



## CHAPTER 10

# A CALL TO ACTION

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# CHAPTER 10

## A CALL TO ACTION

*“The conductor of an orchestra does not make a sound, he depends, for his power, on his ability to make other people powerful.”*

*- Benjamin Zander, Conductor, Boston Philharmonic.*

*Just as the Imagine Dubuque Comprehensive Plan was built on community engagement, implementation of the plan will also need to be built on an engaged community – one that pulls together, combines resources, and shares in the vision of making Dubuque increasingly viable, livable, and equitable.*

### Introduction

#### Strong Partnerships Hold the Key

One of the keys to why Dubuque has thrived in recent years, and a critical key to future success, is partnerships. While these partnerships may be formal or informal, to be successful they require two key elements – people and planning. Peoples’ willingness to find common ground and focus on shared visions and values is critical to successful implementation of this plan.

#### Shared Vision

Based on the 12,500 plus ideas expressed during the Imagine Dubuque planning process, the desires of Dubuquers align closely with that of the City Council, as outlined by the City’s vision statement:

*“Dubuque 2037 is a sustainable and resilient city and an inclusive and equitable community. Dubuque 2037 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.”*

Pulling the community together to identify common ideas and a vision is what the Imagine Dubuque process has been all about (see Chapter 2). Maintaining and continuing to build partnerships will be an essential element in ensuring the successful implementation of this plan (see graphic on page 10-4).



**Partnership for a Better Dubuque**

#### Dubuque Goals

**Partnership for a Better Dubuque:** Building Our Community that is Viable, Livable, and Equitable



#### Measures of Success: Bee Branch Creek

## Plan Direction

It is important to understand that this is a community plan and not a city plan. Most of the ideas brought out in this process will depend on community organizations and community members to move forward. As far as the City, in addition to the City Council, two City commissions will also have a significant role in implementing the Imagine Dubuque Comprehensive Plan.

- ❑ **Long-Range Planning Advisory Commission** – This commission was actively involved in developing the recommendations to City Council for the Comprehensive Plan, and will play an important role in keeping the plan current and reviewing future actions to ensure consistency with the plan.
- ❑ **Resilient Community Advisory Commission** – This relatively new commission, established in 2016, has a defined advisory purpose as outlined in the graphic on page 10-5.



▲ David Johnson, Assistant Planner with the City of Dubuque, leads Inclusive Dubuque at a Focus Group Event on November 9th, 2016

## Recommendations

It will take significant time, effort, and in many cases funding, to achieve the vision outlined in this Imagine Dubuque Comprehensive Plan. The following recommendations will guide plan implementation. Recommendations are organized by major topic, and are related to overall Dubuque goals as defined by the City Council. They are not listed in order of priority – it will be up to both the City Council and the community to prioritize the key recommendations outlined in Imagine Dubuque.

### Imagine Dubuque is a Call to Action, not just a 20-year plan!

What kind of community do you want for your children, grandchildren, friends and neighbors, both new and long standing? The only way to have a viable, livable, and equitable community is to make it so. It will not just happen on its own.

It is hoped that you will heed this Call to Action. It is your responsibility to develop the action steps, create the strategies for success, be inclusive in your efforts and make your community sustainable and resilient. These are your ideas and you have the responsibility to participate in moving them forward.

As the City approaches implementation of the plan, it needs to be remembered that this is a community plan and the city should not take the lead on items best implemented by others. The City *does* need to identify ways to encourage and support others and to partner where appropriate to make the plan a reality.



### How do you define a resilient community?

*“A community that is able to address the challenges it faces currently as well as being prepared to address + overcome future challenges. It requires the community to have the foresight to look for future challenges + also the courage to take the difficult steps either now or in the future.”*

- Idea shared by the Resilient Community Advisory Commission



▲ Ose Akinlotan, Planning Technician with the City of Dubuque, speaks to the City of Dubuque Leadership Team, relaying progress and plan updates.



## Partnerships for a Better Dubuque

*The vision of making Dubuque a more viable, livable, and equitable community requires the entire community working together towards common goals.*

It is people, planning, and partnerships that are all required to achieve the community's shared vision as outlined in this Imagine Dubuque Comprehensive Plan. The following illustration graphically portrays some of the key organizations and initiatives that are working together for the good of all Dubuque residents, and together will help implement this plan.

### Inclusive Dubuque

As noted on their website, from its creation in 2012, Inclusive Dubuque has been focused on building “a local network of leaders from faith, labor, education, business, non-profit, and government dedicated to advancing justice and social equity in our community.” This network is strong and has resulted in many positive outcomes including the creation of a community equity profile and facilitating community conversations. Since equity touches all elements of the plan, the Inclusive Dubuque network is an ideal forum to carry forward the dialogue on implementing plan recommendations.

## WORKING TOGETHER TO BECOME MORE VIABLE, LIVABLE, & EQUITABLE





## Boards and Commissions

Boards and commissions are important partners in the Council-Manager form of government in the City of Dubuque and the City's role in implementing this plan. While they are mainly advisory, some have bigger roles in implementing policy like the Zoning Advisory Commission. Another example is the Long-Range Planning Advisory Commission, which was instrumental in guiding and bringing together the community to inform the recommendations to the City Council for Imagine Dubuque. The creation of the Resilient Community Advisory Commission was identified as a City Council Top Priority in 2015 and established in 2016.

## Long Range Planning Advisory Commission

The purpose of the commission is to foster the community planning process, develop policies, goals, plans, and management tools based on a consensus of community values, and help guide the community's future development, public policies, and decision making. The Commission provides a leadership role in planning and coordinating the comprehensive planning effort. They also supervise the preparation and maintenance of the plan and provide input into the process to help guide coordinated, consistent, and harmonious development of our environmental, physical, and social environs.

### PURPOSE OF THE LONG RANGE PLANNING ADVISORY COMMISSION



#### Plan Leadership

Provide a leadership role in the planning, coordinating, and sponsoring of a periodic community planning process.



#### Plan Supervision + Maintenance

Coordinate and supervise the preparation and maintenance of the comprehensive plan.



#### Provide Input to City Manager

Provide input to the city manager in the preparation of the city manager's recommended multiyear capital improvement program.



#### Undertake Studies

Study existing conditions and future growth to provide process input, guide, and accomplish coordinated, consistent, and harmonious development.



#### Support Communications

Lead or assist with City surveys, studies, maps, plans, or charts with due regard to its relation to neighboring territory.



#### Recommend Amendments

Recommend amendments to all or parts of the comprehensive plan in response to the community planning process, after a public hearing.



#### Review for Consistency

To review proposed urban renewal plans and urban revitalization plans for consistency with the comprehensive plan



#### Enhance Public Understanding

Undertake public information efforts to enhance public understanding of the community planning process.



#### Provide Project Assistance

Undertake other specific long range planning projects which may be referred to the commission by the city council.

## Resilient Community Advisory Commission

The Resilient Community Advisory Commission, much like Imagine Dubuque, touches all facets of community life. They advise on city policies and practices to assure resilient outcomes; facilitate the ability to adapt to factors influencing the social/cultural, economic, and environmental well being of the community; prevent, prepare for, and recover from adverse vulnerabilities and change through coordination, data analysis, evaluation, and citizen engagement; and to create a viable, livable, and equitable community.

Through a robust community engagement process, over 200 residents provided input to define resiliency as:

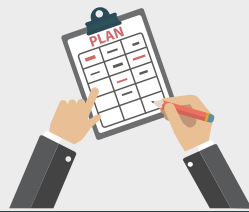
*“The ability of individuals and systems to prevent, prepare for, and recover from adverse vulnerabilities while adapting to long-term changes.”*

## PURPOSE OF THE RESILIENT COMMUNITY ADVISORY COMMISSION



### Research Data

Review research and data in order to provide input on re-identification, prevention, and plans for potential economic, environmental, and social/cultural vulnerabilities.



### Review Plans

Review plans for long-term prevention, preparedness, and recovery efforts.



### Review Recommendations

Review policy and program recommendations to the City Council in order to influence resilient outcomes for the community.



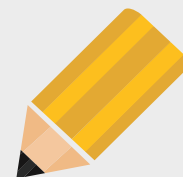
### Comment on Goals

Provide comment to the City Council on the allocation of budgeted city funding to achieve adopted resiliency goals.



### Educate the Public

Educate and engage the public on commission priorities.



### Provide Input

Provide input on and review strategies to address identified vulnerabilities in collaboration with city staff, other city commissions, and community partners.



### Recommend Grant Allocations

Review and make recommendations regarding Sustainable Dubuque Community Grant allocations.



### Respect City Authority

Work collaboratively with government, understanding the responsibilities of the City Council, City Manager and City staff.



### Communicate + Coordinate

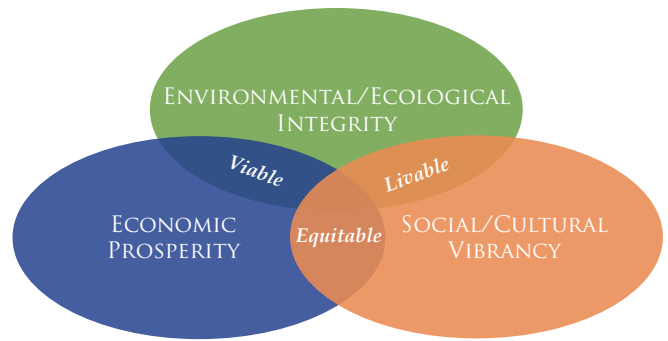
Ensure coordination and communication with other commissions.





## Vision Statement

Dubuque is a viable, livable, and equitable community. We embrace economic prosperity, social/cultural vibrancy and environmental integrity to create a sustainable legacy for generations to come.



[www.sustainabledubuque.org](http://www.sustainabledubuque.org)

## Dubuque's 12 Sustainability Principles

These principles guide government, business, non-profit, and individual actions in Dubuque. Community planning documents including the Comprehensive Plan, Long-Range Transportation Plan, Comprehensive Economic Development Strategy, and many others are guided by this sustainability framework.

### > Dubuque is a community that values...

#### Economic Prosperity



##### Community Design >

The built environment of the past, present and future which contributes to its identity, heritage and sense of place.



##### Smart Energy Use >

Energy conservation and expanded use of renewable energy as a means to save money and protect the environment.



##### Resource Management >

The benefits of reducing, reusing and recycling resources.



##### Regional Economy >

A diversified regional economy with opportunities for new and green markets, jobs, products and services.

#### Social/Cultural Vibrancy



##### Green Buildings >

A productive and healthy built environment.



##### Community Knowledge >

Education, empowerment and engagement to achieve economic prosperity, environmental integrity and social/cultural vibrancy.



##### Healthy Local Foods >

The benefits of wholesome food from local producers, distributors, farms, gardens and hunters.



##### Community Health and Safety >

Systems, policies and engagement to ensure that all residents have access to healthy and safe lifestyle choices.

#### Environmental Integrity



##### Reasonable Mobility >

Safe, reasonable and equitable choices to access live, work and play opportunities.



##### Healthy Air >

Fresh, clean air, reduced greenhouse gas emissions and minimized health risks.



##### Clean Water >

Water as the source of life, seeks to preserve and manage it in all forms.



##### Native Plants & Animals >

Biodiversity through the preservation, restoration and connection of nature and people.



# Greater Dubuque 2022

## Recommendations: Economic Prosperity

*A strong economy is key to Dubuque's present and future success: While the City of Dubuque certainly has a role in promoting economic prosperity, partners like the Greater Dubuque Development Corporation, Dubuque Main Street, and the Dubuque Area Chamber of Commerce are key drivers in this area, all dependent on businesses creating jobs.*

2017 marked the conclusion of the Greater Dubuque Development Corporation Next Campaign, a very successful effort to promote economic growth focused on job creation, increased wages, construction investment, and population growth. Targets established by the Greater Dubuque Development Corporation in each of these categories in 2012 were exceeded by the end of the campaign in 2017. Greater Dubuque Development Corporation recently launched their new Greater Dubuque 2022 campaign to continue that success over the next five-year period.

### Goals for this new campaign include:

- ☐ 64,000 jobs, an increase of over 5% from current levels
- ☐ \$800 million dollars in new residential and commercial construction
- ☐ \$60,000 median household income (\$47,450 in 2015)
- ☐ 100,000 population of the Greater Dubuque Area (97,000 in 2017)



## Robust Local Economy

### Dubuque Goals

**Robust Local Economy:** Diverse Businesses and Jobs with Economic Prosperity

*Key recommendations, partners, and actions to promote a robust local economy and achieve many of the ideas identified by residents in the engagement process are outlined in the table on the following page.*



Recommendations	Partners
<b>Employment</b> <ul style="list-style-type: none"> <li>Continue ongoing efforts to diversify Dubuque's economy, including all sectors and all employment types and categories.</li> <li>Convene local employers attracting talent from elsewhere and from the region, identify successes and challenges based upon local employer experiences, and develop a comprehensive 'hyper-local' approach to overall diverse talent attraction and development, including a local talent pipeline.</li> <li>Continue to strengthen existing start-up business and entrepreneurial programming to develop a comprehensive entrepreneurial eco-system. This system should include programs and resources, including funding, for entrepreneurs through Stage 2 growth. (Stage 1 and 2 entrepreneurs are described on page 10 in the Economic Development Analysis Report in the Appendix.)</li> <li>Continue the current work of Inclusive Dubuque, also formulating strategies to enhance economic resiliency and mitigate the impact of economic disruptions locally.</li> </ul>	<ul style="list-style-type: none"> <li>Greater Dubuque Development Corporation, Startup Dubuque, Project HOPE, Access Dubuque Jobs, Dubuque Area Chamber of Commerce, Northeast Iowa Community College, University of Dubuque, Clarke University, Loras College, Dubuque Community School District, Holy Family Schools, Inclusive Dubuque network, Dubuque Main Street, Dubuque Area Labor Management Council, Dubuque Initiatives, Washington Neighborhood Development Corporation, Dubuque Racing Association</li> </ul>
<b>Housing</b> <ul style="list-style-type: none"> <li>Work with local residential realtors to understand why families choose or do not choose Dubuque when purchasing a new home. Once understood, use this data to identify suitable development sites for new homes.</li> <li>Foster the development of new and additional housing products in suitable locations throughout the City.</li> <li>Continue the current work of Inclusive Dubuque, also formulating strategies to enhance economic resiliency and mitigate the impact of economic disruptions locally.</li> </ul>	<ul style="list-style-type: none"> <li>East Central Iowa Association of Realtors, Dubuque Home Builders and Associates, Inclusive Dubuque network</li> </ul>
<b>Business</b> <ul style="list-style-type: none"> <li>Work with the city's broadband providers to ensure the city's technological future, given its implications for the city's business growth and employment growth.</li> <li>Collaborate with Kennedy Mall ownership and surrounding major centers to support regional retail.</li> </ul>	<ul style="list-style-type: none"> <li>Greater Dubuque Development Corporation, Wisconsin Independent Network, Mediacom, CenturyLink, and other local providers of Internet services, Kennedy Mall Ownership/ Surrounding Major Retail Centers</li> </ul>



▲ Dubuque Arboretum

## Recommendations: Sustainable Environment

*Through Sustainable Dubuque and other efforts, the community has become a national leader in efforts to responsibly grow while protecting the environment. This is clearly a topic that residents are passionate about given many excellent comments and ideas generated during the Imagine Dubuque process.*

Promoting clean water, healthy air, and native plants and animals are all important Sustainable Dubuque concepts. The city's location within the Driftless Region (untouched by glaciers) and along the Mississippi River emphasizes the importance of integrating development into the natural environment.



### Sustainable Environment

#### Dubuque Goals

**Sustainable Environment:** Preserving and Enhancing Natural Resources

*Key recommendations, partners, and actions to promote a sustainable environment and achieve many of the ideas identified by residents are outlined in the table on the following page.*



Recommendations	Partners
<b>Clean Water</b> <ul style="list-style-type: none"> <li>Continue the efforts of the Bee Branch Watershed Flood Mitigation Project to mitigate health and environmental hazards in Washington, Point, and North End neighborhoods.</li> <li>Continue to implement the Catfish Creek Watershed Management Plan to protect creeks, sensitive ecological habitats, and promote conservation-minded development.</li> </ul>	<ul style="list-style-type: none"> <li>Neighborhood Associations, Catfish Creek Watershed Management Authority, Dubuque Soil and Water Conservation District, Iowa Department of Natural Resources, State Flood Mitigation Board</li> </ul>
<b>Clean Air + Energy</b> <ul style="list-style-type: none"> <li>Continue to implement the 50% by 2030 Climate Action Resiliency Plan by focusing on waste reduction, transportation improvements, and energy efficiency of homes and businesses to achieve climate goals and renewables.</li> <li>Support mobile air quality monitoring to increase citizen awareness and identify and target toxic hot spots.</li> </ul>	<ul style="list-style-type: none"> <li>Dubuque Metropolitan Area Solid Waste Agency, Iowa Department of Transportation, Green Dubuque, Alliant Energy, Black Hills Energy</li> </ul>
<b>Healthy Neighborhoods</b> <ul style="list-style-type: none"> <li>Continue Healthy Homes strategy as part of the CHANGE and Bee Branch revitalization efforts.</li> <li>Continue to implement the Emerald Ash Borer Readiness Plan to maintain safe and healthy neighborhoods.</li> <li>Seek partnership opportunities to increase localized native plant, pollinator habitat, and edible landscaping in public spaces.</li> </ul>	<ul style="list-style-type: none"> <li>Green and Healthy Homes Initiative, Dubuque Trees Forever, Green Dubuque, Iowa State University Extension and Outreach</li> </ul>
<b>Land Conservation</b> <ul style="list-style-type: none"> <li>Conserve areas near water trails and canoe launches, serene places to escape the city, and viewpoints to watch migratory birds, shown on the Environmental Factors Map.</li> </ul>	<ul style="list-style-type: none"> <li>Catfish Creek Watershed Management Authority, Dubuque County Conservation Board, Private Property Owners, Dubuque Soil and Water Conservation District</li> </ul>
<b>Eco-Education + Participatory Conservation</b> <ul style="list-style-type: none"> <li>Promote educational programming and partnerships that enable children to experience nature.</li> <li>Explore incentives for backyard and curbside composting that reduce the proportion of landfilled food waste.</li> <li>Explore a community-wide Zero Waste Policy that creates a closed-circuit economy of low-impact or reduced consumption lifestyle and marketplace for post-consumer products.</li> </ul>	<ul style="list-style-type: none"> <li>Dubuque Metropolitan Area Solid Waste Agency, Green Dubuque, Green Iowa AmeriCorps, National Mississippi River Museum and Aquarium, the Friends of the Mines of Spain, Loras College, Dubuque County Conservation Board, Dubuque County School District, CLE4R (CLEan Air in the River Valley)</li> </ul>



▲ Taste of Dubuque | Source: Photo contributed by Bob Felderman of General Bob Photography, Dubuque, Iowa

## Recommendations: Social + Cultural Vibrancy

*Culture and the arts are one of the areas that sets Dubuque apart from other similar sized communities, and a key factor in attracting and retaining a strong workforce. Based on extensive comments during the Imagine Dubuque planning process residents had many suggestions to further social and cultural vibrancy in Dubuque.*

Community knowledge, green buildings, healthy local foods, and community health and safety are key social and cultural vibrancy components within the Sustainable Dubuque model. Community recommendations will help to further Dubuque as a viable, livable, and equitable community.



Diverse Arts, Culture, Parks,  
and Recreation



Vibrant Community

### ■ Dubuque Goals

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

**Vibrant Community:** Healthy and Safe

*Key recommendations, partners, and actions to promote social and cultural vibrancy and achieve many of the ideas identified by residents are outlined in the table on the following page.*



Recommendations	Partners
<b>Food</b> <ul style="list-style-type: none"> <li>Colleges, institutions - consider purchasing from more than one contracted vendor to increase local purchasing.</li> <li>Support food production spaces &amp; establishment of Community Supported Agriculture; make City land available for food production</li> <li>Communicate with other “food cities” to share ideas as this develops in Dubuque.</li> <li>Recreation programming can have cooking classes addressing social (food insecurity/cost), educational (enhanced learning) and cultural (inclusion, communication) needs.</li> <li>Consider food access as an objective of the City’s transit systems.</li> <li>Evaluate whether local solid waste can begin to incorporate a compost component, similar to Des Moines, that would provide a source of compost for local gardens &amp; production.</li> <li>Consider an active policy supporting front yard food gardening.</li> </ul>	<ul style="list-style-type: none"> <li>Dubuque Metropolitan Area Solid Waste Agency, Dubuque Community School District, Holy Family Schools, University of Dubuque, Clarke University, Loras College, Convivium, Dubuque Rescue Mission, Dubuque Soil and Water Conservation District, Community Foundation of Greater Dubuque, Dubuque Main Street, AmeriCorps, Master Gardeners</li> </ul>
<b>Education + Empowerment</b> <ul style="list-style-type: none"> <li>Incorporate and support recommendations from the 2017 update of the Community Solutions Action Plan into the implementation program for Imagine Dubuque.</li> <li>Support and further community learning about best practices in equity and inclusion.</li> <li>Work with community providers including non-profits, faith communities, and Dubuque-area colleges and universities to expand child care options and resources, whether through on-site programs, clearinghouses for providers, or other means.</li> </ul>	<ul style="list-style-type: none"> <li>Hills and Dales, Northeastern Iowa Community College, Iowa Childcare Resources and Referral, Community Foundation of Greater Dubuque, Inclusive Dubuque, Dubuque Area Congregations United, Dubuque County Early Childhood, United Way</li> </ul>
<b>Arts + Culture</b> <ul style="list-style-type: none"> <li>Work with the City’s Leisure Services Department to consider where and how recreation programming and use of public parks can bring cultural and arts events to neighborhoods that are isolated or distant from downtown.</li> <li>Evaluate public transit and municipal parking policies relative to their success or gaps in providing weekend and evening access to key arts and culture facilities, particularly in Downtown Dubuque and around emerging areas and venues.</li> <li>Promote partnerships to co-market events at the University of Dubuque’s Heritage Center and the Arts @ Clarke series as part of the City’s overall offerings.</li> <li>Through partnerships with the Multicultural Family Center, senior citizen organizations/providers, the city’s educational system, and local universities, explore ways to expand how residents think about “culture” and “arts” to include new and emerging forms and expressions.</li> </ul>	<ul style="list-style-type: none"> <li>University of Dubuque, Clarke University, Multicultural Family Center, Dubuque Community School District, Holy Family Schools, Dubuque Area Convention and Visitors Bureau, Dubuque Main Street, Private event spaces like the Smokestack, Steeple Square, etc.</li> </ul>
<b>Green Buildings + Historic Preservation</b> <ul style="list-style-type: none"> <li>Recognizing the importance of historic preservation and adaptive reuse, promote waste recovery, and consider recruiting a Habitat for Humanity ReStore or other building reuse retailer.</li> <li>Illustrate the tangible economic and sustainability benefits—direct, indirect, and induced—to Dubuque’s economy and community from the work done by the City’s historic preservation programming and the City’s private and public sector partners. Communicate these benefits consistently to all of Dubuque’s many constituencies.</li> <li>Work with Dubuque’s regional development community to identify and access new and emerging funding options, including crowd funding, to support the ongoing rehabilitation of the City’s historic properties.</li> <li>Expand existing programs, such as HEART, to train additional local workers in preservation-related building trades.</li> </ul>	<ul style="list-style-type: none"> <li>Habitat for Humanity, Green Dubuque, Heritage Works, Greater Dubuque Development Corporation, Community Foundation of Greater Dubuque, The Petal Project, Four Mounds Foundation</li> </ul>

Recommendations	Partners
<p><b>Community Safety</b></p> <ul style="list-style-type: none"> <li>Assess options for improving trash collection in Downtown Dubuque.</li> <li>Review sidewalk implementation and repair plans, particularly for JFK Road and portions of Dodge Street, to identify places where better sidewalks would contribute to greater safety.</li> <li>Assess areas of sub-standard lighting and investigate the cost and feasibility of installing additional lighting, particularly solar or LED lights; focus on Downtown Dubuque and other areas with cultural, arts, and community facilities that attract or could attract people from throughout the city.</li> <li>Continue to support the Police Department's policies and initiatives around diversity, community and understanding, including the Community Liaison role.</li> <li>Explore the potential to provide training and financial resources for the Police Department and community organizations around managing mental health issues in the context of public safety.</li> <li>Foster continued partnerships between the Dubuque Police and neighborhood associations to address safety and operations, especially as new or enhanced neighborhood recreation facilities are identified and designed.</li> </ul>	<ul style="list-style-type: none"> <li>Neighborhood Associations, Dubuque Coalition for Non-Violence, Sisters of Saint Francis</li> </ul>
<p><b>Health</b></p> <ul style="list-style-type: none"> <li>Actively promote partnerships and policies that address mental health and addiction, focusing on prevention and building community resilience rather than reactions.</li> <li>Evaluate community-based options for supporting mental health, such as support groups for people experiencing depression, caregivers, and affected families.</li> <li>Explore the potential for Dubuque area health providers to "prescribe" fruits and vegetables as part of a strategy to combat obesity.</li> <li>Promote in-school healthy food actions including school gardens, wellness, and exercise.</li> </ul>	<ul style="list-style-type: none"> <li>Dubuque Community School District, Holy Family Schools, Crescent Community Health Center, Hillcrest Family Services, Medical Associates Clinic, Dubuque Community YMCA/YWCA, Tri-State Independent Physicians Association, Mercy Medical Center, UnityPoint Health - Finley Hospital</li> </ul>
<p><b>Recreation</b></p> <ul style="list-style-type: none"> <li>Re-evaluate the Parks and Recreation Plan, potentially through a strategic update or addendum, to identify opportunities to provide flexible, programmable space; improve active recreation connectivity in neighborhoods; and enhance Dubuque's "dog-friendliness."</li> <li>Initiate a feasibility evaluation for a Community Center, potentially including indoor recreation and indoor/outdoor aquatic facilities, with an eye towards creating a multi-generational and central community gathering place that supports health, wellness, and social interaction among residents.</li> <li>Evaluate and revise, as appropriate, the dog-related policies for all of Dubuque's park and recreation facilities.</li> </ul>	<ul style="list-style-type: none"> <li>Dubuque Community School District, Holy Family Schools, Dubuque Community YMCA/YWCA, Dubuque Dream Center, Multicultural Family Center</li> </ul>





▲ Washington Court Apartments

## Recommendations: Livable Neighborhoods + Housing

*Dubuque is home to both wonderful historic neighborhoods, typically in and around downtown, and newer subdivisions in the West End and other areas around the community's periphery.*

Affordability, housing choice, and ensuring healthy homes are all important components of quality housing in Dubuque. Recommendations such as enhancements to transportation systems, parks, and public safety are also important to creating livable neighborhoods, and are addressed in other areas of this action plan.



### Livable Neighborhoods and Housing

#### Dubuque Goals

**Livable Neighborhoods and Housing:**  
Great Place to Live

*Key recommendations, partners, and actions to promote livable neighborhoods and achieve many of the ideas identified by residents are outlined in the table on the following page.*

Recommendations	Partners
<p><b>Livable Neighborhoods</b></p> <ul style="list-style-type: none"> <li>Continue to review the City's codes and incentives to ensure what is working continues, and that any other barriers are a priority to address and remove.</li> <li>Recognizing the importance of historic preservation and adaptive reuse, promote waste recovery and consider recruiting a Habitat for Humanity ReStore or other building reuse retailer.</li> <li>Illustrate the tangible economic and sustainability benefits—direct, indirect, and induced—to Dubuque's economy and community from the work done by the City's historic preservation program and the City's private and public sector partners. Communicate these benefits consistently to all local, state and federal constituencies.</li> <li>Identify and collaborate with new partners in other fields, such as health and welfare, environmental, education, and the cultural arts to strengthen the links between Dubuque's neighborhoods and their evolving story.</li> <li>Promote mixed-use development both downtown, within the John F. Kennedy Road Corridor, and key intersections along the Southwest Arterial. These mixed-use areas should provide a variety of residential choices, access to goods and services, and neighborhood amenities like parks and schools within a walkable environment.</li> </ul>	<ul style="list-style-type: none"> <li>Habitat for Humanity, Neighborhood Associations, Dubuque Home Builders Association, East Central Intergovernmental Association, Hillcrest Family Services, Inclusive Dubuque, Catholic Charities, Heritage Works, Dubuque Initiatives, Washington Neighborhood Development Corporation</li> </ul>
<p><b>Housing</b></p> <ul style="list-style-type: none"> <li>Support the City's inspection programs as well as the Green and Healthy Homes Initiative.</li> <li>Monitor affordability and housing stress, an important health indicator, annually.</li> <li>Look to increase wages and self-sufficiency opportunities in the community to make housing more attainable.</li> <li>Adopt and implement a mix of educational/outreach programs to increase housing provider participation in Housing Choice Voucher program.</li> <li>Adopt and implement a mix of financial incentives/policies for creation of Housing Choice Voucher units throughout community.</li> </ul>	<ul style="list-style-type: none"> <li>Habitat for Humanity, Neighborhood Associations, Dubuque Home Builders Association, East Central Intergovernmental Association, Hillcrest Family Services, Inclusive Dubuque, Catholic Charities, Dubuque Area Landlord Association</li> </ul>





▲ Native plants surrounding the Bee Branch.

## Recommendations: Community Facilities

*To support a viable, livable, and equitable community, Dubuque needs a sound infrastructure system to provide residents and businesses with water, sewer, public safety, leisure, and other services.*

Aging facilities, evolving technology, and changing demands can all place stress on systems designed to provide residents with their basic needs. Dubuque has been proactive in updating many of its facilities. However, being the oldest community in Iowa also means having some older facilities that are in need of updating.



### Financially Responsible, High Performance City Organization

#### ■ Dubuque Goals

**Financially Responsible, High-Performance City Organization:** Sustainable, Equitable, and Effective Service Delivery

*Key recommendations, partners, and actions to promote and strengthen infrastructure and achieve many of the ideas identified by residents are outlined in the table on the following page.*

Recommendations	Partners
<p><b>Infrastructure</b></p> <ul style="list-style-type: none"> <li>Continue to expand the sanitary sewer collection system to meet growth needs, particularly in proximity to the Southwest Arterial, the West End, and the South Port.</li> <li>Utilize the results of the water system dynamic model (currently under development) to identify current needs, as well as plan for future growth of the community.</li> <li>Continue the integration of the former Vernon Township and Barrington Lakes water systems into the overall City of Dubuque system.</li> <li>Update the city-wide stormwater management ordinance to guide future growth and development and to address onsite infiltration and sustainable development practices.</li> <li>Continued expansion of fiber optic access throughout the community.</li> <li>Partner with Green Dubuque and other similar organizations to define metrics to monitor progress on environmental goals as outlined in the 50% by 2030 Climate Action and Resiliency Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Catfish Creek Watershed Management Authority, Fiber Optic/Internet Service Providers, Green Dubuque, Iowa Economic Development Authority, Iowa Finance Authority</li> </ul>
<p><b>Public Safety</b></p> <ul style="list-style-type: none"> <li>Ensure budget and staffing needs for all City Departments as Dubuque's population grows.</li> <li>Identify and document deficiencies of existing 911 Communications Center, and explore facility expansion.</li> <li>Continue to explore the possibility of adding a police substation to further community policing efforts and adequate geographic coverage.</li> <li>Explore potential future sites for an additional or relocated fire station with access to the Southwest Arterial.</li> </ul>	<ul style="list-style-type: none"> <li>Iowa Department of Homeland Security and Management, Iowa Department of Public Safety</li> </ul>
<p><b>Municipal</b></p> <ul style="list-style-type: none"> <li>Explore the potential for a small library branch within the West End.</li> <li>Monitor market conditions and strategically implement the Chaplain Schmitt Island Master Plan and other emerging plans.</li> <li>Repurpose the Five Flags Center according to outreach studies to better showcase and utilize the storied downtown venue.</li> </ul>	<ul style="list-style-type: none"> <li>Friends of the Library, Dubuque Racing Association</li> </ul>





▲ Dubuque Intermodal Transportation Center

## Recommendations: Transportation + Mobility

*Rivers, roads, trails, planes, buses – they all help residents and visitors navigate Dubuque. To support a viable, livable, and equitable community, Dubuque must focus on efficiently connecting the community while providing transportation choices.*

The many components of Dubuque's transportation system work to enhance mobility – the ability of residents and visitors to access and navigate the community and individual homes, businesses, and educational and cultural facilities. Mobility affects the daily life of residents, and was clearly a topic residents were passionate about during the Imagine Dubuque process.

Utilization of transportation corridors for multiple modes of travel (Complete Streets), public transportation, connectivity to other parts of the region, and enhancements to automobile travel were all topics of interest to residents, and raised some good discussion during the planning process.



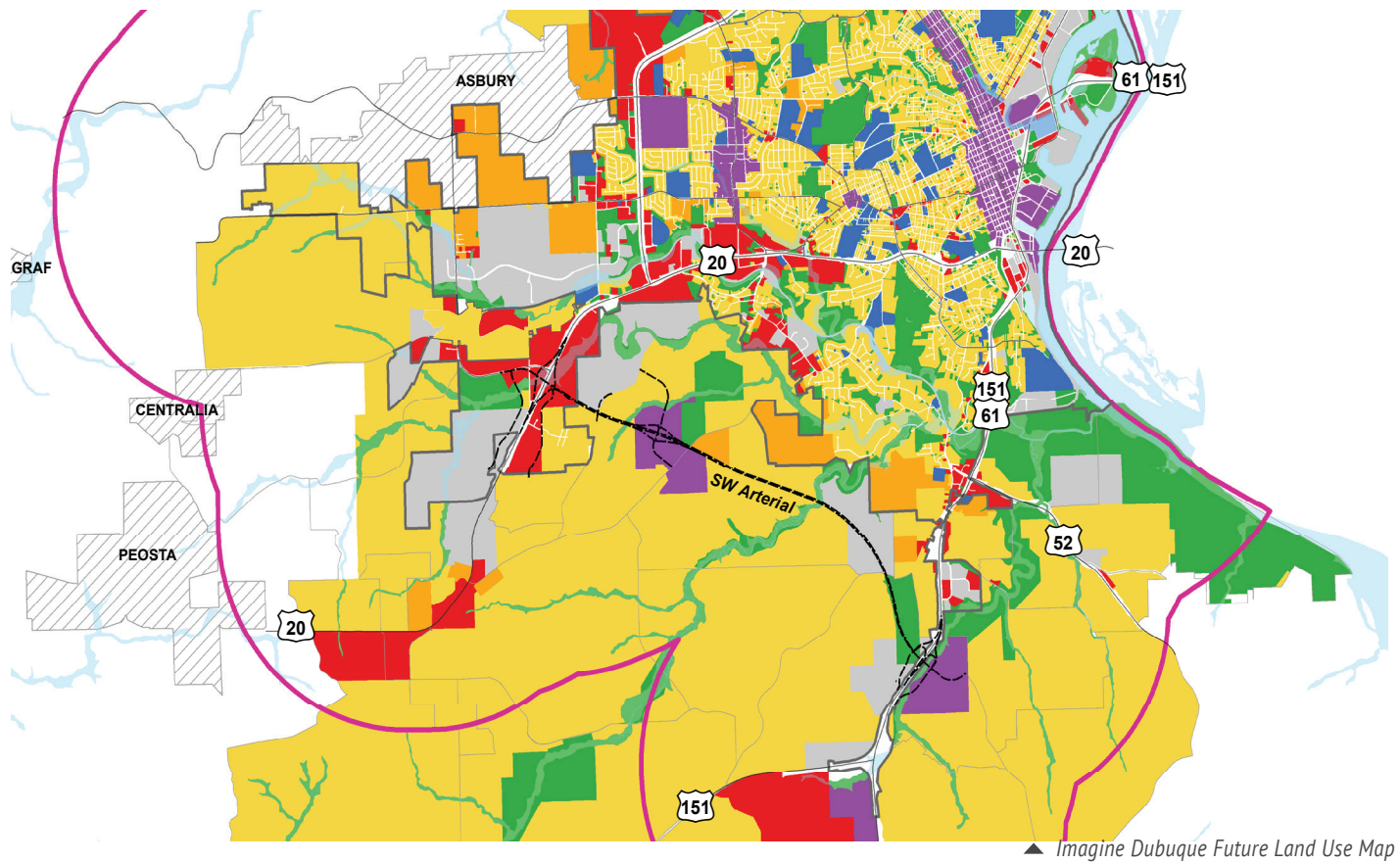
### Connected Community

#### Dubuque Goals

**Connected Community:** Equitable Transportation, Technology, Infrastructure, and Mobility

*Key recommendations, partners, and actions to promote a well connected, transit efficient city and achieve many of the ideas identified by residents are outlined in the table on the following page.*

Recommendations	Partners
<p><b>Complete Streets</b></p> <ul style="list-style-type: none"> <li>• In the JFK corridor, identify short-term and long-term opportunities to facilitate a more complete pedestrian network.</li> <li>• For all Dubuque corridors, assess opportunities to plan and design for complete street elements during each stage of maintenance and project development cycle.</li> <li>• Work from the City's comprehensive network plan for Complete Streets, including the Tri-State Biking/Walking Plan and the Dubuque Metropolitan Area Transportation Study 2045 Long Range Transportation Plan (Long Range Transportation Plan), when making investment decisions in individual corridors.</li> <li>• When properties redevelop, as appropriate, work to re-orient development to the street level, rather than separated from the street by parking lots and pursue opportunities to acquire right-of-way where beneficial.</li> </ul>	<ul style="list-style-type: none"> <li>• Iowa Department of Transportation, Dubuque Metropolitan Area Transportation Study, Tri-State Trail Vision, Local businesses within corridors targeted for Complete Streets improvements, Green Dubuque</li> </ul>
<p><b>Public Transportation</b></p> <ul style="list-style-type: none"> <li>• Continue making improvements to the fixed-route bus service that provides efficient travel options, focusing on high-performing transit corridors.</li> <li>• Continue to extend bus service hours where it is most effective and provides valued accessibility improvements to the community. Look for opportunities to provide more efficient and direct routes to connect residents to resources and amenities.</li> </ul>	<ul style="list-style-type: none"> <li>• Circles Initiative, Inclusive Dubuque, DuRide</li> </ul>
<p><b>Air Transportation</b></p> <ul style="list-style-type: none"> <li>• Given the current competitive nature of the airline industry, advocate for airline service expansion at the Dubuque Regional Airport. This includes continuing to leverage local incentive funding to target expansion of airline service.</li> <li>• Target new development around the airport to more compatible uses such as light industrial, warehousing, and agriculture. Uses such as residential are particularly sensitive to airplane operations noise.</li> </ul>	<ul style="list-style-type: none"> <li>• Dubuque Area Chamber of Commerce, Federal Aviation Agency, American Airlines and other potential carriers</li> </ul>
<p><b>Connections to Other Regions</b></p> <ul style="list-style-type: none"> <li>• Understanding the critical importance surrounding communities play in staffing jobs in Dubuque, continue to collaborate with surround state Departments of Transportation to promote safe, efficient regional roadway connections through Dubuque.</li> <li>• Through political and funding channels, continue to advocate for passenger rail service and a complete four-lane highway connection to Chicago.</li> </ul>	<ul style="list-style-type: none"> <li>• Amtrak, Iowa Department of Transportation, Illinois Department of Transportation, Dubuque Metropolitan Area Transportation Study, Ride the Rail</li> </ul>
<p><b>Automobile Travel</b></p> <ul style="list-style-type: none"> <li>• Identify the required project development steps and funding to implement the City of Dubuque roadway projects prioritized in the Dubuque Metropolitan Area Transportation Study 2045 Long Range Transportation Plan.</li> <li>• Continue being a national leader in leveraging technology and other Intelligent Transportation System solutions to improve vehicular mobility and safety on the Dubuque street network.</li> </ul>	<ul style="list-style-type: none"> <li>• Iowa Department of Transportation, Dubuque Metropolitan Area Transportation Study</li> </ul>



## Recommendations: Land Use

*Land is a valuable resource that should be managed wisely for both the individual property owner and the community. The Comprehensive Plan focuses on encouraging appropriate development that is both sensitive to the environment and supportable by the market.*

Once land is improved with buildings and infrastructure, that development is likely to be in place for many years – and will likely be expensive to redevelop to another use. Careful consideration of the environment, access, and the economy all play into determining an appropriate pattern of land use. Creation of an integrated and equitable land use pattern will promote implementation of all of Dubuque’s goals.

### City of Dubuque Goals 2022

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

*Key recommendations, partners, and actions to promote a successful, thoughtfully planned city, and achieve many of the ideas identified by residents are outlined in the table on the following page.*



Recommendations	Partners
<p><b>Single-Family</b></p> <ul style="list-style-type: none"> <li>• Serve neighborhood needs such as education, housing, and recreation equitably while maintaining a viable, livable atmosphere and reducing environmental impacts.</li> <li>• Integrate future neighborhoods into Dubuque via access to trails, open space, and other recreational and educational amenities and connections to needed goods and services.</li> <li>• Integrate new development into the natural environment by protecting significant woodland, prairie, and wetland areas and avoiding steep slopes.</li> </ul>	<ul style="list-style-type: none"> <li>• Dubuque Home Builders Association, individual residential developers</li> </ul>
<p><b>Multi-Family</b></p> <ul style="list-style-type: none"> <li>• Encourage a mix of housing affordable for all segments of Dubuque's population throughout the community, including options for those who might be saving for their first home.</li> <li>• Encourage new multi-family development in proximity to jobs to minimize transportation costs.</li> <li>• Integrate multi-family development within mixed-use areas identified on the Future Land Use Map for increased access to goods and services in a walkable environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Dubuque Home Builders Association, individual residential developers</li> </ul>
<p><b>Mixed-Use</b></p> <ul style="list-style-type: none"> <li>• Create a vibrant environment where residents can live, work, and play within walking and biking distance of their home and opportunity sites throughout the community.</li> <li>• Evaluate potential modifications to the existing C-2A Mixed-Use Neighborhood Zoning District, or creation of a new zoning classification, to accommodate larger mixed-use areas that may include ground floor residential space.</li> <li>• Work with property owners and developers to encourage and create walkable, mixed-use developments in locations identified on the Future Land Use Map.</li> <li>• Integrate a variety of residential product types in mixed-use areas, including multi-family products such as townhomes and apartments, but also incorporating some single-family housing.</li> </ul>	<ul style="list-style-type: none"> <li>• Dubuque Home Builders Association, Greater Dubuque Development Corporation, individual developers</li> </ul>
<p><b>Institutional</b></p> <ul style="list-style-type: none"> <li>• Support essential public facilities and services for future growth and ensure that everyone in the community has equitable access to these services.</li> <li>• Explore a new school site to serve future growth areas, particularly within the Southwest Arterial corridor.</li> <li>• Integrate new institutional uses such as churches or non-profits in proximity to residents they serve. Such uses may be particularly appropriate in future mixed-use areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Dubuque Community School District, other local institutions</li> </ul>
<p><b>Commercial</b></p> <ul style="list-style-type: none"> <li>• Be responsive to market demands and the needs of residents by providing key retail and employment centers. Ensure that such development does not impact the quality of life in adjacent residential neighborhoods.</li> <li>• Explore additional opportunities for limited commercial development within neighborhoods to provide enhanced local access to day-to-day goods and services like convenience goods, dry cleaning, etc. Such uses are typically best located at major intersections.</li> <li>• Continue to concentrate commercial uses with a regional draw along major transportation corridor, including downtown.</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial developers, Greater Dubuque Development Corporation</li> </ul>
<p><b>Industrial</b></p> <ul style="list-style-type: none"> <li>• Attract large employment centers with access to infrastructure facilities. Ensure that such development does not disproportionately impact residential areas.</li> <li>• Allow for appropriate expansion of existing industrial parks as identified on the Future Land Use Map.</li> <li>• Explore additional industrial development opportunities near the Dubuque Regional Airport, particularly in the U.S. Highway 61 corridor.</li> </ul>	<ul style="list-style-type: none"> <li>• Industrial developers, Greater Dubuque Development Corporation</li> </ul>

Recommendations	Partners
<p><b>Park and Open Space</b></p> <ul style="list-style-type: none"> <li>• Preserve key environmental features and provide recreational opportunities for all segments of the population through a variety of demanded active and passive options.</li> <li>• Continue to work closely with the School District to locate and, where appropriate, share facilities to serve existing and future neighborhoods.</li> <li>• Link existing and future development with open space and trail corridors.</li> <li>• Continue to explore additional recreational opportunities along the riverfront.</li> <li>• Work with residents and local groups to explore creation of a mountain biking facility in Dubuque.</li> </ul>	<ul style="list-style-type: none"> <li>• Dubuque Community School District, Dubuque County Conservation Board, Catfish Creek Watershed Management Authority, Tri-State Mountain Bikers, Tri-State Trail Vision, Grant Wood Loop</li> </ul>

## Priorities and Measuring Success

*It is hoped that you will heed this Call to Action. It is your responsibility to develop the action steps, create the strategies for success, be inclusive in your efforts and make your community sustainable and resilient. These are your ideas and you have the responsibility to participate in moving them forward.*

*Through the Mayor and City Council annual goal setting process, which creates the annual budget priorities, the City will move initiatives forward as this Plan helps inform that process.*








### Measuring Success

Goals, programs, and vision are all directed to achieving a desired outcome. In the case of the desired outcome for the Imagine Dubuque Comprehensive Plan, the desired outcome is to create a more viable, livable, and equitable community. The question is, how can that be measured and compared to other high-performing communities across the country?

High performance organizations focus on outcomes (results). Dubuque city government is committed to operating effectively, efficiently, and productively toward common goals for the benefit of its residents and stakeholders. The Mayor and City Council annually set goals and priorities, and it is important Dubuque measure and openly share progress to build on successes and inform areas of need. These metrics help Dubuque measure performance and inform data-driven decisions that create efficient and value- driven initiatives.

Dubuque participates in the STAR Community rating system, and currently has a 4-star rating. STAR stands for Sustainability Tools for Assessing and Rating Communities and serves as a tool for measuring performance. Progress in plan implementation will be tracked. The STAR Community Rating System is an important tool for measuring the progress. Dubuque was honored to become just the third Iowa community and the 25th in the nation to achieve certification. STAR's rating criteria is designed to assess a communities' sustainability efforts in a clear and data-driven way. Dubuque's 2015 4-STAR rating reflects the qualities that make the community a better place to live, work and play.



STAR Category	2015 Score	2015 Identified Areas for Improvement	Progress and Future Focus
 <b>BUILT ENVIRONMENT</b>	<b>Built Environment</b> Achieve livability, choice, and access for all where people live, work, and play.	79.9%	Increase affordable housing alternatives. <ul style="list-style-type: none"> <li>Created 'Source of Income Committee' and began implementing recommendations</li> <li>Utilizing Tax Increment Financing to promote affordable housing options.</li> <li>Promoting mixed-use development in and around downtown and planned along Southwest Arterial, JFK Corridor, Central Avenue Corridor</li> </ul>
 <b>CLIMATE &amp; ENERGY</b>	<b>Climate + Energy</b> Reduce climate impacts through adaptation and mitigation efforts and increase resource efficiency.	60.5%	Coordinate preparation and response plans to create a more resilient community <ul style="list-style-type: none"> <li>Developing a joint county-wide Hazard Mitigation Plan</li> <li>Multiple transportation improvements to reduce emissions including installation of roundabouts and construction of the Southwest Arterial</li> <li>Multiple solar energy installations in place or underway</li> <li>Green Dubuque, a very active organization promoting climate and energy issues</li> </ul>
 <b>EDUCATION, ARTS &amp; COMMUNITY</b>	<b>Education, Arts + Community</b> Empower vibrant, educated, connected, and diverse communities	77.0%	Increase the percentage of students at Grade-Level Reading <ul style="list-style-type: none"> <li>Dubuque won a 2017 All-America City Award for efforts to help young children improve their reading skills</li> <li>Dubuque maintains a very active arts and cultural scene, and social/cultural vibrancy recommendations in this plan call for increased opportunities to bring people of different cultures together</li> </ul>
 <b>EQUITY &amp; EMPOWERMENT</b>	<b>Equity + Empowerment</b> Ensure equity, inclusion, and access to opportunity for all citizens	42.2%	Ensure equitable access to community assets and human services programs  Develop community-wide plans for environmental justice and poverty reduction. <ul style="list-style-type: none"> <li>Circles Initiative and Inclusive Dubuque both continue to do great work to promote equity and empowerment</li> <li>All recommendations within the Imagine Dubuque Comprehensive Plan have been examined for impact on equity</li> <li>Actively working to clean-up older industrial sites near downtown and creating new industrial parks with appropriate buffers and modern development standards</li> </ul>
 <b>HEALTH &amp; SAFETY</b>	<b>Health + Safety</b> Strengthen communities to be healthy, resilient and safe places for residents and businesses.	60.3%	Increase number of residents biking, walking, or riding public transit to work  Increase access to healthful food options <ul style="list-style-type: none"> <li>Major adjustments to Jule routes have been implemented to enhance public transit to work</li> <li>A new trail was recently opened along the Bee Branch Creek, and promotion of additional trails and Complete Streets are key plan recommendations</li> <li>Private non-profit efforts like Convivium, educational efforts and the Double Up Food Bucks Program at the Farmers' Market, and additional recommendations in this plan all are focused on access to healthy foods.</li> </ul>
 <b>NATURAL SYSTEMS</b>	<b>Natural Systems</b> Protect and restore the natural resource base upon which life depends.	43.6%	Improve stream and groundwater quality <ul style="list-style-type: none"> <li>The Bee Branch Creek Restoration Project is prime example of Dubuque's recent efforts to enhance natural systems. The U.S. Conference of Mayors awarded the project an Outstanding Achievement Award as part of the 2017 City Livability Awards.</li> <li>The Comprehensive Plan calls for extending stormwater best management practices and development of a new regulatory ordinance</li> </ul>
 <b>ECONOMY &amp; JOBS</b>	<b>Economy + Jobs</b> Create equitably shared prosperity and access to quality jobs.	57.4%	Increase opportunities for quality jobs and living wages <ul style="list-style-type: none"> <li>The Greater Dubuque Development Corporation exceeded all of their 5-year goals established in 2012 including growth in wages, population, construction, and labor force The May 2017 unemployment rate was 2.7%</li> <li>Implementation of economic development recommendations in this Comprehensive Plan, and as established by Greater Dubuque Development Corporation will continue to enhance Dubuque's economy and jobs.</li> </ul>