

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

#### Robust Local Economy

- Continue to diversify Dubuque's economy
- Develop a 'hyper-local' approach to diverse talent attraction/development
- Strengthen start-up businesses and entrepreneurial programming
- Promote economic resiliency
- Identify markets and sites for new homes
- Enhance broadband service
- Strengthen Dubuque's role as a regional retail destination

#### Sustainable Environment

- Complete and monitor Bee Branch Watershed Flood Mitigation
- Implement the Catfish Creek Watershed Management Plan
- Implement the Climate Action + Resiliency Plan
- Support mobile air quality monitoring
- Continue Healthy Homes strategies
- Implement a Comprehensive Tree Management Program
- Increase native plant, pollinator, and edible landscaping
- Conserve natural areas
- Promote children's environmental education
- Improve backyard and curbside composting
- Explore a community-wide Zero Waste Policy

#### Vibrant Community

- Address mental health and addiction issues
- Increase institutional use of local foods
- Promote in-school healthy foods
- Work with health providers to promote healthy choices
- Support food production spaces, Community-Supported Agriculture
- Network with other "food cities"
- Promote healthy foods preparation
- Harvest local solid waste for compost
- Support front yard food gardening
- Implement the Community Solutions Action Plan
- Improve trash collection in downtown
- Ensure safe lighting of active pedestrian zones
- Enhance sidewalk connectivity
- Support community policing efforts
- Support safe neighborhoods through community partnerships

#### Diverse Arts, Culture, Parks, and Recreation

- Update the Parks and Recreation Plan
- Community Health + Wellness/Recreation Center
- Make Dubuque more dog-friendly
- Further efforts of Inclusive Dubuque
- Expand childcare options and resources
- Bring events to all neighborhoods
- Co-market community events
- Encourage new forms of culture and art
- Promote preservation, adaptive reuse of buildings and materials
- Communicate benefits of historic preservation
- Utilize emerging funding sources to support rehabilitation
- Expand programs to train preservation-related building trades

#### Livable Neighborhoods and Housing

- Review codes/incentives to promote fair, quality, affordable housing
- Link neighborhoods with community groups (health, arts, etc.)
- Promote appropriate mixed-use development
- Support the Green and Healthy Homes Initiative and inspections
- Monitor affordability and housing stress
- Promote self-sufficiency opportunities
- Increase availability of scattered Housing Choice Voucher units

#### Community Facilities

- Expand sanitary sewer system to meet needs
- Address water system needs
- Integrate Vernon Township and Barrington Lakes water systems
- Update the city-wide stormwater management ordinance
- Expand fiber optic network access
- Monitor progress toward environmental goals
- Explore 911 Communication Center needs
- Evaluate cost/benefits/needs for police substation
- Explore need for/relocation of a southwest fire station
- Explore potential for a West End library branch
- Implement the Chaplain Schmitt Island Master Plan
- Repurpose the Five Flags Civic Center

#### Transportation + Mobility

- Apply Complete Streets principles throughout Dubuque
- Orient new development to the street
- Monitor bus routes to enhance efficiency and effectiveness
- Expand passenger air and rail service
- Target new development near the airport; restrict residential
- Leverage technology to improve vehicular mobility and safety
- Implement the Dubuque Metropolitan Area Transportation Study 2045 Long Range Transportation Plan

#### Land Use

- Promote access to education, recreation, and services in all neighborhoods
- Link neighborhoods via trails and open space
- Integrate development into the environment
- Encourage a mix of housing options for all
- Encourage multi-family development near jobs/walkable, mixed-use areas
- Adjust zoning regulations to promote mixed-use development
- Explore a new school site to serve future development along Southwest Arterial
- Explore opportunities for limited commercial in neighborhoods
- Concentrate commercial uses downtown and along major corridors
- Allow for new or expanded industrial parks
- Provide recreational opportunities for all
- Explore additional riverfront recreational opportunities
- Explore potential for a mountain biking facility

## 2017 COMPREHENSIVE PLAN EXECUTIVE SUMMARY

### Q: What is the purpose of the Comprehensive Plan?

The comprehensive plan serves as a guide for the community's physical, social, and economic development. It can only be considered successful through the input and implementation of the community at-large. Engaging the community in a conversation about the future of Dubuque was at the core of the Imagine Dubuque process. Comprehensive plans are policy guides. Unlike zoning or city codes, they are not regulatory in purpose or application. Information in the Comprehensive Plan is used in many facets of city life. Of greatest note is its role in informing City Council goal setting, which creates the annual budget priorities and land use decisions.

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.

### Q: How was the Plan created? How many ideas were shared?

It was imperative to city leadership that the process of developing the comprehensive plan be inclusive and representative of the community. A year of community outreach produced over 12,500 ideas from all sectors of Dubuque. This outreach took many forms, from casual conversations at pop-up events such as the Farmers' Market to focus groups, workshops, surveys, and on-line submissions. Beginning with Dubuque's Vision 2000 process initiated in 1990, the City has developed a tradition of local community planning excellence, and the comprehensive plan integrates those past planning efforts into one consistent vision for the community's future.



### PLAN AT A GLANCE

<b>1</b> Introduction	<b>2</b> Community Engagement	<b>3</b> Economic Prosperity
<b>4</b> Environmental Integrity	<b>5</b> Social + Cultural Vibrancy	<b>6</b> Housing
<b>7</b> Community Facilities	<b>8</b> Transportation + Mobility	<b>9</b> Land Use

Full recommendations and the complete plan are available to view and download at:  
[www.CityofDubuque.org/ImagineDubuque](http://www.CityofDubuque.org/ImagineDubuque)

**ENGAGEMENT COMPONENTS**

- 1 PROJECT BRANDING
- 2 CREATIVE MARKETING
- 3 INTERACTIVE TOOLS
- 4 IN-PERSON EVENTS

Imagine Dubuque's Communications Plan outlined the type, timing, and interplay of all components noted below. The diversity of these collective elements together yielded over 12,500 ideas!

**Engagement Components**  
As shown on page 2-3 of the Comprehensive Plan.

Project Logo	Project Tagline	Project Details	Color Scheme
Print Materials	Video and Online Posts	Social Media	News + Radio
Project Website	Mobile App	Quick Polls	Smartphone Polls
Community Workshops	Pop-Up Idea Booths	Focus Groups	Interviews



**ECONOMIC PROSPERITY**

Future economic vitality will require new approaches. The Imagine Dubuque process took a multi-tiered strategy to adapt to these trends, including review of past studies, an independent Economic Development Analysis (see Appendix), and extensive input from both residents and businesses. The plan focuses on:

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



**ENVIRONMENTAL INTEGRITY**

Clean water, healthy air, and conservation of native plants and animals are key principles of environmental integrity supported in both Sustainable Dubuque and Imagine Dubuque. Key focus areas identified by residents during the planning process include:

- Expanded, sustainable stormwater management practices
- Implement the Climate Action & Resiliency Plan
- Promote a healthy urban forest and native plantings
- Encourage edible landscaping and continued community gardens
- Implement the Catfish Creek and Bee Branch Watershed Management Plans
- Increase eco-education programming, particularly for children
- Expand programs to reduce, reuse, and recycle, including composting and building materials
- Strive to become a zero-waste economy



**SOCIAL AND CULTURAL VIBRANCY**

Social and cultural vibrancy is closely linked to our individual, community, and economic well-being. To enhance this vibrancy, residents suggested:

- Focus on expanding access to healthy local foods
- Enhance event access and participant diversity
- Continued focus on green buildings and historic preservation
- Improve perceptions of community safety
- Promote healthy lifestyles

**HOUSING**

Livable neighborhoods and housing - great places to live for all - is an important goal of the City. Strengthening the existing housing stock and neighborhoods while encouraging new housing to diversify choices is a focus of the Plan. Key community recommendations include:

- Enhance the existing housing stock
- Continue to improve access to quality, affordable housing throughout the community
- Expand opportunities for workers to live close to their jobs in Dubuque
- Provide targeted incentives to promote great places for all to live

**COMMUNITY FACILITIES**

A key role of local government is to provide services that enhance the quality of life in a community – such things as access to clean water and wastewater treatment, flood protection, education, streets, parks, hiking/biking trails, etc. To support existing and future residents, key recommendations for community facilities address:

- Maintenance and future expansion of water and wastewater systems
- Continued use of sustainable stormwater management practices
- Expansion of fiber optic networks and services
- Enhance partnerships between schools, the City, faith-based groups, and non-profits
- Explore potential satellite facilities like a police substation or a West End library branch

**TRANSPORTATION AND MOBILITY**

Efficient use/access to transportation systems is critical to sustainability. Residents suggested a focus on:

- Implementing Complete Streets, i.e. roadways designed for all modes of travel, throughout the community
- Continued refinement of Jule bus service and paratransit services
- Enhanced regional connections, particularly via air and rail services
- Addition of roundabouts and technology enhancements to existing roadway system
- Strategic expansion of roadways to meet community demand

**LAND USE**

A key component of any Comprehensive Plan is an examination of existing and desired future land use patterns. The Plan and Map guides future development, and allows for strategic planning of infrastructure investments. Key resident-driven land use recommendations include:

- Promoting mixed-use, walkable, development patterns including residential, commercial, and institutional uses
- Encourage infill development where possible, and protect important environmental assets as growth occurs to the west and south

