

CITYFOCUS

Highlighting issues important to Dubuque residents

FALL 2023

An aerial photograph of a vibrant splash pad. The ground is covered in large, overlapping circular patches of bright blue, orange, yellow, and pink. Numerous children and adults are scattered throughout the area, some standing, some playing with water features. A central blue structure with a large orange wheel is a focal point. The background shows lush green trees and bushes.

THE CITY OF
DUBUQUE
Masterpiece on the Mississippi

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A MESSAGE FROM THE CITY MANAGER



Michael Van Milligen

It is a privilege and so much fun to be part of a team that could win the Super Bowl, every year. That is what it is like to live in Dubuque. To do that, you need all of the key ingredients.

First, you need an ownership group like no other. For the City of Dubuque, it's the residents and businesses of Dubuque. They invest every year to provide the encouragement, resources, and tools needed for the team to win.

Then, the owners need to select a caring, compassionate, and committed Board of Directors to represent their interests and intentions. For the City of Dubuque, it's Mayor Brad Cavanagh and the City Council. They listen to what the owners want and then they make the choices that are needed to keep moving the ball down the field. The Mayor and City Council set the vision, mission, goals, and priorities a team needs to succeed.

Then, the team needs partners. The suppliers, advisors, and others that provide information and equipment to stay on top. But, there is another set of partners, the ones who realize the team cannot succeed alone and who challenge and support the team to get better. The partners who help the team to be stronger, faster, and to make better decisions. For the City of Dubuque, these are the not-for-profits and other organizations in the city: the neighborhood associations, the federal and state governments, the Greater Dubuque Development Corporation (GDDC), the Dubuque Racing Association, the Dubuque Area Chamber of Commerce, Travel Dubuque, Dubuque Main Street, Dubuque County, groups representing the diversity of Dubuque, the groups raising money to solve problems and leverage community assets, City boards and commissions, and others. These groups inform the decision-making process and seek to help the city continuously improve.

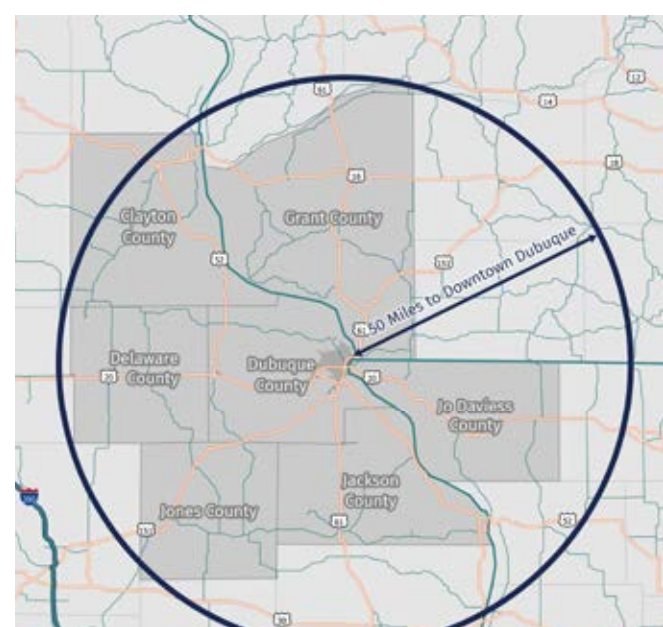
Let's not forget the other teams, the competition -- the other cities across the country and across the world that are always working to get better, driving the City of Dubuque to stay sharp and to never rest. We benchmark ourselves against them just like a football team does in a game. We will win or we will lose. We like winning.

Then, there are the coaches. These are the caring organizational leaders developing strategies that bring together the ingredients to create a cohesive winning team that will implement the direction received from the Mayor and City Council. For the City of Dubuque this is the award winning department managers, the leadership team, and the supervisors who support the players. They have the job of making other people powerful so they can succeed.

I saved for last the most important ingredient for a winning team; the players. For the City of Dubuque, that is the tremendously talented and committed City employees. They leave it all on the field every day doing everything they can do to provide people in Dubuque the best customer experience, the best value for their investment, and the best chance for residents and businesses to fulfill their hopes and dreams. The Mayor and City Council realize the importance of the players and have made the City employees one of their most important priorities.

The City of Dubuque and our organization are not perfect—we know that. But, at the City of Dubuque we realize that being great, being an All-America City, is a choice. We know the community has made the choice to be great, and we plan to honor that decision. We are dedicated to receiving community input and we are committed to continuous improvement. We take all input as a learning opportunity.

The Mayor and City Council have challenged us all to, "CREATE AN EQUITABLE COMMUNITY AND ORGANIZATION OF CHOICE." A high-performance organization and community with engaged employees and residents that is data-driven and outcome-focused, built on the four pillars of: RESILIENCY, SUSTAINABILITY, EQUITY, and



Nearly 250,000 people in a seven-county area

We Will Succeed or Fail as a Region

COMPASSION. And how are we to do that? Through Planning, Partnerships, and People.

It is important to note that we will succeed or fail as a region. Without everyone in a 50-mile radius area pitching in, any success achieved will be meager compared to the large metropolitan areas we are competing with. It is to all of our advantage that besides major industrial parks in Dubuque, they also exist in nearby communities such as Kieler/Dickeyville and Platteville, Wisconsin, and Dyersville and Peosta, Iowa.

We are in a special time in the history of the Dubuque region. This has been recognized by Moody's Investor Services when the City recently received a bond rating upgrade. In the next 3-5 years this region could see the greatest amount of growth and development since the post World War II era. Greater than the early 2000s when we saw the America's River Project in the Port of Dubuque, the advent of the new industrial parks on the West End, the resurgence of a dying downtown, and the Bee Branch Flood Mitigation Project. While this new regional growth will be highlighted by the creation of over 2,000 housing units, the Field of Dreams project, Chaplain Schmitt Island development, the rejuvenation of the Central Avenue Corridor, a new A.Y. McDonald Foundry, the McCoy Group relocation and expansion, the creation of a \$45 million Dubuque Museum of Art campus in downtown, a new Dubuque Community Y, expansion of the river cruise industry, and investments in sports tourism, there will be so much more as the Dubuque region enters a growth spurt not seen in most of our lifetimes. In the 14-month period from July 2022 through August 2023, the Greater Dubuque Development Corporation has documented **\$338,202,851 in development** throughout Dubuque County, much of which they had a role in supporting or encouraging. Every team needs some super stars, so thank you GDDC Immediate Past Board Chair Joe Hearn and current GDDC Board Chair Alex Dixon for your leadership and service.

Focusing on the goals and priorities as adopted by the Mayor and City Council, let's take a look at how we are doing. Game on!

Michael Van Milligen

DUBUQUE CITY COUNCIL



BRAD M. CAVANAGH
MAYOR



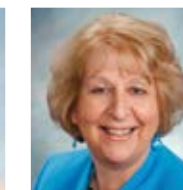
RIC W. JONES
AT-LARGE



DAVID T. RESNICK
AT-LARGE



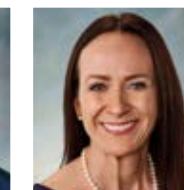
SUSAN R. FARBER
1ST WARD



LAURA J. ROUSSELL
2ND WARD



DANNY C. SPRANK
3RD WARD



KATY A. WETHAL
4TH WARD

Each August, City Council members identify eight five-year goals for the city. During the year that follows, City departments create budgets and projects that reflect the City Council's goals and priorities. In this issue of City Focus, you'll read about just a few of those successes over the past 12-18 months.

Five-Year Goals: 2023-2028

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

For more information, visit
www.cityofdubuque.org/citycouncil

THESE INITIATIVES SUPPORT THE CITY COUNCIL GOAL
VIBRANT COMMUNITY

Fire Department Fully Staffed, Expands Fleet



A round of hiring in the spring of 2023 brought the Dubuque Fire Department to full staffing. A recent policy change to allow certified Emergency Medical Technicians (EMTs) to apply to the department is boosting recruitment and helping maintain consistent staffing levels at a time when many fire departments are struggling to fill vacancies.

“Paramedic certification used to be a requirement before joining the department,” says Fire Chief Amy Scheller. “That’s a high level of training and takes about a year to complete.” Now, EMTs can be hired but must attain the Paramedic certification within two years of joining the department.

Scheller says roughly 80% of the department’s calls are for emergency medical services (EMS). “People may see a fire truck and assume it’s firefighters working a fire,” she says. “It’s more likely firefighter paramedics working an EMS incident.”

Remaining fully staffed is key in improving the department’s response time. The goal is responding to 90% of calls within six minutes. Current response time is closer to eight minutes. “There are opportunities to improve,” Scheller acknowledges. “It comes down to station locations and where we put our fleet and resources.”

Fleet Expansion

Two new vehicles were added to the department’s fleet in late 2022 and early 2023. A third ambulance unit was added in October, followed by a new hazardous materials (hazmat) mobile command vehicle in February 2023.

Reducing the ambulance response time by even a minute or two can make a significant difference in emergency medical situations. The new third ambulance is housed at Fire Station #2 on John F. Kennedy Rd., providing improved coverage of the city’s West End and improved response times.

The new hazmat vehicle’s primary use is responding to, controlling, and mitigating hazardous materials incidents. It is equipped with a variety of equipment and also offers mobile command functionality in case of a large-scale, multi-jurisdictional event.

The hazmat mobile command vehicle replaces a nearly 25-year-old model and can be upgraded or modified to accommodate new technology and equipment.

If you or someone you know is interested in joining the Dubuque Fire Department, additional information is available at www.cityofdubuque.org/JoinDFD.

The Dubuque Fire Department is an ISO Class II fire department and is accredited by the Commission on Fire Accreditation International (CFAI).

Police Department Expands Recruitment Efforts

The nationally accredited Dubuque Police Department continues to explore new ways to reach those interested in law enforcement careers, with an emphasis on attracting high-quality candidates, as the department has approximately 15 vacant positions.

Among the recruitment efforts are:

- Accepting applications year-round, coupled with conducting more frequent testing of applicants;
- Establishing a formal, dedicated recruitment team;
- Promoting department recruitment videos and informational materials;
- Utilizing the Community Resource Officer (CRO) program as an internship/feeder program, giving participants increased responsibilities and training;
- Launching a Senior Community Resource Officer position to provide a year-round internship for high-performing CRO program participants who are strong candidates for employment.

In addition to recruiting at career fairs and local colleges that offer criminal justice programs, the department actively recruits applicants with a military background.

If you or someone you know is interested in joining the Dubuque Police Department, visit www.cityofdubuque.org/Police.

CRIMES AGAINST PROPERTY

2021 TOTAL: 1,244
2022 TOTAL: 1,239

0.41% decrease

Burglaries: 213

Burglaries to motor vehicle: 113

Thefts: 860

Thefts of motor vehicle: 53

CRIMES AGAINST PERSONS

2021 TOTAL: 226
2022 TOTAL: 225

0.44% decrease

Murder: 1

Sexual Assault: 77

Robberies: 22

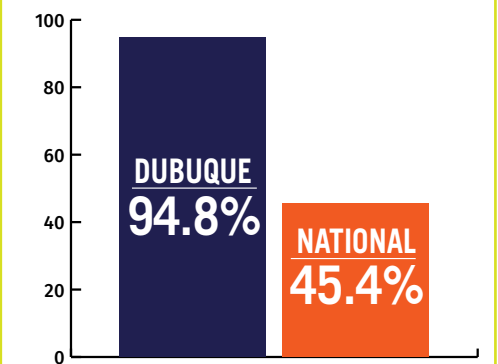
Aggravated Assault: 125



Dubuque Police Community Resource Officers (in red shirts) pictured with COPs and supervisors

While it is impossible to prevent some crimes from occurring, it is important to know that the Dubuque Police Department excels in solving crimes.

In 2022, Dubuque Police resolved **94.8%** of all Crimes Against Persons committed in the city. The national average for 2019 (the most current on record via FBI data) was 45.4%.



THE JULE EXPANDS FREE RIDES FOR STUDENTS

For more information on transportation options for K-12 and local college students, visit www.juletransit.org or call 563-589-4196.

The City of Dubuque’s Jule bus service now offers free rides around the community to local college students. This expansion of free service to students follows years of providing no-cost transportation to K-12 students.

The free rides for college students began in August, just before the beginning of the school year. The elimination of fares for college students provides an opportunity for students to travel around Dubuque for shopping, entertainment, dining, recreation, and jobs, which contributes to our vibrant community!

To ride for free, college students must display a valid ID from one of the following institutions:

- Capri College
- Clarke University
- Emmaus Bible College
- Loras College
- Northeast Iowa Community College (service to downtown location only)
- University of Dubuque
- Wartburg Theological Seminary

City Maintains Strong Financial Position

In Fiscal Year (FY) 2022, the City's General Fund Balance, commonly known as reserves, as a percentage of its revenue was 49%.

The City received the results of its Fiscal Year 2022 Financial Statement Audit in July 2023. This an annual process is required by Iowa State Code and is conducted by auditors who are in no way affiliated with the City in order to ensure complete objectivity and professionalism. The auditors' opinion on the City's FY2022 financial statements was "unmodified," which is the highest level of assurance auditors can provide over financial statements and is sometimes referred to as a "clean" audit.

In late June, the City of Dubuque was awarded the Association of Public Treasurers of the United States & Canada's 2023 Investment Policy Certificate of Excellence Award for the City's comprehensive investment policy.

The certificate demonstrates the City's commitment to maintaining professional standards established to ensure prudent management of public funds. The City Council-appointed Investment Oversight Advisory Commission sets the City's Investments Policy, reviews the actions and decisions of the City's investments and all money managers, and reviews performance reports monthly and quarterly.

Nearly \$135 Million in Federal/State Funds Invested

The City of Dubuque worked with federal and state legislators and partners to secure or direct nearly \$124 million in federal and state grants and funds for local benefit since the American Rescue Plan Act (ARPA) and the Bipartisan Infrastructure Law (BIL) were passed in 2021. Funds were secured through competitive grant programs and direct grant allocations to the City of Dubuque, Dubuque County, and the State of Iowa.

Specifically, \$74.7 million in ARPA grants and forgivable loans were invested in local projects and businesses, including \$38.9 million in federal grants and \$35.8 million in state-distributed federal funds. This includes over \$19.8 million in Economic Injury Disaster Loans and Grants for 374 local businesses, \$23.8 million for local economic development efforts, and almost \$3.7 million for arts and culture.

Approximately \$27 million was directly allocated to the City of Dubuque for a wide variety of municipal services,

including public safety, utility bill assistance related to the pandemic, ongoing broadband expansion support, and several infrastructure improvements. Over \$6.3 million in BIL grants were secured for local infrastructure projects including transportation, housing, and water.

A \$7.7 million grant from the U.S. Department of Commerce's Economic Development Administration will help partially fund a \$26.7 million dollar project to replace the flood gates that protect Dubuque from Mississippi River flooding, as well as provide for new pumps with double the existing pumping capacity, reducing the impacts of heavy rainfall.

An Urban and Community Forestry Grant from the United States Forest Service worth approximately \$1.5 million will allow the City and partners including Dubuque Trees Forever to install 6,600 new trees in disadvantaged Census tract areas over a five-year timeframe.

Public Works Department Deploys Technology to Improve Operations

Each weekday, collection crews from the City's Public Works Department make about 10,000 stops to pick up trash, recycling, and yard waste at homes and businesses around Dubuque! To better serve residents, create operational efficiencies, and improve safety for staff, the department implemented a new work order system to track the collection of trash and recycling, the deployment of new carts to residents, and log setout violations. As part of the technology updates, all the collection trucks are now equipped with an iPhone for crews to record the location of a new cart, take photos of any setout violations, or report any other issues in the field. All information is now geo-located to better manage assets and inventory.

Moody's Upgrades Dubuque's Credit Rating

Moody's Investors Service upgraded the City of Dubuque's issuer rating and outstanding general obligation unlimited tax bonds in July 2023 from Aa3 to Aa2, the third-highest rating possible. The improved rating will assist the City in securing the best terms for financial products like loans, which will provide substantial savings for the City and taxpayers.

According to Moody's, **"the City has strong financial operations and ample revenue-raising flexibility, which has resulted in steadily improved available fund balance and cash. The city serves as a regional economic center and its regional economic growth rate has outpaced the nation over the past five years. The city's local economy is likely to remain strong because of its mix of commercial and industrial industries, stable population and steady tax base growth."**

Moody's credit analysis of the City of Dubuque states, **"The City's healthy financial operations, with strong reserves, have resulted in steady improvement in available fund balance and cash ratios."**

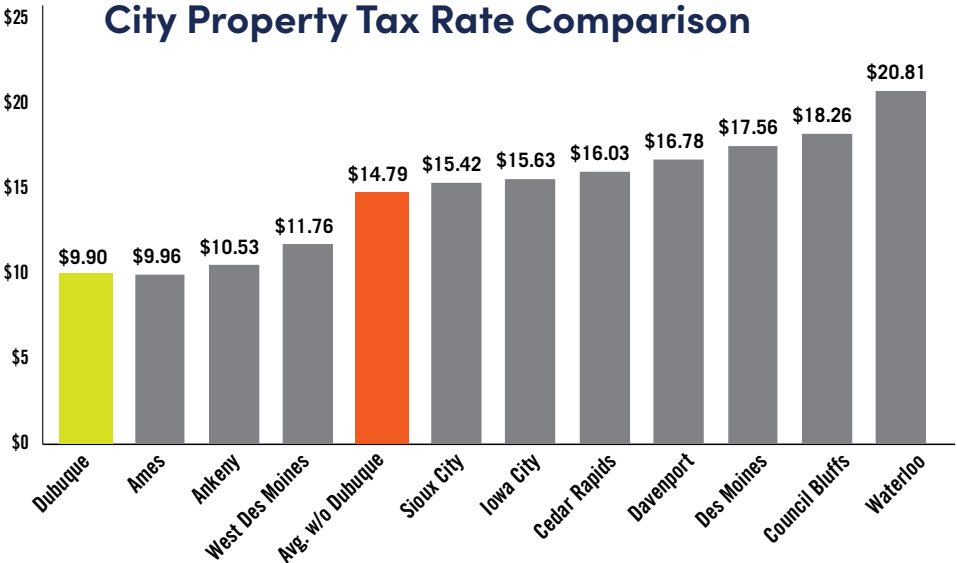
City Named a Best-in-Class Employer

The City of Dubuque was recognized in 2023 as a top organization for providing innovative solutions to create organizational structures, workplace policies, and total rewards, which inclusively engage and motivate its employees. Gallagher's Best-in-Class awards recognize employers that excel in supporting their employees' physical, emotional, career and financial wellbeing for better organizational outcomes. The City of Dubuque scored in the top 12.5% of the more than 4,000 large and midsize employers who participated in Gallagher's 2022 Benefits Strategy & Benchmarking Survey.

DOLLARS & CENTS

FY2024

City Property Tax Rate Comparison

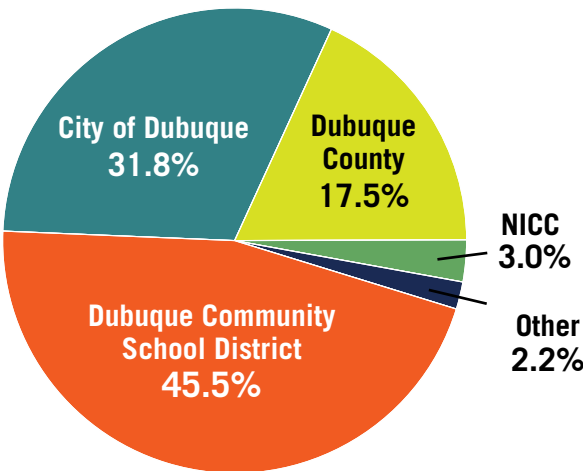


Highest-ranked city (Waterloo - \$20.81) is **110% higher than Dubuque**

Average of other 10 cities (\$14.79) is **49% higher than Dubuque**

Where Do Your Property Taxes Go?

FY2023 Consolidated Rate of 30.55266



CITY BUDGET

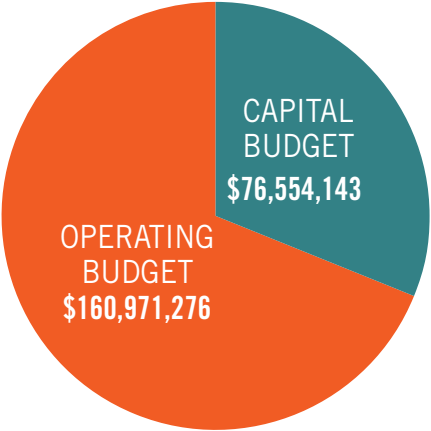
The City's total budget for FY2024 is \$237,525,419

The City of Dubuque's Fiscal Year (FY) 2024 budget runs from July 1, 2023, through June 30, 2024. The budget has two primary components: the **operating budget** and the **capital budget**.

The **operating budget** includes personnel costs and annual facility operating costs. It is funded primarily through local property and sales taxes.

The **capital budget** funds major improvements to City facilities and infrastructure. The capital budget is supported through multiple funding sources, including federal and state grants.

FY2024 City Budget



Major Funds	Operating	Capital
General Fund	\$81,022,408	\$115,000
Water Fund	\$9,777,127	\$11,658,760
Sanitary Sewer Fund	\$12,440,629	\$9,560,442
Stormwater Fund	\$4,872,784	\$524,920
Refuse	\$3,827,298	\$462,454
Parking	\$2,832,267	\$106,409

GENERAL FUND

The **general fund** is the operating fund for general City departments and their programs/services, such as public safety, culture & recreation, health & social services, and general government.

How General Fund Money is Spent

Category	Portion of General Fund
Public Safety	42.5%
Culture & Recreation	18.7%
General Government	15.3%
Public Works	8.9%
Community & Economic Development	6.6%
Capital Projects	0.1%
Health & Social Services	1.4%
Debt Service	0.2%
Other	6.3%

GENERAL FUND RESERVE PROJECTIONS

The City maintains a general fund reserve, or working balance, to allow for unforeseen expenses that may occur. The goal is to have at least a 25% reserve.

	FY2024	FY2025	FY2026	FY2027	FY2028
City's Spendable General Fund Cash Reserve Fund Balance	\$29,659,518	\$23,859,518	\$18,059,518	\$18,059,518	\$18,059,518
% of Projected Revenue	41.97%	33.76%	25.56%	25.56%	25.56%

The decrease from nearly 42% in FY2024 to over 25% by FY2026 is due to the City's receipt of significant funds through the American Rescue Plan Act (ARPA) preceding FY24 and the City's subsequent use of those one-time funds/revenues.

STRATEGIC USE OF CITY DEBT

The City of Dubuque's use of debt can be compared to many average homeowners who borrow to buy their home. The City has borrowed money at low interest rates to invest in infrastructure. Unlike the federal government, the City does not borrow money to cover operating expenses.

The City used debt to accomplish needed projects over the last 15 years during an extremely low interest rate environment because infrastructure investment gets more expensive over time.

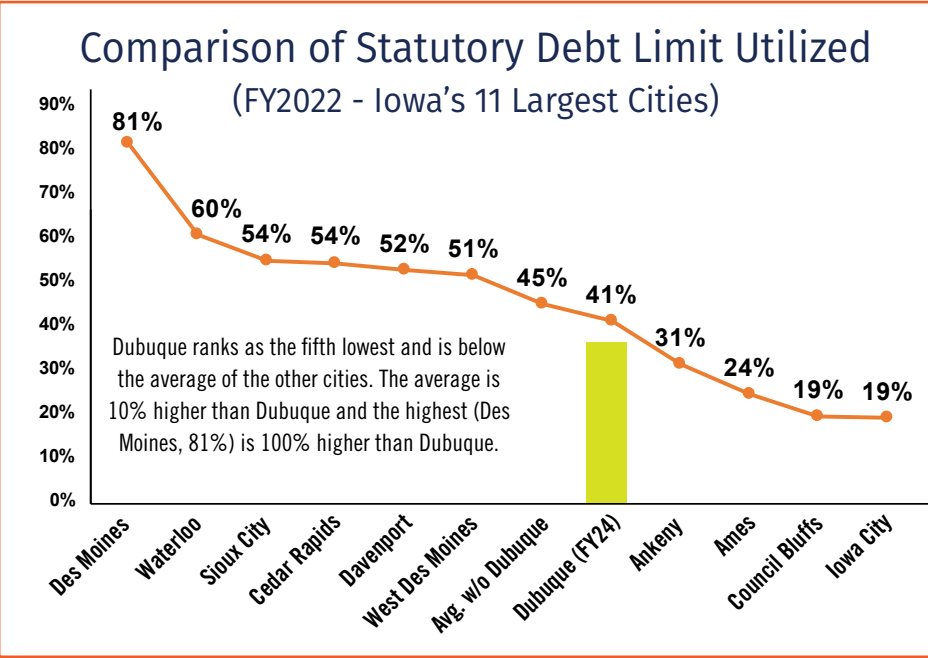
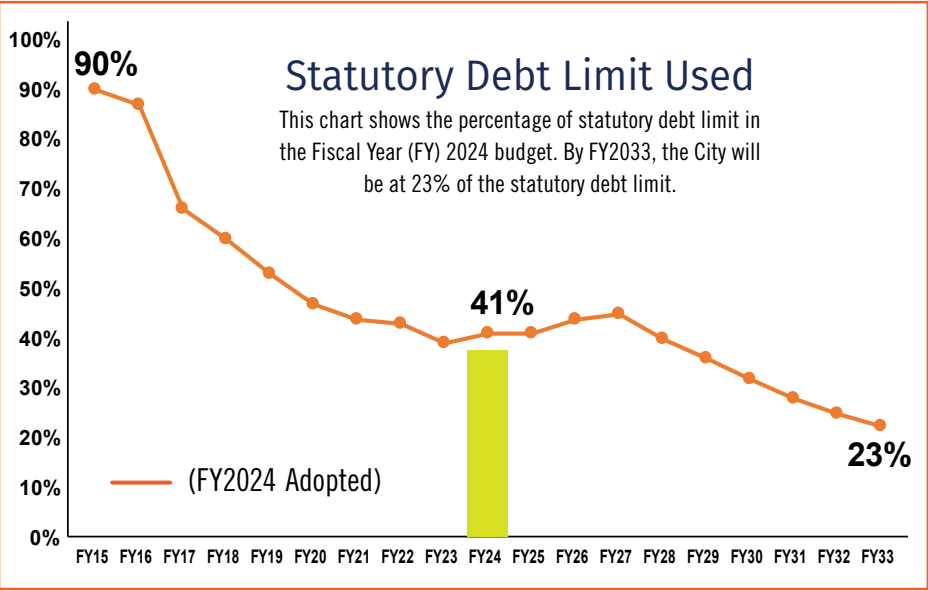
- The older a piece of infrastructure gets, the more it is allowed to deteriorate, which increases costs.
- The longer the wait to invest in infrastructure the costs are increased by inflation.

Why Issue Debt?

The City of Dubuque uses debt strategically most often for major infrastructure projects with long-term community benefits.

Did You Know?

The City does not use debt for operating expenses and, in fact, is required by state code to have a balanced operating budget every year.



ECONOMIC DEVELOPMENT AGREEMENTS EXPECTED TO YIELD MAJOR RETURNS

Over the past year, the City’s Economic Development Department facilitated a variety of new or updated development agreements between the City and private sector partners and developers in support of business expansion and housing creation projects.

The agreements summarized below and others encompass hundreds of millions of dollars in private investment in the community supported by City incentives and other assistance. They are anticipated to yield a significant return on investment for the community through job creation and retention, increased housing options, and additional revenue for Dubuque’s economy.

CHAPLAIN SCHMITT ISLAND

- Dubuque Racing Association investing \$80 million in new and upgraded amenities including a reimagined casino and family entertainment area and construction of a new 108-room hotel
- Plans include a \$15.8 million amphitheater seating up to 8,000
- Expansion of Lower Bee Branch Trail and Veterans Memorial Plaza trailhead for improved connectivity to Schmitt Island

FOX HILLS DEVELOPMENT

- Talon Development investing tens of millions of dollars to build 390 market-rate apartments on Plaza Dr.
- City created Urban Revitalization District for the project qualify it for tax abatement

GEISLER BROTHERS

- Company investing \$840,000 to build expansion of current Dubuque Industrial Center facility
- Receiving more than \$132,00 in property tax rebates over 10 years and adding 10 full-time employees by October 2025

GREEN INDUSTRIAL SUPPLY

- Company building \$7.8 million addition to current facility in Industrial Center West
- City providing \$1.4 million in property tax rebates over 10 years
- Green required to expand workforce to 71 full-time positions by October 2024

MCCOY GROUP

- McCoy purchasing existing building in Port of Dubuque to become new corporate headquarters
- Company also purchasing City-owned parking lot adjacent to building for \$1.1 million and receiving \$276,000 of tax-increment financing (TIF) over 10 years
- Parking lot remaining open to public outside of McCoy Group’s regular hours

SIMMONS PET FOOD

- Simmons partnering with City and private sector on expansion of Dubuque operations
- Gronen subsidiary purchased property from the City and is building a 190,000 square foot warehouse valued at \$24.5 million and will lease it to Simmons
- Land purchase price offset by 50% by Acquisition Grant creating a savings of more than \$1 million
- Simmons required to expand Dubuque operations to 281 jobs by December 2024

SWITCH DEVELOPMENT

- Developer Matthew Mulligan building 100 single-family home subdivision along the Northwest Arterial and 25,000 square feet of commercial and retail space near intersection of Northwest Arterial and John F. Kennedy Rd.
- City constructing \$610,000 worth of traffic safety improvements in the area
- Switch providing one-third of cost of improvements



Construction of the Simmons Pet Food Warehouse

\$338 million
in new commercial and
residential construction in
Dubuque County from July
2022 to August 2023

UNION AT THE MARINA DEVELOPMENT

- Developer The Annex Group investing \$45.7 million to create a 201-unit affordable family housing project at 1860 Hawthorne St.
- City selling former Bowling & Beyond property to developer for \$4.1 million and offering 15 years of TIF incentives estimated not to exceed \$5.1 million

799 MAIN STREET

- Developer Chris Miller revitalizing main floor commercial space and creating 36 new market-rate rental units on upper floors
- Developer investing roughly \$12 million in project and City providing \$360,000 Downtown Housing Incentive Grant, \$35,000 in other grants and 10 years of TIF incentives not expected to exceed \$1.4 million

801 JACKSON STREET

- Farley & Loetscher, LLC investing over \$30 million to create 126 market-rate apartments at 801 Jackson St. and renovate the neighboring property to commercial and residential space
- City providing TIF rebates estimated up to \$1.08 million over 15 years, a \$750,000 Downtown Housing Incentive Grant, and other grants totaling \$35,000

THE CITY’S WATER DISTRIBUTION SYSTEM IS CONSTANTLY EXPANDING TO SUPPORT ECONOMIC GROWTH AND DEVELOPMENT IN DUBUQUE.

During fiscal year 2023, several public and private development projects, including Rustic Point Estates, Stone Brook Center, and Wildflower Ridge subdivision, resulted in the expansion of the water distribution system equivalent to the addition of

1.75 miles
of new water mains

NEW INCENTIVES PROMOTING MORE HOUSING OPTIONS

Dubuque could face a shortage of up to 1,100 housing units over the coming decade, according to a 2022 housing needs assessment conducted by Greater Dubuque Development Corporation. Subsequently, the City Council directed City staff to identify ways to enhance existing housing creation efforts and identify new incentive programs.

New incentives were created and implemented over the last year and local and regional developers responded quickly, **proposing over 2,200 new housing units**. More than 400 of these are affordable units.

One of the new incentive programs extends the City's existing **Urban Revitalization** efforts. When an Urban Revitalization area is designated by the City, developers can receive a range of tax abatements depending on the project type and size. Incentives are available for owner-occupied, single-family homes, and apartment complexes of eight or more units. The new incentive includes the creation of market-rate and workforce housing through an Iowa Finance Authority Program.

The City Council also approved a new incentive to extend the **Urban Renewal** Area designation. This can be applied to market-rate residential subdivisions or multi-family units and provides developers with approximately 50% tax increment financing (TIF) over 10 years. Developers may use those tax savings to pay for public improvements to the development, including sidewalks, utilities, etc. Developers are also encouraged to donate land within the development to the City for creation of a neighborhood park.

Another option within the Urban Renewal Area incentive is the opportunity to access additional tax increment financing (TIF) with the construction of a mixed-income development. In these situations, the developer and the City negotiate the level of financing based on how many affordable housing units are included. The funds are only available for construction of affordable units, and not the market-rate portion of the development.

The new housing projects benefiting from these incentives and others are addressing Dubuque's current housing shortage, providing more options to residents, and assisting the private sector in workforce recruitment and retention.

For more information on housing incentive programs, visit
www.cityofdubuque.org/housing or call 563-589-4393.



Dubuque was named to the inaugural group of Iowa Thriving Communities, a new program from the Iowa Finance Authority (IFA) and Iowa Economic Development Authority (IEDA). The program recognizes cities around the state that utilize innovative solutions to enhance their housing offerings to residents of all income levels.

AHNI Partnership Revitalizes Homes & Neighborhoods

The City of Dubuque has partnered with the Affordable Housing Network, Inc. (AHNI) to provide more affordable homeownership opportunities in Dubuque.

AHNI is a non-profit affiliated with Four Oaks that provides decent, safe, and sustainable housing which promotes stability for families and individuals. After rehabilitating dilapidated properties, the renovated homes are made available for purchase to income-eligible families at an affordable price.

In 2019, the City of Dubuque entered into an agreement with AHNI for \$750,000 in Housing Tax Increment Financing (TIF) and Community Development Block Grant (CDBG) funds. The agreement requires AHNI to sell homes they rehabilitate to families making 80% or less of the area median income. For example, a household of four would qualify if their income was under \$74,100. Buyers are also eligible for City of Dubuque first-time homebuyer programs that provide long-term, no-interest loans to assist with down payments.

Through the AHNI partnership, several properties have recently been restored including 1293 Walnut St. and 877 Wilson Ave. Once empty and abandoned, the properties now belong to families who are invested in both their home and neighborhood. Learn more at www.cityofdubuque.org/ housing or by calling 563-690-6102.

CDBG Community Impact

Each year, the City of Dubuque receives approximately \$1.3 million in federal Community Development Block Grant (CDBG) funds from the Department of Housing and Urban Development (HUD).

The funds are administered to City departments and non-profit agencies to assist persons of low- and moderate-income; support housing, economic development, neighborhoods, and public services; and meet urgent needs. Two local homeless shelters were recently awarded CDBG funds for renovating their facilities.

The Dubuque Rescue Mission received \$135,000 to install an additional air exchange unit, replace carpet throughout the common areas, and renovate the restroom and shower facility. Opening Doors received \$75,000 for exterior renovations to the Maria House, which offers transitional housing for women and children. Improvements included restoration of the second-floor eaves, painting the dormer fascia and soffit, and installing downspouts.

CDBG funds were also awarded to the Dubuque Food Pantry to use toward the purchase of their new location at 1310 White St., to Mt. Pleasant Home for an elevator replacement, and to Four Mounds for their HEART Build Dubuque Program. Visit www.cityofdubuque.org/cdbgimpact to learn more about the impact of CDBG funds in our community.



EMERALD ASH BORER RESPONSE PROGRESS

All non-treated ash trees in the City right-of-way in Dubuque have been removed, as part of the City's Emerald Ash Borer response.

Stump removal and replanting of new trees is underway!

An Urban and Community Forestry Grant from the United States Forest Service worth approximately **\$1.5 million** will allow the City and partners including Dubuque Trees Forever to install **6,600 new trees** in disadvantaged Census tract areas over a five-year timeframe.

RenewDBQ Assists Residents with Solar Projects

The Renew DBQ pilot program was initiated in 2021 to provide resources for low-to-moderate income households to install solar technology. Residents at these income levels often have difficulty affording the initial up-front costs associated with solar installation.

The program completed one of its first projects last December, when roof-mounted solar panels were installed at Joan Wehrspann's home. The panels are anticipated to offset more than half of the home's annual electricity usage. Wehrspann's savings in the first year are estimated to be a little more than \$1,000, with a 25-year projection of nearly \$40,000. Beyond the financial benefit, the solar array will offset roughly 127 tons of carbon dioxide during its lifespan. That has the environmental impact equivalent of approximately 134,000 pounds of coal or 3,200 trees.

Wehrspann says getting involved with the pilot program was a 'no brainer.'

"The solar program struck me as a way to cut my carbon footprint," she said. "I'm excited to participate in this program. When I start saving money, I'll be really excited."

City of Dubuque Director of Sustainability Gina Bell notes that the program is designed to make clean energy resources more available.

"This program provides access to cost-saving solar energy that adds to property values and reduces energy costs for households that need it most," Bell explains. "When clean energy sources are more accessible, we all benefit from the economic growth and strides made in reaching the City's 50% by 2030 greenhouse gas reduction goals."

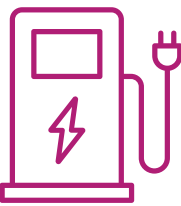
Among the City's partners in the program are Eagle Point Solar, the Dubuque County Energy District, Van Meter Inc., and Crescent Electric.

"Partnering in this program was a simple decision and allows us an opportunity to give back to our community," says Jim Pullen, President and CEO of Eagle Point Solar. "We hope recipients all realize a significant savings in their electric bill and a monthly monetary cushion for decades to come."

More information on Renew DBQ, including eligibility guidelines and an interest form, can be found by visiting www.cityofdubuque.org/sustainability or call 563-690-6038.

City Outlines Roadmap to Electrification of Vehicle Fleet

Over the next two decades, the City plans to switch to a fleet of fully electric vehicles. In January, the City Council approved guidelines presented by the City's Sustainability Office to have all 244 City vehicles swapped out for electric replacements by 2045.



Under the guidance, the City will weigh the "carbon cost" of a vehicle in purchasing decisions. Staff will consider the expected carbon emission output of non-electric vehicles and attach a cost of \$30 per metric ton. This will balance the dollar value of the vehicles with the anticipated environmental impact.

Vehicles eligible for purchase will include plug-in hybrid-electric vehicles, hybrid-electric vehicles (with no plug), and alternative fuel vehicles. Gas-powered vehicles with a lower emission rating than the vehicle being replaced will also be considered.

For example, a gas-powered 2022 Ford Escape would typically cost \$50,493. But considering its anticipated carbon output of nearly 58 metric tons, the "carbon cost" of \$1,735 would bring the total cost to \$52,228. Meanwhile, a hybrid electric version of the same model would have a lower base price of \$49,493 and a lower "carbon cost" of \$918, bringing its adjusted total to \$50,411.

The guidelines are just one part of the City's plan to reduce carbon emissions by 50% by 2030 as compared to 2003 levels. It's estimated that gas-powered vehicles account for approximately 20% of local greenhouse gas emission output.

Under the guidelines, as many as 40 vehicles, or 16% of the City fleet, would be replaced over the next two years alone. Within 10 years, another 30% would be replaced, with the remainder of the replacements made between 2032 and 2045.

For details about the 50% by 2030 Plan, visit www.cityofdubuque.org/50by2030

Federal Grants Provide Funding for Electric Jule Buses

Two grants through the Federal Transit Administration (FTA) totaling \$3.6 million are allowing the City begin to converting its Jule bus fleet to electric-powered vehicles.

A \$1.3 million grant will be used for the purchase of the City's first electric-powered bus and related charging infrastructure. Staff are currently reviewing vehicles and vendors and expect the first electric bus to be in service in late 2024 or early 2025. An additional \$2.3 million grant was awarded in June and will eventually be used for the purchase of two additional electric buses.

This project will help reduce greenhouse gas emissions and implement alternative fuel goals listed in the 50% by 2030 Community Climate Action Plan.

For more details about the Jule bus service, visit www.juletransit.org.

Successful Tree Voucher Program Offered for Second Year

Thanks to the success of the 2022 Tree Voucher Program, a partnership between the City's Sustainability Office and Dubuque Trees Forever, residents were again able to purchase discounted trees at local participating nurseries over the summer of 2023.

Residents who attended an information session on tree selection, placement, planting, and care could then obtain a voucher valued at up to \$250 to be used on qualifying purchases at local nurseries. The trees purchased were to be planted on the homeowner's personal property. Dubuque Trees Forever provided a watering bucket to participants, as well as volunteers to assist with delivery and planting.

To learn more about the program, visit www.sustainabledubuque.org/tree-voucher

Tree voucher participants learning about tree selection. Photo credit: Dubuque Trees Forever



Hello, avelo™

ULTRA LOW-COST AIRLINE LANDS IN DUBUQUE WITH FLIGHTS TO ORLANDO, LAS VEGAS

The Captain Robert L. Martin Terminal at the Dubuque Regional Airport was buzzing with excitement last November with the announcement that Avelo Airlines would bring low-cost air service to Dubuque. Just weeks after daily flights to Chicago ended, the Houston-based carrier unveiled a plan to offer non-stop, round-trip flights between Dubuque and Orlando starting in March 2023.

"This is a really great announcement and a major step forward for our operations," said Dubuque Regional Airport Director Todd Dalsing. "In addition to providing Tri-State Area residents with a low-cost and convenient option to fly to one of America's favorite destinations, this also ensures we retain our employees and continue to provide the level of service we've become known for."

Since the announcement, Avelo's service has been incredibly well-received in Dubuque. Flights have generally been 83-90% full. That response, coupled with the carrier's initial experience at the Dubuque Regional Airport, prompted



Avelo to add additional weekly flights to and from Las Vegas, which began in September 2023.

"We are so excited Avelo added nonstop service to Las Vegas in addition to Orlando," added Michael Phillips, Chair of the Dubuque Regional Airport Commission. "Travelers can appreciate the convenience of flying direct from Dubuque, as well as our amenities such as free parking and Wi-Fi."

Avelo Airlines, which launched its ultra low-cost flights in 2021, now includes

close to three dozen destinations across the United States. The carrier's fleet initially included 11 737 jets but has grown to 16 planes since offering service in Dubuque.

Exploration of additional weekly service opportunities to other leisure destinations is ongoing, as the Dubuque Regional Airport Commission and community partners also seek to restore daily commercial service to major hubs.

The commission's efforts are supported the Commercial Air Service Task Force

(CAST), a group led by Mayor Brad Cavanagh that includes city and county officials and community and business leaders. The group meets weekly to work on restoring, sustaining, and enhancing commercial air service for Dubuque. Additional support has been provided by the Dubuque Area Chamber of Commerce through marketing efforts and its Air Service Task Force, which is also working to address the pilot shortage plaguing the industry as a whole.

"So many people have worked tirelessly to create the partnerships that we need, to not just maintain air service here at the Dubuque Regional Airport, but expand it," said task force member Mayor Brad Cavanagh.

Dubuque has experienced the same air service disruptions as other regional markets in recent years. Since the beginning of the COVID-19 pandemic, major airlines have pulled out of more than 60 regional airports, citing increased costs, aircraft availability, and workforce issues.

While airline capacities have been trending down, air travel demand from consumers is up, especially for leisure destinations, which spurred CAST to seek out a low-cost carrier like Avelo.

"People are traveling again and have focused on traditional leisure destinations," Dalsing says. "They want to go to Florida's theme parks and beaches, the live entertainment that can only be found in Las Vegas, and other places popular before COVID that will continue to draw significant traveler volume."

Dalsing is optimistic about the future of air service in Dubuque.

"Folks around the industry are keeping a close eye on Dubuque. The fact that Avelo added a second destination after just six months of operations is a great sign that there's an appetite for additional options."

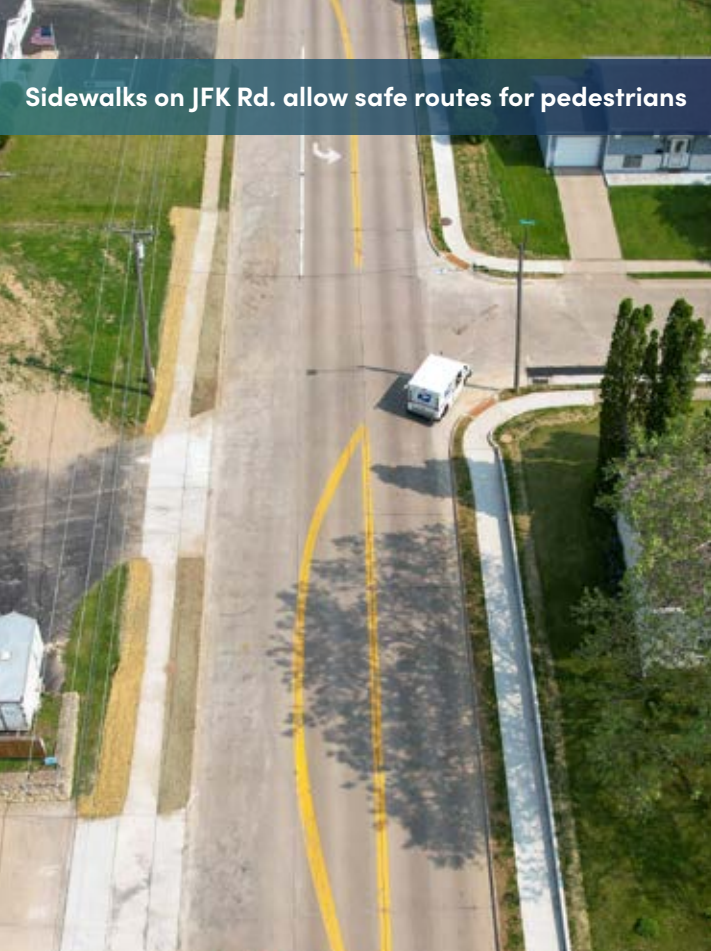
Ultimately, the goal is to restore daily, scheduled service, as well as retaining and expanding the ultra low-cost carrier service to additional leisure destinations.

In September, the City was awarded a \$1.5 million grant through the Department of Transportation's Small Community Air Service Development Program, designed to help small communities address air service issues. The funding will be added to the \$775,000 that Dubuque received through the same program in late 2020.

The public-private partnerships being forged within the CAST task force allow Dubuque to have a multi-faceted approach to bringing in new air service carriers.

According to Mayor Cavanagh, "If there's a way that we can entice an airline to come to Dubuque, we are going to do everything we can."

Learn more:
[FlyDBQ.com](https://flydbq.com)
[Aveloair.com](https://aveloair.com)



Sidewalks on JFK Rd. allow safe routes for pedestrians

New Sidewalks on JFK Improve Safety and Connectivity

Since 1999, Dubuque City Councils have been discussing the topic of sidewalks along John F. Kennedy Rd. between Asbury Rd. and the Northwest Arterial.

Discussions focused on resident concerns regarding pedestrian safety (especially those of children walking to and from school).

The project began in April 2023 and included installation of a four- to five-foot wide concrete sidewalk from Asbury Rd. to the Northwest Arterial, the installation of retaining walls at seven locations, and new ADA pedestrian access ramps at street intersections. The John F. Kennedy Rd. Sidewalk Project was finished in June 2023, contributing to a safer and more connected community.



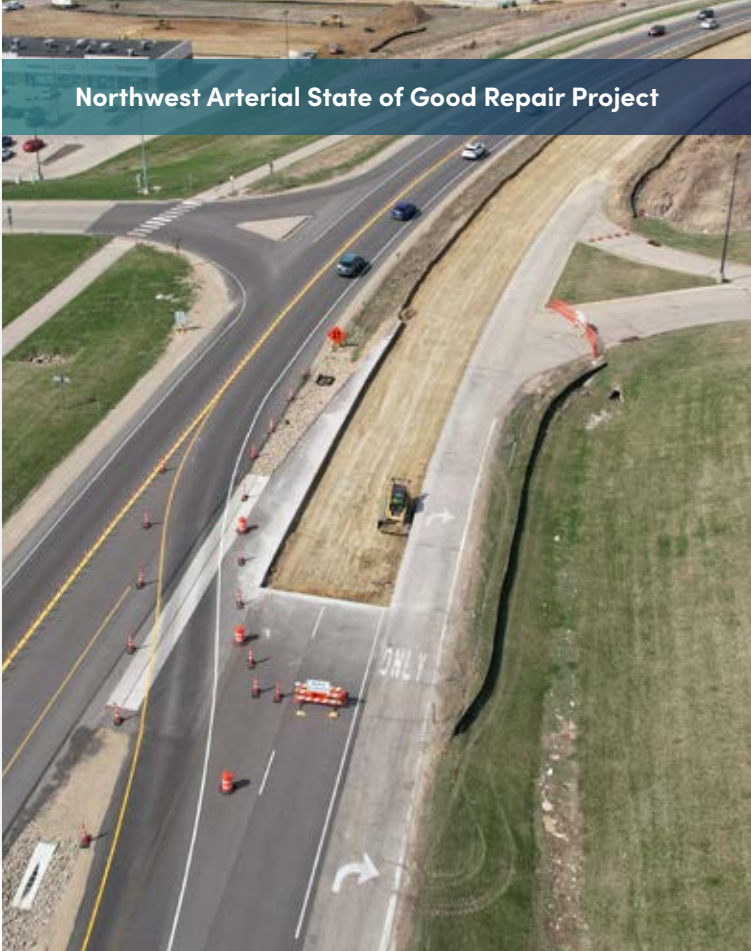
In May 2023, U.S. Secretary of Transportation Pete Buttigieg visited Dubuque and met with Mayor Cavanagh and City and County officials about the \$2.28 million RAISE grant the City received for the design and engineering of a vehicular/pedestrian overpass at the 14th St. railroad crossing. Next, staff will continue to seek grant funding to build the 14th St. Railroad Overpass and Elm St. and 16th St. Corridor Complete Streets improvements.

The grant will assist with the planning and design of multimodal transportation corridors which will connect vulnerable neighborhoods and low-income residents with economic opportunities, recreational amenities, and key community resources in the Kerper Boulevard Industrial Park, on Chaplain Schmitt Island, Downtown Dubuque, the Historic Millwork District, and on the west side of the city via the downtown Intermodal Transportation Center.

Rendering of proposed 14th St. overpass



RAISE GRANT
PROJECT AREA



Northwest Arterial State of Good Repair Project

Northwest Arterial Sees Major Improvements

The Northwest Arterial State of Good Repair Project was a partnership between the City of Dubuque and the Iowa Department of Transportation. The \$9.2 million multi-phased project included major pavement reconstruction and rehabilitation of the arterial roadway from HWY 20 (Dodge St.) to John F. Kennedy Rd.

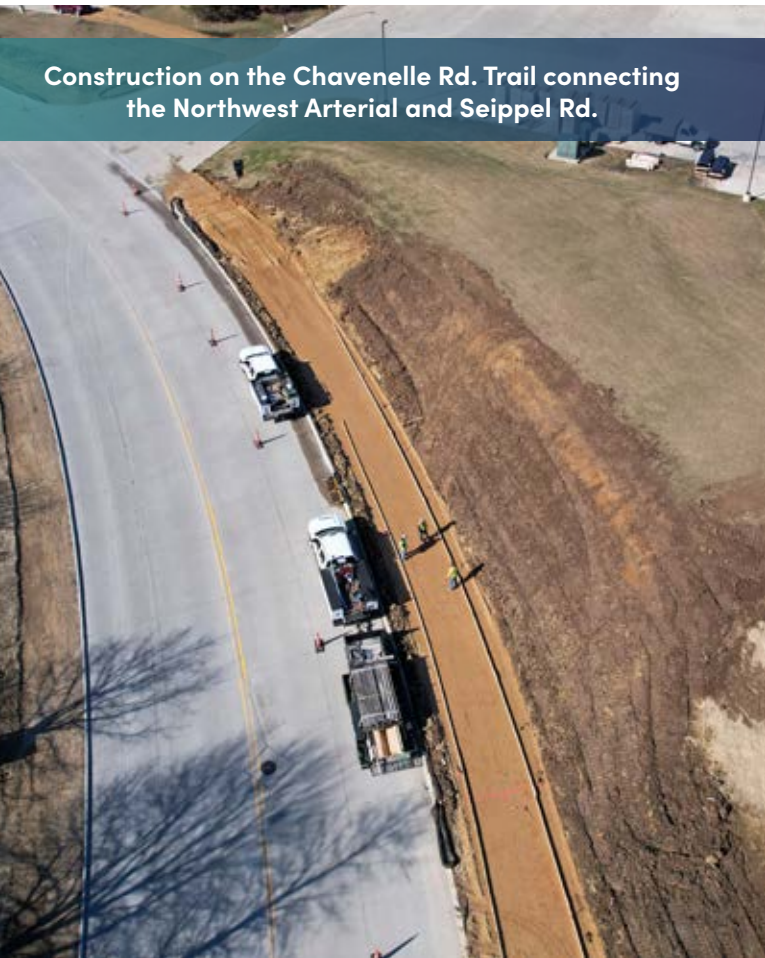
The majority of the arterial project was paid for through state funds as part of a Transfer of Jurisdiction agreement. The project also received \$4.8 million in Dubuque Metropolitan Area Transportation Study (DMATS) Surface Transportation Program SWAP funds.

Chavenelle Rd. Trail Provides Expanding Connectivity

The City's vision for Dubuque includes expanding connectivity and opportunities for residents to experience healthy living and active lifestyles. Growing and improving the City's trail system is an important part of that vision.

In 2015, City staff were notified that federal funds from the U.S. Department of Transportation were available for a trail project. In coordination with East Central Intergovernmental Agency (ECIA), City staff identified Chavenelle Rd. between the Northwest Arterial and Seippel Rd. as a good candidate for a grade-separated trail.

Phase 1 of the trail project, from Seippel Rd. to Radford Rd., was completed in late 2020. Following the complete reconstruction of Chavenelle Rd. from Radford Rd. to the Northwest Arterial in 2021, Phase 2 of the trail project began in early 2022. The 10-foot wide trail on the north side of Chavenelle Rd. from Radford Rd. to the Northwest Arterial was finished in May 2022. The completed trail project provides a multimodal connection to the Northwest Arterial Trail, Bergfeld Pond Trail, and Seippel Road. Ultimately, the trail will connect users to the Southwest Arterial and the Mississippi River Trail.



Construction on the Chavenelle Rd. Trail connecting the Northwest Arterial and Seippel Rd.

THESE PROJECTS AND EFFORTS SUPPORT THE CITY COUNCIL GOAL
**DIVERSE ARTS, CULTURE, PARKS, AND
RECREATION EXPERIENCES AND ACTIVITIES**

COMISKEY PARK PROJECT MAKES A

Splash!

Comiskey Park Ribbon-Cutting
and Community Celebration

In January 2020, the Mayor and City Council, through the Leisure Services Department, launched the Re-Imagine Comiskey campaign to gather input from the community on how to improve Dubuque's beloved Comiskey Park.

Multiple community engagement events to identify potential improvements were held including community input sessions, focus groups, and a music-infused Hip Hop PARKitecture workshop designed for children ages 10-17. Several stakeholder groups were engaged including the local neighborhood associations, the Dubuque Community School District, youth organizations, and non-profit community partners.

In 2022, the City began to build the Comiskey Park our community came together to re-imagine. Phase 1 included a new playground, splash pad and a basketball court, walkway additions, seating walls, park amenities such as litter receptacles, bike racks, and picnic tables, one small and one larger shade picnic shelter, trees, landscaping, a bioswale, native seeding, and other improvements.

Upon completion, a ribbon-cutting and community celebration was held on June 29, 2023. To say the renovated park "made a splash" is an understatement! Hundreds of families and children came to the event. They splashed, climbed,

played basketball, jumped rope, danced, and enjoyed the company of friends and neighbors.

Funding for Phase 1 improvements included a \$508,000 Land and Water Conservation Fund Outdoor Recreation Legacy Partnership Program grant, a \$100,000 Large MATCH Grant from the Wellmark Foundation, and a \$25,000 America In Bloom/CN EcoConnexions From the Ground Up grant.

Plans for Phase 2 of the Re-Imagine Comiskey master plan include paved walkways, landscaping, and additional basketball courts, shaded picnic areas, and landscaping. The schedule for Phase

2 is dependent on funding and has not yet been determined. To see the Re-Imagine Comiskey Park Master Plan, visit www.cityofdubuque.org/comiskey.

Comiskey Park features including the splash pad and restrooms are open daily from 8 a.m. – 10 p.m. from the first Saturday in May to the fourth Sunday in October.

OVER \$500,000 IN GRANTS DISTRIBUTED TO LOCAL ARTS & CULTURE PROJECTS

Two new arts and culture programs have re-granted Dubuque creatives with hundreds of thousands of dollars in funding from the National Endowment for the Arts (NEA) and American Rescue Plan Act (ARPA). The City of Dubuque served as a local arts agency for both the Arts Operating Recovery program and Creative Empowerment subgrant program.

The Arts Operating Recovery Program began in November of last year to eligible entries based within the Dubuque city limits, demonstrating a commitment to serving the community through access to arts, arts education, arts activities, and/or artistic experiences. **Twenty-two local non-profit organizations received a total of \$497,774.** Organizations receiving these funds include:

In February, the City's Office of Arts and Cultural Affairs launched the Creative Empowerment Subgrant Program to provide one-time funding to local individual creatives producing public-facing, tangible, arts-based projects.

- Bell Tower Theater
- Boys and Girls Club of Greater Dubuque
- Colts Youth Organization
- Creative Adventure Lab
- Dubuque Arboretum and Botanical Gardens
- The Dubuque Area Arts Collective
- Dubuque Arts Council
- Dubuque Chapter of SPEBSQSA
- Dubuque Chorale
- Dubuque County Fine Arts Society
- Dubuque Museum of Art
- Dubuque Symphony Orchestra
- Fly-By-Night Productions
- The Grand Opera House
- Heritage Works
- Julien Dubuque International Film Festival
- Key City Creative Center
- Northeast Iowa School of Music
- Rising Star Theatre Company
- St. Mark Youth Enrichment
- University of Dubuque
- Voices Productions

Fifteen projects were chosen to receive a total of nearly **\$30,000 in awards**. The funded projects are:

- Dan Aldeman for "SPACE + TIME = THE MOMENT"
- Brion Bowman for "Album of Musix"
- Dale Campbell for "Black Lives On The Upper Mississippi"
- Gail Chavenelle for "Black History is America History," a sculpture design project
- Michele Chillook for "Emergence of Spirit: Souls of Sorrow"
- Andonia Giannakouros for "GRID," 100 Mini Paintings
- Catherine Goodman for "Fading Elegance: A Tribute to Good Grammar, Style, Manners, and Jazz ala Cabaret"
- Aaliyah Herrion for "Naomi" Publication
- Erin Kono for "Portraits of Service: Dubuque's Founding Females"
- Ali Levasseur for "Supination and Pronation: Visual Arts Exhibit"
- Sunil Malapati for "Shakespeare's Shrew through Brecht"
- James Riley for "Songwriting: Inspiration, Recording & Performing"
- Brianna Thompson for "Liberation for Arts" Documentary
- Luke Tyler for "Music for All" Concert Series
- Marcus Washington for "Making Magic w/ Marley"

To learn more about arts and culture grant programs, visit
www.cityofdubuque.org/artsandculture.

ROBUST SEASONAL STAFF RECRUITMENT EFFORTS PAY OFF

Since the pandemic, communities across the country have struggled to hire enough lifeguards to open public pools. In Dubuque, staff shortages in 2021 and 2022 resulted in rotating schedules and in 2022, Sutton Pool did not open. In response, during their 2022 annual goal setting, the City Council established opening both City pools for the 2023 season as a top priority.

In May 2022, the City Council approved wage increases for several seasonal positions, including lifeguards.

Meanwhile, the Leisure Services Department looked for ways to remove barriers to employment and streamline the hiring process. Those hired for the 2023 season were provided the required lifeguard certification course for free. Online coursework that was completed independently and several options for in-person training and testing also made the certification process more flexible and accessible.

A robust marketing campaign was created to promote all City seasonal positions including lifeguards. Positions were advertised in local and high school newspapers, on billboards and radio, on social media, and on buses. The City also hosted in-person job fairs with on-site interviews.

The goal of hiring 80 lifeguards was set and shared publicly. Updates to social media on how many lifeguards had been hired provided transparency on the City's progress. Hiring enough lifeguards to open



both pools felt like a community effort as residents shared the City's posts online to help spread the word!

In early April, the City announced that both pools would be open for the 2023 season! Overall, 98 seasonal employees helped run Flora and Sutton pools, which saw close to 50,000 visitors. In addition, approximately 2,200 people participated in swim lessons – a record high attributed to offering additional evening swim lessons at both pools. Approximately 60% of this

year's pool staff said they plan to return next summer – a good indication for the 2024 pool season!

For more information about lifeguarding at City pools, visit www.cityofdubuque.org/lifeguarding.

To receive updates on lifeguard job opportunities, fill out the lifeguard interest form.

Funding Approved for Five Flags Center Renovations

The Five Flags Center continues to be the largest indoor entertainment venue in northeast Iowa, serving more than 100,000 event attendees each year with a variety of programming ranging from concerts to family shows to local theater and symphony performances. The venue will celebrate its 45th anniversary in 2024, but has not undergone significant renovations for close to two decades.

During its goal-setting process for Fiscal Year 2023, the City Council announced identifying options, a funding mechanism, direction, and next steps for the Five Flags Center as one of its high priorities.

In December 2022, the City Council approved a \$24 million improvement plan for the Five Flags Center. The project is being funded by Downtown Urban Renewal debt already budgeted through the capital improvement process and funded by Greater Downtown Tax-Increment Financing (TIF). The funds became available when plans for a new downtown parking ramp were delayed.

City staff will work with architects and engineers and consult with the Five Flags Civic Center Advisory Commission to recommend specific projects within the overall improvement project to be implemented in phases over the next five years. Details will be shared as they become available and plans call to keep the facility open throughout construction whenever possible.

CHAPLAIN SCHMITT ISLAND AMPHITHEATER PROJECT RECEIVES DESTINATION IOWA GRANT

A proposed amphitheater project on Chaplain Schmitt Island was awarded a \$3 million grant through the State of Iowa's Destination Iowa program. The award will be applied to the \$15.4 million project, which will build an outdoor amphitheater and support amenities in the area of the former greyhound track at the Q Casino. The project is a part of an overall "reimagining" of the island.

The amphitheater on Schmitt Island will serve as a recreational landmark and gateway from Wisconsin to Iowa and connect local residents and visitors to a key outdoor recreational asset. A primary goal of the Chaplain Schmitt Island Master Plan is to establish the island as "Dubuque's Gateway to Entertainment and the Mississippi River" while providing visitors with unique experiences centered on the island's location along the Mississippi River.

The City will manage the grant, including oversight of all bidding and construction aspects of the project. Upon completion, the Dubuque Racing Association (DRA) will manage the amphitheater. The DRA and the City are partnering to provide the remaining funding for the project with the City issuing debt, but the DRA making the payments.

The Iowa Economic Development Authority launched the Destination Iowa grant program in May of 2022 to support projects with a goal of creating transformational tourism attractions.

Uncovering Dubuque's Black Heritage

Founders of Dubuque and early landowners Charlotte and Nathaniel Morgan, Dubuque doctor Henry C. Rose, Tuskegee Airmen Captain Robert L. Martin, talented student and athlete Theatrice Gibbs, and community activist Ruby Sutton – all Black Dubuquers who contributed to our city's history.

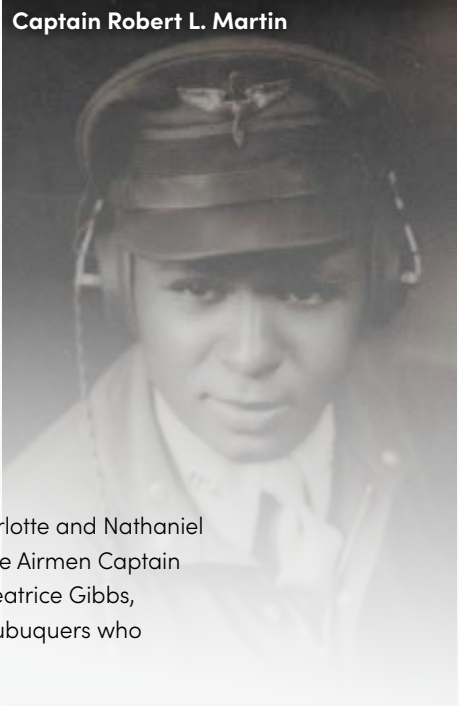
Black Dubuquers were among the City's first non-native settlers. Dubuque's Black population was the highest in the region that would become Iowa. The city's Black population levels rose and fell over the next 150 years and an understanding of Dubuque's Black heritage was lost over time.

In July 2021, the City of Dubuque was awarded a \$30,000 grant from the Iowa Department of Cultural Affairs through the Historic Resources Development Program to conduct an in-depth survey of Dubuque's Black community.

Over the next year, City staff, project consultant Wapsi Valley Archaeology, and various community partners and volunteers took a deep dive into Dubuque's Black history. They researched the people, events, and places of Black Dubuquers from 1830 – 1980, focusing closely on the W. Eighth St. neighborhood, historically settled by Black residents.

The result is a more complete history of our city – the braiding of the history of Black Dubuquers into the history of all Dubuquers.

To learn about the places, people, events, and findings of the research, explore the Finding Dubuque story map at www.cityofdubuque.org/blackheritagesurvey.



Captain Robert L. Martin

Did You Know?

According to the 1880 Census, **159 Black people were living in Dubuque.**

By 1885, the count reports a dramatic drop to **only 58 Black people remaining.**

Continued Expansion of Broadband through Public Private Partnerships

The City of Dubuque continues to partner with multiple broadband providers and Greater Dubuque Development Corporation to improve the availability, affordability, and accessibility of high-speed, reliable broadband for all Dubuque residents and businesses.

As of July 2023, the City had 60 agreements with 18 providers and partners, creating a leverageable network investment of over \$10 million. One example is **ImOn Communications' Fiber to the Home (FTTH) initiative which offers another option for internet, telephone, and television to 24,000 Dubuque homes by the end of 2025.** So far, over 240,000 feet of aerial cable and over 295,000 feet of buried fiber optic cable have been deployed for this project.



Neighborhood Comes Together to **BEAUTIFY DUBUQUE!**

Temwa Phiri assists with the Jackson Park Beautification Project

Nearly \$9,250 was granted to local neighborhood organizations for projects, events, and clean-ups in Fiscal Year 2023! Learn more and apply for a Neighborhood Support Grant at www.cityofdubuque.org/neighborhoodsupport.



City Life is the City of Dubuque's fun, free, and interactive course on local government. By participating in City Life, residents have the opportunity to learn more about City operations and services that make Dubuque a great place to live. Through presentations, tours, and conversations with neighbors, participants see taxpayer investments at work and are able to share their thoughts.

66 Dubuque residents participated in City Life in FY2023

LOOKING FORWARD

City Council Goals & Priorities

2023-2025

Adopted in August 2023

POLICY AGENDA

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

2023 – 2025 TOP PRIORITIES (IN ALPHABETICAL ORDER):

- Air Service: Future Strategy & Action Plan
- City Workforce Retention & Attraction
- Comprehensive Study of Fire Station Locations and Staffing
- Police Department Full Staffing
- Street Maintenance & Rehabilitation Program

2023 – 2025 HIGH PRIORITIES (IN ALPHABETICAL ORDER):

- Bee Branch Detention Basin Pump Replacement
- Catfish Creek Sanitary Sewer Project Pump Station
- Central Avenue Corridor Revitalization Plan
- Leveraging Federal & State Infrastructure Grant Programs
- RAISE Grant & Matching Funds for Construction (14th St. Railroad Overpass and Elm St. and 16th St. Corridor Complete Streets)

For City Council contact information, visit

www.cityofdubuque.org/citycouncil

or call 563.589.4100.

Vibrant Community

Management in Progress

- Comprehensive Police Transparency: Annual Report
- Diversity, Equity, and Inclusion City Action Plan: Departmental Action Plans
- Emergency Communications Accreditation
- Emergency Communications Center: Reassess Funding, Relocation to 2900 Chavenelle
- Equitable Fines and Fees Reform
- Fire/Police Culture Action Plan: Development and Implementation
- Food Insecurity: Report and City Actions
- Historic Federal Building: Police Satellite Location
- License Plate Reader Cameras: Installation
- Traffic and Security Cameras Deployment

Financially-Responsible, High-Performance City Organization

Management in Progress

- Downtown City Facilities/Workspace Analysis and Plan
- Enterprise Asset Management System
- Enterprise Resource Planning (ERP) Software Implementation
- Federal and State Legislative Advocacy Agenda and Priorities for 2024
- Human Resource Information System/Payroll: RFP and Implementation
- Human Resources Modernization
- Organizational Culture: Continuous Improvement

Major Projects

- Data Center Relocation
- Engine House #1 Remodel Project

Robust Local Economy

Management in Progress

- Childcare Initiative Strategy and City Actions
- City Economic Development and Incentives: Policies, Processes, and Practices
- Developers Round Table
- Development Process Streamlining
- Field of Dreams: Next Steps for City
- Job Fair: Implementation and Report
- Low/Moderate Income Small Businesses Grants
- Minority- and Women- Business Enterprise Procurement Policy, Process Revision, and Recruitment
- Poverty Prevention and Reduction Plan Implementation
- River Cruise Infrastructure: Environmental Studies/Permitting
- Sports Tourism Development: Response to Opportunities

Livable Neighborhoods & Housing

Management in Progress

- Imagine Dubuque: Annual Update Report
- Multicultural Family Center Youth Programs Expansion
- Multi-Tiered Housing Inspection Program
- Neighborhood Associations Toolkit
- Safe Housing: Housing Inspection Program Enhancements and Software
- Truck Route Ordinance
- Unified Development Code Update

Sustainable Environment

Management in Progress

- Electric Bus Implementation
- Electric Fuel Excise Rate Ordinance Adoption
- Emerald Ash Borer Response
- Odor Reduction Analysis and Report
- Pollinator Habitat in Park System
- Sewer System Infrastructure Asset Master Plan

Major Projects

- Lead Water Service Line Replacement
- Supervisory Control And Data Acquisition (SCADA) System Overhaul
- Water Main Extensions – Southwest Arterial

Connected Community

Management in Progress

- Central Avenue Traffic Corridor Study
- Community Broadband Expansion Project
- Neighborhood Speeding Mitigation: Direction and Enforcement
- Roundabout Policy
- Smart Parking and Mobility Study
- Traffic Signal Synchronization/STREETS Program

Major Projects

- Fiber Connections to Additional City Locations Project
- Chaplain Schmitt Island Trail Connector Project
- Connection to Data Center Project
- East/West Corridor Roundabouts: Environmental Clearance
 - a. University/Pennsylvania: Design
 - b. University/Asbury: Design
 - c. University/Loras: Design
- Kerper Boulevard Roundabout Project
- RAISE Planning Grant for Design
 - a. Elm and 16th Street Project
 - b. 14th Street Overpass Project
- Southwest Arterial Intelligent Transportation System (ITS) Project

Diverse Arts, Culture, Parks, and Recreation Experiences and Activities

Management in Progress

- Arts and Culture Master Plan: Revised Community Engagement Strategy Adoption
- Arts Operating Grants Review and Funding
- Comiskey Park Upgrades: Phase 2
- Comprehensive Parks Master Plan

Major Projects

- Eagle Valley Subdivision Park
- English Ridge Subdivision Park
- Five Flags Center Short-Term Improvements
- Jackson Park Restrooms
- Westbrook Subdivision Park

Partnership for a Better Dubuque

Management in Progress

- City Life in Spanish: Implementation

STAY IN THE KNOW!

Engaged residents are empowered residents.

The City of Dubuque uses many communication methods to keep residents informed.

- 1** | Follow us on Facebook, Twitter, Instagram, YouTube, LinkedIn, and Nextdoor.



nextdoor

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