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

Social + Cultural Vibrancy
- Collaboration will be the key to implementing the plan recommendations listed below.
- Measuring successful plan implementation must focus on outcomes to make Dubuque a more viable, livable, and equitable community.
- Review codes/incentives to promote fair, quality, affordable housing
- Link neighborhoods with community groups (health, arts, etc.)
- Promote appropriate mixed-use development
- Support the Green and Healthy Homes Initiative and inspections
- Monitor affordability and housing stress
- Promote self-sufficiency opportunities
- Increase availability of scattered Housing Choice Voucher units

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

Livable Neighborhoods and Housing
- Expand programs to train preservation-related building trades
- Utilize emerging funding sources to support rehabilitation
- Promote preservation, adaptive reuse of buildings and materials
- Encourage new forms of culture and art
- Promote community engagement
- Integrate the Chaplain Schmitt Island Master Plan
- Repurpose the Five Flags Civic Center

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

Transportation + Mobility
- Apply Complete Streets principles throughout Dubuque
- Orient new development to the street
- Monitor bus routes to enhance efficiency and effectiveness
- Expand pedestrian and bicycle access
- Target new development near the airport; restrict residential
- Expand passenger air and rail service
- Apply Complete Streets principles throughout Dubuque
- Implement the Chaplain Schmitt Island Master Plan
- Repurpose the Five Flags Civic Center

Land Use
- Promote access to education, recreation, and services in all neighborhoods
- Link neighborhoods via trails and open space
- Integrate development into the environment
- Encourage a mix of housing options for all
- Encourage multi-family development near jobs/salaries, mixed-use areas
- Adjust zoning regulations to promote mixed-use development
- Explore a new school site to serve future development along Southwest Artery
- Explore opportunities for limited commercial in neighborhoods
- Explore potential for a mountain biking facility
- Explore additional riverfront recreational opportunities
- Increase availability of scattered Housing Choice Voucher units

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

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

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

Q: What is the purpose of the Comprehensive Plan?
It was imperative to city leadership that the process of developing the comprehensive plan be inclusive and representative of the community. A year of community outreach produced over 12,500 ideas from all sectors of Dubuque. This outreach took many forms, from casual conversations at pop-up events such as the Farmers’ Market to focus groups, workshops, surveys, and on-line submissions. Beginning with Dubuque’s Vision 2000 process initiated in 1990, the City has developed a tradition of local community planning excellence, and the comprehensive plan integrates those past planning efforts into one consistent vision for the community’s future.
Imagine Dubuque’s Communications Plan outlined the type, timing, and interplay of all components noted below. The diversity of these collective elements together yielded over 12,500 ideas!

Engagement Components
- Project Logo
- Project Tagline
- Project Details
- Color Scheme
- Print Materials
- Video and Online Plans
- Social Media
- News + Radio
- Project Website
- Mobile App
- Quick Polls
- Smartphone Polls
- Community Workshops
- Pop-Up Idea Booths
- Focus Groups
- Interviews
- Website
- Materials
- Print
- Logo
- Project Idea Booths
- Pop-Up
- App
- Online Posts
- Video and Audio
- Scheme
- Color
- Press
- Media
- Details
- Project
- Workshop
- Focus
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ECONOMIC PROSPERITY
Future economic vitality will require new approaches. The Imagine Dubuque process took a multi-tiered strategy to adapt to these trends, including review of past studies, an independent Economic Development Analysis (see Appendices), and extensive input from both residents and businesses. The plan focuses on:

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

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

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

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

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

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

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

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

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

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

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

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

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

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