

CITYFOCUS

Highlighting issues important to Dubuque residents

// fall 2017 //

ECONOMIC DEVELOPMENT

Building a bright future

THE CITY OF
DUBUQUE
Masterpiece on the Mississippi

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CITY MANAGER'S MESSAGE



Economic Development Through the Equity Lens

Now is not the time to be satisfied with the progress made. As the business author and former Stanford University professor Jim Collins says, "Good is the enemy of great." Yes, we have gone from 37,700 jobs in Dubuque County in the 1980s (with 24 percent unemployment) to over 60,000 jobs today (with 2.1 percent unemployment), but if we are not vigilant, history could repeat itself. The 1960s were economic good times in Dubuque but with the lack of planning (until a new plan was adopted in 1995, the most recent comprehensive plan was dated 1936), being left off the interstate highway system, the 1965 Mississippi River flood, and structural changes in the U.S. economy, the 1980s were the depth of despair with Dubuque losing almost 10 percent of our population. The future of Dubuque is in your hands!

As detailed on the facing page of this publication, Dubuque's Mayor and City Council identified eight five-year goals to support the City's mission to contribute to an equitable and sustainable community; plan for the city's future; and facilitate access to critical human services. This issue of City Focus reviews efforts related to the first goal:

Robust Local Economy: Diverse Businesses and Jobs with Economic Prosperity

- Business retention and expansion efforts focus on supporting our local businesses to continue to succeed and grow.
- Tax-increment financing and historic tax credits are critical in these efforts.
- Downtown transformation is an ongoing priority to ensure Dubuque's urban core is a vibrant area and home to a variety of businesses and employers.
- Workforce challenges are identified and programs supported to make sure our employers have the employees they need to succeed, a special challenge with 2.1 percent unemployment. We must make sure Dubuque is a community of choice to retain and attract a diverse, skilled workforce.
- Public/private partnerships to develop alternate energy sources.
- Improved connectivity, through both improved broadband capacity and transportation systems, must be supported to maintain a healthy local economy.

These topics are explored in detail throughout this publication but additional projects and programs are important to Dubuque's economic development efforts.

Equity

An equitable community is welcoming, fair, and just with the opportunity for people to have the realistic hope of achieving their goals. The City of Dubuque is partnering with Inclusive Dubuque

and their over 50 network partners to ensure all Dubuque residents can experience success. Initiatives like Inclusive Dubuque, the Campaign for Grade-Level Reading, Opportunity Dubuque, Dubuque Works, and others are critical to making our community a viable, livable, and equitable place where residents feel they can stay, succeed, and lead meaningful lives.

Greater Dubuque 2022

Greater Dubuque Development Corporation launched its Greater Dubuque 2022 campaign in July and has already raised \$11 million from public and private investors to support the five-year campaign's goals:

- Dubuque County total non-farm employment of 64,000;
- \$800 million in residential/commercial construction;
- median household income of \$60,000; and
- a Dubuque County population of 100,000.

Arts & Culture Master Plan

With an estimated \$47 million impact to the local economy, the arts contribute significantly to our economic vitality. In 2016, the Mayor and City Council acknowledged this impact when they adopted the Arts and Culture Master Plan, a 10-year plan for arts and culture in Dubuque developed after an extensive public engagement process. To get involved, visit www.cityofdubuque.org/artsandculture.

Planning for Sustainability and Resiliency

Economic prosperity, along with environmental integrity and social/cultural vibrancy, is a key element of the Sustainable Dubuque model. Likewise, economic prosperity is one of the seven focus areas of Dubuque's new comprehensive plan, *Imagine Dubuque 2037: A Call to Action*. More specifically, the plan focuses on:

- Workforce retention/recruitment and skills challenges to maintain strong employment growth and occupational diversity
- Attracting young professionals and promoting entrepreneurship
- Providing quality, affordable housing choices
- Supporting both industrial and commercial business growth
- Promoting opportunities for walkable, mixed-use development

It is the responsibility of all residents and stakeholders to develop Imagine Dubuque 2037 action steps, create the strategies for success, be inclusive in our efforts, and make our community sustainable and resilient.

Earlier this year, Dubuque was named an All-America City by the National Civic League, an unprecedented fourth time in just 10 years! This award recognizes communities whose citizens work together to identify and tackle community-wide challenges and achieve uncommon results. We must continue to work together to foster a robust local economy to build a bright future for our children and grandchildren and the many newcomers we will be welcoming to become Dubuquers. ♦

Sincerely,

ON THE COVER:

ALLIANT SOLAR ENERGY SYSTEM NEAR THE LOWER BEE BRANCH.

Photo credit: Bob Felderman - General Bob Photography, Dubuque, Iowa

DUBUQUE CITY COUNCIL



ROY D. BUOL
MAYOR



RIC W. JONES
AT-LARGE



DAVID T. RESNICK
AT-LARGE



BRETT M. SHAW
1ST WARD



LUIS DEL TORO
2ND WARD



KATE M. LARSON
3RD WARD



JAKE A. RIOS
4TH WARD

CITY COUNCIL GOALS & PRIORITIES

2032 VISION STATEMENT

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

CITY OF DUBUQUE GOALS 2022

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

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

CITY MISSION STATEMENT

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

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

2017-2019 POLICY AGENDA

TOP PRIORITIES (in alphabetical order)

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

HIGH PRIORITIES (in alphabetical order)

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

2017-2019 MANAGEMENT AGENDA

TOP PRIORITIES (in alphabetical order)

- CHANGE Program: Implementation
- Citywide Traffic Signal Synchronization
- Comiskey Park Expansion and Renovation
- Crescent Community Health Center: Development Agreement
- Greater Dubuque Development's Finding Dubuque's True North
- Residential Housing Upgrade/Flood Protection Program
- Westside Water System: Implementation

HIGH PRIORITIES (in alphabetical order)

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

BUSINESS RETENTION & EXPANSION

FLEXSTEEL PROJECT HIGHLIGHTS COMMITMENT TO EXISTING BUSINESSES

FLEXSTEEL'S CURRENT JACKSON STREET LOCATION



CONSTRUCTION OF NEW PRODUCTION FACILITY



RENDERING OF NEW PRODUCTION FACILITY



Flexsteel has called Dubuque home since 1936. In September 2016, representatives of Flexsteel Industries, Inc. announced their intent to close their facility at 3400 Jackson Street in Dubuque, much of which was built in 1897, because it was inefficient and costly to maintain. At that time, Flexsteel expressed a desire to stay in Dubuque, where they built their corporate headquarters in the Port of Dubuque in 2012.

Over the course of the subsequent nine months, the City of Dubuque, Dubuque County, Dubuque Initiatives, Northeast Iowa Community College, Iowa Economic Development Authority, and Greater Dubuque Development Corporation worked with Flexsteel to develop a financing package that would allow the company to operate competitively and build a new production facility in Dubuque Industrial Center South on Seippel Road -- and to achieve the eventual redevelopment of the company's existing site at 3400 Jackson Street. A plan to achieve those goals was finalized and approved by all the parties involved in May 2017. A major reason this was possible was the successful collective bargaining agreement involving Flexsteel and the company's three unions, including United Steelworkers Local 1861, Teamsters Local 120, and Operating Engineers Local 234.

On May 15, 2017, the Mayor and City Council approved a Development Agreement between the City of Dubuque and Flexsteel and a Redevelopment Project Agreement between Flexsteel, the City of Dubuque, Dubuque Initiatives, and Dubuque County.

In those agreements, **Flexsteel's** commitments include:

- Retaining a minimum of 200 positions.
- Purchasing from Dubuque County 22 usable acres in Dubuque Industrial Center South.
- Constructing a facility of not less than 250,000 sq. ft. at an estimated cost of \$25 million.
- Donating the former company facility and the approximate 43 acres at 3400 Jackson Street to Dubuque Initiatives for demolition and then redevelopment.
- Funding an escrow account of \$2,660,000 which will be used by Dubuque Initiatives for demolition and environmental remediation costs related to the structures at the Jackson Street site.
- Agreeing to hold harmless and indemnify Dubuque Initiatives and the City of Dubuque from any environmental remediation costs, such as soil and water.

Dubuque Initiatives' commitments include:

- Accepting ownership of the 43-acre site at 3400 Jackson Street.
- Demolishing all structures and conducting any necessary remediation of the site structures as soon as possible after the transfer of title to the property.

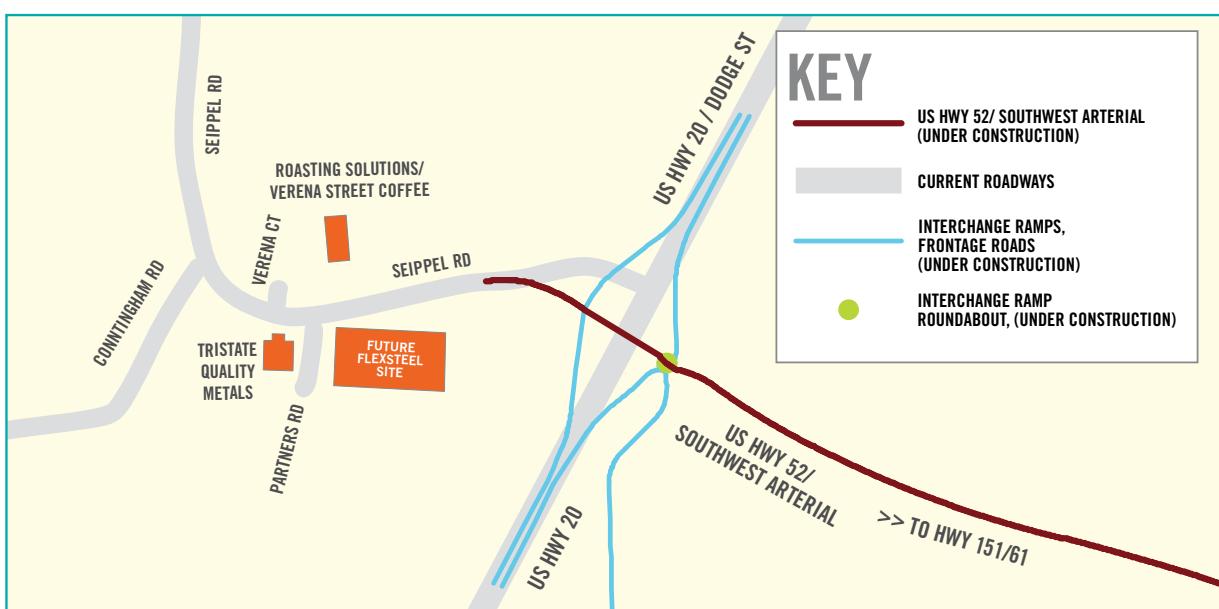
- Applying for federal and state grants to assist with the funding of environmental remediation.
- Marketing the site for light industrial redevelopment, with the net proceeds from any sale going 50 percent to Dubuque County, 17 percent to the City of Dubuque, and the remainder to Dubuque Initiatives.

Dubuque County's commitments include:

- Purchasing two parcels from the City of Dubuque: 22 usable acres in Dubuque Industrial Center South and 3.8 usable acres in Dubuque Industrial Center West for \$3,320,000.
- The 22-acre parcel will subsequently be sold to Flexsteel as the location for the new facility.
- The 3.8-acre parcel will be retained by Dubuque County for use as a site for future Dubuque County facilities or as an economic development parcel.

/ CONTINUED /

This investment and the efforts of all involved to keep Flexsteel Industries, Inc.'s manufacturing operation in Dubuque and to save these 200 jobs is a great example of the Dubuque community's commitment to retaining existing employers.



BUSINESS RETENTION & EXPANSION

FLEXSTEEL PROJECT / CONTINUED /

The **Iowa Economic Development Authority** is providing a \$1 million forgivable loan for the demolition and environmental remediation of 3400 Jackson Street, providing an Investment Tax Credit estimated at \$293,200, and providing a Sales, Services and Use Tax Refund estimated at \$750,000.

Northeast Iowa Community College committed to Workforce Training and Economic Development funding (estimated at \$100,000) for training existing Flexsteel employees.

The **City of Dubuque's** commitments include:

- Selling the two parcels of property totaling 25.8 acres to Dubuque County for a total purchase price of \$3,320,000, paid by Dubuque County from the proceeds of a subsequent sale of 22 acres to Flexsteel, with the balance due paid over seven years.
- Providing Flexsteel 10 years of tax-increment financing (TIF) rebates for property taxes paid on the new facilities in Dubuque Industrial Center South, with an estimated value of \$4.1 million in rebates.
- While the City will retain \$660,000 (50 percent of the value of the land) of the \$3,320,000 industrial park land sale price, \$660,000 will be provided to assist with demolition of the buildings at the current Flexsteel site, 3400 Jackson Street. The additional \$2,000,000 of the sale price will be paid by Dubuque County to the City over a seven-year period and provided to Dubuque Initiatives to assist with estimated \$5.4 million demolition of buildings at 3400 Jackson Street.

The total value of the local and state incentives package for Flexsteel is \$10,223,200. This investment and the efforts of all involved to keep Flexsteel Industries, Inc.'s manufacturing operation in Dubuque and to save these 200 jobs is a great example of the Dubuque community's commitment to retaining existing employers. ◆

BUSINESS

Roasting Solutions/Verena Street Coffee, a Dubuque County family-owned business, recently invested approximately \$7 million to construct a new 34,000 square-foot national headquarters location and manufacturing facility in the Dubuque Industrial Center South on the north side of Seippel Road. The new facility is four times larger than the company's previous location on U.S. 52. A grand opening was held in November 2016. Led by the fourth generation of the Gantz family, Eric and Michael Gantz, the company's coffee brands are sold in more than 700 grocery stores. The project enabled the company to quadruple its roasting capacity and will create at least 10 new jobs. The City of Dubuque entered into a development agreement with Roasting Solutions, Verena Street's parent company, that included a \$721,800 acquisition grant covering half the purchase price of the industrial park property. The agreement also provided the company with a 100 percent rebate (minus debt service, the School District Physical Plant and Equipment Levy and the Instructional Support Levy) on the incremental increase of the new property tax for the next 10 years. ◆

Cottingham & Butler, headquartered in Dubuque and the nation's 30th largest insurance broker, announced in October 2017 its plans to make an estimated capital investment of \$2.3 million and add 20 employees to its Dubuque staff over the next three years. In August 2016, the firm announced its plan to invest \$1.2 million and add 90 new employees by April 2019 to its leased space at the Roshek Building. This follows their 2015 decision to invest \$1.2 million and add 90 employees to their offices at 1000 and 1030 Main Street by March 2018. Each of these three expansions is supported by the Iowa Economic Development Authority's High Quality Jobs Program through training fund reimbursement and direct financial assistance. ◆

EXPANSIONS

Rite-Hite manufactures doors, seals and shelters, barrier systems, and other aftermarket products at its Dubuque production facility at 4343 Chavenelle Drive in the Dubuque Industrial Center. The company is in the midst of a \$8.9 million expansion project at its Dubuque location to add 138,000 square feet of manufacturing space and 24 new employees. ◆

Heartland Financial USA, Inc. is a multi-bank holding company with community banks in Iowa, Illinois, Wisconsin, New Mexico, Arizona, Montana, Colorado, Minnesota, Kansas, and California, with a total of 121 banking locations serving 88 communities. Heartland Financial is headquartered at 1398 Central Avenue and currently employs 350 individuals in Dubuque. In 2012, the company expanded employment and leased a floor in the Roshek Building. Thanks to growth and acquisitions, Heartland is expanding again and will lease an additional floor of the Roshek Building to facilitate that growth. The company plans to spend approximately \$1.2 million for remodeling and \$860,000 in equipment, software, and furnishings to accommodate at least 31 new employees. In September 2017, the Iowa Economic Development Authority board approved an \$80,000 forgivable loan and more than \$120,000 in tax credits to Heartland through the State's High Quality Jobs Program to support this expansion. Under the terms of the state incentives, 20 of the new workers must be paid at least \$22.37 per hour. A \$150,000 loan from the East Central Intergovernmental Association serves as the local match and \$1.8 million in financing by Heartland will complete the funding of the project. ◆



ROASTING SOLUTIONS /
VERENA STREET COFFEE



RITE HITE



ROSHEK BUILDING

Tax-increment financing (TIF)

for three main purposes: **promoting economic development, eliminating slum**

LEVERAGING JOBS THROUGH TAX-INCREMENT FINANCING (TIF)

When a TIF district is created, a “base” valuation of the property value is established. The base valuation accounts for assessed values prior to the TIF designation. The tax revenue from this base value remains with all taxing authorities. Increases in the assessed value over time over and above the base are called the “increment.” The TIF authority (in this case, the City of Dubuque) may access the tax revenue generated by the increment, to fulfill the designated purpose of the district.

TIF is typically used by cities to fund public improvement projects or private project-based financial assistance, in conjunction with developing or redeveloping different parts of a city. This may include upgrading areas of the city suffering from slum and blight, helping residential development efforts, and enhancing economic development activities. Depending on the size of the project, cities may use the annual increment to provide project funding or may need to incur debt to finance an improvement, such as installing infrastructure.

Cities can use tax-increment financing to pay the cost of streets, water, sanitary and storm sewers, parks, trails, and related public improvements for new housing development by creating Housing TIF Districts.



Housing TIFs

Housing TIF Districts support reinvestment and redevelopment activities in the urban renewal area and support revitalization throughout the community for low- and moderate-income families. Cities can establish Housing TIF Districts within their corporate limits and within two miles of their corporate boundaries with the consent of the County Board of Supervisors.

Using Housing TIF enables Dubuque to implement projects to support workforce retention and development, increase the local tax base, and address the city and school district's stagnant population growth.



is an important and flexible tool used in communities and blight, and facilitating housing development.

By state law, when TIF is used for housing development, approximately 38 percent of Dubuque's future tax increment revenues from the project must be used to provide housing assistance anywhere in the city to low- and moderate-income families whose incomes are no greater than 80 percent of the median income. This is starter housing for Dubuque's current and future workforce, and our most vulnerable residents, the elderly and disabled.

Initial plans call for much of the affordable housing assistance to be provided in downtown neighborhoods through the City's CHANGE (Comprehensive Housing Activities for Neighborhood Growth & Enrichment) Program. From 2016-2022, Dubuque's four Housing TIF districts are projected to generate \$3.9 million for affordable housing over 10 years. ♦



By utilizing Housing TIF, the City of Dubuque plans to increase the average number of new single-family homes built per year in Dubuque from 100 to at least 150. The City has created four Housing TIF Districts, all with the consent of the Dubuque County Board of Supervisors.

➤ NORTH CASCADE ROAD HOUSING TIF DISTRICT

- Formed in 2014 to promote residential options in Timber Hyrst subdivision, leading to the development of 203 homes.
- Assisted with funding for 2018 road and utility improvements along North Cascade Road, which will facilitate safer travel by straightening some curves.
- Allowed City to install needed water, sanitary, and storm sewer infrastructure.
- Build a new city park and extend fiber optic conduit.

➤ ENGLISH RIDGE HOUSING TIF DISTRICT

- Formed in 2015 to promote creation of additional residential options in Dubuque, leading to the development of 222 homes.
- Provide funding for water main installation.
- Build a new city park and extend fiber optic conduit.

➤ SOUTH POINTE HOUSING TIF DISTRICT

- Intended to generate funds for improved roads and utilities in the designated area, leading to the reconstruction of some of North Cascade Road.
- Build a new city park and extend fiber optic conduit.

➤ DERBY GRANGE HOUSING TIF DISTRICT

- Intended to generate funds for installation of sewer and water utilities related to housing/residential development along John F. Kennedy Road and Derby Grange Road.
- Build a new city park and extend fiber optic conduit.

Each of these Housing TIF Districts has an Urban Renewal Plan that describes the specific use of tax increment funds, such as providing tax rebates, installing public infrastructure, or other planned expenditures. These Housing TIF Districts, consistent with state law, currently set aside approximately 38 percent of project cost increment, thus providing funding for the benefit of low- and moderate-income family housing opportunities anywhere in the city of Dubuque. ♦

DOWNTOWN TRANSFORMATION



CENTRAL AVENUE CORRIDOR INITIATIVE

The scheduled completion of the Southwest Arterial in 2019 and subsequent removal of the majority of truck traffic from the Central Avenue/White Street corridor, combined with the improved resilience of the neighborhood thanks to the Bee Branch Creek Watershed Flood Mitigation Project, will create a prime environment for the renaissance of Central Avenue. An initiative is under way to engage stakeholders in the process to prepare for and guide this renaissance.

The initiative's efforts are focused on the Central Avenue Corridor from 14th Street to 22nd Street. This corridor connects Dubuque's central downtown and Historic Millwork District to the city's North End. It features a wide variety of historic buildings offering commercial and retail opportunities on the ground floor and residential spaces on upper floors.

The goal of this initiative is the economic revitalization of the Central Avenue Corridor (CAC) through community engagement, educational outreach, and CAC community-informed storefront and streetscape design. Central Avenue Corridor stakeholders include business owners, employees, patrons, residents, landlords, social service agencies, community leaders, the City of Dubuque, and partner agencies.

The City entered into a collaborative relationship with Iowa State University Extension and Outreach (ISUEO) to assist with this initiative. Specifically, ISUEO is assisting with outreach and community engagement efforts, asset mapping of buildings and businesses in the corridor, and identification of additional partnership opportunities.

Design Studio

ISUEO brought students and faculty in the ISU College of Design's "Seeing, Making, Doing – The Art and Design of Social Capital" course to Dubuque to operate a design studio in the corridor during the spring 2017 semester. This course explored strategies and methods for using art and design to increase social capital in communities. Students from a variety of disciplines, such as studio art, architecture, interior design, landscape architecture, anthropology, and community and regional planning, worked collaboratively throughout the semester to learn effective ways to engage communities, facilitate meaningful community discussions, and use art and culture to build goodwill and understanding among diverse populations.

Current Central Avenue Corridor Building Inventory

(E. 14th Street to Kaufmann Avenue)

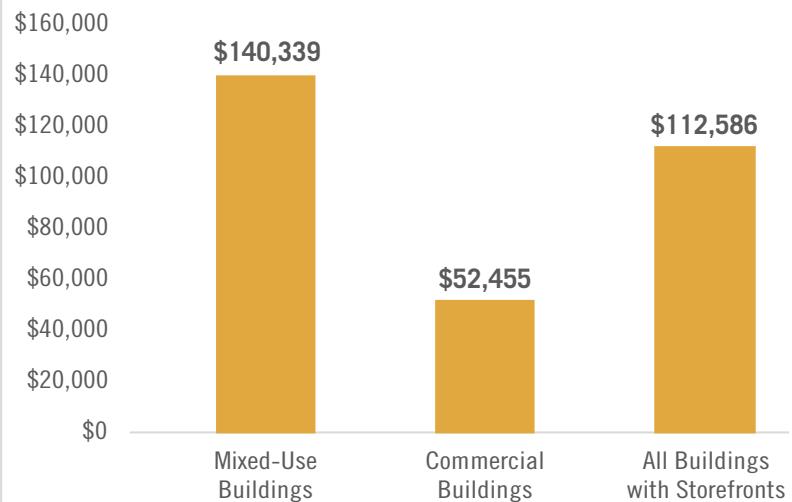
- 89 storefronts in 72 buildings in 8 blocks
- 28 storefronts (30%) are vacant or inactive
- Majority of existing building stock built prior to satellites, cable, electrical lines, and in some cases, telephone lines

Microlending

Community Development Block Grant (CDBG) funds will be used to offer low- or no-interest loans to "microenterprise businesses" in the corridor. Microenterprise businesses have five or fewer employees. To qualify, the business owner(s) must be low-to-moderate income. Additionally, the City is entering into a Memorandum of Understanding with IowaMicroLoan to operate a microlending program.

To learn more about the Central Avenue Corridor Initiative, contact the City of Dubuque Economic Development Department at 563-589-4393 or econdev@cityofdubuque.org. Additional information is also available at www.cityofdubuque.org/cac.◆

Average Assessed Value of Buildings with Empty Storefronts



PARTNERS FOR PLACES

In the summer of 2017, the City of Dubuque and Community Foundation of Greater Dubuque received a Partners for Places Equity Grant from The Funders Network and the Urban Sustainability Directors Network. The purpose of the grant is to build the skills, knowledge, and capacity of City departments and non-profit organizations located in the Washington Neighborhood so they can better engage with traditionally unengaged and underrepresented populations in our community. In November 2017, a learning cohort of City and non-profit staff and residents of the neighborhood kicked off this work by attending a workshop to define a shared set of community engagement principles. Next steps for the group will include development and completion of projects and events that will build connections in the neighborhood, additional trainings for staff regarding outreach and facilitation strategies to better connect with unengaged and underrepresented populations, and development of City department plans to improve equitable delivery of services. ◆

DOWNTOWN TRANSFORMATION

1812 CENTRAL AVENUE

This \$390,000 building renovation project by CA Rich Properties received a \$12,133 façade grant from the City (part of Main Street Challenge Grant program) and \$40,000 through the City's Downtown Housing Incentive Program for the rehabilitation/creation of four housing units. ◆



KEY CITY CREATIVE CENTER, 1781 WHITE STREET

Key City Creative Center is a non-profit organization offering a collaborative workspace where members have 24/7 access to a wide variety of tools and equipment. The center also features private studio space and plans to offer classes on woodworking, welding, metal working machines, ceramics/pottery, laser engraving, 3-D printing, and sewing. The City is supporting this ongoing building renovation project through a \$10,000 façade grant and a \$5,000 planning/design grant. ◆



STEEPLE SQUARE CAMPUS

Steeple Square is a nonprofit organization working to revitalize the former St. Mary's Church campus into a collaborative, inclusive center, providing an attractive hub for social life and community support while preserving its historic fabric and features. The estimated \$15 million project began in 2016. Dynamic partners will provide programming on the campus. The former school was converted into market-rate and affordable apartments, with more than half serving as permanent supportive housing for Opening Doors graduates. The former rectory will include a childcare center, and the surrounding area will be transformed into a green space serving partner nonprofits and the community.

- **Former school at 1501 Jackson Street:** The City of Dubuque supported this phase of the project through \$35,000 in grants through the City's Façade Grant Program, Planning and Design Program Grant, and Financial Consultant Grant Program. It also provided \$120,000 for 12 housing units through the City's Downtown Housing Incentive Program and 10 years of tax-increment financing (TIF) rebates for the renovation of the building.
- **Former church and rectory buildings at 101 E. 15th Street:** The City of Dubuque also supported this phase of the project through \$35,000 in grants through the City's Façade Grant Program, Planning and Design Program Grant, and Financial Consultant Grant Program. The project was also awarded 10 years of tax-increment financing (TIF) rebates. ◆



7 HILLS BREWING COMPANY, 1085 WASHINGTON STREET

The brewpub project by 7 Hills Brewing Company at 1085 Washington Street in the Millwork District was completed in late August 2017. This 10,000 square-foot renovation project has an estimated total cost of \$2.5 million and created more than 25 jobs. The City of Dubuque supported the project through \$35,000 in grants through the City's Façade Grant Program, Planning and Design Program Grant, and Financial Consultant Grant Program. The building was previously used for parking, Spahn & Rose storage, Eagle Window and Door production, and for storage by Farley/Loetscher. ◆

NEW MARRIOTT HOTEL, 1151 WASHINGTON STREET

A ground-breaking ceremony was held in late July 2017 for a TownePlace Suites Marriott in the Historic Millwork District on the former Spahn & Rose Lumber property. The four-story, 84-room, extended stay hotel is being developed by Millwork Hotel Associates, LLC, and will be managed by Kinseth Hospitality of North Liberty, Iowa. The \$11.5 million project is expected to be completed in spring 2018. ◆



1065 JACKSON STREET

This nearly \$375,000 project by SR Jackson Real Estate LLC is converting the former Spahn & Rose Lumber property into more than 20,000 square feet of commercial space. The City of Dubuque is supporting the project through \$35,000 in grants through the City's Façade Grant Program, Planning and Design Program Grant, and Financial Consultant Grant Program. ◆



1690 ELM STREET

The building at 1690 Elm Street (the former Lamar Advertising and Frank Hardie Advertising building) has been underutilized for several years, with only a portion of one floor currently occupied. Metx, LLC, a local developer, purchased the building and several adjacent parcels in recent years to develop the properties as one project. A \$9 million redevelopment of the property is planned to create a medical campus, including the Crescent Community Health Center. The building will provide the space necessary for the health center's expansion and the City sold land to the developer to be used for parking. The project is being supported by the City through \$35,000 in Façade, Design, and Planning and Financial Consultant grants, as well as 10 years of tax-increment finance (TIF) rebates. The project is expected to be completed by June 2019. ◆

SOUTH PORT CONCEPTS TAKE SHAPE

Plans are being developed to continue Dubuque's waterfront development through the adaptive reuse of a brownfield.



Brownfields are real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. In 2015, the City of Dubuque was awarded an EPA Brownfields Area-Wide Planning Grant to partner with the property owners and focus on the South Port area, more than 30 acres of industrial and vacant land east of Dubuque's downtown and south of the Ice Harbor. The South Port is bordered by the Mississippi River to the east, and the Julien Dubuque Bridge runs through the middle of the site.

Historic Tax Credits

NOVELTY IRON WORKS BUILDING
\$36 MILLION PROJECT - 76 RESIDENTIAL UNITS
46,000 SQ. FT. COMMERCIAL SPACE



Dubuque's greater downtown is being transformed through projects that have utilized the Iowa Historic Preservation Tax Credits (HPTC) and Federal Historic Tax Credits. Combined with others, these programs have revitalized Dubuque's Main Street, Millwork District, Port of Dubuque, and other adjacent areas.

Downtown historic redevelopment in Dubuque has added well over 2,000 permanent jobs in buildings that had been underutilized or were deteriorating or vacant for decades.



In July 2017, the City Council received an update from consultants hired to identify development opportunities for the South Port. The conceptual plan was designed to build on the success of the Port of Dubuque and was developed based on feedback from Dubuque residents, South Port property owners, and a local real estate firm. The conceptual plan includes:

- a 120-room waterfront hotel, with a rooftop terrace, connected to a restaurant with outdoor dining;
- a boardwalk and waterfront plaza with a “spray pad,” garden, pavilion and playground;
- a four- or five-story building offering a mix of condos and retail and office space connected to a three- or four-story parking garage; and
- a series of three- or four-story residential buildings offering a mix of apartments or condos with parking on the lower level. ◆

No action has yet been taken on the plan, which is just a concept, but provides a starting point for additional planning and discussions and private investment for the future redevelopment of the South Port. City staff submitted the concept to the EPA for review this fall.

Driving Transformation

Additionally, critical workforce housing needs in the City of Dubuque make state historic tax credits and other financial incentives a top priority as the City works to promote redevelopment and reinvestment in our urban core.

- Dubuque has completed 34 projects to date using the Iowa HPTC program.
- Just over \$42 million in Iowa HPTC funding has leveraged over \$142 million in private investment.
- Dubuque currently has 20 more projects in the works, with an estimated \$19 million in Iowa HPTC funding, which is expected to leverage approximately \$57 million in private investment. ◆

WORKFORCE SOLUTIONS



DUBUQUE'S WORKFORCE CHALLENGES

Companies around the world share a common challenge – the need to recruit and retain qualified talent. In the Dubuque area, which currently has 2.1 percent unemployment, workforce advocates are attacking this challenge by identifying significant skills gaps in the local workforce and developing solutions to fill those gaps.

A 2016 Skills Gap Analysis report conducted by Greater Dubuque Development highlighted the top 60 occupations with the highest projected skills gaps over the next 10 years for occupations paying \$16 per hour or more. The top 20 occupational gaps include a mix of careers requiring training from industry-recognized certificates to advanced degrees. Most of the identified needs centered around “middle-skill” careers that do not require a four-year education, but do require training beyond high school. Additionally, five out of the top 10 skills gap occupations could not be filled by entry-level graduates, but are higher-level positions that represent opportunities for employers to “up-skill” their existing workforce to advance up the ladder.

DID YOU KNOW? There are 396,000 college students within 100 miles of Dubuque.

As finding a skilled workforce becomes more challenging due to national and international shortages, it's imperative that Dubuque is prepared. Greater Dubuque Development is leading a group

of public and private sector partners to invest the time, talent, and financial resources to provide Dubuque area businesses with innovative workforce solutions through its Dubuque Works collaborative. To learn more about Workforce Solutions, contact Kristin Dietzel at kristind@greaterdubuque.org or 563.557.9049. ♦

Dubuque County Workforce Indicators

OCTOBER 2017 UNEMPLOYMENT: 2.1%
(IOWA = 3.0%, U.S. = 4.1%)

OCTOBER 2017 TOTAL NON-AGRICULTURAL EMPLOYMENT = 60,300*
***60% INCREASE SINCE 1983**

2016 AVERAGE HOURLY WAGE = \$22.58

PROJECT HOPE

HELPING OUR PEOPLE EXCEL

Since 2008, the Community Foundation of Greater Dubuque and the City of Dubuque have partnered to support Project HOPE. This initiative is dedicated to increasing access to opportunity for all community members by supporting provider networks for change, expanding pathways to education and employment, and helping families and individuals build financial security.

WHAT HAS BEEN ACCOMPLISHED

Through the leadership of the Community Foundation of Greater Dubuque, Project HOPE has successfully built a network of partners addressing barriers to economic opportunity in Dubuque. Some key accomplishments include:

- **Re-engage Dubuque**, established in 2012, has connected over 400 opportunity youth who did not complete high school to alternative education options and post-secondary education. Over 160 have received their high school diploma or high school equivalency diploma. Since Re-engage Dubuque started, the dropout rate has decreased by nearly 50 percent and continues to improve.
- **Opportunity Dubuque**, a training/employment partnership created in 2012, has accepted 554 students, and 434 have graduated or are currently in training. Ninety-eight percent of contact graduates have retained employment or are continuing their education.
- Created a network map in 2015 highlighting over 750 relationships between more than 150 nonprofit and government agencies.
- Conducted needs assessments focused on mental health and child care services to serve as resources to influence current and future equity, workforce, public health and economic development programming and advocacy.
- Convened a multi-sector Local College Access Network (LCAN) to increase college attainment.
- Charted Dubuque's financial capacity pathways and participated in a best practice cohort to inform strategies to increase the financial strength and literacy of community members.

WHAT WE ARE WORKING ON

- Continuing the collective work of the LCAN to increase postsecondary educational attainment for underrepresented groups.
- Advancing frameworks for increasing community member's financial strength by focusing on best practices and innovative strategies.
- Convening early childhood stakeholders to spur community solutions to increase childcare capacity, overcome barriers to childcare access faced by lower income families, and expand professional development opportunities and resources for providers. ◆

PROJECT HOPE NETWORK MEMBERS

- Community Foundation of Greater Dubuque
- City of Dubuque
- Dubuque Community School District
- Dubuque Works
- East Central Intergovernmental Agency
- Greater Dubuque Development Corporation
- IowaWorks
- Northeast Iowa Community College
- Operation: New View
- The Circles Initiative
- United Way of Dubuque Area Tri-States

For more information on Project HOPE, visit www.dbqfoundation.org/initiatives/ProjectHOPE or call 563.588.2700.

INCLUSIVE DUBUQUE

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

The network formed in 2012 after business leaders began to take notice of challenges related to diversity, equity, and inclusion in the community. Businesses were reporting difficulty attracting and retaining a diverse workforce. The Inclusive Dubuque Network works collaboratively to eliminate bias in our community by providing and supporting equity learning opportunities, equity tools and resources, and baseline data to inform decisions and measure progress. Some key accomplishments include:

- Conducted a Community Equity Profile in 2015 to learn about the lived experiences of diverse groups and discover what disparities exist. The profile engaged 584 participants through dialogues and 1,995 online surveys were completed.
- Sector groups have formed around arts and culture, education, economic wellbeing, and neighborhoods to address new challenges and bring the racial/social equity lens to existing programs and efforts.
- Hosted four equity learning opportunities in 2016 and 2017 engaging more than 500 people.
- Hosted four community conversations from November 2016-May 2017 engaging more than 200 community members.
- Launched the “I’m a Dubuquer” campaign in an effort to expand the definition of what “Dubuquer” means and to broaden the understanding of who our neighbors are.



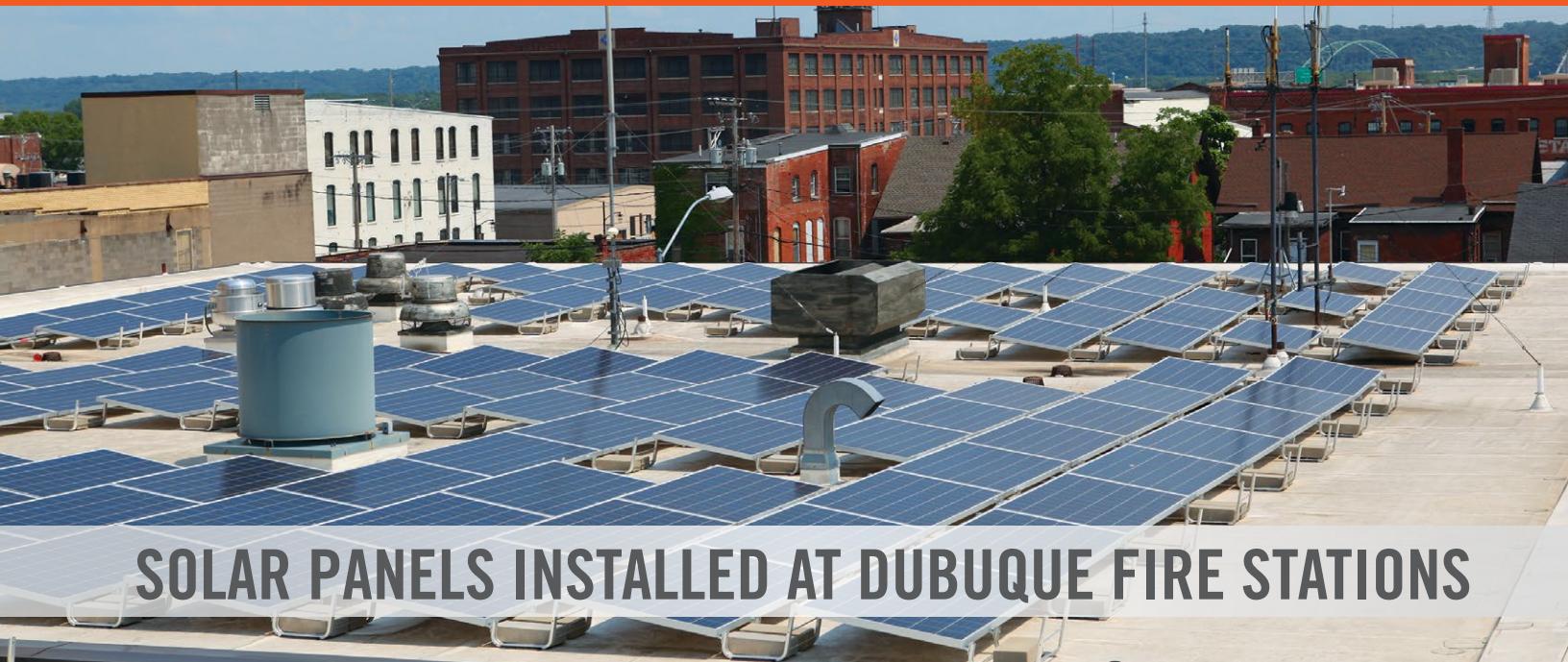
- The network’s peer-learning council launched “Best Practices in Diversity, Equity, and Inclusion.” Over 60 community members across multiple sectors are attending this nine-month workshop series to learn best-practice strategies to implement in their own organizations.
- Published *Facing Diversity: Marshallese Stories* in partnership with the national storytelling initiative, The Facing Project. The book highlighted the stories of 12 Marshallese community members.

WHAT WE ARE WORKING ON

- Continuing “Best Practices in Diversity, Equity, and Inclusion.” The workshops started in October and will run through June 2018.
- Convening business leaders to provide peer-learning opportunities around embedding equity and inclusion at the organizational level.
- Continuing the “I’m a Dubuquer” campaign through storytelling and targeted community displays and events.
- Convening the arts and culture, education and neighborhoods sector groups.
- The economic wellbeing sector group is now supported by the Project HOPE network and is working on gathering data to inform their work moving forward.
- Producing *Facing Diversity: Immigrants and Refugees*. ◆

For more information on Inclusive Dubuque, visit www.inclusivedbq.org or call 563.588.2700.

SUSTAINABLE INNOVATIONS



SOLAR PANELS INSTALLED AT DUBUQUE FIRE STATIONS

In 2016, as part of its efforts to implement the citizen-created Sustainable Dubuque vision, the City of Dubuque began assessing which of its buildings were best suited to utilize solar power. Dubuque's fire stations were excellent candidates given their 24/7 operations and access to sunlight at most of the facilities. In early 2017, the Dubuque City Council unanimously approved agreements with Dubuque-based Eagle Point Solar for the installation of rooftop solar arrays at five of the City's six fire stations.

Environmental and Economic Impact

The impact of this project is significant, both environmentally and economically. Combined, the stations will avoid emitting approximately 3,740 tons of carbon dioxide over the life of the panels, or the equivalent of the annual electric use of 425 homes.

Power Purchase Agreements (PPAs), where a third party installs and owns the solar panels and the City purchases electricity from them, permanently reduce the cost to the City of each kWh of electricity used by more than 30 percent. The only upfront funding required for this project from the City was \$2,500 for equipment upgrades to allow internet connectivity for the solar arrays. ◆

Alliant Energy Solar Gardens

Earlier this fall, Alliant Energy funded and completed construction of "solar gardens" at two sites in Dubuque to form the largest solar development in the state of Iowa. This project was conducted in collaboration with the City of Dubuque and Greater Dubuque Development Corporation (GDDC).

Most of the solar panels were installed on 21.14 acres of City-owned property north of Humke Road in Dubuque Industrial Center West. According to Alliant

Energy, the 15,600 solar arrays installed at this site are capable of producing 5 megawatts of energy in ideal conditions, or enough to power more than 725 homes.

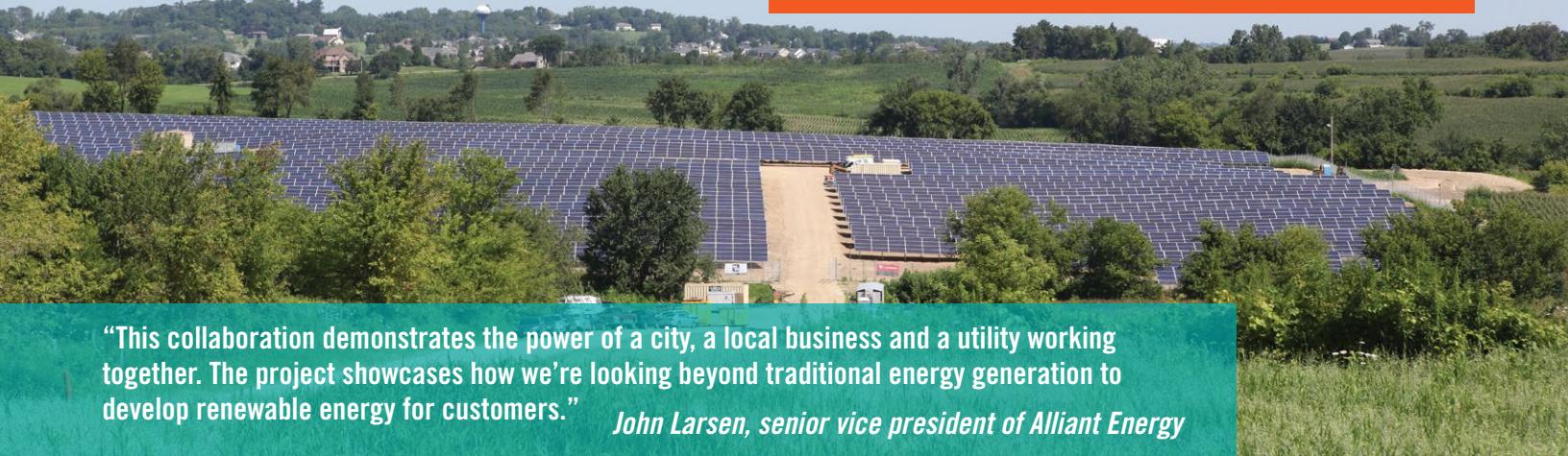
Over 3,500 solar panels were also installed on six acres owned by A.Y. McDonald Mfg. Co. along U.S. 61/151, near the 16th Street detention basin. This site is capable of collectively generating 1.2 megawatts—enough to power more than 126 homes.

/ CONTINUED /

SUSTAINABLE INNOVATIONS

ALLIANT ENERGY SOLAR GARDENS / CONTINUED /

ALLIANT SOLAR ARRAY NORTH OF HUMKE ROAD
IN DUBUQUE INDUSTRIAL CENTER WEST



Background

The City of Dubuque and Greater Dubuque Development Corporation partnered to develop the Sustainable Innovations initiative to create, foster, and prioritize the integration of the best opportunities to improve the sustainability and resiliency of Greater Dubuque with the best opportunities for continued economic growth and improved quality of life.

An extensive effort is underway to create a comprehensive strategy for pursuing solar energy development in Dubuque. The initial goals outlined for the solar strategy include, but are not limited to:

- Increased economic activity for Dubuque from local energy production.
- Support from Alliant Energy for solar innovation and investment in Dubuque.
- Reduction of barriers and soft costs for local solar developers.
- Creation of green power that is priced so that the

City can achieve its 50 percent by 2030 greenhouse gas reduction goals without paying a premium over market.

- Keep Dubuque in its national leadership position on sustainability and “boost the brand” for retention and recruitment of industry and workforce.

Pursuant to these goals, GDDC and the City engaged with Alliant Energy to bring their significant expertise, infrastructure, and financial capacity to the developing Dubuque solar effort. ♦

CITY ADDS BIOGAS PRODUCTION TO REVENUE STREAM

The City's new wastewater treatment facility, the Water & Resource Recovery Center (WRRC), became operational in 2013 and began producing biogas through the anaerobic digestion of waste. A new collaboration between the City of Dubuque and private sector partners involves converting biogas from waste to create economic and environmental benefits for the community.

Building on Existing Efficiencies

The WRRC has been converting waste into electricity and heat since the facility upgrade in 2013. The anaerobic digestion process produces methane gas which is captured, cleaned, and burned to power turbines that generate electricity. The heat produced through this process is used to heat the WRRC complex and

the electricity produced is used to power the facility. Currently, the facility produces enough electricity to meet 70 percent of the facility's needs. Thanks to this capability and other operational efficiencies, the facility's electricity demand has dropped by 70-75 percent since the facility upgrade for an annual savings of \$237,000. Before the facility upgrade, the biosolids produced at the

CITY ADDS BIOGAS PRODUCTION TO REVENUE STREAM / CONTINUED /

plant were incinerated at an annual cost of approximately \$300,000 for fuel oil. Not only does this new anaerobic digestion process produce savings, it also reduces greenhouse gas emissions and improves air quality. With the implementation of anaerobic digestion and elimination of incineration, the City was able to turn an energy loss into an energy gain.

More Methane Means More Savings

The WRRC produces more methane than can be used at the facility. The City and Greater Dubuque Development Corporation researched options for the beneficial use of this excess methane to: create additional positive environmental outcomes, generate revenue or reduce costs, create opportunity for additional economic development and growth, and not require additional direct investment or risk from the City.

David Lyons, sustainable innovation consultant with the Greater Dubuque Development Corporation, coordinated discussions with project partners which identified biofuel utilization as a potential opportunity. Discussions among a group led by Omaha-based BioResource Development LLC, with local partners including Black Hills Energy (Dubuque's local natural gas utility) and Unison Solutions (a local manufacturer of biogas processing equipment), led to plans for a collaborative and unique biofuels project.

Plan Implementation

- BioResource Development will co-locate equipment at the WRRC and further process all biogas produced. It will deliver that gas to the Black Hills Energy pipeline, which will qualify for gas revenues and for RIN (Renewable Inventory Number) payments due to its use as an advanced biofuel.
- BioResource Development will replace the WRRC's biogas with an equal amount of natural gas, which the WRRC will use to off-set up to all its electricity needs, off-set up to all of its natural gas needs, and create additional revenue through the use or sale of excess electricity generated.



- The City will also receive an annual operating fee of \$10,000 and five percent of gross revenues that BioResource Development generates from the sale of any products related to the biogas.
- Lastly, BioResource Development will pay a monthly rent to the City calculated to cover all costs, which will be reexamined annually to assure coverage of all incurred costs.

This project, which continues Dubuque on the path towards greater use of alternative energy sources and advances the efforts to meet the Greenhouse Gas Reduction Goal of 50 percent by 2030, is expected to be completed and fully operational by early 2018. ◆

In order to reduce dependence on fossil fuels, reduce utility bills, and reach the community's commitment to reduce greenhouse gases 50 percent below 2003 levels by 2030, the City has made it a priority to first focus on energy efficiency measures in its own facilities, and then explore opportunities for renewable energy generation. The City continues to work closely with partners to identify ways to reduce energy use in its own facilities and consider the best opportunities to shift to alternative energy sources.

For more information on Dubuque's sustainability priorities and practices, visit www.sustainabledubuque.org.

IMPROVING CONNECTIVITY

Efforts Under Way to Improve Local Broadband Capacity

As a smaller metropolitan area, Dubuque faces some significant challenges to continue to grow its economy and community. “Connectivity” often plays a key role when families and companies are deciding where to locate. In this new “work from anywhere, connect from everywhere” society, they want to locate where there is globally competitive broadband and telephony services. Broadband has become the “fourth utility.” Just as it is no surprise that companies and families will not locate where there is no access to electricity, gas, or water, the same is now true for broadband fiber and mobile telephony.

In 2015, the City of Dubuque partnered with Greater Dubuque Development Corporation on a broadband acceleration initiative. The input gathered through the initiative from citizens and industry is that Dubuque must improve its connectivity if it wants to be competitive with leading communities across the region and world. That work has already begun as part of Dubuque’s broadband acceleration initiative which has, at its core, a very simple but important focus: to reduce the cost and time needed for new technology and broadband investment in Dubuque. More specifically, the initiative is:

- Working with the private and public sectors to communicate where “last mile” fiber optic and conduit capacity are currently available in our community;
- Identifying additional expansion, services, and competition under consideration for the Dubuque area and supporting those efforts; and
- Creating a collaborative process between public and private sectors to identify regulatory process improvements and infrastructure assets that could enhance access or reduce costs.

Working primarily through public/private collaborations, the initiative has achieved solid progress over the last two years.

Wisconsin Independent Network (WIN) has brought a new broadband internet connection across the river on the Julien Dubuque Bridge (Hwy 20), improving access to southwestern Wisconsin and new redundant (“always on”) connections for Dubuque. CS Technologies, a regional telecommunications service provider, has created over five miles of new broadband capacity, including new service to the City’s western industrial parks. Dubuque also shared costs with Unite Private Networks, a national company, to bring new service to the Cedar Cross area and will repeat that process to increase services on Kerper Boulevard. Collaborations and new services have been brought to the community by CenturyLink and Mediacom.

Dubuque is also pioneering the use of “Master Licensing Agreements” and “Master Shared Service Agreements,” allowing the public and private sectors to move faster to keep up with the pace of change and growing demand for connectivity. It recently completed the first of what will be a series of agreements to improve mobile services in Dubuque through the use of “small cell” telephony. Dubuque’s geographic challenges, combined with the rapid growth of internet devices and smart phones, has created areas of “weak signal” within the community. Small cells will be located within neighborhoods, high-use corridors, and difficult-to-reach areas. They will act like a “hub and spoke,” bringing signals back to a central antenna and communication facility.

Part of Dubuque’s comprehensive approach included a review and revision of all City communication regulations. The goal was to not only update local regulations to recognize changing technologies, but to assure that only those regulations that were still needed were kept and that they would form the basis for a reasonable, flexible, timely, and easy-to-use process for industry partners and consumers. The revised regulations were adopted by the City Council in August 2017 and are expected to generate increased revenue and cost-sharing opportunities for the City. ◆

The Jule Extends Service Hours

An efficient public transportation system convenient to users is critical to attracting, developing, and retaining the diverse workforce needed to compete in today's world. The Jule, the City of Dubuque's public transit system, has worked to increase its annual ridership nearly 40 percent since 2011 -- giving 553,387 rides in 2016 -- and continues to adapt to Dubuque's evolving public transportation needs.



In August 2017, the Jule extended its weeknight evening bus service to 9:00 p.m. to allow residents to work a variety of shifts, complete shopping trips after work, and attend community events. The changes went into effect on Monday, Aug. 14, and were made in conjunction with changes to The Jule's daytime and Saturday service levels.

The additional evening hours are funded, in part, through reduced Saturday fixed-route service and adjusted daytime routes to better serve high-ridership areas. The extended service hours apply to both fixed-route and Minibus service and The Jule's Nightrider service will continue to operate until 2:40 a.m. on Fridays and Saturdays during the college school year.

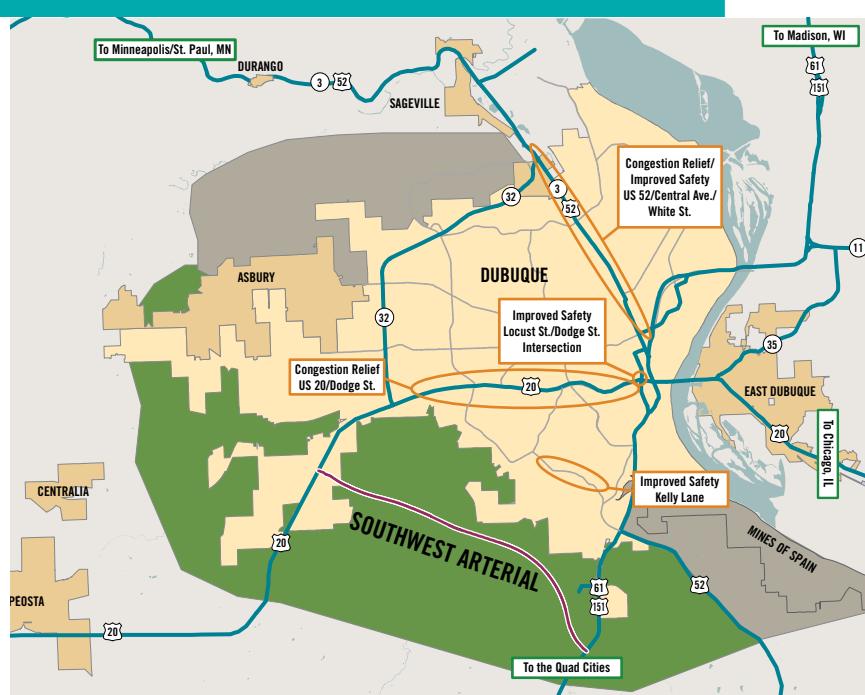
The Jule has nearly 280 bus stops throughout the city and offers a "MyRide" tool to determine the closest stops and routes for mapping your ride and tracking buses. For additional information on The Jule's routes and schedules, visit www.JuleTransit.org or call 563.589.4196. ◆

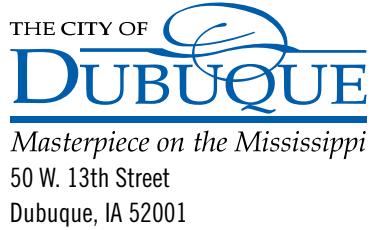
Southwest Arterial Update

Major progress continues to be made on the Southwest Arterial (U.S. 52) project and it remains on schedule to be open to traffic in late 2019. The completed arterial will be a 6.1 mile, four-lane, divided freeway connecting U.S. 20 and U.S. 61/151. This project includes three interchanges: U.S. 20, North Cascade Road, and U.S. 61/151. These interchanges will be on- and off-ramps with no traffic signals or stop signs.

This highway will improve safety, reduce congestion on multiple Dubuque roadways, and positively impact Dubuque's economy. More specifically, the Southwest Arterial will:

- Create a designated freight corridor through the region
- Connect Dubuque's Industrial Park (Industrial Center and Industrial Center West) and Technology Park, currently home to 48 businesses and 3,500 jobs
- Take hundreds of trucks a day off of Highway 20, Central Avenue, and White Street. ◆





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2037: A CALL TO ACTION



Dubuque has a new comprehensive plan!

Just as the Imagine Dubuque Comprehensive Plan was built on community participation, partnerships and collaboration will be the key to implementing the plan recommendations. Measuring successful plan implementation must focus on outcomes to make Dubuque a more viable, livable, and equitable community. The areas of focus are:

- Robust Local Economy
- Sustainable Environment
- Vibrant Community
- Diverse Arts, Culture, Parks, and Recreation
- Livable Neighborhoods and Housing
- Community Facilities
- Transportation + Mobility
- Land Use

Full recommendations and the complete plan are available to view and download at:
www.cityofdubuque.org/ImagineDubuque



FINDING DUBUQUE'S TRUE NORTH

Greater Dubuque Development Corporation focuses on six pillars of its mission: business retention and expansion, workforce solutions, national marketing, sustainable innovations, StartUp Dubuque, and Dubuque's True North. Just announced in July as part of the Greater Dubuque 2022 Campaign Goals, Finding Dubuque's True North was added by Greater Dubuque to bring transformative change to Dubuque's vibrant, historic neighborhoods on the city's North End. It will be a collaborative partnership of public and private entities that will continue to bring new energy to the area. The program goals include removal of slum and blight, fostering of single-family home ownership, and brownfields redevelopment for new businesses.

For more information on this initiative, visit www.greaterdubuque.org or call 563.557.9049.

Rev. 1/18/18