

CREATING AN EQUITABLE COMMUNITY OF CHOICE

A high-performance organization (and community) that is data-driven, outcome-focused, and built on resiliency, sustainability, equity, and compassion

Robust Local Economy

A development agreement between the City and Dupaco Community Credit Union to redevelop the “Voices” Building at 1000 Jackson St. in the Historic Millwork District was negotiated in 2018 and approved by the City Council in January 2019. Dupaco will invest \$38 million to create almost 83,000 sq. ft. of office space in the redevelopment of the five-story structure and plans to occupy three floors and prepare the remaining floors for other commercial tenants. Dupaco will expand from its current 150 operations employees with the addition of at least 40 new full-time employees prior to October 2023. City incentives for the project include 15 years of tax-increment financing (TIF) rebates and a commitment to review and address transportation and parking needs in the district. The project is expected to be substantially completed by July 2021.



Architectural Rendering : 10th & Washington Streets
Courtesy of Dupaco Community Credit Union

OTHER CITY-SUPPORTED BUSINESS EXPANSION



MEDLINE: 150 NEW JOBS
FLEXSTEEL: 200 JOBS RETAINED

INCREASING OPPORTUNITIES IN 2018

- The City created a microloan program for local startup businesses: A total of \$105,000 was disbursed
- The City secured over \$7 million in federal funds and designated two downtown census tracts as “Opportunity Zones” in order to attract public and private investments in our community.

Diverse Arts, Cultural, Parks & Recreation Experiences and Activities

AMENITIES TO HONOR VETERANS >>

In November 2018, the City Council approved the Chaplain Schmitt Memorial Island Improvement Agreement as proposed by the Dubuque Racing Association (DRA). The estimated \$3.2 million in improvements include amenities to honor veterans, highlight the



Architectural Rendering : Courtesy of RDG Planning & Design

heroism of Chaplain Aloysius Schmitt, improve the overall experience, and enhance the existing monuments. All of the existing memorial elements will be preserved in their current location or integrated into the new layout. The agreement provides that the DRA will pay for the improvements and annual maintenance of the project and the City of Dubuque will complete the design, engineering, and construction of the project. Construction will begin in 2019 and is expected to be completed by Memorial Day 2020.

MIRACLE LEAGUE OF DUBUQUE >>

In October 2018, the City Council approved development and lease agreements between the City and the Miracle League of Dubuque to create a Miracle League baseball field, all-inclusive playground, and indoor facility for children and adults with



Architectural Rendering : Courtesy of Straka Johnson Architects

special needs on a portion of Veterans' Memorial Park. In early 2019, Miracle League of Dubuque reached its goal of raising \$3.6 million to construct the project. Once completed, the City will be responsible for day-to-day maintenance of all the amenities constructed and the complex will be used and owned by the City as a public park to be enjoyed by all. Construction is expected to be completed in late 2019.

Diverse Arts, Cultural, Parks & Recreation Experiences and Activities (continued)



- 175 individual teens served
- 13 culture events held
- 1,700+ cultural event participants

In 2018, educational, empowerment, and social support programs for youth, teens, and adults through the Multicultural Family Center (MFC) included, but were not limited to: weekly teen nights, MFC Food Pantry, Dia De Los Muertos, Juneteenth, International Travel Club, Sahaja Yoga/Meditation, STEM into Action, Multicultural Art History Program, Gay Pride Picnic, Marshall Islands Constitution Day, Math/Science Tutoring, Robotics, Germany Cultural Presentation, and more!



The Carnegie-Stout Public Library served nearly **265,000 people** in person in 2018 and many more accessed electronic resources from home, work, or school. In addition to the **782 programs** for people of all ages, which were **attended by**

22,300 people, the library added new collections for check out including: Kindle Fires, hot spots, streaming video, baking pans, board games, and early literacy packs for families. New services offered last year included virtual reality, the bicycle library, and delivery to the homebound. Total use of the collection was approximately **629,000**.

2018 OUTCOMES

- The Leisure Services Department's Rec-n-Roll Trailer was utilized over 50 times, expanding the department's reach into the community and providing free programs and services.
- In its second year, the Leisure Services scholarship program resulted in **150 low-income families redeeming \$16,446 in scholarship credits** for programs and services.
- Creek Wood Park completion
- Eagle Point Park registered on National Register for Historic Preservation and expanded by 12 acres
- Expansion from 4 shared to 9 dedicated pickleball courts
- Skate Park groundbreaking
- Tree City USA designation

WHAT THIS MEANS FOR DUBUQUE:

A variety of programming and parks expansions increase access for healthy recreation for all residents.

OUR COMMUNITY IS DEDICATED TO ADVANCING EQUITY.

IN EDUCATION

Campaign for Grade Level Reading

547 first and second grade students qualified for summer reading support and 221 attended summer programs.

Re-Engage Dubuque

157 of 185 students who dropped out or were at risk of doing so were re-engaged to work towards their High School Diploma or High School Equivalency Diploma (HSED) through Re-Engage Dubuque during the 2017-18 school year.

My Brother's Keeper Network

This network worked to support youth of color and low-income youth to improve school achievement, graduate from high school, and proceed to college and/or a career.

2018 OUTCOMES

- 160 students participated in summer programming and 88% maintained or increased literacy skills;
- 377 students completed out-of-school academic programs with network partners during the school year and 191 maintained or increased literacy skills.

IN HEALTH

The Dubuque Pacific Islander Health Project

2018 OUTCOMES

- increased enrollment of Pacific Islanders in prevention programs and treatment;
- increased primary care relationships;
- decreased ER visits by 38%;
- decreased missed appointments by 60%.

IN OUR ORGANIZATION

Dubuque received a score of 100 on the 2018 Municipal Equality Index (MEI), a ranking of municipalities across the country based on the inclusiveness of their laws, policies and services for LGBTQ residents. **Dubuque's score is significantly higher than the national city score average of 58 points.**

Specific successes included providing trans-inclusive health benefits for City staff, offering domestic partner benefits to same-sex partners, including protections based on gender identity in City contract provisions, and establishing official LGBTQ liaisons to the City Manager.

IN OUR COMMUNITY

Ten local agencies received Purchase of Services awards from the City, totaling \$102,706. Thirteen agencies received \$2,557,383 in Contracted Services funding. **This investment allows partner agencies to implement the Imagine Dubuque Comprehensive Plan and City Council Goals & Priorities.**

Vibrant Community: Healthy & Safe

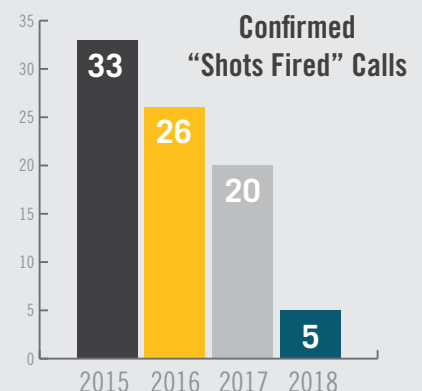
From 2017 to 2018...

Crimes Against Persons
- dropped by **6.4%**

Crimes Against Property
- dropped by **7.4%**

FBI Uniform Crime Reports crime categories
- overall decrease of **7.3%**

Overall total crimes from high year of 2015
- dropped by **21.9%**



Partnering for a Better Community

During the 2017-2018 school year, AmeriCorps Partners in Learning provided **tutoring to over 1,000 children** in the Dubuque Community School District. 97% (462 out of 476) Dubuque Community School District K- 3rd grade students tutored by our AmeriCorps members improved their reading score from Fall 2017 – Spring 2018.



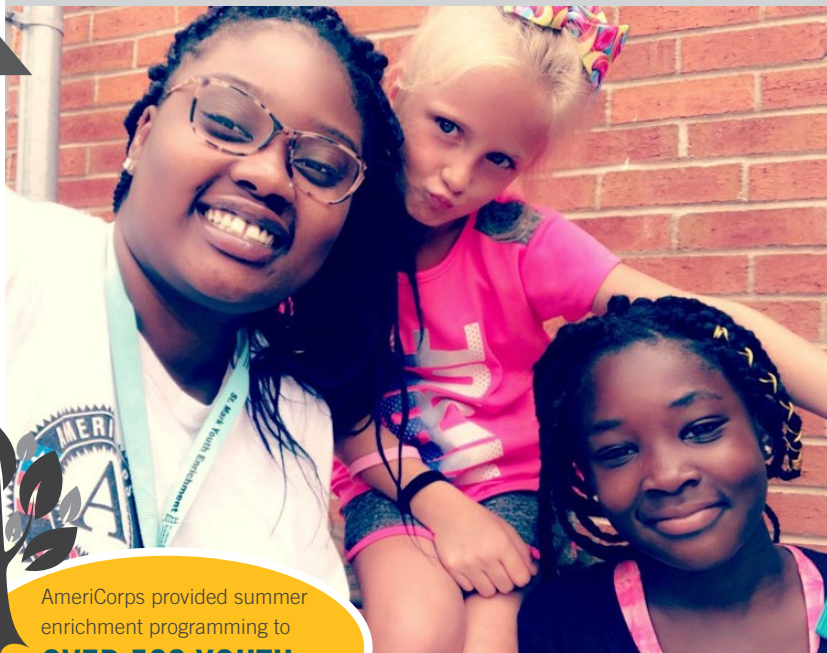
97% of students improved their reading score!



Forty teens participated in the Multicultural Family Center's AmeriCorps Supported Program: STEP (Summer Teen Empowerment Program). Thirty-five of those teens graduated from the STEP program and earned independent learning credit from the Dubuque Community School District.



AmeriCorps provided summer enrichment programming to **OVER 500 YOUTH** during the summer of 2018.



PARTNERING FOR VIBRANT, HISTORIC NEIGHBORHOODS

COMMUNITY HOUSING INITIATIVES (CHI) is a local non-profit organization that buys dilapidated properties in the Washington Neighborhood to rehab and resell. *In 2018, the average sale price of the twenty-three properties that CHI purchased, rehabilitated and sold is \$98,426, increasing the value of the dwelling prior to rehab by over \$46,887.*

The **TRUE NORTH INITIATIVE** focuses on removal of blight and creation of affordable workforce housing. In 2018, three blighted rental properties were purchased and will be rehabilitated and resold as single-family homes to Dubuque's growing workforce.

OPPORTUNITY DUBUQUE PARTNERSHIP

In FY18, Opportunity Dubuque enrolled 95 participants, with a total to-date enrollment of 708 in this career pathway certificate program. 96% of those who have completed an Opportunity Dubuque certificate program since 2012 are employed or continuing their education. Of those employed or continuing their education (for whom we have race or ethnicity information), 32% are racial and ethnic minorities.

WHAT THIS MEANS FOR DUBUQUE:
Better jobs for residents and increased workforce for local employers.



Connected Community

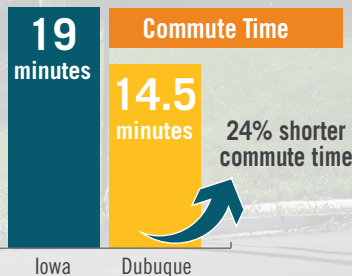
Street improvements including the Loras-Grandview Traffic Signals Improvement project and the University / N. Grandview roundabout contributed to average commute times in Dubuque of 14.5 minutes; a reduction of 2% from the previous year. The average commute time in Iowa is 19 minutes. **Dubuque's average commute time is 24% less than the average commute in Iowa.**

The City of Dubuque installed/reconstructed 127 ADA ramps in the City. When reconstructing streets and resurfacing streets in the city, engineering staff bring the ADA ramps up to current standards.

WHAT THIS MEANS FOR DUBUQUE:



Upgrading the ADA ramps improves accessibility to those residents with mobility issues.



HIGH-SPEED CONNECTIVITY

In the last year, over 8.6 miles of fiber-optic cable has been installed, with a current total over 48 miles of fiber optic cable.

THE JULE - EXTENDED HOURS OF SERVICE

Evening transit was extended to provide service until 9:15 p.m. Rides from May-December 2018 totaled 22,811 rides -- which is 19,502 more rides than would have been provided before service hours were extended.

Livable Neighborhoods & Housing



Through the Lead & Healthy Homes Program,
129 units were made lead safe in 2018

In July 2018, the City adopted the tiered inspection process for rental properties. **Currently, 187 units are under "priority category designation."**



WHAT THIS MEANS FOR DUBUQUE:

The new process helps decrease rental units in disrepair and increase the availability of quality, affordable housing options for residents.

HOUSING CHOICE VOUCHER PROGRAM

Increasing housing stability: Each month, the Housing Choice Voucher program provided rental assistance for about 825 households.

Supporting opportunity for growth:

- 12 households successfully moved to unsubsidized housing
- 37 households opened escrow accounts and earned more income each month than when they started on the program

Sustainable Environment

- The City added electronics recycling to its large item collection program, offering residents a more accessible option to manage electronics.
- Improved outreach and education efforts and completing a solid waste study increased resident awareness of recycling, helping to divert 4,389 tons of material from the landfill last year.
- The Dubuque Metropolitan Area Solid Waste Agency began a project to capture methane at the landfill and convert it to more than 1 million gallons of fuel annually, decreasing environmental impact and creating new revenue.
- A new public/private partnership project at the Water & Resource Recovery Center is now capturing and further processing excess methane produced at the facility, creating additional revenue for the City (estimated at \$80,000/year) and advancing efforts to meet the Greenhouse Gas Reduction Goal of 50 percent by 2030.

Financially Responsible, High-Performance City Organization

In 2016 the City of Dubuque undertook its Broadband Acceleration Initiative which focuses on public/private collaborations and includes a comprehensive strategy to reduce the cost and time required for broadband expansions in Dubuque. Using public-private partnerships between the City and broadband providers and sharing agreements approved by City Council for co-location and fiber optic and conduit build, to date the city has realized **\$1.6 million in enhanced broadband value with \$890,189 occurring in 2018.**

WHAT THIS MEANS FOR DUBUQUE:

Expansion of broadband infrastructure throughout the City can lead to improved service and additional internet service provider options for residents and businesses, as well as improved connectivity and efficiencies for City operations and equipment utilizing broadband.

The City is encouraging the development of a variety of affordable housing options throughout the community:

1185 Radford Road >>

The City Council approved an agreement with Landover Corp. for a \$10.5 million project to construct a new, 50-unit, affordable residential housing development for families at 1895 Radford Rd. To support the project, the City established an Urban Revitalization Area at the property and will allow the taxable value of the property to be frozen at its current level for up to ten years. As part of the agreement, Landover is required to accept Housing Choice Vouchers in all units developed.

1225 Alta Vista >>

The City Council approved an agreement with Horizon Development Group for an \$11 million project to construct a new, 60-unit, affordable residential housing development for seniors at the former site of Nativity School at 1225 Alta Vista. To support the project, the City established an Urban Revitalization Area at the property and will allow the taxable value of the property to be frozen at its current level for up to ten years. As part of the agreement, Horizon is required to accept Housing Choice Vouchers in all units developed.

2222 Queen Street >>

The City is working with Cohen-Esrey Development Group on a nearly \$6 million adaptive reuse rehabilitation project to convert the former Sacred Heart School/Marquette Hall into 28 one- and two-bedroom units for seniors by summer 2019 at the former Sacred Heart School building at 2222 Queen Street. Twenty-five units will be income-restricted units. State historic tax credits are being pursued for the project and the City is supporting the project with Downtown Rehabilitation Grant Program funds and Downtown Housing Creation Incentive funds.

180 W. 15th Street >>

The City is working with Full Circle Communities Inc. on a building rehabilitation project to create 36 units, including four market-rate units, at the former St. Mary/St. Patrick School at 180 W. 15th St. The City is supporting the project through the Downtown Rehabilitation Grant Program (Façade Grant, Planning & Design Grant, Financial Consulting Grant) and Downtown Housing Creation Incentive Funds.

New Construction >>

The City is supporting private residential development through housing tax-increment financing (TIF) districts featuring hundreds of new residential lots in four locations. The Rustic Point Housing TIF District is on the north edge of the city, the South Pointe and Timber Hyrst Housing TIF Districts on the city's southern edge, and the English Ridge Housing TIF District on Dubuque's southwest border.

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