

a guide to the **DUBUQUE COMPREHENSIVE PLAN**



city of DUBUQUE, IOWA "MASTERPIECE ON THE MISSISSIPPI"

WELCOME TO THE RESIDENT'S GUIDE TO THE 2008 CITY OF DUBUQUE COMPREHENSIVE PLAN!

Introduction

Comprehensive planning reflects a consensus of community values in a series of goals, which set the direction for the future of the city and for improving the quality of life in Dubuque.

Our Comprehensive Plan is the community's guide to future development, public policies, and decision-making. It examines the past and present conditions of the community to determine the direction for future growth and development. Planning Dubuque's future will help make sure the roads, sewers and other public services will be more efficient and thus public money better spent.

Background

Starting with creation of a Long-Range Planning Commission in 1990, and then adoption of a Comprehensive Plan in 1994-1995, the City of Dubuque has planned and managed the community's growth and development years before smart growth became a national buzzword.

The Dubuque Comprehensive Plan looks at the city as a whole and the surrounding region, with goals and objectives established for physical, economic, and social elements of the community. As a result, Dubuque's Comprehensive Plan has reflected the three principles of sustainability – environmental, economic, and social equity needs – for more than 10 years.

Similar to the 2000-2002 update, the public provided input during the 2006-2007 update of the Comprehensive Plan through public comment sessions, focus group meetings, open houses, displays, and public hearings conducted by the Long-Range Planning Advisory Commission.

Goals and Objectives

Dubuque's Comprehensive Plan consists of 14 elements in three categories:

- **Physical Environment** – Land Use and Urban Design, Transportation, Infrastructure, and Environmental Quality.
- **Economic Environment** – City Fiscal and Economic Development.
- **Social Environment** – Health, Housing, Human Services, Education, cultural Arts, Recreation, Public Safety, and Diversity.

Each of the 14 elements of the Comprehensive Plan includes an opening policy statement, followed by goals, and then objectives for each goal. The goals and objectives are broad in scope; specific programs, sites or projects generally are not included in the Plan. Goals are not numbered in order of priority.

The policy statements, goals and objectives of the elements explain the direction, ideals and desires which the Comprehensive Plan is intended to satisfy. They also serve as the justification for many of the planning and budget decisions and ordinances and regulations which the City Council adopts.

Future Land Use Map

The Comprehensive Plan's 2030 Future Land Use Map, adopted in 2007, shows development alternatives for Dubuque's planned and managed growth in potential growth areas in and around the city of Dubuque over the next 20 to 25 years. The map shows land uses within the city limits. The map also shows land uses for primary and secondary growth areas outside the city limits that can be served by City utilities based on the City's 2006-2007 Annexation Study Update.

There are four designations for residential land use: single family or duplex, multifamily, mixed residential, and rural density development. Mixed residential is intended to provide flexibility for development of a range of housing types, from one- and two-family homes to multifamily units. Rural density residential appears only in the county fringe areas, and is intended to accommodate the range of single family lots that are allowed by Dubuque County's zoning and health regulations.

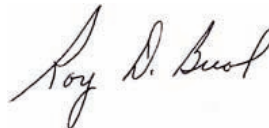
There are four categories for business uses: institutional, office, commercial, and mixed commercial/recreational/residential. Institutional includes the hospitals, college campuses, medical clinics and similar uses. Mixed commercial/recreational/residential supports the planned mixed-use redevelopment of the Port of Dubuque Master Plan.

Industrial uses are divided into light industrial and heavy industrial. Park, open space, and flood plain areas are shown as a guide to future development.

The 2030 Future Land Use Map is the City's guide for evaluating rezoning, annexation, and subdivision requests in conjunction with related goals and objectives of the Comprehensive Plan.

Please contact the City of Dubuque Planning Services Department if you would like to receive a copy of the 2008 Dubuque Comprehensive Plan and/or the 2030 Future Land Use Map.

Sincerely,



Roy D. Buol
Mayor

TABLE OF CONTENTS

physical environment	2	LAND USE AND URBAN DESIGN
	5	TRANSPORTATION
	7	INFRASTRUCTURE
	10	ENVIRONMENTAL QUALITY
economic environment	12	CITY FISCAL
	14	ECONOMIC DEVELOPMENT
social environment	17	HEALTH
	19	HOUSING
	21	HUMAN SERVICES
	22	EDUCATION
	24	CULTURAL ARTS
	26	RECREATION
	28	PUBLIC SAFETY
30	DIVERSITY	

LAND USE AND URBAN DESIGN GOALS

must address interrelated factors affecting the physical development of a city, including the satisfaction of human needs, the vitality of the local economy, the protection and enhancement of the natural and built environment and the efficiency of public infrastructure and service provision. Urban design establishes a context for development in response to the community's desired image. While new development is

encouraged, short term benefits must be weighed against long term impacts to the community's quality of life. Land use and urban design decisions will always affect the future in significant, and sometimes irreversible, ways. It is incumbent that a land use plan balances the need for growth with the protection of existing community assets.



goal ONE

To protect and enhance the viability, livability and affordability of the city's residential neighborhoods while integrating multifamily development throughout the community.

- 1.1 Promote inclusive and economically integrated neighborhoods that allow a diverse mix of residents and housing types.
- 1.2 Promote providing a range of housing options throughout the community.
- 1.3 Encourage connecting and interrelating neighborhoods with greenbelts or other pathways, commercial nodes, or public facilities.
- 1.4 Encourage preservation of historic and aesthetic character and function of established neighborhoods.
- 1.5 Encourage protection of existing residential areas from encroachment by incompatible development.
- 1.6 Support providing neighborhood amenities throughout the community in an equitable manner.
- 1.7 Encourage neighborhood identity, planning, and pride of place.
- 1.8 Support preservation of the environmental quality of residential areas and buffer from noxious or nuisance impacts.
- 1.9 Support protection of historic neighborhoods from inappropriate development, inconsistent with existing historic development.

- 1.10 Continue to promote affordable housing for those who would like to purchase a home, but do not qualify for assistance.
- 1.11 Support implementation of the Port of Dubuque Master Plan, which includes residential, commercial, entertainment and recreational uses, as a catalyst for growth in the Old Main area.
- 1.12 Support opportunities for downtown apartments and warehouse lofts.

goal TWO

Ensure that opportunities for convenient and concentrated commercial development are provided to support both the local and regional market.

- 2.1 Support protection of downtown commercial core and encourage continued reinvestment and redevelopment.
- 2.2 Encourage expansion of commercial opportunities in existing commercial corridors or nodes where infrastructure can support growth.
- 2.3 Promote opportunities for neighborhood commercial centers that assure compatibility with residential property.
- 2.4 Support preservation of historic and aesthetic character and function of established commercial districts.
- 2.5 Encourage mixed use development in the downtown area.

- 2.6 Promote retail and service-oriented businesses on first floor to keep streets active, with non-service/office uses on second floor, and residential uses on upper floors in the downtown area.

goal THREE

Provide sufficient opportunities for industrial development sites within the community.

- 3.1 Promote the retention and expansion of existing, and attraction of new, industrial development opportunities in suitable locations, including airport environs.
- 3.2 Support protecting existing industrial and airport development from encroachment by incompatible development.
- 3.3 Encourage annexation of land suitable for industrial usage if necessary.
- 3.4 Encourage lessening negative impacts to residential areas which are located near industrial areas.
- 3.5 Support providing areas for locally unwanted land uses (LULU's), such as scrap reprocessing, junk and salvage yards, quarries, recycling industries, and concrete batch plants, to relocate and expand in the near future, while not reducing the marketability of adjoining sites and while getting the appropriate return on the significant City investments.

goal FOUR

To balance open space and environmental preservation with the community's development needs.

- 4.1 Encourage protecting and preserving existing open space and park land to meet the community's needs.
- 4.2 Encourage expansion of urban green spaces in suitable locations to encourage livability and enhance aesthetics.
- 4.3 Encourage parks, green space, trails and similar park/open space uses easily accessible to residents at neighborhood level.
- 4.4 Encourage incentives for providing common open/green space and landscaping into all new development wherever possible.



- 4.5 Support management of development along bluff lines and protect scenic vistas.
- 4.6 Support protection of undeveloped and underdeveloped remaining land along bluff-lines.
- 4.7 Support protection and enhancement of riverfront and related wetlands, waterway corridors and other sensitive land areas.
- 4.8 Encourage the State of Iowa to acquire open space/agricultural preserve around the Mines of Spain State Recreation Area as a buffer to protect the park's natural and historical features and the Mississippi River bluffs.

goal FIVE

Encourage that the physical character and form of the city reflects its historic setting and that the built environment is compatible with the city's natural environment.

- 5.1 Consider defining and enhancing city gateways and focal points to create a sense of place.
- 5.2 Promote protection and preservation of the city's historic buildings, urban pattern, and natural environment.
- 5.3 Promote quality in the design and construction of new public and private development.
- 5.4 Maintain Dubuque's status as a "Masterpiece on the Mississippi" with design standards to protect significant landscapes and structures.



goal SIX

Encourage the concept of mixed-use development to create diverse and self-sufficient neighborhoods.

- 6.1 Promote a compatible mix of land uses that create a diversified urban environment that mixes shopping, employment, recreation, and residential opportunities where appropriate.
- 6.2 Promote buffering and protecting of incompatible uses from each other.
- 6.3 Consider limiting sprawl and aggregate travel time through use of mixed-use developments.
- 6.4 Promote incentives to bring mixed-use to the downtown and warehouse districts.
- 6.5 Encourage a mixed-use of residential, commercial and retail uses for new developments that does not demarcate boundaries between residential and those commercial/retail uses that provide less intense, basic services for the neighborhood.
- 6.6 Encourage design review to address how mixed-use developments are treated and to require quality development so they become more acceptable to developers and business owners and more sensitive to neighborhood concerns/impacts.
- 6.7 Encourage developers to create mixed-use developments and mixed use regulations, including architectural designs for new commercial uses (buildings, signs, parking) that don't allow franchises to dictate architecture, signs, and parking lot designs.



goal SEVEN

To encourage redevelopment opportunities within the city in an effort to revitalize unused or underused property while promoting the preservation of viable and affordable housing stock.

- 7.1 Encourage redevelopment or adaptive reuse of vacant or underutilized buildings and sites.
- 7.2 Promote in-fill development, where appropriate, to encourage more compact urban form and avoid needless and costly sprawl while providing appropriate parking levels.
- 7.3 Promote redevelopment that maximizes existing infrastructure.
- 7.4 Strive to eliminate slum and blight.
- 7.5 Promote affordable commercial space for small start-up, new or growing businesses.
- 7.6 Consider incentives to utilize, promote, and protect appropriate development in the warehouse district.
- 7.7 Consider incentives to maximize existing infrastructure.
- 7.8 Encourage reinvestment in our existing neighborhoods (i.e., smart growth).



goal EIGHT

To provide physical accessibility throughout the city.

- 8.1 Encourage and facilitate urban accessibility by walking, cycling and/or public transit as well as by auto.
- 8.2 Encourage new development concepts that by design enable people to walk to work, school, day care, shopping, and recreation.
- 8.3 Facilitate, where possible, enhanced accessibility within existing development.
- 8.4 Encourage the development of pathways that link the community together in a cohesive manner.
- 8.5 Promote assurance with the provision of access to persons with disabilities.

goal NINE

To promote principles of good urban design as part of all development.

- 9.1 Support enhancement of the aesthetics of new and existing development -- design, landscaping, parking, signage -- with special sensitivity to the historic character and building materials found in the community.
- 9.2 Encourage environmentally compatible and sensitive design that fits the development site.
- 9.3 Promote energy conservation efforts in building design, materials, and orientation.

- 9.4 Promote land conservation practices in density and building patterns to encourage compact urban form versus sprawl.
- 9.5 Encourage flexible development that promotes commercial development to meet community design standards instead of developers dictating design.
- 9.6 Promote land use controls to fit the various historic development patterns and neighborhoods that reflect urban, suburban, and rural characteristics.
- 9.7 Strive to create and redevelop buildings which compliment the size and style of surrounding buildings.

goal TEN

To plan for the city's future and orderly development within a regional context.

- 10.1 Consider the community's regional setting and economy when assessing the opportunities and constraints for land development.
- 10.2 Encourage intergovernmental partnerships to minimize the negative impact of city/county urban fringe development on regional watersheds, ecosystems and rural infrastructure through compact and contiguous development with storm water management.
- 10.3 Encourage intergovernmental cooperation to develop policies for development of fringe areas, to enhance development, and avoid unregulated sprawl.
- 10.4 Promote corridors of green into the city along natural and roadway corridors.
- 10.5 Encourage cooperative regional planning with all levels of government, to develop a strategic plan for fringe area development that may include annexation.
- 10.6 Recognize that transportation and land use are directly related and encourage land use and transportation planning appropriately.

TRANSPORTATION GOALS

must address a safe, efficient, and aesthetically appealing transportation system, which is essential to tie the community together and to link the community to the region. Transportation networks to the nation are important for economic growth because they provide needed access for the import and export of goods and services, as well as for visitors to Dubuque. The circulation pattern and condition of the local street system should not only provide safe, reliable access to work, schools, shopping,

hospitals, churches, and residences, but also will have a major influence on where future growth is likely to occur. The location and quality of other means of transportation, including an airport, public transit, pathways, railroads, highways and navigable water, in addition to providing accessibility to all parts of the community, are important factors for new and expanding business, industry, and residential development.



goal ONE

To provide, maintain and improve safe and efficient movement on the City's street system.

- 1.1 Support continuing the ongoing street construction program, providing for timely maintenance, repair and reconstruction of the City street system.
- 1.2 Encourage implementation of sound safety engineering principles and practices in the area of street lighting, street layout, speed limits, street signage, street pavement striping, and traffic signals.
- 1.3 Support maintaining the street system's continuity and safety.
- 1.4 Support providing adequate street lighting which minimizes light pollution, maximizes energy efficiency, and ensures compatibility with neighborhoods.

goal TWO

To plan long-range for both local and regional street and highway systems to ensure safe, efficient access into and through the city and to support urban growth in an appropriate development pattern.

- 2.1 Coordinate with regional transportation agencies to maintain and update a long-range transportation plan.

- 2.2 Coordinate with regional transportation agencies involved with highway planning and construction.
- 2.3 Support improving the existing street network to reduce traffic capacity restraints and improve safety.
- 2.4 Encourage the involvement of the public in the transportation planning process.
- 2.5 Plan for aesthetically appealing streets and highways, with particular focus on gateway opportunities and street tree plantings.
- 2.6 Promote signage to identify historic neighborhoods and gateways, and actual physical entrances to other neighborhoods to provide identity of neighborhoods and districts.

goal THREE

To facilitate improved four-lane access for surface transportation from Dubuque to major cities in the region.

- 3.1 Encourage public/private partnerships to plan and promote future transportation facilities with local, regional, state, and federal agencies.
- 3.2 Cooperate with regional transportation agencies in the development of an improved highway system to serve the city.
- 3.3 Support a street and highway system which meets current and future traffic needs.



goal FOUR

To encourage an efficient, affordable and accessible transit system in the city for the transit-dependent population and as an alternative means of transportation.

- 4.1 Promote meeting the changing needs of the transit dependent.
- 4.2 Support the needs of both existing and new housing developments, as well as service to medical centers and care centers, as demand arises.
- 4.3 Explore federal and state capital and operating assistance grants to the maximum extent possible.
- 4.4 Promote a safe, clean, timely, affordable, and comfortable mode of public transportation.
- 4.5 Promote the best possible transit system in the most cost-efficient manner.
- 4.6 Cooperate with proper agencies to continue to receive adequate funding.
- 4.7 Promote use of appropriately sized vehicles for needs of community to meet demand.
- 4.8 Consider extending and expanding public transportation to ensure service is available for transit-dependent people to get to and from work on all shifts and to meet demands of business hours.
- 4.9 Encourage youth and recreation opportunities with public transportation.
- 4.10 Encourage mass transit through partnership with businesses.
- 4.11 Consider creating a loop system that comes to specific transfer points to encourage shorter routes, to improve routes for efficiency and cost-

effectiveness, and to make sure transportation goes to neighborhoods where the need is.

- 4.12 Consider providing bike racks on buses to encourage multimodal transportation.
- 4.13 Maintain the City Para-transit systems to serve citizens with special needs as appropriate.
- 4.14 Consider Para-transit vehicles to provide service to eligible elderly and disabled citizens of Dubuque.

goal FIVE

To maintain safe and efficient utilization of the riverfront for both land and water based commercial, industrial, and recreational traffic.

- 5.1 Cooperate in the implementation of the four planning components of the Riverfront Plan with other public and private organizations.
- 5.2 Promote adequate harbor, channel, and dock depths.
- 5.3 Encourage development and maintenance of riverfront facilities.
- 5.4 Promote compatibility of riverfront redevelopment with historically existing businesses located at the river because of transportation needs (i.e. barge).

goal SIX

To provide safe and efficient airport services to the community and the region, in coordination with the Airport Master Plan.

- 6.1 Promote the Dubuque Regional Airport as the center of airline passenger activity for northeast Iowa, northwest Illinois, and southwest Wisconsin.
- 6.2 Consider expanding the air cargo services provided at the Dubuque Regional Airport.
- 6.3 Consider developing portions of the Dubuque Regional Airport for industrial uses, both aviation and non-aviation related.
- 6.4 Promote airport planning, regulations, and standards to control conflicts in and around airport facilities.
- 6.5 Implement the Airport Master Plan, through various funding resources, as available.
- 6.6 Cooperate with private businesses to promote transportation between the city and the airport.
- 6.7 Cooperate with regional business partners to expand the "Fly Dubuque" program.

6.8 Consider expanding commercial air service through new terminal complex.

6.9 Consider expanding corporate and general aviation services and facilities.

goal SEVEN

To support rail opportunities for both commercial/ industrial and passenger service.

- 7.1 Explore cooperatively rail, river and trucking appropriate multi-modal access, which will promote an efficient system throughout the region.
- 7.2 Cooperate with railroads and other private concerns to develop mutually acceptable arrangements for the locations of terminal facilities.
- 7.3 Encourage reduction of auto-train conflicts during the peak travel demand hours.
- 7.4 Encourage the reintroduction of passenger rail service into the region.
- 7.5 Consider alternate route into port not affected by train traffic for truck freight.

goal EIGHT

To establish improved hike and bike routes in the city to encourage alternative modes of transportation.

- 8.1 Consider development of a comprehensive regional system of bikeways and/or multi-purpose trails which minimize conflicts between motor vehicles, bicycles, and pedestrians.
- 8.2 Promote a more bicycle- and pedestrian-friendly transportation network.
- 8.3 Consider relevant bicycle and pedestrian elements in all new transportation projects.
- 8.4 Encourage development patterns more compatible with non-motorized travel.
- 8.5 Promote bike trails along arterials wherever possible.
- 8.6 Encourage pedestrian/bike routes as part of new subdivision development wherever possible.
- 8.7 Promote bicycles as a viable alternative mode of transportation, using signs, striped lanes, and safe crossings.

INFRASTRUCTURE GOALS

must address the maintenance, improvement, and capacities of aging utility and street systems while continuing to provide extensions and expansions of these systems to meet changing community needs based on fiscal capability and standards set by the City Council.

“New” forms of infrastructure, including communication and data and information processing systems, have become an important aspect of our community’s life and livelihood. The pace and extent of the city’s

growth and development pattern will impact the timing and demand for infrastructure provision. Public expenditures for infrastructure can shape the city’s land use pattern as effectively as development regulations. The phasing of new and extended infrastructure must be based on both the fiscal capability of the City and sound land use decisions made in an integrated management process.



goal ONE

To provide, maintain and improve a cost-effective, functional and self-supporting water utility system.

- 1.1 Support an adequate water supply.
- 1.2 Support cost-effective delivery of water.
- 1.3 Support a safe water supply that meets all local, state, and federal water quality standards.
- 1.4 Support ongoing improvements to the water plant and facilities.
- 1.5 Support ongoing improvements to the water distribution system.

goal TWO

To provide, maintain and improve cost-effective, functional and self-supporting sanitary sewer and water pollution control systems.

- 2.1 Support maintaining the integrity of the sanitary sewer system.
- 2.2 Encourage efficient operation of the Water Pollution Control Plant (WPCP) and sanitary sewer system.
- 2.3 Support minimizing odors emanating from the WPCP.
- 2.4 Strive to meet all local, state, and federal air and water quality standards.
- 2.5 Support minimizing infiltration and inflow into the collection system.



goal THREE

To provide, maintain, and improve a safe and functional storm sewer system.

- 3.1 Support maintaining the integrity of the storm sewer system.
- 3.2 Support maximizing and maintaining the effectiveness of the City’s detention basins.
- 3.3 Strive to meet all local, state and federal stormwater management standards and regulations, including National Pollution Discharge Elimination System (NPDES) stormwater permit.
- 3.4 Identify existing and potential flood prone problem areas, and alleviate with appropriate mitigation strategies, where possible.
- 3.5 Support implementation of the Drainage Basin Master Plan.
- 3.6 Support maintaining and updating the stormwater utility billing database.

goal FOUR

To provide, maintain, and improve a cost-effective, safe and functional surface transportation system.

- 4.1 Support the ongoing street reconstruction, rehabilitation, and maintenance overlay programs, ensuring the timely maintenance, repair and reconstruction of the city’s streets and bridges.

- 4.2 Identify new technologies, new materials and new concepts for street maintenance, restoration, and reconstruction.
- 4.3 Seek alternative funding sources for construction and maintenance.
- 4.4 Support maintaining and improving city alleys, guardrails, street lights, traffic control lights, street pavement markings, traffic signs, street name signs, walls and other related facilities.
- 4.5 Support extending the life and improve the quality of the city street system through preventative maintenance programs.
- 4.6 Coordinate with state, county, and other cities for surface transportation system improvements and maintenance.
- 4.7 Coordinate with local, state, and federal officials to complete the Iowa 32 (Southwest Arterial) project.

goal FIVE

To provide for, maintain and improve safe, accessible public sidewalks and steps throughout the community, where possible.

- 5.1 Support maintaining and improving the condition of public sidewalks, steps, walks, and handrails.
- 5.2 Encourage reasonable removal of snow and ice accumulations from public sidewalks, steps, and walks.

- 5.3 Consider requiring the installation of sidewalks in neighborhoods with curb and gutter throughout the city to connect neighborhoods, provide safe routes to schools, and improve access for persons with disabilities, where possible.
- 5.4 Support building alternate pedestrian routes and integrate these with walking/biking trails as a unique city attraction.

goal SIX

To provide, maintain and improve an accessible, functional and self-supporting parking system.

- 6.1 Support a parking system designed to meet the needs of the patrons of downtown business and retail establishments and downtown employees.
- 6.2 Support the financial integrity of the parking system by meeting bond covenants that require the parking system to be self-supporting and by continuing sound fiscal management practices.
- 6.3 Strive to meet the requirements of federal and state laws regulating public and private disabled parking stalls.
- 6.4 Promote and practice preventative maintenance programs to protect the longevity of the parking garage structures and municipal parking lots.

- 6.5 Strive to maintain and improve the aesthetic qualities of the parking system's facilities.

goal SEVEN

To provide, maintain and improve the floodwall, harbors, fishing piers, and boat docks and ramps for industrial, commercial, and recreational use of the riverfront.

- 7.1 Coordinate the implementation of the Public Infrastructure planning component of the Riverfront Plan with other public and private organizations.
- 7.2 Support providing, preserving, and maintaining aesthetically attractive waterfront areas.
- 7.3 Encourage the development and maintenance of riverfront facilities.
- 7.4 Support operating and maintaining the floodwall facility.
- 7.5 Promote adequate harbor, channel, and dock depths.
- 7.6 Consider installing and maintaining docks and piers for transient boaters.
- 7.7 Promote fishing opportunities.

goal EIGHT

To provide, maintain, and improve an accessible and functional communication infrastructure.

- 8.1 Promote compatibility and connection of Dubuque's communication infrastructure to key state, regional, national, and global networks and systems.
- 8.2 Promote fair treatment of citizens by telecommunications service providers.
- 8.3 Enhance Dubuque's communication infrastructure unilaterally and through public/private partnerships.
- 8.4 Continue to promote maximum use of public, educational, and government access programming to increase citizen awareness.
- 8.5 Promote reasonable transmission capacity on new communication systems that is dedicated to non-commercial government, education, and public interest uses.
- 8.6 Promote equitable access to essential levels of communication systems, services, and opportunities by under-served segments of the community.





goal NINE

To provide, maintain, and improve a cost-effective and functional data and information processing system.

- 9.1 Consider utilizing methods of systems implementation that make the best use of the City's resources for the systems that are implemented.
- 9.2 Consider establishing standards for the City organization for definition and articulation of system needs, for acquisition, development, and performance of information systems, and for description, documentation and caretaking responsibilities of such systems.
- 9.3 Encourage the use of data processing technology and advances to improve service delivery and increase employee productivity within the City organization.
- 9.4 Support maintaining, improving, and utilizing the City's Geographic Information System (GIS).

goal TEN

To provide, maintain, and improve City-owned buildings, structures, facilities, and properties.

- 10.1 Support maintaining and improving the energy efficiency and aesthetic qualities of City-owned buildings, structures, facilities, and properties.
- 10.2 Support accessibility to City-owned buildings, structures, facilities and properties.
- 10.3 Utilize principles of good design and/or historic preservation in all public projects.



goal ELEVEN

To plan for, build, or improve infrastructure systems to meet anticipated growth and development needs.

- 11.1 Encourage development and redevelopment in areas where existing infrastructure is underutilized.
- 11.2 Support future infrastructure capacity for future identified growth areas.
- 11.3 Support City utility rate structures that are both adequate to meet obligations and future needs and are equitable for services received by residential, commercial, and industrial users.
- 11.4 Investigate usefulness of technological advances to optimize services.
- 11.5 Plan for orderly replacement and upgrade of public and private communication infrastructure with attention to features, capacity, compatibility, and future growth.
- 11.6 Consider opportunities for buried public and private communication infrastructure during planning for street, water, and sewer construction projects.
- 11.7 Work with the Iowa Department of Transportation (IDOT) and the Dubuque Metropolitan Area Transportation Study (DMATS) on the timely development of new highway and arterial street systems to provide growth potential for the future.
- 11.8 Support providing sanitary sewer and water main extensions within the city in a timely manner, when economically feasible.
- 11.9 Evaluate periodically the water system's storage and hydraulics to ensure ability to serve future growth demands.



- 11.10 Support a "looped" water distribution system, where practical.
- 11.11 Continue to encourage and enhance downtown development by striving to meet current parking needs and providing expansion programs that are cost-effective and innovative.
- 11.12 Monitor and coordinate appropriate implementation of gas and electric delivery systems.
- 11.13 Support extension of City utilities along the Iowa 32 (Southwest Arterial) corridor.

goal TWELVE

To provide, maintain, and improve solid waste collection and disposal infrastructure and services.

- 12.1 Strive to maintain the efficiency and effectiveness of the solid waste collection system.
- 12.2 Consider expanding the recycling collection service wherever logistically and fiscally feasible.
- 12.3 Support maintaining and expanding the landfill to ensure adequate capacity, in accordance with environmental regulations.
- 12.4 Support updating and implementing the Comprehensive Solid Waste Management Plan.

ENVIRONMENTAL QUALITY GOALS

are a balance between stewardship and protection of our environment and the impacts of urban living. A community can both affect and be affected by local, regional, and even global environmental issues.

Dubuque's natural and built environments establish the city's appearance and image as a healthy, safe, and viable place to live, work, play, and learn.



goal ONE

To encourage the creation of a sustainable environment that successfully balances urban growth and development with ecological constraints.

- 1.1 Encourage expansion and recruitment of environmentally conscious businesses.
- 1.2 Maintain and plan for biodiverse green space as development and public improvements occur.

- 1.3 Identify, preserve, and promote linkages or connections of open/green spaces.
- 1.4 Promote and enforce ordinance programs that minimize soil erosion.
- 1.5 Promote outdoor lighting practices that minimize light pollution.
- 1.6 Encourage existing businesses and residential subdivisions to add retention basins and/or on-site infiltration systems to further control flooding and runoff.
- 1.7 Promote appropriate lifestyles and infrastructure changes to reduce causes and impacts of global climate change.

goal TWO

To promote conservation practices that result in responsible use of non-renewable natural resources.

- 2.1 Consider the potential for open space in any actions relative to land use.
- 2.2 Promote awareness and use of alternate, renewable resources.
- 2.3 Encourage green building principles.
- 2.4 Promote programs to improve energy efficiency.
- 2.5 Promote planting and preserving of trees to reduce energy use.
- 2.6 Promote walking, mass transit use, and cycling through infrastructure development to reduce energy consumption.
- 2.7 Encourage public organizations to lead by example by purchasing and using energy and fuel efficient vehicles.

goal THREE

To educate citizens about environmental issues affecting their lives and their community.

- 3.1 Partner with educational institutions and media to report environmental indicator status and trends to the community concurrently with updates of the Comprehensive Plan.
- 3.2 Encourage the use of environmental projects and ongoing environmental education programs for citizens of all ages, including the human health effects of environmental issues and problems, e.g. radon and lead hazard reduction.
- 3.3 Remove barriers to, explore incentives for, and encourage green building and landscaping principles.
- 3.4 Encourage coordination of community organizations concerned with environmental issues and local ecosystems.

goal FOUR

To protect and preserve existing water supplies and air quality and ensure that future water and air quality is safeguarded.

- 4.1 Identify and develop potential controlling measures to safeguard water and air quality.
- 4.2 Promote the enforcement of regulations relative to protecting and preserving existing water and air quality.
- 4.3 Attempt to ensure that all new development meets the applicable standards for water and air quality controls.



- 4.4 Consider alternatives to incineration of wastewater sludge, e.g. more beneficial use.
- 4.5 Protect, control, and maintain the City water distribution system to preserve water quality and meet state and federal mandates.
- 4.6 Promote ground water protection and adequate water quality and quantity of our streams and rivers by expanded infiltration.

goal FIVE

To assure appropriate control, collection, disposal, and per capita reduction of stormwater, wastewater, solid wastes, and household hazardous wastes.

- 5.1 Promote reduction and proper disposal of business and household hazardous waste, including purchasing alternatives.
- 5.2 Promote reduction and proper disposal of solid waste.
- 5.3 Promote a safe and sanitary environment along the city's streets, alleys, and other properties.
- 5.4 Promote a sanitary environment through the implementation of best management practices in the collection and disposal of stormwater and wastewater.
- 5.5 Promote a sanitary environment through the proper collection and disposal of solid wastes in accordance with environmental and aesthetic standards.

- 5.6 Attempt to prevent toxic waste discharge into the wastewater treatment system and/or the environment through education, monitoring, and enforcement.
- 5.7 Operate the Dubuque Metropolitan Area Solid Waste Agency's landfill and various materials diversion programs in conformance with state and federal regulations.
- 5.8 Encourage natural infiltration from rainfall and snow melt to replenish groundwater and recharge springs and aquifers.

goal SIX

To promote residential and business programs that reduce, reuse, recycle, and safely dispose of the community's discard stream.

- 6.1 Consider the expansion of recycling efforts through increased participation and new materials, e.g. electronics.
- 6.2 Promote use of recycled content products, e.g. compost and environmentally preferable purchasing.
- 6.3 Consider expanding the food scrap and backyard composting options and awareness.
- 6.4 Educate the community concerning recycling and other solid waste minimization and reduction methods.
- 6.5 Promote alternative uses other than disposal for construction/demolition materials.

goal SEVEN

To promote the protection, preservation, and enhancement of the biodiversity of the city's bluffs and prairies, wetlands, waterways, and all natural areas, and encourage partnerships.

- 7.1 Promote identification, restoration, and protection of rare, native and sensitive habitat (including prairies and woodlands) with concern to the evolving understanding of expertise in current management techniques.
- 7.2 Encourage environmentally appropriate public use of, and access to, the community's bluffs, wetlands, and waterways.

- 7.3 Encourage protection and restoration of these sensitive areas as development and redevelopment occurs, including along the riverfront bluffs.
- 7.4 Provide an aesthetically attractive city riverfront for use by industrial, recreational, residential, and commercial interests.
- 7.5 Partner with community groups to demonstrate and educate the community on best management practices for ecological design.
- 7.6 Encourage reduction of non-native, invasive plant and animal species and maintain an appropriate balance of native species.

goal EIGHT

To promote community clean-up and beautification efforts through public and private partnerships.

- 8.1 Educate the public on litter prevention and illegal dumping and enforce existing laws.
- 8.2 Encourage clean-up, beautification, and landscaping for the public, private, and business sectors, i.e. parkland, roadway, and shoreline adoption programs.
- 8.3 Encourage plantings of native species conducive to urban native wildlife, i.e. birds and butterflies.
- 8.4 Encourage downtown and neighborhood clean up and beautification efforts.
- 8.5 Encourage balancing the advertising and identification needs of businesses, industries, institutions, and organizations with on-premise and off-premise sign regulations that protect scenic vistas, minimize sign clutter, and are consistent with local, state, and federal sign regulations.

goal NINE

To meet or exceed all federal, state, and local regulations for environmental quality.

- 9.1 Gain knowledge of and promote compliance with regulations.
- 9.2 Support federal and state entities in their monitoring and enforcement of their regulations.

CITY FISCAL GOALS

must address the allocation of limited available resources among competing interests, departments, activities, and programs. These goals should develop an acceptable balance of costs and services with respect to quality, quantity, and financing. City fiscal goals should emphasize policy and budget objectives, demands on and accomplishments of City

governmental units and alternative funding and service levels. The purpose of these City Fiscal goals is to help focus on the major policy decisions of what services City government will provide, who will pay for them and the implications of such decisions in achieving the goals in all elements of the Comprehensive Plan.



goal ONE

To promote the fiscal soundness and viability of City government operations.

- 1.1 Consider using nonrecurring revenues only to fund nonrecurring expenditures.
- 1.2 Maintain and strive to upgrade the City's bond rating.
- 1.3 Monitor changing conditions, trends and legislation as it impacts the City's fiscal position and promote appropriate fiscal policy and guidelines to maintain the City's sound fiscal condition.
- 1.4 Identify and evaluate revenue alternatives to City property tax.
- 1.5 Minimize program costs by using sound purchasing practices.
- 1.6 Minimize program costs by using sound risk management practices.
- 1.7 Maintain adequate reserves to positively impact bond rating and provide flexibility to implement projects as opportunities come up.
- 1.8 Use City Council goals and priorities to guide budgeting process.

goal TWO

To communicate the City's fiscal management process in language understandable to the general public.

- 2.1 Continue to refine the Citizens Guide to the Budget.

- 2.2 Encourage increased public participation throughout the budget process.
- 2.3 Continue to help citizens understand local government financing, such as the allocation of property tax asking between the City, County and schools.
- 2.4 Strive to meet state and national standards for the City's budget presentation.

goal THREE

To provide reports and financial data that are accurate, timely, and meaningful and which satisfy the need for sound fiscal policy formulation, efficient City management and full disclosure of City finances.

- 3.1 Base all financial reports on generally accepted and appropriate accounting principles.
- 3.2 Continue to meet national standards for the City's annual financial report, set by the Government Finance Officers Association.
- 3.3 Continue to meet Municipal Treasurers' Association requirements to have the written investment policy certified.

goal FOUR

To minimize the impact of economic swings on the City's operating budget.

- 4.1 Promote economic development efforts to expand and diversify the property tax base and to improve and/or implement "growth" revenues for the City.

- 4.2 Consider allocating revenue sources sensitive to economic conditions primarily to deferrable capital improvement projects, when possible, to allow the City to maintain a steady revenue stream to fund operating expenses.

goal FIVE

To emphasize the use of fees and user charges to maintain existing City services and reduce reliance on local property taxes while remaining sensitive to program access, affordability, and availability for those with low or moderate incomes or disabilities.

- 5.1 Pursue federal, state and private funding to help finance City services and minimize the property tax burden, but avoid service or funding commitments after such outside funding ends.
- 5.2 Explore options for alternative revenue sources to property taxes.
- 5.3 Promote access to and affordability and availability of essential City services to low and moderate income persons and persons with disabilities.
- 5.4 Establish reasonable user fees and charges for services where appropriate, so that those who utilize or directly benefit from a City service activity or facility also help pay for it.
- 5.5 Strive to maximize return on City leases.

goal SIX

To improve City government productivity and service delivery and identify alternative means of service delivery.

- 6.1 Review all City services and programs for operational efficiencies to improve service levels and delivery, and/or to implement cost containment measures.
- 6.2 Review all City boards and commissions on a periodic basis to identify possible changes for improved performance.
- 6.3 Identify additional City government activities where volunteers could supplement City employees, or where services could be “spun off” to non-government groups or sponsors.

- 6.4 Utilize employee involvement as a means to improve productivity and service delivery.
- 6.5 Encourage citizen input to help identify productivity and service delivery needs.
- 6.6 Explore opportunities for cost-saving regional sharing of City services.

goal SEVEN

To determine the work effort required and the costs to meet increased service delivery requests and/or mandates.

- 7.1 Support changes in federal and state laws to eliminate or reduce unfunded mandates.
- 7.2 Identify and forecast impacts, options, and realistic annual and long-term maintenance and operational costs and responsibilities early in the budgeting process for each service request or mandate.
- 7.3 Consider new City services primarily when either additional revenues or expenditure reductions are demonstrated, or when mandated by state or federal law.
- 7.4 Focus City policy decisions on what services the City will provide, who will pay for them, and the implications of such decisions.

goal EIGHT

To make decisions on achieving goals in all elements of the Comprehensive Plan based on competition for and distribution of limited resources.

- 8.1 Continue to encourage citizen participation in the City’s comprehensive plan and budget process.
- 8.2 Use the community visioning process and the comprehensive planning process to assist the City Council, City administration, and community leaders in setting priorities for implementation.
- 8.3 Establish a plan for distribution of limited resources based on the City Council’s goals and priorities.



goal NINE

To examine public and private funding sources and alternative means to accomplish goals in all elements of the Comprehensive Plan.

- 9.1 Collaborate with members of the community to implement City Council goals and priorities.
- 9.2 Identify public and private funding sources, and alternative means to accomplish goals for which the City government has direct authority and responsibility.
- 9.3 Encourage other area service providers, private entities and community leaders to identify private funding and other similar means to realize goals within their areas.

ECONOMIC DEVELOPMENT GOALS

must continue the active and vital collaboration between public and private sectors to promote the economic health and well-being of our region. Economic development encompasses well-informed decisions regarding business retention and recruitment, work force development, available and appropriate locations for business and industry, public investment in supportive infrastructure, and financial incentives which can induce private investment and economic growth. The preservation and

expansion of the community's economic base should be a prime objective. Unless business and industry is healthy and there are expanding employment opportunities that pay a living wage, the population will not be stable, the tax base will decline, and government's ability to finance public services and facilities will be impaired. The future development of the community depends on maintaining and enhancing local economic development efforts directed towards these goals.



goal ONE

To reduce unemployment, achieve economic stability, and increase the standard of living for all citizens.

- 1.1 Promote establishing and maintaining a broad community consensus regarding the direction of economic development efforts.
- 1.2 Promote diversification of the commercial/industrial base.
- 1.3 Encourage access to economic incentives for quality job creation and/or tax base enhancement.
- 1.4 Continue to use a unified economic development team, with public/private sector involvement, to tackle the City's economic development goals.
- 1.5 Promote reduction of barriers to economic growth, while recognizing the City's regulatory function.
- 1.6 Attempt to identify additional resources to aid in economic development.
- 1.7 Encourage maintaining a community socio-demographic data base as an information clearinghouse for economic development.

goal TWO

To build a highly skilled, flexible work force.

- 2.1 Cooperate with local educational institutions to coordinate training/skill requirements to meet the needs of local employers.

- 2.2 Promote reduction of barriers to obtaining necessary or upgraded job skills.
- 2.3 Encourage utilizing the talents and experience of mature workers who bring special skills and knowledge to the work force.
- 2.4 Consider maintaining an informational clearinghouse that coordinates job training, placement, and skills development.
- 2.5 Consider developing and delivering educational programming over the widest array of media.
- 2.6 Promote providing information on work skills development and available employment opportunities through print, electronic, and telecommunications media.

goal THREE

To concentrate on retaining and expanding existing local businesses.

- 3.1 Cooperate with business, educational institutions, community organizations, and government to provide information to local businesses.
- 3.2 Promote assistance to local firms in finding appropriate development sites for expansion.
- 3.3 Encourage existing neighborhood employers to grow "in place," keeping jobs close to where people live.
- 3.4 Promote retaining existing manufacturing firms and facilitate their expansion.

- 3.5 Encourage maintaining and strengthening Dubuque's position as a retail center in the trade area.
- 3.6 Encourage maintaining and expanding the local health care industry's share of the regional market.
- 3.7 Encourage retaining and expanding the base of service industry employment.
- 3.8 Encourage downtown revitalization and neighborhood business development.
- 3.9 Encourage diversified retail shopping.
- 3.10 Promote retention and expansion of river-dependent uses, while recognizing environmental constraints.
- 3.11 Encourage implementation of the Commerce-Business and Commerce-Retail elements of the Downtown Master Plan.

goal FOUR

To increase the number of small firms within Dubuque by fostering local entrepreneurship.

- 4.1 Cooperate with other agencies and institutions to identify programs and services to assist in the creation of new small businesses.
- 4.2 Promote support for start-up businesses with both financial and technical assistance.
- 4.3 Encourage removal of barriers to allowing in-home businesses to be successful.
- 4.4 Consider strengthening programs which provide business development, information, and technical assistance.

goal FIVE

To recruit businesses that are suited to the area, require a highly skilled work force or are willing to train an entry-level work force and are experiencing growth.

- 5.1 Encourage assistance to businesses and industries that produce exports or import substitutes and that provide higher wages and benefits to their employees.
- 5.2 Promote opportunities in the Dubuque area to targeted businesses and industries.
- 5.3 Continue a collaborative recruitment strategy among business, non-profits, and government.

- 5.4 Encourage the recruitment of businesses with new technology and renewable resources.
- 5.5 Encourage the recruitment of businesses that are in line with the State's economic development goals.
- 5.6 Encourage the recruitment of businesses that utilize the by-products of other businesses.
- 5.7 Encourage the recruitment of a variety of restaurants and retail establishments, including franchises that are not currently in Dubuque, but that are located within the regional malls that attract shoppers from Dubuque.

goal SIX

To work toward identifying the economic needs of the chronically unemployed and underemployed in Dubuque, and encourage programming -- including education and retraining -- to meet those needs.

- 6.1 Develop awareness of the impediments to employment for this sector of the population.
- 6.2 Collaborate with unemployed and underemployed persons and potential employers to find creative ways to overcome barriers.
- 6.3 Promote targeting unemployed young adults (ages 18-24) for job/skills training, providing supportive services as needed.
- 6.4 Promote access to resources and tools for education, training, and supportive services through a variety of means and media.



- 6.5 Encourage business, labor, education, and government partnerships to solve work force development problems.

goal SEVEN

To maintain and strengthen Dubuque's position as a tourist destination.

- 7.1 Promote existing attractions.
- 7.2 Promote a variety of additional year-round tourist attractions.
- 7.3 Consider recommendations in the Riverfront Plan to add amenities for both citizens and tourists along the Mississippi River.
- 7.4 Focus resources on future tourism initiatives, including those identified in the community visioning process.
- 7.5 Foster enhanced recreational access to the river as an economic development strategy.
- 7.6 Promote the culture, education, and entertainment element of the Downtown Master Plan.

goal EIGHT

To promote and encourage preservation of our historic assets.

- 8.1 Explore ways to increase State and Federal funding for historic preservation.



- 8.2 Explore ways to remove barriers to preservation.
- 8.3 Promote education of the public on the economic benefits of historic preservation.
- 8.4 Promote the historical features element of the Downtown Master Plan.

goal NINE

To strengthen the local tax base.

- 9.1 Encourage expansion and diversification of the tax base.
- 9.2 Encourage attracting and retaining capital intensive industries for increased property values.
- 9.3 Encourage property improvements and revitalization throughout the city.
- 9.4 Consider annexing additional land, as necessary and as possible according to smart growth principles to accommodate future expansion.

goal TEN

To establish and maintain housing and transportation, communication, and utility systems which support and foster quality development.

- 10.1 Encourage the coordination of the provision of supportive infrastructure in concurrence with new development.
- 10.2 Evaluate new development impacts on existing City infrastructure and services to ensure adequate capacity and compensation.
- 10.3 Encourage efforts to link Dubuque with major transportation networks.
- 10.4 Encourage coordination of infrastructure investment strategy with government, business, and local institutions.
- 10.5 Promote the Residential Living element of the Downtown Master Plan.
- 10.6 Promote the Transportation element of the Downtown Master Plan.
- 10.7 Promote the Public Space and Open Areas element of the Downtown Master Plan.

goal ELEVEN

To strengthen, maintain, and continually upgrade technology infrastructure and systems, and provide adequate access and capacity for current and anticipated needs.

- 11.1 Foster communication with end users regarding current and future needs.
- 11.2 Explore feasibility of community wide wireless computer networks, or Wi-Fi (wireless fidelity).
- 11.3 Promote opportunities of the information superhighway for economic development.
- 11.4 Promote maintenance of a computerized Geographic Information System (GIS) to support economic development.

goal TWELVE

To promote the provision of an adequate supply of vacant, development-ready land for commercial and industrial use.

- 12.1 Promote redevelopment of existing vacant, underutilized, and brownfield properties.
- 12.2 Promote utilization of development-ready sites.
- 12.3 Evaluate potential commercial and industrial development sites, based on the City's Future Land Use Map.

- 12.4 Encourage protection of development potential of appropriate sites.
- 12.5 Consider aeronautical and industrial park development at the airport.
- 12.6 Consider annexing growth areas, as necessary and as possible, to ensure adequate supply of developable land and to control development on the city's fringe.
- 12.7 Implement the Port of Dubuque Master Plan.

goal THIRTEEN

To encourage development that is environmentally sensitive.

- 13.1 Encourage targeting environmentally sensitive business and industry in recruitment efforts.
- 13.2 Promote development of businesses and industries that are committed to enhancing local environmental quality.
- 13.3 Promote and encourage sound environment practices with existing businesses and industries.
- 13.4 Promote and encourage the use of alternative and/or renewable fuel and energy sources for vehicle fleets, building operations, and manufacturing processors.
- 13.5 Encourage LEED (Leadership in Energy and Environmental Design) Green Building Rating System® concepts in building design for new and existing facilities.



HEALTH GOALS

must address physical and mental health and medical issues that fall within the scope of both public and private providers. Government often cites “health, safety, and the general welfare” as necessary and important public purposes. It accomplishes these purposes through assessment, assurance, and policy development. The public health and

continued wellness must be of concern to the community as a whole. The promotion of good public health practices and lifestyles and the provision of necessary and adequate health care to all members of the community must be the shared responsibility of both the public and private sectors.



goal ONE

To reduce and prevent the occurrence of disease, and disability in the community.

- 1.1 Support decreasing smoking and tobacco use by people of all ages, particularly youth.
- 1.2 Support increasing the number of tobacco-free sites in Dubuque County.
- 1.3 Support increasing the proportion of people age 40 and over who receive regular exams for early detection of cancer.
- 1.4 Promote reducing the hospitalization rate for pulmonary disease through pulmonary rehabilitation, asthma treatment and prevention, and pneumonia and influenza vaccination.

- 1.5 Promote reducing the number of adults in Dubuque County with high cholesterol, high blood pressure, and diabetes through increased screenings, education and follow-up procedures.
- 1.6 Promote community awareness, prevention, testing and treatment of sexually transmitted diseases (STD's), Human Immunodeficiency Virus (HIV), and Hepatitis B and C.
- 1.7 Support increasing the proportion of people of all ages who follow preventative measures for skin cancer.
- 1.8 Promote preventative health initiatives which include public information and education on current health issues.
- 1.9 Promote controlling the spread of communicable disease in the community through information, investigation, and immunization through a comprehensive coordinated approach utilizing case management services and public health preparedness plans.
- 1.10 Encourage participation in age and risk based preventative health care tests, screenings, and practices.
- 1.11 Support increasing the number of children aged 0–5 receiving recommended well-child examinations.

goal TWO

To promote the physical and mental health, safety, and wellness of the citizens of Dubuque through educational and outreach efforts.

- 2.1 Encourage citizen participation in the ongoing implementation of the Dubuque County community health needs assessment and health improvement plan.
- 2.2 Promote evaluation and annual assessment of the health status of the community to plan health goals.
- 2.3 Promote community awareness and recognition that injuries caused by violent behavior are a public health issue.
- 2.4 Support increasing the proportion of Dubuque County employers/work sites that offer nutrition education, weight management, stress reduction and/or wellness programs including physical activity.
- 2.5 Promote education of the community that mental illnesses are real, can be screened, diagnosed, and effectively treated in affordable ways.
- 2.6 Consider developing a comprehensive mental health service delivery system including outreach, for Dubuque County.
- 2.7 Promote opportunities for and encourage community participation in programs to reduce the prevalence of sedentary lifestyles in all age groups in Dubuque County.
- 2.8 Support reducing the prevalence of being overweight and obese (based on Body Mass Index) in Dubuque County.
- 2.9 Consider developing a comprehensive substance abuse plan to increase the availability of and access to a full continuum of education, prevention and treatment services, especially for methamphetamine and alcohol and co-occurring disorders.

goal THREE

To promote access to adequate health services for all members of the community through a collaborative effort of federal, state, local, private and charitable agencies.

- 3.1 Promote health programs and primary care services for underserved and high risk populations, i.e., underserved can include persons isolated in rural settings, culturally-diverse individuals, and other persons with special needs.
- 3.2 Support access to community mental health treatment (on an equal basis with medical treatment) for individuals with mental illness delivered in a timely and confidential manner.
- 3.3 Promote health, safety, and wellness by developing and helping to establish access to community programs including oral, mental, and physical health.

goal FOUR

To address the special health needs of pregnant women, children, and the elderly.

- 4.1 Promote a system for obtaining and reporting reliable data for maternal, infant, and child health across all Dubuque County providers.
- 4.2 Promote increased awareness of the definition of domestic violence and community resources for intervention and prevention.
- 4.3 Support reducing substance abuse of alcohol, tobacco, cocaine, marijuana, methamphetamine,

and other drugs among youth (12-18 years of age) and pregnant women in Dubuque County.

- 4.4 Promote decreasing children's morbidity and mortality through increased use of car seats, breastfeeding promotion, health screenings, and through teenage pregnancy prevention.
- 4.5 Support case management and homecare health services to the elderly to delay or decrease institutionalization.

goal FIVE

To create safe and sanitary work, play, and housing environments.

- 5.1 Strive for a community which provides a variety of easily accessible recreational programs and opportunities at moderate or no cost to participants.
- 5.2 Support increasing the number of employers and organizations offering safety, wellness promotion, substance abuse and employee assistance programs.
- 5.3 Promote wellness programs within the schools that include nutrition and physical activity.
- 5.4 Promote tobacco-free environments.
- 5.5 Promote a safe and healthy environment by ensuring sanitary conditions and practices in accordance with municipal public health, housing and environmental ordinances, codes, and regulations.
- 5.6 Promote safe and sanitary conditions at food service establishments and by food purveyors.
- 5.7 Promote safe and sanitary housing conditions through the reduction of radon, lead hazards, carbon monoxide poisoning, and other environmental health concerns.

goal SIX

To contain the rising costs of health care in an equitable, efficient, and collaborative manner through community-wide planning.

- 6.1 Support the efficient delivery of high-quality health care.
- 6.2 Consider developing a database of community health resources of Dubuque area providers and payers, including information on Medicare and Medicaid providers.

- 6.3 Promote active, responsible participation by health care consumers including personal and family health plans.
- 6.4 Support educating the community regarding the health status of the community and the existing health care system in Dubuque.
- 6.5 Promote an ongoing forum to address health care quality, reform, and cost containment at the community level.

goal SEVEN

To retain and recruit quality health and medical personnel for our community.

- 7.1 Encourage improvement of patient and provider satisfaction ratings of health and medical personnel with health care administration and facilities.
- 7.2 Encourage retention, recruitment, and replacement of quality health and medical personnel, especially in occupations with a shortage of skilled health workers to minimize out-of-city referrals.
- 7.3 Consider satisfaction surveys from health care system users to improve services, facilities, and employee performance.
- 7.4 Promote programs that educate health professionals.

goal EIGHT

To become a regional health care center providing a full-range of both general and specialty health and medical services.

- 8.1 Encourage specialty outpatient medical services coverage to area rural hospitals.
- 8.2 Support networking area rural hospitals' information systems with Dubuque providers.
- 8.3 Encourage improving access to primary care and mental health physician services through recruitment assistance to area medical community.
- 8.4 Encourage secure and simplified access to financial, clinical, administrative, and management data from any location in the health care information system among health care providers.
- 8.5 Support quality services and/or facilities as needed, including an emphasis on outpatient care for the underinsured.



HOUSING GOALS

must address the issues of housing availability, affordability, and accessibility for all members of the community. Public intervention in the private housing market is sometimes necessary to promote and/or encourage an adequate supply of quality, safe, sanitary housing within the city limits. Public and private partnerships should continue to be developed to spur reinvestment and renewal in existing, older

neighborhoods. The provision of affordable shelter is a basic human need that demands special attention in the arena of human services delivery, including the administration of federal income assistance to those in greatest need. Our community's very image is reflected in large measure by the pride and well-being displayed in our neighborhoods.



goal ONE

To promote the preservation, rehabilitation, and investment in our city housing stock and neighborhoods.

- 1.1 Promote enforcement of minimum housing quality standards in all rental housing through systematic code enforcement.
- 1.2 Encourage a range of affordable, accessible, and decent rental housing options throughout the community.
- 1.3 Consider expanding the City's use of housing preservation programs whenever appropriate and possible.
- 1.4 Promote programs to improve energy efficiency and enlist the participation of utility companies in promotional efforts.
- 1.5 Encourage participation in and use of low-interest rehabilitation and home purchase loan funds.
- 1.6 Promote recycling existing vacant or under-utilized structures, such as convents, schools, and industrial buildings, into housing with an affordable component, where appropriate.
- 1.7 Encourage the expansion of the capacity of neighborhood associations.
- 1.8 Promote residential educational workshops regarding restoration, rehabilitation, and maintenance.
- 1.9 Encourage relocation of existing housing as opposed to demolition whenever possible.

- 1.10 Communicate with legislators to empower local governments to have more local control in the administration and monitoring of federal housing programs.
- 1.11 Support the integration of new neighborhood residents into the neighborhood associations, local schools, and community activities.
- 1.12 Continue to support a decrease in the amount of vacant and abandoned housing in Dubuque neighborhoods.
- 1.13 Promote programs, education, and training that support and encourage appropriate landlord oversight.
- 1.14 Promote programs, education, and training that support and encourage appropriate tenant accountability.
- 1.15 Support Community Oriented Policing and participation of neighborhood residents in crime reduction strategies.

goal TWO

To promote the creation and maintenance of an adequate supply of sound, affordable housing integrated throughout the community.

- 2.1 Promote City partnerships with private sector, non-profit, other government agencies and neighborhood groups to access available public funding and attract private capital for affordable housing development.

- 2.2 Promote mixed-income, mixed-rental housing developments.
- 2.3 Support the Section 8 Rental Assistance Program to benefit lower-income families seeking affordable rental housing.
- 2.4 Encourage local lenders to work with all homeowners to rehabilitate, remodel, or repair existing homes.

goal THREE

To expand the opportunities for homeownership, especially for low to moderate income households.

- 3.1 Encourage the use of flexible development regulations in order to assist affordable housing production and decrease housing costs.
- 3.2 Encourage local lenders to participate in programs designed to assist first-time home buyers.
- 3.3 Promote infill housing development opportunities, in the city's older neighborhoods, through a combination of public subsidy, affordable housing incentives and owner sweat equity.
- 3.4 Promote compact and contiguous development with a variety of higher density housing options that utilize available infrastructure within the existing built environment.



goal FOUR

To promote fair housing opportunity for residents in all city neighborhoods.

- 4.1 Provide for effective implementation of existing fair housing programs.
- 4.2 Encourage involvement of neighborhood residents to the fullest extent possible when planning affordable housing developments.
- 4.3 Monitor, evaluate, and work to minimize federal, state and local codes and regulations that are possible barriers to development of housing, particularly for persons with disabilities or low income.

goal FIVE

To assist local service agencies in providing shelter and semi-independent living for persons in need of supportive services.

- 5.1 Monitor and evaluate homeless and other special needs populations in order to document needs and design assistance programs.
- 5.2 Provide technical assistance to agencies in preparation of applications for program funding.



- 5.3 Encourage partnerships with area agencies in sponsorship of housing initiatives for special needs populations.

goal SIX

To promote the understanding that the availability and affordability of housing is an important key to successful economic development.

- 6.1 Promote corporate participation in employer-assisted housing, for home purchase assistance for employees.
- 6.2 Encourage local institutions, i.e., hospitals, colleges, to establish replacement housing programs for housing lost to corporate expansions.
- 6.3 Encourage corporate participation in the Federal Low Income Tax Credit Program, for purposes of investment in affordable housing development.
- 6.4 Promote an adequate housing supply to support workforce development efforts.

goal SEVEN

To promote the public's awareness of housing needs and issues through informational and educational efforts.

- 7.1 Consider serving as a clearinghouse of information for housing issues and information, to include providing educational programs for tenants and landlords.
- 7.2 Monitor housing market conditions and availability of housing.
- 7.3 Promote workshops for area housing industry members (contractors, lenders, realtors) regarding changing regulatory mandates, i.e., lead-based paint, asbestos removal.
- 7.4 Promote combating the "Not In My Back Yard," or NIMBY, syndrome by dispelling stereotypes associated with affordable housing.
- 7.5 Continue to develop linkages with housing industry groups (Board of Realtors, Mortgage Lenders Association, Dubuque Area Landlords Association) to promote cooperation and consensus-building regarding housing issues.

HUMAN SERVICES GOALS

must address a variety of needs through collaboration and partnerships. Area providers strive for an optimum level of service, understanding local conditions and utilizing limited available resources to the greatest

degree attainable. City government has an indirect role in the provision of needed human services to community residents as it works with and is supportive of area providers.



goal ONE

To promote optimum health care services for community residents.

- 1.1 Support increasing the number of Dubuque area citizens with health care access and health insurance.
- 1.2 Support prescription drug assistance or coverage for the poor.
- 1.3 Support services to improve mental health treatment.
- 1.4 Encourage services to reduce substance abuse/chemical dependency.

goal TWO

To promote optimum services to meet food, clothing, shelter, transportation, and other basic needs.

- 2.1 Promote awareness of and access to food assistance and nutrition programs for people in poverty and low or moderate income households.

- 2.2 Support an adequate, affordable supply of quality housing for low and moderate income households and the homeless.
- 2.3 Foster services that meet basic needs of all our citizens, with particular attention to the elderly, children, and persons with disabilities.
- 2.4 Encourage public/private coalitions to address human services needs.
- 2.5 Encourage participation in human service community action groups.

goal THREE

To promote optimum individual and community safety.

- 3.1 Support reduction of the rate of domestic violence, including child abuse and dependent adult abuse, in the community.
- 3.2 Promote the expansion of emergency shelter and protective services programs.
- 3.3 Support the provision of foster care and legal services programs.
- 3.4 Address the connection between mental health, substance abuse, and public safety, emphasizing prevention and coordination of treatment for continuity of care.
- 3.5 Support increased neighborhood involvement and promote neighborhood associations.

goal FOUR

To promote optimum social and family relationships.

- 4.1 Support increased supply and range of available, high quality, affordable childcare, especially for low

and moderate income households and those families with special needs children.

- 4.2 Support increased opportunities for the elderly to maintain an independent lifestyle.
- 4.3 Support the continuation and expansion of family services and foster care.

goal FIVE

To promote optimum income security and economic opportunity for community residents.

- 5.1 Target economic development efforts at creating jobs that pay salaries adequate to support a family.
- 5.2 Support the provision of job training, personal financial security, and job support programs.
- 5.3 Support decreasing the number of area residents who live at or below the poverty level.

goal SIX

To work with area providers and citizens so that human services are supported and delivered in an effective and efficient manner.

- 6.1 Encourage improved effective coordination and citizen involvement in service delivery, policy development, and program implementation.
- 6.2 Continue to coordinate, jointly plan, and support improved services through organized community action.
- 6.3 Encourage self-sufficiency for families and individuals.

EDUCATION GOALS

must address the educational and informational needs of all members of the community as life-long learning opportunities are made available at many levels of interest and for all ages and abilities. Education must not be relegated to the schools alone but must become a collaborative experience that joins public and private sector, business and government,

parent, teacher, and student in partnerships with one another and our educational institutions. A community's quality of life and ability to attract and retain both economic growth and residents often depends on the quality and quantity of educational facilities and services.



goal ONE

To support opportunities for life-long learning for residents of all ages.

- 1.1 Support efforts to increase adult literacy.
- 1.2 Promote access to all levels of education for all persons.
- 1.3 Support individuals of all ages in pursuit of a sustained program of learning independent of any educational provider.
- 1.4 Promote addition of doctoral programs.
- 1.5 Encourage public and private employers to offer continuing education incentives.

goal TWO

To provide access to timely, accurate, and useful information through reading, audio-visual, and electronic materials and programming through the public library.

- 2.1 Consider providing and enhancing quality on-site, telephone and electronic reference services.
- 2.2 Support coordination and sharing resources to serve better the needs of the public.
- 2.3 Promote featuring current, high-demand, high-interest materials in a variety of formats for persons of all ages and abilities.
- 2.4 Promote use and awareness of the quality of the public library.
- 2.5 Support expansion and accessibility of library services throughout the community.

- 2.6 Foster a learning environment that utilizes state-of-the-art technologies.

goal THREE

To create and deliver a quality education that allows all students to reach their highest potential.

- 3.1 Promote a variety of assessment tools, methods and strategies to evaluate and/or document student progress, in accord with national and state standards.
- 3.2 Champion superior standards of academic excellence, in which values are integrated in the lives and work of all members of the school community.
- 3.3 Support a comprehensive educational program that provides services to students ranging from severely and profoundly disabled programs through gifted programs and advanced placement courses.
- 3.4 Strive to prepare students for careers, lifelong learning, and citizenship in contemporary international society.
- 3.5 Encourage activities that promote lifelong physical fitness and health awareness.
- 3.6 Provide services that allow high school students to pursue either college or vocational education.
- 3.7 Promote high school completion and encourage post-secondary education or vocational training.
- 3.8 Provide adequate and nutritional food service before and during school.

goal FOUR

To address the educational needs of pre-school children in the community.

- 4.1 Promote and enhance programs for parent education.
- 4.2 Encourage families' use of the public library through services for parents and parents and children together.
- 4.3 Encourage pre-school children to develop an interest in reading and learning.
- 4.4 Consider enhancing programming activities for pre-school children.
- 4.5 Promote educating the community on the importance of physical growth and brain development for children 0–5 years old.
- 4.6 Encourage incorporating education into activities at childcare facilities.

goal FIVE

To increase the involvement of parents and the community in our schools.

- 5.1 Promote parental and other citizen ownership and participation in the educational system.
- 5.2 Encourage involvement of parents in helping students to achieve their educational goals.
- 5.3 Promote providing a safe school environment.
- 5.4 Support and educate the public on charter school concept and neighborhood schools.
- 5.5 Support and expand mentoring by encouraging retirees and employees with the support of their employers.
- 5.6 Consider creating a pool of community tutors to meet needs of children not receiving support services.

goal SIX

To build partnerships between the private sector and schools to ensure that educational outcomes meet the needs of both future employers and employees, enabling the Dubuque area to have the highest skilled incumbent workforce in the state.

- 6.1 Encourage employment programs that promote partnerships among business, social services and educational institutions to train and educate the workforce.
- 6.2 Foster business and industry involvement in the educational process.
- 6.3 Encourage the support of the entire community to meet the educational challenges of the future.
- 6.4 Consider the changing educational and human needs of the community, with emphasis on quality higher education.
- 6.5 Promote expansion of business and industry initiatives for delivery of customized training and other workforce development activities.
- 6.6 Promote increasing the percentage of graduates of Dubuque area schools who enter the Dubuque area workforce.
- 6.7 Encourage community service and involvement by all students.
- 6.8 Encourage local educational institutions to adequately prepare the local work force to meet the needs of a changing economy.

goal SEVEN

To develop responsible citizens and leaders to meet the challenges of a multicultural America and global society.

- 7.1 Promote opportunities for all segments of the community to participate in leadership activities.
- 7.2 Facilitate the recruitment of youth for leadership roles in all segments of the community.
- 7.3 Emphasize in the learning process the global nature of the work environment.
- 7.4 Promote quality global, multi-cultural, non-sexist education at all levels.
- 7.5 Encourage bilingual education at all levels.

goal EIGHT

To continue to enhance quality educational facilities in appropriate locations throughout the community to meet changing demographic and development patterns.

- 8.1 Support improving and expanding college facilities, including student housing, as a result of increased enrollments.
- 8.2 Encourage extending educational opportunities to the community at large.
- 8.3 Promote enhancing the capability of educational facilities to meet the needs of citizens, as changing demographic projections indicate.
- 8.4 Promote a learning environment that utilizes state-of-the-art technologies in each school.
- 8.5 Encourage existing K-12 schools to have the resources and advantages that new schools receive.
- 8.6 Encourage cooperation amongst institutions of higher education.

goal NINE

To identify sources of funding and increased efficiencies to maintain and/or expand educational programs and facilities.

- 9.1 Encourage integration, coordination, and pooling of resources among private and public educational institutions at all levels.
- 9.2 Identify innovative strategies to seek major funding from new sources to supplement traditional local, state, and federal funding.
- 9.3 Foster quality management of educational services and facilities.



CULTURAL ARTS GOALS

must address the arts as an important aspect of our community's basic quality of life. The cultural arts not only enrich our experiences but educate us about the world we live in. The diversity of the world as represented through the cultural arts is one way to share the culture

and knowledge of different people and places. The freedom and opportunity to create and explore the cultural arts should not be understated or ignored.



goal ONE

To celebrate the arts as an opportunity to enjoy and enrich community life.

- 1.1 Promote opportunities for residents of and visitors to Dubuque to enjoy the arts.
- 1.2 Encourage arts and cultural programming year-round for children and adults in the Dubuque area.
- 1.3 Foster multi-cultural, multi-disciplinary artistic and educational opportunities to expand cultural horizons and improve the quality of life.
- 1.4 Encourage opportunities for personal, educational, cultural, and recreational enrichment.
- 1.5 Promote collections, services, experiences, and programs that respond to individual and community needs.
- 1.6 Promote the arts as a common ground for all members of the community.

goal TWO

To provide a variety of affordable and accessible cultural arts activities and resources for all ages.

- 2.1 Expand cultural and recreational opportunities for all ages.
- 2.2 Promote coordination and increased public and private support of wide-ranging, affordable cultural and recreational events and organizations.
- 2.3 Support affordable access to cultural arts activities and resources, whenever possible.
- 2.4 Promote accessible arts activities for members of the community, regardless of disabilities.
- 2.5 Consider expanded, affordable use of public facilities.

goal THREE

To promote affordable and accessible spectator and participatory arts experiences and cultural events.

- 3.1 Consider expanding the opportunities to bring cultural events to community facilities.
- 3.2 Promote art, drama, film, music, and dance experiences for audiences and participants of all ages.
- 3.3 Consider expanding the role of the Five Flags Center and other venues as centers for cultural events and arts experiences.
- 3.4 Promote a strong community base of support.

goal FOUR

To utilize the arts to encourage a better understanding of the cultural diversity of the world.

- 4.1 Encourage presentations of minority artists and arts reflecting ethnic traditions.
- 4.2 Foster global awareness activities and intercultural education.
- 4.3 Foster the celebration of cultural diversity.

goal FIVE

To support the expression of the cultural arts and access to that expression.

- 5.1 Foster accessible cultural opportunities which increase appreciation and broaden perspectives.
- 5.2 Promote the recorded wisdom, experiences and ideas of others -- assembled, organized, and made accessible to all.



- 5.3 Promote opportunities for arts groups to utilize the Five Flags Center, Five Flags Theater, and other venues for the expression of art.
- 5.4 Promote free expression of and full access to that expression of artists worldwide.
- 5.5 Promote and improve public awareness and appreciation of the arts.
- 5.6 Encourage preservation, collection, and interpretation of fine arts.
- 5.7 Promote support of local area artists and artistic endeavors.

goal SIX

To safeguard the cultural and historic resources of the community as critical to the quality of life and the attractiveness of Dubuque.

- 6.1 Promote the preservation of historic buildings and architectural resources in the community with emphasis in areas of greatest need.
- 6.2 Encourage educating the community about the benefits of historic preservation to the community's quality of life, economic development efforts, tourism, and tax base enhancement.
- 6.3 Encourage exploration, preservation, and interpretation for present and future generations, the history of Dubuque and the Mississippi River.

- 6.4 Promote increased appreciation, education, technical assistance and funding for the community's historical and architectural heritage.
- 6.5 Encourage the development of a marketing plan for the cultural and historic resources in the community.

goal SEVEN

To encourage the availability of adequate funding and facilities to support arts activities.

- 7.1 Promote preservation and reuse of historic buildings and sites in the community for the cultural arts.
- 7.2 Promote maintaining cultural arts, entertainment, and continuing education services offered by local cultural and educational institutions.
- 7.3 Encourage coordinated services and shared resources among cultural arts organizations in the Dubuque area.
- 7.4 Encourage establishment of a performing arts center and/or a concert hall for large venue concerts.



RECREATION GOALS

must address the provision of facilities and activities for leisure time enjoyment by all members of the community. Both public and private resources are needed to provide a full range of recreational experiences. The community's overall health, wellness, and quality of life are interrelated with the variety and availability of parks, open space and

recreational opportunities that are accessible to all. Accessibility includes both physical and financial access to recreational facilities and activities. Recreation can serve to meet positive human needs and is one of the key factors in Dubuque's livability.



goal ONE

To provide a safe park and recreation system that continues to meet the community's needs for useable and accessible park and open space.

- 1.1 Continue to strive to improve the existing high-quality, safe park and recreation system.
- 1.2 Continue to identify the type of parks, park facilities, and hike/bike trails lacking in the community.
- 1.3 Continue to identify potential park and recreation sites and hike/bike trails to meet the needs identified in the Comprehensive Plan.
- 1.4 Continue to identify funding sources and partnerships for land acquisition and development.
- 1.5 Support parks, green space, trails, and similar park/open space uses easily accessible to residents at neighborhood level.
- 1.6 Encourage and consider development of incentives for providing common open/green space, hike/bike trails, and landscaping in all new development wherever possible.
- 1.7 Strive to establish Dubuque as a bicycle friendly town, with bike lanes and bike trails where feasible.

goal TWO

To promote and encourage the wholesome and enjoyable year-round use of leisure time.

- 2.1 Update periodically the marketing materials to promote the City's Leisure Services.

- 2.2 Support marketing to promote the health benefits of proper use of leisure time.
- 2.3 Continue to identify the times and locations to offer programs so as to make them easily accessible to users.

goal THREE

To offer a variety of affordable and accessible spectator and participatory events and experiences for people of all ages.

- 3.1 Continue to identify potential users and promoters to provide sporting events, concerts, and family shows in the Five Flags Center and other recreation facilities.
- 3.2 Continue to identify sponsors to host sports tournaments at the McAleece Park and Recreation Complex and other recreation facilities.
- 3.3 Continue to strive to meet the needs of the community for adult/youth leagues in a variety of sports.
- 3.4 Encourage establishment of a variety of community recreational facilities based on need.
- 3.5 Consider opportunities for major recreational facilities to serve the regional market.

goal FOUR

To provide a variety of affordable and accessible recreation classes and activities for people of all ages.

- 4.1 Continue to identify the needs and interests of people of all ages and the types of programs they desire/need.
- 4.2 Consider maintaining an inventory of organizations and groups identifying what programs they are offering in the community.
- 4.3 Support a varied program offering activities and programs not being provided by other organizations and groups.
- 4.4 Assess the facility needs of the community (including the need for a recreation center in a new or existing building and outdoor facilities for other sports) so as to meet the recreational needs of the community.

goal FIVE

To provide opportunities for young people to learn the skills of various sports and leisure activities.

- 5.1 Continue to identify the needs and interests of young people as to what sports they would like to participate in.
- 5.2 Review periodically the concept of offering programs that stress fundamentals, skills development, and sportsmanship.
- 5.3 Consider surveying students about their recreation interests.
- 5.4 Encourage opportunities for teen centers/teen dance clubs.

goal SIX

To improve and expand recreational opportunities for adults, the elderly, and persons with disabilities.

- 6.1 Assess the needs and interests of adults, elderly, and persons with disabilities as to what programs they would like to see offered.
- 6.2 Assess what other groups and organizations in the community are doing to provide programs for these individuals.
- 6.3 Continue to evaluate programming that will offer activities not presently being offered in the community.



goal SEVEN

To enhance the visual attractiveness of the community and park system.

- 7.1 Support maintaining and enhancing all park areas in a manner that fosters community pride in the park system.
- 7.2 Consider providing flowers and other landscaping accents to enhance the beauty of all park areas and City-owned property, including use of indigenous plants, where possible.
- 7.3 Review periodically the street tree program and policy to provide plantings on right-of-way on all streets in the city.
- 7.4 Consider continuing improvement program for park equipment, pavilions, and rest rooms.
- 7.5 Encourage property owners to plant more trees.

goal EIGHT

To optimize the recreational amenities offered by the city's riverfront.

- 8.1 Support coordination of the implementation of the recreation, entertainment, culture and education planning component of the Riverfront Plan with other public and private organizations.
- 8.2 Support coordination of the implementation of the environment planning component of the Riverfront Plan with other public and private organizations.
- 8.3 Encourage more attractions at the Port of Dubuque.
- 8.4 Promote a clean riverfront.



PUBLIC SAFETY GOALS

must address acceptable and appropriate levels of risk and response. As the city grows and equipment and facilities age, the need for quality public safety services continues and may increase. In addition to fire, police, emergency communications, and emergency medical services, public safety has a broad definition that includes water, sewer, public health, facility design and maintenance, and inspection services for zoning, housing, building, engineering, health and environmental codes

and regulations. Current and potential residents and businesses are attracted to the community in part because they wish to have a sense of security about their lives, families, and properties. Public safety efforts should seek to reduce the amount and effect of external harm to individuals and damage to property, as well as to promote an atmosphere of personal security from external events.



goal ONE

To ensure the fair, equitable and uniform enforcement of rules, regulations, and laws.

- 1.1 Continue to work toward uniform interpretation of City codes for all building, fire, housing, health, and development services reviews and inspections.
- 1.2 Continue to respond promptly to citizen inquiries about practices and procedures of public safety agencies.
- 1.3 Continue to investigate and respond to complaints about public safety and inspection personnel.

- 1.4 Maintain information and records to document the public safety situation of the City and to record the public safety agencies' response to events.
- 1.5 Strive to foster partnerships between public safety agencies and community groups and agencies that share similar goals.
- 1.6 Strive for a more diverse workforce.
- 1.7 Continue to serve the public with integrity, compassion, competence, and open mindedness.
- 1.8 Provide comprehensive public safety classes involving a wide range of topics related to human interaction and diversity.

goal TWO

To maintain appropriate readiness response capabilities in all areas of public safety.

- 2.1 Support effective and efficient dispatch for public safety personnel for prompt, appropriate responses to calls from the public.
- 2.2 Support safe and efficient buildings, facilities, vehicles, and equipment to support efforts of public safety agencies, while striving for state-of-the-art technology.
- 2.3 Support communications capabilities with operational personnel and equipment.
- 2.4 Continue to improve and maintain the readiness status of all public safety personnel by monitoring

their operational status and providing adequate training.

- 2.5 Consider expanding the use of ITS (Intelligent Transportation System) equipment, including regional partnerships.
- 2.6 Recognize the efficiencies and partnerships created with joint facilities.
- 2.7 Support appropriate staffing levels and equipment to serve growth and development.

goal THREE

To prevent, control, and investigate volatile, at risk situations, and criminal behavior.

- 3.1 Support professional public safety personnel in the city which protects life and property and enhances community safety.
- 3.2 Support response to crimes, accidents, and other emergency situations and take the appropriate action promptly and efficiently.
- 3.3 Support identifying criminal activity and volatile, at-risk situations, and take appropriate action.
- 3.4 Support comprehensive investigation of criminal offenses, apprehension of offenders, recovery of stolen property, and deterrence of criminal activities.
- 3.5 Partner with community members to enhance public safety services that meet the needs of various neighborhoods and segments of the community.

goal FOUR

To create a safe community environment through increased awareness and education in order to eliminate violent crime, gang activity, drug use, juvenile crime, and domestic violence.

- 4.1 Cooperate with community crime prevention groups and agencies.
- 4.2 Support deterring organized crime activity and eliminate the availability of illegal substances and vice activities to citizens.
- 4.3 Foster a positive attitude in youth toward their own welfare and the welfare of others.
- 4.4 Emphasize prevention as the preferred and primary method to work toward the elimination of gang activity, substance abuse, and juvenile crime.
- 4.5 Recognize that this is not just a police problem, and solicit the assistance of other community groups and City departments as well as all public safety agencies, schools, and other relevant facilities should be included.
- 4.6 Maintain public safety partnerships with schools and community-based organizations.
- 4.7 Promote activities that foster positive relationships between youth and public safety personnel.

goal FIVE

To prevent, control, suppress, and investigate fires, affect rescue, mitigate hazardous material incidents, limit collateral damage, and manage emergencies.

- 5.1 Encourage prevention of fires through public education, fire code enforcement, property inspections and incident pre-planning.
- 5.2 Support protecting the lives and property of Dubuque citizens through the use of trained personnel, ongoing education, and appropriate equipment, while striving for state-of-the-art technology.
- 5.3 Continue to use national standards as a guideline.
- 5.4 Continue to use and expand the use of cooperative mutual aid agreements in the future due to growth and development.
- 5.5 Study response times and deployment, to help determine future needs.

goal SIX

To prevent or minimize the impacts of natural or man-made disasters.

- 6.1 Continue to develop and maintain comprehensive emergency management planning for local governments which include severe weather, major mass casualties, hazardous material incidents, terrorism, and weapons of mass destruction.
- 6.2 Support a high level of disaster preparedness, to meet or exceed state and federal requirements.
- 6.3 Develop mitigation programs and activities which will lessen possible catastrophic results from possible disaster occurrences.
- 6.4 Promote appropriate disaster response training and equipment for public safety agencies.

goal SEVEN

To provide emergency first responder and advanced life support medical care to the community.

- 7.1 Promote the provision of first responders to provide medical aid for emergency medical calls and accidents, including adequate staff levels.
- 7.2 Promote the provision of prompt and efficient ambulance services and emergency medical care to those in need.
- 7.3 Promote readiness status of public safety personnel through appropriate training to meet required certifications.

goal EIGHT

To provide review and inspection services that regulate the safe and sanitary construction and maintenance of buildings and structures.

- 8.1 Support regulation and control the design, construction, quality of material, use, occupancy, location, and maintenance of all buildings, structures and signs.
- 8.2 Support regulation and control the design, construction, installation, quality of material, location, operation and maintenance of plumbing, heating, ventilating, air conditioning, electrical, and fire suppression equipment and systems.

- 8.3 Encourage that rental dwelling units, the buildings in which they are located and the building sites meet housing quality standards.
- 8.4 Support monitoring vacant and/or dangerous buildings to return all suitable buildings to code compliance.
- 8.5 Promote sanitary conditions and practices in accordance with municipal public health and environmental codes and regulations.
- 8.6 Support continued coordinated review and inspection services of zoning, housing, building, fire, engineering, health and water codes and regulations for buildings, structures, and sites.
- 8.7 Collaborate with law enforcement, social service, housing, and other agencies to respond to public safety problems and issues.

goal NINE

To educate the community in all areas of public safety.

- 9.1 Promote and educate the community about self and family preparedness for emergency situations.
- 9.2 Promote home storage of essential items to sustain family needs in times of disaster.
- 9.3 Promote educating students to foster a positive attitude, good citizenship, and cooperation with public safety efforts.
- 9.4 Promote educating the community about fire safety and prevention, crime prevention, disaster preparedness and response, severe weather, and other subjects related to health and safety.
- 9.5 Promote educational programs and outreach services to inform targeted groups and the general public of minimum housing standards and building safety codes.



DIVERSITY GOALS

must address the differences and the similarities found in our community. As a community we share common hopes and dreams for our future even though we may not look, dress or think alike. Our diversity can be our strength as we develop new friendships. The world is no longer a place

where Dubuque, or any other community, can exist in isolation; rather, the world has come to Dubuque in all its many colors, ideas, challenges and opportunities. Dubuque must continue to expand its intercultural competency to meet the needs of an ever-changing community.



goal ONE

To promote community understanding of the content and spirit of the City's Human Relations Ordinance.

- 1.1 Consider identifying and clarifying the more complex provisions of the City's Human Relations Ordinance.
- 1.2 Promote education of the community on their rights and responsibilities, as protected and as legislated in the Human Relations Chapter, particularly as new groups are added.
- 1.3 Strive to eliminate misconceptions about the Human Relations Ordinance.
- 1.4 Consider expanding the public relations efforts of the Human Rights Commission in the community, to increase the public's awareness of the Commission, its mandate and its spirit.

goal TWO

To ensure compliance with civil and criminal anti-discrimination laws.

- 2.1 Promote community knowledge of anti-discrimination laws.
- 2.2 Promote reduction of the number of violations of the Human Relations Ordinance.
- 2.3 Promote increasing awareness of what hate crimes are and reduce number of hate incidents.

goal THREE

To understand, respect, and welcome people and eliminate fear based on differences.

- 3.1 Foster a harmonious, diverse community by educating people on the different life experiences of community members, and community standards and expectations.
- 3.2 Promote public acceptance and appreciation of diversity.
- 3.3 Identify diversity problems in the community and attempt to coordinate efforts to lessen the tension resulting from those problems.
- 3.4 Promote an avenue, such as the Dubuque Dispute Resolution Center, for community members to manage their conflicts in a manner that fosters a win-win outcome.
- 3.5 Encourage the identification of tools and educate community members on the value of resolving conflict peacefully.

- 3.6 Encourage community members to keep the Multicultural Family Center viable and operating.
- 3.7 Promote educating community members with regard to differing social dynamics, issues, and fears.

goal FOUR

To educate community members about diversity and open avenues of communication and interaction within the community.

- 4.1 Encourage a spirit of openness and cooperation among the diverse a people of the community.
- 4.2 Promote the City's intercultural competency training as a model for the community to promote better communication across cultural differences.
- 4.3 Encourage informing the community of the advantages associated with being a community that welcomes and encourages diversity.
- 4.4 Support a community that values all people and promotes a comprehensive education including multi-cultural diversity.
- 4.5 Promote increased awareness of socioeconomic differences to foster understanding, such as offering poverty awareness training throughout the community.

goal FIVE

To recognize, appreciate, and celebrate diversity as an opportunity to experience and share both our differences and our similarities as a unified community.

- 5.1 Promote the positive results of accepting and sharing diversity among community members.

- 5.2 Promote strengthening the City's working relationship with the neighborhoods, local agencies, businesses and schools, to increase productivity and effectiveness through a joint effort, and to foster the spirit of cooperation and collaboration.
- 5.3 Foster recognition that, although people are different, they share many similar experiences and values.
- 5.4 Foster a community atmosphere that is non-threatening and open to change, challenge, and diversity -- a community that offers people the opportunity to experience diversity.
- 5.5 Continue to provide forums where community members can celebrate diversity and discuss those things which make them different, yet also enrich them.

goal SIX

To promote equal opportunity hiring practices and inclusiveness in both the public and private sectors as a means to diversify the workplace and expand role-model and leadership opportunities.

- 6.1 Encourage a more diverse workforce.
- 6.2 Encourage recognition by employers that economic development and growth are dependent on a diverse and tolerant workforce as well as a welcoming community.
- 6.3 Promote the City's intercultural competency training as a model for the rest of community to promote inclusiveness in the workplace.



ACKNOWLEDGEMENTS

DUBUQUE CITY COUNCIL

Roy D. Buol, Mayor

Karla Braig

Joyce Connors

Ric Jones

Kevin Lynch

David Resnick

Dirk Voetberg

Barry Lindahl, City Attorney

Jeanne Schneider, City Clerk

Michael Van Milligen, City Manager

Cynthia Steinhauer, Assistant City Manager

Teri Goodmann, Assistant City Manager

LONG RANGE PLANNING ADVISORY COMMISSION

Charles Winterwood, Chair

Otto Krueger

Lou Oswald

James Prochaska

Richard Stein

FORMER CITY COUNCIL MEMBERS

Pat Cline

Ann Michalski

FORMER COMMISSIONERS

Shannon Lundgren

Mary Lynn Neumeister

COMPREHENSIVE PLAN DEVELOPMENT

Laura Carstens, Planning Services Manager

David Johnson, Assistant Planner

Kay Munson, Planning Technician

PHOTOGRAPHY & DESIGN

City of Dubuque

Convention & Visitors Bureau

Gary Olsen, Dubuque Community School District

Dubuque Main Street

East Central Intergovernmental Association

Two Dames Design

Randy Gehl, Public Information Officer

SPECIAL THANKS TO

City of Dubuque Management Team

Community leaders and citizens of Dubuque



PRINTED ON 30% POST-CONSUMER
RECYCLED PAPER



Planning Services Department
50 West 13th Street
Dubuque, Iowa 52001-4864
(563) 589-4210 phone
(563) 589-4221 fax
www.cityofdubuque.org