.2	42.3	0.4	7.7	2.3	-5.1	9.7	16.0
446199	Food (health) supplement stores	0.0	34.7	-22.0	-11.0	18.5	22.5	0.0	0.0	-1.1	-14.2	68.0	31.9
448199	All other health & personal care stores	0.0	0.0	4.2	9.1	-38.8	59.9	0.0	12.8	-1.8	0.0	5.5	8.0
4482	Clothing & clothing accessories stores	-15.7	0.0	0.1	1.0	-6.5	8.8	-1.8	-0.8	-0.6	-1.7	-1.0	1.2
4483	Clothing stores	-18.2	-3.0	-0.3	1.1	-1.2	11.0	0.0	-0.7	-0.7	-2.3	0.6	-2.0
448313	Children's & infants' clothing stores	-62.3	104.0	-4.5	-12.6	289.0	0.0	na	0.0	-7.1	0.0	0.0	0.0

**Screen 3: Industries Targeted for Attraction, Retention and Expansion (Survivors)**

NAICS	Industry Name	Dubuque 98-01 Employment LQ	Dubuque 98-01 Establishment LQ	Chatanooga 98-01 Employment LQ	Chatanooga 98-01 Establishment LQ	Duluth 98-01 Employment LQ	Duluth 98-01 Establishment LQ	Grand Forks 98-01 Employment LQ	Grand Forks 98-01 Establishment LQ	Peoria 98-01 Employment LQ	Peoria 98-01 Establishment LQ	Rapid City 98-01 Employment LQ	Rapid City 98-01 Establishment LQ
44814	Family clothing stores	-3.7	-34.7	-0.3	-21.3	-5.4	33.7	0.0	0.0	-2.1	-2.7	0.7	0.0
44819	Other clothing stores	27.4	-17.3	-4.4	15.4	2.9	-39.9	2.9	0.0	3.3	9.5	0.0	-4.8
4483	Jewelry, luggage & leather goods stores	3.5	0.0	-3.2	0.0	6.9	-18.0	1.2	-2.4	-1.9	-4.3	-1.5	12.6
44831	Jewelry stores	3.5	0.0	0.0	0.0	8.9	-18.0	1.2	-2.4	1.6	-3.1	-10.2	10.6
451	Sporting goods, hobby, book & music stores	-8.3	3.1	0.7	10.4	-4.7	18.5	3.5	2.7	1.2	8.3	1.0	-4.5
4511	Sporting goods, hobby, musical instrument store	-8.8	8.3	0.6	8.8	-9.4	18.9	0.8	-1.4	0.2	5.1	0.6	-3.8
45112	Hobby, toy & game stores	-10.2	0.0	0.1	4.5	-5.3	37.8	-8.0	4.8	-6.6	5.1	3.1	0.0
4512	Book periodical & music stores	-6.5	-11.6	1.0	13.2	16.0	17.1	11.9	11.0	3.1	17.8	2.0	-6.4
45121	Book stores & news dealers	9.5	-26.0	1.4	7.7	18.5	25.7	0.0	26.9	7.3	17.8	-2.3	-8.7
451211	Book stores	9.5	-26.0	8.7	10.6	110.8	15.0	0.0	28.9	7.3	15.3	-2.3	-8.7
45122	Prerecorded tape, CD & record stores	-17.8	0.0	0.0	26.0	10.1	0.0	0.0	3.8	0.0	17.8	-5.7	0.0
4520	Other general merchandise stores	147.5	-62.4	-1.4	-30.4	34.6	-9.0	-1.9	0.0	2.0	5.3	3.9	13.7
45291	Warehouse clubs & superstores	na	na	0.0	0.0	0.0	0.0	0.0	0.0	5.9	0.0	0.0	0.0
45299	All other general merchandise stores	147.5	-62.4	0.0	-31.2	66.0	-9.5	0.0	0.0	0.0	5.9	0.0	16.0
453	Miscellaneous store retailers	-19.3	21.9	0.2	-2.2	9.6	-15.8	3.1	1.4	0.7	4.4	3.2	2.5
4532	Office supplies & stationery stores	-49.2	52.0	-4.4	-99.1	-12.3	-89.8	40.5	6.4	0.4	-23.7	4.0	24.0
4533	Used merchandise stores	-8.6	46.2	-3.1	0.0	22.5	-33.7	4.8	3.8	1.2	2.0	4.1	3.2
4539	Other miscellaneous store retailers	-13.9	-4.7	2.4	-6.6	15.9	6.4	2.2	3.2	0.1	2.5	5.6	1.7
45391	Pet & pet supplies stores	-68.6	52.0	-1.6	22.0	5.5	59.9	4.9	4.8	2.1	0.0	31.1	-8.0
45392	Art dealers	0.0	0.0	-5.6	-9.6	40.5	-89.8	na	na	1.0	11.9	93.2	47.9
45399	All other miscellaneous store retailers	-6.8	-22.3	0.8	-12.5	47.3	0.0	0.0	2.7	-1.3	1.8	7.0	0.0
453991	Tobacco stores	-7.5	52.0	-4.3	-51.4	0.0	-179.7	0.0	-9.6	-10.0	-71.2	77.6	16.0
453998	All other misc store retailers (exc tobacco)	-24.9	-52.0	2.1	-5.0	0.0	15.0	0.0	7.7	3.1	5.6	0.0	-4.0
454	Nonstore retailers	-6.8	0.0	0.8	2.6	10.5	8.0	15.0	0.0	2.1	3.2	-1.0	-3.3
4541	Electronic shopping & mail-order houses	-51.7	20.8	5.0	-38.5	44.0	-16.3	24.1	19.2	-10.8	-17.8	0.0	24.0
48	<b>Transportation &amp; warehousing</b>	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
481	Air transportation	24.6	0.0	0.0	-5.8	0.0	-17.9	0.0	0.0	0.0	-1.5	-0.3	1.9
48111	Scheduled passenger air transportation	0.0	0.0	0.0	-14.4	0.0	-28.8	0.0	0.0	5.2	0.0	0.0	-2.7
4812	Nonscheduled air transportation	0.0	0.0	0.7	-1.8	na	na	0.0	0.0	-6.1	0.0	26.8	
483113	Coastal & Great Lakes freight transportation	na	na	-2.9	7.2	0.0	0.0	na	na	140.7	0.0	na	na
4832	Inland water transportation	na	na	-2.9	7.2	0.0	-53.7	na	na	na	na	na	na
4841	General freight trucking	-2.5	1.4	1.4	1.0	-0.3	-8.9	1.9	0.0	2.2	1.2	1.3	3.3
48411	General freight trucking, local	37.3	6.5	-0.2	2.5	23.1	-14.6	22.3	25.0	28.1	0.0	-0.7	1.1
48412	General freight trucking, long-distance	13.6	0.5	1.5	0.6	-1.4	-5.6	0.8	-6.3	-0.7	1.9	3.0	4.3
4851	Urban transit systems	0.0	0.0	-2.9	7.2	na	na	na	na	na	0.0	0.0	-6.7
4853	Taxi & limousine service	na	na	14.7	-1.8	28.7	-13.4	0.0	75.0	0.0	0.0	17.9	4.5
48531	Taxi service	na	na	14.7	-2.4	92.3	-17.9	0.0	75.0	140.7	0.0	35.8	0.0
48532	Limousine service	na	na	0.0	0.0	0.0	0.0	na	na	0.0	0.0	0.0	13.4
4871	Scenic & sightseeing transportation, land	0.0	0.0	0.0	-7.2	0.0	0.0	na	na	na	na	0.0	6.7
488	Transportation support activities	24.6	-2.2	4.1	2.3	-3.5	7.9	1.6	50.0	3.3	0.0	35.6	0.0
4881	Air transportation support activities	0.0	0.0	0.0	2.4	6.7	0.0	0.0	150.0	0.0	0.0	10.7	13.4
488110	Airport operations	na	na	0.0	3.6	0.0	0.0	-0.3	225.0	0.0	0.0	35.8	13.4
488119	Other airport operations	na	na	0.0	3.8	0.0	0.0	-0.3	225.0	0.0	0.0	35.8	13.4
48819	Other air transportation support activities	0.0	0.0	0.0	0.0	0.0	0.0	0.0	75.0	0.0	0.0	0.0	13.4
4883	Water transportation support activities	0.0	-9.8	0.0	-3.6	0.0	4.9	na	na	-15.9	0.0	na	na
48832	Marine cargo handling	-105.6	-19.6	na	na	0.0	8.9	na	na	0.0	0.0	0.0	na
4884	Road transportation support activities	0.0	0.0	-1.0	4.8	-10.4	13.4	0.0	0.0	-6.3	0.0	-2.1	-3.3
48841	Motor vehicle towing	0.0	0.0	-1.0	4.6	-10.4	13.4	0.0	0.0	3.1	4.1	-2.1	-3.3
4885	Freight transportation arrangement	415.6	19.8	20.6	-0.4	-11.1	17.9	-2.0	0.0	3.1	3.1	0.0	0.0
488991	Packing & crating	-108.6	-19.6	0.0	0.0	-18.5	53.7	na	na	0.0	0.0	-7.2	-13.4
492	Couriers & messengers	-19.0	9.8	-1.5	0.3	6.8	-10.7	6.7	25.0	-6.1	1.9	2.0	1.0
493	Warehousing & storage	0.0	39.2	-1.3	-0.7	92.3	-107.3	20.8	25.0	2.7	0.0	0.0	13.4
49311	General warehousing & storage	0.0	19.6	-1.6	0.0	92.3	-107.3	-3.5	-75.0	0.0	0.0	0.0	0.0
51	<b>Information</b>	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
51229	Other sound recording industries	na	na	na	na	na	na	na	na	na	na	-68.5	56.0
513	Broadcasting & telecommunications	37.6	1.4	1.0	1.8	-4.1	1.9	0.0	1.7	1.4	-4.0	2.5	4.8
51311	Radio broadcasting	0.0	0.0	4.6	2.2	-2.8	-0.5	-5.6	6.8	13.2	44.4	-30.1	9.3
5132	Cable networks & program distribution	-3.8	3.3	4.8	0.0	-28.4	4.4	0.0	-1.9	-3.9	0.0	0.0	22.4
51322	Cable & other program distribution	-3.8	5.6	4.6	0.0	-107.9	8.7	10.6	-2.8	-1.6	18.5	-57.1	33.6
5133	Telecommunications	24.7	1.9	0.0	1.6	-5.6	3.0	0.0	1.7	0.4	-11.4	57.9	-8.8
51332	Wireless telecom carriers (exc satellite)	118.3	6.5	0.2	0.5	0.0	-0.5	10.6	0.0	1.8	0.0	0.0	18.7
513322	Cellular & other wireless telecommunications	164.3	8.7	35.2	8.7	14.1	-1.2	10.8	-1.3	0.0	-74.0	0.0	-28.0
51333	Telecommunications resellers	na	na	0.0	1.3	0.0	6.7	0.0	0.0	na	na	-68.5	56.0
514	Information & data processing services	0.0	2.2	8.0	2.9	-85.7	5.0	0.0	3.8	-5.7	56.0	-14.0	
5141	Information services	-27.4	4.3	2.2	4.0	-72.7	6.7	na	na	-13.2	24.7	0.0	0.0
51419	Other information services	-27.4	4.3	0.0	3.3	-107.9	8.9	na	na	0.0	-37.0	0.0	0.0
514191	On-line information services	-27.4	4.3	0.0	3.3	-107.9	8.9	na	na	0.0	-37.0	0.0	0.0
62	<b>Finance &amp; insurance</b>	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
522	Credit intermediation & related activities	0.2	1.6	0.1	0.7	-4.3	-10.9	1.3	0.0	1.8	0.7	1.8	0.0
5222	Nondepository credit intermediation	2.3	3.5	-1.0	2.7	-30.4	63.8	-0.1	-1.9	6.0	-9.3	0.0	
52222	Sales financing	na	na	-2.6	10.5	-20.9	178.0	0.0	0.0	-26.5	4.6	1.1	-15.8
52229	Other nondepository credit intermediation	2.3	3.5	-0.4	1.1	-30.9	46.5	0.0	-2.3	-4.2	6.3	-9.1	2.1

**Screen 3: Industries Targeted for Attraction, Retention and Expansion (Survivors)**

NAICS	Industry Name	Dubuque 98-01 Employment LQ	Dubuque 98-01 Establishment LQ	Chatanooga 98-01 Employment LQ	Chatanooga 98-01 Establishment LQ	Duluth 98-01 Employment LQ	Duluth 98-01 Establishment LQ	Grand Forks 98-01 Employment LQ	Grand Forks 98-01 Establishment LQ	Peoria 98-01 Employment LQ	Peoria 98-01 Establishment LQ	Rapid City 98-01 Employment LQ	Rapid City 98-01 Establishment LQ	
522292	Real estate credit	na	na	-0.6	2.3	-34.6	-178.0	na	na	-1.0	-8.3	-10.4	-7.8	
5223	Activities related to credit intermediation	na	na	2.8	-9.7	4.8	-79.1	na	na	-7.1	-44.3	1931.8	6.2	
52231	Mortgage & home mortgage brokers	na	na	-4.0	-16.8	0.0	-44.5	na	na	-14.8	-33.3	55.5	7.8	
52232	Financial clearinghouse & reserve activities	na	na	na	na	na	na	na	na	na	-11.1	31.2		
52239	Other credit intermediation activities	na	na	10.2	-3.9	-44.2	356.0	na	na	15.3	-68.5	na	na	
523	Securities, commodity contracts & like activity	1.3	5.3	3.5	-10.0	50.5	-64.7	-0.7	0.0	18.9	-5.8	0.3	-12.2	
5231	Secy & commodity contracts Intermed & brokerage	0.0	2.8	0.8	-11.2	1.6	-48.5	0.0	-0.9	5.9	1.3	0.0	-8.3	
52312	Securities brokerage	0.0	1.5	6.1	-15.8	27.8	-98.9	0.2	-1.2	-0.3	7.9	-0.6	-7.2	
52313	Commodity contracts dealing	na	na	0.0	15.8	na	na	0.0	5.8	na	na	na	na	
5239	Other financial investment activities	10.0	12.6	2.3	-9.0	-5.9	-80.9	0.0	5.8	35.0	-17.7	0.0	-16.8	
52391	Miscellaneous intermediation	na	na	0.0	5.3	11.0	0.0	na	na	0.0	-65.5	-8.9	-15.6	
52392	Portfolio management	6.6	0.0	-1.0	1.8	0.0	101.7	0.0	0.0	100.6	-22.2	0.0	-15.6	
52393	Investment advice	-1.0	31.5	15.1	-58.6	18.6	-415.3	5.4	11.6	3.1	-4.8	55.5	-26.7	
52399	All other financial investment activities	na	na	0.0	7.9	0.0	0.0	na	na	0.0	-33.3	0.0	15.6	
523991	Trust, fiduciary & custody activities	na	na	0.0	0.0	0.0	0.0	na	na	0.0	-33.3	0.0	15.6	
523999	Miscellaneous financial investment activities	na	na	-7.4	31.6	na	na	na	na	na	na	na	na	
524127	Direct life insurance carriers	na	na	0.0	-21.1	0.0	-356.0	na	na	9.3	0.0	na	na	
524298	All other insurance related activities	na	na	1.5	10.5	18.9	118.7	na	na	153.1	-33.3	0.0	0.0	
525	Funds, trusts, & other financial vehicles (part)	na	na	na	na	0.0	178.0	na	na	na	na	na	na	
5259	Other investment pools & funds	na	na	na	na	0.0	178.0	na	na	na	na	na	na	
52593	Real estate investment trusts	na	na	na	na	0.0	178.0	na	na	na	na	na	na	
<b>53 Real estate &amp; rental &amp; leasing</b>														
53113	Lessors of miniwarehouses & self storage units	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
5312	Offices of real estate agents & brokers	0.0	0.0	0.5	0.0	2.5	-178.0	0.0	0.0	1.7	12.3	0.0	0.0	
5313	Activities related to real estate	-1.0	7.2	2.4	0.0	3.9	-23.7	0.0	-0.4	5.8	4.6	0.6	-1.2	
53131	Real estate property managers	0.0	15.5	2.3	1.5	4.5	-33.4	-2.2	4.3	2.4	0.0	0.0	-1.8	
531311	Residential property managers	0.0	23.3	0.2	2.9	3.8	-14.8	-2.2	6.5	4.1	3.5	-1.0	-2.6	
53139	Nonresidential property managers	na	na	3.1	-1.6	4.1	-69.0	-10.9	3.6	2.5	3.9	0.2	0.0	
53139 Other activities related to real estate	0.0	0.0	1.6	5.9	na	na	0.0	0.0	0.0	-55.2	5.1	-8.4	-33.5	
5321	Automotive equipment rental & leasing	18.7	-23.3	2.1	-3.9	2.5	29.7	0.0	0.0	-37.8	-18.4	0.4	0.0	
53211	Passenger car rental & leasing	16.5	-46.5	1.0	0.0	5.2	35.6	17.5	0.0	-13.4	-16.4	1.3	-8.4	
532111	Passenger car rental	16.5	-46.5	-0.6	2.2	5.2	35.6	17.5	0.0	-13.4	-16.4	0.0	-4.8	
53212	Truck, utility trailer & RV rental & leasing	0.0	-15.5	3.7	-8.7	0.0	0.0	0.0	0.0	-49.4	-18.4	-1.2	16.8	
5322	Formal wear & costume rental	0.0	0.0	0.0	6.6	0.0	0.0	0.0	0.0	-18.3	-4.6	na	na	
532291	Home health equipment rental	16.5	-46.5	2.2	-3.9	-31.5	-178.0	na	na	0.0	-6.1	na	na	
532299	Recreational goods rental	0.0	0.0	na	na	5.2	14.8	na	na	0.0	0.0	0.0	-16.8	
532299 All other consumer goods rental	0.0	23.3	1.2	0.0	na	na	0.0	0.0	na	na	3.7	16.8		
5324	Commercial, industrial equip rental & leasing	10.9	-62.0	-0.8	5.7	-0.8	9.9	-3.1	0.0	10.1	-2.0	0.0	22.3	
53241	Const, trans, mining equip rental & leasing	16.5	-31.0	-0.3	7.9	0.0	-44.5	0.0	0.0	-7.8	0.0	18.3	67.0	
533	Lessors of other nonfinancial intangible asset	na	na	1.4	-9.8	na	na	na	na	18.3	18.4	18.3	0.0	
<b>54 Professional, scientific &amp; technical services</b>														
541213	Tax preparation services	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
54131	Architectural services	-11.9	0.0	0.0	9.1	0.1	-60.0	4.6	23.2	-8.7	2.6	5.0	16.7	
54135	Building inspection services	5.4	-6.9	0.1	0.0	3.8	-63.5	0.0	0.0	-3.1	2.1	0.8	3.8	
54149	Other specialized design services	0.0	^ 0	0.0	145.0	na	na	na	0.0	-15.7	0.0	0.0	12.5	
5415	Computer systems design & related services	2.5	8.3	-0.1	22.1	19.2	-200.0	-2.3	4.6	4.6	8.4	0.1	-1.0	
541511	Custom computer programming services	0.0	0.0	0.0	32.2	44.1	-240.0	-2.3	4.6	10.2	14.5	-7.3	-5.0	
541512	Computer systems design services	0.0	20.8	0.0	13.9	0.0	-205.7	na	na	4.2	4.7	43.7	6.3	
541519	Other computer related services	0.0	0.0	0.0	14.5	15.4	-270.0	na	na	-1260.7	0.0	0.0	-4.2	
5416	Management, sci & tech consulting services	-0.9	4.2	-0.5	-3.5	-0.3	109.1	1.1	7.7	-19.9	2.1	3.5	9.4	
541611	Management consulting services	0.0	0.0	-0.4	0.0	-0.9	84.7	0.0	58.0	-70.0	3.8	46.3	16.7	
541612	Human res & exec search consulting services	-8.7	20.8	-0.7	-3.8	-0.8	135.0	0.0	46.4	-5.3	3.4	14.4	8.4	
541613	Marketing consulting services	0.0	-20.8	2.7	16.1	0.0	-360.0	0.0	na	-132.7	-8.8	0.0	0.0	
541618	Process, phys dist & log consulting services	0.0	0.0	0.5	0.0	0.0	0.0	na	0.0	94.4	12.2	75.2		
541619	Other management consulting services	0.0	0.0	-0.8	-41.4	-1.7	180.0	na	na	11.8	na	na	na	
54162	Environmental consulting services	0.0	-20.8	-0.9	-18.1	-0.8	135.0	4.7	-23.2	0.0	0.0	-7.0	25.1	
54169	Oth scientific & technical consulting services	na	na	-1.1	-18.1	0.5	135.0	0.0	-15.5	0.0	-3.9	5.2	-4.2	
5417	Scientific R&D services	na	na	3.8	27.2	0.0	-120.0	0.0	23.2	0.0	47.2	-0.1	12.5	
54171	R&D in physical, engineering & life sciences	na	na	0.0	38.3	-2.1	240.0	0.0	23.2	0.0	47.2	0.0	6.3	
54172	R&D in social sciences & humanities	na	na	29.8	0.0	na	na	na	na	na	na	na	na	
54194	Veterinary services	0.7	-3.8	0.3	2.8	0.3	0.0	-10.2	-5.8	-5.7	-1.3	2.2	-1.3	
54199	All oth prof, scientific & technical services	13.0	0.0	9.0	130.5	34.8	-218.0	-18.8	0.0	0.0	23.8	0.0	25.1	
<b>55 Management of companies &amp; enterprises</b>														
551112	Offices of other holding companies	1.0	1.0	1.0	na	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
581	Admin, support, waste mgmt, remediation services	2.5	0.0	-0.2	1.1	1.0	1.0	2.3	0.8	1.0	-8.5	1.2	0.8	
5811	Office administrative services	-6.4	-0.5	57.4	2.9	2.5	5.7	-1.5	3.5	1.1	59.8	0.8	14.1	
5812	Facilities support services	na	na	-26.3	-17.0	na	na	-19.8	21.3	0.4	79.7	na	na	
5813	Employment services	-7.7	6.5	28.3	-1.3	1.4	-4.1	-0.2	0.0	0.6	-46.3	-0.8	-4.4	

**Screen 3: Industries Targeted for Attraction, Retention and Expansion (Survivors)**

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56131 Employment placement agencies		0.0	6.5	-265.8	-17.0	0.0	0.0	0.0	0.0	-1.2	-179.3	-1.4	-17.6
56132 Temporary help services		0.0	12.9	29.5	0.3	1.6	-4.4	0.0	0.0	0.5	-43.5	0.0	0.0
56133 Employee leasing services		-16.6	-6.5	49.0	1.7	na	na	na	na	0.9	47.8	na	na
56144 Collection agencies		-16.6	-8.5	-14.4	0.0	0.6	-5.3	-19.6	7.1	8.2	53.1	0.4	5.0
56149 Other business support services		-10.0	12.9	0.0	1.5	0.0	-5.3	4.0	-21.3	1.5	39.8	6.4	0.0
561499 All other business support services		na	na	-103.0	4.3	na	na	na	na	-5.1	239.0	na	na
56162 Security systems services (except locksmiths)		0.0	6.5	19.2	2.7	0.0	0.0	0.0	0.0	-1.6	28.6	1.2	0.0
56173 Landscaping services		-16.6	-6.5	27.2	3.4	0.0	0.0	na	na	-1.9	0.0	0.0	0.0
56179 Other services to buildings & dwellings		-4.3	0.4	14.9	1.5	-0.4	8.0	-8.7	7.1	3.4	-46.8	0.3	3.2
5619 Other support services		19.8	1.6	-92.8	4.8	2.6	5.3	1.7	0.0	1.1	25.2	2.5	0.0
56199 All other support services		31.9	1.6	-168.2	5.5	2.6	5.3	1.7	0.0	0.1	73.5	11.5	0.0
5622 Waste treatment & disposal		na	na	46.5	-4.3	2.9	-8.8	na	na	1.3	119.5	0.0	0.0
562212 Solid waste landfill		na	na	-514.9	-8.5	3.0	-13.2	na	na	-5.1	239.0	na	na
562213 Solid waste combustors & incinerators		na	na	85.8	0.0	na	na	na	na	na	na	na	na
56291 Remediation services		0.0	0.0	16.0	4.3	2.5	13.2	4.0	-21.3	0.0	119.5	0.0	0.0
56299 All other waste management services		0.0	6.5	0.0	-11.4	0.0	5.3	na	na	0.0	119.5	0.0	11.8
<b>61 Educational services</b>													
6111 Elementary & secondary schools		1.0	1.0	1.0	1.0	1.0	1.0	na	1.0	1.0	1.0	1.0	1.0
6115 Technical & trade schools		0.4	0.0	1.5	-1.1	3.2	1.2	0.0	na	10.9	1.3	-0.2	4.8
611512 Flight training		0.0	0.0	1.5	1.1	24.8	-2.7	0.0	na	4.7	-1.1	25.4	12.7
611519 Other technical & trade schools		na	na	30.9	0.0	na	na	0.0	na	0.0	-3.3	-1.5	38.0
6116 Other schools & instruction		na	na	0.0	4.4	-5.0	-18.3	0.0	na	0.0	5.0	na	na
61161 Fine arts schools		0.0	6.9	2.0	0.8	0.0	2.0	0.0	na	-1.6	1.9	0.0	-7.1
61162 Sports & recreation instruction		0.0	5.5	1.2	0.0	0.0	6.5	0.0	na	-23.4	3.3	0.0	0.0
61169 All other schools & instruction		0.0	5.5	3.4	2.9	0.0	0.0	0.0	na	56.1	2.5	0.0	-14.3
611691 Exam preparation & tutoring		na	na	30.9	-13.1	0.0	0.0	na	na	0.0	0.0	na	na
611692 Automobile driving schools		0.0	5.5	0.0	0.0	-4.1	-6.5	na	na	na	na	na	na
611699 All other miscellaneous schools & instruction		0.0	5.5	-2.1	3.6	5.0	8.2	0.0	na	0.0	0.0	na	na
6117 Educational support services		na	na	4.3	0.0	na	na	0.0	na	0.0	0.0	na	na
<b>62 Health care and social assistance</b>													
621 Ambulatory health care services		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
6211 Offices of physicians		9.8	1.2	0.8	1.9	0.3	-0.3	25.9	0.6	13.5	-0.8	1.8	-0.2
62111 Offices of physicians (exc mental health)		6.5	1.3	3.2	2.9	1.0	-1.8	57.2	1.2	22.6	-2.6	5.2	1.3
6212 Offices of dentists		7.2	0.0	1.3	4.0	0.0	-2.5	0.0	0.0	23.9	-2.3	5.2	1.4
62131 Offices of chiropractors		19.5	4.5	2.5	-2.4	0.2	0.0	0.0	0.0	1.8	-1.8	0.6	-5.8
62132 Offices of optometrists		91.5	0.0	6.4	-26.2	4.3	3.3	0.0	0.0	1.6	-1.9	0.0	10.4
62133 Offices of other mental health practitioners		-29.9	0.0	24.1	13.1	3.0	3.6	295.0	-2.3	1.6	12.3	5.9	29.6
62134 Offices of PT, OT, speech therapy & audiology		-60.7	-10.2	6.5	-63.1	7.4	2.4	0.0	5.8	-6.7	20.8	5.2	13.1
62139 Offices of all other health practitioners		0.0	0.0	0.8	0.0	-2.1	-3.6	0.0	0.0	21.7	4.6	-9.5	-13.1
621399 Offices of all other misc health practitioners		na	na	-0.8	10.2	-2.6	-7.2	0.0	0.0	40.5	-18.4	-11.5	-19.7
6214 Outpatient care centers		6.7	13.5	0.4	9.4	1.0	3.0	7.1	-1.9	12.6	3.3	-0.1	0.0
62149 Other outpatient care centers		na	na	1.3	3.8	0.0	2.7	0.0	0.0	25.2	0.0	0.4	6.6
621492 Kidney dialysis centers		na	na	0.0	-18.4	na	na	na	na	434.1	-55.3	na	na
6215 Medical & diagnostic laboratories		0.0	0.0	29.5	-10.2	12.1	21.5	na	na	63.4	0.0	0.0	-19.7
621512 Diagnostic Imaging centers		na	na	47.1	-18.4	46.4	43.0	na	na	139.7	-36.9	na	na
6219 Other ambulatory health care services		143.5	0.0	-0.3	15.3	-1.8	8.6	-188.0	0.0	-5.9	-11.1	29.9	0.0
62191 Ambulance services		0.0	0.0	-15.0	91.8	0.0	10.8	-188.0	0.0	-57.0	-27.7	0.0	0.0
62199 All other ambulatory health care services		0.0	0.0	0.0	-23.0	0.0	7.2	na	na	0.0	-6.9	0.0	0.0
621991 Blood & organ banks		0.0	0.0	0.0	0.0	0.0	10.8	na	na	0.0	0.0	0.0	39.4
621999 All other misc ambulatory health care services		na	na	0.0	-45.9	-7.7	0.0	na	na	86.8	-18.4	-15.6	-39.4
623 Nursing & residential care facilities		-7.8	0.0	2.3	0.0	2.4	3.2	41.0	-2.4	-6.5	2.7	-1.6	3.6
6232 Residential mental retardation, health facil		7.8	0.0	-3.6	3.4	2.0	2.3	-120.3	-3.9	8.7	1.7	0.0	13.1
62321 Residential mental retardation facilities		0.0	0.0	0.0	-2.0	2.2	3.2	-120.3	-3.9	26.3	-23.1	0.0	39.4
62322 Residential mental health, subst abuse facil		25.9	0.0	0.0	34.4	1.0	-1.7	na	na	18.8	16.6	0.0	0.0
6233 Community care facilities for the elderly		-69.7	0.0	5.3	-9.2	2.5	3.1	-17.2	0.0	34.1	-11.1	0.0	4.9
623311 Continuing care retirement communities		-70.6	0.0	0.0	-45.9	-1.6	0.0	na	na	37.0	-22.1	0.0	39.4
623312 Homes for the elderly		0.0	0.0	0.0	-5.1	3.6	3.7	-17.2	0.0	3.9	0.0	-4.2	-6.8
6239 Other residential care facilities		6.1	0.0	20.1	-18.4	4.8	7.6	0.0	0.0	-26.7	11.1	-0.2	-9.9
624 Social assistance		0.0	1.7	0.6	-3.0	1.8	1.9	0.0	3.2	0.0	0.5	0.0	3.8
6241 Individual & family services		15.4	1.1	4.8	-12.9	2.7	2.7	0.0	1.6	-7.3	2.0	0.0	7.5
62419 Other individual & family services		-22.2	0.0	12.3	-25.0	1.6	-1.5	25.1	1.9	11.5	0.0	2.0	10.8
6242 Community, emergency & other relief services		149.7	0.0	4.0	7.1	4.1	3.6	0.0	5.8	0.0	0.0	-1.2	-3.3
62422 Community housing services		0.0	0.0	4.4	0.0	0.0	5.4	0.0	0.0	18.8	0.0	78.1	0.0
624221 Temporary shelters		na	na	11.2	23.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	78.1
624229 Other community housing services		0.0	0.0	4.0	-23.0	0.0	7.2	na	na	0.0	0.0	na	na
624230 Emergency & other relief services		0.0	0.0	0.0	0.0	na	na	-225.6	11.6	0.0	0.0	-2.6	0.0
6243 Vocational rehabilitation services		13.6	0.0	-12.2	65.6	1.9	1.8	98.0	0.0	51.7	-9.2	0.0	-19.7
6244 Child day care services		10.2	5.1	1.0	-4.5	-0.6	0.6	-42.0	5.5	-19.8	0.0	1.5	5.6
<b>71 Arts, entertainment &amp; recreation</b>													
711 Performing arts, spectator sports, & related in		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	na	1.0	1.0	1.0
711219 Other spectator sports		na	1.2	-2.0	0.0	2.2	1.6	na	2.8	6.6	na	na	3.4
		145.1	0.0	0.0	-39.7	0.0	0.0	na	na	-12.2	na	0.0	0.0

**Dubuque Retail Inventory -- 3/4/03**

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	SF	% of Total	% National	SF Competative	% of Total
<b>Grocery/Pharmacy</b>	515,648	19.1%	90.0%	464,083	15.6%
<b>Alchoholic Beverages at Home</b>	3,142	0.1%		3,142	0.1%
<b>Food/Drink Away from Home</b>	336,502	12.5%	57.0%	336,502	11.3%
<b>Personal Services (hair, cleaners, etc.)</b>	93,057	3.5%		93,057	3.1%
<b>Misc. (Pets, Tobacco, etc.)</b>	167,213	6.2%		142,061	4.8%
<b>Household Furn./Equip.</b>	373,832	13.9%	53.0%	349,344	11.7%
<b>Home Electronics/Computers</b>	74,210	2.8%	44.0%	66,122	2.2%
<b>Apparel &amp; Accessories</b>	523,476	19.4%	78.0%	454,723	15.3%
<b>Sporting Goods/Hobby/Books</b>	234,678	8.7%	82.0%	228,586	7.7%
<b>Entertainment *</b>	138,406	5.1%		138,406	4.6%
<b>Automotive (gas/oil/repair)</b>	180,552	6.7%		180,552	6.1%
<b>Auto Sales **</b>	61,274	2.3%		61,274	2.1%
<b>Medical Services &amp; Supplies</b>	an	na			na
<b>Daycare</b>	an	na			na
<b>Repair/Home Services</b>	na	na			na
<b>Personal Financial/Legal Services</b>	na	na			na
<b>Video/CD/DVD Sales &amp; Rental</b>	16,850	0.6%		16,850	0.6%
<b>Not Classified</b>	442,846			442,846	
<b>Total</b>	<b>2,693,340</b>	<b>100.0%</b>	<b>79.0%</b>	<b>2,977,549</b>	<b>100.0%</b>

**Screen 3: Industries Targeted for Attraction, Retention and Expansion (Survivors)**

NAICS	Industry Name	Dubuque 98-01 Employment LQ	Dubuque 98-01 Establishment LQ	Chattanooga 98-01 Employment LQ	Chattanooga 98-01 Establishment LQ	Duluth 98-01 Employment LQ	Duluth 98-01 Establishment LQ	Grand Forks 98-01 Employment LQ	Grand Forks 98-01 Establishment LQ	Peoria 98-01 Employment LQ	Peoria 98-01 Establishment LQ	Rapid City 98-01 Employment LQ	Rapid City 98-01 Establishment LQ
7113	Promoters of entertainment events	181.4	4.4	-8.1	7.9	5.4	2.8	0.0	8.3	12.7	na	0.0	0.0
71131	Promoters of entertainment events with facility	-36.3	8.8	-8.1	19.8	0.0	0.0	na	na	16.7	na	na	na
7114	Agents, managers for artists & other public fig	na	8.8	na	0.0	na	na	na	-8.3	na	na	na	-16.6
7115	Independent artists, writers & performers	181.4	-2.9	1.9	0.0	-9.8	2.5	na	na	0.0	na	13.5	37.2
71211	Museums	0.0	0.0	-4.7	0.0	-3.0	-0.8	0.0	0.0	0.0	na	1.7	0.0
71219	Nature parks & other similar institutions	0.0	0.0	9.4	0.0	na	na	na	na	0.0	na	0.0	-3.1
7132	Gambling industries	0.0	2.9	na	na	-0.1	5.9	0.0	1.4	0.0	na	-0.5	0.0
71329	Other gambling industries	-36.3	8.8	na	na	-0.1	5.9	0.0	11.0	0.0	na	-1.2	0.0
71392	Skating facilities	89.5	0.0	0.0	0.0	0.0	0.0	na	na	na	na	na	na
71394	Fitness & recreational sports centers	-8.4	-3.5	2.5	3.0	1.0	1.5	-0.7	1.4	-3.4	na	3.5	5.3
71399	All other amusement & recreation industries	0.0	0.0	23.3	-10.8	-0.5	0.3	23.7	0.0	0.0	na	0.8	1.2
<b>72 Accommodation &amp; food services</b>		<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
72111	Traveler accommodation	0.0	2.9	0.0	4.1	0.1	-0.5	-1.1	1.1	-27.5	-0.8	0.6	3.2
72119	Other traveler accommodation	0.0	0.0	-33.0	-44.3	40.8	-9.8	na	na	na	7.4	-2.5	
721191	Bed & breakfast inns	0.0	0.0	na	na	0.0	-24.1	na	na	na	0.0	16.9	
721199	All other traveler accommodation	na	na	-39.6	44.3	0.0	-4.4	na	na	na	-7.1		-10.9
7212	RV parks & recreational camps	0.0	0.0	0.0	-8.9	3.7	1.6	0.0	0.0	29.8	8.7	-1.1	-1.4
721214	Recreational, vacation camps (exc campgrounds)	0.0	0.0	-31.7	0.0	2.4	4.2	na	na	0.0	10.1	2.1	-6.3
722	Food services & drinking places	1.1	0.8	3.1	0.7	0.9	1.0	1.5	0.9	4.8	1.1	1.1	0.1
72211	Full-service restaurants	0.4	0.7	6.6	2.5	0.8	1.1	6.0	0.7	7.8	1.5	0.9	-0.3
722213	Snack & nonalcoholic beverage bars	-16.5	0.0	0.0	10.0	3.5	-2.4	-8.4	-3.4	118.5	2.3	-1.9	-9.5
7223	Special food services	0.5	2.3	-3.3	-15.3	4.0	0.0	9.1	-3.4	-20.5	-2.3	-0.8	42.3
72231	Food service contractors	2.8	u.v	-8.1	-13.8	1.2	12.0	-25.2	-13.6	50.1	0.8	0.0	25.4
72232	Caterers	5.6	2.6	0.0	-25.3	22.3	-8.0	125.6	-6.8	-144.8	-11.5	na	na
<b>81 Other services (except publ; administration)</b>		<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
81112	Automotive body, paint, interior & glass repair	1.4	0.8	-241.9	-7.1	-1.6	0.0	11.7	21.6	-1.2	4.8	17.8	-1.2
81119	Other automotive R&M	-1.2	4.2	273.4	-14.8	0.8	0.0	-1.2	-24.9	1.2	-1.0	-82.3	4.8
811192	Car washes	-1.4	5.6	401.2	0.0	-0.3	0.0	-98.2	-18.6	1.8	1.3	-123.5	5.7
811198	All other automotive R&M	0.0	8.4	383.1	115.8	2.3	0.0	na	na	0.0	0.0	85.7	0.0
811213	Communication equipment R&M	na	na	670.5	694.7	na	na	0.0	0.0	0.0	0.0	0.0	12.9
811219	Other electronic & precision equipment R&M	0.0	5.6	583.0	-130.3	0.0	49.3	na	na	0.0	7.2	na	na
8121	Personal care services	3.5	2.5	-33.5	-3.1	3.1	7.4	5.6	0.0	0.2	3.1	47.6	4.3
81219	Other personal care services	85.6	0.0	-149.0	20.4	27.2	24.6	28.5	-24.9	2.6	0.0	52.7	7.8
812191	Diet & weight reducing centers	0.0	8.4	804.6	-86.8	na	na	0.0	-99.5	-5.4	0.0	-238.1	12.9
812199	Other personal care services	65.8	-8.4	89.4	53.4	27.2	24.6	0.0	0.0	1.7	0.0	0.0	6.5
81291	Pet care (except veterinary) services	0.0	4.2	-473.3	57.9	37.2	19.7	51.2	99.5	8.8	-21.7	31.7	6.5
81293	Parking lots & garages	na	na	-70.1	-65.1	0.0	-19.7	na	na	-6.1	3.9	0.0	0.0
81299	All other personal services	0.0	0.0	-1365.8	208.4	-17.2	-197.1	42.7	-199.0	0.0	-43.3	na	na
813	Religious, grantmaking, civic, prof & like orga	1.8	0.6	0.5	11.5	1.2	-1.7	-1.4	5.6	0.6	0.6	26.7	-1.5
8131	Religious organizations	1.5	0.9	-74.5	18.3	2.0	2.4	-9.3	4.2	0.2	0.5	22.2	-2.1
8132	Grantmaking & giving services	-3.9	-16.8	-582.5	15.8	8.2	-15.2	0.0	0.0	0.9	-5.9	91.8	-2.9
813211	Grantmaking foundations	na	na	-853.4	69.5	17.6	-28.2	na	na	28.3	-14.4	616.5	0.0
813219	Other grantmaking & giving services	0.0	0.0	-596.0	69.5	0.0	0.0	0.0	0.0	-1.1	0.0	-142.9	-12.9
8133	Social advocacy organizations	21.1	0.0	-283.1	86.8	2.7	-11.0	0.0	33.2	3.5	-5.4	285.7	-5.2
813311	Human rights organizations	na	na	-496.7	173.7	107.7	-49.3	0.0	0.0	42.4	-10.8	1428.6	0.0
813312	Environment & wildlife organizations	0.0	0.0	-591.6	130.3	-0.7	-11.0	0.0	49.8	1.4	-4.3	200.0	-12.9
813319	Other social advocacy organizations	3.3	0.0	277.4	-86.8	0.0	0.0	na	na	0.0	0.0	0.0	0.0
8134	Civic & social organizations	25.1	2.2	372.0	-17.4	-1.3	2.9	6.3	5.9	5.3	1.8	16.2	0.0
81391	Business associations	-0.3	0.0	-118.7	0.0	0.0	-23.2	-11.0	-24.9	-0.2	-2.7	19.6	-3.2
81392	Professional organizations	-7.9	-5.6	0.0	0.0	-2.2	0.0	-76.8	33.2	9.3	0.0	0.0	-12.9

## Industries Targeted for Attraction

NAICS	Industry Name	Dubuque 98-01 Employment LQ	Dubuque 98-01 Establishment LQ	Chattanooga 98-01 Employment LQ	Chattanooga 98-01 Establishment LQ	Duluth 98-01 Employment LQ	Duluth 98-01 Establishment LQ	Grand Forks 98-01 Employment LQ	Grand Forks 98-01 Establishment LQ	Peoria 98-01 Employment LQ	Peoria 98-01 Establishment LQ	Rapid City 98-01 Employment LQ	Rapid City 98-01 Establishment LQ
22 Utilities		1.0	1.0	1.0	na	1.0	1.0	1.0	na	1.0	1.0	1.0	na
221119 Other electric power generation		na	na	6.2	na	1.8	3.3	na	na	na	na	na	na
23 Construction		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
233 Building, developing & general contracting		-0.1	0.5	1.0	2.0	1.8	2.7	0.0	1.1	0.8	-10.3	1.9	1.3
2331 Land subdivision & land development		0.0	0.0	-12.4	-1.6	0.0	127.3	na	na	-3.2	-441.0	-1.1	10.5
2333 Nonresidential building construction		-0.3	-7.4	-0.7	-2.3	6.2	-9.1	-5.2	-0.7	-0.3	-73.5	-0.4	3.3
23332 Commercial & institutional bldg construction		-0.3	-7.4	-0.4	-2.6	8.2	0.0	-6.1	-0.9	1.3	-82.7	0.2	3.8
2341 Highway, street, bridge & tunnel construction		0.0	-7.0	-5.9	-1.5	0.0	-28.9	-5.9	-1.9	-8.8	88.2	0.5	3.0
23411 Highway & street construction		-0.6	-8.2	-5.9	-1.5	1.9	-25.5	-16.0	-2.8	-8.8	88.2	0.0	4.2
2353 Electrical contractors		-2.4	-3.9	-8.9	0.2	0.7	-2.3	1.0	0.8	2.9	-11.6	1.6	2.2
23643 Tile, marble, terrazzo & mosaic contractors		-0.6	0.0	0.8	4.8	0.0	-11.9	-127.3	0.0	1.0	176.4	0.0	7.0
23591 Structural steel erection contractors		-8.6	-49.2	8.4	4.8	0.0	0.0	0.0	2.8	-8.8	0.0	0.0	7.0
23598 Glass & glazing contractors		-7.4	-24.6	0.0	-10.0	0.0	-42.4	8.3	5.6	5.3	0.0	1.6	0.0
23594 Wrecking & demolition contractors		na	na	19.6	6.7	na	na	na	-5.8	-147.0	na	na	na
23595 Bldg equip & oth mach installation contractor		0.0	0.0	2.6	2.2	-1.4	25.5	0.0	0.0	-1.6	-110.3	0.0	-3.5
31 Manufacturing		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
3118 Bakery & tortilla mfg		0.0	-70.0	13.0	1.5	-2.4	18.5	0.0	9.0	-1.4	3.5	0.0	0.0
31181 Bread & bakery product mfg		0.0	-70.0	0.0	1.9	0.0	20.2	0.0	9.0	-1.4	3.5	0.0	0.0
311811 Retail bakeries		na	na	2.4	2.9	-4.8	27.8	0.0	8.8	0.0	2.2	0.0	22.7
313 Textile mills		na	na	-39.2	6.6	84.1	0.0	na	na	na	na	-12.1	45.3
313112 Yarn texturing, throwing & twisting mills		na	na	-87.7	20.4	na	na	na	na	na	na	na	na
31324 Knit fabric mills		na	na	-87.7	20.4	na	na	na	na	na	na	na	na
313241 Wovn knit fabric mills		na	na	-87.7	20.4	na	na	na	na	na	na	na	na
3133 Textile, fabric finishing, fabric coating mills		na	na	-48.8	5.1	64.1	0.0	na	na	na	-12.1	45.3	45.3
31331 Textile & fabric finishing mills		na	na	-48.8	8.8	64.1	0.0	na	na	na	-12.1	45.3	45.3
313311 Broadwoven fabric finishing mills		na	na	0.0	0.0	84.1	0.0	na	na	na	na	na	na
313312 Textile, fabric finishing (exc broadwoven) mill		na	na	-48.8	10.2	na	na	na	na	na	na	-12.1	45.3
314121 Curtain & drapery mills		na	na	764.6	5.1	0.0	111.0	na	na	10.8	17.5	na	na
3141211 Apparel manufacturing		na	na	-87.7	20.4	0.0	111.0	na	na	10.8	17.5	na	na
3151 Apparel manufacturing		-14.2	-70.0	-58.8	5.6	2.2	-111.0	-8.0	13.5	na	0.0	-22.7	na
31511 Apparel knitting mills		na	na	-39.1	6.8	na	na	na	na	na	na	na	na
315111 Hosiery & sock mills		na	na	-39.1	6.8	na	na	na	na	na	na	na	na
3152 Cut & sew apparel mfg		0.0	-70.0	-71.7	7.7	2.0	-111.0	-8.0	13.5	na	0.0	0.0	0.0
31521 Cut & sew apparel contractors		0.0	0.0	-57.8	13.8	-8.4	-74.0	-8.0	13.5	na	0.0	0.0	0.0
315211 Men's, boys' cut & sew apparel contractors		na	na	-82.1	13.8	0.0	0.0	na	na	na	na	na	na
315212 Women's, girls', infants, cut, sew apparel con		0.0	0.0	0.0	13.8	-10.7	-111.0	-8.0	13.5	na	0.0	0.0	0.0
31522 Men's, boys' cut & sew apparel mfg		na	na	-73.1	10.2	24.8	-222.0	na	na	na	na	na	na
315228 Men's, boys' cut & sew oth outerwear mfg		na	na	na	na	24.6	-222.0	na	na	na	na	na	na
315902 Glove & mitten mfg		na	na	-87.7	20.4	0.0	0.0	na	na	na	na	na	na
3169 Other leather & allied product mfg		na	na	28.6	0.0	0.0	0.0	na	na	na	na	na	na
316999 All other leather good mfg		na	na	26.6	0.0	0.0	0.0	na	na	na	na	na	na
321999 All other wood product mfg		0.0	0.0	168.1	0.0	-0.5	0.0	na	na	na	0.0	0.0	-45.3
321999 All other miscellaneous wood product mfg		na	na	168.1	0.0	-8.4	0.0	na	na	na	na	na	na
322 Paper mfg		0.0	0.0	-4.1	4.8	12.8	0.0	0.0	0.0	0.0	8.7	0.0	0.0
3221 Pulp, paper & paperboard mills		na	na	-7.0	3.4	12.8	-111.0	na	na	0.0	0.0	na	na
32212 Paper mills		na	na	-46.8	6.6	12.8	-111.0	na	na	0.0	0.0	na	na
322121 Paper (except newsprint) mills		na	na	-46.8	6.6	na	-111.0	na	na	0.0	0.0	na	na
322122 Newsprint mills		na	na	na	na	12.8	-111.0	na	na	0.0	0.0	na	na
32223 Stationery product mfg		na	na	-46.8	10.2	na	na	na	na	10.8	17.5	na	na
322233 Stationery, tablet & related product mfg		na	na	-46.8	10.2	na	na	na	na	na	na	na	na
323114 Quick printing		0.0	0.0	95.0	-6.8	20.6	37.0	0.0	0.0	8.3	8.7	0.0	22.7
32312 Printing support activities		0.0	0.0	-18.3	0.0	51.3	74.0	na	na	-0.9	0.0	na	na
323122 Prepress services		0.0	0.0	-18.3	0.0	0.0	111.0	na	na	0.0	0.0	na	na
32512 Industrial gas mfg		na	na	0.0	0.0	na	na	na	na	9.0	11.6	0.0	0.0
32519 Other basic organic chemical mfg		na	na	0.0	0.0	0.0	0.0	na	na	5.2	0.0	na	na
325199 All other basic organic chemical mfg		na	na	0.0	0.0	0.0	0.0	na	na	8.3	0.0	na	na
325611 Soap & other detergent mfg		na	na	-73.1	6.6	na	na	na	na	na	na	na	na
32591 Printing ink mfg		na	na	-25.1	6.6	na	na	na	na	na	na	na	na
327111 Pottery, ceramics & plumbing fixture mfg		na	na	-43.8	0.0	64.1	0.0	-8.0	13.5	na	na	0.0	0.0
327112 Vitreous china & other pottery product mfg		na	na	0.0	0.0	64.1	0.0	-8.0	13.5	na	na	0.0	0.0
327999 All oth misc nonmetallic mineral product mfg		na	na	0.0	-10.2	0.0	111.0	na	na	9.0	0.0	na	na
33149 Other nonferrous roll, draw, extruding, alloyin		na	na	438.4	-20.4	na	na	na	na	na	na	na	na
331492 Oth nonferrous secondary smelt, refine, alloyin		na	na	438.4	-20.4	na	na	na	na	na	na	na	na
331525 Copper foundries (except die-casting)		0.0	0.0	168.1	0.0	-12.8	222.0	na	na	0.0	0.0	-12.1	45.3
3329 Other fabricated metal product mfg		0.0	0.0	30.6	6.3	5.6	0.0	-8.0	13.5	-10.8	0.0	0.1	0.0
332999 All other fabricated metal product mfg		0.0	0.0	0.0	6.8	0.0	0.0	na	na	0.0	0.0	0.1	0.0
332999 All other misc fabricated metal product mfg		0.0	0.0	69.6	8.2	0.0	0.0	na	na	na	na	na	na
333 Machinery mfg		-0.1	0.0	19.6	-0.6	1.4	22.2	15.3	3.4	1.1	0.0	6.2	-5.8
3331 Ag, construction & mining machinery mfg		0.0	0.0	7.7	-2.9	6.0	-55.5	0.0	0.0	0.0	0.0	na	na
333131 Mining machinery & equipment mfg		na	na	na	na	64.1	-111.0	na	na	na	na	na	na
3332 Industrial machinery mfg		0.0	0.0	14.0	2.3	0.0	0.0	na	na	0.0	0.0	0.0	0.0
333293 Printing machinery & equipment mfg		na	na	-87.7	20.4	na	na	na	na	0.0	0.0	0.0	0.0
333414 Heating equipment (exc warm air furnaces) mfg		na	na	-73.1	0.0	0.0	111.0	na	na	na	na	na	na

## Industries Targeted for Attraction

NAICS	Industry Name	Dubuque 98-01 Employment LQ	Dubuque 98-01 Establishment LQ	Chattanooga 98-01 Employment LQ	Chattanooga 98-01 Establishment LQ	Duluth 98-01 Employment LQ	Duluth 98-01 Establishment LQ	Grand Forks 98-01 Employment LQ	Grand Forks 98-01 Establishment LQ	Peoria 98-01 Employment LQ	Peoria 98-01 Establishment LQ	Rapid City 98-01 Employment LQ	Rapid City 98-01 Establishment LQ
3335 Metalworking machinery mfg	-6.4	-10.0	18.1	-4.1	0.0	0.0	na	na	0.0	0.0	0.0	0.0	0.0
333515 Cutting tool & machine tool accessory mfg	na	na	na	na	0.0	0.0	na	na	0.0	0.0	0.0	-12.1	45.3
3336 Engine, turbine & power transmission equip mfg	0.0	0.0	-87.7	20.4	-12.8	222.0	39.8	0.0	0.0	0.0	0.0	0.0	0.0
333612 Speed changer, ind high-speed drive & gear mfg	0.0	0.0	-87.7	20.4	na	na	na	na	na	na	na	na	na
33391 Pump & compressor mfg	na	na	na	na	-12.8	222.0	-8.0	13.5	na	na	-12.1	45.3	45.3
333911 Pump & pumping equipment mfg	na	na	na	na	na	na	-8.0	13.5	na	na	na	na	na
333912 Air & gas compressor mfg	na	na	na	na	-12.8	222.0	na	na	na	na	-12.1	45.3	45.3
334111 Electronic computer mfg	na	na	0.0	0.0	-12.8	222.0	na	na	na	na	-12.1	45.3	45.3
3343 Audio & video equipment mfg	na	na	-87.7	20.4	na	na	na	na	na	na	na	na	na
3345 Nav, measuring, medical, control instruments mfg	na	na	40.8	0.0	64.1	-111.0	na	na	0.0	0.0	80.7	-22.7	na
334513 Industrial process control mfg	na	na	na	na	-12.8	222.0	na	na	0.0	0.0	0.0	0.0	0.0
3352 Household appliance mfg	na	na	0.0	15.3	0.0	0.0	na	na	na	na	na	na	na
33521 Small electrical appliance mfg	na	na	-87.7	20.4	0.0	0.0	na	na	na	na	na	na	na
335211 Electric housewares & fan mfg	na	na	-87.7	20.4	0.0	0.0	na	na	na	na	na	na	na
3353 Electrical equipment mfg	na	na	38.7	-5.1	0.0	0.0	na	na	5.4	4.4	0.0	0.0	0.0
338 Transportation equipment mfg	na	na	-87.7	20.4	0.0	-44.4	8.0	0.0	-2.3	-4.4	60.7	-30.2	na
33611 Automobile & light duty motor vehicle mfg	-1.1	-28.0	24.8	-1.7	0.0	0.0	131.3	0.0	7.1	0.0	na	na	na
336111 Automobile mfg	na	na	na	na	na	na	-8.0	13.5	na	na	na	na	na
33639 Other motor vehicle parts mfg	-71.0	-70.0	na	na	0.0	-222.0	na	na	-20.7	5.8	na	na	na
3384 Aerospace product & parts mfg	na	na	-87.7	20.4	0.0	-222.0	na	na	na	na	na	na	na
338411 Aircraft mfg	na	na	-87.7	20.4	na	na	na	na	7.1	0.0	na	na	na
338413 Other aircraft part & auxiliary equipment mfg	na	na	na	na	0.0	0.0	131.3	0.0	7.1	0.0	na	na	na
3389 Other transportation equipment mfg	na	na	152.3	0.0	-12.8	222.0	na	na	na	na	0.0	-45.3	na
338991 Motorcycle, bicycle & parts mfg	na	na	166.1	0.0	na	na	na	na	na	na	0.0	-45.3	na
338999 All other transportation equipment mfg	na	na	0.0	0.0	-12.8	222.0	na	na	na	na	0.0	-45.3	na
339931 Doll & stuffed toy mfg	na	na	na	na	na	na	na	na	na	na	na	na	na
33994 Office supplies (exc paper) mfg	0.0	0.0	0.0	0.0	0.0	74.0	na	na	10.8	17.5	0.0	0.0	0.0
339943 Marking device mfg	0.0	0.0	0.0	0.0	-12.8	222.0	na	na	10.8	17.5	na	na	na
<b>42 Wholesale trade</b>													
4212 Furniture & Home furnishing whsle	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
42121 Furniture whsle	na	na	-1.4	-0.8	18.1	0.0	-214.8	-24.4	66.6	-27.3	164.1	3.0	na
42131 Lumber, plywood, millwork & wood panel whsle	na	na	-1.4	-6.9	0.0	7.8	0.0	0.0	37.4	-23.9	0.0	0.0	0.0
42139 Other construction material whsle	na	na	-32.0	0.0	45.7	11.7	0.0	0.0	0.0	0.0	0.0	3.2	0.0
42142 Office equipment whsle	0.8	0.0	5.3	1.4	4.1	0.0	-6.6	-8.1	-7.8	-23.9	588.8	6.4	na
42145 Medical, dental, hospital equip & supp whsle	na	na	-74.4	-1.9	45.7	15.6	na	na	-23.4	0.0	0.0	0.0	0.0
42152 Coal & other mineral & ore whsle	na	na	0.0	-20.8	54.9	23.3	na	na	0.0	95.7	-341.7	-4.8	na
4216 Electrical goods whsle	na	na	17.9	0.0	0.0	0.0	na	na	na	0.0	0.0	0.0	0.0
42161 Elec. equip, wiring supp, const material whsle	-0.9	-12.4	2.2	-0.3	0.7	0.0	17.7	4.9	-4.5	14.4	-92.1	0.0	0.0
42162 Electric appliance, TV, radio set whsle	-1.2	-13.9	3.1	-1.3	-2.1	2.3	0.0	0.0	-65.7	47.8	-341.7	0.0	0.0
42169 Other electronic parts & equipment whsle	na	na	6.9	0.0	na	na	na	na	169.4	-23.9	na	na	na
42173 Warm air heating & AC equip & supplies whsle	0.0	0.0	5.0	2.3	0.0	-11.7	na	na	-31.5	0.0	0.0	0.0	0.0
42174 Refrigeration equipment & supplies whsle	na	na	-7.0	0.0	na	na	na	na	16.7	0.0	0.0	0.0	0.0
42188 Transportation equip. & supplies (exc MV) whsle	0.0	0.0	na	na	-8.1	0.0	na	na	na	na	662.3	9.7	na
42193 Recyclable material whsle	-2.6	-20.2	11.4	0.0	19.4	5.8	na	na	9.3	23.9	0.0	1.9	na
4221 Paper & paper product whsle	0.0	-16.6	9.6	3.7	-1.5	4.4	26.5	0.0	45.3	-14.7	318.4	3.9	na
42211 Printing & writing paper whsle	na	na	7.7	3.4	54.9	23.3	0.0	0.0	191.5	-31.9	na	na	na
42213 Industrial & personal service paper whsle	0.0	-18.8	1.8	1.9	6.5	4.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0
4222 Drugs & druggists' sundries whsle	0.0	0.0	33.4	5.2	0.0	7.8	na	na	0.0	-23.9	0.0	0.0	0.0
4223 Women's, children's, infants' clothing whsle	na	na	-48.6	0.0	0.0	0.0	na	na	na	na	882.3	9.7	na
42247 Meats & meat product whsle	0.3	0.0	14.5	0.0	0.0	0.0	na	na	na	na	882.3	9.7	na
42248 Fresh fruit & vegetable whsle	na	na	-9.2	6.9	na	na	0.0	4.1	na	na	na	na	na
42251 Grain & field bean whsle	-1.3	0.0	na	na	-8.5	0.0	-82.4	2.9	-38.3	-7.4	0.0	4.8	na
42252 Livestock whsle	-2.4	-11.1	-217.5	0.0	na	na	na	na	47.9	0.0	0.0	-0.7	na
4227 Petroleum & petroleum products whsle	-2.7	0.0	6.8	-1.2	-4.9	0.0	-1.5	3.5	132.0	0.0	-103.0	1.1	na
42271 Petroleum bulk stations & terminals	-4.9	-8.0	7.7	0.0	0.0	2.1	-1.5	3.5	0.0	47.8	-1307.8	1.4	na
4228 Beer, wine, distilled alcoholic beverage whsle	0.8	-13.9	-5.2	2.9	-0.9	0.0	10.0	8.1	-48.1	47.8	-51.9	-1.9	na
42281 Beer & ale whsle	0.8	-13.9	0.0	4.1	0.0	0.0	0.0	8.1	47.3	0.0	0.0	0.0	3.2
42282 Wine & distilled alcoholic beverage whsle	na	na	0.0	0.0	0.0	0.0	0.0	0.0	-180.9	191.3	0.0	0.0	0.0
4229 Miscellaneous nondurable goods whsle	-2.8	-17.4	-0.4	-0.7	-11.8	-11.7	23.4	8.7	26.2	-13.7	-85.3	0.0	0.0
422910 Farm supplies whsle	-4.3	-20.9	-43.5	6.9	0.0	0.0	18.7	9.2	28.7	-12.0	0.0	0.0	0.0
422920 Book, periodical & newspaper whsle	0.0	0.0	38.7	5.2	30.2	-5.8	na	na	0.0	-63.8	0.0	0.0	0.0
42293 Flower, nursery stock, florists' supplies whsle	na	na	-19.8	4.1	na	na	0.0	0.0	-1149.3	0.0	na	na	na
42299 Other miscellaneous nondurable goods whsle	-2.3	-22.3	24.5	-4.4	na	na	0.0	12.2	44.0	-23.9	0.0	0.0	0.0
<b>44 Retail trade</b>													
441221 Motorcycle dealers	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
44132 Tire dealers	0.0	0.0	0.0	-36.5	0.0	89.8	0.0	0.0	0.0	0.0	3.6	24.0	na
442291 Window treatment stores	0.0	0.0	-0.6	5.3	3.9	-15.0	-3.8	-3.8	-3.0	-10.7	0.3	0.0	na
442299 All other home furnishings stores	0.0	0.0	10.0	-25.7	na	na	na	0.0	0.0	0.0	na	na	na
44313 Camera & photographic supplies stores	0.0	-69.3	-13.5	5.5	-8.5	0.0	-10.5	-4.8	-21.4	-2.5	2.2	0.0	na
445201 Baked goods stores	0.0	0.0	0.0	23.1	0.0	0.0	0.0	0.0	0.0	17.8	0.0	47.9	na
446199 All other health & personal care stores	0.0	0.0	0.0	-38.5	13.6	29.9	0.0	19.2	-10.0	-35.8	0.0	0.0	0.0
448 Clothing & clothing accessories stores	-15.7	0.0	0.1	1.0	-6.5	8.8	-1.6	-0.8	-0.6	-1.7	-1.0	1.2	na

## Industries Targeted for Attraction

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4481	Clothing stores	-18.2	-3.0	-0.3	1.1	-1.2	11.0	0.0	-0.7	-0.7	-2.3	0.8	-2.0
44814	Family clothing stores	-3.7	-34.7	-0.3	-21.3	-5.4	33.7	0.0	0.0	-2.1	-2.7	0.7	0.0
45112	Hobby, toy & game stores	-10.2	0.0	0.1	4.5	-5.3	37.8	-8.0	4.8	-6.6	5.1	3.1	0.0
4512	Book, periodical & music stores	-6.5	-11.6	1.0	13.2	16.0	17.1	11.9	11.0	3.1	17.8	2.0	-6.4
45122	Prerecorded tape, CD & record stores	-17.8	0.0	0.0	28.0	10.1	0.0	0.0	3.8	0.0	17.8	-5.7	0.0
45291	Warehouse clubs & superstores	na	na	0.0	0.0	0.0	0.0	0.0	0.0	5.9	0.0	0.0	0.0
4539	Other miscellaneous store retailers	-13.9	-4.7	2.4	-6.8	15.9	6.4	2.2	3.2	0.1	2.5	5.8	1.7
45392	Art dealers	0.0	0.0	-5.6	-9.6	40.5	-89.8	na	na	1.0	11.9	93.2	47.9
45399	All other miscellaneous store retailers	-6.8	-22.3	0.8	-12.5	47.3	0.0	0.0	2.7	-1.3	1.6	7.0	0.0
453998	All other misc store retailers (exc tobacco)	-24.9	-52.0	2.1	-5.0	0.0	15.0	0.0	7.7	3.1	5.8	0.0	-4.0
454	Nonstore retailers	-8.8	0.0	0.8	2.8	10.5	8.0	15.0	0.0	2.1	3.2	-1.0	-3.3
46	Transportation & warehousing	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
481111	Scheduled passenger air transportation	0.0	0.0	0.0	-14.4	0.0	-26.8	0.0	0.0	5.2	0.0	0.0	-2.7
4812	Nonscheduled air transportation	0.0	0.0	0.7	-1.8	na	na	0.0	0.0	-8.1	0.0	26.8	
483113	Coastal & Great Lakes freight transportation	na	na	-2.9	7.2	0.0	0.0	na	na	140.7	0.0	na	na
4852	Inland water transportation	na	na	2.9	7.2	0.0	-53.7	na	na	na	na	na	na
4841	General freight trucking	-2.5	1.1	1.4	1.0	-0.3	-8.9	1.9	0.0	2.2	1.2	1.3	3.3
4851	Urban transit systems	0.0	0.0	-2.9	7.2	na	na	na	na	na	0.0	0.0	-8.7
4853	Taxi & limousine service	na	na	14.7	-1.8	29.7	-13.4	0.0	75.0	0.0	17.9	4.5	
48531	Taxi service	na	na	14.7	-2.4	02.3	-17.9	0.0	75.0	140.7	0.0	35.8	0.0
48532	Limousine service	na	na	0.0	0.0	0.0	0.0	na	na	0.0	0.0	0.0	13.4
4671	Scenic & sightseeing transportation, land	0.0	0.0	0.0	-7.2	0.0	0.0	na	na	na	na	0.0	6.7
4881	Air transportation support activities	0.0	0.0	0.0	2.4	6.7	0.0	0.0	150.0	0.0	0.0	10.7	13.4
48811	Airport operations	na	na	0.0	3.6	0.0	0.0	-0.3	225.0	0.0	0.0	35.8	13.4
488119	Other airport operations	na	na	0.0	3.8	0.0	0.0	-0.3	225.0	0.0	0.0	35.8	13.4
48819	Other air transportation support activities	0.0	0.0	0.0	0.0	0.0	0.0	0.0	75.0	0.0	0.0	0.0	13.4
4883	Water transportation support activities	0.0	-9.8	0.0	-3.8	0.0	4.9	na	na	-15.9	0.0	na	na
48832	Marina cargo handling	-108.6	-19.8	na	na	0.0	8.9	na	na	0.0	0.0	na	na
4884	Road transportation support activities	0.0	0.0	-1.0	4.6	-10.4	13.4	0.0	0.0	-8.3	0.0	-2.1	-3.3
48841	Motor vehicle towing	0.0	0.0	-1.0	4.8	-10.4	13.4	0.0	0.0	3.1	-4.1	-2.1	-3.3
488901	Packing & crating	-108.6	-19.8	0.0	0.0	-16.5	53.7	na	na	0.0	0.0	-7.2	-13.4
51	Information	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
51229	Other sound recording industries	na	na	na	na	na	na	na	na	na	-68.5	56.0	
51311	Radio broadcasting	0.0	0.0	4.8	2.2	-2.6	-0.5	-5.8	8.8	13.2	44.4	-30.1	9.3
51333	Telecommunications resellers	na	na	0.0	1.3	0.0	8.7	0.0	0.0	na	na	-68.5	56.0
52	Finance & insurance	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
522	Credit intermediation & related activities	0.2	1.6	0.1	0.7	-4.3	-10.9	1.3	0.0	1.8	0.7	1.6	0.0
52222	Sale financing	na	na	-2.6	10.5	-20.9	178.0	0.0	0.0	-28.5	4.8	1.1	-15.8
522292	Real estate credit	na	na	-0.5	2.3	-34.8	-178.0	na	na	-1.0	-8.3	-10.4	-7.8
5223	Activities related to credit intermediation	na	na	2.8	-9.7	4.8	-78.1	na	na	-7.1	-44.3	1931.8	6.2
52231	Mortgage & nonmortgage brokers	na	na	-4.0	-16.8	0.0	-44.5	na	na	-14.8	-33.3	55.5	7.8
52232	Financial clearinghouse & reserve activities	na	na	na	na	na	na	na	na	na	na	-11.1	31.2
52239	Other credit intermediation activities	na	na	10.2	-3.9	-44.2	358.0	na	na	15.3	-66.5	na	na
52312	Securities brokerage	0.0	1.5	8.1	-16.8	27.8	-98.9	0.2	-1.2	-0.3	7.9	-0.6	-7.2
52313	Commodity contracts dealing	na	na	0.0	15.8	na	na	0.0	5.8	na	na	na	na
52391	Miscellaneous intermediation	na	na	0.0	6.3	11.0	0.0	na	0.0	-8.5	-8.9	-8.9	-15.6
52399	All other financial investment activities	na	na	0.0	7.9	0.0	0.0	na	0.0	-33.3	0.0	0.0	15.6
523991	Trust, fiduciary & custody activities	na	na	0.0	0.0	0.0	0.0	na	0.0	-33.3	0.0	0.0	15.6
523999	Miscellaneous financial investment activities	na	na	-7.4	31.8	na	na	na	na	na	na	na	na
524127	Direct title insurance carriers	na	na	0.0	-21.1	0.0	-358.0	na	na	9.3	0.0	na	na
524298	All other insurance related activities	na	na	1.5	10.5	18.9	118.7	na	na	153.1	-33.3	0.0	0.0
525	Funds, trusts, & other financial vehicles (part)	na	na	na	na	0.0	178.0	na	na	na	na	na	na
5259	Other investment pools & funds	na	na	na	na	0.0	178.0	na	na	na	na	na	na
52593	Real estate investment trusts	na	na	na	na	0.0	178.0	na	na	na	na	na	na
53	Real estate & rental & leasing	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
53113	Lessors of minihouses & self storage units	0.0	0.0	0.5	0.0	2.5	-178.0	0.0	0.0	1.7	12.3	0.0	0.0
531312	Nonresidential property managers	na	na	3.1	-1.6	4.1	-89.0	-10.9	32.5	10.3	2.6	-3.7	-33.5
53139	Other activities related to real estate	0.0	0.0	1.6	5.9	na	na	0.0	0.0	-55.2	5.1	-8.4	
53212	Truck, utility trailer & RV rental & leasing	0.0	-15.5	3.7	-8.7	0.0	0.0	0.0	0.0	-49.4	-18.4	-1.2	16.8
53222	Formal wear & costume rental	0.0	0.0	0.0	8.8	0.0	0.0	0.0	0.0	-18.3	-4.8	na	na
53229	Other consumer goods rental	0.0	0.0	1.8	-5.9	-2.3	-12.7	0.0	-32.5	-11.7	-9.2	10.1	16.8
532292	Recreational goods rental	0.0	0.0	na	na	5.2	14.8	na	na	0.0	0.0	0.0	-16.8
533	Lessors of other nonfinancial intangible asset	na	na	1.4	-9.8	na	na	na	na	18.3	18.4	18.3	0.0
54	Professional, scientific & technical services	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
541213	Tax preparation services	-11.9	0.0	0.0	0.1	0.1	-60.0	4.8	23.2	-8.7	2.6	5.0	16.7
54135	Building inspection services	0.0	0.1	0.0	145.0	na	-3.1	380.0	na	0.0	-15.7	0.0	12.5
54149	Other specialized design services	na	na	na	na	na	na	na	na	na	na	na	na
541511	Custom computer programming services	0.0	0.0	0.0	32.2	44.1	-240.0	-2.3	4.8	10.2	14.5	-7.3	-5.0
541519	Other computer related services	0.0	0.0	0.0	14.5	15.4	-270.0	na	na	-1260.7	0.0	0.0	-4.2
54161	Management consulting services	0.0	0.0	-0.4	0.0	-0.9	84.7	0.0	58.0	-70.0	3.8	48.3	16.7

## Industries Targeted for Attraction

NAICS	Industry Name	Dubuque 98-01 Employment LQ	Dubuque 98-01 Establishment LQ	Chattanooga 98-01 Employment LQ	Chattanooga 98-01 Establishment LQ	Duluth 98-01 Employment LQ	Duluth 98-01 Establishment LQ	Grand Forks 98-01 Employment LQ	Grand Forks 98-01 Establishment LQ	Peoria 98-01 Employment LQ	Peoria 98-01 Establishment LQ	Rapid City 98-01 Employment LQ	Rapid City 98-01 Establishment LQ
541612	Human res & exec search consulting services	0.0	0.0	-0.1	32.2	0.3	0.0	na	na	-132.7	-8.8	0.0	0.0
541613	Marketing consulting services	0.0	-20.8	2.7	16.1	0.0	-360.0	0.0	0.0	0.0	94.4	12.2	75.2
541614	Process, phys dist & log consulting services	0.0	0.0	0.5	0.0	0.0	0.0	na	na	0.0	11.8	na	na
541616	Other management consulting services	0.0	0.0	-0.8	-41.4	-1.7	180.0	na	na	0.0	0.0	-7.0	25.1
54162	Environmental consulting services	0.0	-20.8	-0.9	-18.1	-0.6	135.0	4.7	-23.2	0.0	0.0	-7.0	25.1
54169	Other scientific & technical consulting services	na	na	-1.1	-16.1	0.5	135.0	0.0	-15.5	0.0	-3.9	5.2	-4.2
54171	Scientific R&D services	na	na	3.8	27.2	0.0	-120.0	0.0	23.2	0.0	47.2	-0.1	12.5
54171	R&D in physical, engineering & life sciences	na	-	0.0	36.3	-2.1	240.0	0.0	23.2	0.0	47.2	0.0	6.3
54172	R&D in social sciences & humanities	na	na	29.8	0.0	na	na	na	na	na	na	na	na
54194	Veterinary services	0.7	-3.8	0.3	2.8	0.3	0.0	-10.2	-5.8	-5.7	-1.3	2.2	-1.3
<b>55 Management of companies &amp; enterprises</b>													
56	Admin, support, waste mgt, remediation services	1.0	1.0	1.0	na	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
5611	Office administrative services	-8.4	-0.5	57.4	2.9	2.5	5.7	-1.5	3.5	1.1	59.8	0.6	14.1
5612	Facilities support services	na	na	-28.3	-17.0	na	na	-19.8	21.3	0.4	79.7	na	na
56133	Employee leasing services	-16.6	-8.5	49.0	1.7	na	na	na	na	0.9	47.8	na	na
56144	Collection agencies	-16.6	-6.5	-14.4	0.0	0.6	-5.3	-19.8	7.1	6.2	53.1	0.4	5.0
561499	All other business support services	na	na	-103.0	4.3	na	na	na	na	-5.1	239.0	na	na
561621	Security system services (except locksmiths)	-16.6	-6.5	27.2	3.4	0.0	0.0	na	na	-1.9	0.0	0.0	0.0
56173	Landscaping services	-4.3	0.4	14.9	1.5	-0.4	8.0	-6.7	7.1	3.4	-46.6	0.3	3.2
562212	Waste treatment & disposal	na	na	46.5	-4.3	2.9	-8.8	na	na	1.3	119.5	0.0	0.0
562212	Solid waste landfill	na	na	-514.9	-8.5	3.0	-13.2	na	na	-5.1	239.0	na	na
562213	Solid waste combustors & incinerators	na	na	85.8	0.0	na	na	na	na	na	na	na	na
56291	Remediation services	0.0	0.0	16.0	4.3	2.5	13.2	4.0	-21.3	0.0	119.5	0.0	0.0
<b>61 Educational services</b>													
6111	Elementary & secondary schools	1.0	1.0	1.0	1.0	1.0	1.0	na	1.0	1.0	1.0	1.0	1.0
6115	Technical & trade schools	0.4	0.0	1.5	-1.1	3.2	1.2	0.0	na	10.0	1.3	-0.2	4.8
611512	Flight training	0.0	0.0	1.5	1.1	24.8	-2.7	0.0	na	4.7	-1.1	25.4	12.7
611519	Other technical & trade schools	na	na	30.9	0.0	na	na	0.0	na	0.0	-3.3	-1.5	38.0
61162	Sports & recreation instruction	na	na	0.0	4.4	-5.0	-16.3	0.0	na	0.0	5.0	na	na
611691	Exam preparation & tutoring	na	na	-2.4	2.9	0.0	0.0	0.0	na	56.1	2.5	0.0	-14.3
6117	Educational support services	na	na	30.9	-13.1	0.0	0.0	na	na	na	na	na	na
6117	na	na	4.3	0.0	na	na	0.0	na	0.0	0.0	na	na	na
<b>62 Health care and social assistance</b>													
62133	Offices of other mental health practitioners	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
62134	Offices of PT, OT, speech therapy & audiology	-29.9	0.0	24.1	13.1	3.0	3.6	295.0	-2.3	1.6	12.3	5.9	29.6
62139	Offices of all other health practitioners	-60.7	-10.2	6.5	-83.1	7.4	2.4	0.0	5.8	-6.7	20.8	5.2	13.1
621399	Offices of all other misc health practitioners	0.0	0.0	0.8	0.0	-2.1	-3.6	0.0	0.0	21.7	4.6	-9.5	-13.1
62149	Other outpatient care centers	na	na	-0.8	10.2	-2.6	-7.2	0.0	0.0	40.5	-18.4	-11.5	-19.7
621492	Kidney dialysis centers	na	na	1.3	3.8	0.0	2.7	0.0	0.0	25.2	0.0	0.4	8.6
6215	Medical & diagnostic laboratories	0.0	0.0	29.5	-10.2	12.1	21.5	na	na	63.4	0.0	0.0	-19.7
621512	Diagnostic imaging centers	na	na	47.1	-18.4	46.4	43.0	na	na	139.7	-36.9	na	na
62191	Ambulance services	0.0	0.0	-15.0	91.8	0.0	10.8	-186.0	0.0	-57.0	-27.7	0.0	0.0
62199	All other ambulatory health care services	0.0	0.0	0.0	-23.0	0.0	7.2	na	na	0.0	-8.9	0.0	0.0
621991	Blood & organ banks	0.0	0.0	0.0	0.0	0.0	10.8	na	na	0.0	0.0	39.4	na
621999	All other misc ambulatory health care services	na	na	0.0	-45.9	-7.7	0.0	na	na	86.8	-16.4	-15.5	-39.4
623	Nursing & residential care facilities	-7.8	0.0	2.3	0.0	2.4	3.2	41.0	-2.4	-6.5	2.7	-1.6	3.6
62321	Residential mental retardation facilities	0.0	0.0	0.0	-2.0	2.2	3.2	-120.3	-3.9	28.3	-23.1	0.0	39.4
6233	Community care facilities for the elderly	-65.7	0.0	5.3	-9.2	2.6	3.1	-17.2	0.0	34.1	-11.1	0.0	4.9
623311	Continuing care retirement communities	-70.8	0.0	0.0	-45.9	-1.6	0.0	na	na	37.0	-22.1	0.0	39.4
623312	Homes for the elderly	0.0	0.0	0.0	-5.1	3.8	3.7	-17.2	0.0	3.9	0.0	-4.2	-6.6
624	Social assistance	0.0	1.7	0.8	-3.0	1.8	1.9	0.0	3.2	0.0	0.5	0.0	3.8
62419	Other individual & family services	-22.2	0.0	12.3	-25.0	1.8	-1.5	25.1	1.9	11.5	0.0	2.0	10.8
62422	Community housing services	0.0	0.0	4.4	0.0	0.0	5.4	0.0	0.0	18.8	0.0	78.1	0.0
624221	Temporary shelters	na	na	11.2	23.0	0.0	0.0	0.0	0.0	0.0	0.0	78.1	0.0
624229	Other community housing services	0.0	0.0	4.0	-23.0	0.0	7.2	na	na	0.0	0.0	na	na
624230	Emergency & other relief services	0.0	0.0	0.0	0.0	na	na	-225.6	11.6	0.0	0.0	-2.6	0.0
<b>71 Arts, entertainment &amp; recreation</b>													
711	Performing arts, spectator sports, & related in	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	na	1.0	1.0	1.0
71211	Museums	na	1.2	-2.0	0.0	2.2	1.6	na	2.8	6.6	na	3.4	na
71219	Nature parks & other similar institutions	0.0	0.0	4.7	0.0	-3.0	-0.6	0.0	0.0	0.0	1.7	0.0	0.0
71304	Fitness & recreational sports centers	-8.4	-3.5	2.5	3.0	1.0	1.5	-0.7	1.4	-3.4	na	3.5	5.3
71309	All other amusement & recreation industries	0.0	0.0	23.3	-10.8	-0.5	0.3	23.7	0.0	0.0	na	0.8	1.2
<b>72 Accommodation &amp; food services</b>													
72110	Other traveler accommodation	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
721101	Bed & breakfast inns	0.0	0.0	-33.0	-44.3	40.6	-9.6	na	na	na	7.4	-2.5	na
721109	All other traveler accommodation	na	na	na	0.0	0.0	-24.1	na	na	na	0.0	16.9	na
7212	RV parks & recreational camps	0.0	0.0	0.0	-6.9	3.7	1.6	0.0	0.0	29.6	6.7	-1.1	-1.4
721214	Recreational, vacation camps (excl campgrounds)	0.0	0.0	-31.7	0.0	2.4	4.2	na	na	0.0	10.1	2.1	-6.3
7221	Full-service restaurants	0.4	0.7	6.6	2.5	0.6	1.1	6.0	0.7	7.8	1.5	0.9	-0.3
722123	Snack & nonalcoholic beverage bars	-16.5	0.0	0.0	10.0	3.5	-2.4	-8.4	-3.4	116.5	2.3	-1.9	-9.5

## Industries Targeted for Attraction

NAICS	Industry Name	Dubuque 98-01 Employment LQ	Dubuque 98-01 Establishment LQ	Chattanooga 98-01 Employment LQ	Chattanooga 98-01 Establishment LQ	Duluth 98-01 Employment LQ	Duluth 98-01 Establishment LQ	Grand Forks 98-01 Employment LQ	Grand Forks 98-01 Establishment LQ	Peoria 98-01 Employment LQ	Peoria 98-01 Establishment LQ	Rapid City 98-01 Employment LQ	Rapid City 98-01 Establishment LQ
	81 Other services (except public administration)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
811213	Communication equipment R&M	na	na	670.5	694.7	na	na	0.0	0.0	0.0	0.0	0.0	12.9
81293	Parking lots & garages	na	na	-70.1	-65.1	0.0	-19.7	na	na	-6.1	3.9	0.0	0.0
81299	All other personal services	0.0	0.0	-1365.8	208.4	-17.2	-197.1	42.7	-199.0	0.0	-43.3	na	na
8132	Grantmaking & giving services	-3.9	-16.8	-582.5	15.8	8.2	-15.2	0.0	0.0	0.9	-5.9	91.8	-2.9
813211	Grantmaking foundations	na	na	-853.4	69.5	17.6	-28.2	na	na	28.3	-14.4	616.5	0.0
813219	Other grantmaking & giving services	0.0	0.0	-596.0	69.5	0.0	0.0	0.0	0.0	-1.1	0.0	-142.9	-12.9
813311	Human rights organizations	na	na	-496.7	173.7	107.7	-49.3	0.0	0.0	42.4	-10.8	1428.6	0.0
813312	Environment & wildlife organizations	0.0	0.0	-591.6	130.3	-0.7	-11.0	0.0	49.8	1.4	-4.3	200.0	-12.9
81391	Business associations	-0.3	0.0	-118.7	0.0	0.0	-23.2	-11.0	-24.9	-0.2	-2.7	19.6	-3.2
81392	Professional organizations	-7.9	-5.6	0.0	0.0	-2.2	0.0	-76.8	33.2	9.3	0.0	0.0	-12.9

## Industries Targeted for Retention and Expansion

NAICS	Industry Name	Dubuque 98-01 Employment LQ	Dubuque 98-01 Establishment LQ	Chattanooga 98-01 Employment LQ	Chattanooga 98-01 Establishment LQ	Duluth 98-01 Employment LQ	Duluth 98-01 Establishment LQ	Grand Forks 98-01 Employment LQ	Grand Forks 98-01 Establishment LQ	Peoria 98-01 Employment LQ	Peoria 98-01 Establishment LQ	Rapid City 98-01 Employment LQ	Rapid City 98-01 Establishment LQ
<b>22 Utilities</b>		1.0	1.0	1.0	na	1.0	1.0	1.0	na	1.0	1.0	1.0	na
2211 Elec pwr generation, transm & distribution		1.0	0.0	0.0	na	0.0	0.0	0.0	na	1.3	1.2	5.7	na
22111 Electric power generation		1.2	0.0	6.2	na	0.0	2.2	na	na	1.2	-3.0	0.0	na
221112 Fossil fuel electric power generation		1.2	0.0	na	na	0.0	0.0	na	na	1.2	0.0	0.0	na
22112 Electric pwr transm, control & distribution		1.2	0.0	0.0	na	0.0	-4.0	0.0	na	1.1	2.3	0.0	na
<b>23 Construction</b>		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
23322 Multifamily housing construction		0.0	24.6	-20.1	0.0	-0.6	42.4	0.0	0.0	-5.6	0.0	3.6	2.3
234 Heavy construction		2.1	9.8	11.8	-1.5	1.9	-17.4	-2.9	-1.7	3.8	-23.2	0.9	2.1
23491 Water, sewer & pipeline construction		22.1	73.8	-0.5	-8.9	1.5	0.0	-41.7	-1.9	-5.1	0.0	na	na
23492 Pwr, communication transmns line construction		0.0	24.6	-5.6	-16.6	59.5	63.6	0.0	-11.1	20.1	0.0	0.2	0.0
23552 Floor laying & other floor contractors		0.0	24.6	-23.0	0.0	6.7	127.3	-75.1	3.7	10.3	0.0	-1.3	1.4
2357 Concrete contractors		10.4	4.9	-2.3	-3.3	9.0	42.4	0.0	0.6	2.3	-183.8	0.9	1.5
2359 Other special trade contractors		-1.4	10.2	-2.5	1.4	-1.1	15.9	2.6	1.2	-0.1	-9.8	-0.6	-0.2
23593 Excavation contractors		1.4	3.8	-4.4	1.3	2.1	4.2	-2.4	-3.7	9.1	0.0	0.9	2.5
23599 All other special trade contractors		14.7	42.1	-23.9	1.1	-4.3	29.9	7.4	4.2	-1.0	36.8	-1.3	-2.1
<b>31 Manufacturing</b>		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
323 Printing & related support activities		0.1	6.7	-30.3	2.6	1.4	10.1	-0.7	1.9	2.2	1.5	0.3	7.0
32311 Printing		0.0	8.2	-30.7	3.0	4.7	0.0	-0.7	1.9	2.2	1.7	0.3	7.0
323110 Commercial lithographic printing		1.8	0.0	-32.4	4.4	0.5	27.8	0.0	2.7	2.6	1.2	0.0	0.0
323119 Other commercial printing		11.8	35.0	-17.9	2.9	-6.2	-74.0	na	na	-6.7	-17.5	0.0	0.0
325612 Polish & other sanitation goods mfg		14.2	70.0	438.4	0.0	na	na	na	na	na	na	0.0	30.2
331 Primary metal mfg		5.2	28.0	-11.9	-1.3	2.1	-111.0	na	na	na	na	na	na
3315 Foundries		6.4	17.5	-10.4	0.0	0.0	74.0	na	na	na	na	0.0	45.3
331521 Aluminum die-casting foundries		0.0	35.0	0.0	0.0	na	na	na	na	na	na	na	na
3324 Boiler, tank & shipping container mfg		6.4	-17.5	19.8	0.0	0.0	0.0	na	na	-4.6	0.0	na	na
33243 Light gauge metal container mfg		11.8	-35.0	0.0	0.0	na	na	na	na	0.0	0.0	na	na
332439 Other metal container mfg		11.8	-35.0	na	na	na	na	na	na	0.0	0.0	na	na
3329 Other industrial machinery mfg		14.2	70.0	0.0	2.9	0.0	0.0	na	na	0.0	0.0	0.0	0.0
3339 Other general purpose machinery mfg		9.3	23.3	67.1	0.0	2.4	55.5	-8.0	13.5	0.0	0.0	-12.1	45.3
33399 All other general purpose machinery mfg		9.3	23.3	136.0	0.0	0.0	55.5	na	na	0.0	0.0	-12.1	45.3
33636 Motor vehicle sealing & interior trim mfg		7.6	0.0	na	na	na	na	na	na	na	na	na	na
3399 Other miscellaneous mfg		13.1	23.3	35.3	-5.1	-6.7	-17.1	1.6	0.0	2.1	3.9	-2.4	9.1
33993 Doll, toy & game mfg		13.8	35.0	na	na	na	na	na	na	10.8	17.5	0.0	0.0
339932 Game, toy & children's vehicle mfg		13.8	35.0	na	na	na	na	na	na	na	na	na	na
33999 All other misc mfg		0.0	46.7	17.5	-10.2	12.1	-111.0	na	na	0.0	5.8	-12.1	45.3
339999 All other miscellaneous mfg		0.0	35.0	438.4	-13.6	-12.8	222.0	na	na	0.0	5.8	-12.1	45.3
<b>42 Wholesale trade</b>		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
42114 Motor vehicle parts (used) whsle		37.3	-16.6	11.6	8.8	8.4	4.7	0.0	12.2	0.0	-15.9	85.3	0.0
4213 Lumber & other construction materials whsle		37.3	18.6	-27.5	-5.4	28.9	7.8	-92.7	0.0	10.9	31.9	121.6	3.2
42132 Brick & related construction material whsle		0.0	27.8	4.3	-20.6	0.0	0.0	-214.8	0.0	0.0	95.7	0.0	4.8
42171 Hardware whsle		5.9	12.4	3.0	0.9	-23.6	0.0	-214.8	0.0	3.6	3.3	48.8	0.6
42172 Plumbing & heating equipment & supplies whsle		12.0	0.0	4.9	0.0	-0.8	5.2	0.0	0.0	42.7	19.1	113.7	-1.9
42199 Other miscellaneous durable goods whsle		1.7	13.9	-1.0	0.0	-186.6	0.0	0.0	0.0	-10.6	0.0	0.0	3.9
42272 Petroleum prod whsle (exc bulk sta, terminals)		-2.2	27.8	29.0	6.9	5.5	0.0	0.0	0.0	114.9	95.7	0.0	0.0
<b>44 Retail trade</b>		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
441 Motor vehicle & parts dealers		8.8	-4.3	0.5	4.4	-1.7	-3.2	-0.3	0.9	0.8	2.5	2.3	6.2
4411 Automobile dealers		5.9	4.2	0.7	2.1	-3.3	-5.6	0.3	2.3	1.2	4.7	1.6	13.9
44111 New car dealers		12.1	0.7	0.8	-4.2	-4.5	0.0	0.3	2.4	1.4	4.2	-0.2	8.0
44112 Used car dealers		-53.6	9.5	0.1	8.3	71.1	-22.5	0.3	2.1	-2.8	5.5	12.4	17.7
4412 Other motor vehicle dealers		157.8	-20.8	-6.5	-4.5	7.3	-40.8	1.7	3.8	-3.8	0.0	2.6	0.0
44122 Motorcycle & boat & other MV dealers		32.7	0.0	0.0	-5.5	0.0	-37.8	0.0	6.4	0.0	0.0	4.8	8.0
441222 Boat dealers		411.6	0.0	-2.3	7.7	0.8	-59.9	na	na	-55.7	-17.8	0.0	0.0
44129 All other motor vehicle dealers		30.2	0.0	na	na	0.0	-35.9	0.0	0.0	11.1	35.6	0.0	0.0
442 Furniture & home furnishings stores		8.0	-10.1	-4.2	-3.8	-0.2	7.3	-0.5	2.7	-2.1	-8.8	0.0	0.0
4422 Home furnishings stores		29.8	-16.0	-15.4	-3.4	-8.1	-7.8	-8.3	-1.6	-3.5	-4.4	-0.2	0.0
44221 Floor covering stores		33.4	0.0	-54.5	-18.5	-7.7	-16.3	-1.2	0.0	0.3	-8.9	-3.7	0.0
44229 Other home furnishings stores		15.4	-41.6	-10.3	2.5	-8.5	0.0	-10.5	-4.8	-9.6	-2.2	2.2	0.0
443 Electronics & appliance stores		15.8	-7.7	-0.8	5.8	4.0	15.0	14.0	1.1	-0.2	-1.1	0.4	4.0
44311 Appliance, TV & all other electronics stores		18.0	4.7	-1.7	7.9	4.8	14.4	16.0	1.6	2.2	0.0	0.0	6.4
443112 Radio, television & other electronics stores		26.4	8.0	-3.0	-7.0	2.8	12.8	38.9	6.4	-1.6	0.0	1.2	0.0
44312 Computer & software stores		411.6	-104.0	-31.1	-9.1	0.0	20.0	63.0	0.0	2.8	-10.2	-2.5	-6.0
444 Bldg material & garden equip & supp dealers		8.2	-10.1	0.7	-2.5	7.9	-5.9	-1.3	-0.8	0.1	0.0	4.2	2.8
4441 Building material & supplies dealers		12.6	-19.7	0.3	-3.0	11.5	-2.2	-2.7	-1.1	0.8	1.1	4.8	1.3
4442 Home centers		16.6	-28.0	-0.2	-11.0	28.8	-16.3	0.0	0.0	0.3	8.9	21.9	-9.6
44421 Outdoor power equipment stores		-12.3	4.2	3.1	0.0	-37.6	-35.9	4.2	0.0	-3.9	-5.5	0.2	7.4
44422 Nursery & garden centers		-33.9	62.4	3.7	-19.3	7.2	-44.9	0.0	0.0	4.4	14.2	3.1	-12.0
4451 Grocery stores		22.8	-10.4	3.1	4.3	-48.8	-29.9	0.0	0.0	-10.3	-17.8	-0.3	16.0
44512 Convenience stores		2.8	-18.1	2.8	5.6	-10.6	8.4	0.0	-2.7	1.1	2.4	2.5	-5.5
4452 Specialty food stores		131.3	-28.0	-2.4	-31.5	-4.2	0.0	0.0	0.0	2.4	5.9	5.2	8.0
44521 Meat markets		-7.1	17.3	5.7	-3.7	31.0	-15.6	0.0	8.4	-1.1	-9.4	-9.3	0.0
44529 Other specialty food stores		139.9	-52.0	9.0	19.3	36.8	0.0	83.0	9.8	0.7	-5.1	-15.5	-47.9
		-31.6	31.2	0.0	7.0	29.2	10.6	63.0	4.6	-21.4	-9.7	0.0	0.0

## Industries Targeted for Retention and Expansion

NAICS	Industry Name	Dubuque 98-01 Employment LQ	Dubuque 98-01 Establishment LQ	Chattanooga 98-01 Employment LQ	Chattanooga 98-01 Establishment LQ	Duluth 98-01 Employment LQ	Duluth 98-01 Establishment LQ	Grand Forks 98-01 Employment LQ	Grand Forks 98-01 Establishment LQ	Peoria 98-01 Employment LQ	Peoria 98-01 Establishment LQ	Rapid City 98-01 Employment LQ	Rapid City 98-01 Establishment LQ
445292	Confectionery & nut stores	-68.6	26.0	12.1	38.5	-48.2	25.7	0.0	0.0	0.0	0.0	0.0	0.0
445299	All other specialty food stores	-82.3	104.0	-11.4	-25.7	289.0	-44.9	0.0	0.0	-1.1	-7.1	0.0	0.0
4453	Bever, wine & liquor stores	-28.4	52.0	-3.9	2.6	12.9	-3.2	1.5	3.8	3.9	14.7	12.4	47.9
44612	Cosmetics, beauty supplies & perfume stores	32.9	0.0	-1.9	-22.0	55.5	-119.8	5.7	0.0	-41.2	-17.8	25.0	-24.0
44619	Other health & personal care stores	34.6	14.9	-0.2	0.0	-24.2	42.3	0.4	7.7	2.3	-5.1	9.7	16.0
446191	Food (health) supplement stores	0.0	34.7	-22.0	-11.0	18.5	22.5	0.0	0.0	-1.1	-14.2	88.0	31.9
44813	Children's & infants' clothing stores	-82.3	104.0	-4.5	-12.8	289.0	0.0	na	na	0.0	-7.1	0.0	0.0
44819	Other clothing stores	27.4	-17.3	-4.4	15.4	2.9	-39.9	2.9	0.0	3.3	9.5	0.0	-4.6
4483	Jewelry, luggage & leather goods stores	3.5	0.0	-3.2	0.0	8.9	-18.0	1.2	-2.4	-1.9	-4.3	-1.5	12.8
44831	Jewelry stores	3.5	0.0	0.0	0.0	8.9	-18.0	1.2	-2.4	1.6	-3.1	-10.2	10.6
451	Sporting goods, hobby, book & music stores	-8.3	3.1	0.7	10.4	-4.7	18.5	3.5	2.7	1.2	8.3	1.0	-4.5
4511	Sporting goods, hobby, musical instrument store	-8.8	8.3	0.6	8.8	-9.4	18.9	0.8	-1.4	0.2	5.1	0.8	-3.8
45121	Book stores & news dealers	9.5	-26.0	1.4	7.7	18.5	25.7	0.0	28.9	7.3	17.8	-2.3	-8.7
451211	Book stores	9.5	-26.0	8.7	10.6	110.8	15.0	0.0	28.9	7.3	15.3	-2.3	-8.7
4529	Other general merchandise stores	147.5	-62.4	-1.4	-30.4	34.6	-9.0	-1.9	0.0	2.0	5.3	3.9	13.7
45299	All other general merchandise stores	147.5	-62.4	0.0	-31.2	66.0	-9.5	0.0	0.0	0.0	5.9	0.0	16.0
453	Miscellaneous store retailers	-19.3	21.9	0.2	-2.2	9.6	-15.8	3.1	1.4	0.7	4.4	3.2	2.5
45321	Office supplies & stationery stores	-49.2	52.0	-4.4	-99.1	-12.3	-89.8	40.5	6.4	0.4	-23.7	4.0	24.0
4533	Used merchandise stores	-8.6	46.2	-3.1	0.0	22.5	-33.7	4.8	3.8	1.2	2.0	4.1	3.2
45391	Pet & pet supplies stores	-68.6	52.0	-1.6	22.0	5.5	59.9	4.9	4.8	2.1	0.0	31.1	-8.0
453991	Tobacco stores	-7.5	52.0	-4.3	-51.4	0.0	-179.9	0.0	-9.6	-10.0	-71.2	77.6	16.0
4541	Electronic shopping & mail-order houses	-51.7	20.8	5.0	-38.5	44.0	-16.3	24.1	19.2	-10.8	-17.8	0.0	24.0
<b>48 Transportation &amp; warehousing</b>													
481	Air transportation	24.6	0.0	0.0	-5.8	0.0	-17.9	0.0	0.0	0.0	-1.5	-0.3	1.9
48411	General freight trucking, local	37.3	6.5	-0.2	2.5	23.1	-14.6	22.3	25.0	28.1	0.0	-0.7	1.1
48412	General freight trucking, long-distance	13.6	0.5	1.5	0.6	-1.4	-5.6	0.8	-6.3	-0.7	1.9	3.0	4.3
488	Transportation support activities	24.6	-2.2	4.1	2.3	-3.5	7.9	1.6	50.0	3.3	0.0	35.8	0.0
4885	Freight transportation arrangement	415.6	19.6	20.6	-0.4	-11.1	17.9	-2.0	0.0	0.0	3.1	0.0	0.0
492	Couriers & messengers	-19.0	9.8	-1.5	0.3	6.6	-10.7	6.7	25.0	-6.1	1.9	2.0	1.0
493	Warehousing & storage	0.0	39.2	-1.3	-0.7	92.3	-107.3	20.8	25.0	2.7	0.0	0.0	13.4
49311	General warehousing & storage	0.0	19.6	-1.6	0.0	92.3	-107.3	-3.5	-75.0	0.0	0.0	0.0	0.0
<b>51 Information</b>													
513	Broadcasting & telecommunications	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
5132	Cable networks & program distribution	37.6	1.4	1.0	1.8	-4.1	1.9	0.0	1.7	1.4	-4.0	2.5	4.8
51322	Cable & other program distribution	-3.8	3.3	4.6	0.0	-28.4	4.4	0.0	-1.9	-3.9	0.0	0.0	22.4
5133	Telecommunications	-3.8	5.6	4.6	0.0	-107.9	6.7	10.6	-2.8	-1.6	18.5	-57.1	33.6
51332	Wireless telecom carriers (exc satellite)	118.3	6.5	0.2	0.5	0.0	-0.5	10.6	0.0	1.8	0.0	0.0	18.7
513322	Cellular & other wireless telecommunications	164.3	8.7	35.2	6.7	14.1	-1.2	10.6	-1.3	0.0	-74.0	0.0	-28.0
514	Information & data processing services	0.0	2.2	8.0	2.9	-85.7	5.0	0.0	3.8	-5.7	56.0	14.0	0.0
5141	Information services	-27.4	4.3	2.2	4.0	-72.7	6.7	na	na	-13.2	-24.7	0.0	0.0
51419	Other information services	-27.4	4.3	0.0	3.3	-107.9	8.9	na	na	0.0	-37.0	0.0	0.0
514191	On-line information services	-27.4	4.3	0.0	3.3	-107.9	8.9	na	na	0.0	-37.0	0.0	0.0
<b>52 Finance &amp; insurance</b>													
5222	Nondepository credit intermediation	2.3	3.5	-1.0	2.7	-30.4	63.6	-0.1	-1.9	-3.1	8.0	-9.3	0.0
52229	Other nondepository credit intermediation	2.3	3.5	-0.4	1.1	-30.9	48.5	0.0	-2.3	-4.2	6.3	-9.1	2.1
523	Securty, commodity contracts & like activity	1.3	5.3	3.5	-10.0	50.5	-64.7	-0.7	0.0	16.9	-5.8	0.3	-12.2
5231	Secrty & commodity contracts intermedi & brokerage	0.0	2.8	0.8	-11.2	1.6	-48.5	0.0	-0.9	5.9	1.3	0.0	-8.3
52392	Other financial investment activities	10.0	12.6	2.3	-9.0	-5.9	-80.9	0.0	5.8	35.0	-17.7	0.0	-16.6
52393	Portfolio management	6.6	0.0	-1.0	1.8	0.0	101.7	0.0	0.0	100.6	-22.2	0.0	-15.6
52393	Investment advice	-1.0	31.5	15.1	-58.6	18.6	-415.3	5.4	11.6	3.1	-4.8	55.5	-26.7
<b>53 Real estate &amp; rental &amp; leasing</b>													
5312	Offices of real estate agents & brokers	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
5313	Activities related to real estate	-1.0	7.2	2.4	0.0	3.9	-23.7	0.0	4.3	2.4	0.0	0.0	-1.8
53131	Real estate property managers	0.0	15.5	2.3	1.5	4.5	-33.4	-2.2	6.5	4.1	3.5	-1.0	-2.6
531311	Residential property managers	0.0	23.3	0.2	2.9	3.8	-14.8	2.2	3.6	2.5	3.9	0.2	0.0
5321	Automotive equipment rental & leasing	18.7	-23.3	2.1	-3.9	2.5	29.7	0.0	0.0	-37.8	-18.4	0.4	0.0
53211	Passenger car rental & leasing	16.5	46.5	1.0	0.0	5.2	35.6	17.5	0.0	-13.4	-18.4	1.3	-8.4
532111	Passenger car rental	16.5	46.5	-0.6	2.2	5.2	35.6	17.5	0.0	-13.4	-18.4	0.0	-4.8
532291	Home health equipment rental	16.5	-46.5	2.2	-3.9	-31.5	-178.0	na	na	0.0	-6.1	na	na
532299	All other consumer goods rental	0.0	23.3	1.2	0.0	na	na	0.0	0.0	na	na	3.7	16.8
5324	Commercial, industrial equip rental & leasing	10.9	-62.0	-0.8	5.7	-0.8	9.9	-3.1	0.0	10.1	-2.0	0.0	22.3
53241	Crane, trans. mining equip rental & leasing	16.5	-31.0	-0.3	7.9	0.0	-44.5	0.0	0.0	-7.8	0.0	18.3	67.0
<b>54 Professional, scientific &amp; technical services</b>													
54131	Architectural services	5.4	-6.9	0.1	0.0	3.8	-63.5	0.0	0.0	-3.1	2.1	0.6	3.8
5415	Computer systems design & related services	2.5	8.3	-0.1	22.1	19.2	-200.0	-2.3	4.6	4.6	8.4	0.1	-1.0
541512	Computer systems design services	0.0	20.8	0.0	13.9	0.0	-205.7	na	na	4.2	4.7	43.7	6.3
5416	Management, sci & tech consulting services	-0.9	4.2	-0.5	-3.5	-0.3	109.1	1.1	7.7	-19.9	2.1	3.5	9.4
541611	Admin & gen management consulting services	-8.7	20.8	-0.7	-3.8	-0.8	135.0	0.0	46.4	-5.3	3.4	14.4	8.4
54199	All oth prof, scientific & technical services	13.0	0.0	9.0	130.5	34.8	-216.0	18.8	0.0	0.0	23.6	0.0	25.1
<b>55 Management of companies &amp; enterprises</b>													
551112	Offices of other holding companies	1.0	1.0	1.0	na	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
551112	Offices of other holding companies	0.0	2.1	-38.1	na	-0.5	0.0	na	na	0.0	0.0	-10.4	-1.2

## Industries Targeted for Retention and Expansion

NAICS	Industry Name	Dubuque 98-01 Employment LQ	Dubuque 98-01 Establishment LQ	Chattanooga 98-01 Employment LQ	Chattanooga 98-01 Establishment LQ	Duluth 98-01 Employment LQ	Duluth 98-01 Establishment LQ	Grand Forks 98-01 Employment LQ	Grand Forks 98-01 Establishment LQ	Peoria 98-01 Employment LQ	Peoria 98-01 Establishment LQ	Rapid City 98-01 Employment LQ	Rapid City 98-01 Establishment LQ
<b>56 Admin, support, waste mgt, remediation services</b>		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
561 Administrative & support services		2.5	0.9	-0.2	1.1	1.0	1.0	2.3	0.8	1.0	-6.5	1.2	0.8
5613 Employment services		-7.7	6.5	28.3	-1.3	1.4	-4.1	-0.2	0.0	0.8	-46.3	-0.8	-4.4
56131 Employment placement agencies		0.0	5.5	-265.8	-17.0	0.0	0.0	0.0	0.0	-1.2	-179.3	-1.4	-17.8
56132 Temporary help services		0.0	12.9	29.5	0.3	1.8	-4.4	0.0	0.0	0.5	-43.5	0.0	0.0
56149 Other business support services		-10.0	12.9	0.0	1.5	0.0	-5.3	4.0	-21.3	1.5	39.8	8.4	0.0
56162 Security systems services		0.0	8.5	19.2	2.7	0.0	0.0	0.0	0.0	-1.6	26.8	1.2	0.0
56179 Other services to buildings & dwellings		0.0	12.9	81.8	-11.4	0.0	-13.2	-2.8	7.1	7.1	-119.5	2.5	0.0
5619 Other support services		19.8	1.8	-92.8	4.6	2.6	5.3	1.7	0.0	1.1	25.2	15.8	-5.9
56199 All other support services		31.9	1.8	-168.2	5.6	2.6	5.3	1.7	0.0	0.1	73.5	11.5	0.0
56299 All other waste management services		0.0	6.5	0.0	-11.4	0.0	5.3	na	na	0.0	119.5	0.0	11.8
<b>61 Educational services</b>		1.0	1.0	1.0	1.0	1.0	1.0	na	1.0	1.0	1.0	1.0	1.0
6116 Other schools & instruction		0.0	6.9	2.0	0.8	0.0	2.0	0.0	na	-1.8	1.8	0.0	-7.1
61161 Fine arts schools		0.0	5.5	1.2	0.0	0.0	8.5	0.0	na	-23.4	3.3	0.0	0.0
61169 All other schools & instruction		0.0	5.5	3.4	0.9	0.1	1.3	0.0	na	0.0	na	na	na
61162 Automobile driving schools		0.0	5.5	0.0	0.0	-4.1	-8.5	na	na	na	na	na	na
61169 All other miscellaneous schools & instruction		0.0	5.5	-2.1	3.8	5.0	8.2	0.0	na	0.0	na	na	na
<b>62 Health care and social assistance</b>		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
621 Ambulatory health care services		9.6	1.2	0.6	1.9	0.3	-0.3	25.9	0.6	13.5	0.8	1.8	-0.2
6211 Office of physicians		6.5	1.3	3.2	2.9	1.0	-1.8	57.2	1.2	22.6	-2.8	5.2	1.3
62111 Office of physicians (exc mental health)		29.8	0.0	3.1	4.0	6.1	-2.5	0.0	0.0	23.9	-2.3	5.2	1.4
6212 Offices of dentists		7.2	0.0	1.3	4.0	0.0	-1.3	18.2	1.8	-1.8	7.3	0.8	-5.6
62131 Offices of chiropractors		19.5	4.5	2.5	-2.4	0.2	0.0	0.0	0.0	1.6	-1.9	0.0	10.4
62132 Offices of optometrists		91.5	0.0	8.4	-28.2	4.3	3.3	0.0	3.9	-4.7	-10.1	0.0	7.9
6214 Outpatient care centers		6.7	13.5	0.4	9.4	1.0	3.0	7.1	-1.9	12.6	3.3	-0.1	0.0
6219 Other ambulatory health care services		143.5	0.0	-0.3	15.3	-1.8	8.6	-168.0	0.0	-5.9	-11.1	29.9	0.0
622 Residential mental retardation, health facil		7.8	0.0	-3.8	3.4	2.0	2.3	-120.3	-3.9	8.7	1.7	0.0	13.1
6222 Residential mental health, subst abuse facil		25.9	0.0	0.0	34.4	1.0	-1.7	na	na	-18.6	18.6	0.0	0.0
6239 Other residential care facilities		8.1	0.0	20.1	-18.4	4.8	7.6	0.0	0.0	-28.7	11.1	-0.2	-9.9
6241 Individual & family services		15.4	1.1	4.8	-12.9	2.7	2.7	0.0	1.6	-7.3	2.0	0.0	7.5
6242 Community, emergency & other relief services		149.7	0.0	4.0	7.1	4.1	3.8	0.0	5.8	0.0	-1.2	-3.3	0.0
6243 Vocational rehabilitation services		13.8	0.0	-12.2	85.8	1.9	1.8	98.0	0.0	51.7	-8.2	0.0	-19.7
6244 Child day care services		10.2	5.1	1.0	-4.5	-0.6	0.6	-42.0	5.5	-19.8	0.0	1.5	5.8
<b>71 Arts, entertainment &amp; recreation</b>		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
711219 Other spectator sports		145.1	0.0	0.0	-39.7	0.0	0.0	na	na	-12.2	na	0.0	0.0
7113 Promoters of entertainment events		181.4	4.4	-8.1	7.9	5.4	2.8	0.0	8.3	12.7	na	0.0	0.0
71131 Promoters of entertainment events with facility		-38.3	8.8	-6.1	18.8	0.0	0.0	na	na	16.7	na	na	-16.6
7114 Agents, managers for artists & other public fig		na	8.8	na	0.0	na	na	-8.3	na	na	na	na	na
7115 Independent artists, writers & performers		181.4	-2.9	1.9	0.0	-9.6	2.5	na	na	0.0	na	13.5	37.2
7132 Gambling industries		0.0	2.9	na	na	-0.1	5.9	0.0	1.4	0.0	na	-0.5	0.0
71329 Other gambling industries		-36.3	8.8	na	na	-0.1	5.9	0.0	11.0	0.0	na	-1.2	0.0
71392 Skiing facilities		69.5	0.0	0.0	0.0	0.0	0.0	na	na	na	na	na	na
<b>72 Accommodation &amp; food services</b>		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
7221 Traveler accommodation		0.0	2.9	0.0	4.1	0.1	-0.5	-1.1	1.1	-27.5	-0.6	0.6	3.2
722 Food services & drinking places		1.1	0.8	3.1	0.7	0.9	1.0	1.5	0.9	4.8	1.1	1.1	0.1
7223 Special food services		0.5	2.3	-3.3	-15.3	4.0	0.0	9.1	-3.4	-20.5	-2.3	-0.8	42.3
72231 Food service contractors		2.6	0.0	-6.1	-13.8	1.2	12.0	-25.2	-13.6	50.1	0.8	0.0	25.4
72232 Caterers		5.6	2.6	0.0	-25.3	22.3	-6.0	125.8	-6.8	-144.6	-11.5	na	na
<b>81 Other services (except public administration)</b>		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
81112 Automotive body, paint, interior & glass repair		1.4	0.8	-241.9	-7.1	-1.6	0.0	11.7	21.5	-1.2	4.8	17.6	-1.2
81119 Other automotive R&M		-1.2	4.2	273.4	-14.8	0.8	0.0	-1.2	-24.9	1.2	-1.0	-82.3	4.8
811192 Car washes		-1.4	5.6	401.2	0.0	-0.3	0.0	-98.2	-16.6	1.6	1.3	-123.5	5.7
811198 All other automotive R&M		0.0	8.4	383.1	115.8	2.3	0.0	na	na	0.0	85.7	0.0	0.0
811219 Other electronic & precision equipment R&M		0.0	5.8	583.0	-130.3	0.0	49.3	na	na	0.0	7.2	na	na
8121 Personal care services		3.5	2.5	-33.5	-3.1	3.1	7.4	5.6	0.0	0.2	3.1	47.6	4.3
81219 Other personal care services		85.6	0.0	-149.0	20.4	27.2	24.6	28.5	-24.9	2.6	0.0	52.7	7.6
812191 Diet & weight reducing centers		0.0	8.4	804.8	-86.8	na	na	0.0	-99.5	-5.4	0.0	-238.1	12.9
812199 Other personal care services		65.8	-8.4	89.4	53.4	27.2	24.6	0.0	0.0	1.7	0.0	0.0	6.5
81219 Pet care (except veterinary) services		0.0	4.2	-473.3	57.9	37.2	19.7	51.2	99.5	6.8	-21.7	31.7	6.5
813 Religious, grantmaking, civic, prof & like orga		1.8	0.6	0.5	11.5	1.2	-1.7	-1.4	5.6	0.6	0.6	26.7	-1.5
8131 Religious organizations		1.5	0.9	-74.5	18.3	2.0	2.4	-9.3	4.2	0.2	0.5	22.2	-2.1
8132 Social advocacy organizations		21.1	0.0	-283.1	86.8	2.7	-11.0	0.0	33.2	3.5	-5.4	285.7	-5.2
813319 Other social advocacy organizations		3.3	0.0	277.4	-86.8	0.0	0.0	na	na	0.0	0.0	0.0	0.0
8134 Civic & social organizations		25.1	2.2	372.0	-17.4	-1.3	2.9	6.3	5.9	5.3	1.8	16.2	0.0

## DEVELOPMENT EVALUATION FORM

CONSULTANT: \_\_\_\_\_

REVIEWER: \_\_\_\_\_

EVALUATION CRITERIA	SCORE (0-5)	COMMENTS
1. Experience in developing, marketing, and/or managing mixed-use development.		
2. Demonstrated ability to develop projects that are a "correct fit" with the neighborhood.		
3. Qualification of the development team.		
4. Experience in project management and compliance with budgets and schedules.		
5. Ability to provide financial resources.		
6. Demonstrated architectural and urban design experience.		
7. Experience with constrained development sites.		

Strategy for complying with MTDB's DBE goals? (yes or no)

Are local firms a part of the development team? (yes or no)

## **TIMELINE JOINT DEVELOPMENT**

<b>Date</b>	<b>Task</b>
Feb. 6	Executive Committee initiates process
March 6	Executive Committee approval of Request For Qualification
March 13	Board approval of RFQ and process
March 20	Issue RFQ and advertise availability
April 17	Pre-submission Conference
May 5	RFQ proposals Due
June 5	Executive Committee approval of short list and issuance of Request For Proposals (RFP)
June 9	Issues RFP
July 9	RFP Responses Due
Aug. 7	Staff recommendation to Executive Committee
Aug. 14 Agreement	Board selection of a developer and approval of an Exclusive Negotiation (ENA)
Nov. 20	Board approval of a Development Agreement

*Note: This is a best-case scenario that does not include additional time to remedy contamination, utility relocation or other environmental issues.*

**ATTACHMENT**

**CONFIDENTIAL**

**DEVELOPER'S STATEMENT OF QUALIFICATION  
AND FINANCIAL RESPONSIBILITY**

**1. DEVELOPER:**

Name:

Address:

Telephone & Fax:

**2. Is the developer a subsidiary of or affiliated with any other corporation(s), joint venture(s) or firm(s)?**

If yes, list each such corporation, joint venture, or firm by name and address, specify its relationship to the developer, the percentage of interest of the partners, and identify the officers and directors or trustees common to the developer and such other corporation or firm.

**3. The following individual(s) is authorized to negotiate on behalf of the development entity/team and the following individuals are responsible for project execution:**

Name:

Position:

Telephone & Fax:

**4. Financial Capacity:**

**A. The financial condition of the developer and each of the principal parties of the developer is reflected in the financial statement(s) submitted under separate cover, marked "confidential." (Only one set needs to be submitted). The financial statement should be an audited financial statement. Submit the latest audited financial statement available and the latest unaudited financial statement.**

**B. Name and address of the Certified Public Accountant who preformed the audit and/or prepared the enclosed financial statement(s):**

**C. Names and addresses of three bank references:**

Bank:

**Address:**

**Contact Person:**

**Telephone:**

**Bank:**

**Address:**

**Contact Person:**

**Telephone:**

**Bank:**

**Address:**

**Contact Person:**

**Telephone:**

**D. Names and Address of Business References:**

**Company:**

**Address:**

**Relationship:**

**Contact Person:**

**Telephone:**

**Company:**

**Address:**

**Relationship:**

**Contact Person:**

**Telephone:**

**E. Has the developer or (if any) the parent corporation or any subsidiary or affiliated corporation of the developer's officers or principal members, shareholders or investors been adjudged bankrupt, either voluntary or involuntary, within the past 10 years?**

Yes \_\_\_\_\_ No \_\_\_\_\_

If yes, give date, place, and under what name?

F. Has the developer or (if any) the parent corporation or any subsidiary or affiliated corporation of the developer's officers or principal members, shareholders or investors been involved in litigation relating to a development project either voluntary or involuntary within the past three years?

Yes \_\_\_\_\_ No \_\_\_\_\_

If yes, give date, place, general description and current status:

G. Total amount of developer work completed by developer during the last three years:

\$ \_\_\_\_\_

H. Projects currently in planning or development by the developer or principals of the development entity:

5. Does any member of the developer's corporation/partnership have any known relationship in connection with implementing the project with any member of the governing body of the agency to which the accompanying proposal is being made, or to any officer or employee of the local public agency who exercises any functions or responsibilities in connection with the carrying out of the project under which the land covered by the developer's proposal is being made available?

Yes: \_\_\_\_\_ No \_\_\_\_\_

If yes, explain:

6. Statements and other evidence of the developer's qualifications and financial responsibility (other than the financial statement referred to in Item 4A) are attached hereto and hereby made a part hereof as follows:

ATTACHMENT

Certification

I (We)\*, \_\_\_\_\_ certify that this Developer's Statement of Qualifications and Financial Responsibility and the attached evidence of the developer's qualifications and financial responsibility, including financial statements, are true and correct to the best of my (our) knowledge and belief.

Signed: Dated:

Signed:

Dated:

Signed:

Dated:

Signed:

Dated:

Signed:

Dated:

- \* If the developer is a corporation, this statement should be signed by the president and secretary of the corporation; if an individual, by such individual; if a partnership, by one of the partners; if an entity not having a president and secretary, by one of its chief officers having knowledge of the financial status and qualifications of the developer.

**ATTACHMENT**  
**STATEMENT OF QUALIFICATIONS AND FINANCIAL RESPONSIBILITY**

**I. STATEMENT OF QUALIFICATIONS**

Each Offerer shall submit a Statement of Qualifications containing the information outlined below.

**Identification of Offerer and Associates**

1. Name, address and telephone number of the Offerer and the principal person assigned by the Offerer to negotiate on its behalf.
2. Identification of the type of legal entity with whom the XXXXXX would contract (individual, corporation, partnership, joint venture, other) and date of organization. If the legal entity with which the XXXXXX will contract is different from the parent company, please indicate whether the parent company will guarantee performance.
3. Principals of the development organization (corporate officers, principal stockholders, general and limited partners) including names, addresses, title positions, descriptions of the character, extent and percentage of interest in the organization.
4. Designation of key consultants who would work with the Offerer on the Project, including planning, architecture, engineering, urban design and economics.

**Development Experience**

Description of the Offerer's previous relevant project experience with the type of development proposed. Provide a brief description of each showing the location, date, size of development and other such information. Indicate the current status of each project and the specific role of the Offerer in the Project. Provide photographs if available.

## II. CONFIDENTIAL STATEMENT OF FINANCIAL CAPABILITY

*(For confidential official use of the XXXXX and/or its agents)*

1.
  - a. Name of Offerer:
  - b. Address of Offerer:
2. The Land which the Offerer proposes to redevelop is described as follows:  
Development Pad (As shown on enclosed site map):
3.
  - a. The financial condition of the Offerer, as of xx xxxx 2002, is as reflected in the attached financial statement.

NOTE: Attach to this statement a certified financial statement showing the assets and the liabilities, including contingent liabilities, fully itemized in accordance with accepted accounting standards and based on a proper audit. If the date of the certified financial statement precedes the date of this submission by more than six (6) months, also attach an interim balance sheet not more than sixty (60) days old.

- b. Name and address of auditor or public accountant who performed the audit on which said financial statement is based.
4. If funds for the development of the land are to be obtained from sources other than the Offerer's own funds, provide a statement of the Offerer's plan for financing the acquisition and development of the land, indicating a proposed source and amount of equity investment, proposed source of debt financing, and evidence of ability to obtain financing.
5. Sources and amount of cash available to Offerer to meet equity requirement of the proposed undertaking:
  - a. In Banks:

<u>Name and Address of Bank</u>	<u>Amount</u>
---------------------------------	---------------

b. By loans from affiliated or associated corporations or firms:

<u>Name and Address of Bank</u>	<u>Amount</u>
---------------------------------	---------------

c. By sale of readily salable assets:

<u>Description</u>	<u>Market Value</u>	<u>Mortgages or Liens</u>
--------------------	---------------------	---------------------------

6. Name and address of bank and financial institution references:

7. Has the Offerer or the parent corporation, or any subsidiary or affiliated corporation, if any, of the Offerer or said parent corporation, or any of the Offerer's officers or principal members, shareholders or investors, or other interested parties (as listed in the response to Item 3 of the "Statement of Qualifications" been adjudged bankrupt, either voluntary or involuntary, within the past 10 years?

Yes  No

If yes, give date, place and under what name:

8. Has the Offerer or anyone referred to in Number 7 above been indicted for or convicted of any felony within the past 10 years?

Yes  No

If Yes, give for each case (a) date; (b) charge; (c) place; (d) court; and (e) action taken.  
Attach any explanation deemed necessary.

### **Certification**

I (We) \* \_\_\_\_\_, certify that this Confidential "Statement of Financial Capability" and the attached evidence of the Offerer's financial responsibility, including financial statements, are true and correct to the best of my (our) knowledge and belief and request that the information be treated confidentially.

Date: \_\_\_\_\_

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Firm

\_\_\_\_\_  
Firm Address

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Firm

\_\_\_\_\_  
Firm Address

- \* If the Offerer is a corporation, this Statement should be signed by the President and Secretary of the corporation; if an individual, by such individual; if a partnership, by one of the partners; if an entity not having a president or secretary, by one of its chief officers having knowledge of the financial status and qualifications.

# **Stakeholder and Delivery System Interviews**

## **Dubuque Downtown Master Plan Focus Group Script** **Synthesis**

### **Welcome and Ground Rules**

Thank you all for coming this morning/evening. My name is Anne Ricker. I am a principal in the Denver office of the Leland Consulting Group, a real estate strategy firm with a focus on downtown revitalization and urban infill strategies. I am part of the consultant team retained by the City of Dubuque to work with a citizen-staff downtown planning committee to prepare a master plan and revitalization strategy for Downtown Dubuque. You have been asked to attend this focus group meeting so that we can present some of the preliminary ideas that have resulted from our work to-date and get your reactions to them. As part of the "delivery system" in your community – someone who affects delivery of projects and programs to the market – you have been identified as a valuable resource for growing our understanding of the potential barriers to investment and reinvestment downtown.

Have any of you participated in a focus group before? You can see the tape recorder on the table. We will record what is said here tonight so we can be accurate in what we report to town officials. Now just forget the recorder is there! All of your answers are given in strict confidence. Your names will not be associated with your responses.

I'd like to cover a few "ground rules" with you before we get started. First, we consider all of you experts. Second, there will be no right or wrong answers. We want your honest opinions. All of you have been selected because you are stakeholders in the community, and your perspectives about downtown are especially valuable.

Finally, relax! We're hoping this will be both an educational and enjoyable process. Our discussion should only take about an hour.

### **Ice Breaker**

Let's go around the table. Just tell us your name, and briefly tell us how you are invested in downtown.

### **Creating a Common Understanding of the Plan**

Great! Before I begin with some questions, I'd like to describe to you the primary purpose of the Downtown Dubuque Master Planning effort. The downtown master plan has its roots in the Downtown Vision plan completed over a year ago. The master plan, while called a plan, is truly a strategy to guide growth and development downtown, and move the Downtown Vision forward to implementation.

With this objective in mind, I'd like to begin asking you some questions about your thoughts on the following downtown framework issues.

## Districts

### *Presentation of character district map*

- 1 Do you agree with the way we have characterized the various areas of downtown?

Generally, the participants agreed with the characterization. There was quite a bit of discussion around Central Avenue and its potential to transition over time given its relationship to residential areas. Also, there was some discussion about the relationship of the Port to Downtown (all were in favor of stronger connections).

- 2 Which district do feel offers the most immediate potential for investment? Why?

The two areas which the participants focused on the most were the Port (referring of course to the public investment, hotel / water park, and casino), Main Street and Bluff Street – they tended to focus on where investment was visible today, rather than speculating on where it might happen.

- 3 What will have to happen to encourage new development and redevelopment?

Not everyone understood this question, but responses included – incentives to property owners, more vacant land, education of the community about downtown, political support, etc.

- 4 Do you think development will happen by local property owners or out-of-town owners, first?

Surprisingly – without exception – the respondents felt that investment would happen locally, first; the developers and lenders seemed to understand the concept of local and out-of-town partners and that was a possibility for the larger projects. Depending on the participant's point of reference, the order of magnitude of investment was quite different including façade improvements, marketing plans, new development and redevelopment, etc.

## Framework

### *Presentation of framework map*

- 5 Do you agree with the location of the gateways and other framework elements?

Most of the participants understood the concept of a gateway and most agreed with their location. The only additional suggestion was to possibly incorporate a gateway between the Port and downtown were stronger connections to be developed.

- 6 Are you surprised by the number of historically significant properties?

Most of the participants were surprised by the size of the inventory. They became more impressed when we shared our experience in other markets and that Dubuque's inventory was easily 10 times larger than the average downtown in a similar size community.

- 7 Do you agree or disagree with the identified opportunity sites? Why?

The participants initially tried to tie the "sites" to an "address." When we explained that the colors were intended to communicate areas of investment, they seemed to generally agree. Interestingly, there was more talk about the warehouse area and other areas of influence around the study area.

8. Are there other locations which offer potential for investment?

No area was specifically referenced.

### **Development Concepts**

#### *Presentation of potential project concepts*

9. Do you know people who would be interested in living in one of these projects?

Many of the participants qualified their response to their own preference or their adult child's. They also talked about stages in their lives when downtown living might be most feasible. There was some discussion about downtown housing projects in other markets that they had seen and that "seemed successful." A few individuals talked about their lawns, gardens, access to schools - things they had on the fringe and which they weren't sure could be accomplished downtown.

10. What would it take for you to shop in one of these retail projects?

Relative to shopping - most of the respondents spoke about parking, ambiance, and merchandise. No one appeared to think shopping on Hwy 20 was wildly better than downtown. There seemed to be an overall discontent with shopping throughout the region.

11. Assuming you work downtown, are there any inconveniences associated with this location?

Among those participants that responded to this question, few if any identified any specific inconveniences - most seemed to like. One person told us that before working downtown they had some concerns, but that these had been allayed.

12. What other employment uses should be encouraged downtown?

Fairly consistently, the participants felt that primary employment uses should be encouraged downtown. There was a surprising level of awareness that it takes bodies to support retail and that during the day that meant employees and that during the evening that meant residences.

13. Are there other opportunities that exist today that you would like the plan to consider?

The responses to this question were highly reflective of the individual's interest - schools, tourism, living, shopping. There was some discussion about parking, events and regional transportation and how these are addressed downtown. One person brought up commercial property taxation and disincentives to invest.

14. What are precise issues or problems that the plan should address?

See response to Q. 13

15. What might interfere with future development and redevelopment projects downtown?

Most of the responses to this question referenced the need for political support, patience and community education. There was some discussion about money and the ability to get projects financed.

**Success**

16. How will you recognize a successful downtown 10 years from now? What will it look like?

The responses to this question were broad including – lots of people, new buildings, more shopping opportunities, more housing, increase in revenue to the city, regional recognition, etc.

That's the last of my questions! Thanks for your input.

Priority Interview List #1-Donors (No. 1)

Dubuque Board of Realtors  
Brad Brissey  
583-173

Capri College  
Chuck Fiegen  
588-2379

Katherine Krieg  
Dubuque Greyhound Park and Casino  
former City Councilperson 582-3647

Dubuque Bank and Trust  
Doug Stillings  
589-2000

American Trust and Savings Bank  
Nicholas Schrup III  
582-1841

Diamond Jo Casino  
Natalie Schram  
583-7005

Fischer Companies  
Jim Pfohl  
583-3526

McKesson Corp.  
Lori Fischer

Woodward Communications  
Robert Woodward  
588-5611

Alliant Energy  
John Larsen  
583-2635

Dubuque Area Chamber of Commerce  
Steward Sandstrom  
557-9200

Dubuque Board of Realtors  
Brad Brissey  
583-1737

Capri College  
Chuck Fiegen  
588-2379

Premier Bank  
Jeff Mozena  
588-1000

# **Community Meetings**

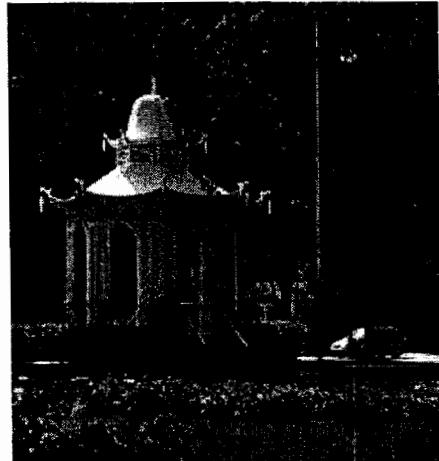
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## EXECUTIVE SUMMARY

The Project Team identified nearly thirty individuals whose expertise and insight was considered critical to understand the development and transportation issues impacting the downtown Dubuque and Port areas. The individuals or "stakeholders" selected for the interviews represented public, private and non-profit interests in the Dubuque community. The primary purposes of the stakeholder interviews were to: one, assess what business and community leaders of the city perceive to be the key transportation issues in downtown Dubuque for the next twenty years; and two, how best to solve current or anticipated transportation problems in the future.



The stakeholders indicated that the citizens of Dubuque generally view growth as a positive occurrence, especially as it relates to attracting more residents, jobs and visitors to the downtown and port areas. While many stakeholders were satisfied with the availability of parking and traffic conditions in downtown areas, some aspects of the transportation system were viewed as problematic including: the lack of signage along downtown streets; limited access to downtown and the port areas; poor circulation, especially related to one-way streets; and frequent bottlenecks at the Highway 20 / Locust Street intersection. While most stakeholders indicated the city's redevelopment efforts have not yet impacted downtown traffic, many respondents did suggest continued growth would impact mobility in the future.

The stakeholders generally considered transit to be an important element in the area's transportation system but suggested ways to improve the service by increasing the coverage of routes; providing more convenient routes and communicating better with the public.

Most respondents indicated their support for a fixed guideway system (i.e., trolley or light rail) in downtown Dubuque primarily because it would benefit area tourism, promote economic development and business opportunities, reduce the need for parking in the port area and preserve the historical character of the city. Stakeholder concerns included the potential high cost of the system, impact on the character of the community, marketing the service to the general public and coordination with current KeyLine service.

## OBJECTIVES

The stakeholders selected for the interviews represented public, private and non-profit interests in the Dubuque community whose organizations have a major stake in transportation and development in the downtown and port areas. The primary purposes of the stakeholder interviews were to: one, assess what business and community leaders of the city perceive to be the key transportation issues in downtown Dubuque for the next twenty years; and two, how best to solve current or anticipated transportation problems in the future.

Information gathered from participating stakeholders will be used to help craft the Dubuque Downtown Transit Alternatives Analysis and develop the study's goals and objectives.

## ARRANGEMENT

The Project Team identified nearly thirty individuals or "stakeholders" whose expertise and insight was considered critical to understand the development and transportation issues impacting the downtown Dubuque and Port areas.

Interviews with participants were conducted in-person or by phone. Project Team members designed the questionnaires to last approximately thirty minutes (see *Appendix for questions*). In some cases, Project Team members e-mailed the questionnaire to stakeholders prior to the interviews. A few individuals identified to participate in the interviews either declined an invitation or did not respond to multiple requests.

Upon completion of the interviews, Project Team members told the stakeholder participants that they would be forwarded a report summarizing the results of all interviews at a later date.

## PARTICIPANTS

---

- **Harry Bemis**, KeyLine Transit Board
- **Jeffrey Bullock**, University of Dubuque
- **Roy Buol**, City Council 2nd Ward
- **Chris Chapin-Tilton**, Grand Opera House
- **Patricia Cline**, City Council 4th Ward
- **Tim Conlon**, Conlon Construction
- **Joyce Connors**, City Council 3rd Ward
- **Sue Czshenski**, Dubuque Convention and Visitors Bureau
- **Rick Dickinson**, Greater Dubuque Development
- **Terry Duggan**, Mayor
- **Jerry Enzler**, Dubuque County Historical Society
- **Jan Feltes**, Cable Car Square Association
- **Teri Goodman**, Dubuque County Historical Society
- **Brian Hutchins**, Holiday Inn Five Flags
- **Paula Lange**, Holiday Inn Five Flags
- **Dan LoBianco**, Dubuque Main Street (DMSL)
- **John Markham**, City Council 1st Ward
- **Ann Michalski**, City Council At-large
- **Don and Charlene Nauman**, Trolleys of Dubuque
- **Dan Nicholson**, City Council At-large
- **Dave Rusk**, *Julien's Journal*
- **Michael Sands**, KeyLine Transit Board
- **Steward Sandstrom**, Dubuque Chamber of Commerce
- **Geri Schafer**, Dubuque Museum of Art
- **Natalie Schramm**, Diamond Jo / Peninsula Gaming
- **Michael C. Van Milligen**, Dubuque City Manager
- **Paula Wolfe**, Five Flags Civic Center Manager

# RESULTS

## I. How is growth perceived in the City of Dubuque?

### Generally Positive Reactions

Growth is seen as a very positive thing (like the *America's River Project*), even outside of the downtown area.

The community perceives growth as welcomed; there are only a few "no growers." Residents are especially excited about getting back on track after economic hardships in mid-80's and early 90's. Growth is clearly occurring on the riverfront and in downtown. Commercial growth has been dramatic in the last three-to-four years. Growth is occurring even while the country is in an economic downturn.

Growth is perceived as very positive and exciting. It's heartwarming to see how the city has transformed itself in such a short time. I'm also impressed with how strongly the community leaders are behind the projects.

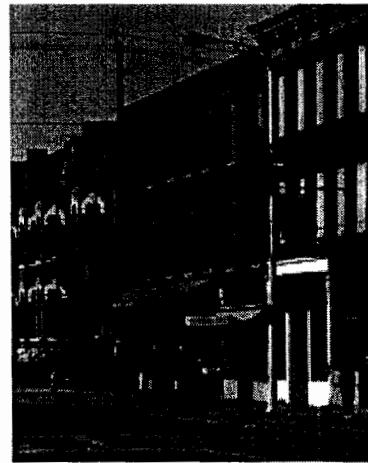
Growth is "miraculous." I've lived in other cities in Iowa and the amount of growth in Dubuque is beyond belief. Dubuque residents are definitely aware of growth occurring in the city.

Entrepreneurs want to come into the area as people continue to move into the city. This is perceived as a very good thing. Programs like *Dubuque 365* are trying to bring back college graduates and other young people to work and live in the city.

Growth is very positive. The city is going through a renaissance and I'm excited about the opportunities. The City appears much more upbeat than it was twenty years ago. The Chamber of Commerce and the City have worked hard to bring about the growth.

Growth is positive – the city has substantially revamped its employment – especially in the last five years.

Growth has been great, really making the community transition into a "new Dubuque." The key to a lot of this growth is that it is from within - local community people are sparking the growth - not just national/regional chains



from outside the community. Over the last ten years (mostly the last five), the community has added 1,400 new homes, 500 new condos, and growth from 30,000 to 52,000 in employment.

Dubuque has been stagnant for a long time - until five years ago when the community experienced significant growth, especially economically. There has been some decline in blue-collar workers with the shut down of the packing plant a couple years ago. Overall, Dubuque has positioned itself very well for future growth and stability.

Positive— I see growth in the downtown and to west which is generally embraced by the community. I believe the city is well positioned for growth, but am concerned about the stagnant population over the last twenty years. I believe the economic stimulus in the port / downtown areas and the various industrial parks could result in growth of 20,000-40,000 population increase in twenty years.

There's lots of development on the west-side by the river that is very positive, but the city itself hasn't grown much over the last fifty years. We're not the drawing card we should be but the new development shows a lot of promise.

Growth is perceived very positively; some people are set in their ways and don't want progress but as a whole, we're progressing nicely.

Employment and population growth are directly tied together. The amount of growth occurring in the port area is impacting the other businesses. It used to be that the economy was based on John Deere and the packing plant. Over the last five-to-ten years, the economy has diversified considerably. The diversification of the economy has led to a more stable community and shouldn't be as susceptible to fluctuating economies.

### **Mixed Reactions**

Mixed emotions. Some residents like progress while others don't want to change anything. New venues and new jobs are well received but competition from larger employers (who will have an impact on long-time Dubuque businesses) are poorly received and usually opposed.

Very positive about growth. Dubuque is one of the few communities in Iowa that is growing. At the same time, there are some people worried about taxes and taking care of the existing infrastructure.

Population statistics show that it is stagnant— but feel that some people were left out of the census. The closing of the packing plant a couple years ago had a significant impact on the blue-collar employment, but the white-collar employment has significantly improved.

There are infill problems because people are all moving out of downtown to the city's edge. There is a ton of new construction, but the city is not utilizing existing resources. There are also lots of opportunities to live in existing stock in downtown with some minimal investments in refurbishing. Obviously the people see growth, but are concerned there is no population growth. The TIF district in Asbury is not helping the infill growth in Dubuque.

Although job growth, especially downtown, has been remarkable, I'm concerned that the population is stagnant. I wonder if people are just moving into new developments and leaving many vacant. I'm excited about port growth and hope that the new attractions will bring in tourists, which in turn brings in better entertainment venues, restaurants, shows, etc. I am a big supporter of "regionalism" promoted by the governor. Although citizens see development occurring, the city really has nothing to "put them on the map" - such as a Red Lobster.

I am excited about the growth that is occurring and planned, especially because the community had been pretty stagnant for many years. I believe growth is putting Dubuque in a much better position than it was ten years ago. I am also excited about future oriented thinking that is occurring in the community. Some people may be a little ignorant towards growth; they may be disappointed that the city is spending money in downtown/port areas while they are having significant storm water problems, for example.

## ***II. How do you see the city growing over the next twenty years?***

### **Generally, Growth Will Occur Throughout the Community**

Over the next twenty years, there will be continued development, especially interest in renovating old buildings. "Bringing back the past to enhance the future."

Thousands of new residents, bigger and better businesses will thrive in our community. I hope we grow double in twenty years, but we need better highways to put us on the map.

There are lots of redevelopment opportunities. I think growth will continue to occur, but not at the level it has in the last five years. We are positioned to make it through the national economic downturn.

I think the next twenty years will be a lot more controlled. Dubuque has positioned itself successfully to weather the poor economy and I expect to see five-to-ten percent growth per year over the next couple of years (both population and economically).

### **Growth Will Primarily Occur Downtown / Port Areas**

Growth will continue to occur both in the downtown area and on the west side of town. In the downtown area, lower Main street and the ice harbor area will be the fastest growing areas.

In addition to planned growth along the Ice Harbor, growth will continue to occur in the downtown area.



There appears to be real interest in the downtown area, especially in its historic buildings that have been and will be renovated. I am hoping that Main Street will have more shops and businesses in some of the vacant properties but I imagine they will come in the next few years. I expect continued leadership to lead the development efforts over the next few years.

Dubuque will continue to grow to the west and south and in downtown. The city will continue to transform itself into a more service-based economy. New investments will be made to ensure the historic character of the city is preserved.

Over the next few years, there will be an explosion of development along the waterfront with additional capacity of infrastructure. Over the next twenty years,

Dubuque could be the major economy of the state and will compete with other cities (Madison, Quad Cities, etc.)

### **Growth Will Primarily Occur in the Suburbs**

The city is going to grow quite a bit, especially with the industrial park going up. I would like to see more growth downtown (like the 1950's). Our growth now is occurring more to the north and west than the southern part of town.

Growth is primarily occurring westward; I expect more growth in the suburbs than in downtown

A majority of the development is expected to the west and a minimal amount to the south. Industrial parks have and will probably continue to develop on the west with increased residential development, as well. If the growth continues at the current rate, there are going to be considerable quality of life issues.

Growth is expected to continue on the west side of the community.

To the west, there may be some development, but it would most likely be part of Asbury.

There are opportunities for growth in the south, which definitely need more infill. I feel the west is built to limits, because of Asbury city limits and connectivity issues with downtown.

We expect ten-to-fifteen percent growth over the next twenty years. We're shooting for 2,500 new residents over the next five years alone. There is quite a bit euphoria surrounding the growth that will occur downtown. However, while there will be some growth occurring in these areas, a majority of the growth will probably occur in unincorporated areas outside of Dubuque.

### **The Impact of Growth on the Community**

While growth in Dubuque will occur, there is some fear about growth. For example, Dubuque is a well-kept secret now but in a few years— as more people choose to live here— the housing market may dramatically increase. Over the next twenty years, I expect some pains that will be difficult for the community to adjust. Some businesses will succeed while others will fail.

I hope that Dubuque will make itself a destination. A recent market study believes visitor patronage is supposed to rise from one million to 1.5 million visitors annually because of the new developments. I think the city will establish itself as a regional destination— a place where people come to and then want to stay or come back because they enjoyed it.

Tourism looks to be a catalyst for a lot of future economic growth. I am hoping that it will attract more restaurants, entertainment, etc. that may eventually spur

more businesses to come to the community. I believe that there will be more white-collar job growth spurred from the Cigna and other job success.

I expect the service sector to grow a great deal and as a result, encourage other areas to grow alongside it. This will result in an improved quality of life.

The community may need to manage expectations a little bit because forecasts may be a bit high. But the community is in a good position for growth. I want to see better roadways in and out of the community and better circulation within the community so that growth doesn't have a bad impact on the transportation system.

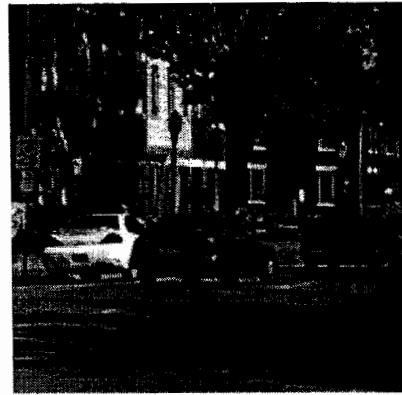
### ***III. What are the roadway deficiencies and / or bottlenecks within the downtown area?***

#### **Parking in Downtown / Port Areas**

Parking in the downtown area is sufficient but one large employer moving into the area could squeeze parking considerably.

Civic Center parking is a problem. Load-ins and load-outs are very poor.

Parking has really improved.



#### **Signage in Downtown / Port Areas**

One of the biggest problems that is currently being worked on is the signage system; people have a hard time knowing how to get to downtown from the regional roadways.

The street system is crazy. Signage improvements are forthcoming—a major need. Generally, downtown traffic isn't too bad.

I find Dubuque difficult to get around with poor signage and too many one-way streets. Generally, the traffic is fine, primarily outside of the downtown.

#### **Congestion in Downtown / Port Areas**

During the week, there are no traffic jams and few parking problem; the new ramp is great. If more developments come—and hence, more people—traffic could become a major problem in the downtown area.

There's the potential for a bottleneck near the Ice Harbor

There's not a lot of traffic downtown because there's not a lot of businesses downtown.

Since we've opened up Main Street, things have really improved with respect to transportation; some areas are being looked at now for improvements.

#### **Access to Downtown / Port Areas**

Access into and out of the ice harbor area is a major concern in the redevelopment effort. Highway 20/new Mississippi River Bridge will alleviate additional city access bottlenecks.

Access to the Ice Harbor area is a concern. Direct access from the Mississippi River Bridge would improve access to redevelopment area.

Access to downtown from Highway 20 a concern.

I don't want to see visitors stay only in the port area; I want people to come for the attractions and let downtown businesses feed off the visitors.

Access issues related to the downtown and port areas are critical.

### **Circulation in Downtown / Port Areas**

There are too many one-way streets in downtown Dubuque.

There's a lot of confusion with the routing and one-way streets, especially from the Civic Center.

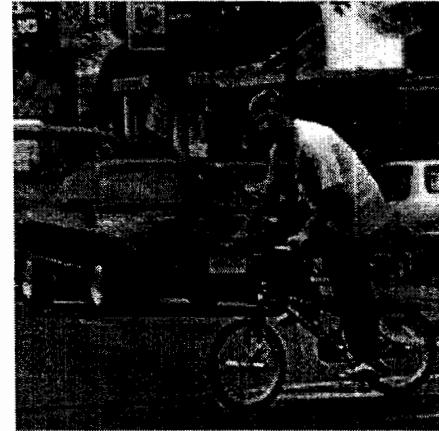
The one-way street system in downtown may cause confusion for visitors but is fine for people who live there.

There's a need to develop a transportation system that people can use to move easily throughout the downtown area

I am content with downtown traffic— especially since they turned some of the one-ways back to two-ways.

I believe the synchronization of traffic controls break down too often, especially on Iowa Street; when you are heading north you don't stop but going south you stop at every light.

The in/egress of the port area is a minor problem, with the major concern about taking pressure off of Fifth Street. The opening of Main Street and transition away from the one-way network has improved traffic circulation considerably.



### **Semi-truck Traffic in Downtown / Port Areas**

I'd like to see the city encourage heavy trucks back on to the bypass by turning it into a two-way street.

Truck traffic in the morning causes congestion issues around downtown.

## Highway 20

Highway 20 at noon and the late afternoon is congested.

Dodge & Locust at the foot of the Highway 20 bridge is currently a problem but will be remedied by the bridge expansion and new overpass.

Bridge crossings off of Hwy 20 are problematic.

Highway 20 (Dodge Street) is a major hassle.

Several problems exist at Highway 20 and Locust.

There's a lot of traffic on the west-end at the Highway 20 / JFK intersection.

Generally, the traffic is fine although outside of the downtown, there are issues on the west-side at Highway 20 and JFK.

Highway 20 / Dodge Street is definitely a bottleneck right now. The bridge, especially where it goes to two-lanes, is a significant bottleneck. Also, it was noted that some of the problems on the Highway 20 corridor are created by poor signalization. I believe that even though re-signalization may be warranted in some locations, they often cause more problems than in the past.

Highway 20 intersection through Dubuque causes an unnecessary bottleneck.

Dodge / Locust St area near Highway 20 bridge is a problem area. The traffic control appears to be aligned badly and is poorly timed, especially with some of the volumes during certain periods of the day.

Access issues on Highway 20 and Locust Street area cause conflicts and traffic flow problems.

Highway 20/Dodge St area at certain times is bumper-to-bumper.

## Other Specific Locations

I have a lot of frustration at specific signalized intersections including University Avenue / Asbury Road and Highway 61 / Rockdale Drive.

The intersection at Third Street / Grandview— a cut-through for a lot of people trying to avoid Highway 20— causes backups, especially from those cars trying to turn left.

I believe that University/Pennsylvania needs to be made a true collector / arterial.

#### IV. *How have these transportation issues impacted the way your business / agency operates?*

##### **Transportation is Not a Major Issue**

These transportation issues have not really impacted current business operations but they are a significant issue outside of downtown Dubuque.

Transportation has not affected my business.

Transportation has not really been a major problem, although people will complain now-and-again that it's taking too long to get to work.

Transportation is not too significant at this point, unless some of the bottlenecks are not solved.

##### **Transportation is Impacting Current Operations**

We don't want to scare away visitors / tourist business.

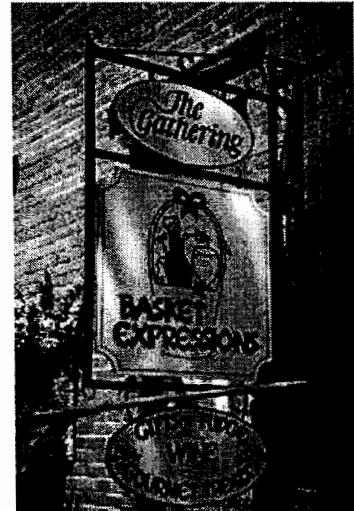
We want to get people (especially visitors) around better and provide the ability for people to not have to drive their cars. We are also concerned that bottlenecks inconvenience and deter visitors/tourists from coming into the downtown area.

Constituents do not use mass transportation, but are very vocal about bottlenecks on Highway 20 / Dodge Street.

There are a lack of east-west routes through the city right now, basically because of topographical constraints. Dodge Street is the only road that currently provides that connectivity.

You can't make money if people don't come. Improved transportation will help in this way.

We need the downtown to be a destination, not a thoroughfare. Businesses in downtown want front door parking and are concerned about losing them. I believe east-west connections are limited and cause a barrier between the residential areas and downtown. The regional connections of the community limit the amount of people who actually come to Dubuque; regional tourism is a major problem.



Dubuque was, until recently, the largest city in the country not served by a four-lane highway. This has been a detriment to growth in the city.

### **Parking is a Concern**

The perceived parking deficit in the city is limiting opportunities for growth.

Transportation has little impact on business operations, although parking is somewhat of a concern.

### **Improved Transit Service Would Help Businesses**

There's been no impact on the way transportation has affected my business. However, if the public transit system was changed, we might consider opening up in the evening.

It would be nice to have some type of circulator service or shuttle service to serve and connect the new developments.

### **Transportation May Impact Future Operations**

If some of these improvements are not done, there are major concerns about the attractiveness of new businesses coming to the city. Nothing at this point is dangerously hindering any businesses—but it may in the future.

Our business could double in five years, primarily because of the new development that is (and will) occur.



Transportation does not significantly impact our business, though it may in the future with the growth of population / tourism.

**V. In your opinion, how have the city's development / redevelopment efforts impacted transportation in the city?**

**Transportation System Relatively Unaffected**

Development/redevelopment really hasn't impacted downtown that much.

New development really hasn't impacted the area's transportation, except with the potential building of a new Wal-Mart— given the current street alignment.

Development isn't quite here yet— it's still in the planning stages. Transportation must be considered as new development occurs, however. We must figure out how to get people around the city.

There hasn't been much development so far suggesting that transportation has been impacted little.

Development/redevelopment efforts have not impacted transportation too much.

So far the port has not had any significant impacts/problems. I'm hoping that the abundance of parking in downtown will be used and the opportunities to close off parking in the port during special events will occur. Event traffic could cause gridlock, especially with only two access points in and out of the port.

**Transportation System Has Been Affected**

The increase in development is challenging the community to explore different transportation options in the area. The question is, how do we best link these areas?

As a result of the development, Dubuque is beginning to have traffic patterns like that of a big city.

I've definitely seen more vehicular traffic in and around the port area and downtown— over and above just casino traffic. People are driving around to see what is going on in the downtown and port areas. Festivals in the port area this last summer created parking problems; the public couldn't park in the port area so people were parking in downtown and walking across Third Street.

The commercial corridor on Highway 20 is constrained because of high traffic volumes, but businesses still want to be there because of number of people that drive through the area.

Development has created a much bigger need for parking, but I would hate to see an "island" of parking ramps. In general, the transportation system has kept pace with development.

I believe that the downtown and port areas need some type of public transit option to minimize the development of parking structures and provide an attractive system that is an attraction or event in itself. People are often afraid of parking structures in Dubuque—they aren't comfortable and will avoid them if possible. I would also like the city establish free parking meters on as a way to bring more people downtown.

### **Transportation System Will Be Affected in the Future**

I am concerned with the decision to build the conference center in the port because it will make people stay in the port and not come into the downtown area; local businesses will not benefit from the tourists visiting the conference center. So far the impacts are limited, but I am especially concerned in the future when everything is open and operating with the 500,000 more people are visiting the area.

The area's transportation will be affected much with the establishment of the *America's River Project*. More tourists and residents will come downtown leading to potential transportation problems.

Convenient access to the port is not available and I am concerned it may impact its success. We need an area to be a destination people want to come to and will come back for—and for other businesses to feed off of these visitors (multiplier effect).

The transportation impacts will come as growth continues. I envision significant transportation problems as more of the port is developed. Parking in downtown has helped alleviate some of the parking problems during festivals and events. I expect significant traffic circulation and access problems in the near future as more things open.

I don't believe that the redevelopment efforts in the port have had significant impacts, but the magnitude of development and patronage expected will create a very high concentration of vehicles, pedestrians and parking facilities in the area.



## VI. How is KeyLine Transit received in the community?

### An Important Community Service

KeyLine Transit provides a very positive service for the community; it has great management and works well with the City Council. Unfortunately, KeyLine— like a lot of other organizations— is strapped for cash and can't provide some of the services it wants to.

I see KeyLine as a social service to those who can't afford to drive or don't drive.

KeyLine is actually a fair system— but it is hard to get people to use such a system in a small metro area.

KeyLine has a good reputation in the community. We have a great relationship with them, as well. They have a great staff.

KeyLine is trying to serve new subdivisions, change some routes around and provide more reliable service overall. There is a need to improve fixed route service and make it more convenient and reliable.

### Service is Underutilized

Transit service is not used except out of necessity.

Those (few) people who use KeyLine generally see it providing a valuable service. Most see it as a waste of money. While KeyLine staff has tried to make their services more reliable and economical, ridership continues to lag.

KeyLine has low utilization of its buses and is more of a social service. The hours of service are too limited— the service ends too early at night which limits the number of people who can use it. Overall, the system is underutilized and basically a social service instead of a necessity.

As an observer, KeyLine Transit has a low utilization of buses.

Ridership on KeyLine Transit has really dropped off. I would recommend smaller buses that are more geared toward the elderly. Buses are not packed which wastes gas, leads to more pollution, etc. In general, better service and routes are needed.

KeyLine generally has low ridership.

The system is very underutilized and acts more like a "social service" than a commuter-based system.

Not enough people use KeyLine Transit.

Getting other people to use transit is a challenge. People simply don't know how to use it. Marketing programs could include free buses for special events, greatly discounted rides for the Taste of Dubuque, etc.

### **Generally Provides Service for Transit Dependent Population**

The perception is that KeyLine is a low income service.

Only people that use KeyLine Transit are low-income, elderly.

KeyLine is not perceived positively. Negative image includes the inconvenience and "shady characters" riding the bus.

KeyLine primarily acts as a social service— for handicapped, elderly and low income.

Transit is generally considered an infrastructure service, not providing a transportation option for most people.

The image of transit, especially of the young, is that the system is for old and weird people.

**VII. *What are some deficiencies you detect in the current transit system?*****Service is Generally Inconvenient**

The existing system operates during limited and has too long of headways—typically an hour long. In addition, the routing seems inefficient and relies too much on transfers.

The transit system does not provide good access to areas or convenience, especially for the elderly community. The bus typically comes only once an hour which can problematic for many people.

Over the last five to seven years, KeyLine has improved its service greatly. If it can continue to speed up its system and move persons in a reasonable length of time, it'll get even more persons to use the system.

I believe that more off-hour services can add convenience to the fixed route.

Service is lacking during the evenings. In general, the bus is not convenient.

The bus is rather inconvenient.

**More / Improved Routes Need to Be Established**

All of the transit routes are based around the mall that leads to poor circulation in downtown. Station areas should be moved to Cable Car Square.

Current transit service does not extend to several companies (like the technical park) and to the far west side.

I am not really familiar with the transit system but I would like to see people better able to get from the Ice Harbor to other areas Dubuque has to offer—before the bulk of the people actually come.

Keyline should be more demand responsive instead of dependent on a fixed route system.

KeyLine should increase service, especially to the east side of the community.

The casino uses private buses to transport patrons from west side hotels and will likely continue to do so.

Current transit service doesn't serve enough locations—especially in the harbor area.

### **Improve Communication**

KeyLine could provide more educational services to its residents.

If people learn how to use transit, it will increase business to downtown. We must market and promote transit.

### **Improve Coordination**

We should improve the coordination among the county, regional and private transit services.

I just don't think that much more could be supplemented. I feel like the council has tried everything and the cost of transit services still continue to climb.

KeyLine should be coordinated more with human services.



**VIII. Do you think the redevelopment efforts in the port area are changing people's view of transit—particularly a fixed guideway option?**

**Yes. Residents' View Of Transit Is Changing / Will Change.**

As the Port area continues to develop, people's attitude of transit will change. People will realize that transit is part of the "package" and good for visitors. New transit service will diminish sprawl. A viable transit service will mean more people will come downtown. A new transit service should foster growth.

Yes, people are looking for increased ways to get into the downtown area. Businesses in the area feel they need to bring people from the port to other parts of the city.

A fixed guideway trolley (or vintage trolley) is recognized by some as important.

The redevelopment efforts are changing people's view of transit in the area, especially when looking at it as a tourist, recreational or entertainment option. If promoted and marketed correctly, people will use it.

The city will need some form of transportation to get people to where they need to go (from Point A to Point B).

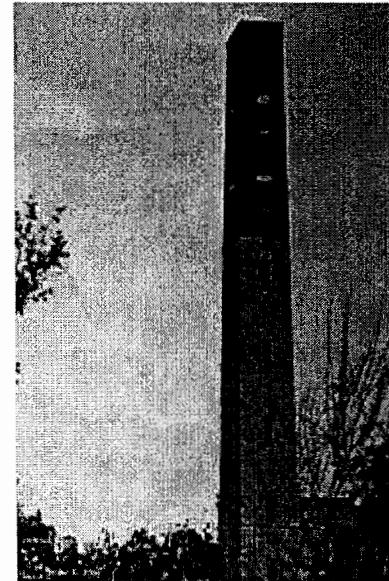
With everything that is occurring in the port area, you're going to want to have public transportation that is convenient.

I believe people are understanding that some type of park-and-ride or transit circulator needs to be implemented.

People who work or use downtown are starting to understand the need for transit service—and they definitely don't want the port to become a big parking lot. There seems to be a lot of excitement in downtown considering all the development that is occurring and the potential for a circulator transit service.

There's limited public transportation now so additional transit alternatives are being looked at seriously

I get calls all of the time asking how we are going to get from downtown to the port area. There's talk about a trolley system. I think people are interested to see some sort of trolley service enabling people to get to the port and back.



**No. Residents' View Of Transit Is Not Changing / Will Not Change.**

I don't think it will ever change the views of native Dubuque residents— but may for visitors, especially during conferences and special events.

I don't believe the development is changing people's views on transit, transportation, or parking. In addition, I foresee such a system to be used by tourists only.

The port development may change visitors' views on transit— if a good system is implemented— but I don't feel that many residents in the Dubuque community will use it.

I believe that people from Dubuque will not use a transit system unless it's very convenient; a new transit system could be a great amenity for visitors and tourists to use, however.

Only people who have a notion of and a passion for the city's transportation issues are aware of any transit alternatives being considered. Other people who don't know much about the study consider it a joke. Most people concerned about the traffic being generated by development/redevelopment want changes made to the street system first.

**IX. Please rank where transportation, redevelopment activities, environmental protection, and preserving the character of the community fall in the hierarchy of issues affecting the area.**

### Transportation

Ranking	Stakeholder Selections
First	1
Second	8
Third	11
Fourth	2

### Redevelopment Activities

Ranking	Stakeholder Selections
First	11
Second	6
Third	2
Fourth	1

### Preserving the Character of the Community

Ranking	Stakeholder Selections
First	11
Second	2
Third	2
Fourth	3

### Environmental Protection

Ranking	Stakeholder Selections
First	0
Second	0
Third	7
Fourth	12

**X. *How do you personally feel about implementing a fixed guideway option?***

**Generally Positive Reactions**

I see a fixed guideway option as a great positive and a major attraction.

I thinks it is absolutely necessary because whenever the city holds conferences and conventions, one of the major issues is transportation services. It would be a major benefit to have a public system that is attractive.

I believe there is a saturation of parking in both the port and downtown areas.

A fixed guideway alignment would add character to Dubuque but it would have to be promoted as an experience.

I see nothing wrong with having a rail system or street car to bring back the heritage of the city while moving people around quickly. At the same time, I would want to ensure the existing trolley service continues to operate in the city.

I like the idea of having an improved transit system in the downtown area. It would definitely benefit my business by getting more people through the doors.

I believe that a transit alternative is absolutely critical to efficiently and effectively move people in the area— especially so people can enjoy their stay without having to worry about parking their cars.

I have strong feelings about having an exclusive route in the downtown area— specifically a circulator route that has good frequency.

I think it's a good idea but I'd much prefer to see a trolley rather than rail.

I'd like to see some sort of alignment done. I'm definitely in favor of it.

I would lean toward a vintage trolley system because the cost would be lower than LRT— a technology that could change the character of the downtown area. Rail could be more environmentally friendly than other alternatives, though.

I'm inclined to support some sort of trolley system as long as the service would be flexible. Given all other factors, it would have to provide exposure to the community— not just concentrated in one area.

There is a need for peninsula transit system; the riverfront is a nicely planned themed area that the community does not want to see turn into a big parking lot.

### **Mixed Reactions**

Rubber-tire trolleys make much more sense than LRT. That said, people are much more concerned with issues related to the road system (elevated access, bridge, etc.) than with transit.

I don't have a problem with fixed rail but if it takes up a lot of space or you have to tear down some buildings, it could be a problem.

I am concerned with how traffic would be combined with transit—for example, if there is a need for a dedicated transit lane. I generally believe that people who use parking facilities in the downtown and port areas should get free transit rides; this will really encourage people to use transit and parking.

### **Generally Negative Reactions**

People are not likely to pay to use an intra-port area shuttle.

I believe there is no benefit from implementing transit to create a better connection. I don't believe it is truly beneficial.

**XI. *What do you perceive would be the benefits of having a fixed guideway system in the downtown and port areas?*****Reduce the Need for Parking**

Keeps the port area from becoming a big parking lot.

Improves parking problems while promoting tourism.

Minimizes the need for new parking structures.

Won't make the port area a big parking lot; could save money from building more structured parking.

Move people around without having to invest city money in new parking lots.

**Benefit Current Businesses**

Leads to a more reliable work force.

Benefits businesses downtown by bringing more people through their doors.

Spreads the wealth of visitors to downtown and port area businesses.

Could help downtown merchants; won't tie people down to one area of downtown.

**Lead to Increased Economic Development Opportunities**

Spurs additional developments that would have a significant dollar impact on Dubuque.

Induces additional economic development; more restaurants and entertainment.

**Promote Tourism**

Interesting novelty.

Promotes spontaneous travel between tourist sites in town.

Moves people around the city easily and quickly.

Could be an attraction in itself.

Brings tourists back to the community.

Great visitor attraction.

### **Preserve the Area's History**

Preserves the city's heritage.

Adds to the historical character of the area.

### **Reduces Congestion & Improves Access to the Downtown / Port Areas**

Connects the area's attractions.

Alleviates congestion in the downtown and port areas.

### **Enhance the Area's Quality of Life**

Improves the area's quality of life.

Provides environmentally-free travel.

Property Owners, Downtown Businesses, Residents, Interested Parties

Mike Donahue, US Bank 563-589-2252  
Tim McNamara, Wilmac Properties 563-556-8881  
Cable Car Association, shop owners 4<sup>th</sup> and Bluff: Ken and Maureen Siegert  
Shamrock Imports; Cable Car Assoc. 563-583-5000  
Jack or Tom Thompson, TFM/ Oky Doky 563-556-8050  
Dick Hartig, Hartig USA Drug 563-588-8700  
John Gronen, Gronen Properties 563-557-7010  
Jeff Morton, Morton Design 563-585-0043  
Sue Czeshinski, Dubuque Convention Visitors Bureau 563-556-4372  
Jerry Enzler, Dubuque County Historical Society 563-557-9545  
Denise Dolan, Dubuque County Auditor 563-589-4499  
Wayne Briggs, Platinum Services 563-557-2504  
Scott Neuwohner, Cooper Development (*Bricktown*) 563-582-4747  
Sr. Inez Turnmeyer, St. Mark Center 563-582-6211  
Nan Welch, Prescott School principal 563-588-3456  
Ken and Mary Loney Bichell, Mississippi Mud Studio and downtown residents  
563-585-0919  
Bob and Cynthia Byrns, (residents; author, artists)  
\*Jim Geisen, Community Development Commissioner, Ecumenical Housing  
563-557-9299  
Mike Steele, Steele Financial 563-588-2098  
Lori Thielen, CIGNA 563-585-6600  
Dr. Roger Murray, dentist : *Grape Harbor* owner and new restaurant owner  
on Old Main St. 563-582-0117  
\*David Harris, Housing Services 563-589-4239  
\*Dan LoBianco, Dubuque Main St. Ltd. 563-588-4400  
Mike Kielty, 563-583-3780  
Bill Conzett, attorney 563-556-8552  
Gordon Mills, architect 563-588-2198  
John Link, Cottingham and Butler 563-583-7301  
Pablo Ramirez, downtown resident and bike police officer 563-589-4410  
Rob Denson, President NICC-Northeast Iowa Community College  
563-557-8271  
Pat Kelly, Downtown Neighborhood Council. 563-588-3390  
Tom Parsley, Radio Dubuque 563-588-5700  
Amy Boughton, Mandolin Inn 563-556-0069  
Sr. Jeanette McCarthy, Hispanic Ministry 563-584-0640  
Terry Duggan, Mayor 563-556-2525  
\*Laura Carstens, Planning Manager 563-589-4210  
\*Dave Rusk, 563-557-1914  
Rick Dickinson, Greater Dubuque Development Corporation 563-557-9049  
Mike Van Milligen, City Manager 563-589-4110  
Dick Friedman, The Friedman Group 563-556-0272  
Pat Friedman, Friedman Realty Group 563-583-7580  
\*Jim Gibbs, Remax Realty and Historic Preservation Commission 563-588-3078  
Greg and Peggy Stover, Fannie Stout House B&B 563-582-2218  
Ben Graham, Graham's Style Store 563-582-3760  
Rob McCoy, McCoy Jewelers and resident of Old Main 563-556-5325  
Michelle Burbach, Walker Shoes 563-583-7341  
Ken Manahl, O'Toole Office Supply 563-556-7074  
Mike Brannon, Brannon Monuments 563-583-6318  
Ken Buesing, Buesing and Assoc. 563-556-4389  
Michelle Mihalakis, Café Manna Java  
\*Ann Michalski, City Council member and downtown resident 563-557-7937

\*Bill Baum, Economic Development 563-589-4393  
\*Bob Felderman, Felderman Appraisals and Continental Realty 563-557-1465  
John Finn, Busted Lift 563-587-9712  
Landlord's Association, John Herrig 563-556-1421  
Dave Stewart, Richard's House B and B 563-557-1492  
Audrey Henson, past Historic Preservation member and resident of Old Main  
563-583-4614  
Suzanne Guinn, past Historic Preservation member and downtown resident  
563-583-2592

\*asterisks indicate DPC members

**XII. *What do you perceive would be the detriments of having a fixed guideway system in the downtown and port areas?***

**Funding Issues and Perceived High Costs**

Poor use of scarce funds.

Significant expense.

May need to be heavily subsidized.

Costs may pose a problem but I believe it is an absolute necessity to have this service.

I don't want the city to spend money on something that won't be used.

Costs may be high.

Potential drain on city budget to operate and maintain a circulator system.

Perception that it may consume public resources in an unsuccessful venture.

Anticipated high costs.

Local community might perceive it as expensive.

Costs— capital and operating.

The cost might exceed the benefit.

Funding— specifically obtaining outside money sources.

**May Impact the Community's Character**

Might change the character of the downtown. Hopefully won't take up a lot of space downtown.

What will be the impacts on the community?

Localized benefit to the community; I would like it to be able to serve other hotels, bed and breakfasts, etc. outside of downtown.

It has to be the right system or it could be detrimental to the success of the downtown area. We have to make sure it matches the community's character and is an attraction itself— much like the port is an attraction.

## **Educating the Public**

Must market it in a different way to the city bus or people won't want to ride it.

It's going to take a lot of education efforts to get citizens of Dubuque to use the system. In addition, it is extremely important to make the system sleek, comfortable, convenient, and attractive— and uphold the character of the community. It must look different than the basic city bus.

## **Concerns About the Service**

Service is not flexible.

I'm concerned the service would primarily serve tourists and not residents; we should try to make it accommodating for all.

KeyLine needs to look at this issue carefully with respect to getting its current service tied into this new service.

## **Losing On-Street Parking for Merchants**

Concerned about taking away front door parking, which many businesses rely on.

Concerned for the loss of on-street parking spaces and pushing people into parking ramps.

## **Other Issues**

Maintenance issues are a concern.

A new system may hurt the existing trolley business but I would hope the city could work with the Naumans and keep them in business.

## APPENDIX

### DUBUQUE DOWNTOWN TRANSIT ALTERNATIVES ANALYSIS INTERVIEW GUIDE

January, 2003

The purpose of these stakeholder interviews is to assess what business and community leaders of the City of Dubuque perceive to be the key transportation issues for the next twenty years. Each interview will run through a series of questions to develop an information base that can help to frame a purpose and needs statement, as well as a list of project goals, objectives, and directives. We will also ask their opinion on how the city as a whole, individual neighborhoods, and private developments will benefit or be impacted by the implementation of a new transit technology or service in the city.

Each interview should take approximately a half-hour. Each meeting will be documented for client review.

Questions that may be asked include:

- How is population and economic growth perceived in the city?
- How do you see the city growing over the next twenty years?
- What are the roadway deficiencies and/or bottlenecks within the downtown area? How have these transportation issues impacted the way that your business/agency operates?
- In your opinion, how have the city's development/redevelopment efforts at the Port of Dubuque impacted transportation in the city?
- How is Keyline Transit existing services received in the community?
- Where do you see deficiencies in bus transit service that need to be supplemented?
- Do you think that the redevelopment efforts in the port area are changing people's view of transit options
- Rank where transportation, redevelopment activities, environmental protection, and preserving the character of the community fall in the hierarchy of issues affecting the city.

- How do you feel about implementing a rail or rubber-tired transit technology alignment to connect the port to downtown? What do you perceive will be the benefits (e.g. provide a desired service) or a detriment (e.g. change character of community)?
- What specific attractions or activity centers near the downtown area should be served by transit in downtown?

# STAKEHOLDER PERSPECTIVE

DUBUQUE, IOWA

1 JULY 2001

PROJECT: 4<sup>TH</sup> STREET PENINSULA AND SOUTH ICE HARBOR REDEVELOPMENT STRATEGY

<p><b>Stakeholder investment in the project ...</b></p> <ul style="list-style-type: none"><li>- City Council</li><li>- Mayor</li><li>- Property owners</li><li>- Business operators</li><li>- Lenders</li><li>- Local developer partner</li></ul> <p><b>Opportunities provided by project to community ...</b></p> <ul style="list-style-type: none"><li>- Communicate spirit of cooperation with private development community</li><li>- River biggest asset – underutilized for population</li><li>- Commercial base, residential, entertainment, convenience shopping, recreation – no industrial (other available locations)</li><li>- Pull people off highway (tax revenue)</li><li>- "Dells" of the Mississippi River</li><li>- Enhancement to quality-of-life, not critical to economic health of region</li><li>- Critical to future economic health of region – capitalizing on tourism market</li><li>- Important to leverage public's investment in the property to-date, and community's investment over past several decades</li><li>- Link to other alternative modes of transportation</li><li>- Capture retail sales leaking from community</li><li>- Employment – on-site and as an economic development tool for attracting and retaining youth</li></ul> <p><b>Opportunities provided by project to downtown ...</b></p> <ul style="list-style-type: none"><li>- Critical link to future revitalization of downtown</li><li>- Best opportunity to introduce a unique living environment into community</li><li>- Opportunity to prove-up market to local development community (last four projects developed by outside groups)</li><li>- Gathering place for residents of all ages</li><li>- Stronger link to South Ice Harbor property</li></ul>	<p><b>Why downtown/waterfront redevelopment ...</b></p> <ul style="list-style-type: none"><li>- Preservation of river views</li><li>- Complement projects planned</li><li>- Family-oriented environment, not too upscale</li><li>- Appropriate location for mixed-use development</li><li>- Identifiable amenity to "put Dubuque on the map"</li></ul> <p><b>Past efforts related to property ...</b></p> <ul style="list-style-type: none"><li>- First time anything of this scope been considered</li><li>- Four other processes starting in 60s</li><li>- Public property acquisition/condemnation</li><li>- Long history of debate</li><li>- Early 1990s plan not based in market reality</li><li>- Past efforts, but this is the first "real" effort</li></ul> <p><b>Challenges (barriers) facing redevelopment of the property ...</b></p> <p><b>Market</b></p> <ul style="list-style-type: none"><li>- Housing north of 4<sup>th</sup> Street</li><li>- Competition with larger regional markets – tourism, housing, retail</li><li>- Quantifying desire to live on the River</li><li>- Impacts from existing uses under incremental development program</li></ul> <p><b>Physical</b></p> <ul style="list-style-type: none"><li>- Life-safety issues associated with rail service</li><li>- Environmental issues "mostly" taken care of</li><li>- Availability of space for parking; impact on character of surface parking lots</li><li>- Access and circulation</li><li>- Heavy truck traffic with continued presence of existing uses</li><li>- Overpass/off-ramp</li><li>- Quantifying real developable acreage given physical constraints</li><li>- Height of flood wall and relationship of buildings to water</li></ul>	<ul style="list-style-type: none"><li>- Environmental issues as yet undefined</li><li>- "River wildlife"</li></ul> <p><b>Regulatory</b></p> <ul style="list-style-type: none"><li>- IDOT pretty easy to work with, railroad more challenging</li><li>- Restrictive regulatory environment</li><li>- Capacity/ability of City to manage master development process</li><li>- City's reluctance to agree to little projects, only attracted by big projects</li><li>- City's willingness to be "bold" given past/current investment in property</li><li>- Cost and legal ramifications of existing leases</li><li>- Signage – directing visitors to project</li></ul> <p><b>Financial</b></p> <ul style="list-style-type: none"><li>- Not lenders, they are open to new investment and creative financing</li><li>- Without public investment in infrastructure, nothing economically feasible</li><li>- High land costs due to subsurface soil conditions</li><li>- Identifying outside lending sources to partner with local lenders</li><li>- Cost and legal ramifications of existing leases</li><li>- Business relocations (associated costs)</li></ul> <p><b>Appropriate measure of success for this effort ...</b></p> <ul style="list-style-type: none"><li>- Developers ready to invest</li><li>- Outside developer partnered with local developer</li><li>- Strategy for development – public sector investment; single developer or multiply; development reality for community; incremental development</li><li>- Education as to economics and other barriers</li><li>- Streamlined approval process for when development is ready to happen</li><li>- Strong design standards</li><li>- Identification of appropriate and relevant incentives</li></ul>
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Source: Leland Consulting Group.

# **Council Presentations**

# Downtown Dubuque Master Plan

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## Presentation of Preliminary Findings

**UURSU**

5 May 2003

*Presented by:*

Downtown Planning Committee

Leland Consulting Group

SEH, Inc. (URS)

MSA Professional Services

Durrant Group

# Downtown Dubuque Master Plan



## Downtown Planning Committee

*Includes Representatives From:*

- Dubuque City Council
- Dubuque Area Chamber of Commerce
- Dubuque Main Street Ltd.
- Dubuque Cultural Alliance
- Dubuque Initiatives
- the Iowa Legislature
- Housing Trust Fund Committee
- Historic Preservation Commission
- Long Range Planning Commission

*City Department Staff Support:*

- Planning Services
- Housing and Community Development
- Building Services
- Economic Development
- City Manager's Office

## Vision Downtown

*Community Consensus Vision for the Future of Downtown Dubuque*

*Six Dimensions:*

- Commerce
- Culture, Education and Entertainment
- Historic Features
- Public Spaces and Open Areas
- Residential Living
- Transportation

*Comprehensive Downtown Master Plan will Specify Detailed Action Steps and Resources Needed to Reach that Vision.*

*Master Planning Process:*

- Assess Vision Vs. Reality
- Assess Vision & Reality Vs. Existing Plans
- Creating Downtown Master Plan that Uses Vision Downtown as Foundation

# Downtown Dubuque Master Plan



## Project Area



# Downtown Dubuque Master Plan



## Project Mission

Assist the client team with preparation of redevelopment strategies for downtown which produce tangible results, and information which will lead to careful investment and a well-served market.

## Plan Approach

To identify real projects for implementation and formulate strategies which capitalize on opportunities and overcome barriers in an effort to ready the environment for investment.

## Components of the Analysis

### Quantitative

- Existing Conditions
- Delivery System Capacity
- Niche Opportunities
- Demand By Land Use
- Case Studies
- Concept Plan and Design Recommendations

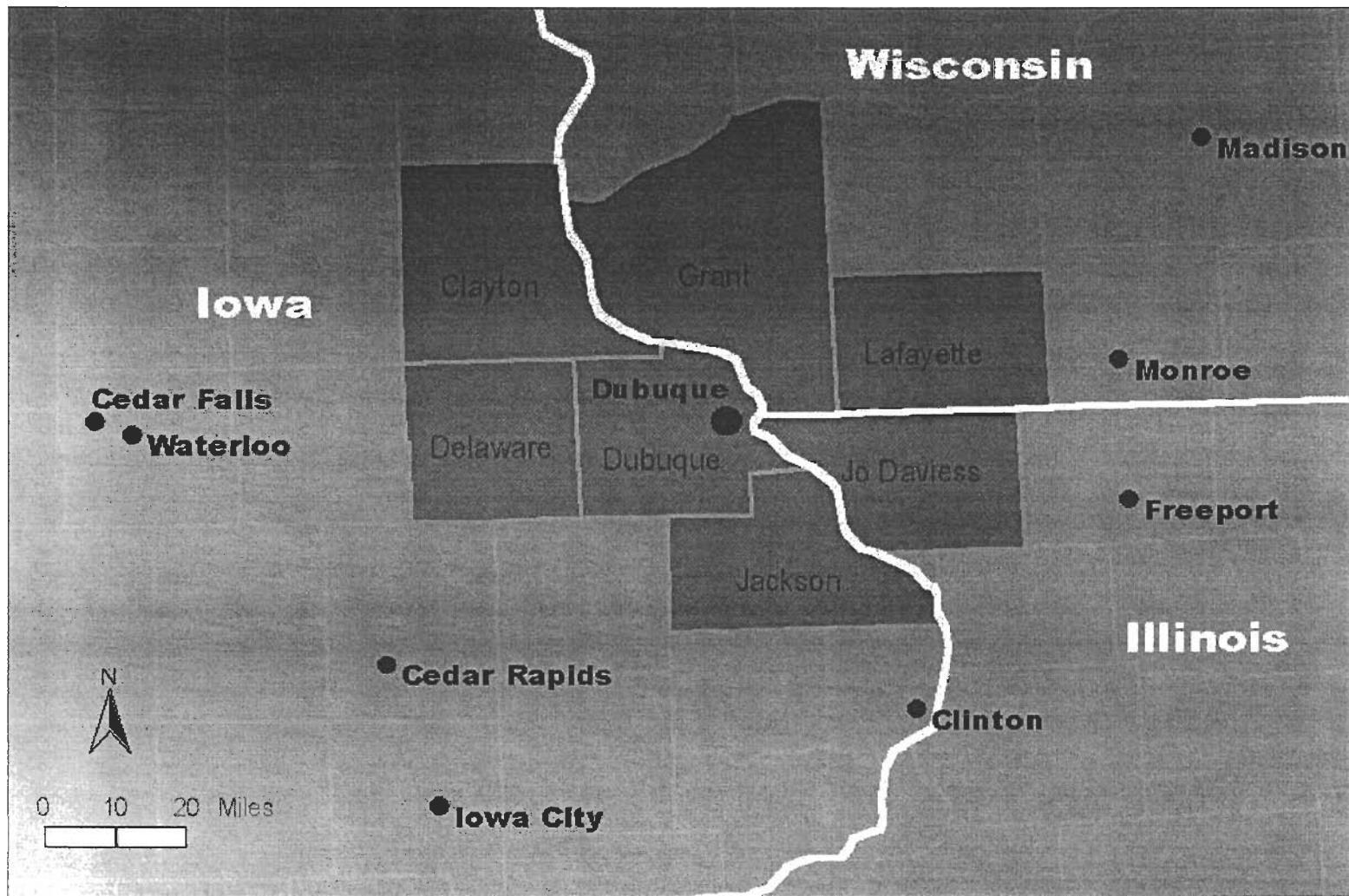
### Qualitative

- Focus Groups
- One-on-One Interviews
- Public Open Houses
- DPC Planning Retreat
- Public Engagement Vehicles
- Traveling Questions Exhibit

### Implementation

- Positioning and Investment Strategies
- Implementation Strategy
- Benchmarks
- Final Plan

# Dubuque Regional Locator Map



# Dubuque County & Trade Area Demographic Profile



## Population/Growth

	Dubuque County	7-County Region
1990	86,403	230,603
2000	89,143	234,544
CAAGR 1990-2000	0.3%	0.2%
2002 (est.)	88,628	233,497
<u>2007 (proj.)</u>	<u>87,840</u>	<u>231,734</u>

- While population is expected to decline over next five years, households will increase

## Households

	Dubuque County	7-County Region
1990	30,799	83,349
2000	33,690	89,871
CAAGR 1990-2000		0.8%
2002 (est.)	33,812	90,284
2007 (proj.)	34,335	91,695
Avg. Household Size (2000)	2.51	2.51

- Growth in households reflects decline in average household size

## Income (2002)

	Dubuque County	7-County Region
up to \$25K	25%	30%
\$25-35K	14%	15%
\$35-50K	17%	18%
\$50-75K	23%	20%
\$75-100K	12%	9%
\$100K and up	9%	7%
median	\$44,603	\$38,462

- Dubuque incomes skewed much higher than surrounding trade area
- Impressive share of households in high-income categories (\$50K and up)

## Psychographic / Lifestyle Profile (PRIZM)

Top PRIZM Clusters	% of Dubuque County HHs	Index to USA (100=same)	Description of Cluster
Sunset City Blues	24.4	1435	Blue-collar empty-nesters nearing retirement in agricultural areas
Agri-Business	11.4	760	Large families; outdoors types; farming or blue collar occupations
Starter Families	9.2	613	Younger families in blue-collar occupations; large households
Second City Elite	8.5	447	Movers and shakers of smaller cities; typically married with no kids
Family Scramble	5.1	243	Families in lower-wage service and production jobs; high Hispanic
River City USA	4.9	272	Traditional, blue-collar families living in single-family homes
Upward Bound	4.2	233	Professionals, typically married with kids, living in newer houses
Middleburg Managers	3.9	217	Executives, professionals; half older with kids, half young & single

# Residential Demand



## Annual Demand From Household Growth: Dubuque County

### Residential (Rental) Demand

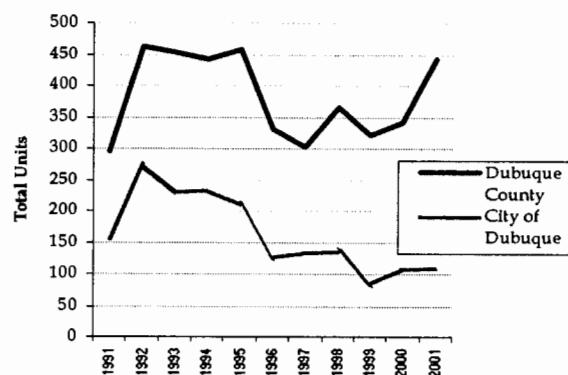
Annual Income Range	Approx. Rent Range	New Unit Demand 2002-2007	New Unit Demand 2008-2012
up to \$25K	up to \$625	59	59
\$25-35K	\$625 - \$875	32	32
\$35-50K	\$875 - \$1,250	22	22
\$50-75K	\$1,250 - \$1,875	18	18
\$75-100K	\$1,875 and up	6	6
<i>Totals</i>		140	140

### Residential (Ownership) Demand

Annual Income Range	Approx. Home Price	Existing Pent-up Demand	New Unit Demand 2003-2007	New Unit Demand 2008-2012
up to \$25K	up to \$85K	27	72	72
\$25-35K	\$85 to \$120K	15	40	40
\$35-50K	\$120 to \$175K	25	67	67
\$50-75K	\$175 to \$250K	38	102	102
\$75-100K	\$250 to \$350K	21	56	56
\$100K and up	\$350K and up	17	44	44
<i>Totals</i>		196	381	381

- Continued steady growth in residential demand - similar to historical construction trends (=market equilibrium)
- Housing demand segments similar to historical growth - 73% ownership/27% rental
- Future changes in housing demand will be product-related - higher density, lower maintenance, amenity-driven
- Many housing products in high demand best-suited for downtown environment

### Dubuque Building Permit Trends



# Retail Demand



## Retail Demand From Household Growth:

### Dubuque County

Category	Existing Retail Void / (Surplus) in s.f.	New Demand From Household Growth 2003-07	New Demand From Dubuque County Visitors 2003-07
Grocery/Pharmacy	148,039	8,060	8,829
Alcoholic Beverages at Home	53,107	870	
Food/Drink Away from Home	286,054	7,499	28,092
Personal Services	82,294	1,345	
Misc. (Pets, Tobacco, etc.)	44,583	1,585	
Household Furn./Equip.	(24,606)	4,339	
Home Electronics/Computers	29,970	1,445	
Apparel & Accessories	(142,250)	4,304	6,766
Sporting Goods/Hobby/Books	44,610	1,798	1,042
Entertainment	(45,075)	1,560	26,809
Automotive (gas/oil/repair)	187,978	5,581	24,278
Video/CD/DVD Sales/Rental	56,959	1,075	8,829
<b>Total of Selected Categories</b>	<b>39,460</b>		<b>95,817</b>

- "Voids" currently exist in most major retail categories - potential expenditures exceed sales, resulting in retail "leakage"
- Surpluses currently exist in household furnishings, apparel and entertainment categories - sales exceed expenditures, resulting in "imported" sales
- Healthy future demand from household growth for all retail categories
- Substantial impact from growing tourist/visitor market is substantial - represents highest share of future retail demand
- Downtown share of retail growth dependent on "neighborhood" amenities

### 7-County Region (less Dubuque)

by Selected Categories	New Demand From Household Growth 2003-07
Grocery/Pharmacy	13,299
Alcoholic Beverages at Home	1,245
Food/Drink Away from Home	11,064
Personal Services	1,933
Misc. (Pets, Tobacco, etc.)	2,592
Household Furn./Equip.	6,144
Home Electronics/Computers	1,991
Apparel & Accessories	4,509
Sporting Goods/Hobby/Books	2,520
Entertainment	2,093
Automotive (gas/oil/repair)	9,213
Video/CD/DVD Sales & Rental	1,508
<b>Total Retail square feet</b>	<b>38,370</b>

# Office and Lodging Demand



## Office Demand – Dubuque County

by Employment Sector	Total Demand From Employment Growth (2003-2007) - s.f.	Total Demand From Employment Growth (2008-2012) - s.f.
Natural Resources And Construction	5,048	3,558
Manufacturing	34,416	24,261
Trade And Transportation	31,834	22,442
Information	22,752	16,039
Financial Activities	37,857	26,687
Professional And Business	60,227	42,457
Educational And Health	168,636	118,881
Leisure And Hospitality	19,120	13,479
Other Services	22,944	16,174
Government	41,012	28,911
<b>Total Office square feet</b>	<b>443,845</b>	<b>312,891</b>

## Lodging Demand – Dubuque County

2002 Room Nights of Demand	293,305	New Room-Nights of Demand based on Visitor Growth (2002-2007)	175,336
2002 Room Nights of Supply	536,099	New Room Demand (2002-2007)	686
2002 Occupancy	55%	Total New Room Demand through 2007 - less Grand Harbor Resort (194 rooms) and existing surplus	171
2002 Room Surplus (based on 70% equilibrium vacancy)	321		

### Office Demand

- Steady demand from employment growth in all industries
- Leading segments of job growth include: education and health; professional and business; and government – all typically downtown tenants
- Office demand can be greatly enhanced by attractive environment (e.g., downtown)

### Lodging Demand

- Current surplus in lodging market due to low occupancy rates
- Strong future demand for new hotel development primarily based on growth in tourist/visitor base
- Support for 1 to 2 new lodging properties in market (not including Grand Harbor Resort)
- Downtown likely location for future hotel development

# Planning Retreat Format and Content



## Objective

- Re-establish enthusiasm around project
- Translate vision into market-supported project concepts
- Access ideas of committee members
- Develop concept plans (critical elements of)
- Discuss implications of concepts

## Materials

- Base maps with key connections and gateways identified
- Market demand sheets
- Game pieces (market supported land uses and civic pieces)
- Criteria for selection of opportunity sites
- Vision Downtown elements
- Resource materials

# Downtown Planning Committee Workshop



## Agenda

- ½ day of discussion and planning activities
- Focused on identifying and exploring redevelopment opportunities

# Downtown Planning Committee Concepts



**Concept No. 3**



**Concept No. 4**

## Similarities

- New school “campus” between 11<sup>th</sup>, 12<sup>th</sup> and Jackson, Elm
- New residential and mixed-use around new school campus
- New infill office and mixed-use office/commercial in south portions of Downtown

## Differences

- Extend streetscape/greenway on Main
- New green space between 10<sup>th</sup> & 11<sup>th</sup> and Iowa & Central

## Opportunity Site Selection Criteria



- Market opportunity
- Link districts and activity centers
- Leverage public investment
- Physical environment
- Creation of key entryways
- Ownership patterns
- Unified stakeholders
- Upward local investment
- Compatible with comp plan and vision downtown
- Available programs and incentives
- Mixed-use activity centers - potential
- Multi-modal access – potential
- Support organizations
- Demonstrated need
- Consistent in character

# Downtown Planning Committee Concepts



**Concept No. 1**



**Concept No. 2**

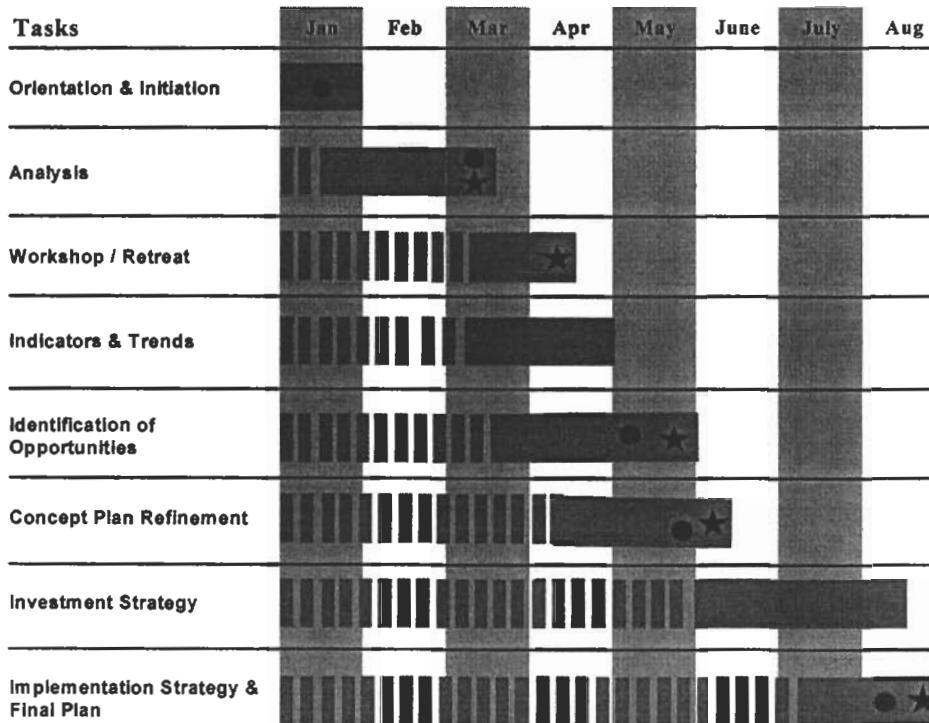
## Similarities

- New rowhouses and condominiums at south end of Upper Main
- Convert warehouses to mixed-use and infill area with new retail
- New gateway treatments at north and south ends of Downtown

## Differences

- Extend streetscape/greenway on Main
- New green space between 9<sup>th</sup> & 10<sup>th</sup> - White & Central
- Infill residential and commercial in Cable Car Square

# Project Schedule



# Next Steps



## Focus Group Meetings

- Participants
- Process
- Intent
- Draft Script

## Other Next Steps

- Identification of Niche Opportunities and Benchmarks
- Concept Plan Refinement and Design Recommendations
- Positioning and Investment Strategies
- Implementation Strategy and Final Plan
- Public Open House and Presentation
- City Council Adoption
- Printing and Public Relations

# **Synthesis of DPC Work Sessions**



# LELAND CONSULTING GROUP

## MEMORANDUM

TO: Downtown Planning Committee

FROM: Anne Ricker, Leland Consulting Group  
Bill Cunningham, Leland Consulting Group  
Bob Kost, URS/BRW  
Jim Holz, MSA Professional Services  
Kevin Eipperle, Durrant Group  
Chris Wand, Durrant Group

DATE: 3 April 2003

SUBJECT: Dubuque Downtown Master Plan – Retreat Agenda

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### Retreat Objectives (confirm and/or amend)

- Grow enthusiasm and ownership around project
- Focus the vision
- Provide a forum for a unified committee voice
- Develop concept plans (critical elements of)
- Discuss implications of concepts

### Agenda

Existing Conditions Overview

Market Demand

Ground Rules

Criteria for Selection of Opportunity Sites

#### *Potential Project Elements:*

- Civic Spaces (amphitheatre, transit improvements, etc.)
- Large Format Retail (urban modified format)
- Loft Projects (condos)
- Strips of Storefronts
- Low-Rise Office
- Apartments
- Façade Strip

Small Group Breakout (4 tables of 5)

Debrief (by committee)

Concept Interpretation (by consultants)

Next Steps

- Downtown Dubuque Traveling Exhibit (discussion of questions)
- May 6 Focus Group Sessions
- May 5 City Council Presentation – Agenda

## **May 5 City Council Presentation – Agenda:**

- Process Elements
- Project Schedule
- Outcomes of Retreat
- Preliminarily Identified Catalyst Projects
- Preliminary List of Barriers
- Outcomes and Deliverables

## **May 6 Focus Group Sessions**

Location: Majestic Room, Five Flags Civic Center

Times: 7:30 a.m., 11:30 a.m., and 5:50 p.m.

Duration: 1½ to 2 hours

Size: 10-15 people per group

## **Downtown Dubuque Traveling Exhibit:**

<u>Week of</u>	<u>Suggested Locations</u>	<u>Suggested Questions</u>
April 14	Cathedral	What components should be included in a livable downtown neighborhood?
April 28	NICC Downtown	What cultural, educational, and entertainment activities should be downtown?
May 12	City Hall	What historic elements of downtown should be preserved?
May 26	Diamond Jo	How and where should downtown connect to activities on the riverfront?
June 9	Welcome Center	What public activity spaces should be downtown?
June 23	Public Library	What should be available downtown to serve residents, visitors, and workers?
July 7 downtown?	Telegraph Herald	What types of businesses should be
Weekends after May 3	Farmer's Market	

~ Rotate easel  
~ One question  
~ Locations will be publicized through media releases, newsletters and PSAs  
~ Dubuque Main Street Ltd. will rotate easels

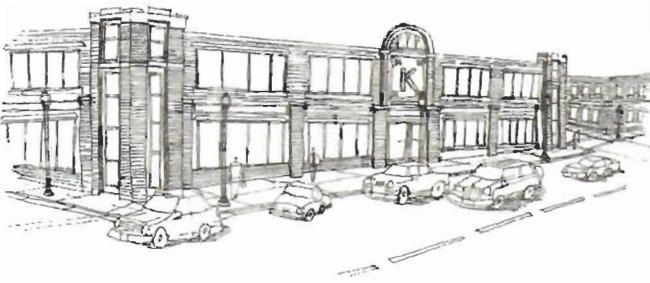
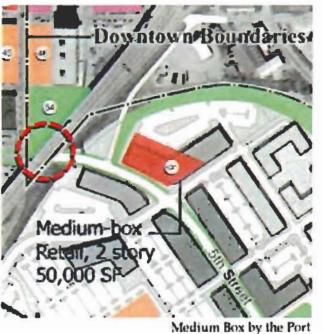
## INVESTMENT OPPORTUNITY SUMMARY

DOWNTOWN DUBUQUE, IOWA  
 TWENTY+ YEAR BUILDOUT  
 04/03

LAND USES	BUILDOUT DEMAND (TOTAL SF/UNITS)	TYPICAL BUILDING SIZE (TOTAL SF/UNITS)	# OF BUILDINGS
<b>RETAIL</b>			
Modified Big-Box Retail	30,000		2
Neighborhood-Serving	10,000		4
Street-Level Retail	(city block of store fronts)		5
Entertainment Retail	100,000		1
<b>OFFICE</b>			
Class A	80,000		2
Class B/Local Service	50,000		2
Office over Retail	(city block of office suites)		3
Corporate Campus	80,000		2
Incubator Space	15,000		1
<b>HOUSING</b>			
Rental Apartments (18 DUs/Acre)		2 sets of 50 units	
Townhomes / Rowhouses (6 DUs/Acre)		5 sets of 6 units	
SF High Density - Condos (12 DUs/Acre)		3 sets of 45 units	
Apt/Condo	(city block of second floor housing)		5
<b>SPECIALTY</b>			
Mixed-Use (2-story)	--		2
Boutique Hotel (60 - 100 Rooms)	50,000		1
Senior Housing (75-100 units)	--		1
<b>ANCILLARY</b>			
Parking (surface and structured)	--	Several	
Senior/Community Center	50,000 - 75,000		1
Performing Arts Center (ampitheatre)	100,000		1
Institutional (schools, churches, etc.)	--		--
Open Space (passive, active)	--		--
Misc. Piece	--		--

Source: Leland Consulting Group.

## Sketches



## Demand

### Dubuque County Retail Demand

Category	Existing County Retail Void / Surplus in \$s	5-Year New Demand From County Household Growth	5-Year New Demand From Tourism Growth	5-Year New Demand From Regional Household Growth
Grocery/Pharmacy	148,039	8,060	8,829	13,299
Alcoholic Beverages at Home	53,107	870		1,245
Food/Drink Away from Home	286,054	7,499	28,092	11,064
Personal Services	82,294	1,345		1,933
Misc. (Pet, Tobacco, etc.)	44,583	1,585		2,592
Household Furn./Equip.	(24,606)	4,739		6,114
Home Electronics/Computers	29,970	1,445		1,191
Apparel & Accessories	(142,250)	4,304	6,766	4,509
Sporting Goods/Hobby/Books	44,610	1,798	1,042	2,520
Entertainment	(45,075)	1,860	26,809	2,093
Automotive (gas/oil/repair)	187,978	5,581	24,278	9,213
Video/CD/DVD Sales/Rental	56,059	1,075	8,829	1,508
<b>Total of Selected Categories</b>		39,460	96,817	38,370

### Dubuque's Regional Trade Area



## Implementation

- ✓ Develop cultural tourism program (events, tours, etc.) and market with Chamber
- ✓ Attract and subsidize unique anchor to downtown to draw resident and visitor spending
- ✓ Access / establish - local, state or federal - façade maintenance program - which offers low interest loans, grants, matching funds
- ✓ (Long-term) Complete parking management study and establish parking district downtown with parking design, development and management among multiple facilities controlled by select entity
- ✓ Work with Main Street to finance preparation of tenanting strategy for downtown - develop supportive policies which restrict street level service office / intent second floor office in key locations
- ✓ Trade properties (land swap) either currently in public ownership, or which could be acquired, to encourage development in a specific location
- ✓ Analyze feasibility of turnkey facility for mid-size box downtown - developed publicly and transferred to a private entity

## Development Economic Analysis

Development Program	
Land Use	Sq. Ft.
Retail/Service	50,000
Gross Floor Area	50,000
Project Land Area	130,680
Building/Land Ratio (FAR)	0.4
Estimated Project "Gap"	
Project Value - Retail	\$4,000,000
Total Project Value	\$4,000,000
Total Project Cost	\$6,100,000
Project Margin/Gap"	(\$2,100,000)
Potential Contributions to "Gap"	
Sales Tax Sharing (10 Years)	\$1,000,000
TIF Generation (20 Years)	\$1,100,000
Total Contributors to "Gap"	\$2,100,000

Source: SEH, Inc., Durrant Group, MSA, and Leland Consulting Group.

## Photos



## Description

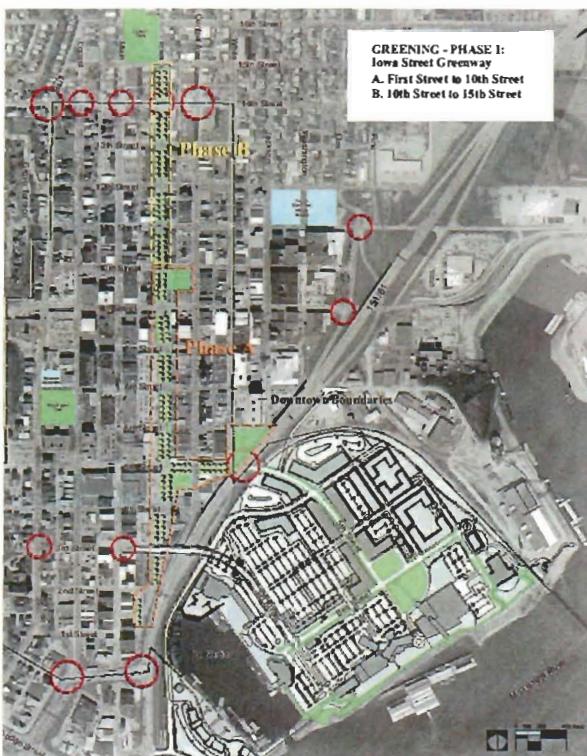
Downtown Dubuque, including the 4th Street Peninsula, has an increasingly diverse range of shopping and entertainment options, yet not enough to attract and maintain the local or visiting consumer. Growing a downtown's commercial base can be one of the most difficult endeavors in the context of revitalization, yet one of the most rewarding. While the current physical environment could easily accommodate an expanded commercial base, the financial and regulatory environments need to be broadened to address the unique challenges associated with this type of redevelopment effort in an infill setting.

## Downtown Dubuque Master Plan

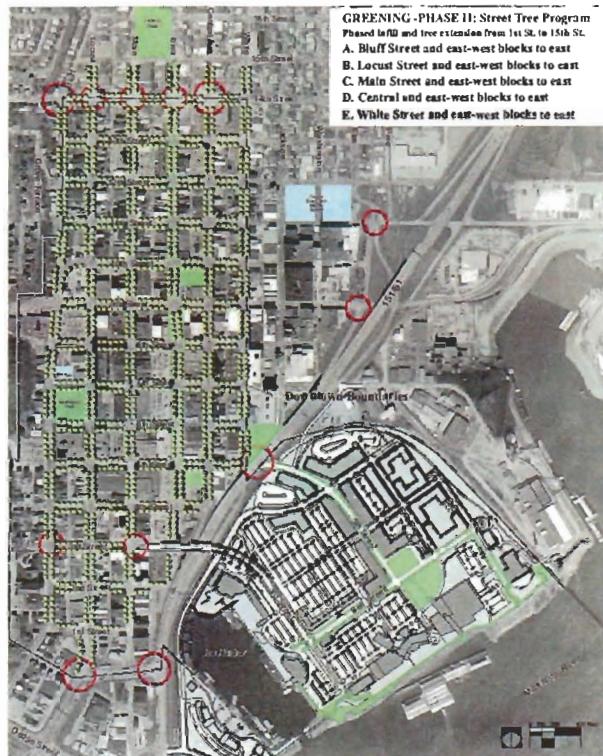
**Catalyst Concept: Shopping & Entertainment**  
**Vision Downtown Element: Commerce**



## Phase I



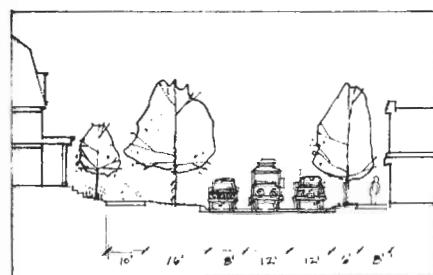
## Phase II



## Implementation

- ✓ Ensure consistency between downtown master plan and comprehensive plan with regard to green space (also public art)
- ✓ Work with advocacy entity (e.g. general strategies) to coordinate liaison pool for higher risk and public good projects (pledges can, loans, letters of commitment and stock purchases)
- ✓ Upon adoption of downtown master plan, establish five year capital program to fund construction of pedestrian enhancements and linkages in targeted locations
- ✓ Work with schools to encourage participation by students in - clean and safe, events, and decoration programs - adopt a downtown block
- ✓ Work with property owners in select locations to create distinct mechanisms to contribute to funding physical realm
- ✓ Establish policies / regulations which require consistent pedestrian-friendly fencing in combination with landscaping around all surface and vacant lots

## Images

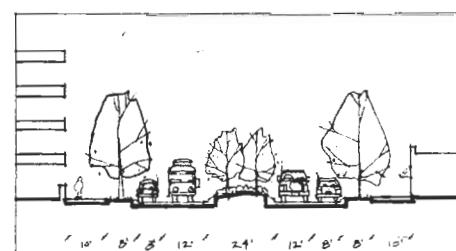


## Description

The public realm is no more important than in the urban neighborhood setting as it frames the environment and defines the place. The introduction of "soft spaces" to Downtown Dubuque in the form of public parks and green spaces, will effectively connect neighborhoods and districts to employment and shopping areas, while establishing an identifiable character.



- ❖ Beautify and soften downtown environment
- ❖ Small street trees on downtown streets whenever feasible
- ❖ Reduce urban heat island and glare effects during summer months
- ❖ Utilize trees, walls and green roofs to place trees in paved pedestrian areas
- ❖ Coordinate with City Engineer, Public Works, Public Safety and Parks department



# Downtown Dubuque Master Plan

Catalyst Concept: Green Space Evolution

Vision Downtown Element: Public Space & Open Areas



## Sketch



Cigna Building at 5<sup>th</sup> & Main

## Demand

### Dubuque County Office Demand

by Employment Sector	Total Demand From Employment Growth 2003-2007 (s.f.)	Total Demand From Employment Growth 2008-2012 (s.f.)
Natural Resources & Construction	5,048	3,558
Manufacturing	34,416	24,261
Trade And Transportation	31,834	22,442
Information	22,752	16,039
Financial Activities	37,857	26,687
Professional And Business	60,227	42,457
Educational And Health	188,636	118,881
Leisure And Hospitality	19,120	13,479
Other Services	22,944	16,174
Government	41,012	28,911
<b>Total Office square feet</b>	<b>443,845</b>	<b>312,891</b>

## Implementation

- ✓ Ensure city's enterprise zone boundaries include key employment areas downtown
- ✓ Work with Chamber to identify key target industries which could be accommodated downtown
- ✓ Complete target industry analysis for community if don't have one or older than 5 years
- ✓ Complete Economic Development Administration (EDA) grant applications (including predevelopment) which administer dollars for economic diversity and sustainability
- ✓ Support (regulations, financial incentives, marketing assistance) signature projects which promote attraction of primary industries and (re)development of facilities
- ✓ Elevate discussion of growth management and an urban growth boundary
- ✓ Work with Chamber to promote downtown as business location - develop appropriate marketing materials highlighting advantages
- ✓ Promote creation of an incubator downtown (theme to be determined)
- ✓ Work with local lenders to direct Community Reinvestment Act (CRA) dollars to strategic projects downtown
- ✓ Working with city housing office, research creation of a federally recognized empowerment zone

## Development Economic Analysis

Development Program		
Land Use	Units/Spaces	Sq. Ft.
Retail/Service		15,000
Office		45,000
Gross Floor Area		60,000
Project Land Area		43,560
Building/Land Ratio (FAR)		1.4
Estimated Project "Gap"		
Project Value - Retail/Office		\$6,100,000
<b>Total Project Value</b>		<b>\$6,100,000</b>
Total Project Cost		\$7,400,000
Project Margin*Gap*		(\$1,300,000)
Potential Contributions to "Gap"		
Sales Tax Sharing (10 Years)		\$100,000
TIF Generation (20 Years)		\$1,700,000
<b>Total Contributions to "Gap"</b>		<b>\$1,800,000</b>

Source: SEH, Inc.; Durrant Group; MSA, and Leland Consulting Group.

## Photos



## Description

Successful downtowns maintain a diverse nighttime, as well as daytime population base. While residents represent the nighttime population, the daytime population is comprised of employees in the service, trade and government sectors. Downtowns maintain their daytime base most effectively when supported by policies and regulations which encourage and incent the urban employment center. Downtown Dubuque has the capacity to accommodate a significant portion of the community's employment base, offering a unique environment attractive to newly created and expanding businesses.

## Downtown Dubuque Master Plan

**Catalyst Concept: Employment & Daytime Population**  
**Vision Downtown Element: Employment**



## Sketches



Rowhouses



8th & White

## Demand

### Dubuque County Rental Unit Demand

Annual Income Range	Approx. Rent Range	5-Year New Unit Demand From Household Growth
up to \$25K	up to \$625	99
\$25-35K	\$625 - \$875	32
\$35-50K	\$875 - \$1,250	22
\$50-75K	\$1,250 - \$1,875	18
\$75-100K	\$1,875 and up	5
<b>Totals</b>		<b>140</b>

### Dubuque County Ownership Unit Demand

Annual Income Range	Approx. Rent Range	Existing Rent-Up Demand	5-Year New Unit Demand From Household Growth
up to \$25K	up to \$85K	27	72
\$25-35K	\$85 to \$120K	15	40
\$35-50K	\$120 to \$175K	25	67
\$50-75K	\$175 to \$250K	38	102
\$75-100K	\$250 to \$350K	21	56
\$100K+	\$350K and up	17	44
<b>Totals</b>		<b>196</b>	<b>381</b>

## Development Economic Analysis

Development Program		
Land Use	Units/Spaces	Sq. Ft.
Retail/Service		29,185
Residential (Rental)	110	87,555
Residential (For-Sale)	20	29,185
Gross Floor Area		143,925
Project Land Area		43,560
Building/Land Ratio (FAR)		3.3
<b>Estimated Project "Gap"</b>		
Project Value -- Retail/Residential Rental		\$10,200,000
Project Value -- Housing		\$3,700,000
<b>Total Project Value</b>		<b>\$13,900,000</b>
<b>Total Project Cost</b>		<b>\$16,600,000</b>
<b>Project Margin/"Gap"</b>		<b>(\$2,700,000)</b>
<b>Potential Contributions to "Gap"</b>		
Sales Tax Sharing (10 Years)		\$200,000
TIF Generation (20 Years)		\$2,700,000
<b>Total Contributions to "Gap"</b>		<b>\$2,900,000</b>

Source: SEH, Inc.; Durrant Group; MSA; and Leland Consulting Group

## Implementation

- ✓ Where necessary, establish overlay zone permitting additional densities
- ✓ Work with property owners to establish appropriate improvement district mechanism(s)
- ✓ Acquire and assemble strategic parcels in select locations - assemble through purchase, vacating streets, alleys, etc.
- ✓ Establish codes / policies permitting transfer of development rights (TDR) by property owners (transfer of property entitlements)
- ✓ Offer density bonuses as an incentive to developers
- ✓ Waive select development regulations until feasible standards are established
- ✓ Access federal brownfield money and assist with Phase I environmental analysis and cleanup (particularly in warehouse area)
- ✓ Apply for Economic Development Initiative (EDI) Grant - expansion of support for public entities eligible under Section 108 Loan Guarantee program
- ✓ Complete initiatives under Green Space Evolution catalyst concept
- ✓ Advocate, support and participate in retention of downtown schools

## Description

Downtown Dubuque has many of the components of a successful urban residential neighborhood - schools, churches, government offices, services - yet supported by a relatively modest number of homes. An increase in the number of downtown residents, both in the core and on its periphery, will serve several purposes including support for an expanded commercial base, and a 24-hour presence of people on the street.

## Photos



## Downtown Dubuque Master Plan

### Catalyst Concept: Downtown Living

### Vision Downtown Element: Residential Living



## Overview



### Description

**Downtown Dubuque is made up of many moving parts which when connected will be "greater than the sum of their parts."**

**Transportation in many forms including bike, pedestrian, multi-modal, shuttle, vehicular and others will form the foundation from which private investment will be leveraged.**

## Photos



San Jose Trolley



### Dallas Trolley



Lowell, Mass. Trolley



## Denver Light Rail

## Implementation

- ✓ Work with merchants and city transit to coordinate operations and levels-of-service on roads, promoting mobility and connectivity
- ✓ Access potential funds for transit improvements at sites including [www.dot.state.tn.us/fundguid.htm](http://www.dot.state.tn.us/fundguid.htm)
- ✓ Consider range of methods to promote pedestrian environment - linking *parking* data coordinating traffic signals; widening sidewalks; furniture and lights; coordination of *future* transit stops
- ✓ Accept findings of transportation study as they further recommendations of downtown master plan
- ✓ Commit to participation by merchants in all downtown transit planning projects
- ✓ Promote transit-oriented development concepts (using transit funding in support of) along proposed alternative transportation routes
- ✓ Provide transit (shuttle) connection between Bluff Street shopping area and 4th Street Peninsula

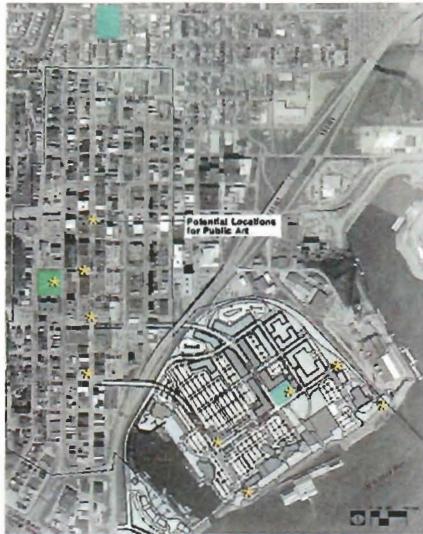
## Downtown Dubuque Master Plan

## **Catalyst Concept: Transportation Connections**

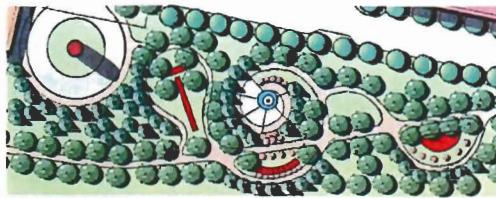
## **Vision Downtown Element: Transportation**



## Overview



## Images



## Implementation

- ✓ Identify and formally designate a cultural / artisan district
- ✓ Ensure zoning permits adjacent residential and art production uses
- ✓ Contact ArtSpace Inc. of Minneapolis and solicit interest in development of live/work project ([www.artspaceinc.com](http://www.artspaceinc.com))
- ✓ Support (subsidize) residential portion of live/work signature project to control sale prices and appreciation
- ✓ Develop strategy to maintain inventory of attainable artisan housing
- ✓ Work with art committee(s), merchants and others groups coordinating community events planning - institute streamlined permitting process
- ✓ Adjust landscaping requirements (under current regulations) to include both green space and public art
- ✓ Coordinate efforts of arts council and parks and recreation to make cultural arts activities part of package for tourism

## Development Economic Analysis

Development Program		
Land Use	Units Spaces	Sq. Ft.
Service Industrial		20,000
Residential (For-Sale Lofts)	10	40,000
Gross Floor Area		60,000
Project Land Area		43,560
Building/Land Ratio (FAR)		1.4

Estimated Project "Gap"		
Project Value - Service/Industrial		\$900,000
Project Value - Housing		\$3,500,000
<b>Total Project Value</b>		<b>\$4,400,000</b>
<b>Total Project Cost</b>		<b>\$3,700,000</b>
<b>Project Margin/Gap*</b>		<b>(\$1,300,000)</b>

Potential Contributions to "Gap"		
Sales Tax Sharing (10 Years)		\$0
TIF Generation (20 Years)		\$800,000
<b>Total Contributions to "Gap"</b>		<b>\$800,000</b>

Source: SEH, Inc.; Durrant Group; NPA; and Leland Consulting Group.



Universal Electric Building

## Photos



## Description

Public art which can be delivered by a valued community asset - the local artisan - is reigning in importance among downtowns attempting revitalization and a unique brand. Downtown Dubuque currently maintains a small artisan presence, but could be expanded through deliberate measures to attract and retain them. Public art provides a visual impact to the downtown environment, which when promoted successfully, can also have a fiscal impact.

## Downtown Dubuque Master Plan

Catalyst Concept: Public Art & Artisan District

Vision Downtown Element: Culture, Education & Entertainment



## Overview



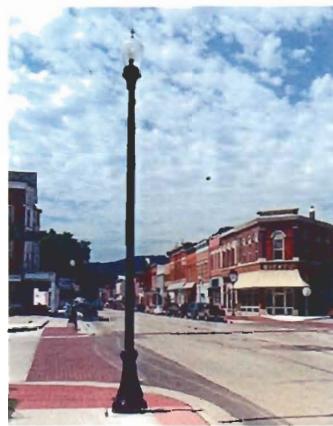
## Existing Conditions/Opportunities



## Implementation

- ✓ Establish task force of local design, development and business owner professionals to prepare design standards for downtown character districts
- ✓ Designate redevelopment specialist within city to shepherd adaptive reuse and historic conversion projects through financing and development approvals
- ✓ Sponsor state tax credit applications
- ✓ Initiate lobbying effort, at state level, to increase state historic tax credit pool
- ✓ Complete formal designation of historic inventory
- ✓ Research use of low income housing tax credits in combination with historic tax credits
- ✓ Develop information package for use of Historic Preservation Investment Tax Credit (Federal) dollars
- ✓ Acquire and administer façade improvement grants and low interest loans to promote redevelopment and preservation
- ✓ Leverage resources and enthusiasm of active historic preservation groups

## Photos



## Description

Downtown Dubuque maintains an unprecedented inventory of historically-significant properties. This fact presents both opportunities and challenges. Historic properties communicate the history of a place, setting one community apart from another, and establishing a reference for residents and visitors. Reuse and revitalization of historic properties, however, represents a range of obstacles from financial, to physical, to regulatory. The City of Dubuque, together with other advocacy organizations, must establish a process whereby the practice of preservation is simple and rewarding in order to most efficiently maintain this community asset.

## Downtown Dubuque Master Plan

**Catalyst Concept: Historic Preservation & Reinvestment**  
**Vision Downtown Element: Historical Features**



**MINUTES**  
**DOWNTOWN PLANNING COMMITTEE**  
**Long Range Planning Advisory Commission**  
**January 21, 2002, 11:30 A.M.**  
**Conference Room #2, City Hall Annex**  
**1300 Main Street, Dubuque, Iowa**

**PRESENT:** Committee Members: Dan LoBianco, Doris Hingtgen, Steve Hormann, Dave Rusk, and Bob Felderman; Staff Members: Laura Carstens, David Harris, Rich Russell, and Lisa Sesterhenn.

**ABSENT:** Committee Members: Art Roche, Pam Jochum, Jim Holz, John Walsh, Ann Michalski, Ruth Nash, Jim Gibbs, and Jim Giesen.

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**CALL TO ORDER:** The meeting was called to order at 11:43 a.m.

**CERTIFICATION OF COMPLIANCE:** Staff presented an Affidavit of Compliance verifying that the meeting was being held in compliance with the Iowa Open Meetings Law.

**MINUTES:** The minutes of November 5, 2001 were approved by consensus of the voting members present.

**ACTION ITEMS:**

**Vision Downtown:** Rusk stated that he had copies of the press coverage regarding the Vision Downtown final document. Consensus was for staff to distribute the articles as part of the next agenda packet.

**Next Steps for Master Planning Process:** Carstens distributed a memo delineating the proposed next steps for the downtown planning process. The Committee reviewed and discussed the memo. Rusk requested representation from the Chamber of Commerce and Dubuque Main Street at the February 21 and March 5 budget hearings. Consensus was for Hormann, LoBianco, and Carstens to collect examples of RFPs and/or contracts from other cities for development of a downtown comprehensive master plan. In addition, Rusk requested that LoBianco research other sources of matching funds and bring a copy of the pre-application form for a Community Development Fund grant to February's meeting. Consensus was to look at submitting the pre-application following approval of the budget by the City Council on March 5, 2002.

**ITEMS FROM THE COMMISSION:**

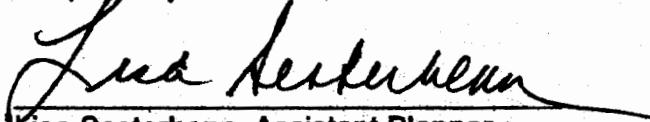
**Committee Membership:** Rusk stated that Mary Lynn Neumeister will be stepping down from this Committee due to her time commitments as the Chair of the Joint City County Planning Committee and Long Range Planning Advisory Commission. Consensus was for the LRPAC to review the membership on the Committee as the Committee moves from a visioning process to a planning process. In addition, staff is to send a letter to all current Committee members with the 2002 meeting schedule. Committee members are asked to

Minutes - Downtown Planning Committee  
January 21, 2002  
Page 2

respond stating their interest in the planning process and ability to commit to the meeting schedule.

**ADJOURNMENT:** The meeting ended at 12:45 p.m.

Respectfully submitted,



Lisa Sesterhenn, Assistant Planner

2/18/02

Adopted

**MINUTES**  
**DOWNTOWN PLANNING COMMITTEE**  
**Long Range Planning Advisory Commission**  
**February 18, 2002, 11:30 A.M.**  
**Conference Room #2, City Hall Annex**  
**1300 Main Street, Dubuque, Iowa**

**PRESENT:** Committee Members: Dan LoBianco, Doris Hingtgen, Steve Horman, Jim Holz, John Walsh, Ruth Nash, Jim Gibbs, Dave Rusk, and Bob Felderman; Staff Members: David Harris, Rich Russell, and Lisa Sesterhenn.

**ABSENT:** Committee Members: Art Roche, Pam Jochum, Ann Michalski, and Jim Giesen. Staff Member: Laura Carstens.

---

**CALL TO ORDER:** The meeting was called to order at 11:35 a.m.

**CERTIFICATION OF COMPLIANCE:** Staff presented an Affidavit of Compliance verifying that the meeting was being held in compliance with the Iowa Open Meetings Law.

**MINUTES:** Motion by LoBianco, seconded by Felderman to approve the minutes of January 21, 2002 passed unanimously. Motion by Felderman, seconded by Walsh to approve the minutes of November 5, 2001 passed unanimously.

**ACTION ITEMS:**

**Budget Review Process:** Rusk stated that he would not be able to attend the February 21 budget hearing and requested that representatives from the Chamber of Commerce and Dubuque Main Street be present at the meeting. He stated that he would be attending the March 5 budget hearing.

**Next Steps for Master Planning Process:** Horman, LoBianco, and Sesterhenn shared the contacts, RFPs, and other information collected from other cities for development of a downtown comprehensive master plan. LoBianco summarized the status of other funding sources including the National Trust for Historic Preservation (up to \$10,000), Alliant (up to \$2,500), and Utilicorp (under \$1000). He stated that the National Trust application should be submitted by early March and that he will meet with City staff and Bob Felderman to finalize the application.

LoBianco and City staff reviewed the Iowa Economic Development Department (IDED) pre-application process and form. After a discussion, consensus was to invite Cali Beals, IDED, to the next meeting to review the grant process and timelines.

**ITEMS FROM THE COMMISSION:**

**Committee Membership:** Sesterhenn reviewed the results of the survey that was sent to all committee members and stated that the Long Range Planning Advisory Commission

Minutes - Downtown Planning Committee  
February 18, 2002  
Page 2

will review the results at its next meeting. After a discussion, consensus was that the current Committee membership is appropriate with the exception that LoBianco will extend an invitation to the Fischer Companies to have a representative on the Committee.

**ADJOURNMENT:** The meeting ended at 12:33 p.m.

Respectfully submitted,

Lisa Sesterhenn /lc

Lisa Sesterhenn, Assistant Planner

3/11/02

Adopted

**MINUTES**  
**DOWNTOWN PLANNING COMMITTEE**  
**LONG RANGE PLANNING ADVISORY COMMISSION**

March 11, 2002  
11:30 a.m.  
Conference Room #2 – City Hall Annex  
1300 Main Street, Dubuque

**PRESENT:** Chairperson Rusk, Committee Members Bob Felderman, John Walsh, Jim Gibbs, Doris Hingtgen; Staff Members Rich Russell, Laura Carstens, David Harris and Bill Baum; Guests: Cali Beals, Iowa Department of Economic Development; Jim Holz, MSA; Mary Lynn Neumeister, Long Range Planning Advisory Commission.

**ABSENT:** Committee Members Ruth Nash, Ann Michalski, Pam Jochum, Dan LoBianco, Steve Horman and Jim Giesen; Staff Member Lisa Sesterhenn.

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**CALL TO ORDER:** Chairperson Rusk called the meeting to order at 11:38 a.m. without a quorum.

**MINUTES:** Motion by Felderman, seconded by Walsh, to approve the minutes of the February 18, 2002 meeting as submitted by consensus due to lack of a quorum.

Chairperson Rusk read Jim Holz's resignation letter.

Chairperson Rusk introduced Cali Beals of the Iowa Department of Economic Development (IDED).

**ACTION ITEMS:**

**Report on Master Planning Process: IDED Pre-Application:** Chairperson Rusk distributed, and then reviewed, a list of milestones from February 2000 through March 2002 for the downtown planning process. He reviewed the status of the four steps of the downtown planning process. He noted that step #1 was completed with the City Council's adoption of Vision Downtown. He then reviewed the three remaining steps for creating Dubuque's downtown master plan: assess the vision vs. reality, assess the vision vs. existing plans, and create a comprehensive downtown master plan.

Cali Beals distributed a brochure on IDED's Community Development Fund, and reviewed the program's parameters. She noted the City's proposal addresses three targeted issues - growth management (smart growth) and two housing issues (upper story and infill lots). She said a pre-application can be made on-line; however, the application must include the name of the consultant. She said the IDED will not fund a project without this information.

Ms. Beals noted that the maximum amount is \$50,000, but IDED has not funded at this level this year. She said the IDED has not funded any downtown master plans, but recently has funded two projects at \$20,000 and \$25,000. She emphasized that the IDED would like to commit the money before the end of the fiscal year, which is June 30, 2002, to avoid reallocation to other state programs.

Minutes – Downtown Planning Committee

March 11, 2002

Page 2

Ms. Beals then explained that the application must be from the City on behalf of a non-profit organization, such as Dubuque Main Street. She noted there is an additional grant program that provides \$5,000/year for commercial development. She said that the Community Development Fund is not for tourism; Vision Iowa and CAT funds are for those types of projects. Examples of regional partners that Ms. Beals said would be considered include the School District and Dubuque County. For our project, she said we have the right partners at the table.

Ms. Beals stated that IDED would ask: Does the project really address the issues of Vision Downtown as a back door way to address culture and entertainment for tourism? She then reviewed the rating criteria. She said for *Models for Success*, we would need to hit this rating very hard. For *Industry clusters*, she said supporting documents and a letter of support from GDCC would help this process.

Ms. Beals noted that she serves as advisor, advocate and reviewer in Des Moines. She said the pre-application takes 7-10 days to turn around and to make the first cut. She said the turnaround time on the final application is approximately one month.

Chairperson Rusk thanked Ms. Beals for attending this meeting, and for providing information about the program. There was then discussion on how to proceed.

Carstens noted that selecting a consultant prior to receiving a grant is the typical and generally required process of other State agencies and the City. She said with the City's consultant selection process, which requires an RFP and then approval of the consultant by the City Council, a consultant could not be named in a month. Ms. Beals encouraged a pre-application without the consultant being named, so that we could at least begin the grant review process.

After further discussion, consensus was that the recommended consultant selection committee for the downtown master plan RFP would be: Rusk, Felderman, LoBianco, Horman, Harris, Carstens, and a representative from the City Finance department. Carstens said she would review the committee and IDED process with the City Manager.

National Trust for Historic Preservation Grant: In the absence of LoBianco, Chairperson Rusk reported that LoBianco, Felderman and Carstens will work on this for submission in March.

**ITEMS FROM COMMITTEE:**

Felderman reported on Dubuque Main Street's collaboration with the Fischer Companies to find uses for vacant buildings in the 900 block of Main Street.

Felderman reported that he and Hingtgen would pursue a grant from the Dubuque Area Board of Realtors, with Committee support. The Committee supported this action by consensus.

Minutes – Downtown Planning Committee

March 11, 2002

Page 3

**Committee Membership:** Chairperson Rusk reported that LoBianco has met with the Fischer Companies to invite their representative to serve on the Committee, but they declined due to other commitments.

After discussion of invitations to NICC and the School District, consensus was to ask both for a letter of support for the IDED grant, indicate the Committee will send minutes and invitations to forums, and would welcome their designating a representative to serve on the Committee. After further discussion, consensus was to ask for letters of support from both Finley and Mercy Hospitals and to re-invite Art Roche of Mercy to rejoin the Committee, to gauge their level of interest in participating.

There was some discussion of whether to invite the Archdiocese as a major downtown property owner, and whether this might create a community perception of singling out a particular religious group. Also discussed were the difficulties of creating too large a committee. Neumeister suggested a broader invitation list could be used for task forces with one or two meetings to give a more realistic opportunity for their participation. Consensus was to request letters of support from the Archdiocese and DACU and to gauge their level of interest in participating.

After further discussion, consensus was for this correspondence requesting letters of support to come from Neumeister as Chairperson of the Long Range Planning Advisory Commission, on Planning Services Department letterhead.

**Meeting Time:** Consensus was to move the meeting time to 11:00 a.m.

Neumeister indicated that she no longer could commit her time to this process, and then thanked Rusk for his leadership of the Committee. Committee members asked Neumeister if the Long Range Planning Advisory Commission should have a representative to replace her. Neumeister agreed to ask the Commission to select an additional representative for the Committee.

**ADJOURNMENT:** The meeting adjourned at 12:45 p.m.

Respectfully submitted,



Laura Carstens, Planning Services Manager

April 8, 2002  
Adopted



**MINUTES**

**DOWNTOWN PLANNING COMMITTEE**  
**Long Range Planning Advisory Commission**  
**April 8, 2002, 11:00 A.M.**  
**Conference Room #2, City Hall Annex**  
**1300 Main Street, Dubuque, Iowa**

**PRESENT:** Committee Members: Doris Hingtgen, Steve Horman, Jim Holz, John Walsh, Jim Gibbs, Ann Michalski, Jim Giesen, Dave Rusk and Bob Felderman; Staff Members: David Harris and Lisa Sesterhenn.

**ABSENT:** Committee Members: Dan LoBianco, Ruth Nash and Pam Jochum. Staff Members: Laura Carstens and Rich Russell.

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**CALL TO ORDER:** The meeting was called to order at 11:15 a.m. Chairperson Rusk reminded the Downtown Planning Committee members that the meeting time has been changed to 11:00 a.m. instead of 11:30.

**CERTIFICATION OF COMPLIANCE:** Staff presented an Affidavit of Compliance verifying that the meeting was being held in compliance with the Iowa Open Meetings Law.

**MINUTES:** Motion by Felderman, seconded by Giesen to approve the minutes of February 18 and March 11, 2002 passed unanimously.

**ACTION ITEMS:**

**Report on Master Planning Process:** Sesterhenn reported that the City Manager approved the RFP Committee with the addition of Assistant City Manager Cindy Steinhauser and Neighborhood Development Specialist Jerelyn O'Connor. She also reported that staff is in the process of preparing a draft RFP based on RFPs and information obtained from other communities. Once a draft RFP is written, the RFP committee will meet to finalize the draft, distribute the RFP and review the responses. Sesterhenn stated that staff was aware of the timeframe for the IDED application and will include a "contingent upon funding" clause as part of the RFP.

**Report on IDED Grant Application:** Sesterhenn stated that the pre-application has been submitted to the Iowa Department of Economic Development. A question was raised as to why no in-kind support was shown in the pre-application and a request made that the time spent by the Committee be included as an in-kind contribution for the application. A question was also raised as to whether the application will be ready to be submitted in order to meet the deadline established by the IDED. Sesterhenn stated that staff is aware of the IDED timeframe.

**Report on NTHP Grant Application**

There was no report on this item as LoBianco was not at the meeting.

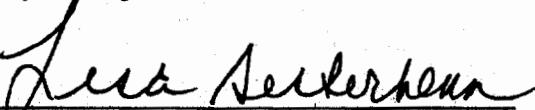
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April 8, 2002  
Page 2

**ITEMS FROM THE COMMISSION:**

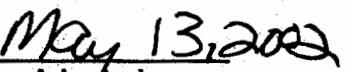
By consensus, the Committee decided to host an open house for downtown business leaders and community stakeholders to review Vision Downtown and introduce the concept of the Downtown Master Plan. Walsh, Horman, Felderman, and Baum will coordinate this meeting – they will meet on April 15, 2002 at the Chamber of Commerce office to plan this event. A letter requesting a financial contribution to the master planning process will be sent following the open house.

**ADJOURNMENT:** The meeting ended at 11:50 a.m.

Respectfully submitted,

  
Lisa Sesterhenn

Lisa Sesterhenn, Assistant Planner

  
May 13, 2002

Adopted

**MINUTES**  
**DOWNTOWN PLANNING COMMITTEE**  
**Long Range Planning Advisory Commission**  
**May 13, 2002, 11:00 A.M.**  
**Conference Room #2, City Hall Annex**  
**1300 Main Street, Dubuque, Iowa**

**PRESENT:** Committee Members: Doris Hingtgen, John Walsh, Dan LoBianco, Ann Michalski, Jim Giesen, Pam Jochum, Dave Rusk and Bob Felderman; Staff Members: David Harris, Laura Carstens, Rich Russell, and Lisa Sesterhenn; Guest: Jim Holz

**ABSENT:** Committee Members: Jim Gibbs, Bill Baum and Ruth Nash.

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**CALL TO ORDER:** The meeting was called to order at 11:10 a.m.

**CERTIFICATION OF COMPLIANCE:** Staff presented an Affidavit of Compliance verifying that the meeting was being held in compliance with the Iowa Open Meetings Law.

**MINUTES:** Motion by Walsh, seconded by Michalski to approve the minutes of April 8, 2002 passed unanimously.

**ACTION ITEMS:**

**Report on Consultant Selection Process and IDED Grant Application**

Carstens distributed a memo with an update on the IDED Grant process and the consultant selection process. She stated that funds from the IDED will not be available until after 7/1/02 according to Cali Beals. Carstens reviewed the spreadsheet that she prepared listing potential components, scope, and deliverables that could be included in an RFP for a consultant. Committee members discussed and analyzed the spreadsheet and presented recommendations for inclusion in the RRP for a Downtown Master Plan consultant. Carstens will take the recommendations from the Committee and develop a draft RFP for review by the Consultant Selection Committee. The Committee is tentatively scheduled to meet on May 23, 2002 at 11:00 a.m. Carstens confirmed that the RFP will include a "contingent upon funding" clause and that a contract will not be signed with a consultant until funding is in place.

**Report on NTHP Grant Application**

LoBianco reported that there were 2 applications submitted from Dubuque and that the Grand Theater application scored higher than the Downtown Master Plan application. LoBianco stated that it appears unlikely that our project will receive funding however he will know for sure by 6/1/02.

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**ITEMS FROM THE COMMISSION:**

Rusk reported that Steve Horman has resigned from the Committee and recommended appointing Dan Walsh in his place. Motion by Walsh, seconded by Jochum to add Dan Walsh to the Committee passed unanimously.

Rusk also reported that the open house for downtown business leaders and community stakeholders that was scheduled for the evening of May 13, 2002 will not be held at this time.

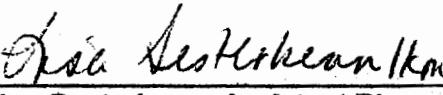
**ITEMS FROM STAFF:**

Carstens reported that time at meetings is not generally counted as an in-kind match for grant requests. She requested that Committee members begin to determine the potential in-kind resources that could be contributed to this project.

Russell noted that the July 8, 2002 Committee meeting conflicts with a City management team meeting. Therefore, the July Downtown Planning Committee meeting will be held on July 2, 2002 at 11:00 a.m. in the City Hall Annex Conference Room 2.

**ADJOURNMENT:** The meeting ended at 12:15 p.m.

Respectfully submitted,

  
Lisa Sesterhenn, Assistant Planner

6/10/02

Adopted

**MINUTES**

**DOWNTOWN PLANNING COMMITTEE**  
**Long Range Planning Advisory Commission**  
**June 10, 2002, 11:00 A.M.**  
**Conference Room #2, City Hall Annex**  
**1300 Main Street, Dubuque, Iowa**

**PRESENT:** Committee Members: Doris Hingtgen, Jim Gibbs, Dan LoBianco, Jim Giesen, Dave Rusk and Bob Felderman; Staff Members: Laura Carstens and Bill Baum; Guest: Jim Holz

**ABSENT:** Committee Members: Dan Walsh, John Walsh, Ann Michalski, Pam Jochum, and Ruth Nash; Staff Members: David Harris and Rich Russell.

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**CALL TO ORDER:** The meeting was called to order at 11:20 a.m.

**CERTIFICATION OF COMPLIANCE:** Staff presented an Affidavit of Compliance verifying that the meeting was being held in compliance with the Iowa Open Meetings Law.

**MINUTES:** Motion by Felderman, seconded by LoBianco to approve the minutes of May 13, 2002 passed unanimously.

**ACTION ITEMS:**

**Consultant Selection Process**

Carstens reported that on May 23, the consultant selection committee met to review the draft RFP that she had prepared based on the Committee's input at the May 13 Committee meeting. She noted that the City Manager had approved the RFP, and indicated that it did not need City Council approval before being sent out. Carstens said that the RFP was emailed to the American Planning Association's web site for posting, and also was mailed out to primarily local and regional consultants. She noted that a copy of the RFP was enclosed in the Committee's agenda packets. She indicated that proposals are due on June 28. Carstens explained that after a review of the responses received, the consultant selection committee will need to interview a short list of firms to interview, and then make a recommendation to the City Council.

**IDED Grant Application Timeline**

Carstens reported that on May 30, she met with Harris, Baum, Russell, and LoBianco to review the IDED grant application, and what IDED staff will be looking for in a strong application. She noted that the grant would be for no more than \$25,000. LoBianco reported that the IDED's FY02 grant budget had been "scooped" to meet the budget shortfall. Baum added that IDED staff had informed us that the agency was allocated a smaller budget, so they must decide what their priorities are. Consensus was to assume there would be a grant program would be in place, and to submit an application.

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NTHP Grant Application Results

LoBianco stated the National Trust for Historic Preservation did not award the grant that DMSL requested for the Downtown Master Plan. He suggested applying again in October 2002. Consensus was to see what funding could be raised locally prior to this fall.

Additional Financial and In-Kind Resources

Rusk reviewed that our estimated project budget is \$100,000, with about \$75,000 for consultant fees and \$25,000 for printing and public relations. He noted that the City has committed \$50,000 to the project, and that if awarded, the IDED grant would be no more than \$25,000. He said that additional financial and in-kind resources should be discussed.

Felderman reported that the Dubuque Area Board of Realtors has pledged \$1,000 to the project. He also suggested we wait until we have responses to the RFP to determine the balance needed for the project.

The Committee discussed how to approach the Chamber Board and the DMSL Board, as well as their members and other major players in the downtown. The Committee discussed whether the Chamber and DMSL could serve as partners for approaching their members and other organizations for financial support and in-kind resources. After further discussion, motion by Felderman, seconded by LoBianco to approve a two-step process: (1) Rusk to meet with Nick Schrup, Chairman of the Chamber Board, and the Chamber representative to this Committee, to discuss a contribution from the organization and/or its membership; and (2) Rusk to convene a subgroup of the Committee consisting of Rusk, LoBianco, Walsh, Felderman, Chamber representative and Carstens to develop a mini campaign to raise resources needed for the project, beginning with major players. Motion passed unanimously.

The Committee then discussed other sources of state and private grants focused on components of the Vision, such as housing, parks and open space, cultural arts, and transportation. The Committee also discussed service groups as possible resources.

Baum noted that Dick Wertzberger might be replacing Dan Walsh as the Chamber representative on this Committee. Consensus was to have the Chamber confirm their representative, and for the Committee to concur with the Chamber's selection.

ADJOURNMENT: The meeting ended at 12:14 p.m.

Respectfully submitted,



Laura Carstens, Planning Services Manager

July 2, 2002  
Adopted

**MINUTES**  
**DOWNTOWN PLANNING COMMITTEE**  
**Long Range Planning Advisory Commission**  
**July 2, 2002, 11:00 A.M.**  
**Conference Room #2, City Hall Annex**  
**1300 Main Street, Dubuque, Iowa**

**PRESENT:** Committee Members: Doris Hingtgen, Dan LoBianco, Jim Giesen, Dick Wertzberger, Ann Michalski, John Walsh, Dave Rusk and Bob Felderman; Staff Members: Laura Carstens, David Harris, Bill Baum and Kay Munson; Guest: Jim Holz

**ABSENT:** Committee Members: Jim Gibbs, Pam Jochum, and Ruth Nash.

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**CALL TO ORDER:** The meeting was called to order at 11:05 a.m.

**CERTIFICATION OF COMPLIANCE:** Staff presented an Affidavit of Compliance verifying that the meeting was being held in compliance with the Iowa Open Meetings Law.

**MINUTES:** The minutes of the June 10, 2002 meeting passed unanimously.

Dave Rusk introduced Dick Wertzberger who is replacing Dan Walsh as the Chamber representative on this Committee. The Committee introduced themselves to Mr. Wertzberger.

**ACTION ITEMS:**

**Consultant Selection Process**

Staff Member Carstens noted that she has responded to approximately 75 requests for the Downtown Master Plan information. Nine RFP's were received and were handed out to the subcommittee to review. A short list will be identified by July 15 and three or four firms will be picked to interview. Cost projections will be shared at a later date in the process.

**IDED Grant Application Timeline**

Dan LoBianco stated that as of yesterday the Iowa Department of Economic Development did not have a budget, but assured the Committee that the funding will be available and that we need to get an application completed and sent as soon as possible. He indicated that they are looking for projects that are unique and can show others how to do a project, but that he feels comfortable that there is money available for what we are doing. A target date of August 15, 2002 was picked to send an application, after the consultant is chosen.

**Additional Financial and In-Kind Resources**

Rusk reviewed that our estimated project budget is \$100,000, with about \$75,000 for consultant fees and \$25,000 for printing and public relations. He noted that the City has committed \$50,000 to the project, and that if awarded, the IDED grant would be no

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more than \$25,000. He also reported that the Dubuque Area Board of Realtors has pledged \$1,000 to the project and a local financial institution has pledged between \$2,000 - \$3,000.

Rusk also discussed that he approached the Chamber Board and has the Chamber's commitment to and endorsement of the project. They would like to serve as a partner in the project.

Discussion followed regarding how to proceed with requests for pledges. Walsh asked if a presentation should be done to the previously identified group of 70 major players. Michalski thought the fundraising subcommittee should court this group before asking for money and establish the project as a prestige project to increase awareness. She believed a public relation campaign may be needed to promote this project. Felderman said it would be nice to have more information first before a major public relations campaign is slated. Rusk thought calls need to be made now and public awareness needs to be done after we have more information. Consensus was reached that the list needs to be "scrubbed" by the fundraising subcommittee and contacts made prior to a public relations campaign, with the general public to be given an opportunity to contribute at a later date.

Rusk will convene the subgroup of the Committee consisting of himself, LoBianco, Walsh, Felderman, and Wertzberger to scrub the list of major players and begin to contact them in order to raise the resources needed for the project.

Rusk shared with the Committee that the fundraising subcommittee will open an account through Dubuque Main Street, Ltd. specifically for pledges. It will be called the "Downtown Planning Fund", and will be tax deductible and for charitable donations or business expenses.

**NEXT MEETING:** The next meeting will be held on Monday, August 12, 2002 at 11:00 a.m. in Conference Room #2 at City Hall Annex.

**ADJOURNMENT:** The meeting adjourned at 12:00 Noon.

Respectfully submitted,



Laura Carstens, Planning Services Manager

8-12-02

Adopted

**MINUTES**  
**DOWNTOWN PLANNING COMMITTEE**  
**Long Range Planning Advisory Commission**  
**August 12, 2002, 11:00 A.M.**  
**Conference Room #2, City Hall Annex**  
**1300 Main Street, Dubuque, Iowa**

**PRESENT:** Committee Members: Pam Jochum, Ruth Nash, Doris Hingtgen, Dan LoBianco, Jim Gibbs, Dick Wertzberger, Ann Michalski, John Walsh, Dave Rusk and Bob Felderman; Staff Members: Laura Carstens, David Harris and Rich Russell.

**ABSENT:** Committee Member: Jim Giesen.

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**CALL TO ORDER:** The meeting was called to order at 11:05 a.m.

**CERTIFICATION OF COMPLIANCE:** Staff presented an Affidavit of Compliance verifying that the meeting was being held in compliance with the Iowa Open Meetings Law.

**MINUTES:** Motion by Wertzberger, seconded by Michalski to approve the minutes of the July 2, 2002 meeting passed unanimously.

**ACTION ITEMS:**

**Consultant Selection Process**

Rusk reviewed that 75 RFP's had been distributed, nine proposals were received, and four firms had been interviewed. Carstens added that a recommendation had been submitted to the City Manager, and the City Manager's recommendation would go on to the City Council. Motion by Walsh, seconded by Michalski to concur with the recommendation of the consultant selection committee passed unanimously.

**IDED Grant Application Timeline**

Carstens distributed a draft of the IDED grant application. Rusk asked committee members to review it, and then provide comments within the next week. Michalski suggested the application be e-mailed to IDED contact Cali Beals this week. She added that she and LoBianco would visit with Ms. Beals about the application at the Downtown Conference in Mason City on August 20-21. Carstens noted that the application would go to the City Manager and then the City Council. She asked for letters of support from the Chamber and Dubuque Main Street to go with the application.

**Additional Financial and In-Kind Resources**

Rusk reviewed a list of major downtown stakeholders who had been asked for a financial commitment. He reported that over \$12,500 had been raised to date.

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**NEXT MEETING:** The next meeting will be held on Monday, September 9, 2002 at 11:00 a.m. in Conference Room #2 at City Hall Annex.

**ADJOURNMENT:** The meeting adjourned at 12:05 p.m.

Respectfully submitted,



Laura Carstens, Planning Services Manager

9-16-02

Adopted

**MINUTES**  
**DOWNTOWN PLANNING COMMITTEE**  
**MONDAY, SEPTEMBER 9, 2002**  
11:00 a.m.  
City Hall Annex - #2  
1300 Main Street  
Dubuque IA 52001

**PRESENT:** Jim Giesen, Doris Hingtgen, Dan LoBlanco, Ann Michalski, Dave Rusk and John Walsh. Staff Members Bill Baum, David Harris, Rich Russell, Beth Conlon and Laura Carstens.

**ABSENT:** Bob Felderman, Jim Gibbs, Dick Wertzberger, Pam Jochum and Ruth Nash.

**CALL TO ORDER** The meeting was called to order at 11:08 a.m.

**CERTIFICATION OF COMPLIANCE:** Staff presented an Affidavit of Compliance verifying that the meeting was being held in compliance with the Iowa Open Meetings Law.

**MINUTES:** Motion by LoBlanco, seconded by Michalski to approve the meeting minutes of August 12, 2002 passed unanimously.

**ACTION ITEMS**

**Consultant Selection Process:** Carstens stated that Leland Consulting Group of Denver, Colorado had been awarded the contract for services to create a Downtown Master Plan. The plan will specify the objectives and action steps to reach the Vision Downtown Project goals. Leland Group is familiar with the downtown and riverfront studies in Dubuque. Leland will work with URS/BRW, the Minneapolis firm and two Dubuque firms, MSA and Durrant.

Michalski requested a verification of the Executive Summary with the City to share at the November meeting.

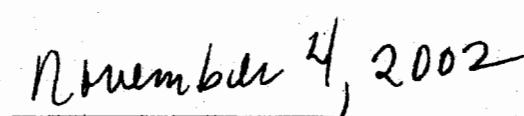
**IDED Grant Application:** LoBlanco reported that he and Michalski met with Cali Beals from IDED at the Downtown Conference in Mason City, Iowa in August. Ms. Beals is looking for "uniqueness with limited funding" and recommended asking for \$25,000 and expecting \$20,000 funding for the Downtown Dubuque Master Plan project. Walsh suggested enclosing a pledge information letter with the IDED grant application. Consensus was for staff to draft a letter for Rusk to sign that described the fundraising efforts and acknowledged IDED's past support of Vision Downtown.

**Additional Financial And In-Kind Resources:** Rusk reviewed the list of major downtown stakeholders who had been asked for financial commitments. He reported that \$17,000 has been raised to-date. Michalski suggested a meeting with Dubuque Initiatives to request a donation. Consensus was for staff to draft a letter to Dubuque Initiatives for their October meeting.

**ADJOURNMENT:** The meeting was adjourned at 11:57 a.m.

Respectfully submitted,

  
Beth Conlon, Assistant Planner

  
November 4, 2002  
Adopted

**MINUTES**  
**LONG RANGE PLANNING ADVISORY COMMISSION**  
**DOWNTOWN PLANNING COMMITTEE**  
October 14, 2002  
11:00 a.m.  
Conference Room #2 – City Hall Annex  
1300 Main Street, Dubuque

**PRESENT:** Chairperson Dave Rusk, Committee Members, John Walsh, Jim Gibbs, Jim Giesen and Dan LoBianco; Staff Members: Rich Russell, Laura Carstens, David Harris, Bill Baum and Beth Conlon.

**ABSENT:** Committee Members Bob Felderman, Doris Hingtgen, Pam Jochum and Ann Michalski.

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**CALL TO ORDER:** Chairperson Rusk called the meeting to order at 11:10 a.m. without a quorum.

**CERTIFICATION OF COMPLIANCE:** Staff presented an Affidavit of Compliance verifying that the meeting was being held in compliance with the Iowa Open Meetings Law.

Chairperson Rusk requested a moment of silence in memory of Ruth Nash.

**MINUTES:** Due to a lack of quorum, the minutes of the September 9<sup>th</sup> meeting will be reviewed at the November meeting.

Chairperson Rusk announced that Steward Sandstrom will replace Dick Wertzberger on the committee as the Chamber of Commerce representative.

**ACTION ITEMS:**

**Consultant Contract:** Staff Member Carstens reported that the draft is being reviewed with staff. Chairperson Rusk suggested that a reduction analysis for the consultant fees be done. Staff Member Carstens suggested this should be possible due to an overlap with the Transit Alternatives Study.

**IDED Grant Application:** Chairperson Rusk commented that Cali Beals of the IDED requested further donor information in a letter, which was sent on October 1, 2002. Staff Member Carstens reported that IDED wants a list of donors and confirmation of \$25,000 raised privately before the grant application is reviewed. Chairperson Rusk reported that \$17,000 in pledges has been raised as of this date.

**Additional Financial and In-Kind Resources:** Chairperson Rusk reported Dubuque Initiatives will be asked for \$5,000. He read his letter to Dubuque Initiatives. He also reported that additional donors have been identified and approached informally.

**ITEMS FROM COMMITTEE:** The meeting date for November was changed to November 4<sup>th</sup> at 11:00 a.m. due to the Veteran's Day holiday.

**ADJOURNMENT:** The meeting adjourned at 11:44 a.m.

Respectfully submitted,

*Beth Conlon*

Beth Conlon, Assistant Planner

*November 4, 2002*

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Adopted

**MINUTES**  
**LONG RANGE PLANNING ADVISORY COMMISSION**  
**DOWNTOWN PLANNING COMMITTEE**

November 4, 2002

11:00 a.m.

Conference Room #2 – City Hall Annex  
1300 Main Street, Dubuque

**PRESENT:** Chairperson Dave Rusk, Committee Members Bob Felderman, Jim Gibbs, Doris Hingtgen, Dick Wertzberger, Pam Jochum, Dan LoBianco, Ann Michalski and John Walsh. Staff Members: Rich Russell, Laura Carstens, Jerelyn O'Connor, David Harris, Bill Baum and Beth Conlon.

**ABSENT:** Committee Member Jim Giesen.

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**CALL TO ORDER:** Chairperson Rusk called the meeting to order at 11:06 a.m.

**CERTIFICATION OF COMPLIANCE:** Staff presented an Affidavit of Compliance verifying that the meeting was being held in compliance with the Iowa Open Meetings Law.

**MINUTES:** Motion by Walsh, seconded by LoBianco to approve the minutes of the September 9, 2002 meeting as submitted. Motion carried unanimously.

Motion by Walsh, seconded by Felderman, to approve the minutes of the October 14, 2002 meeting as submitted. Motion carried unanimously.

Staff Member Carstens introduced Jerelyn O'Connor, Neighborhood Development Specialist, as a new staff member to the Committee.

**ACTION ITEMS:**

**Additional Financial and In-Kind Resources:** Chairperson Rusk reported that the Committee has met the \$25,000 local match commitment for the Downtown Master Plan Study contract, and distributed a list of contributors. Committee Member Felderman commented that he had donated \$100 to the funding, which was not listed. Committee Member Michalski stated that the total number of contributions also satisfied the Dubuque Initiatives match proposal. Chairperson Rusk commented that he informed Call Beals of the Iowa Department of Economic Development (IDED) that the \$25,000 total match has been made. Staff Member Harris congratulated the Committee.

Chairperson Rusk noted that Dubuque Initiatives had requested that Judie Fjellman be invited to join the Downtown Planning Committee if authorized by the Committee members. Motion by Walsh, seconded by Felderman, to invite Judie Fjellman to serve on the Committee. Motion carried unanimously.

**Consultant Contract:** Staff Member Carstens reported that there had been some difficulty communicating with Consultant Anne Ricker of Leland Consulting Group regarding the draft contract. Chairperson Rusk asked staff to work with Ms. Ricker to establish a project schedule and a cost reduction analysis.

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Chairperson Rusk also asked that staff invite Ms. Ricker to the December 9<sup>th</sup> Downtown Planning Committee meeting. Staff Member Carstens responded that the City Manager had directed that the City cannot make any financial or contractual commitment to the project until the IDED grant contract is awarded and signed. Staff Member Carstens commented that she could not commit to bringing the consultant to the December 9<sup>th</sup> meeting unless this requirement has been met.

Iowa Department of Economic Development Grant Application: Committee Member Jochum commented that she noticed that there were changes with the IDED grant issues from the September meeting to the October meeting. Committee Member LoBianco responded that IDED was asking for more documentation regarding funding. Committee Member LoBianco also reported that Ms. Beals had told him that we should ask for \$25,000 but expect \$20,000, and that the IDED funding would be the "last money in." Staff Member Carstens said she has not received word from IDED on the status of the grant application.

ITEMS FROM STAFF: Staff Member Carstens asked if the Committee would like to appoint another member from the Dubuque Cultural Alliance to replace the late Ruth Nash. The Committee discussed the possibility of a new member from Dubuque Cultural Alliance.

Motion by LoBianco, seconded by Michalski, to direct staff to draft a letter to Mike Ironside, President of the Dubuque Cultural Alliance, asking for a representative to replace Ruth Nash. Motion carried unanimously.

ADJOURNMENT: The meeting adjourned at 11:28 a.m.

Respectfully submitted,



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Beth Conlon, Assistant Planner

1.13.03

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Adopted

**Meeting  
For  
December 9, 2002**

**Cancelled**

**DOWNTOWN PLANNING COMMITTEE**  
**LONG RANGE PLANNING ADVISORY COMMISSION**  
Monday, January 13, 2003  
9:00 a.m. – 12:00 Noon  
Conference Room #2, City Hall Annex  
1300 Main Street, Dubuque, Iowa

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**PRESENT:** Doris Hinggen, Jim Gibbs, Dan LoBianco, Ann Michalski, Dave Rusk, John Walsh, Dick Wertzberger, Judie Fjellman. Staff Members Laura Carstens, Tim Horsfield (for Bill Baum), Rich Russell, David Harris, Jerelyn O'Connor and Beth Conlon; Consultants: Anne Ricker and Bob Kost.

**ABSENT:** Committee Members Jim Giesen, Bob Felderman, Pam Jochum, and Mike Ironside.

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**CALL TO ORDER:** The meeting was called to order at 9:05 a.m.

**CERTIFICATION OF COMPLIANCE:** Staff presented an Affidavit of Compliance verifying that the meeting was being held in compliance with the Iowa Open Meetings Law.

**MINUTES:** Motion by Wertzberger, seconded by Walsh to approve the meeting minutes of November 4, 2002 as submitted. Motion carried unanimously.

Chairperson Rusk introduced new committee member Judie Fjellman of Dubuque Initiatives and welcomed her to the Downtown Planning Committee.

**ACTION ITEM:**

**Kick-off Meeting with Leland Consulting Group Team:** Downtown Master Planning consultants Anne Ricker, Leland Consulting Group, Denver, Colorado and Bob Kost, Senior Associate of URS, Minneapolis, Minnesota presented their Downtown Dubuque Master Plan strategy to the Downtown Planning Committee members.

Ms. Ricker shared the Downtown Dubuque Master Plan project mission statement with the Committee: "To assist the client team with preparation of redevelopment strategies for downtown which will produce tangible results and information that will lead to careful investment and a well served market."

The consultants reviewed the essentials of an implementable plan and strategy are:

- ♦ To understand our downtown as a sub-market.
- ♦ To identify the critical components of downtown identity.
- ♦ To leverage existing development opportunities.
- ♦ To understand the built environment (the historic environment).

Downtown Planning Committee

January 13, 2003

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- ◆ To create linkages and educate with the delivery system.
- ◆ To insure economic sustainability.
- ◆ To enhance livability.

They added that the challenges to downtown revitalization are:

- ◆ Lack of developable land.
- ◆ Comparatively high land costs.
- ◆ Competition for City dollars.
- ◆ The economics of redevelopment.
- ◆ The older buildings and Infrastructure.
- ◆ Inconsistent neighborhood infrastructure.
- ◆ Greater risk in serving a narrow market.
- ◆ Transportation connections.
- ◆ Parking accessibility.

Ms. Ricker, Mr. Kost and the Committee members discussed the various essentials and challenges of this project. Ms. Ricker shared that what makes Dubuque unique are community assets, traditional values, the character of the local market, our commitment to reinvestment and our culture and history. Ms. Ricker and Mr. Kost affirmed that the deliverable products of the Downtown Master Plan and the redevelopment strategy would include:

- ◆ Base maps.
- ◆ A comprehensive database.
- ◆ Community profile(s).
- ◆ Synthesis of barriers to reinvestment-capacity analysis.
- ◆ Cross reference with the Vision Downtown plan.
- ◆ Business inventory and demand estimates.
- ◆ Development concept plans with niche opportunities.
- ◆ Benchmark variables.
- ◆ A final framework plan.
- ◆ Urban design framework.
- ◆ A menu of project, program and policy initiatives.
- ◆ Identifiable implementable projects (developer RFPs).

Ms. Ricker noted that the benefits to a healthy downtown are the increased ability to attract and retain employees, to establish criteria for bond rating companies, to provide recruitment tools for new industry, to stimulate the region's economy and to provide good investment. She added that objectives for the Downtown Master Plan strategy are to:

1. Identify the critical components of downtown identity.
2. Understand the market.

**Downtown Planning Committee**

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3. Leverage existing development opportunities.
4. Understand the built (historic) environment.
5. Create linkages.
6. Use the delivery system to educate the community.
7. Ensure economic sustainability.
8. Enhance livability and produce an implementable plan and strategy.

Ms. Ricker, Mr. Kost and the Committee members discussed outreach tools that will engage the downtown stakeholder:

- ◆ Stakeholder interviews.
- ◆ Walking tours of the historical districts.
- ◆ Communication.
- ◆ Planning retreat workshop.
- ◆ Regular work group meetings.
- ◆ Periodic business group coffees/lunches.
- ◆ Community meetings at key stages.
- ◆ City Council work sessions.
- ◆ Coffees or lunches with business and service groups.
- ◆ Youth—for example high schools, colleges, NICC.

The Committee also discussed engaging the Chamber of Commerce, GDCC Board, Dubuque Multiple Listing Services (joint meeting), neighborhood associations (joint meeting) as well as using existing newsletters at Dubuque Main Street, Ltd., Chamber of Commerce, and the City, media releases and public service announcements (PSAs).

Committee members discussed that we should be engaging not only the leaders, movers and shakers of the community, but also ordinary citizens. Committee members noted that the commitment to keep ordinary citizens involved is very important; we need to keep them educated and abreast of the process.

Committee members also had other general ideas regarding about the Downtown Master Planning process:

- ◆ To keep handicapped-accessibility issues in mind when making walking tours.
- ◆ To limit meetings with the City Council to two short meetings rather than one long and one short meeting.
- ◆ To use extra City Council work sessions, if controversial issues develop, to resolve those issues.
- ◆ To use a presentation at the City Council as an action item in lieu of a work session.
- ◆ To establish a schedule for the Downtown Planning Committee to meet with emphasis on meetings with the consultants.

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The meeting continued with a discussion regarding the communication and delivery system to help the community take ownership of the Downtown Master Plan strategy. Comments were made that it was important to communicate our successes and that sustainability is a continuing process. Some Committee members questioned whether there was a marketing piece and a map with highlighted locations to use as a marketing tool with developers and investors. Leland Team said that they would help prepare information in binders to be packaged as we need it with poster plans or two-page fold-out brochures and insert sheets that could be used immediately after the Plan is adopted.

Ms. Ricker handed out paper and markers and asked Committee members to draw a map of the Downtown area as it is today and how they envision the Downtown for the future. After the exercise, each Committee member shared his or her map and vision for the future of the Downtown. Suggestions for the future were:

- ◆ Upscale shopping.
- ◆ A shift in City Council goals from the emphasis on family to the emphasis on Dubuque as a place for a broader population.
- ◆ Downtown transportation improvements along with way-finding sign systems.
- ◆ Educating property owners on the return on investment for housing and retail in the Downtown area.
- ◆ Look at small to medium-sized cities and in Iowa and use Main Street Iowa as an inspiration. The cities of Natchez, Vicksburg, Fargo, Green Bay, LaCrosse, Lansing, Walla Walla, Boise, Sioux Falls and St. Charles were mentioned.

Some impediments to the Downtown Master Plan were discussed: storm water management, a downtown elementary school, and absentee downtown landlords.

Ms. Ricker then asked each person to state a project that they would like to see come to completion in the next five years. The following projects were identified:

1. A totally renovated Julien Inn.
2. A totally renovated Fischer Building.
3. A light rail trolley system.
4. A downtown residential/service retail project.
5. A large retail anchor store, upscale if possible.
6. Prescott community school/center.
7. Restoration and new uses for the brick warehouse district.
8. A new use for the Masonic Temple.
9. Nesler Centre restoration/renovation.

Committee members and the consultants discussed that the planning process does not involve redoing the adopted Vision Downtown, but that the process does include assessing the vision versus reality as well as assessing the vision and reality versus

Downtown Planning Committee

January 13, 2003

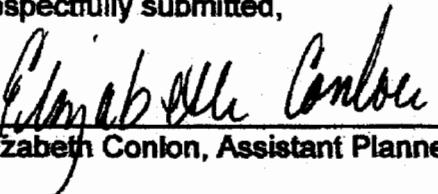
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existing plans.

The next meeting was scheduled for March 10, 2003 from 10:00 a.m. to 12:00 p.m. The February 10<sup>th</sup> meeting was canceled. Consensus was to hold a retreat at the Four Mounds Conference Center on Friday, April 11, 2003 from 12:00 p.m. to 5:00 p.m.

ADJOURNMENT: The meeting adjourned at 11:55 a.m.

Respectfully submitted,

  
\_\_\_\_\_  
Elizabeth Conlon, Assistant Planner

Adopted: 3.10.03

**Meeting  
For  
February 10, 2003**

**Cancelled**

**MINUTES**  
**Downtown Planning Committee**  
**Monday, March 10, 2003**  
**10:00 a.m. – 12:00 Noon**  
**Conference Room 2, City Hall Annex**  
**1300 Main Street, Dubuque, Iowa**

**PRESENT:** Committee Members Doris Hingtgen, Bob Felderman, Jim Gibbs, Dan LoBianco, Dave Rusk, Mike Ironside, Judie Fjellman; Staff Members Laura Carstens, Elizabeth Conlon, Rich Russell, David Harris, Bill Baum and Jerelyn O'Connor. Also present were Anne Ricker of Leland Consulting, Denver, Colorado; Bob Kost, Eric Paget and Dan Myers of URS/BRW, of Minneapolis, Minnesota; Jim Holz of MSA Professional Services Inc. of Dubuque; and Kyle Williams from LSA of Minneapolis, Minnesota.

**ABSENT:** Committee Members Jim Giesen, Pam Jochum, Ann Michalski, John Walsh, and Dick Wertzberger.

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**CALL TO ORDER:** The meeting was called to order at 10:08 a.m.

**CERTIFICATION OF COMPLIANCE:** Staff presented an Affidavit of Compliance verifying that the meeting was being held in compliance with the Iowa Open Meetings Law.

**MINUTES:** Motion by Gibbs, seconded by Fjellman, to approve the minutes of January 13, 2003, as submitted. Motion carried unanimously.

**ACTION ITEMS:**

**Report: Downtown Master Plan Consultants**

Anne Ricker of Leland Consulting Group and Bob Kost of URS/BRW, Inc. presented a report on their progress to date with the Downtown Dubuque Master Plan project strategy. Ms. Ricker stated that today's meeting was an administrative meeting. She distributed workbooks and handouts to the Downtown Planning Committee for their use. Ms. Ricker discussed the handouts and how they pertained to the downtown project. She also commented that the Downtown Dubuque Master Plan strategy would incorporate the context, opportunities, implications and impacts of *Vision Downtown*.

**Public Outreach Plan:**

Ms. Ricker introduced the public outreach process to the Committee members. She stated that the point of public outreach is to educate, validate and elevate the downtown civic agenda to grow consensus in the community. She also pointed out that public outreach would validate what has been accomplished and should be updated every two to three years.

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March 10, 2003

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The Committee reviewed the stakeholder interview list that Ms. Ricker provided to the Committee members. The members discussed the stakeholder list, made changes on the list, and added names. Ms. Ricker commented that she would incorporate information from 80 former stakeholder interviews in the Downtown Dubuque Master Plan project. Rather than interviewing the same stakeholders again, Ms. Ricker stated that she would ask the stakeholders to participate in focus groups on May 6th, 2003. The Committee's consensus was the three focus groups will include the Downtown Dubuque Master Plan, downtown business owners and property owners, and downtown residents and other interested parties.

Consensus was reached that the Downtown Dubuque Master Plan public outreach strategy would include:

- Written articles and announcements in the Chamber newsletter, the Dubuque Main Street newsletter, City Focus newsletter and the Dubuque Telegraph Herald
- Presentations to the Rotary, Optimists, and other service group meetings
- Presentations to schools such as the community college, civics classes and Youth in Government.
- Presentations to the Boards of the Chamber of Commerce and Dubuque Main Street, Ltd.
- Open Houses: March 10th and June 9th at Five Flags
- Traveling displays on easel boards that will circulate throughout the community: March-August
- Focus groups-May
- Stakeholder interviews: May
- Council Meetings/Public Hearings: May and August

Preliminary Existing Conditions Analysis:

Bob Kost of URS/BRW, Inc. presented information regarding the existing transit conditions in downtown Dubuque and informed the committee of his work on land use.

Mr. Kost gave the Committee members handouts of downtown maps showing the density of employees, the concentration of population, and the historical properties in the area. Mr. Kost also discussed the forces, issues and conditions of the downtown area with the Committee. He talked about gateways, greenways, landmarks, signage and the emergence of various districts in the downtown area, such as the office/corporate district, the Bluff Street tourism district, the South Main entertainment district, the river district and the attractions at the Port of Dubuque. Mr. Kost commented that Minneapolis, for example, has effectively designated various districts. Ms. Ricker commented that she is an advocate of benchmarking standards. The Committee members and consultants discussed the possibility of Dubuque adopting a different set of design standards for the downtown area.

Ms. Ricker said that her firm has conducted a survey of the City's entire retail market. She presented a demographic and tourism profile of the downtown area, and the Committee discussed tourism in Dubuque County and the seven-county regional trade area.

Dubuque Downtown Transit Alternatives Analysis Study:

Dan Myers, of URS/BRW, Inc. spoke about the Dubuque Downtown Transit Alternatives Analysis and reviewed the draft purpose and need study. Mr. Myers stated that the transportation focus analysis was driven by local stakeholders for a locally preferred project. He said the analysis integrated public involvement with interviews, a kick-off meeting with the community and feedback from an e-mail newsletter. The three-pronged approach established a purpose and needs statement with goals and objectives to achieve.

Eric Paget of URS/BRW, Inc. presented the draft purpose and needs statement for the Downtown Dubuque Transit Alternatives Analysis. He noted that the primary purpose of the transit study is to analyze and evaluate the feasibility of a range of transit alternatives that could be implemented. The Committee discussed the draft purpose and needs statement for the transit study with Mr. Paget and Mr. Myers.

March 10 Open House – Five Flags:

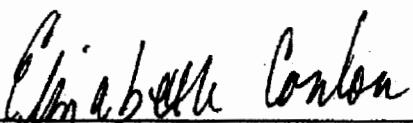
Anne Ricker reviewed that the purpose of the Open House at Five Flags Center on Monday, March 10th, from 5-7 p.m. is to help explain the process, vision, and existing conditions to the public. She said City staff and the consultants will use the downtown maps and the demographic tourism profiles to help generate public comments.

April 11 Retreat – Four Mounds Conference Center:

Ms. Ricker commented that she would like the meeting format to be casual. She stated that it is important for all parties to participate in the discussion. She reviewed that the agenda will cover market demand in the downtown area, look at catalyst projects with locations and criteria, a planning exercise, the implications of office and industrial use, and the larger impact on the community. The Committee discussed the objectives for the retreat.

ADJOURNMENT: The meeting was adjourned at 12:10 p.m.

Respectfully submitted,



Elizabeth Conlon, Assistant Planner

4.11.03

Adopted

**Minutes**  
**Downtown Planning Committee**  
Long Range Planning Advisory Commission  
**Planning Retreat**  
Friday, April 11, 2003  
12:00 Noon to 5:00 p.m.  
Four Mounds Conference Center  
4900 Peru Road, Dubuque, Iowa

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**PRESENT:** Committee Members Jim Giesen, Doris Hingten, Bob Felderman, Jim Gibbs, Dan LoBianco, Ann Michalski, Dave Rusk, John Walsh, Mike Ironside. Staff Members Laura Carstens, Bill Baum, Rich Russell, David Harris, Jerelyn O'Connor and Beth Conlon. Consultants Anne Ricker and Bill Cunningham of Leland Consulting Group, Bob Kost, formerly of URS/BRW and now with SEH Inc., Jim Holz of MSA Professional Services Inc., and Kevin Eipperle of Durrant Group.

**ABSENT:** Committee Members Pam Jochum, Judie Fjellman and Steward Sandstrom.

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**CALL TO ORDER:** The meeting was called to order at 1:04 p.m. after a noon luncheon.

**CERTIFICATION OF COMPLIANCE:** Staff presented an Affidavit of Compliance verifying that the meeting was being held in compliance with the Iowa Open Meetings Law.

**MINUTES:** Motion by Gibbs, seconded by Felderman, to approve the minutes of the March 10, 2003 meeting as submitted. Motion carried unanimously.

Chairperson Rusk commented on the article and photograph of Dan LoBianco in the *Tri-State Business Times* publication.

**ACTION ITEM:**

**Planning Retreat**

Jim Holz reviewed the retreat agenda with the Committee. Anne Ricker presented the retreat objectives for the Committee:

- To grow enthusiasm and ownership around the project
- To focus the vision
- To provide a forum for a unified Committee voice
- To develop concept plans and critical elements of those plans
- To discuss the implications of concepts

Kevin Eipperle discussed the Downtown school project and the possible sites for Prescott School renovation or rebuild. He noted that of the eight sites suggested, three have been identified initially as being the most viable.

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Mr. Eipperle said the tentative timing on the construction of the project would be the fall of 2006. He also commented that there are 60+ partners involved in the Downtown school project, including St. Mark's Community Center, the Boys and Girls Club, the Carnegie Stout Public Library, the YMCA/YWCA, the City of Dubuque, the daycare and healthcare industries, and churches.

The Committee discussed the Downtown school project. They discussed the potential impact of the construction of a Downtown school on historic buildings and possible street closures. Mr. Eipperle commented that a recommendation would be made to the School Board after studying the potential sites.

Ms. Ricker commented that she felt that the Downtown school project would be an excellent mix with the Downtown Master Plan and Vision Downtown. Bill Cunningham explained that a downtown school becomes a "linchpin" for housing in the downtown area. He also commented that he felt that Dubuque was ahead of its time because the community was planning the Downtown school project in coordination with the Downtown Master Plan strategy.

Bob Kost discussed some of the various issues and forces which will affect downtown planning. Mr. Kost identified possible land uses for the Port of Dubuque, the neighborhoods in the area, transportation on the Main Street corridor, gateways, green spaces and landmarks as issues that will become important to the Downtown Master Plan project. Ms. Ricker commented on the importance of what the buildings downtown say visually and whether those buildings are marked by gateways.

Mr. Cunningham distributed a Forecast Demand by Land Use Category report. He discussed statistics for the demographic profile of Dubuque County and the seven county region around Dubuque, the forecast demand by land use category for Dubuque, the forecast demand by land use category regarding retail and office demand for Dubuque County and the seven county region. The Committee asked questions about the report and discussed how the information will influence the Downtown Master Plan strategy.

Ms. Ricker presented Opportunity Site Selection Criteria for use with the Downtown Master Plan. The 15 points included:

- Presence of a market opportunity in the near or long-term
- Opportunities to strengthen and link existing districts or activity centers
- Ability to leverage existing or planned public investment
- Physical environment – public improvements, historic building stock, etc.
- Potential for creating key entryways or gateways
- Ownership patterns including public vs private and multiple vs assembled
- Presence of unified, energetic stakeholders
- Upward trend in local investment
- Compatibility with the Comprehensive Plan

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- Availability of public programs, incentives, and tools for revitalization
- Ability to create mixed-use activity centers
- Opportunities for multi-modal access
- Presence of support organizations – service groups, churches, schools
- Demonstrated community need (CDBG designated area)
- Consistent in character and building on prevailing strengths

After discussing the Opportunity Site Selection Criteria, the Committee participated in a tabletop land use planning exercise for the downtown area. The Committee divided into groups of five to develop and collaborate on the potential project elements. Following the exercise, there was a short break for Committee members while the consultants reviewed the results of the tabletop exercise. The consulting partners called the Committee members back into the meeting and presented the results of the tabletop plans. There was a Committee consensus on three points:

1. A secondary public green space on the north end of the downtown study area
2. A need for more green spaces in the downtown area
3. Renovation of the Warehouse District adjacent to downtown

Other common elements that were found on the tabletop plans were:

- Housing in the warehouse district
- An urban school
- Urban and linear parks
- Moderate emphasis on office
- Dispersed neighborhood retail
- Support for Main Street/Downtown retail
  - Large retail (urban modified format)
  - Gateways
  - Service/specialty retail

Ms. Ricker, Mr. Cunningham and Mr. Kost commented that there was a need for more emphasis on:

- Commerce in the downtown area
- Cultural events
- Historic features
- Access to federal or state dollars to use for retail projects

Ms. Ricker said that she would help the community locate grant programs to accommodate the need for federal and state funding. Ms. Ricker explained that transit needs, public space and open space are important, and that housing should be tied to urban neighborhoods. Ms. Michalski suggested that we keep the needs of handicapped people in mind when we pursue downtown planning. The Committee discussed the findings of the tabletop planning exercise.

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Ms. Ricker reviewed the suggested format, publicity, dates, locations and questions for the Downtown Dubuque traveling exhibit. She asked Committee members to provide their input on the questions by April 18, and noted that the schedule would be shifted back two weeks to allow time for their input.

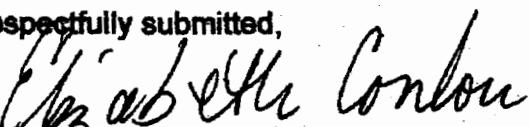
Ms. Ricker commented that she plans to invite about 50 stakeholders to the focus group meetings to be held on May 6<sup>th</sup> at 7:30 a.m., 11:30 a.m. and 5:50 p.m. at Five Flags Civic Center. Her goal for the focus group meetings is to establish project concepts and barriers and to strategize for the downtown area. Ms. Ricker will also bring the results of the tabletop planning exercise to the focus groups for discussion.

Ms. Ricker then discussed plans for the presentation at the City Council work session on May 5<sup>th</sup> at the Carnegie Stout Public Library. There was discussion on how to make the presentation and what information needs to be presented. Consensus was that the Committee would give the City Council pertinent information to consider at the work session.

**ADJOURNMENT:** The meeting adjourned at 5:20 p.m.

**NEXT MEETING:** Monday, May 5, 2003, 10:00 a.m. – 12:00 Noon, City Hall Annex.

Respectfully submitted,

  
Elizabeth Conlon, Assistant Planner

5. 5. 03

Adopted

**MINUTES**  
**Downtown Planning Committee**  
Long Range Planning Advisory Commission  
Monday, May 5, 2003  
10:00 a.m.  
Conference Room 2, City Hall Annex  
1300 Main Street, Dubuque, Iowa

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**PRESENT:** Committee members Jim Giesen, Doris Hingtgen, Bob Felderman, Jim Gibbs, Dan LoBianco, Ann Michalski, Dave Rusk, John Walsh, Dick Wertzberger, Judie Fjellman; Staff Members Bill Baum, Beth Conlon, Laura Carstens, David Harris, Jerelyn O'Connor and Rich Russell. Also present were consultants Anne Ricker of Leland Consulting Group, Bob Kost of SEH, Inc., and Jim Holz of MSA Professional Services, Inc.

**ABSENT:** Committee members Pam Jochum, Mike Ironside and Steward Sandstrom.

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**CALL TO ORDER:** The meeting was called to order at 10:10 a.m.

**AFFIDAVIT OF COMPLIANCE:** Staff presented an Affidavit of Compliance verifying the meeting was being held in compliance with the Iowa Open Meetings Law.

**MINUTES:** Motion by Walsh, seconded by Felderman, to approve the minutes of the April 11, 2003 meeting as submitted. Motion carried unanimously.

Anne Ricker distributed an updated consultant team directory. Judie Fjellman requested two changes to the new Downtown Planning Committee roster.

**ACTION ITEMS:**

**Review Retreat Results:**

Ms. Ricker reviewed the results of the April 11<sup>th</sup> planning retreat.

**Review Preliminary Concept Economics:**

Bob Kost reviewed the preliminary concept economics based on the retreat results and background research. He noted the planning activity for the warehouse district in relation to the possible school sites and the creation of an urban rehabilitation area. Discussion followed. Consensus was that the Committee does not have a role in the selection of a downtown school site.

Mr. Kost stated that planning is an ongoing continual process and the Committee should plan for 10 - 20 years work on the Downtown Planning area. The Committee discussed the time horizon for the Downtown Master Plan.

The Committee noted that some of the proposed redevelopment sites are currently parking lots and that the Committee should address the parking redevelopment with the

Minutes – Downtown Planning Committee

May 5, 2003

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plan's strategy. Committee members discussed consulting local realtors for the economic analysis, addressing the existing downtown parking issues, and touring the downtown area to look at and discuss development possibilities. Committee consensus was to conduct a tour after the next meeting on June 9<sup>th</sup> with box lunches at noon and a trolley tour from 1:00 – 3:00 p.m.

Mr. Kost provided an update on the transit alternatives analysis. He said a workshop will be held at the end of May on alignments and the evolving transit system.

Ms. Ricker stated that regarding planning, the reality of the market must balance with community vision. The Committee talked about the downtown neighborhoods and their connection and importance to the Downtown Master Plan area. Mr. Kost discussed the City's support for adaptive re-use and that preliminary redevelopment opportunities would be included with the next presentation of the Downtown Master Plan to the Committee.

Ms. Ricker reminded the Committee that there will be a Public Open House on June 9<sup>th</sup> from 5:00 to 7:00 p.m. in the Orpheum Room at Five Flags Civic Center. She said that she and Bob Kost will sketch a pro forma outline of strategies for each vision and present the information to the general public.

Review May 5 City Council Work Session:

Ms. Ricker reviewed with the Committee the presentation for the May 5<sup>th</sup> City Council work session at Carnegie Stout Public Library. She also mentioned that there would be an implementation meeting on August 11<sup>th</sup> with the Committee, and in September they would present the final plan to the City Council.

Review of May 6 Focus Group Meetings:

Ms. Ricker reported that one-hour focus group meetings with stakeholders will be held on May 6<sup>th</sup> at Five Flags Civic Center at 7:30 a.m., 11:30 a.m., and 5:30 p.m., and breakfast, lunch and dinner will be served. Consensus was the Committee members can attend as observers.

She discussed the focus group script and asked for Committee input regarding the questions and prompts. Committee members asked that Ms. Ricker clarify that the plan we are working on includes providing a list of developers but doesn't include the next step of implementation, such as setting up meetings and contacting those developers.

Review Traveling Questions:

There was a brief discussion of the traveling questions exhibit.

**ITEMS FROM COMMISSION:**

Planning Area Boundary:

Committee members and consultants debated whether the Downtown Master Plan should be focused on the designated area that was set two years ago, should be

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May 5, 2003

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amended to included the Warehouse District, which is outside the planning boundary, or should identify the Warehouse District as a contiguous area of influence. Several Committee members commented that areas of influence outside the boundaries may be critical to a successful redevelopment of the downtown area. Other Committee members noted that the planning boundary had been set for Vision Downtown and for the state grant as the service area of Dubuque Main Street Ltd.

Bob Felderman commented that the 2020 plan of Dubuque Main Street Ltd. includes the peripheries of Jackson Park and the Warehouse District. Dan LoBianco discussed that the boundaries of Dubuque Main Street Ltd. include buildings that face both sides of the street.

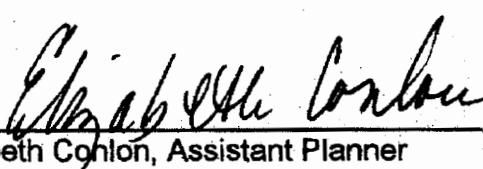
The Committee continued their discussion of how much emphasis to put on contiguous areas of influence. Bob Kost suggested that the Committee should prioritize the importance of these areas. He suggested that the plan's implementation might include planning for the Warehouse District as one of the next steps. There was a consensus of the Committee to continue to refer to the Dubuque Main Street Ltd. service area and to identify the importance of the contiguous areas of influence.

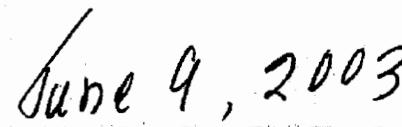
Changes in Minutes:

Committee members referred back to the results of the retreat in the minutes. They requested a change be made to the minutes under "common elements" that were found on the tabletop plans. *Common Elements* should read "urban and linear parks" instead of a "Town Square with green space" and "support for Main Street" should also include a bullet for "service specialty retail".

ADJOURNMENT: The meeting adjourned at 12:05 p.m.

Respectfully submitted,

  
Elizabeth Cohlon, Assistant Planner

  
June 9, 2003

Adopted

**MINUTES**

**Downtown Planning Committee**  
**Long Range Planning Advisory Commission**  
**Monday, June 9, 2003**  
**10:00 a.m.**  
**Conference Room 2, City Hall Annex**  
**1300 Main Street, Dubuque, Iowa**

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**PRESENT:** Chairperson David Rusk, Committee Members Jim Giesen, Doris Hingtgen, Bob Felderman, Jim Gibbs, Ann Michalski, John Walsh and Mike Ironside; Staff Members Laura Carstens, Rich Russell, Bill Baum, Jerelyn O'Connor and Beth Conlon; Consultants Anne Ricker of Leland Consulting Group and Bob Kost of SEH and Chris Wand of Durrant.

**ABSENT:** Committee Members Pam Jochum, Dan LoBianco, Steward Sandstrom and Judy Fjellman; Staff Member David Harris.

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**CALL TO ORDER:** The meeting was called to order at 10:05 a.m.

**AFFIDAVIT OF COMPLIANCE:** Staff presented an Affidavit of Compliance verifying the meeting was being held in compliance with the Iowa Open Meetings Law.

**MINUTES:** Motion by Walsh, seconded by Hingtgen, to approve the minutes of the May 5th, 2003 meeting. Motion carried unanimously.

**ACTION ITEMS:**

**Focus Group Meetings (Review Comments):** Anne Ricker of Leland Consulting Group reviewed comments from the focus group meetings held May 6<sup>th</sup> at 7:30 a.m., 11:30 a.m., and 5:30 p.m. She reported that she and Bob Kost of SEH have involved downtown area stakeholders in a discussion of the Downtown Master Plan strategy. There were approximately 37 people in attendance at the three meetings. Discussion followed.

**Council Presentation (Outcome or Fallout, if any):** Ms. Ricker and the Committee discussed the outcome and possible fallout, if any, from the City Council work session and public presentation on May 5<sup>th</sup>. Committee member Walsh suggested a meeting with the City Manager before the August 11<sup>th</sup> Downtown Planning Committee meeting. Consensus of the Committee was that City Manager Mike Van Milligen should be involved in the process for the Downtown Master Plan. Laura Carstens will ask for a meeting with Mr. Van Milligen. Discussion followed as to how to involve the City Council in an early, informal review of the draft plan prior to formal adoption at a public hearing. Consensus was to ask Mr. Van Milligen for guidance.

**Catalyst Concepts (Presentation and Discussion):** Bob Kost and Anne Ricker presented the revisions to the previous catalyst concept plan and discussed the new

Minutes – Downtown Planning Committee

June 9, 2003

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handouts. Anne Ricker reviewed the commerce element piece of the map and other handouts, including the historical aspect of downtown Dubuque and the downtown living factor in the downtown area. The Committee discussed the concept plan and catalyst projects for each element. Consensus was to consolidate the employment catalyst project into the commerce dimension of the plan, and not create a 7<sup>th</sup> dimension beyond the six of Vision Downtown. Ms. Ricker suggested the hiring of a communications and marketing person to promote the success of the Downtown Master Plan area with the Port of Dubuque and the possibility of establishing a private sector liaison committee and a community development corporation advocacy entity. Discussion followed as to the role of Dubuque Main Street, Ltd.

Transit Study: Bob Kost presented a transit study of the downtown area. He commented on possible ways to link the Port of Dubuque to downtown Dubuque with parking on Iowa Street, the tie-ins to that parking, right-of-way intersections, and the possibility of the use of steel wheel and rubber wheel trolleys as transportation.

The Committee also discussed Bob Kost's recommendation for a change in the flow of traffic downtown from one-way to two-way streets to slow traffic down, to encourage ease of access to the area and limit truck traffic in the downtown area. Members of the Committee shared positive and negative opinions regarding the traffic flow. There were some comments that it might be difficult to make this recommendation work as it would require a complete redo of the existing traffic area.

Open House (Overview): Ms. Ricker said that Leland and SEH consultants would discuss the progress of the Downtown Master Plan at a public information meeting on Monday, June 9th from 5-7 p.m. in the Orpheum Room at Five Flags Center.

Next Steps:

Ms. Ricker commented that she would not be here in July but that the Committee could expect a draft report from her by July 28<sup>th</sup>. Consensus was to review this report prior to the August 11<sup>th</sup> meeting. The Committee agreed to an August 5<sup>th</sup> conference call with Leland and SEH. The Committee reviewed that the Long Range Planning Advisory Commission will have to hold a public hearing on the draft Downtown Master Plan. To meet the September completion, the public hearing will have to be held at the August 20<sup>th</sup> LRPAC meeting with recommendations made to the City Council. On August 25<sup>th</sup>, Leland and SEH will provide a final draft of the Downtown Master Plan strategy. The City Council will be asked on September 2nd to set a public hearing for the September 15<sup>th</sup> meeting to review and adopt the final Downtown Master Plan.

ITEMS FROM THE COMMITTEE: Committee Member Bob Felderman reported that the Dubuque Main Street, Ltd. Board of Directors would be asking the City Council to approve the 2020 District Plan on June 16<sup>th</sup>.

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June 9, 2003

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**ITEMS FROM STAFF:** Information on the downtown banner program was provided by the Committee.

**ADJOURNMENT:** The meeting was adjourned at 1:00 p.m. for a trolley tour.

**TROLLEY TOUR OF DOWNTOWN PLANNING AREA FROM 1:00 – 3:00 P.M.** The Downtown Planning Committee, consultants and staff, using a preliminary redevelopment framework map of the downtown planning area to identify important buildings and areas, took a trolley tour of the downtown planning area and warehouse district.

During the tour, Committee members offered opinions on the recommendations that Anne Ricker and Bob Kost had made on the downtown planning area map. Consensus was that they not include the numbers on the map when used for the public information meetings and the City Council presentation.

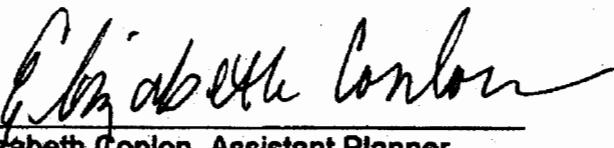
The Committee also felt a focus on vacant lots and vacant buildings should be the first step, before moving onto parking lots, underutilized buildings and occupied buildings. There was general agreement that the downtown area planning strategy would likely be a 20-year project.

There was discussion that the marketing process is important to the success of the Downtown Master plan. The consultants commented that there are barriers to development and we must address and eliminate those barriers.

The Committee took a walking tour of the warehouse owned by Tim McNamara. After completing the tour, the Committee and consultants returned to the City Hall Annex. Discussion followed on how to best depict the redevelopment framework on a map. The consultants agreed to provide several options for the Committee's review at the July 14<sup>th</sup> meeting.

**ADJOURNMENT:** The Trolley Tour adjourned at 3:10 p.m.

Respectfully submitted,

  
Elizabeth Conlon, Assistant Planner

7.14.03

Adopted

**MINUTES**  
**Downtown Planning Committee**  
**Long Range Planning Advisory Commission**  
**Monday, July 14, 2003**  
**10:00 a.m.**  
**Conference Room 2, City Hall Annex**  
**1300 Main Street, Dubuque, Iowa**

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**PRESENT:** Chairperson David Rusk, Committee Members Jim Giesen, Doris Hingtgen, Pam Jochum, Dan LoBianco, Ann Michalski, Mike Ironside, Judie Fjellman; Staff Members Laura Carstens, Rich Russell, David Harris, Jerelyn O'Connor and Beth Conlon.

**ABSENT:** Committee Members Bob Felderman, Jim Gibbs, John Walsh, Dick Wertzberger, and Steward Sandstrom; Staff Member Bill Baum.

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**CALL TO ORDER:** The meeting was called to order at 10:08 a.m.

**AFFIDAVIT OF COMPLIANCE:** Staff presented an Affidavit of Compliance verifying the meeting was being held in compliance with the Iowa Open Meetings Law.

**MINUTES:** Motion by Michalski, seconded by Hingtgen, to approve the minutes of the June 9, 2003 meeting. Motion carried unanimously.

**ACTION ITEMS:**

**Review Revised Opportunity Map:** Anne Ricker of Leland Consulting Group, Denver, Colorado was contacted via conference call to answer questions about the revised opportunity map of the downtown area. Bob Kost of SEH, Minneapolis, MN, was unable to participate in the conference call.

Ms. Ricker updated the Downtown Planning Committee on her conversation with the Pfohl family regarding the Downtown Master Plan strategy. She will be sending a packet to the Pfohl family of what Downtown Planning Committee has received so far. She will send a summary memo of her conversation with the Pfohl Family to the Downtown Planning Committee.

Ms. Ricker also reviewed the Greater Dubuque Development presentation at which speaker David Lyons asked the question, "What's next?" for Dubuque. Ms. Ricker commented that the Downtown Master Plan strategy will continue on a positive note.

The Committee discussed whether they should release the City Council report from Leland Consulting and SEH to the public before the City Council presentation or at the same time that the report goes to the City Council. It was suggested that there be a review and confirmation of the draft schedule on August 5<sup>th</sup> with the Downtown Planning Committee for the City Council presentation, but no draft reports will be sent

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out to the public or stakeholders for comments. The Downtown Planning Committee will also meet on August 11<sup>th</sup> at 10:00 a.m. to confirm the results of the August 5<sup>th</sup> meeting and a revised report will go to the City Manager and City Council by August 14<sup>th</sup>. The final report will then be made available to the media and general public and posted on the City website on August 29<sup>th</sup>.

Ms. Ricker reviewed her memo regarding the revisions to the opportunity map with the Downtown Planning Committee. She explained the function of the map and how to use it to identify potential opportunities. She and the Committee also discussed how to relate the map to market demand and the differences between the downtown core and the surrounding areas of influence. Chairperson Rusk asked Ms. Ricker to include this explanation in the preamble to the opportunities map.

Ms. Ricker and Ms. Michalski discussed setting City expectations without dictating exactly what has to happen. Dan LoBianco pointed out certain planned projects, which are not colored on the opportunities map, where property owners are receptive to redevelopment—for example, the Weber Building, the Gronen properties and the Masonic Temple. The consensus of the Committee was to add the Weber Building, Gronen properties, and Masonic Temple to the map, but to delete the Iowa Street parking ramp commercial redevelopment at this time.

There was a discussion by the Committee of the conversion of Central Avenue, White Street, Bluff Street, Locust Street, 9<sup>th</sup>, 10<sup>th</sup>, and 11<sup>th</sup> Streets from one-way streets to two-way streets. It was the consensus of the Committee that indicating street conversion on the opportunities map was not appropriate. Committee consensus was to emphasize one-way streets for the transportation map and to add discussion to the transportation element regarding the importance of retail vitality with two-way streets, especially Bluff and Locust Streets.

There was discussion and consensus of the Committee to use a mylar overlay of numbers for the map rather than numbers on the map for the City Council presentation, and then ask the City Council to decide whether or not to show it this way in the final report.

There was discussion by the Committee that the map was intended to depict areas, but that the map still seems site-specific. The relationship of the map to the five Dubuque Main Street Limited districts and character districts also was discussed. Ms. Ricker reviewed the outline of her report, introduction and format for each element and the final section. Chairperson Rusk asked how the plan will relate to the five DMSL districts and how it will describe what makes these districts distinctive. Chairperson Rusk and Ms. Ricker discussed the distinctions between the five DMSL districts.

Jim Giesen felt that the Committee should not micro-manage the downtown by looking at redevelopment opportunities for character and DMSL districts. Committee Member

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LoBianco commented that DMSL would continue to use smaller districts as part of the larger Port of Dubuque and downtown way-finding tourist districts. Chairperson Rusk stated that linking the plan to the DMSL efforts is important and Dan LoBianco agreed. The consensus of the Commission was to treat downtown as a composite of five DMSL districts with a separate map and discussion. Ms. Ricker suggested the value of a glossary of terms for the report. There was a discussion about what a gateway consists of – a big welcome sign or buildings, streetscape and landscape elements. Committee consensus was that gateways need to be more than a welcome sign. There was a consensus of the Committee to add a secondary gateway at 8<sup>th</sup> and 9<sup>th</sup> Streets west of Bluff Street. Consensus was to identify new institutional properties as a land use, using light blue. Finally, there was a suggestion to shift the map so that the western portion of the map includes the merger of 8<sup>th</sup> and 9<sup>th</sup> Streets, which are within the western gateway, and to identify the gateway at the south Ice Harbor area.

Chairperson Rusk also confirmed the necessity to reinforce the links of Vision 2000, Vision Downtown, and the Comprehensive Plan to the Downtown Master Plan for the Council presentation.

**ITEMS FROM STAFF: Revised Downtown Planning Committee Schedule:**

Chairperson Rusk reaffirmed the additional Committee meeting on August 11<sup>th</sup>.

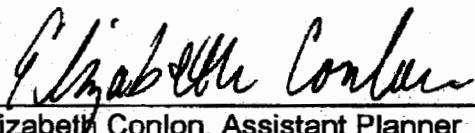
**Confirm Nomination Of Representatives For Presentations To The Long Range Planning Advisory Commission And City Council Meeting:** Committee members discussed having Chairperson Rusk make introductions, having Committee members Bob Felderman and John Walsh make presentations or speak in favor of the plan. Consultants would cover the more technical aspects, and Committee members would provide supporting statements from their organizations.

Due to the lack of time, there was a short discussion of nominations and it was decided that the Committee would address the nominations at the next meeting in August.

Committee Member LoBianco mentioned that Cali Beals of the Iowa Department of Economic Development appreciated her update on the Downtown Planning Committee, and suggested she be sent upcoming meeting agendas.

**ADJOURNMENT:** The meeting was adjourned at 12:10 p.m.

Respectfully submitted,



Elizabeth Conlon, Assistant Planner

8.5.03

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Adopted

**MINUTES**  
**DOWNTOWN PLANNING COMMITTEE**  
Long Range Planning Advisory Commission  
Tuesday, August 5, 2003  
10:00 a.m.  
Conference Room 2, City Hall Annex  
1300 Main Street, Dubuque, Iowa

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**PRESENT:** Chairperson David Rusk; Committee Members Jim Giesen, Doris Hingtgen, Pam Jochum, Dan LoBianco, John Walsh, Mike Ironside, Judie Fjellman and Steward Sandstrom. Staff Members Laura Carstens, Rich Russell, David Harris, Jerelyn O'Connor and Beth Conlon. Also present: Jim Holz of MSA, and via conference call: Anne Ricker of Leland Consulting Group and Bob Kost of SEH.

**ABSENT:** Commission Members Bob Felderman and Ann Michalski. Staff Member Bill Baum.

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**CALL TO ORDER:** Chairman David Rusk called the meeting to order at 10:00 a.m.

**AFFIDAVIT OF COMPLIANCE:** Staff presented an Affidavit of Compliance verifying the meeting was being held in compliance with the Iowa Open Meetings Law.

**MINUTES:** Motion by LoBianco, seconded by Hingtgen, to approve the minutes of the July 14, 2003 meeting. Motion carried unanimously.

**ACTION ITEMS:**

**Confirm Changes to Revised Opportunity Map:**

Anne Ricker of Leland Consulting Group and Bob Kost of SEH were contacted via conference call to discuss the revised opportunity map of the downtown area and the draft report of the Downtown Master Plan. The Committee discussed the revised opportunity map. Several Committee members commented that there were points on the map that had not been edited and certain key elements had been left out. The consensus of the Committee was for Leland Consulting Group to make the necessary changes on the map as discussed at the July meeting. The Committee also asked that Ms. Ricker provide a summary memo of her conversation and correspondence with the Pfohl family to the Downtown Planning Committee separately as requested at the July meeting.

**Review Draft Report:**

Before beginning a review of the draft report, Chairperson Rusk distributed copies of the Scope of Services for Task #9 Plan work products from Phase 3 of the *Final Presentations and Deliverables* component of the Leland Consulting Group subcontract with the City of Dubuque, for the Committee to review. He commented that he felt that the components of the draft report of the Downtown Master Plan should have been more specific and detailed. Chairperson Rusk led the consultants and the Committee through the work products list item by item to offer comments and to make changes.

The consensus of the Committee was to incorporate many of the work products as appendices and to make the following changes in the *Final Deliverables*:

- *Project Area Base Maps* will include the existing land use map and other maps that have been already produced
- *Appendix #1-Physical Profile*
- *Appendix #2-Socioeconomic Profile*
- *Appendix #3- Market Profile*
- *Appendix #4-Synthesis of Stakeholder and Delivery System Interviews* to include summary memo of salient points as a reference
- *Record of Physical Issues* -a narrative and maps
- *Appendix #5- Synthesis of Community Meetings*
- *Meeting Materials and Synthesis of Downtown Planning Committee Work Sessions* will be the DPC minutes already produced
- *Appendix #6- Retail Inventory Audit* in body of Plan
- *Appendix #7- Residential Developments Inventory*
- *Appendix #8- Limited Target Industry Analysis*
- *Appendix #9- Development Concept Plans with Design Elements* is the seven catalyst projects and highlighted projects from the Downtown Master Plan maps
- *Appendix #10-Prepare a Summary Action Matrix* that will contain:
  - Time frames and responsibilities
  - *Benchmark Variables*
  - *Key Public and Private Investment Priorities*
  - *Implementation Strategy (tactics, financial tools, etc.)*
  - *Glossary*
- *Revisions to the Final Framework Plan* were discussed under Revised Opportunity Map, with the name of the map to be consistent in the report.
- *Cross Reference with Vision Downtown* will be revised to reflect the same format as the *Vision Downtown* document.
- *Appendix #11-Assistance with Developer RFPs*- Prepare "boiler plate" language for an appendix. This also will be an ongoing service of Leland Consulting Group, such as help with Request for Proposals for developer recruitments.

The Downtown Planning Committee then discussed the draft report of the Downtown Master Plan. Leland Consulting Group had provided sections 1, 2, and 4-7 to the Committee. Ms. Ricker noted that Section 3 was on its way to the Committee. Chairperson Rusk led the consultants and the Committee through Section 1 of the draft report page by page for comments and revisions. Committee members and staff suggested changes and amendments to the draft document:

- Labels for all photos and graphics in the final Downtown Master Plan strategy.
- Graphics should be used with color-coding.
- Integrate a state and federal funding list.
- Incorporate information on existing City programs for housing, assistance, etc.

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- Use photos from the downtown study area and Dubuque to the extent possible.
- Revise the wording on the organizational structure per comments to be received from Dubuque Main Street Ltd.

Ms. Ricker asked that a staff member review the photos selected for the draft report, and then get back to her with new photos. She also asked that the City and Dubuque Main Street Ltd. provide the background information discussed with her and Mr. Kost as soon as possible.

The Committee also discussed the *Vision Downtown* concepts in Section 1 and the catalyst priority projects for each element. Committee and staff members suggested changes and more specificity to the text of some concepts. Bob Kost will review the City's gateway plan for the *Public Space and Open Areas* concept.

Chairperson Rusk asked if there would be a specific housing strategy that would be included in the report. There was discussion by Committee members of what should be included in the final Downtown Master Plan regarding the *Residential Living* element. Staff member David Harris commented that he had expected that the final Downtown Master Plan would include a housing strategy and that this section would discuss the impact of the Prescott School development project on residential living in the downtown area.

The Committee moved into the Transportation element of Section 1. Bob Kost discussed the Transit Alternatives Study and how the Transportation element of the Downtown Master Plan could implement the suggested solutions from the Transit Alternatives Study or suggest different solutions. Discussion followed regarding the whether to refer to implementation of the Transit Alternatives Study in the Transportation element of the plan.

The Committee completed review of Section 1. The Committee decided to cancel the August 11, 2003 meeting, as there were a number of Committee members who were unable to attend but who wanted to be present for the review of Sections 2-7. The consensus was to table the review of Sections 2-7 to the August 18 Committee meeting. The Committee also decided to cancel the August 18 work session with the City Council, and then re-schedule it for a month later.

Consensus was that the August 18 Committee meeting would be held from 10:00 a.m. – 2:00 p.m. in Conference Room 2, City Hall Annex with box lunches provided at cost due to the amount of information to be covered. Anne Ricker and Bob Kost will be available via conference call for the meeting. It was decided that Committee members who wish to have input but cannot attend may submit their written comments to the City of Dubuque Planning office before the August 18<sup>th</sup> meeting.

The consultants agreed to provide copies of the appendices for Planning Services staff to distribute at the August 18 meeting.

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After the Committee's review of the draft report, Sections 2-7, on August 18, Leland Consulting Group and SEH will revise the entire draft report, Sections 1-7, and then provide the final report to the Committee to review before it goes to City Council.

Ms. Ricker noted that she cannot create the draft action matrix until the requested revisions to the entire draft report have been made. The Committee agreed that concurrent with their review final draft of report (Sections 1-7) they would review the draft action matrix and draft appendices.

**ITEMS FROM COMMITTEE:**

**Revised Downtown Planning Committee Schedule:** A new schedule of times and dates for the Downtown Master Plan implementation will be developed by the Planning staff.

**Presentation Format:** At the August 18, 2003 meeting, the Committee will confirm the format for presentations to the Long Range Planning Advisory Commission and City Council.

**ADJOURNMENT:** The meeting adjourned at 12:35 p.m.

Respectfully submitted,

*Elizabeth Conlon*

Elizabeth Conlon, Assistant Planner

8.18.03

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Adopted

MINUTES  
**DOWNTOWN PLANNING COMMITTEE**  
Long Range Planning Advisory Commission  
Monday, August 18, 2003  
10:00 a.m.  
Conference Room 2, City Hall Annex  
1300 Main Street, Dubuque, Iowa

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**PRESENT:** Chairperson Dave Rusk; Committee Members Jim Giesen, Bob Felderman, Jim Gibbs, Pam Jochum, Dan LoBianco, Ann Michalski, John Walsh, Mike Ironside and Judie Fjellman; Staff Members Bill Baum, Laura Carstens, Beth Conlon, David Harris, Jerelyn O'Connor and Rich Russell. Also present: Jim Holz of MSA, and via conference call Anne Ricker of Leland Consulting Group and Bob Kost of SEH.

**ABSENT:** Committee Members Doris Hingtgen and Steward Sandstrom.

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**CALL TO ORDER:** The meeting was called to order by Chairperson Rusk at 10:05 a.m.

**AFFIDAVIT OF COMPLIANCE:** Staff presented an Affidavit of Compliance verifying the meeting was being held in compliance with the Iowa Open Meetings Law.

**MINUTES:** Motion by Giesen, seconded by Fjellman, to approve the minutes of the August 5, 2003 meeting with a correction to the minutes of the July 14, 2003 meeting, and corrections as noted in the August 5, 2003 minutes. Motion carried unanimously.

**ACTION ITEM/REVIEW OF THE DRAFT DOWNTOWN MASTER PLAN:** Chairperson Rusk stated prior to the conference call that he wanted to discuss a table of contents, the reference to Dubuque Main Street Ltd. and City plans, the reconciliation with the *Vision Downtown* document and to reconfirm the list of draft plan changes with Ms. Ricker and Mr. Kost from the August 5, 2003 minutes.

Committee Members discussed whether the Downtown Master Plan strategy should contain a breakdown of square footage of developable property in the downtown area.

Anne Ricker and Bob Kost were contacted via conference call at 10:20 a.m. to discuss the draft Downtown Master Plan.

The Committee discussed the changes for the draft with Anne Ricker. Ms. Ricker explained that she had not yet received all of the information she needed until the last two weeks, and she felt that there had been a communication breakdown in the process. She also commented that she used information in the draft plan from her prior work with the City of Dubuque. Committee members asked Ms. Ricker if she needed any other documents from the Committee for the final plan.

Chairperson Rusk asked Ms. Ricker to summarize the changes that she will be making in the draft. Ms. Ricker summarized the revisions with the Committee.

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Committee members discussed including a reference to prior successful redevelopment projects be used in the final draft of the Downtown Master Plan as an inspirational tool, to give momentum to the process, and to make the connection between existing and future projects.

The Committee moved on to discuss and revise the concepts and priority projects on pages 12 and 13 of Section 1. The Committee discussed the importance of Dubuque Main Street Ltd., Dubuque Initiatives, the Greater Dubuque Development Corporation, the Dubuque Area Chamber of Commerce/CVB, and the City of Dubuque as players in the redevelopment of the downtown area. Committee members discussed the role of Dubuque Initiatives in downtown redevelopment. The consensus of the Committee was to designate Dubuque Main Street, Ltd. as the most likely established organization to oversee the process of redevelopment in the downtown area. The Committee recommended that Ms. Ricker insert a clause into the text in the "tool bag" information on pages 14 and 15 by stating that Dubuque Main Street, Ltd. is the most likely organization to implement downtown redevelopment. The Committee also discussed the implementation strategy framework's guiding principles, and suggested changes. The Committee also asked Ms. Ricker to add bullets to all action steps through the plan.

Following a lengthy discussion on the text and body changes made in the first section, the Committee moved on to review Section 2, Commerce. Changes on Section 2 were:

- To add the outdoor concert facility at the Diamond Jo Casino on page 23.
- That the first bullet on page 27 in the left column begin with "Perception of..."
- That Ms. Ricker replace "no organization promoting growth of industry downtown" which appears under the "Barriers to locating and expanding regional industries" header on page 27 with an appropriate sentence relative to inadequate promotion of growth of commerce downtown.
- To replace the word "industry" on page 27 with "commerce."
- To replace the word "business" with "commerce" on page 28 in the Work with the Chamber key target industry sentence.
- To use an explanation and heading for the chart on page 28.
- To reference all five entities in the third bullet on page 28 and the 9<sup>th</sup> bullet on page 29.
- To embellish "Support (regulations...)" in the first bullet on page 29.
- To embellish the information on policies on page 29 under "Shopping and Entertainment."

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The Committee discussion of Section 2, Commerce, was interrupted at approximately 12:30 p.m., and the Committee took a short lunch break. The Committee and staff discussed what levels of specificity was appropriate. The Committee reconnected with Ms. Ricker and Mr. Kost at 1:10 p.m.

Chairperson Rusk noted that the Committee consensus was that the level of specificity would depend on the element of the plan and the wording of the action steps. He noted this would be discussed as the Committee reviewed the draft, and some sections of the draft plan will require more specificity than others.

The Committee discussed the second bullet on page 30 of Section 2, and commented on the information in relation to Section 7, Transportation, of the draft plan. Mr. Kost and Ms. Ricker stated that their intent in the draft was to keep the Parking Division under Economic Development and establish parking districts as a development tool. The Committee asked that this language be clarified to reflect that was the intent.

Committee members discussed the need for a parking strategy. Ms. Ricker suggested assembling a public-private team to look at the 1996-1997 Downtown Circulation Study in relation to the Downtown Master Plan. The consensus of the Committee was to add Ms. Ricker's suggestion to the Master Plan. There were other suggestions by the Committee to work with Dubuque Main Street, Ltd. on the parking issue and to include Dubuque Main Street Ltd. policies in the Transportation Element.

The Committee discussed the recommendation on page 30 regarding "commercial boxes." Ms. Ricker suggested that she participate in a conference call with a small sub-committee to discuss developing a turnkey facility for a mid-sized commercial box downtown. The Committee discussed that a team be appointed to come up with local design standards and incorporation of those standards into any new construction downtown. There was a discussion by the Committee of what those standards might include.

The Committee moved on to review Section 3, Culture, Education and Entertainment.

Changes made to Section 3 were:

- To delete Wartburg Theological Seminary and Brownstone Gallery from the listing of *Significant Cultural Venues and Education* section on page 33. Committee members Mike Ironside, Dan LoBianco and Dave Rusk agreed to work on a list of downtown venues to send to Anne Ricker.
- To include information under *Catalyst Opportunities* on page 34 to describe the NICC curriculum for continuing education in the downtown Dubuque area

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Page 4

- To make a footnote of the information on page 36 regarding the "Contact Arts Space, Inc. of Minneapolis" sentence, and remove this as a specific reference in the action step.
- To change the 6<sup>th</sup> bullet on page 36 to read, "City" instead of parks department.
- To change the 8<sup>th</sup> bullet on page 36 to reference Dubuque Cultural Alliance and the other entities involved in downtown cultural events.

The Committee also discussed the possibility of an arts district with Anne Ricker.

The consensus of the Committee was to call a meeting for Monday, August 25<sup>th</sup> from 8-11 a.m. to complete the review of Sections 4-7 of the draft. Members who cannot attend the August 25 meeting may submit their written comments to the Planning Services Department staff.

The draft appendices from Anne Ricker were handed out to the Committee after the meeting.

**ADJOURNMENT:** The meeting adjourned at 2:00 p.m.

Respectfully submitted,



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Elizabeth Conlon, Assistant Planner

9.30.03

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Adopted

MINUTES  
**DOWNTOWN PLANNING COMMITTEE**

Long Range Planning Advisory Commission

Monday, August 25, 2003

8:00 a.m.

Conference Room 2, City Hall Annex  
1300 Main Street, Dubuque, Iowa

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**PRESENT:** Chairperson Dave Rusk; Committee Members Jim Giesen, Doris Hingtgen, Dan LoBianco, Ann Michalski, John Walsh and Mike Ironside; Staff Members Laura Carstens, Beth Conlon, David Harris and Jerelyn O'Connor. Also present were: Jim Holz of MSA, and Anne Ricker of Leland Consulting Group and Bob Kost of SEH via conference call.

**ABSENT:** Committee Members Pam Jochum, Bob Felderman, Jim Gibbs, Judie Fjellman and Steward Sandstrom; Staff Members Rich Russell and Bill Baum.

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**CALL TO ORDER:** The meeting was called to order by Chairperson Rusk at 8:13 a.m. without a quorum.

**AFFIDAVIT OF COMPLIANCE:** Staff presented an Affidavit of Compliance verifying the meeting was being held in compliance with the Iowa Open Meetings Law.

**MINUTES:** The minutes of the August 18, 2003 meeting were approved as submitted by consensus; however, a motion was not made and seconded to approve the minutes due to lack of a quorum.

**ACTION ITEM: Review Draft Report (Sections 4-7)**

The Committee discussed the need for a warehouse district plan before connecting with Anne Ricker of Leland Consulting and Bob Kost of S.E.H. via conference call. At 8:20 a.m., a quorum was reached and the Committee contacted Anne Ricker and Bob Kost via conference call to discuss Sections 4-7 of the draft report. Chairperson Rusk commented that the appendices looked good. There was a discussion of the level of detail that Ms. Ricker and Mr. Kost would use in the Downtown Master Plan. The Committee reiterated to Ms. Ricker that the level of detail would vary from section to section.

The Committee and consultants discussed Section 4 Historical Features. Changes in Section 4 were:

Page 37: Change the word "any" to "many" in the 3<sup>rd</sup> line.

Page 38:

- The text next to the text box needs to be revised to full sentences.
- Embellish internal redevelopment specialist position text and include:
  - a) A need for the position to pay for itself.

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Page 2

- b) Document how other cities have funded a redevelopment specialist.
- c) Out source possibilities.
- d) Streamline approval policies.
- e) Text that fleshes out the argument for the internal redevelopment position with action bullets

The Committee discussed putting the info in a PowerPoint presentation with hard copies for City Council. The consensus of the Committee was to further discuss this suggestion at a later meeting.

Additional changes to Section 4 and the overall plan were:

Page 39:

- Replace the photo with one from the study area, such as Bricktown, etc.
- Include text that discusses the possibility of a state lobbyist for historic tax credits, a City Council legislative list, and identify a contact in Des Moines, with specific ideas, in the action matrix.
- Advocate responsible use of TIF in the Dubuque Downtown Master Plan.
- Identify areas not adequately covered with existing services, like federal and state historic tax credits.
- Discuss overlapping and consolidation of services and recommend how they fit in with the City of Dubuque, Dubuque Main Street, Ltd (DMSL) and Dubuque Initiatives projects.
- Describe functions of the assistance positions – note who is doing this now in the City, DMSL etc. and include an organizational consultant concept in the action matrix.
- Acknowledge the accomplishments of DMSL and Dubuque Initiatives and how the synergy of the two groups can work for development.
- Use language that supplements and compliments existing services while being aware of budget restraints and give some examples of how other cities have funded a developer advocate
- Discuss the need for an entity that is focused on all these things: historical features, finance, etc., as well as the need for these functions without specifying new positions, but being realistic in describing capacity of existing entities (enhanced function vs. new positions) throughout the plan.
- Make clear that development will not happen without these resources, capacity, or functions, and highlight these in the action matrix as a group that needs a new vehicle/new position.
- State the need to identify new positions and how they can be funded – for example, outsourcing, new staff, etc.
- Identify that we are thin on staff and strategize on how to accomplish the functions with an outsourcing contract and include a menu of options with examples from other cities.
- Alert the City Council to this discussion in the plan.

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Page 3

The Committee discussed the possibility of a developer rep/advocate with respect to the City's Economic Development Department, DMSL and Dubuque Initiatives. The Committee noted that this function is served by City Economic Development Department as staff to Dubuque Initiatives part-time.

The consultants stated that they would like to keep all options for implementation within the action matrix versus discussing options in the body of the report.

Further changes to Section 4 were:

Page 40:

- Add standard opening sentence under Actions and clarify inconsistencies in designations.
- Add more programs beyond the two in the box.
- Change bullets under Actions to match the discussions of the revised bullets from Section 1.
- Under barriers, clarify that "inconsistencies in designations" refer to National Register, historic district, architectural significance, etc.

Page 41

- Add "local" to third bullet.
- Revise the last bullet to read, "Continue to administer and increase funding for"… including a footnote on other cities' programs to help Dubuque improve existing programs with a suggestion to keep the dollars separate for the programs.

The Committee and consultants discussed Section 5, Public Space and Open Areas. A consensus was reached on the following changes:

Page 42

- Adjust the first line to read, "nowhere."

Page 43

- Revise the first sentence in the second paragraph.

Page 44

- Discuss Central Avenue, and how to make it more pedestrian friendly without going two-way.
- Regarding Washington Park, change the word "pavilion" to "gazebo."

Page 45

- Change "Education and Conference Center" to "Grand River Center".

Page 46

- Reference Streetscape Guidelines in the last bullet and expand to the entire study area.

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Page 47

- Clarify the loan pool for green space to the entire study area.
- Add to bullet #2: "neighborhood organizations" and add a note that this is partly an enforcement issue.
- Delete 3<sup>rd</sup> bullet.
- Add to bullet #4: "develop/coordinate" a loan pool and add information to action matrix regarding separate funds and menu of options.

Page 48

- Add to bullet #2: "neighborhood organizations and civic organizations."
- Add "Strengthen downtown park and green space programs."
- Add "revitalize citizen involvement in City's Adopt-A-Park Program", and acknowledge existing programs.
- Add accompanying language with a menu of options for volunteerism and a volunteer corps in the action matrix along with outsourcing, and contract employees.

The Committee discussed the importance of the ADA standards, and the consensus was to call out ADA standards everywhere in all sections of the plan, and also in the Introduction (Section 1) as a strong City value. Additional changes to the plan were:

- Add a bullet for "Encourage business owners to create a sense of place and ambience, such as sidewalk cafes" in Section 1, Introduction and in Section 2, Commerce.
- Mention the need for a downtown park with outdoor play space that is accessible to the downtown for active recreation, and suggest collaboration with downtown school and as projects develop.
- Acknowledge the lack of downtown play space in this section and in Residential Living (Section 6) with a bullet to require or suggest that any housing projects with children will provide green space for tot lot playgrounds.
- Incorporate outdoor play space in new construction and suggest funding mechanisms to help developers accomplish this.
- Note new green spaces on investment opportunity maps.

After discussion, the Committee then moved on to Residential Living, Section 6. Consensus of the Committee was to clarify/define "pink collar workers" on Page 49.

Ms. Ricker then reviewed the nomenclature, organization and expectations for a housing strategy. An email to Ms. Ricker from Staff Member Harris was distributed to the Committee. The conclusion of the Committee was that the Residential Living Section should be more detailed and should describe how we are going to accomplish our housing strategy. The Committee asked Ms. Ricker to review Mr. Harris's memo, and then revise Residential Living, Section 6 and the Residential Development Inventory. Ms. Ricker stated that the Residential Development Inventory could include building permits, square footage available in un- and undeveloped buildings in the downtown area and other available data. She noted that she had not been sent this

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data in its entirety, and what she did have was not in electronic form. She explained that this was why the inventory was not included in the appendices distributed last week. Committee Member LoBianco described what data DMSL had provided. It was clarified that the consultants were to use all available data.

The consensus of the Committee was for Ms. Ricker to give the revised Residential Living (Section 6) to David Harris for his review prior to the Downtown Planning Committee review, when the Residential Development Inventory would also be reviewed.

The Committee moved on to Section 7, Transportation. Consensus was to add “crucial” to and then elevate the last sentence on page 58 to the beginning of the section in the italicized paragraph on page 57.

The Committee then discussed the preliminary transportation framework plan (map), and updating it to reflect the latest map from the Transit Alternatives Study. They also debated how to coordinate the conclusions of the two planning efforts. There was a discussion by Committee members and staff regarding the coordination of the Downtown Master Plan with the Transit Study. Committee Member Michalski suggested that the consultants bring a unified recommendation to the City Council. Chairperson Rusk said the Plan could make a recommendation for a fixed guideway transit system that is different from the Transit Alternatives Study because that study would not actually provide a recommendation but rather present what the consultant terms a locally preferred alternative. Other members commented that the Committee should not present a recommendation that is contrary to the Transit Study's recommendations. Committee Member Michalski noted three issues at the City Council work session on the Transit Study were: flexibility, costs and closure of 3<sup>rd</sup> Street Overpass, and then left the meeting. Committee Member LoBianco also left. There was no longer a quorum present.

Chairperson David Rusk advocated that Leland/SEH be allowed to recommend actions that would positively impact downtown including a fixed route transit system and they should defend their recommendation with examples from other cities, and reasons for a fixed guide way system. He stressed that this was the recommendation of the consultant, and we should not override it if it is their opinion, and it is an appropriate recommendation that they feel strongly about.

Committee Member Walsh stated he was not comfortable with this position. He advocated that the plan describe the benefits of this system, saying what we want Transit to accomplish without getting into specifics, describing the benefits to tourism, downtown living, etc., but not present a recommendation that is contrary to the Transit Alternatives Study. Chairperson Rusk asked for the consultants' opinions.

Mr. Kost and Ms. Ricker agreed with Mr. Walsh's suggestion. They said the plan could state the benefits for the fixed guideway system, and also support the locally preferred alternative to coordinate the two planning efforts.

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The Committee discussed the pros and cons of the consultants' and Committee members' recommendations. Committee members and staff discussed how to describe the benefits of both a fixed guideway and rubber-tired trolleys, without making a recommendation that is different from the Transit Alternatives Study. Committee members also noted their own lack of familiarity with the Transit Study, and the lack of technical competencies of the Downtown Master Plan consultants to make a recommendation on such a technical study.

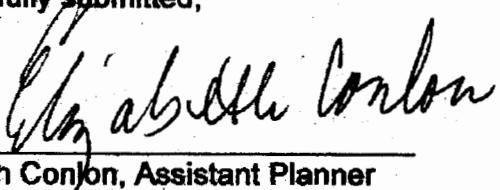
Chairperson Rusk acknowledged that the Committee no longer had a quorum present, and that a vote could not be taken. He proposed that the full Committee and the consultants consider adding a bullet in the Action Steps of Section 7, Transportation, to read: "Acknowledge that the Transit Alternatives Study is underway to get people on and off the Port, but the Downtown Master Plan is to look at all aspects of downtown, and that regardless of the results of that study, it is recommended that a fixed guideway alternative be studied long-term despite cost, flexibility, parking, wires and disruption impacts because of the benefits (consultants to quantify) and example of other cities to respond to the question: 'why are other cities doing this?' in spite of these objections. The benefits should include a discussion of the potential for positive impacts on commerce and job creation, residential living, culture, entertainment and tourism, and how this potential differs from the simple deployment of rubber-tired trolleys."

Bob Kost left the conference call at 11:30 a.m. Transportation, Section 7 was tabled until the September 8<sup>th</sup> meeting.

The consensus of the Committee was to start the September 8<sup>th</sup> meeting at 8:00 a.m. for review of Transportation, Section 7, and the appendices distributed on August 18<sup>th</sup>. Residential Living, Section 6, will be reviewed at a later date. The September 15<sup>th</sup> City Council work session will be cancelled.

**ADJOURNMENT:** The meeting adjourned at 11:45 a.m.

Respectfully submitted,

  
Elizabeth Conlon, Assistant Planner

9. 30. 03

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Adopted

**MINUTES**  
**DOWNTOWN PLANNING COMMITTEE**  
Long Range Planning Advisory Commission  
Monday, September 8, 2003  
8:00 a.m.  
Conference Room 2, City Hall Annex  
1300 Main Street, Dubuque, Iowa

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**PRESENT:** Chairperson Dave Rusk; Committee Members Doris Hingtgen, Dan LoBianco, Ann Michalski, Judie Fjellman, Jim Giesen, and John Walsh; Staff Members Laura Carstens, Bill Baum, Rich Russell, David Harris and Jerelyn O'Connor. Also present were: Consultants Jim Holz of MSA, and via conference call Eric Padgett of URS, Anne Ricker of Leland Consulting Group, and Bob Kost of SEH. Guest: John Gronen.

**ABSENT:** Committee Members Mike Ironside, Pam Jochum, Bob Felderman, Jim Gibbs, and Steward Sandstrom; Staff Member Beth Conlon.

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**CALL TO ORDER:** The meeting was called to order by Chairperson Rusk at 8:13 a.m. without a quorum, when Eric Padgett of URS, Anne Ricker of Leland Consulting Group, and Bob Kost of SHE were connected via conference call.

**AFFIDAVIT OF COMPLIANCE:** Staff presented an Affidavit of Compliance verifying the meeting was being held in compliance with the Iowa Open Meetings Law.

**MINUTES:** Chairperson Rusk noted that the minutes of the August 18, 2003 meeting were reviewed and approved by consensus without a quorum at the August 25, 2003 meeting. The minutes of the August 25, 2003 meeting were reviewed with the following changes requested by Chairperson Rusk:

- On page 5, 4<sup>th</sup> paragraph, 5<sup>th</sup> sentence, replace "should" with "could"; and add to the end of that sentence, "but rather present what the consultant terms a locally preferred alternative".
- On page 5, 5<sup>th</sup> paragraph, change "living with" to "including"; change "to include" to "and they should defend their recommendation with"; and delete "to articulate".
- On page 5, 5<sup>th</sup> paragraph, add a second sentence, "He stressed that this was the recommendation of the consultant, and we should not override it if it is their opinion, and it is an appropriate recommendation that they feel strongly about."
- On page 6, 3<sup>rd</sup> paragraph, 2<sup>nd</sup> sentence: replace "Understand" with "Acknowledge"; replace "and would encourage that" with "that regardless of the results of that study, it is recommended that"; insert "parking" after "flexibility"; insert "impacts" after "disruption"; delete the parentheses; and add to the end of that sentence, "in spite of these objections."

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- On page 6, 3<sup>rd</sup> paragraph, add a new sentence, "The benefits should include a discussion of the potential for positive impacts on commerce and job creation, residential living, culture, entertainment and tourism, and how this potential differs from the simple deployment of rubber-tired trolleys."

Staff Member Carstens felt that the August 25<sup>th</sup> minutes were correct for the sentence in quotes, because neither her notes nor the notes of Staff Member Conlon included the reference to "parking", and because she had read the quoted statement into the record at the meeting. Chairperson Rusk disagreed, and said if he was quoted, that he felt he should be quoted accurately. Staff Member Baum noted that minutes are a history of what takes place at a meeting, and are not a transcript or an opportunity to say that this is what I meant. Chairperson Rusk acknowledged Mr. Baum's comments, and then reiterated that if he was quoted, then he should be quoted accurately.

Committee Member Walsh noted that the minutes seemed to reflect that only Mr. Rusk was in attendance. Mr. Walsh expressed frustration with Chairperson Rusk's method of conducting the meetings, and what Mr. Walsh considered to be too much time spent on details of the minutes rather than the big picture of the plan. Mr. Walsh acknowledged Mr. Rusk's contributions to the Committee and the community, but questioned whether the lack of attendance by Committee Members was a reflection of how the meetings were run. Chairperson Rusk acknowledged Mr. Walsh's comments, and then began a review of Section 7, Transportation.

Committee Member Michalski arrived at 8:35 a.m. There was still not a quorum. No motion could be made to approve the August 25<sup>th</sup> minutes due to the lack of a quorum.

**ACTION ITEM: Review Draft Report (Section 7)**

Chairperson Rusk reiterated the changes to pages 57 and 58 of Section 7, Transportation, which were discussed at the August 25, 2003 meeting.

The Committee and staff then discussed the map in this Section with consultants Bob Kost and Eric Padget. Mr. Kost agreed to change page 59 to reflect correct name of map as Transportation Framework Map, not Transit Map. The consensus discussion with Bob Kost was that the map will remain the same, but the legend will indicate that two-way conversion of one-way needs to be evaluated further through additional study under auspices of the Public Works Department. Mr. Kost noted that the 1997 Downtown Circulation Study's goals were to move traffic through downtown efficiently and safely, while this plan has the goal of getting people to downtown as a destination, not a place to go through. Discussion of depicting proposed transit routes on the map to coordinate with recommendations of the Transit Alternatives Study followed.

The following additional changes were recommended for Section 7:

Page 60: Change "seemless" to "seamless."

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Page 3

Page 61: Last sentence is a bit awkward and needs to be rewritten.

Page 62: Discussion ensued of recommendations of the Downtown Master Plan and Transit Alternatives Study, and continuance of the Downtown Planning Committee as one of the focus groups for the Transit Alternatives Study. There was further discussion that the Downtown Master Plan would look at a long-term strategy of a fixed guideway, as well as the locally preferred alternative that comes out of the Transit Alternatives Study. It was also discussed that reasons for a fixed guideway would be described in the Downtown Master Plan, and would note that it is not the only alternative. Committee Member Michalski clarified that the Transit Alternatives Study is a long-term study that is waiting for the consultant recommendation, community input, and then a City Council decision. She further clarified in response to Chairperson Rusk's mentioning the City Council's recent decision to purchase two rubber-tired replica trolleys that this trolley purchase was initiated a number of years before by Keyline as a part of the City's regular budget process to provide required connectivity between the Port of Dubuque and Downtown.

Page 63:

- Change "capitol" to "capital."
- Discussion of footnote to clarify that this refers to rubber-tired.

Page 64:

- Delete dangling "Streets" after 1<sup>st</sup> paragraph.
- Change "lower Main" to "Historic Old Main" here and throughout the plan.
- Change "51/161" to "61/151" here and throughout the plan.
- Add discussion of U.S. 52 and rerouting, as well as the creation of two-way business routes on U.S. 52 through downtown, with a long-term study to be done under the auspices of the Public Works Department.

Page 65: There was discussion of reduced rate parking vouchers in ramps when meter revenues are used to pay off bonds on ramps. Consensus was that the plan should list the recommendations for parking as issues to be explored rather than simply implemented, in order to acknowledge mitigating factors and differing views and positions in the community.

Page 66:

- Consensus was to reiterate the new bullet recommended for page 30, to assemble a public/private team to review the 1997 Downtown Circulation Study (traffic, parking and urban design) and determine if a new study is needed.
- Change "accept" to "incorporate" in 5<sup>th</sup> bullet.

There was discussion of the last bullet re: transit shuttle between Bluff Street shopping and the Port of Dubuque, and transit system integration of Keyline and private operators throughout downtown. Discussion followed on whether the 5<sup>th</sup> bullet should reflect language about a fixed guideway discussed earlier in meeting.

Committee Member Giesen arrived at 9:16 a.m. A quorum was now present.

Discussion continued, with consensus as follows:

- Add investigate integration of public-private transit services for downtown.
- Reward last bullet provide a transit connection between the traditional areas of downtown and the Port.
- Since the action steps listed are related to transit, and are covered in Transit Alternatives Study, then action steps re: parking need to be added to reflect the narrative on page 65.

Discussion of incentives for deck parking on the Port, and creative ways to enhance parking in downtown followed. There was discussion of incorporating a general statement and a bullet, "to develop a comprehensive parking strategy for downtown through public/private partnerships for on-street, off-street and deck parking". Discussion followed of the relationship of parking to downtown living and merchants, with consensus that this relationship also needs to be evaluated in development of a comprehensive parking strategy for downtown. Discussion continued on how to incorporate the importance and scope of a comprehensive parking strategy, which is not part of the scope of this plan.

Chairperson Rusk questioned why the Downtown Master Plan did not include a parking strategy similar to the issue raised earlier about the plan providing a housing strategy. Staff Member Carstens stated a parking study required intensive technical effort and a budget that was beyond this team's scope of work and expertise. Committee Member LoBianco supported this position with an analogy to Comprehensive Plan and Downtown Master Plan, noting that there was no expectation with the Comprehensive Plan's update that a Downtown Master Plan would be developed concurrently as part of the Comprehensive Plan. Consultant Anne Ricker noted that a comprehensive parking study was not part of the scope of work, and was a significant cost.

Ms. Ricker continued that a housing strategy was not part of the RFP any more than a parking study was. She said that the RFP referred to Vision Downtown, not the preceding Housing forum. She noted that a Comprehensive Downtown Master Plan means that she had to take an overall equivalent look at all six sections of Vision Downtown. Committee Member Michalski agreed with Ms. Ricker, and said the consultants have done a good job.

Staff Member Baum left at 9:52 a.m.

**ACTION ITEM: Review Draft Report (Section 6)**

Ms. Ricker provided an update on revisions to Section 6, Residential Living. She indicated that she was not able to provide Staff Member Harris with a revised Section 6 because she still needs to receive a map from Dubuque Main Street Ltd. (DMSL) and the City. There was discussion of the need for inventory of potential upper floor space downtown to augment limited research of assessor's records. Ms. Ricker said she had told DMSL and City staff that a map of this space in an electronic form needs to be finalized for her to fold into the Residential Living section. Staff Member Carstens said Planning Services staff is working on this map with Committee member LoBianco and Staff Member Russell.

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Committee Member LoBianco and Ms. Ricker discussed that loan programs from DMSL need further discussion. Ms. Ricker said that she has received positive feedback from developers that she felt should be incorporated into the report, which is a benefit of the delay.

The Committee discussed possible meeting dates for discussing the housing section. Ms. Ricker offered to provide the action matrix at this same meeting, and possibly the revisions to the rest of the draft plan. It was decided that the next Committee meeting will be held on September 30<sup>th</sup> at 8:00 a.m. Additionally, a Committee meeting was scheduled for October 7<sup>th</sup> at 8:00 a.m.

Consultant Eric Padget left the conference call at 10:04 a.m.

Chairperson Rusk distributed a draft Table of Contents that he proposed be used for the plan, noting that he has rearranged the order of the appendices as previously discussed. The Committee took a break at 10:05 a.m. while City staff attempted to fax the draft Table of Contents to Anne Ricker.

Staff Member Harris left at 10:10 a.m.

Consultant Bob Kost left the conference call at 10:22 a.m.

The fax did not go through despite numerous attempts, so the meeting resumed at 10:23 a.m.

**ACTION ITEM: Draft Appendices Review**

Chairperson Rusk reviewed the draft Table of Contents verbally with Ms. Ricker. He asked that the concept/priority projects table in the Introduction (Section 1) summarize broad elements of the Action Matrix. He noted that Sections 2-7 are Vision Downtown elements. He suggested moving the Action Matrix and Final Framework Plan from the appendices to be combined in a new Section 8 of the plan. He said the Action Matrix should include a cross-reference to Vision Downtown. After discussion, this suggestion was deferred until the Downtown Planning Committee actually has an Action Matrix in hand.

An additional appendix recommended by Chairperson Rusk to include Assessments of Vision vs. Reality and Vision & Reality vs. Existing Plans was deleted by Committee consensus as being unnecessary since this assessment is what the plan itself does.

With respect to the Investment Opportunities appendix, which includes Catalyst Concepts and Development Concept Plans, it was suggested that Ms. Ricker review these to be sure the illustrations are in the right order relative to the preceding economic analysis for development concept plans.

There was discussion of the Physical Profile appendix, and whether Ms. Ricker has the most up-to-date data from DMSL and the City on property inventory. Chairperson Rusk

suggested including a Downtown Properties Inventory with a date on the data. There was discussion about whether to add this item, and the availability of data.

Committee Member Michalski said the most important parts of the plan for the City Council will be Section 1 and the proposed Section 8, and that most Council members also will study Sections 2-7. Mrs. Michalski added that the most important appendices for the City Council will be the Investment Opportunities, all the maps in the Physical Profile, the Market Profile, the Socioeconomic Profile, the Retail Inventory Audit, the Target Industries Analysis, the Downtown Planning Committee Members Listing, the Funding Partners Listing, and Vision Downtown.

It was suggested that Committee Member LoBianco, Staff Member Carstens and Ms. Ricker look at including a summary of a downtown properties inventory. Also discussed was having an inventory of available space that DMSL maintains included or summarized, with DMSL identified as the contact. This appendix would then be relabeled as Downtown Available Properties Inventory.

The following changes were discussed for the chart in the Physical Profile appendix:

- Under Streets and Alleyways, there was discussion of the intent of this section, with consensus to either list all streets or list major streets. If list all streets, then include 8<sup>th</sup> Street and other streets in Little Dublin; Staff Member Carstens will ask Bob Kost what he wanted to convey with his section.
- Under Parking Facilities, clarify if "6" is the correct number of multi-level facilities.
- Add Historic to the Landmarks section label, and then Staff Member Carstens will provide names of historic landmarks to Bob Kost.
- Under Ornamental Streetscape, add Cable Car Square.
- For the Historic and Demolition Districts, Staff Member Carstens will check the names of demolition districts, and then relay any changes to Bob Kost.
- Under Cultural Facilities, change "Opera House" to "Grand Opera House", and delete the second reference to Museum of Art.
- Under Lodging, add Canfield Hotel.

For the Socioeconomic Profile appendix, there were no comments.

For the Market Profile appendix, the Committee asked about the reference on page 6, Retail Demand from Tourism, to the Greater Lansing Study. Ms Ricker explained this is an industry study used as a comparable reference, and she would label it as such.

For the Retail Inventory Audit appendix, there were no comments.

The Residential Development Inventory appendix has not yet been provided.

For the Target Industries Analysis appendix, Chairperson Rusk thought this was unnecessarily long, and should be deleted or presented as a summary. Ms. Ricker noted that this item was on the scope of work and specifically was requested to be checked off the list. Committee Member Michalski noted that this was an important appendix which

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would interest the City Council. Consensus was for Ms. Ricker to summarize Dubuque's targets from this appendix in the Commerce section.

Consultant Jim Holz left at 11:10 a.m.

For the Developer RFP Solicitation appendix, consensus was that a list of targeted developers and strategy of how to contact them should be in a memo from Ms. Ricker separate from the report to avoid any conflicts of interest for Leland Consulting Group.

Committee Member Walsh left at 11:13 a.m. A quorum was no longer present.

For the Outreach Synthesis appendix, consensus was to add comments collected from the traveling exhibit, and to delete the list of questions alone, and use just the list of questions with the responses included.

For the Meeting Materials appendix, consensus was to consolidate the City Council presentations and move synthesis of Downtown Planning Committee work sessions here.

Staff Member O'Connor left at 11:15 a.m.

Consensus was to keep the Downtown Planning Committee meeting minutes as an appendix.

Consensus was to delete the proposed individual appendices for the Downtown Planning Committee Members Listing and the Funding Partners Listing, and instead list the Downtown Planning Committee members and the funding partners in the plan itself.

**ADJOURNMENT:** The meeting adjourned at 11:18 a.m.

Respectfully submitted,

  
\_\_\_\_\_  
Laura Carstens, Planning Services Manager

09/30/03  
\_\_\_\_\_  
Adopted

**MINUTES**  
**DOWNTOWN PLANNING COMMITTEE**

Long Range Planning Advisory Commission

Monday, September 30, 2003

8:00 a.m.

Conference Room 2, City Hall Annex

1300 Main Street, Dubuque, Iowa

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**PRESENT:** Chairperson Dave Rusk; Committee Members Jim Giesen, Doris Hingtgen, John Walsh, Ann Michalski, Dan LoBianco, Jim Gibbs, and Mike Ironside; Staff Members David Harris, Bill Baum, Jerelyn O'Connor, Laura Carstens and Beth Conlon. Also present were: Consultants Jim Holz of MSA, and via conference call Anne Ricker of Leland Consulting Group.

**ABSENT:** Committee Members Judie Fjellman, Pam Jochum, Steward Sandstrom, and Bob Felderman; Staff Member Rich Russell.

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**CALL TO ORDER:** The meeting was called to order at 8:09 a.m.

**AFFIDAVIT OF COMPLIANCE:** Staff presented an Affidavit of Compliance verifying the meeting was being held in compliance with the Iowa Open Meetings Law.

**MINUTES:** Approval of minutes was delayed until there was a quorum.

**ACTION ITEM: Continue Review of Draft Report**

Chairperson Rusk commented that the Residential Living (Section 6) revisions fell short of expectations of several committee members and staff he had spoken with. Rusk suggested that the Committee provide greater detail to the consultant for the revised Residential Living section and new Section 8 (Action Matrix). Michalski and LoBianco discussed that "suburbs" is not a term that is applicable to Dubuque (pages 1 and 5 of Section 6). Rusk and Harris agreed with Michalski and LoBianco. Rusk suggested that their concerns be brought to the attention of the consultant today. Rusk said that he would like the Committee to review Section 6 after discussing David Harris's memo, which has been validated by the City Manager's comments, and then review the Section 8 Action Matrix at the next meeting.

Michalski noted that the City Manager has provided information that the City Council Vision and Goals document includes the Downtown Master Plan.

Mike Ironside arrived at 8:23 a.m. A quorum was present.

Michalski noted that the Downtown Master Plan was added by the City Manager as a Carryover Priority for 2002-2004.

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Jim Gibbs arrived at 8:25 a.m.

**MINUTES:** A quorum being present, the Committee returned to approval of the minutes. Committee members discussed that on page 3 of the September 8, 2003 minutes staff should correct the spelling of Jim Giesen's name and change "questioning" to "mentioning". There was a discussion of how to clarify between parking "strategy" and parking "study" and the need for a parking strategy rather than a parking study, since parking is identified in the Vision Downtown document. It was decided that the minutes need to reflect the discussion at the meetings, and that the Committee's intent needs to be reflected in the plan itself. Motion by Michalski, seconded by LoBianco to approve August 18, August 25 and September 8, 2003 with changes discussed carried unanimously.

**ACTION ITEM: Continue Review of Draft Report:**

The Committee contacted consultant Anne Ricker via conference call at 8:35 a.m. Rusk reviewed two housekeeping items.

**Table of Contents:** Rusk reviewed the proposed Table of Contents described in Carstens' memo of September 25, 2003 with the Committee and Ms. Ricker, who had no objections. Motion by LoBianco, seconded by Michalski to approve the table of contents as proposed in this memo carried unanimously.

**Comments of the City Manager and Staff:** Rusk reviewed the comments of the City Manager and Staff described in the City Manager's memo of September 24, 2003. The Committee's consensus with the City Manager's comments as follows: 1) page 26, to use existing Port of Dubuque Master Plan; 2) page 25, to add the City Manager's note on deficiency as a barrier; 3) Commerce, page 12, the 1st bullet would be addressed in the Action Matrix; 4) page 12, the 2nd bullet Ricker would be able to provide examples of streamlining regulatory review, and she noted that this is addressed in other plan elements; 5) page 12, Historical Features is addressed in Residential Living; and to divide Section 1 into a separate introduction and summary; 6) Transportation, page 13, the Committee will not be taking the City Manager's suggestion because they have already taken this position for both long-term and short-term transit alternatives; and 7) separate the plan and the appendices into different binders. Ricker and Carstens will review the Introduction/Summary to develop a separate introduction and summary to bring back to the Commission for consideration.

The memo on downtown circulation from Public Works Director Mike Koch included with the City Manager's comments was reviewed and discussed. The Committee consensus was to not recommend changing one-way to two-way streets, but rather to view the situation as something to be considered after further study. The Committee concurred with the previous Committee discussion on September 8th regarding one-way and two-way streets. Item 4, page 65 regarding free parking was discussed. The Committee concurred with the previous discussion on September 8th.

**Draft Action Matrix for Residential Living (Section 6):** Ricker said that while she had heard that Committee was generally "underwhelmed" with revisions to the Residential Living

section because of the Housing Forum of several years ago, and the detailed memo about housing issues from David Harris, she stated that she believes that Housing is critically important but doesn't exist without other related elements such as Public/Open space and Historical Features. She stated that she feels that Housing needs to be treated consistently with the other elements of the Downtown Master Plan as it is in the Vision Downtown without putting too much emphasis on Housing.

She stated that she has addressed as many of Harris' issues as were reasonable to address and has prepared the action matrix for the Housing Section to resolve the format and level of detail for this plan. She stated that she wants to appear even-handed in balancing the elements of the plan, even if some elements have more action steps in their respective matrices. Michalski agreed that if this looks like it is only a Housing Plan, then it would be like "fluff". Michalski added that all elements in the plan must be in a balanced format, because Housing is related to and dependent on other elements.

Rusk commented that development of downtown is a multi-faceted, multi-dimensional endeavor. All elements are equally important, and he doesn't think that anyone has advocated that housing be given more emphasis.

Jim Giesen left at 9:15 a.m.

A copy of the Action Matrix for the Residential Living section drafted by Anne Ricker was distributed at 9:15 a.m. She commented that a larger font would be used in the final matrix. Ricker reviewed the format and discussed how the Residential Living section relates to the Action Matrix, and that outcomes will be developed based on strategy. She noted that strategy elements are the action steps listed in the plan. She stated that implementing the action tasks are very specific tasks that become "mini" business plans. Ricker said that the implementation coordinator would report on the action tasks periodically, and status dates could be set and moved forward as progress is made. Rusk commented that the details seem to be more specific. Michalski and LoBianco stated that this info on implementation tasks is what they are looking for. Ricker encouraged the Downtown Planning Committee to pay close attention to verbiage, to review contact persons when they receive her suggestions for the complete Action Matrix, and then recommend different contacts locally as appropriate. Michalski and Ricker discussed having a list of resources in the appendix.

Ricker reviewed how some of the action steps have been reorganized into implementation steps in the Action Matrix such as #11 in the Matrix. Rusk felt this Matrix has taken a quantum leap in meeting the Committee's expectations.

Ricker suggested that she make the plan match the chart in terms of column headings. Michalski and Ricker discussed that a number of these tasks are already underway in some fashion and that communicates that Dubuque is and has been actively working on downtown revitalization. There was discussion of #6, #7, #9 and #13.

Michalski asked if the Action Matrix would have tasks related to areas of influence outside

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the study area. Ricker noted that the example of #12 will deal with these areas. She added it should be treated globally and as a long-term task to keep the plan a living document that can continue to be responsive to community needs. Rusk thanked Ricker for insisting on doing a review of the Action Matrix before beginning a review of the Residential Living Section.

Residential Living (Section 6): Ricker noted the addition of the last sentence in the italicized introductory paragraph on page 1 of the Residential Living section, its importance and its relationship to other elements.

Jim Gibbs left at 9:43 a.m. A quorum was no longer present.

Ricker noted that the Vision Downtown goals were omitted unintentionally. The consensus of the Committee on the review of the Residential Living (Section 6) was as follows:

Page 1: delete “at” from the last sentence in the introductory paragraph; define “pink collar workforce” in the last paragraph, and change “suburbs” to “fringe area development” for Dubuque.

Page 2: Ricker clarified age data is from her primary research for other cities.

Page 4: 1st bullet change “Dubuque County” to “region as a whole” and explain CAAGR in the chart as a footnote.

Page 5: reference the source of information on all charts/tables; for example, PRIZM.

Page 6: 4th bullet change “potential resident” to “potential base”.

Page 6: O'Connor and LoBianco questioned how much students would be in the demand mix for downtown with the colleges (especially Loras). They emphasized on-campus student housing. NICC may be a potential source. The bullet on the students needs to be re-written, as NICC and seniors at Loras don't reside on campus, especially with a major renovation of the NICC campus being the most likely source of a student population downtown. There is also a growing population of married students and non-traditional students. Ricker and Carstens will discuss what the wording should be.

Page 6: retirees vs. employees: Employees don't use the services downtown, but these services are what attract retirees. The Committee discussed the “chicken and egg” situation with retail and housing. Ricker said the point is that all elements are related and we are trying to build a downtown neighborhood.

Page 7: LoBianco and Ricker discussed how market demand for downtown housing would be met with small projects. Ricker also mentioned that high-end housing on waterfront will help improve the market.

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Page 8: 2nd bullet, add “greater” to describe the Port; 3rd bullet, add “contiguous to the study area” in parenthesis after Warehouse District.

Page 9: 3rd paragraph, second sentence, delete “in” from last paragraph and add “green space” to the list in 1st sentence.

Page 10: add barriers here for small business/building owners with vacant upper stories, perhaps as a table. Add parking and green space to list of bullets at end.

Page 11: Change to read “Mayor, City Council and City Manager” under leadership

Page 13: Financing incentives: substitute HOME for HOPE VI and add Fannie Mae. Ricker will share developers’ comments with LoBianco and Harris.

Page 14: 7th bullet subordination of lenders clarified by Ricker to be sharing risk in a lending pool.

Residential Development Inventory Appendix: LoBianco reviewed that the chart in the appendix does not include 1st floor, and suggested that the Downtown inventory be re-organized to sort by ID#. Ricker noted this data can be used to sort by geographic area to identify Residential Opportunities. He noted that this is referenced on page 6 of the Residential Living section under the heading “Downtown Housing Supply”. LoBianco said he would work with Felderman and Harris to review any properties that need to be clarified so that Ricker can remove her qualifier. There were no other comments on the appendix by the Committee members.

Next steps: Despite personal/family issues, Ricker thought she could finish the Action Matrix draft for the October 7th meeting, and get the revised report here early next week after reviewing past meeting minutes. She will send photos to Carstens to put into the report.

The consensus of the Committee was to cancel the October 7th meeting and resume discussion of the Action Matrix with the Downtown Planning Committee meeting scheduled for Monday, October 13th at 8 a.m. to give Ricker more time to prepare. Rusk asked that she get the draft to the Committee by early next week. Ricker left the conference call at 10:30 a.m.

**ITEMS FROM COMMISSION:**

Public Library: Walsh suggested Carnegie-Stout Library be included in the educational as well as cultural listings. He suggested that Anne Ricker also include a mention in the Historical Features Section of the Historical Society’s efforts with the Ryan House. He requested a mention of St. Mark Center and Boys/Girls Club in the Culture/Education Section. There was general agreement from those present.

Incorporation of “Big Ideas” into Plan: Walsh asked if there is a way to integrate “big ideas” and “passion” into the plan. Rusk felt that “big ideas” and “passion” had to do with the

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delivery of the plan, while the plan is a tool to accomplish projects. The message is that there is not just one “big idea” in the Downtown Master Plan strategy, but a collection of important action steps to accomplish downtown revitalization. Carstens noted the need for the plan to respond to the needs of downtown residents.

Doris Hingtgen and Jim Holz left at 10:39 a.m.

Walsh agreed. Michalski noted the need to keep the plan relevant without mentioning specific retailers or specific projects. O’Connor said what it comes down to is combining all of the elements to accomplish realistic steps, and that the introduction needs to convey the passion about the significance of downtown. She added that the nuts and bolts are in the plan, and passion is in the vision. Walsh agreed.

Community Reaction to Plan: Walsh said we had planned a year ago to bring the Chamber on board for support of the plan, as well as other partners. He added that success will be getting the entire community involved with and behind this plan. He asked how do we accomplish this in terms of timing with City Council’s review of the final product, and who will participate, and do we want “validators” or are the Downtown Planning Committee the “validators”.

Rusk said we need a roll out strategy, and that parts of the strategy are in place through public hearings at Long Range Planning Advisory Commission and City Council. He noted that the consultants are committed to one or two public forums in the contract. Walsh asked how we get reaction from key stakeholders/major players, and how do we time this review with City Council review. Rusk reviewed previous steps to engage the public and the key stakeholders, including focus groups.

Michalski described a 3-person review process used for the Vision Iowa Plan. Michalski asked if it is time to move past the process, and more to the product. Rusk suggested this be considered for discussion at the next meeting, and asked staff to ask the consultants how this review would impact the process and their contract. Walsh said would like to get a reaction from 8-10 people, and would like to discuss this at next meeting.

**ADJOURNMENT:** The meeting adjourned at 10:59 a.m.

Respectfully submitted,



Laura Carstens, Planning Services Manager

12-1-03

Adopted

**Meeting  
For  
October 13, 2003**

**Cancelled**

**MINUTES**  
**DOWNTOWN PLANNING COMMITTEE**  
Long Range Planning Advisory Commission  
Monday, November 10, 2003  
8:00 a.m.  
Conference Room 2, City Hall Annex  
1300 Main Street, Dubuque, Iowa

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**PRESENT:** Chairperson David Rusk; Committee Members Jim Giesen, Doris Hingtgen, Dan LoBianco, Ann Michalski, John Walsh, Staff Members Laura Carstens, David Harris, Jerelyn O'Connor, Bill Baum and Beth Conlon. Also present: Anne Ricker of Leland Consulting Group and Bob Kost of SEH via conference call and Jim Holz of MSA.

**ABSENT:** Commission Members Bob Felderman, Jim Gibbs, Pam Jochum, Steward Sandstrom, Judie Fjellman, Mike Ironside and Staff Member Rich Russell.

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**CALL TO ORDER:** Chairman David Rusk called the meeting to order at 8:12 a.m. without a quorum.

**AFFIDAVIT OF COMPLIANCE:** Staff presented an Affidavit of Compliance verifying that the meeting was being held in compliance with the Iowa Open Meetings Law.

**MINUTES:** Approval of the September 30, 2003 meeting minutes was delayed until there was a quorum present.

**ACTION ITEMS:**

Anne Ricker of Leland Consulting Group and Bob Kost of SEH were contacted via conference call at 8:13 a.m. to discuss the Downtown Master Plan draft action matrices.

**Review Draft Action Matrices of all Elements:** The Committee discussed the format of the matrices. The consensus of the Committee was that all action matrices should coordinate with the text of the action steps in the final Dubuque Downtown Master Plan, that the text in the action matrices elements should be in bold print, and that the font in the action matrices be enlarged for easy reading.

The Committee recommended the following changes in the Commerce Action Matrix:

- Strategy Element #1: change industry to business.
- Strategy Element #2: Comment made: all of "study area" is in the Enterprise Zone, but not all contiguous areas are in the Enterprise Zone.
- Strategy Element #2a: Contact: delete Planning, add DMSL
- Strategy Element #2b: Contact: add delete Planning, add DMSL; Resources: add BDI (Budget Decision Item)
- Strategy Element #3: change industry to business.
- Strategy Element #3a: Contact: add DMSL
- Strategy Element #3b: Implementation Task: delete industries, add businesses; Contact: add DMSL; correct sequence of letters (a,b,c,d).

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- Strategy Element #3c: add DMSL
- Strategy Element #3d: add DMSL
- Strategy Element #3e: add DMSL
- Strategy Element #4a and #4b: should say, “monitor the Comprehensive Economic Development...”. Resources: delete outside Consultant; in the first right column, add a checkmark in column a. for ongoing, and a checkmark in column b. for ongoing.
- Strategy Element #5b: delete industry and add business. Contact: add HR Department (ADA).
- Strategy Element #6a: Contact: delete Task Force, add Planning Dept.
- Strategy Element #6b: Contact: delete Task Force, add Planning Dept.
- Strategy Element #7a: Contact: add DMSL.
- Strategy Element #7b: Contact: add DMSL.
- Strategy Element #7c: Contact: add DMSL.
- Strategy Element #9c: Contact: add DMSL.
- Strategy Element #10a: Contact: add Dubuque Initiatives; Resources: add Existing Resources.
- Strategy Element #12a: Contact: add DMSL.
- Strategy Element #12b: Contact: add DMSL.
- Strategy Element #13a: Contact: add Chamber/CVB.
- Strategy Element #13b: Contact: add Chamber/CVB.
- Strategy Element #13c: Contact: add Chamber/CVB.
- Strategy Element #13d: Contact: add Chamber/CVB.
- Strategy Element #13e: Contact: add Chamber/CVB.
- Strategy Element #14a: Contact: add DMSL.
- Strategy Element #15: Contact: add DMSL and Economic Development Dept.
- Strategy Element #16d: Contact: delete Planning Dept., add DMSL.
- Strategy Element #17a: Contact: add DMSL
- Strategy Element #17b: Contact: delete Planning Department, add DMSL.
- Strategy Element #17c: Contact: add DMSL.
- Strategy Element #17d: Contact: add DMSL.
- Strategy Element #18: Strategy Element: change standards to guidelines.
- Strategy Element #18a: Implementation Tasks: change standard to guidelines; Contact: add DMSL and delete Planning Department. Resources: delete Existing Staff Resources and add BDI: Design Consultant.
- Strategy Element #18b: Contact: delete Task Force, add DMSL. Resources: delete Existing Staff Resources and add BDI: Design Consultant.
- Strategy Element #18c: Implementation Tasks: change standards to guidelines; Contact: delete Planning Department and Task Force and add DMSL and Housing and Community Development Department. Resources: delete Existing Staff Resources and add BDI: Design Consultant.
- Strategy Element #18d: delete standards and add guidelines. Contact: delete Task Force, add DMSL. Resources: delete Existing Staff Resources and add BDI: Design Consultant.

- Strategy Element #18e: Implementation Tasks: change standards to guidelines. Contact; delete Planning Department and add DMSL. Resources: delete Existing Staff Resources and add BDI: Design Consultant.
- Strategy Element #19a: Resources: add Zoning Ordinance Consultant.
- Strategy Element #19b: Resources: add Zoning Ordinance Consultant.
- Strategy Element #20a: Contact: delete Planning Department and add DMSL.
- Strategy Element #20b: Contact: add DMSL.
- Strategy Element #20c: Contact: add DMSL.

There was a discussion regarding adding umbrella strategies to the Plan. The consensus of the Committee was to add a General Strategies matrix /Final Framework Plan in Section 8. Ms. Ricker discussed the prerequisites for success, and commented that she would like to see a glossary of terms for the matrix. Chairman Rusk commented on budget constraints in other communities and their strategies for success, and requested that information that reflects strategies used in other communities be included in the General Strategy Matrix. Committee Member Michalski asked Ms. Ricker to acknowledge City Council's planning and to elevate their accomplishments in the final Downtown Master Plan.

The Committee recommended the following changes in the Culture, Education and Entertainment Matrix:

- Strategy Element #1: add a new strategy element, Establish Dubuque Arts and Culture Advisory Commission; Contact: CMO and Resources: BDI.
- Strategy Element #2: (formerly #1) Identify and formally designate a culture/artisan district, etc., and all subsequent strategies re-numbered.
- Strategy Element #2a: Contact: delete Planning Department, add DMSL and Arts Task Force; add an ongoing check in the right column.
- Strategy Element #2b: Contact: delete Task Force and add DMSL.
- Strategy Element #2d: Contact: delete Planning Department; add DMSL and Housing & Community Development Department.
- Strategy Element #3a: Resources: add Zoning Ordinance Consultant.
- Strategy Element #3b: Resources: add Zoning Ordinance Consultant.
- Strategy Element #3c: Resources: add Zoning Ordinance Consultant.
- Strategy Element #4a: Contact: delete Arts Commission, add DMSL.
- Strategy Element #4b: Contact: delete City Management, add CMO.
- Strategy Element #4c: Contact: delete City Management, add CMO.
- Strategy Element #4d: Contact: delete Finance; add DMSL and Economic Development Department.
- Strategy Element #5a: Implementation Tasks: add Create an organization to acquire and hold properties for attainable artisan live/work space. Contact: Downtown Advocate and add DMSL.
- Strategy Element #5b: delete all of 5b. Implementation Tasks: Employ the range of tools and strategies...Contact person: delete Finance; add DMSL and Economic Development Department.
- Strategy Element #5c: Contact: delete Planning Department and add DMSL.

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- Strategy Element #6: should be Develop a strategy, etc.
- Strategy Element #6a: Contact: spell out Housing & Community Development Department and add DMSL.
- Strategy Element #6b: Contact: add DMSL and Housing & Community Development Department.
- Strategy Element #6c: Contact: add DMSL and delete Arts Commission.
- Strategy Element #6d: Contact: spell out Housing & Community Development Department and add DMSL.
- Strategy Element #7: should read: Work with Arts Committee, merchants, Leisure Services Department...
- Strategy Element #7a: Implementation Tasks: should read, Chamber, Arts Commission, and/or existing arts organizations, merchants and Leisure Services Department work to prepare...
- Strategy Element #7b: Implementation Tasks: should say, "Continue notification of all related groups and permitting for events..."; delete require. Contact: delete City Admin. and add City Clerk.
- Strategy Element #7c: Implementation Tasks: delete prepare and use the word continue ("Continue coordinated marketing materials...")
- Strategy Element #7c: Resources: delete Budget Decision Item and add Existing Staff Resources.
- Strategy Element #8a: Contact: delete Planning Department and add DMSL.
- Strategy Element #8b: delete Task Force and add DMSL.
- Strategy Element #8c: delete Planning Department add DMSL and Legal Department.
- Strategy Element #9: Strategy Element should read: Coordinate efforts of arts groups and Parks, etc...
- Strategy Element #9a: Implementation Tasks should read: "Chamber, Arts Commission and Leisure Services Department continue to prepare a comprehensive list...", and change prepare to say, "continue marketing materials...". Contact: add DMSL. Resources: delete Budget Decision Item.
- Strategy Element #9b: Contact: delete Planning Department and add DMSL and Chamber of Commerce.
- Strategy Element #9c: Implementation Task: should read, "refine current system and require notification of all related groups...". Contact: delete City Admin. and add City Clerk
- Strategy Element #9c: Contact: delete City Administration and add City Clerk.
- Strategy Element #10b: Implementation Tasks: should read: "include an Arts Commission or representative of existing arts groups, Dubuque Cultural Alliance, and CVB Festival Committee." Contact: delete Task Force, and add Housing & Community Development Department.
- Strategy Element #10c: Contact: delete Planning Department and add Housing and Community Development Department and DMSL.
- Strategy Element #10d: Contact: delete Economic Development Department, and add DMSL.

The Committee recommended the following changes to the Historical Features Action Matrix:

- Strategy Element #1: change standards to guidelines
- Strategy Element #1a: change all standards to guidelines. Contact: delete Task Force and add DMSL. Resources: add BDI: Design Consultant.
- Strategy Element #1b: Contact: delete Task Force and add DMSL. Resources: add BDI: Design Consultant.
- Strategy Element #1c: Implementation Task: delete standards and add guidelines. Contact: delete Task Force, and add DMSL, Building Department and Housing and Community Development Department. Resources: delete Existing Staff Resources and add BDI: Design Consultant.
- Strategy Element #1d: Implementation Tasks: delete standards and add guidelines. Contact: delete Task Force and add DMSL. Resources: delete Existing Staff Resources and add BDI: Design Consultant.
- Strategy Element #1e: Implementation Tasks: delete standards and add guidelines. Contact: delete Task Force and Planning Department and add DMSL. Resources: delete Existing Staff Resources, perhaps add Outside Consultant and add BDI: Design Consultant.
- Strategy Element #3a: Contact: delete Planning Department and add DMSL. Resources: delete Existing Staff Resources and add BDI: Design Consultant.
- Strategy Element #3b: Contact: delete Planning Department and add DMSL. Resources: delete Existing staff Resources, and add BDI: Design Consultant.
- Strategy Element #3c: Contact: delete Planning Department, and add DMSL. Resources: add Policy
- Strategy Element #3d: Contact: delete City Management and add City Manager's Office.
- Strategy Element #3e: Implementation Tasks: delete the extra Dubuque. Contact: delete Planning Department and add DMSL. Resources: delete Existing Staff Resources and add BDI: Design Consultant.
- Strategy Element #4: Contact: delete City Management and add CMO.
- Strategy Element #4b: Contact: delete Planning Department and add DMSL.
- Strategy Element #4c: Contact: delete Planning Department and add DMSL. Resources: delete Existing Staff Resources and add BDI: Design Consultant.
- Strategy Element #4d: Implementation Task: delete the extra Dubuque.
- Strategy Element #5c: Implementation Task: should read, "Expand HPC functions to include assistance with obtaining historic designation...". Contact: delete Dubuque County Historical Society and add HPC. Resources: delete Existing Staff Resources and add Consultant list.
- Strategy Element #6b: Contact: delete Planning Department and add Housing & Community Development Department.
- Strategy Element #6c: Contact: delete Planning Department and add Housing & Community Development Department.
- Strategy Element #7b: Implementation Tasks: should read, "Promote the availability of these funds, provide assistance...". Contact: delete Planning Department and add Housing & Community Development Department.

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- Strategy Element #7c: Contact: delete Planning Department and add Housing & Community Development Department.
- Strategy Element #8: Contact: delete Planning Department and add Fire Department.
- Strategy Element #8b: Contact: delete Planning Department and add Fire Department.
- Strategy Element #8c: Contact: delete Planning Department and City Management, and add City Manager's Office and Fire Department.
- Strategy Element #8d: Implementation Task: should read "Pass on information to historic property owners...". Contact: delete Planning Department and add Fire Department and DMSL
- Strategy Element #8e: Contact: should read, Outside Consultant working with Fire, Building, Housing &Community and HR Departments.

The Committee discussed the concept of back loading the timeframe in each matrix as much as possible. Ms. Ricker suggested that she use near, mid and long-term designations instead of years in the final matrices.

The consensus of the Committee was to meet again from 8:00 a.m. –12:00 p.m. on Friday, November 14<sup>th</sup>, to complete their review of the draft Public Spaces and Open Areas, Residential Living and Transportation action matrices.

The Committee also discussed what the process would be to develop and deliver a plan for the Downtown area. Committee members shared their opinions on the best way to present the plan to the City Council and to the community. Chairman Rusk handed out two options for meeting schedules for the Committee to consider. The consensus of the Committee was to agree to a tentative schedule to meet with small groups of Council members rather than a larger work session. The Committee also discussed a possible extension of the November 30, 2003 contract with the Iowa Department of Economic Development. Staff member Conlon reported that Cali Beals of IDED has agreed to extend the contract if necessary.

Leland Consulting Group agreed to edit and return the revised action matrices by November 21<sup>st</sup> and the revised plan and appendices by November 24<sup>th</sup> before the December 1, 2003 meeting.

**ADJOURNMENT:** The meeting adjourned at 12:05 p.m.

Respectfully submitted,



Laura Carstens, Planning Services Manager

12-1-03

Adopted

## **DOWNTOWN PLANNING COMMITTEE MEMBERSHIP**

The Downtown Planning Committee is a committee of the City of Dubuque's Long Range Planning Advisory Commission (LRPAC). The Committee meets the second Tuesday of each month from 11:00 a.m. to 12:00 p.m. at the City Hall Annex, 1300 Main Street. All meetings are open to the public.

<b>NAME</b>	<b>ORGANIZATION</b>	<b>STATUS</b>
Dave Rusk (Chairperson)	Long Range Planning Advisory Commission	Voting
Jim Gibbs	Historic Preservation Commission	Voting
Jim Giesen	Community Development Advisory Commission	Voting
Doris Hingtgen	Housing Advisory Trust Fund Committee	Voting
John Walsh	Housing Advisory Trust Fund Committee	Voting
Bob Felderman	Dubuque Main Street, Ltd.	Voting
Dan LoBianco	Dubuque Main Street, Ltd.	Voting
Pam Jochum	State Representative	Voting
Ann Michalski	Dubuque City Council	Voting
Steward Sandstrom	Dubuque Area Chamber of Commerce	Voting
Mike Ironside	Dubuque Cultural Alliance	Voting
Judie Fjellman	Dubuque Initiatives	Voting
Laura Carstens	Planning Services Department	Staff
Elizabeth Conlon	Planning Services Department	Staff
Rich Russell	Building Services Department	Staff
David Harris	Housing & Community Development Department	Staff
Bill Baum	Economic Development Department	Staff
Jerelyn O'Connor	Neighborhood Development Specialist	Staff

August 18, 2003

## Thank you Downtown Planning Community Partners

The City of Dubuque Downtown Planning Committee wishes to thank our community partners for their investment in funding a contract for master planning services for Downtown Dubuque.

City of Dubuque	\$50,000
Iowa Department of Economic Development	25,000
Dubuque Initiatives	5,000
American Trust & Savings Bank	3,000
Diamond Jo Casino	2,500
Fischer Companies	2,500
McKesson Corporation	2,500
Woodward Communications	2,500
Alliant Energy	2,000
Dubuque Area Chamber of Commerce	1,500
Dubuque Bank & Trust	1,500
Dubuque Board of Realtors	1,000
Capri College	500
Premier Bank	500

A FUTURE FOR THE  
HEART OF OUR CITY

# Vision Downtown

Commerce ♦ Culture, Education & Entertainment  
Historical Features ♦ Public Space and Open Areas  
Residential Living ♦ Transportation

DUBUQUE, IOWA



DAVID WM. RUSK  
CHAIR

LAURA CARSTENS

BOB FELDERMAN

JIM GIBBS

JIM GIESEN

DAVID HARRIS

DORIS HINGTGEN

JIM HOLZ

STEVE HORMAN

PAM JOCHUM

DAN LOBIANCO

ANN MICHALSKI

RUTH NASH

MARY LYNN NEUMEISTER

ART ROCHE

RICH RUSSELL

LISA SESTERHENN

JOHN WALSH

Dear Citizen of Dubuque,

January 2002

It is our community's downtown, nestled below the magnificent bluffs that shape its western border, and proximate to the great river that runs just to its east, that is the true heart of our city. Our downtown best reflects our heritage and the unique character of our community that accompanies it.

Our downtown is a major source of a strong community pride that has been nurtured since our earliest days as a Mississippi River settlement. There is no other precinct or neighborhood in Dubuque that holds more of what we have been, what we are, and what we can be than our downtown.

There have been many studies, plans and programs toward fostering a revitalization of Downtown Dubuque over the years. More recently, many voices in our community have suggested that now is the time to begin anew a comprehensive effort to guide the heart of our city toward a future that we can all be proud of.

The explosive development unfolding at the riverfront areas of our downtown brings with it the need for thoughtful dialogue on the impacts and opportunities that will doubtless arrive in its wake. VISION DOWNTOWN and the comprehensive planning effort that will follow are the products of that community dialogue.

This document captures the consensus community vision for the future of Downtown Dubuque.

It is important to note that, in this context, VISION DOWNTOWN is not a plan, but rather, a vision - a general unprioritized consensus description of a preferred destination. It will be necessary to create a plan that specifies the detailed action items and resources that must be applied to reach that destination. The Downtown Planning Committee recommends that a comprehensive downtown master plan be developed on the foundation of VISION DOWNTOWN and is prepared to lead that planning process as well.

The success of the downtown visioning process must be measured in at least two ways. First, it is already apparent that success has been achieved in terms of the openness and inclusivity of the process. This is paramount to ensuring the community ownership necessary to fuel the effort to make the vision a reality. A second success criterion is more difficult and has yet to be measured - the degree to which our community sustains the vision through the creation and implementation of plans and actions to do so.

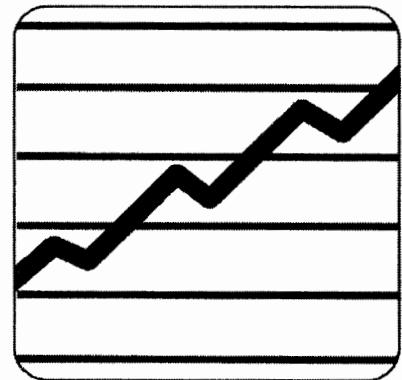
Citizens are asked to review this VISION DOWNTOWN document and stand ready to offer additional input and support to the planning effort that will follow.

Downtown Planning Committee  
City of Dubuque

# COMMERCE

**We envision the downtown area as a diverse commercial center providing economic opportunities that include:**

- A broad mix of businesses and services that encourage frequent and year-round visitations.
- A "user friendly" environment for current and potential employees in terms of access to work sites, parking, childcare services, support businesses and services, and safety.
- Recognition and promotion of the unique districts in the downtown with their historic architecture and their inter-relationships.
- An environment that encourages the start of new and growth of existing businesses, including enterprises that are not traditionally housed downtown.
- Promotion of the downtown as a regional center for retail/specialty shopping, multi-cultural businesses, restaurants, entertainment, tourism, education, government, services, and professional/office facilities.
- An ongoing coordinated effort to advise business and property owners on marketing, property management, incentives, streetscape amenities, preservation, financial resources, adaptive reuse of historic sites, customer service, and hospitality.
- Occupied units above storefronts.



# CULTURE, EDUCATION & ENTERTAINMENT

**We envision our downtown as a cultural, educational and entertainment center that includes:**

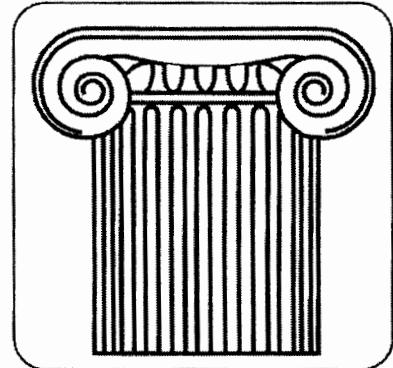
- Promotion of cultural, educational, and entertainment opportunities as a means to enrich our lives, and to enhance the economic and historic revitalization of the downtown.
- Promotion of diverse cultural, educational, and entertainment events so as to complement the community's appeal to visitors and local residents.
- Cultural, educational, and entertainment based businesses as means to spur the historic preservation of buildings and economic development.
- Encouragement of frequent cultural related events, entertainment, and activities that enhance downtown's image as the "place to be."
- An environment that creates a sense of neighborhood with cultural, educational, and entertainment activities that occur year-round.



# HISTORICAL FEATURES

**We envision our downtown as a place where the restoration and preservation of our unique historic sites and history includes:**

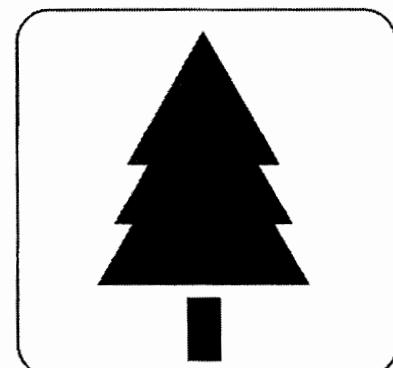
- Increased appreciation, education, technical assistance, and funding of our historical and architectural heritage.
- Recognition that historic preservation and development must be in concert and mutually beneficial.
- Comprehensive identification and promotion of our downtown historic resources and the education of the community on their value.
- Ongoing efforts that incorporate our downtown historic treasures and market them as unique and distinctive features that showcase our colorful history.
- The coordinated design and construction of new and additional, or when necessary, replacement structures that complement the architectural heritage of the area with an emphasis on the adaptive reuse of historical structures.
- Coordinated effort to recognize the historic contribution of each building to the whole of the historic downtown, but with the realization that some structures do not merit preservation.
- The promotion and encouragement of the use of historical structures for commercial, entertainment, cultural, educational, and residential purposes for people of all ages and backgrounds.



# PUBLIC SPACE AND OPEN AREAS

**We envision our downtown as an inviting area that appeals to all the senses through the creation of a clean, safe, and environmentally pleasing setting that includes:**

- Recognition that public open areas and green space are vital to the livability of the downtown.
- Public open areas that are aesthetically pleasing and accessible to employees, customers, visitors, and residents of the downtown area with the goal of appealing to sight, sound, smell, and touch.
- Open space for recreation, social events and gatherings, access to the Mississippi River, and a view of downtown's natural landscape.
- A streetscape that enhances the beauty, charm, and vibrancy of the downtown area through the use of color and texture in such things as landscaping and amenities.
- A downtown environment that is a source of pride for the entire community and that serves as a gateway to the city that demonstrates a high standard of excellence.



# RESIDENTIAL LIVING

**We envision our downtown as a “home” to many people that provides a mix of amenities and opportunities including:**

- A blend of housing options across the affordability range throughout the downtown with adequate parking, green space, and transit access, including housing that meets the needs of physically, visually, hearing, economically and language challenged persons.
- A renewed emphasis on preserving and promoting downtown's residential historic architecture.
- A mix of businesses and institutions within walking distance that meets the needs of downtown residents.
- A clean and safe environment.
- Employment and childcare opportunities in close proximity to housing.
- Occupied units above the storefronts.
- Neighborhoods that link people together on a twenty-four hour basis which will ultimately create a sense of community.
- Quality education facilities for both traditional and non-traditional students of all ages and interests.
- Facilities and activities for young people.



# TRANSPORTATION

**We envision our downtown as having a multi-modal transportation system providing numerous means of access that include:**

- A variety of mobility options for people with differing needs and desires.
- Coordination and accommodation of all modes of transportation so as to maximize accessibility.
- A transportation “experience” that blends the historical past with current needs, linking together the historical areas of our downtown.
- Visual destination guidance for all travelers reflecting various transportation modes which will alert them to destinations, attractions, parking, shopping, services, and arts.
- An accessible transportation system that is geographically expansive in service and connects the downtown with the community and other localities.
- The shared use of public and private parking that is easily accessible, convenient, and aesthetically designed.



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The vision was crafted through a highly inclusive process that included community meetings, a citizen questionnaire, reactor group session, and validation survey. The document was initially developed and then refined at each step of the process and is now presented in its final form, offering individual vision statements organized into six dimensions.

The downtown visioning process was sponsored by the City of Dubuque with support from Dubuque Main Street, Ltd., Main Street Iowa, and The Dubuque Area Chamber of Commerce. The Downtown Planning Committee, a subcommittee of the City of Dubuque Long Range Planning Advisory Commission composed of both commissioners and other members of the community, provided planning and implementation leadership to the effort. Complete archival records of proceedings of the Downtown Planning Committee and the community visioning process are available for review at City Hall, Carnegie Stout Public Library, Dubuque Main Street, Ltd., and The Dubuque Area Chamber of Commerce.

Many individuals and organizations have supported the community visioning process that created VISION DOWNTOWN. Over two thousand individuals have participated directly in the process; many more have offered indirect input as well. The Downtown Planning Committee wishes to thank all who have participated or otherwise supported the process.

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