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YEAR  
IN  
REVIEW

**The City of Dubuque'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. Progress was made in 2017 on a wide variety of projects and initiatives designed to fulfill that mission. This publication features brief summaries of just some of the highlights of 2017.**

## ROBUST LOCAL ECONOMY:

### Diverse Businesses and Jobs with Economic Prosperity

- As part of a development agreement, Flexsteel is constructing a new \$25 million, 250,000 square-foot production facility in the Dubuque Industrial Center South and will maintain a minimum of 200 jobs. Their current site on Jackson St. will be redeveloped for light industrial use.
- The City supported an expansion project at Rite-Hite and downtown transformation projects including the Key City Creative Center, Steeple Square, 7 Hills Brewing Company, Fanny Stout House, 1812 Central Ave., 1065 Jackson St., 210 Jones St., and 1690 Elm St.
- The redevelopment plan of the South Port area, supported by an EPA Brownfields Area-Wide Planning Grant, was completed and will become a catalyst for the redevelopment efforts in the South Port.

- The Iowa Economic Development Authority certified portions of the Dubuque Industrial Center West as a "development-ready" site, making it more marketable to national firms seeking a new location.
- Cottingham & Butler announced it will invest \$2.3 million and add 20 employees to its Dubuque staff over the next three years.
- Heartland Financial USA, Inc. will spend approximately \$1.2 million for remodeling and \$860,000 in equipment, software, and furnishings at the Roshek Building to accommodate at least 31 new employees.

## VIBRANT COMMUNITY:

### Healthy and Safe

- "Crimes Against Persons" dropped by 16.5%, "Crimes Against Property" dropped 11.1%, and Dubuque saw an overall decrease of 11.7% in FBI Uniform Crime Reports crime categories.
- Confirmed "shots fired" calls were down from 33 in 2015 and 26 in 2016, to 20 in 2017.
- The Dubuque Police Department is a member of an area multi-discipline Opioid Task Force through which all officers received training on use of Narcan, an opioid inhibitor, and the drug is being carried by most officers.
- The Bee Branch Creek Greenway was completed in July 2017, three months ahead of schedule and \$800,000 under budget. It was designed to take on storm water during rain events and move it safely through the area without flooding nearby properties.
- New Self-Contained Breathing Apparatus units that feature increased capacity and built-in thermal imaging cameras were acquired and deployed to help Dubuque firefighters in searching for occupants during a fire.
- An additional 220 street lights were converted to LED lights in 2017.



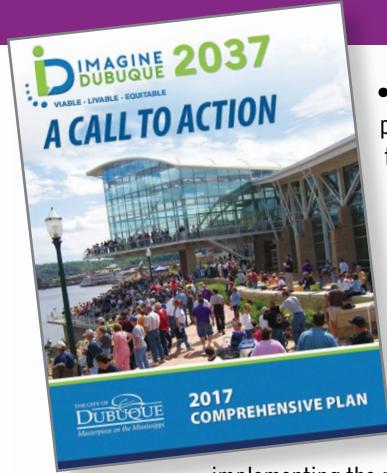
BEE BRANCH CREEK GREENWAY

- Six mobile phone service providers (AT&T, i-Wireless, Sprint, T-Mobile, U.S. Cellular, and Verizon) allow Dubuque residents to text 911 on phones with an active text messaging plan.
- The Fire Department received a Mission: Lifeline EMS – Gold Achievement Award from the American Heart Association for "Continued success in applying the most up-to-date evidence-based treatment to improve patient care and outcomes."
- The Fire Department implemented phase one improvements to the dispatch alerting system to automatically alert the closest fire department unit, allowing dispatchers to continue talking to the 911 caller and reducing dispatch times by 23%.
- The Fire Department installed new patient lifting devices on ambulances to improve the safety and comfort of patients.

# LIVABLE NEIGHBORHOODS & HOUSING: Great Place to Live

- Six housing units were improved between September and December and over 50 low- to moderate-income families were assisted in the first year of the five-year Bee Branch Healthy Homes (BBHH) Resiliency Program that will see 277 homes improved.
- The Housing & Community Development Department's Rehabilitation Program assisted 22 first-time homebuyers, assisted with eight home repair projects, and issued 10 home rehab loans. Ten marginal properties were improved through a partnership with Community Housing Initiatives.
- The Washington Neighborhood Homebuyer Program benefited 21 units.
- Rental housing inspectors conducted 3,476 rental inspections, responded to 1,227 citizen complaints, and issued 53 municipal infractions for code violations.
- The City acquired eight abandoned properties in 2017. Four were deconstructed, one was renovated, and three are under review for action. An additional 14 properties are pending acquisition.
- Eighty-six homes were inspected and 57 residences were made lead-safe, a more than \$1.2 million investment in the community, through the Lead Hazard & Healthy Homes Program.
- Economic development programs supported the addition of four housing units at 1804-1812 Central Ave., 12 units at 1501 Jackson St. (Francis Apartments on St. Mary's campus), and six units at 2062 White St.
- The International Property Maintenance Code adopted in 2016 has been a valuable tool for City staff to enforce on dilapidated properties and to hold both property owners and tenants accountable, ensuring proper maintenance and repairs are performed as needed and blighted conditions are prevented whenever possible.

## FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: Sustainable, Equitable, and Effective Service Delivery



- Dubuque's new comprehensive plan, "Imagine Dubuque 2037: A Call to Action," was adopted following a year of community engagement that gathered over 12,500 ideas from more than 6,000 residents and stakeholders. The plan serves as a policy guide for the community's physical, social, and economic development. Just as the plan was built on community participation, partnerships and collaboration will be the key to

implementing the plan recommendations. The goal is

to create a more viable, livable, and equitable community. For more information, visit [www.cityofdubuque.org/ImagineDubuque](http://www.cityofdubuque.org/ImagineDubuque).

- The City selected Wellmark Blue Cross Blue Shield as the third-party administrator for the City employee medical plan. The projected savings for FY2018 total over \$1.2 million.
- The Government Finance Officers Association of the United States and Canada (GFOA) presented the City of Dubuque with the GFOA's Distinguished Budget Presentation Award for the City's budget for the 12th consecutive year.
- The GFOA also awarded the City of Dubuque a Certificate of Achievement for Excellence in Financial Reporting for the City's comprehensive annual financial report (CAFR) for the fiscal year ended June 30, 2016. This is the 29th consecutive year the City has received this recognition.
- The Planning Services Department and GIS Office launched an Interactive Zoning Map, an online web-mapping application that allows users to zoom into an aerial photo of a property and receive parcel, address, and zoning information. Check it out at [www.cityofdubuque.org/zoningmap](http://www.cityofdubuque.org/zoningmap).
- The City's Resilient Community Advisory Commission was created and commissioners appointed to advise City Council regarding strategies to create a more resilient community.

- The City reached five-year collective bargaining agreements with the Firefighters Association and the Teamsters, Transit, and Operating Engineers unions.
- The Building Services Department began implementation of an accessibility audit for public facilities to provide improved accessibility for all residents and create a more equitable community.
- New software/processes for improved collaboration across City departments for building permitting, plan reviews, rental licensing, and inspections were launched and are improving services offered by the Building Services and the Housing departments. This will eventually allow users to apply for permits and licenses, review building and inspection records, and make payments for permits, licenses, and inspections online.
- The City's robust network security policy and monitoring resulted in no network compromises or intrusions and the continued safeguarding of customer information.
- The Information Services Department's virtualization of servers at a 9:1 ratio results in one physical server housing nine virtual servers, creating significant savings. The department's use of storage area networks has provided failover and redundancy achieving 99.99% uptime.
- Staff from the Cable TV, Police, Fire, and Engineering departments passed the FAA exam to become certified remote pilots and incorporate small unmanned aircraft systems (drones) into City operations, allowing first responders to quickly and safely assess emergency situations, engineering personnel to monitor large public infrastructure projects, and public information personnel to utilize a bird's-eye vantage point to provide perspective on City projects.
- Following the City's 2016 purchase of the Central Iowa Water Association's Vernon and Barrington Lakes water systems, the City met all standards and permit requirements, constructed the necessary supply connections, and connected these two systems to the City's water distribution system in December 2017, beginning the process to open up the Southwest Arterial corridor to future development.

# SUSTAINABLE ENVIRONMENT:

## Preserving and Enhancing Natural Resources

- Eagle Point Park was listed in the National Register of Historic Places based on its local significance through association with broad patterns of Dubuque's history and the distinctive characteristics of its architecture. This listing extends eligibility for federal and state tax benefits and grants. Since adoption of an Environmental Restoration Management Plan in February 2017, the City has amassed approximately \$900,000 in state and federal grants to implement the plan.
- Solar arrays were installed on the rooftops of five of Dubuque's six fire stations. 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. The project is expected to reduce the City's cost of each kWh of electricity used by more than 30%.
- 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. Over 15,000 solar panels were installed on 21 acres of City-owned property north of Humke Road in Dubuque Industrial Center West. Over 3,500



SOLAR PANELS ON FIRE STATION ROOF

- solar panels were installed on six acres owned by A.Y. McDonald Mfg. Co. along U.S. 61/151, near the 16th Street detention basin.
- The 10th Annual Growing Sustainable Communities Conference, coordinated with three other regional conferences, brought 1,000 attendees to Dubuque to collaborate on sustainability initiatives.
- The Dubuque Metropolitan Area Solid Waste Agency completed the \$3.2 million Cell 9 Phase III landfill expansion project at the Dubuque Metropolitan Area Solid Waste Agency Landfill, adding 4-5 years of landfill capacity to the existing cell.
- The Public Works Department's "star recyclers" cart program was expanded to customers who requested a cart. A total of 893 carts have been delivered since the program started in 2017.
- The City's FOG Program prevented 574,925 gallons of fats, oils, & grease (FOG) from entering the sanitary sewer collection system in 2017, reducing the frequency of collection system maintenance and sanitary sewer overflows.

## PARTNERSHIPS FOR A BETTER DUBUQUE:

### Building Our Community That Is Viable, Livable, and Equitable

- The 2017 Municipal Equality Index, a ranking of municipalities across the country based on the inclusiveness of their laws, policies, and services for lesbian, gay, bisexual, transgender, and queer (LGBTQ) residents, gave Dubuque 94 out of 100 possible points. The ranking is based on 44 criteria covering nondiscrimination laws, the municipality as an employer, municipal services, law enforcement, and the city leadership's public position on equality.
- The City's AmeriCorps Partners in Learning partnered with 12 Dubuque elementary schools to tutor 1,106 struggling readers in grades K-3 during the 2016-2017 school year. Thirty-four AmeriCorps members were placed as Academic Reading Tutors in 12 schools for the current school year. As of December 2017, they tutored 714 students and 205 students have completed over 30 tutoring sessions.
- AmeriCorps also implemented an interactive reading program in 12 neighborhood parks through the Leisure Services Department's summer recreation programs.
- The Jule Transit partnered with the Marshall Islands Health Project to translate outreach materials, provide training on how to ride, and provide grant-funded passes to individuals receiving healthcare through the program.
- Inclusive Dubuque's "I'm a Dubuquer" campaign featured 45 community members (and growing) of various identities telling their stories. See more at [www.imadubuquer.com](http://www.imadubuquer.com).
- The My Brother's Keeper (MBK) Network improved data sharing among partners and between school and MBK partners; improved disaggregation of data to understand disparities in the local education system and other systems impacting youth of color; and collaborated on a summer STEM program and a summer reading academy.

- As of June 2017, 609 students have enrolled in Opportunity Dubuque since 2012. Thirty-four percent of enrollees for whom the group has data are racial and ethnic minorities; of the 452 graduates contacted for follow-up, 95% were successful in being employed or continuing their education within six months of completion; 408 of those 452 graduates provided information on their race or ethnicity, and 27% identify as people of color.
- Nine local agencies received Purchase of Services Awards from the City, totaling over \$92,000.
- The GIS Office is working with Building Services, Engineering, and Human Rights departments to digitize the City's Americans with Disabilities Act (ADA) compliance document and collecting information about each City-owned building and related information. The compliance project is required by the United States Department of Justice, assuring government organizations are making reasonable efforts to make all facilities accessible to all citizens.



AMERICORPS STAFF ENGAGE STUDENTS OVER THE SUMMER

# DIVERSE ARTS, CULTURE, PARKS, & RECREATION EXPERIENCES & ACTIVITIES

- Dubuque's Arts and Culture Master Plan Community Enactment Strategy was adopted by the City Council, and a task force and working groups were formed to implement the plan.
- "From Philanthropy to Investment: Aligning Arts & Business Strategies to Support Economic Vitality & Growth," the 2nd annual Arts & Business Luncheon, was held in November along with a "Business of the Arts" seminar entitled, "Making a Living, Making Music."
- New diversity, equity, and inclusion measures were incorporated into the Arts & Cultural Affairs Special Projects and Operating Support Grant programs.
- The 2017-2018 Art on the River opening event included the second youth reception and tour and featured young local musicians.
- The Multicultural Family Center's (MFC) annual Taste of the World event featured cuisine from more than 30 countries and was attended by over 1,300 people.
- The MFC hosted career fairs/workshops and other events with John Deere Dubuque Works, Sedgwick, Sedona Staffing Services, Prudential, and other local employers.
- The MFC's FutureTalk Teen Program marked its tenth year of working with teens from diverse backgrounds and providing environmental education and work and service opportunities.
- The Carnegie-Stout Public Library hosted 734 programs attended by over 22,000 people covering everything from crafts and technology to history and author visits. Nearly 28,000 people signed on to the library's computers for internet access. The library's digital offerings have grown to about 23,000 e-Books, over 28,000 videos, nearly 19,000 audio books, and over 10 million digital songs.

- Leisure Services Recreation Division: began resurfacing projects for both Sutton and Flora pools; used the "Rec & Roll" trailer at over 20 community and department summer events for a successful first season; saw continued growth in program participation, marking a 52% increase over the last five years; welcomed over 200 participants to the first Annual Bee Branch Fall Festival; was awarded a new AmeriCorps grant specifically focused on teen activities for summer; and awarded 150 recreation program scholarships for \$125 each to low-income families.
- Leisure Services Park Division: assumed management of the new Bee Branch Creek Greenway and new portion of Northwest Arterial trail from Holliday Drive to Chavenelle Road; purchased an additional nine acres of property adjacent to Valentine Park; formed a new partnership with Dubuque Trees Forever; and finalized concept design and project location for skate park at Flora Park.
- The Five Flags Civic Center, owned by the City and managed by SMG, hosted 335 performances/events with total attendance of 80,393 in Fiscal Year 2017, a 12% increase over the previous year. The Leisure Services Department completed a tuckpointing project at Five Flags in 2017 and began an assessment and study to explore options for the future of the facility.
- The Grand River Center, owned by the City and managed by Platinum Hospitality, hosted events on 342 days out of 365 days for 93% usage and recorded 174,707 attendees (nearly 25% from out of town) in calendar year 2017. Carpeting was replaced in several sections of the facility.



## CONNECTED COMMUNITY: Equitable Transportation, Technology Infrastructure, & Mobility

- Major progress continues to be made on the US52/Southwest Arterial project and it remains on schedule to be open to 2-lane traffic in late 2019. The reconstruction of English Mill Road was substantially completed in 2017. The Military Road reconstruction project began in April 2017 and is scheduled to be completed in the summer of 2018. The City will learn if the additional 4-lane funding is approved by the Iowa DOT in June 2018.
- Through a collaboration between the City, Greater Dubuque Development Corporation, and private sector providers, there continues to be improvement in carrier options, bandwidth, and resiliency of broadband for residents and businesses. In the past year the city has more than doubled its available miles of conduit and fiber, which now measures around 60 miles.
- The Jule extended weeknight evening bus service to 9 p.m. and implemented changes to daytime and Saturday service levels in August.
- Preliminary plans were submitted to Iowa DOT for the Grandview/University roundabout. Construction is planned for summer 2018.
- The Public Works Department repaved 7.63 miles of streets through its annual asphalt overlay paving program. With the installation and upgrades to the ADA curb ramps made as part of this program,

accessibility is improved for those with disabilities in our community as well as for other pedestrians seeking to travel the streets and sidewalk safely and easily from obstructions.

- The Dubuque Regional Airport is the second-busiest airport in Iowa for overall aircraft operations and passenger counts have increased a total of 13% over the past three years. American Airlines Daily Regional Jet Service now uses all 50-seat aircraft. Sun Country Airlines offers charter flights to three destinations: Biloxi, Laughlin, and Nashville.
- The City installed 160 new traffic and security cameras (105 new, 55 replacements), along with 12.7 miles of conduit, and 10.9 miles of fiber that will allow for future camera installation.
- The JFK water main extension project extended service along John F. Kennedy Rd. and Derby Grange Rd. to supply the Derby Grange and Timber Ridge subdivisions. Approximately 6,500 feet of water main was installed, including 11 fire hydrants to improve fire safety.
- The Northwest Arterial Hike/Bike Trail was completed between Pennsylvania Avenue and Chavenelle Road.
- The Heritage Trail parking lot at US52 and the Northwest Arterial was completed, allowing hikers and bikers an additional spot to park and access the trail.