From: tim Hitzler < timhitzler@gmail.com Sent: Monday, January 17, 2022 4:51 PM

To: Brad Cavanagh < Bcavanagh@cityofdubuque.org >

Subject: Five Flags Update

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Research of Five Flags Civic Center- Hitzler

Brad, I attached two files to this email. I am also sharing these with city council members.

- 1) A summary of my research which includes pros and cons, resources, and alternative options. I appreciate any feedback or questions you may have.
- 2) Survey as part of the CSL feasibility study. I am sending this because it is NOT on the city's website and is missing from the reports.

Also, I spoke with Johnson Consulting. They are the firm hired by Tony Pfohl. According to them they provided Tony with a "draft" of their study. I have not seen the study but am waiting for a response on whether I can view it. I did ask a lot of questions regarding the study however. Johnson Consulting stated the major difference between their study and CSL's is they recommend other funding options such as Vision Iowa, ticket surcharges, naming rights, and historic tax credits. They do not recommend the use of property taxes as a funding source. They do NOT have current estimates of the four scenarios which is a big question mark at this point. They basically studied CSL's study and provided their own input. They could NOT answer questions such as how numbers such as "hotel nights", "event attendance" and the like were calculated. They relied on CSL's data which is described in depth in my attached research.

Please let me know if you have any questions.

Research of Five Flags Civic Center Tim Hitzler Updated 1/17/2022

Below is a summary of my research regarding the Five Flags Civic Center and civic centers throughout the country. First are a list of pros and cons of rebuilding/expanding Five Flags. My list of pros is much shorter. This is a working document and I encourage feedback and suggestions to add or edit anything in this document. Second is a list of resources I found in my research. Third is a list of alternatives to rebuilding/expanding Five Flags. A fundamental finding in my research is that there are several economic fallacies made in the feasibility studies as described below. Another finding is that cities follow a pattern when it comes to feasibility studies: pay for a feasibility study - this study recommends expansion/rebuilding - increased attendance does not happen as predicted in the study - another study is performed - more expansion/rebuilding is done - increased attendance again does not happen - another study - and so on. I also noticed that the goal of civic centers has changed over the years to being financially sustainable to operating in the red with the promise of city wide economic impact. Note: "civic center" and "convention center" are often used interchangeably even though there is a difference. Five Flags is technically neither one of these and is an "arena". This will be the case if expansion occurs as well due to the non-compete clause with the Grand River Center.

Pros

- 1. **Prestige** Cities see a grand civic center as a sign of status and prestige. Based on many conversations I have with people this is typically the main argument they make if they support expansion of Five Flags.
- 2. Local Economic Impact- The benefits of civic centers to the local economy are a common promise by supporters. The difficulty is measuring this economic impact. Unfortunately what is not factored into the impact is the "opportunity cost" of taxpayer funds used elsewhere. Feasibility studies do not include these opportunity costs in their studies as explained below. There is also an assumption that a large civic center will attract young residents. In my opinion I do not see the reasoning for this assumption.

Cons

- 1. Opportunity Cost- Regardless of the scenario chosen, taxpayer money spent on Five Flags will NOT be spent elsewhere in the community. These "opportunity costs" are not factored into the study done by CSL. If you were spending your own money on Five Flags you would consider the other ways you could spend the money and get a greater return. I spoke with Johnson Consulting, the firm Tony Pfohl, hired to perform their own feasibility study. The study also did not factor the "opportunity costs" of taxpayer money in their study. Feasibility studies treat taxpayer funds as "free money" and not a cost.
- 2. **History of Failure-** Five Flags was built in 1979. Beginning 10 years after it was built, people noticed it was outdated and in need of repairs. Currently, this is a main argument for building a new facility. Who is to say a new facility will not experience the same neglect? The June 19th, 2018 CSL study states on page 77 "It is likely that such costs [maintenance] will increase incrementally over time as the facility depreciates". From what I can tell, these costs are not

factored into the "total annual costs". How much will this be and how will this be paid for? Will taxpayers be asked to pay for this again? Will taxpayers be asked to pay for another facility in 40 years? We had 40 years to prove we can run a quality Five Flags civic center and we have failed as it loses approximately \$800,000 per year consistently well before Covid-19. I fail to understand how a new facility will be different. H.R. Cook told me when I met with him that he will never state that Five Flags will turn a profit.

- In 1990 Five Flags was in the red by about \$300,000 (about \$600,000 in today's money). They cited this loss as a result of MTV music videos and the director at the time stated they were moving to more "weddings" and smaller shows. This pattern of hoping for the next thing will perform better is still seen today but they never perform as hoped. Gilson, Donna, "Five Flags Looks Back, Plans Ahead," Telegraph Herald, August 24, 1990, p. 1
- From 2002-2015 more than \$10 million in taxpayer funds have been spent on Five Flags. "Five Flags Struggles to Add Revenue," Telegraph Herald, November 29, 2015, p. 1
- Here is historic date showing the performance of Five Flags since 2012:

Exhibit 2
Historical FFCC Operations Analysis –
Financial Operating Results (FY 2012 – 2017)

						7,418777
	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013	FY 2012
Operating Revenues						
Facility rent	\$ 243,157	\$ 157,104	\$ 113,671	\$ 109,115	\$ 108,063	\$ 118,488
Food service (net)	125,590	91,976	63,948	85,280	80,556	78,707
Contract service/other	21,470	56,660	59,128	62,404	62,979	45,785
Total Operating Revenues	390,217	305,740	236,747	256,799	251,598	242,980
Operating Expenses:						
Salaries and benefits	\$ 786,824	\$ 722,932	\$ 646,006	\$ 630,215	\$ 638,091	\$ 609,349
Contract labor	33,980	31,667	29,467	34,015	25,341	25,887
Utilities	177,562	183,324	186,702	184,036	166,079	162,282
Repair & maintenance	30,552	24,575	18,362	27,055	20,837	37,537
General & administrative	75,276	74,625	70,080	71,970	74,695	67,654
Supplies	22,330	14,505	13,942	13,767	15,125	13,611
Insurance	45,632	45,188	42,248	38,392	26,293	22,151
Other	82,571	78,638	82,000	86,454	105,075	108,300
Total Operating Expenses	1,254,727	1,175,454	1,088,807	1,085,904	1,071,536	1,046,771
Net Operating Deficit	(864,510)	(869,714)	(852,060)	(829,105)	(819,938)	(803,791)

- 3. **Increase Rents-** 80-90% of property tax increases are passed onto the tenant. The city aims to provide more affordable housing. **Increasing property taxes is a step backwards in providing more affordable housing.**
- 4. **Competition with other Local Businesses-** When Five Flags was built in 1979 there was a lack of concerts, shows, conventions, etc. opportunities. Today this is not the case. Here is a current list of entities that offer similar services to that of Five Flags:
 - o Q Casino- Mississippi Moon Bar
 - Back Water Stage
 - New plan for Schmitt Island

- Grand River Center
- Bell Tower Theatre

There are also many local businesses that offer more intimate live music options such as:

- o 7 Hills
- Smokestack
- Busted Lift
- Yard Arm
- Arboretum outdoor concerts

Since Covid-19 many people prefer smaller live music options as well. **Imagine Five Flags did not exist. How many other options would develop to take its place?**

CSL themselves admitted to the city council in 2018 that Five Flags has been "Cannibalized" by other venues in the area. *Jacobson, Ben. "Civic Center Study Raises Red Flags," Telegraph Herald, May 15, 2018, p. 1A*

- 5. **Feasibility Studies are not Reliable-** Dr. Heywood Sanders from University of Texas has done extensive research on 30 feasibility studies performed by firms such as CSL who he mentions specifically. Here are some of his conclusions regarding these studies:
 - "...they [feasibility studies] substantially and systematically overestimated either the number, or the average stay, of attendees or both." The multipliers used to calculate the Dubuque study is NOT included in the study itself nor does Marie Ware, who has been very helpful in my research, know of these numbers. Ms. Ware's response when I asked for the multipliers used in the CSL study was "This additional research you are suggesting individually would require additional consultation and engagement of the consultant at additional fees".
 - "He [Dr. Sanders] states that he has never seen a study that does not recommend the construction or expansion of a convention center."
 - Dr. Sanders calls the competition among different cities to gain customers for their civic center an "arms race". Prior to 2001 attendance was declining. Over the past decade, cities have more than doubled their floor space, doubled spending, and attendance is below that of 1993. Regardless, cities continue to expand their civic centers in hopes that they will change this trend.
 - "This analysis should give local leaders pause as they consider for ever more public investment into the convention business, while weighing simultaneously where else scarce public funds could be spent to burst the public economy."
 - The feasibility studies play a sort of dance with cities. Cities pay for a study, the study says to expand promising an increase in attendance, this increase does not happen, cities do another study, that study tells them to expand more or build a hotel to increase attendance, the increase in attendance does not happen once again.
 - Dr. Sanders book "Convention Center Follies" lists several examples of cities such as San Diego, Washington D.C., Philadelphia, with centers that perform not even close to that presented in the "studies". If these "studies" showed the reality of the civic center industry the firms that produce these studies would be out of business.
 - I spoke with Dr. Sanders and he cited several other examples of highly inaccurate forecasts on behalf of CSL and Johnson Consulting including the Boston Convention Center, Erie Pennsylvania in which the city and Johnson Consulting were sued by a

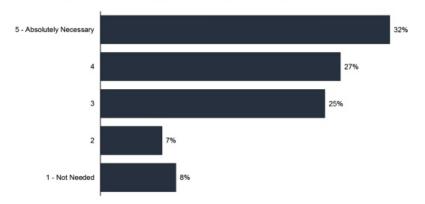
hotel over false forecasts, Philadelphia Convention Center, Oklahoma Convention Center where Johnson Consulting refused to make the study available to the public, and others. Dr. Sanders states that on average feasibility studies forecast attendance, hotel stays, and other data approximately double of actual performance once expansion occurs.

- Dr. Sanders studied the CSL study for Dubuque. Here is a list of his observations and questions.
 - Five Flags is an arena. There is a **non-compete clause with the Grand River Center.** On page 84 of the CSL study it mentions "convention/tradeshow" as a large draw for attendees events which are not allowed due to the non-compete clause.
 - Page 84 of the CSL study forecasts 12,820 hotel room nights for scenario 4. There are a total of 189,435 hotel room nights in downtown Dubuque. 12.820 hotel room nights would only amount to a 6.7% hotel occupancy generated from all events.
 - Page 33 of the CSL study mentions comparable centers close to Dubuque. The study seems to **cherry pick the data shown for these centers**. Mayo Civic Center shows "room nights" while Tyson Events Center shows number of events. Why is other performance data not included anywhere in the study?
 - Page 17 of the CSL study states: "Sporting events such as Dubuque Soccer Club, Eastern Iowa Outlaws Roller Derby, Dock Dogs Championships and Pinnacle Combat MMA have accounted for the largest number of Arena events, averaging approximately 67 percent of total events for the fiscal years reviewed." These events would be unlikely to draw audiences from outside of Dubuque which would reduce the hotel data. The study also does not mention what other potential arena events their data is based on.
 - Dr. Sander states "firms have no system in place to go back and gauge the accuracy of their forecasts"... and once the study is finished they wish the clients "good luck".
 - Dr. Sanders encourages city officials to ask CSL for references showing the accuracy of their forecasts regarding civic center performance.
- Feasibility studies are expensive yet always say the same thing. Build it and they will come.
- 6. **The CSL Survey of Dubuque is Overstated** Appendix C of the CSL study is **grossly overstated**. In 2018 CSL stated to the city council that "interest in preserving Five Flags as an event center is high". Below is the survey results in the CSL study. In my opinion, this is not "high" interest. Also, the question is stated without mentioning the cost to the survey respondent. The cost is an important factor when making such a decision. Side note: I asked Marie Ware for this survey as I could not locate it on the city's website. Ms. Ware emailed me the survey. On 1/18/22 Ms. Ware emailed me stating the survey results are located at

https://www.cityofdubuque.org/2709/Phase-1-Study.

Q21: On a scale from 1 to 5, with 1 being not needed whatsoever and 5 being absolutely necessary, how would you rate the importance of redeveloping/enhancing the Five Flags Center ARENA?

Importance of Redeveloping/Enhancing the Five Flags Center ARENA



- 7. **Dubuque has very low unemployment-** Dubuque's current unemployment rate is 3.5%. Many Dubuque businesses have difficulty finding employees currently. In regards to construction employment, if Five Flags is rebuilt or expanded, it seems unlikely that the contractors will be from Dubuque. If they are from Dubuque, what projects will they NOT be performing and how will that impact local businesses?
- 8. Current Costs for Rebuilding or Expanding will Increase- The current estimate stated in the feasibility study states the various scenarios will cost anywhere from \$8.7 million to \$7.1 million. With the current economy how much will this increase? The study performed by Johnson Consulting did NOT include new estimates on cost but admitted they will be significantly greater with today's economy. What will the new cost of the scenarios be?
- 9. Who is Responsible if a new Five Flags does not Deliver as Projected?- Based on performance of other civic centers throughout the country, and the questionable math in the feasibility study, Five Flags will not deliver as proposed. Who will be held accountable for this besides the taxpayer? Will Dubuque follow suit with what other cities have done and pay for another feasibility study?
- 10. The Hotels near Five Flags are NOT Locally Owned- When Five Flags customers stay at local hotels much of the money does NOT stay in Dubuque because none of the hotels are locally owned. This dramatically decreases the economic impact described in the feasibility study. The feasibility studies, neither CSL's or Johnson Consulting's, does NOT mention this important fact.
- 11. Supporters Frequently Argue that if We Do X it Will be Different- When I met with H.R. Cook he stated that a new Five Flags will allow them to offer sporting events, and other trade show type events. In studying civic centers I have found that the performance of a civic center is always based on a future promise. When the actual performance does not meet expectations supporters make another future promise.
- 12. **The Goal Post has Moved-** Many civic centers were intended to pay for themselves when they were built. This has not occurred, as is true in Dubuque costing Dubuquer's approximately \$800,000 per year prior to covid. Now the goal post is the economic impact Five Flags has on the community. Our definition of success and failure when it comes to Five Flags has changed.

13. There are Better Funding Sources Other Than Property Taxes- The Johnson Consulting firm hired by Tony Pfohl does NOT recommend using property taxes to fund a civic center. They stated they generated a more "creative" list of funding sources including historic tax credits, naming rights, ticket surcharge, and Vision Iowa. They stated the sales tax and hotel tax are maxed out.

Resources

https://www.sandiegoreader.com/news/2015/sep/03/ticker-new-convention-center-study-fail-test/

- This article mentions CSL specifically. This should be very alarming since the Dubuque study was performed by the CSL firm.
- "Here are just three examples of the record of Convention, Sports and Leisure. It told Washington DC that if it expanded, it would enjoy 654,632 room nights in 2006. The actual figure was 455,379; last year, it was down to 375,000. The consulting firm told Philadelphia that if it expanded, its 2012 room-night count would be 786,000; the actual figure was 431,000 and last year it dropped below 400,000."
- "Another example: when Convention, Sports and Leisure International was concocting its forecast for Washington DC, it "assumed that each and every convention attendee stayed in the Washington metro area more than three days, with three nights' spending on hotel rooms a total of more than \$1000 in spending for each attendee." But for fiscal 2010, a total of 267,000 attendees produced just 274,379 room nights "a far cry from an average stay of three or more days," says the book. Indeed, to me, the 2010 number suggests an average room-night stay of a little over one night."

https://www.city-journal.org/html/convention-wisdom-13456.html

- Article from 2012 showing the declining attendance of civic centers. Cites examples in Boston, Baltimore, Dallas civic centers that expanded multiple times and continued to decline in attendance.
- "For two decades, American cities have used public dollars to build convention center space—far more than demand warranted. The result has been a gigantic nationwide surplus of empty meeting facilities, struggling convention centers, and vacant hotel rooms (see "The Convention Center Shell Game," Spring 2004). Given the glut, you'd think that cities would stop. Instead, many are spending hundreds of millions of dollars to expand convention centers and open yet more dazzling hotels, arguing that whatever convention business remains will flow to the places with the fanciest amenities. If this dubious rationale proves wrong and the facilities fail—it's telling that the private sector won't build them on its own—taxpayers will wind up on the hook, as usual."
- "Perhaps recognizing this weak economic record, convention and tourism officials have been changing their sales pitch. Convention and meeting centers shouldn't be judged, they now say, by how much business they bring to local hotels, restaurants, and local attractions. Instead, we should see them as helping to establish a tourism brand for their cities. The director of Boston's convention center, for instance, boasts that it brings the city "tourism impacts"—purportedly an economic value beyond whatever dollars the convention industry manages to attract. The main value of such nebulous concepts seems to be to obscure the failure of publicly sponsored facilities to live up to exaggerated projections. As far as city

officials are concerned, that failure is nothing that hundreds of millions of taxpayer dollars can't fix."

https://www.desmoinesregister.com/story/opinion/columnists/iowa-view/2014/07/05/des-moines-convention-space-new-arms-race/12239395/

- Article about the Des Moines Convention Center and it constantly needs public funds to stay competitive with other centers
- "We're now stuck in a Convention Center arms race, where we need to keep pouring money in just to keep up."
- "The only question I have is: Five years after the hotel's completion, what will be the next project the Events Center will desperately need public money for to stay competitive?"

https://www.nytimes.com/2020/12/02/business/dealbook/convention-centers-coronavirus.html

- This article shows examples of underperforming convention centers.
- "This is a perverse world, where market realities do not affect city decision-making," said Heywood T. Sanders, a professor at the University of Texas at San Antonio who studies the use of convention centers as urban-renewal tools.'

https://www.bloomberg.com/news/articles/2012-06-11/is-it-time-to-stop-building-convention-centers

• "...too many convention centers struggle to provide the economic benefit they initially promised. "You need to look very carefully before building another convention center in this country," Leinberger says. These centers require huge investments, money that could be better used "to bolster the quality of life, the parks, the retailing, the homeless situation."

https://www.washingtonpost.com/business/steven-pearlstein-debunking-the-conventional-wisdom-about-conventions/2014/06/27/77cac02e-fd5f-11e3-932c-0a55b81f48ce_story.html

- "U.S. cities invested tens of billions of dollars, expanding convention center capacity by 30 percent since 2000, while the demand for the space has barely budged."
- "Once again, consultants cranked out studies projecting a big increase in bookings once the
 hotels were up and running. As Robert Nelson, a professor at the University of Delaware,
 notes in a recent paper, many of those studies also proved wildly optimistic. Some, like those
 in Trenton and St. Louis, wound up being sold for pennies on the dollar of debt."

https://www.desmoinesregister.com/story/news/2020/11/07/pandemic-government-owned-venues-could-cost-taxpayers-millions-coralville-cedar-rapids-honey-creek/6174295002/

- Lists several civic centers in Iowa that are not performing as promised. Examples include Coralville, Polk County, Cedar Rapids, Des Moines.
- "The belief was that they would pay for themselves," lowa State University economics researcher David Swenson says of the projects. "But the people who studied this stuff concluded that none of them pay for themselves, and they wind up being heavily subsidized."

https://iowatorch.com/2020/11/21/the-taxpayer-is-always-on-the-hook-with-empty-arenas-convention-centers/

- "The individual taxpayer is always on the hook when the ambitions of local governments fail to meet expectations," Chris Hagenow, vice president of lowans for Tax Relief, told *The Center Square*."
- "Polk County expects to lose up to \$6 million this year, and \$10 million next year, from lost bookings for the Hy-Vee Hall convention center and vacancies at the county-owned Hilton Hotel. Cedar Rapids owns the DoubleTree by Hilton Hotel Cedar Rapids Convention Complex and the adjacent arena."

https://www.thegazette.com/news/critic-says-cedar-rapids-convention-center-may-not-deliver-whats-expected/

Discusses the miscalculations in the projections of Cedar Rapids convention center.

https://www.brookings.edu/wp-content/uploads/2016/06/20050117 conventioncenters.pdf

• Research by Dr. Sanders showing the declining attendance of convention centers throughout the country. Lots of graphs.

https://www.youtube.com/watch?v=sNZOEXCNmwg

This video explains how the pandemic has hurt St. Louis' convention centers. Despite this the
city officials still want to expand it. The video also asserts that the convention center will never
perform as promised even if it is expanded. Here is an updated report of the convention center
https://www.youtube.com/watch?v=jZMLnZ0Sa9o

https://publications.iadb.org/publications/english/document/Should-Public-Budgets-Finance-Convention-Centers.pdf

• This report echos much of the arguments I made above. It points out the flaws in the feasibility studies hence showing the unreliability of the feasibility studies.

https://cityobservatory.org/the-convention-business-is-cratering-and-cities-are-getting-stuck-with-the-b ill/

 Article from 2020 explains how the pandemic has shown the "shaky" economics of convention centers.

https://www.heartland.org/publications-resources/publications/the-project-agreement-for-the-iowa-events-centered resources/publications/the-project-agreement-for-the-iowa-events-centered resources

Polk County events center failed to deliver as promised

https://www.desmoinesregister.com/story/opinion/columnists/iowa-view/2014/07/05/des-moines-convention-space-new-arms-race/12239395/

lowa Events Center failed to deliver as promised and actually slowed down growth

https://www.heartland.org/publications-resources/publications/no-33-should-governments-own-convention-centers-full-text-html

• This article is from 1991 but covers many of the economic arguments I mentioned above. It tackles the basic question: Should governments own civic centers?

Alternatives to Five Flags Civic Center

- Public Plaza- Can lure new businesses and residents. Can be used for a variety of events for a variety of people.
- Public outdoor performance venue
- In the absence of a Five Flags Civic Center Dubuque would find several entities rise to the surface to fill the void with innovative options. It is impossible to predict what these would be. Dubuque has an opportunity to be a pioneer and not make the mistake other cities have made.
- If a civic center exists space should be made available to Dubuque residents for gymnasium space which there is a shortage of. This could be a potential income generator.

APPENDIX C: COMMUNITY SURVEY RESPONSES





APPENDIX C: COMMUNITY SURVEY RESPONSES

Summary of Quantified Responses and Verbatim Open-Ended Responses

Survey Date: June 14, 2017 through June 28, 2017

Total Responses: 1,086

A. Survey Questionnaire

The Five Flags Civic Center has long served as an important community asset for Dubuque and its residents. Its long history can be traced back to the mid-1800 with the opening of hotel and theater facilities in downtown Dubuque. Over the years, Five Flags has served as a critical gathering place in Dubuque, hosting thousands of entertainment, performing arts, sports, conventions, and civic events. The two primary elements of the current Five Flags Civic Center are the 4,000-seat Arena and the 700-seat historic performing arts Theater.

In the decades since the last major investment in Five Flags, significant changes have occurred within the event facility industry nationwide. At the same time, additional new event, sports and entertainment facilities have been developed elsewhere in Dubuque and in the region. As such, the City of Dubuque is interested in determining the most appropriate path forward as it relates to the Five Flags Civic Center and its ongoing role in Dubuque.

To assist this decision-making, the City has retained an experienced consulting team to conduct a comprehensive feasibility study regarding the future strategy for the Five Flags Civic Center. A key component of this study involves outreach to Dubuque residents to share their voices and opinions regarding the future of Five Flags. This survey is your opportunity to participate in the process to determine the future of the Five Flags Civic Center and the related strategies that will impact downtown Dubuque for years to come.

Please be as candid with your responses as possible and know that the information you provide will NOT be added to any type of sales-related database, nor will we attribute your name, email address or other identifying information to the overall results. Thank you in advance for your feedback.

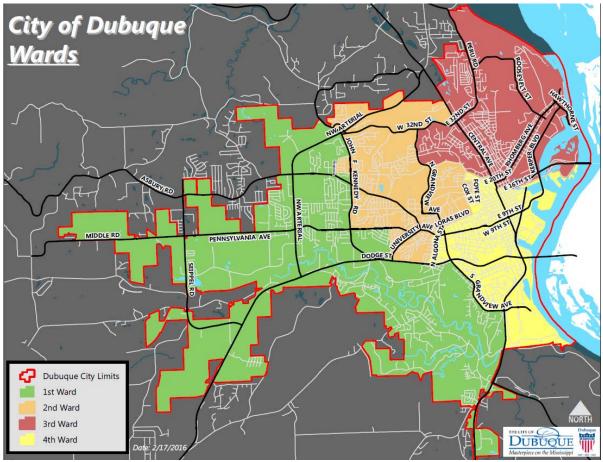
Please click on or paste the following link into your browser to access the survey.

(ENTER LINK HERE)

1. Please click on the map where you live, or specify the ward within Dubuque in which you reside. If you live outside of the city of Dubuque, please specify your zip code.







- a. 1st Ward
- b. 2nd Ward
- c. 3rd Ward
- d. 4th Ward
- e. Outside of Dubuque (please specify zip code)
- 2. In an effort to exclude you from future distributions of this survey, please provide your email address. Please rest assured that your contact information will NOT be added to any type of sales-related database, nor will we attribute your name, email address or other identifying information to the overall published study results:
- 3. Please indicate your age
 - a. Under 18
 - b. 18 to 24
 - c. 25 to 34
 - d. 35 to 44





- e. 45 to 54
- f. 55 to 64
- q. 65 to 74
- h. 75 or older
- 4. How many family members are there in your household?
 - a. 1
 - b. 2
 - c. 3
 - d. 4
 - e. 5
 - f. 6 or more
- 5. Please indicate the number of family members within your household that fall into the following age ranges (total should equal the number indicated above):
 - a. 6 and under
 - b. 7 to 11
 - c. 12 to 17
 - d. 18 to 24
 - e. 25 to 34
 - f. 35 to 44
 - g. 45 to 54
 - h. 55 to 64
 - i. 65 to 74
 - i. 75 or older

6. What is your average annual household income?

- a. Under \$25,000
- b. \$25,000 to \$49,999
- c. \$50,000 to \$74,999
- d. \$75,000 to \$99,999
- e. \$100,000 to \$149,999
- f. \$150,000 to \$199,999
- g. \$200,000 to \$199,999
- h. \$250,000 or higher
- i. Prefer not to answer
- 7. Please indicate your ethnicity
 - a. Caucasian
 - b. Hispanic or Latino
 - c. African American
 - d. Native American or American Indian
 - e. Asian/Pacific Islander
 - f. Other
 - g. Prefer not to answer







- 8. Over the past 12 months, have you been to an event(s) at the Five Flags Center ARENA or Five Flags Center THEATER, or both?
 - a. Five Flags Center ARENA only
 - b. Five Flags Center THEATER only
 - c. Both
 - d. None of the above
- 9. **(If Q.8 = D)** Have you ever been to an event at the Five Flags Civic Center? If so, approximately how many years ago?
 - a. Yes. Approximately _____ years ago
 - b. No.
 - c. Unsure.
- (If Q.8 = A or C) Over the past 12 months, approximately how many events have you attended at the Five Flags Center <u>ARENA</u>? (if exact number unknown, estimated range will suffice) (OPEN ENDED)
- 11. (If Q.8 = A or C) What events did you attend at the Five Flags Center ARENA? (OPEN ENDED)
- 12. (**If Q.8 = B or C**) Over the past 12 months, approximately how many events have you attended at the **Five Flags Center <u>THEATER</u>**? (if exact number unknown, estimated range will suffice) (**OPEN ENDED**)
- 13. (If Q.8 = B or C) What events did you attend at the Five Flags Center <u>THEATER</u>? (OPEN ENDED)
- 14. Why do you not attend more events at the Five Flags Center? Please select all that apply.
 - a. Not interested in the events booked/scheduled.
 - b. Cost to attend.
 - c. Security/safety concerns.
 - d. Difficulty parking.
 - e. Family obligations/time conflicts.
 - f. Inconvenient or inaccessible facility location.
 - g. Seat comfort / sightlines.
 - h. Lack of quality facility amenities (i.e., restrooms, concessions, etc.)
 - i. Live too far away.
 - j. Traffic.
 - k. Other (specify).





15. (If Q.8 = D and Q.9 = B or C or A > "5", skip to Q.16) On a scale from 1 to 5, with 1 being "Very Dissatisfied" and 5 being "Very Satisfied", how would you rate your level of satisfaction with the following elements of the current Five Flags Civic Center?

	Very				Very
	Dissatisfied				Satisfied
	1	2	3	4	5
Overall Facility & Location:					
Vehicle Traffic Flow					
Parking Access / Convenience					
Facility Entrance / Exiting					
Security / Safety					
Pre/Post Event Things To Do Nearby					
Related to ARENA events:					
Number of Restrooms					
Cleanliness of Restrooms					
Number of Concession Stands					
Quality of Concession Offerings					
Variety of Concession Offerings					
Seat Sightlines					
Seat Comfort					
Seat Price					
Exterior/Outside Arena Appearance					
Interior/Inside Arena Appearance					
Quality of Sound System					
Cellular Coverage					
Wifi Coverage					
Related to THEATER events:					
Number of Restrooms					
Cleanliness of Restrooms					
Quantity of Concession Points of Sale					
Quality of Concession Offerings					
Variety of Concession Offerings					
Seat Sightlines					
Seat Comfort					
Seat Price					
Exterior/Outside Theater Appearance					
Interior/Inside Theater Appearance					
Quality of Sound					
Cellular Coverage					
Wifi Coverage					



16.	 For a typical Five Flags event, how entry the Five Flags Civic Center? a minutes early b hours early 	early do you arrive in downtown Dubuque prior to an event at
17.	the Five Flags Civic Center? a minutes late b hours late	ate do you stay in downtown Dubuque after to an event at

- 18. What types of activities do you typically do in downtown Dubuque before or after the event? (check all that apply)
 - a. Visit a restaurant for a meal
 - b. Visit a bar / restaurant / coffee shop for drinks
 - c. Shop at retail establishments
 - d. Walk / sightsee / window shop
 - e. Socialize
 - f. Visit the riverfront
 - g. Visit a casino
 - h. Visit the Museum / Aquarium / Waterpark
 - i. Other
 - j. None of the above—get in and out of downtown just for Five Flags event only
- 19. Where do you typically park when arriving for a Five Flags event?
 - a. City parking garage
 - b. City surface lot
 - c. Metered parking
 - d. Private lot
 - e. Other
 - f. Do not park downtown





20. On a scale from 1 to 5, with 1 being "Low Interest" and 5 being "High Interest", how would you rate your level of anticipated interest in attending or participating in each of the following types of events at a renovated/redeveloped Five Flags Center?

	Low				High
	Interest				Interest
	1	2	3	4	5
Touring Concert Acts					
Family Shows					
Ice Shows					
Professional/Minor League Sports					
Broadway/Musicals					
Theatricals/Plays					
Symphony					
Opera					
Ballet / Dance Productions					
Conventions / Conferences					
Public Shows / Exhibitions					
Rodeos					
Monster Trucks / Motocross					
Civic Events / Festivals / Fairs					
Graduations / Commencements					

21. On a scale from 1 to 5, with 1 being not needed whatsoever and 5 being absolutely necessary, how would you rate the importance of redeveloping/enhancing the **Five Flags Center ARENA**?

Not				Absolutely
Needed				Necessary
1	2	3	4	5

- 22. What enhancements/improvements to the facility offerings, event programming, surrounding amenities or other enhancements would increase the number of events you attended annually at the **Five Flags Center ARENA**? **(OPEN ENDED)**
- 23. (**If Q.17 = 1**) If redeveloping/enhancing the **Five Flags Center <u>ARENA</u>** is not needed, what do you think the space should alternately be used for? (**OPEN ENDED**)
- 24. On a scale from 1 to 5, with 1 being not needed whatsoever and 5 being absolutely necessary, how would you rate the importance of redeveloping/enhancing the **Five Flags Center THEATER**?





Not				Absolutely
Needed				Necessary
1	2	3	4	5

- 25. What enhancements/improvements to the facility offerings, event programming, surrounding amenities or other enhancements would increase the number of events you attended annually at the **Five Flags Center <u>THEATER</u>? (OPEN ENDED)**
- 26. Finally, what other thoughts or suggestions do you have regarding the future of the Five Flags Civic Center and any potential redevelopment/enhancement effort? **(OPEN ENDED)**

Thank you for your participation in this important planning effort!

END WITH REDIRECT TO: http://www.fiveflagscenter.com



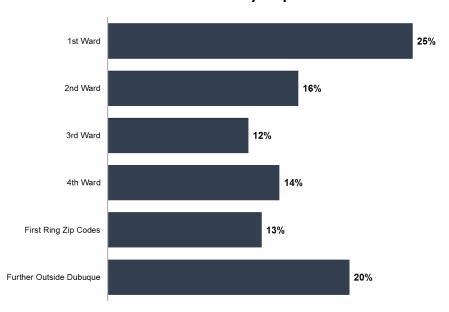


B. Summary of Quantified Responses

Note: Open-ended responses shown within this section represent raw, unedited responses, with bullets sorted alphabetically.

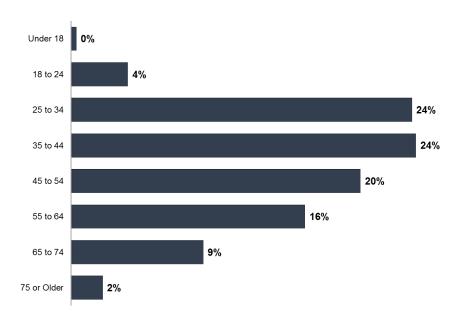
Q1: Please click on the map where you live, or specify the ward within Dubuque in which you reside. If you live outside of the city of Dubuque, please specify your zip code.

Location of Survey Respondents



Q3: Please indicate your age

Age of Survey Respondents

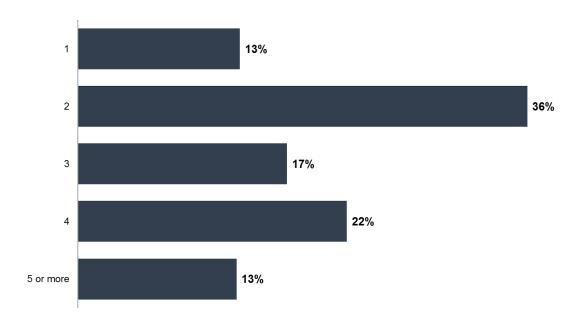






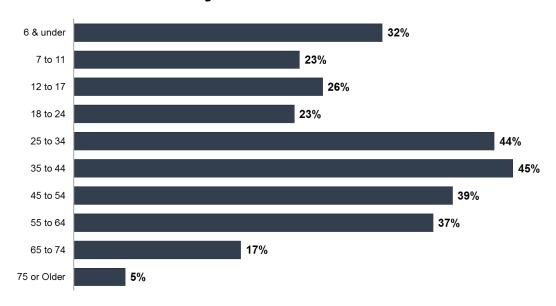
Q4: How many members are in your household?

Number of Household Members



Q5: Please indicate the number of family members within your household that fall into the following age ranges (total should equal the number indicated above):

Age of Household Members

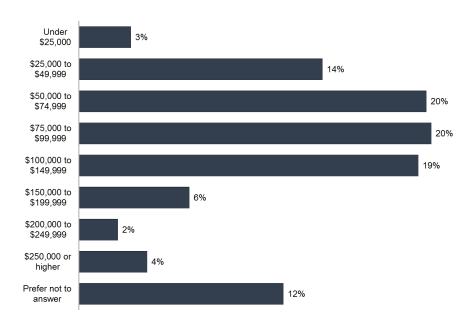






Q6: What is your average annual household income?

Average Annual Household Income



Q7: Please indicate your ethnicity.

Ethnicity of Respondents





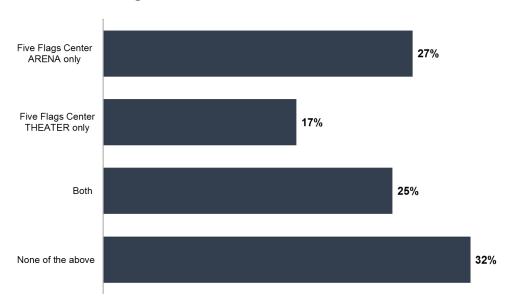






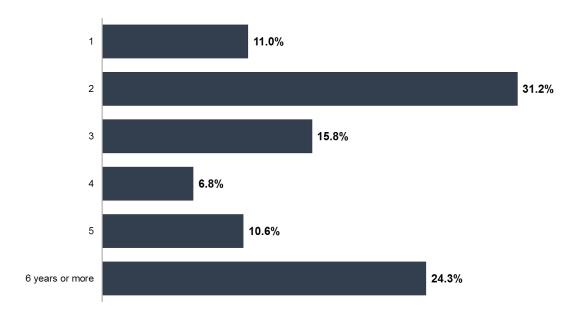
Q8: Over the past 12 months, have you been to an event(s) at the Five Flags Center ARENA or Five Flags Center THEATER, or both?

Five Flags Civic Center Attendance in Past 12 Months



Q9: Have you ever been to an event at the Five Flags Civic Center? If so, approximately how many years ago? (for those who have not been to an event at FFCC in past 12 months)

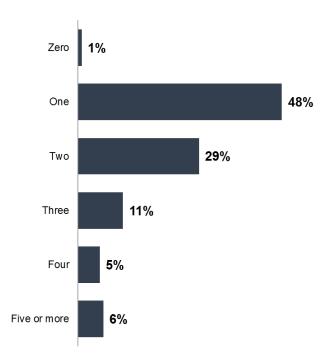
Years Since Last Event at FFCC





Q10: Over the past 12 months, approximately how many events have you attended at the Five Flags Center **ARENA**?

Number of Arena Events in Past 12 Months



O11: What events did you attend at the Five Flags Center ARENA?

- 2 concerts, 1 graduation
- 2 concerts, smash special dog show
- A country couple, not sure what the name of them was.
- a party for the film festival.
- A princess ball in September 2016, Sesame Street LIVE
- All country concerts. Scotty and chase rice
- Basketball and WWE
- BestFest DubuqueCon
- Billy Currington
- Billy Currington & wags at the flag
- Billy Currington and Chase Rice concerts
- Billy Currington Casting Crowns Taste of the World Dock dogs
- Billy Currington Concert







- Billy Currington Concert
- Billy Currington Concert
- Billy Currington Concert
- Billy Currington concert
- Billy Currington, Jack Hannah, Irish Fest, Human Foosball
- Billy Currington, Pauly Shore, Scotty McCreery, Jack Hanna
- Billy Currington, Taste of the World, Chase Rice, Graduation, Magic Men
- Billy Currington. Chase Rice.
- Both WWE events
- Bull riding
- Bull riding and Magic Men LIVE (I also attended 2 shows in the Blue Room theater)
- Bull riding event
- Bull riding graduation
- Bull riding, Billy Currington
- Bull riding, Billy Currington
- Bull riding, graduation, 3 on a tree, graduation, concert, comedy show
- Bull riding, oak ridge boys, Loretta Lynn, chase rice
- Bull riding, sesame street, & circus
- Can't remember
- Can't remember
- Can't remember
- Can't remember the name
- Car show gymnastics
- Car show in January
- Casting crowns
- Casting crowns
- Casting crowns
- Casting crowns concert
- Casting crowns concert
- Casting crowns concert
- Casting Crowns Concert
- Casting Crowns concert, but I have had health issues that kept me from others....
- Casting Crowns, Billy Currington
- Casting Crowns, both WWE events.
- Casting Crowns, Dr. Seuss Seussical, believe third event but unsure what was called
- Casting Crowns, Texas Hippie Coalition, Country show,
- Celtic Woman





- Celtic Woman
- Celtic Woman
- Celtic Woman
- Celtic Woman Circus Taste of the World
- Celtic Woman, Jack Hanna, dog show
- Celtic Women
- Celtic Women
- Celtic Women in April
- Celtic Women, NICC Graduation & Spouse attended late last year.
- Celtic women, Oak Ridge Boys, Toys for Tots Christmas Party for kids
- Celtic women, chorale, symphony
- Chase Rice
- Chase Rice & Billy Currington concerts
- Chase Rice and Billy Currington
- Chase Rice and Extreme Bull riding
- Chase Rice Billy Currington
- Chase Rice Billy Currington WWE and More
- Chase Rice Concert
- chase rice concert
- Chase Rice, Billy Carrington, Pretty Prince, Texas Hippie, DBQ Con, WWE, MMA, Dock Dogs, Oak Ridge Boys, Retro Rewind, Mosbrucker Rodeo, NCAA Wrestling, Jack Hanna, Geo. Carden Circus, Taste of the World, Celtic Woman, Garden Bros. Circus, Graduations, Magic Men, Spirt Lunch,
- Chase Rice, Billy Currington
- Chase Rice, Sesame Street Live, Disney Princess event
- Chase Rice, Wags at the Flags, Private Tailgate Party
- Children's events, plays
- Christian concert
- Christian event
- Christmas concert
- Christmas giveaway
- Christmas program
- Christmas show and a concert
- Christmas show with a country singer can't remember the name
- Christmas show, ballet recital
- Circus





- Circus
- Circus
- Circus
- Circus
- Circus
- Circus
- Circus, symphony, dance studio
- Circus and Dinosaurs
- Circus and Hugh school graduation
- Circus Jack Hanna Can't remember
- Circus
- Circus, Concert, MMA
- Circus, concerts, dock dogs
- Circus, Dock dogs, dog park
- Circus, employee luncheon
- · Circus, graduation
- Circus, radio controlled car races
- Circus, wrestling, DubuqueCon, magic men, wags at the flags, bull riding, dock dogs, sesame
- Circus/Dog Dock Show
- Cirque and Casting Crowns
- Cirque Holiday, Jack Hannah, Celtic Women, 5678, Beauty and the Beast, Princess Party
- City Employee Appreciation lunch
- city employee luncheon
- City Event
- City luncheon; City insurance meeting; Dubuque Symphony; H.S. Graduation
- City sponsored events and the dock dogs
- Colts, Harlem Globetrotters
- Comedy
- Comedy show
- Comedy show
- comedy show Pauly Shore; Tom Green and another comedian
- Comedy Show, Concert
- Comic con
- Comic Con Music Concert Rodeo
- Comic-Con
- Comic-Con and more but I can't remember
- Comic-Con and WWE Wrestling
- Community event
- Concert
- Concert
- Concert
- Concert
- Concert
- Concert
- Concert and circus, and community event
- Concert and something else don't remember
- concert, bull riding





- Concert, magic show, bull riding
- Concert, rodeo
- Concerts
- Concerts
- Concerts
- Concerts
- Concertsconcerts
- concerts
- Concerts Chase Rice and Billy Currington
- Concerts, Sesame street Circus
- Concerts sorry don't remember who, but am looking forward to Kenny Rogers concert
- Concerts and children events
- Concerts and Sesame Street
- Concerts, dog event, family show
- Concerts, family shows, dance recitals
- Concerts, MMA Event, Graduation
- Country artist concerts
- Country artists
- Country music
- Country show rodeo
- County concert
- Craft show
- Craft show
- Craft show some concerts
- Cirque Musica Oak Ridge Boys Christmas Jack Hanna's Introducing the Wild Wags at the Flags (2)
- Dance recitals, WWE, graduation
- Dancing with the Stars Dubuque Style
- Dancing with the stars Film fest
- Dancing with the stars Julian Dubuque international film festival
- Dancing with the stars Scotty McCreery
- Dancing with the stars, concerts
- DBQ Comic con, Christian Concert,
- DBQ con
- DBQ Con
- DBQ Con
- DBQ Con, Texas Hippie Coalition
- DBQ senior graduation Hempstead graduation
- DBQ Con
- DBQ Con
- DBQ Con
- DBQ Con and Magic Men Live
- DBQ con, graduation
- DBQ-Con. WEE Live
- Dinosaur event and Circus
- Dinosaur event, city event





- Dinosaurs
- Dirks Bentley concert
- DMS Event Foosball
- Dock dog circus sesame street
- Dock Dogs
- Dock dogs and a concert
- Dock dogs and a high school graduation
- Dock dogs and jack Hanna
- Dock dogs and NICC graduation
- Dock dogs and WWE
- Dock dogs and WWE wrestling
- Dock dogs dog show
- Dock dogs high school graduation
- Dock dogs sesame street live
- Dock dogs soccer practices
- Dock dogs strut your mutt
- Dock dogs taste of the world graduation. Circus
- Dock dogs, circus
- Dock dogs, city of Dubuque day, multicultural day
- Dock dogs, Iowa games
- Dock dogs
- Dog
- Dog nights, rodeo, I don't remember the others
- Dog park
- Dog park
- Dog park retro rewind
- Dog show, diversity fest, jack Hanna,
- Dog shows and DBQ con
- Don't know holidays
- Don't remember
- DRHS strut your mutt, taste of the world
- Dubuque con
- Dubuque con, casting crowns, Celtic women





- Dubuque humane society strut your mutt
- Dubuque main street event.
- Dubuque senior high school graduation Hempstead high school graduation
- Dubuque senior high school graduation/commencement ceremony
- Dubuque soccer club practices
- Dubuque symphony, Julien Dubuque film festival
- Elmo and jack Hanna
- Elmo/sesame street live, Hempstead graduation, circus
- Every Wednesday -- went to pet park
- Expc
- Fall into art show
- Family event/graduation
- Film fest awards, film fest screening
- Film festival
- Film festival, jack Hanna
- Fly by night theater"-mothers & sons"
- Foosball & meetings
- Globetrotter and a concert
- Globetrotters
- Globetrotters and some city event
- Globetrotters, concert
- Graduation
- GraduationGraduation
- Graduation
- Graduation and city of Dubuque event
- Graduation and dog park
- Graduation Band concert
- Graduation ceremonies
- Graduation ceremonies and Sesame Street live
- Graduation ceremony
- Graduation, A Christmas show, Price Is Right
- Graduation, circus, dogs, soccer
- Graduation, Concert
- Graduation, concert, circus
- Graduation, dock dogs
- Graduation, IMOM
- Graduations
- Graduations
- Graduations





- Graduations Wildlife guy can't remember his name
- Graduation
- Gymnastics meet
- Hairball
- Hairball
- Hard to remember, dock dogs, Texas hippie coalition, old comedians
- Harlem Globe Trotters
- Harlem Globetrotters
- Harlem globetrotters and graduation
- Hempstead graduation and WWE event
- High school graduation
- High school graduation, Dubuque symphony
- High school graduation...and not sure what else we did
- Hillary Clinton rally
- Hockey game
- Human foosball
- Human foosball, 1 concert, taste of the world?? multicultural center event may have been more; DBQ con; toys for tots & visited winter pet park
- Human foosball
- I am an employee, so I am answering with the number of events my husband attended. WWE live, October and February retro rewind
- I did not attend anything in the arena
- I saw a concert at the theater, and a community event at the arena
- I volunteered at the toys for tots Christmas party.
- I work part-time at five flags so have multiple events I attend monthly. I would also attend some
 if I did not work there.
- I work there.
- I work there. I have been present at many of the events.
- IMOM
- IMOM
- IMOM dental care JDIFF a play a car show NICC graduation
- IMOM free dental clinic as volunteer
- Indoor RC racing event
- Indoor soccer tournament
- Iowa games winter indoor soccer
- Iowa mission of mercy





- Iowa mission of mercy for my husband on one day and I on the next.
- Iowa soccer
- Irish Hooley
- Jack Hanna
- Jack Hanna JDIFF
- Jack Hanna live
- Jack Hanna live
- Jack Hanna live Celtic women
- Jack Hanna
- Jack Hanna
- Jack Hanna
- Jack Hanna
- Jack Hanna show, Harlem globetrotters, dock dogs
- JDIFF
- JDIFF
- JDIFF, Wags at the flags, DBQ Con, fights
- Julien Dubuque Film Fest -- Multicultural Family Center Taste of the World
- Julien Dubuque International Film Festival
- Julien Dubuque International Film Festival (JDIFF) kids day, JDIFF Awards Show, Downtown Business Days Foosball
- Julien International Film Festival and Car show
- Lipizzaner stallions, Comedy show of Pauly Shore, Tom Green & Harland Williams,
- Lipizzaner Show
- luncheon
- Magic
- Magic Men
- Magic Men
- Magic Men
- Magic Men
- Magic Men Live
- Magic men, concert, bull riding
- Magic show, Oak ridge boys Christmas show
- Manheim Steamroller's, monster trucks & wrestling
- MFC taste Circus orchestra redo foosball
- MMA
- MMA
- MMA event
- MMA fight Radio Control Event
- MMA fighting





- MMA fighting Dog park night
- MMA match
- MOM
- MOM dental event
- Multicultural center event
- Multicultural Center's food fair
- Multicultural center's Taste Around the World
- multi-cultural event and one other
- Multicultural events
- Multicultural Fair
- Music Bands
- music concert, sesame street
- Musicals, concerts, graduations
- NCAA DIII Central Region wrestling championships and Dubuque Senior commencement
- NICC graduation
- NICC graduation
- NICC Graduation
- NICC graduation and Hempstead graduation
- NICC Graduation Art Walk exhibit
- NICC graduation Sesame Street Live
- NICC graduation, Hempstead Graduation, City of Dubugue Employee luncheon.
- None
- None
- Oak Ridge Boys
- Oak Ridge Boys
- Oak ridge boys
- Oak Ridge Boys
- Oak Ridge Boys concert
- Oak Ridge Christmas WWE
- Oak Ridge boys
- Oak Ridge Boys Christmas concert
- Pauly shore
- Pauly Shore
- Paw patrol and comic com
- Paw Patrol Sesame Street Jake and the Neverland Pirates
- Pinnacle combat
- Price is right
- Princess Party
- Princess Party, Circus, Concert
- RC car derby
- Religious rock group and I do not recall the name of the other group (musical)
- Retro rewind
- Retro Rewind
- Retro Rewind and Strut Your Mutt 5k Walk/Run
- Retro Rewind, comic show, and winter dog walk
- Retro Rewind, Comic-con
- Retro Rewind, multicultural event





- Retro Rewind, WWE.
- Rising star tryouts
- Rock Concert
- Rodeo
- Rodeo
- rodeo
- Rodeo
- Rodeo
- Rodeo and musical
- Rodeo, Casting Crowns concert, Vintage Torque fest
- Rodeo, chase rice and Billy Currington
- Rodeo, Concert, Retro Rewind
- Rodeo, Sesame Street, 5678 Dance, UFC fight
- rodeos
- Scruffy Shuffle, Graduations Play Concert
- Sesame Street Celtic Woman
- Senior Graduation
- Senior graduation & a concert
- Senior Graduation and 5678 recital
- Senior Graduation, City of Dubuque Employee Recognition Luncheon, Harlem Globetrotters, Comedy show with Tom Green
- Senior high school graduation
- Senior High School Graduation.
- Senior HS graduation ceremony
- Sesame street
- Sesame Street Chase rice
- Sesame Street Live
- Sesame Street live
- Sesame Street Live
- Sesame Street Live
- Sesame Street Live Circus
- SESAME STREET LIVE THE DUBUQUE CHAMBER EVENT WITH LOCAL DUBUQUE BUSINESSES GRADUATION CEREMONY SOME TYPE OF HOT ROD CAR SHOW
- Sesame Street live, city expo, Irish Hooley
- Seussical, The Musical; Dock Dogs
- Shaman's Harvest
- Shaman's Harvest with Texas Hippie Coalition
- shrine circus
- Shriner's Circus
- Soccer club practice
- Some dinosaur thing
- Strut your mutt
- Strut Your Mutt and Billy Currington
- Strut your Mutt Circus NICC Graduation
- Taste of the world
- Taste of the World
- Taste of the World





- Taste of the world
- Taste of the World (Multicultural Family Center Fundraiser)
- Taste of the World , JDIFF
- Taste of the World and The Julien Dubuque Film Festival.
- Taste of the World DBQ Con Retro Rewind circus dock dogs
- Taste of the World, Dancing with the Stars, Graduations, Film Festival
- Taste of the world.
- Texas Hippie Coalition
- Texas hippie concert
- Texas hippy coalition
- The Bijou Room is my most frequented.
- The Celtic Woman
- Theatre Car events Concerts
- Torque fest
- Torque Fest
- Torque Fest, WWE, Billy Currington.
- Toys for Tots Christmas Party, Main Street Business PM, Retro Rewind
- Toys for Tots distribution
- Toys for Tots, WWE (2x),
- · Toys for toys event and DBQ Con and retro rewind
- Veteran's celebration. Washington Middle School poetry night
- Vintage Torque Fest, Jack Hannah, The Harlem Globetrotters
- Violin concert, DBQ Con
- Volunteered at Mission of Mercy
- Wags at flags, taste of the world
- Wags at the flags
- Wags at the Flags on multiple occasions.
- Wags at the Flags (not totally sure that counts)
- Wags at the Flags and sesame street live
- Wags at the Flags x 4, Billy Currington, Chase Rice
- Wags at the Flags. Graduation.
- Was going to one you cancelled
- Weddings, Wrestling, Taste of the World, Graduation,
- Winter games, rodeo, globetrotters, concert
- Winter indoor dog park
- Winter Iowa Games
- Winter soccer training
- Wrestling





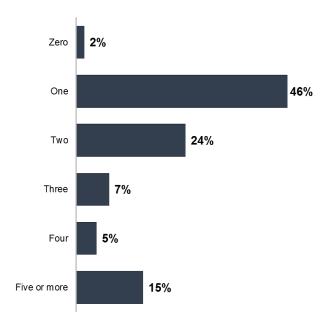
- WWE
- WWE Concerts Plays
- WWE (×2)
- WWE both times
- WWE Chase Rice
- WWE, Dubuque Con
- WWE event Pinnacle Combat MMA fights
- WWE Events
- WWE Graduation
- WWE Live, NCAA Regional Wrestling
- WWE Monday Night Raw Dog Show Rodeo
- WWE Smack down Live
- WWE wrestling
- WWE wrestling
- WWE wrestling, bull riding
- WWE, DBQ-Con
- WWE, Retro Rewind, and Billy Currington
- WWE, Sesame Street
- WWE. 2's FREE DENTAL CLINIC Kids expo
- Xmas show and the Celtic Ladies





Q12: Over the past 12 months, approximately how many events have you attended at the Five Flags Center **THEATER**?

Number of Theater Events in Past 12 Months



Q13: What events did you attend at the Five Flags Center THEATER?

- 1 play in the theatre 2 plays in the basement -- Fly by Night 1 symphony performance
- 2 days of dance with studio 5678
- 2 DSO
- 2 plays
- 2016 Family Symphony 2016 Play I don't recall which
- 2017 Studio 5678 Dance Recital
- 3 symphony orchestra concerts Jim McDonough concert 2
- 5678 dance recital
- 5678 Spring dance recital
- A Christmas Story
- A couple of plays
- A dance recital
- A musical and a concert
- A musical production.
- A musical, can't remember which one
- A play = can't remember name, Dubuque Symphony
- A play and Scotty M
- A play JDIFF film
- Again I work part-time at Five Flags but would also attend some events if I didn't.
- All Dubuque Symphony Orchestra events
- All Dubuque Symphony Orchestra events.
- All Rising Star Productions





- All Rising Star shows and something else that I cannot remember
- All Rising Star Theater Productions (some more than once) Dubuque Symphony
- All the symphony concerts and one play (rising star theater company)
- AmeriCorps held training meetings and presentations in the theater often, I went to 2 of them in the past year.
- Arts trek with schools
- Ballet
- Beatles
- Beatles show, movie themed symphony, Seussical the Musical
- Beatles tribute band
- Beauty & Beast
- Beauty & the Beast
- Beauty & the beast show
- Beauty & the Beast, Mothers & Sons, Gospel According to Tolstoy, Dickens, & Jefferson, The Realistic Joneses
- Beauty and the Beast
- Beauty and the Beast Seussical
- Beauty and the beast Seussical
- Beauty and the Beast, Holiday Orchestra Children's concert
- Bull riding, magic men
- Can't remember
- Can't remember
- Can't remember
- Can't remember name
- Can't remember the name
- Celtic Woman
- Celtic Women and I forget the other one.
- Charlie Brown Christmas
- Children and family Christmas symphony
- Children theater
- Children's summer theatre
- Christmas
- Choirmaster show
- Christmas





- Christmas Theater was not comfortable
- Christmas thing
- Christmas Concert
- Christmas concert
- Christmas concerts
- Christmas show
- Christmas Symphony
- Christopher Titus
- Cinderella Ballet Dance Recital Show
- Circus
- Classic DSO Concerts
- Classical music concert, Julien Dubuque Film Fest.
- Classical Symphony series on Sundays
- comedy
- Comedy drama
- comedy show, concert
- Community plays
- Community police discussion Symphony holiday concert
- Concert
- Concert
- Concert
- Concert
- concert
- Concert following Retro Rewind and film festival of Retro Rewind
- Concert, Retro Rewind Bands
- Concerts
- Concerts
- Concerts
- Concerts
- Concerts
- Concerts, plays, Dubuque Symphony Orchestra, comedians
- Dance
- dance company show
- dance recital
- Dance recital and a play
- Dance recital and play
- Dance recital for Studio 5678.





- Dance Recital, Cinderella
- Dance recital, Fly by night show, rising star shows
- Dance recital, private movie showing
- Dance Recitals
- Dance recitals
- Dancing with stars
- Dancing with Stars and April Movie Fest
- Dancing with the stars
- Dancing with the stars Scotty McCreary
- Dancing with the Stars Dubuque Style
- Dancing with the Stars Dubuque Style
- Dancing with the Stars Dubuque Style
- Dancing with the Stars Dubuque Style, Julien Dubuque International Film Festival
- Dancing with the Stars Dubuque Style, Silent film for the film festival, and symphony
- Dancing with the Stars Dubuque Style. John Berry Christmas Show. 1964 Beatles Tribute.
- Dancing with the stars, JDIFF
- DBQ Symphony
- DBQ Symphony (2) Julien Film Festival Fly By Night Theater productions (3) --Bijou Room Wahlert High School theater production Trainwreck Theater productions (2)
- DBQ Symphony concert
- DBO youth symphony concerts, DSO concerts, rising star theater productions,
- DBQ-Con
- Do not recall. a high school production and a Rising Stars production
- Dog show not know name Pippin
- Don't remember
- Don't remember
- Don't remember what
- Dr. Seuss Seussical & Dubuque Symphony Music and Movies
- DSO
- DSO
- DSO
- DSO and or DYSO
- DSO concert, DYSO concerts, other concerts
- DSO concert; we also perform w/DSP 1-2 times/year
- DSO concerts
- DSO concerts
- DSO concerts (all) JDIFF Theater in Bijou
- DSO Concerts and the Film Festival awards presentation
- DSO concerts, Rising Star Theatre productions





- DSO family concerts
- DSO performances
- DSO performances
- DSO, Ride Across WI., DBQ Con, DSO Arts Trek, Music Men, DBQ Dance, Jim McDonough, Retro Rewind, Weddings, Bill Blagg, JDIFF, Scotty McCreery, DWTS, Erica Watson,
- DSO, Beauty and the Beast (Rising Star)
- DSO, Billy Currington, studio 5678
- DSO, Film Festival
- DSO, high school theater productions
- Dub Symphony, dance recitals, junior symphony and music concert.
- Dubuque Dance
- Dubuque Dance Studio recital, A children's youth play
- Dubuque strings
- Dubuque Sympathy Orchestra
- Dubuque Symphony
- Dubuque Symphony (sorry, my answer on the arena included the symphony)
- Dubuque Symphony Classics Concerts, Arts Trek Concerts, and JDIF Awards Ceremony
- Dubuque Symphony Concerts
- Dubuque Symphony concerts
- Dubuque Symphony- Julien Dubuque Film Festival
- Dubuque symphony orchestra
- Dubuque symphony orchestra concerts
- Dubuque Symphony Orchestra concerts
- Dubuque Symphony Orchestra Concerts





- Dubuque Symphony Orchestra concerts
- Dubuque Symphony Orchestra concerts
- Dubuque Symphony Orchestra concerts
- Dubuque Symphony Orchestra concerts, Fly by night theater, Julien Film Festival
- Dubuque Symphony Orchestra concerts, Julien Dubuque Film Festival silent film event
- Dubuque Symphony Orchestra family concerts one around Christmas, and one in the Spring
- Dubuque Symphony Orchestra Holiday Family Concert Dubuque symphony Orchestra Movies & Music Concert Dubuque Dance Studio Dance Recital
- Dubuque Symphony Orchestra Holiday Family Concert Dubuque Symphony Orchestra Music & Movies Concert
- Dubuque Symphony Orchestra performance
- Dubuque Symphony Orchestra performances Dubuque Youth Symphony performances
- Dubuque Symphony Orchestra, Dubuque Academy of Ballet, Carpenters, Jim McDonald Concert
- Dubuque Symphony Orchestra, Dubuque Youth Symphony Orchestra performances
- Dubuque Symphony Orchestra, Play, Julienne Dubuque Film Festival
- Dubuque Symphony Orchestra; Scotty McCreery
- Dubuque Symphony Orchestra---5 season performances and 1 holiday performance
- Dubuque Symphony performances
- Dubuque Symphony performances; Dubuque Youth Symphony performance
- Dubuque Symphony shows
- Dubuque Symphony, Julien Film Festival
- Dubuque Youth Symphony Orchestra Concerts
- DWS
- Extreme Dance Recital
- Film festival
- Fly By Night productions in the Bijou Room
- Fly by night productions, symphony
- Fly-By-Night Productions
- Going to Wizard of Oz and Little Mermaid
- Graduation and recital
- Graduations, plays
- Heartland movie day
- holiday
- holiday ballet
- Holiday Pops Concert
- Holiday Pops, 3 other symphony classics, 3 shows in the Bijou theater in the lower level
- Holiday Symphony
- Holiday Symphony concert.
- I attended a couple of Rising Star Theater Co productions, although I can't remember which ones specifically were within the last 12 months.
- I can't quite remember. :-(
- I don't know the difference between the theater and the arena





- I don't think any
- I saw a concert
- I went to Fly-By-Night Productions and Rising Stars shows.
- I work there
- I work there and am present at many events.
- Inclusive Dubuque meeting? It was regarding creating a safer, more unified downtown Dubuque.
- Jay Owenhouse
- JDIFF
- JDIFF
- JDIFF Film Festival
- JDIFF Opening Night, JDIFF Awards, JDIFF Featured screenings, concert, play,
- JDTFF
- JDIFF, Used it for City of DBQ ICC Trainings for the Leisure Services Dept.
- Jim McDonough Concert
- Jim McDonough concert
- Jim McDonough
- Jim McDonough
- Jim McDonough
- Jim McDonough Christmas Concert. We also bought tickets for the 70's Rewind Show that was canceled.
- Jim McDonough's "Holiday Grande"
- Julien Film Festival-Silent Film
- Julien Dubuque film festival
- Julien Dubuque Film Festival
- Julien Dubuque Film Festival, Dubuque Symphony Concerts
- Julien Dubuque International Film Festival
- Julien Dubuque International film Festival (JDIFF) daily Screenings (4 day event) went all 4 days, JDIFF awards show, JDIFF Silent Film event, Magic show, plays
- Kids concert
- Kids Movie Symphony event
- Local dance recital
- Lucky Tubb
- Magic Show
- Magic show
- Magic Show
- Magic show and a play
- Magic shows
- magician
- Megan Schumacher's play Rising Stars, Symphony, other theater and music events.
- middle school poetry
- More comedy shows
- Mostly Symphony Concerts
- Music
- Music show
- Musical
- Musical
- musical event





- Musical with Tony Lehman and his wife
- Musicals (mostly Rising Stars Productions)
- My child is involved in the Dubuque Community Youth Orchestra and that is a great outlet for him. He really enjoys performing and I think the theatre has ample room and the sound is amazing that they make.
- My first time was seeing Pippin.
- New Zealand Ukulele Orchestra
- None
- None
- None
- None
- Not sure
- Not sure of names
- Nutcracker
- Nutcracker ballet
- Oak Ridge Boys
- Orchestra
- Orchestra
- Orchestra and a play
- Performance at Five Flags
- Performance/Play
- Play
- Play IBM town hall
- Play, film festival, symphony, concert
- Plays
- Plays
- Plays
- Plays
- Plays
- Plays
- Plays and ballet
- Plays and symphony
- Plays, can't remember the names at this moment
- Post Secret
- Purchased tickets...cancelled show.
- Retro rewind concert and another one...country guy from the voice....buying tickets for confederate railroad
- Retro Rewind Movies and Concert, Another show I can't remember the name of.
- Rising star musical and Dubuque symphony concert
- Rising Star performance
- Rising Star Theater Company





- Rising Star Theater Company productions
- Rising Star Theatre Company Productions
- Rising Star Theatre productions
- Rising Star Theatre productions
- Rising Star Theatre's productions of Beauty and the Beast, Seussical
- Scotty
- Scotty McCreery, Julien Dubuque Film Festival
- Scotty McCreery
- Scotty McCreery
- Scotty McCreery concert
- Scotty McCreery
- Scotty McCreery
- Scotty McCreery Concert
- Sesame Street Live
- Seussical, all Dubuque Symphony concerts
- Seussical, The Musical
- Show
- Show
- Silent film
- Small Town Plays
- Spamalot
- Spouse attended Ballet
- Stars, film, dance recital
- Symphony, ballet
- Studio 5678
- Studio 5678 dance recital
- Studio 5678 dance recital
- Studio 5678 Dance Recital
- Studio 5678 dance recitalStudio 5678 dance recital
- Studio 5678 dance recital
- Studio 5678 Recital
- Studio 5678 Recital Rising Star Performances for the 2016 season and Pippin from 2017 season
- Studio 5678 Recital; DBQ Symphony
- Studio 5678, symphony
- Seussical the Musical
- Summer Musical productions
- Symphony





- Symphony
- Symphony & plays
- Symphony & Scotty McCreery
- Symphony , dance recital, play
- Symphony 3 times, Beatles Tribute
- Symphony Christmas play
- Symphony Classical series
- Symphony concert
- Symphony concert.
- symphony concerts and plays
- Symphony concerts, Dancing with Stars
- Symphony events
- Symphony events
- Symphony Film Festival
- Symphony JDIFF
- Symphony Orchestra and Jim McDonough Christmas
- Symphony Orchestra concerts
- Symphony performances.
- Symphony practice
- Symphony related.
- Symphony x 2
- Symphony x2 Beauty and the beast
- Symphony, dancing with stars, play
- Symphony, DYSO, CONCERT
- symphony, film fest
- Symphony, Film Festival,
- Symphony, Fly-by-Night plays
- Symphony, musical
- symphony, play
- Symphony, Rising Star Productions
- The 5 classics concerts of the Dubuque Symphony Orchestra and the Symphony Holiday Pops concert
- The Magic of Bill Blagg
- The magic show
- The Nutcracker





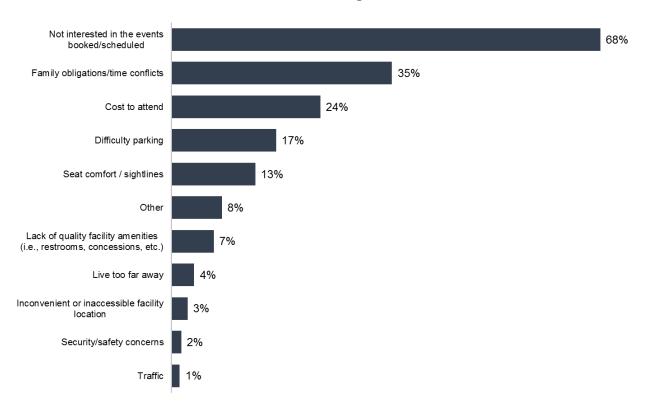
- The nutcracker A children's dance recital
- The Ole and Lena plays, and a couple others.
- The Symphony, also went to Fly-By-Night productions in the Bijou Room.
- Theater show
- Theatrical performances
- Two Dubuque Symphony events
- Urinetown and Halloween event
- Various theater performances
- Wahlert Catholic High School play
- Was in Beauty & the Beast production so was in the building likely 40 days for tryouts & rehearsal & server performances; Seussical the musical 2 performances; Symphony concert; Film Festival; Fly By Night production in the Bijou Room; Dancing with the Stars; Buddy Holly Story within year
- Wedding
- Weddings
- Wizard of Oz
- WWE. Dubuque con circus
- Youth plays





Q14: Why do you not attend more events at the Five Flags Center?

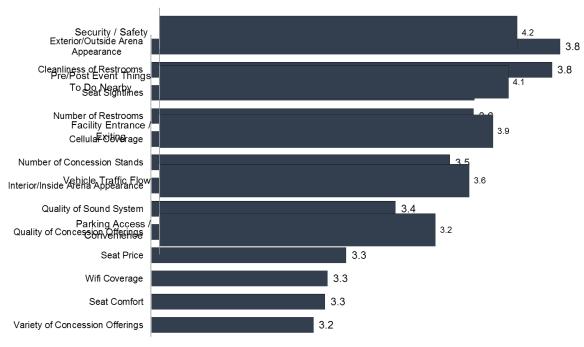
Reasons for Not Attending More Events at FFCC





Q15: On a scale from 1 to 5, with 1 being "Very Dissatisfied" and 5 being "Very Satisfied", how would you rate your level of satisfaction with the following elements of the current Five Flags Civic Center?

Average Ranking for Satisfaction Related to Overall Facility & Location



Average Ranking for Satisfaction Related to ARENA Events



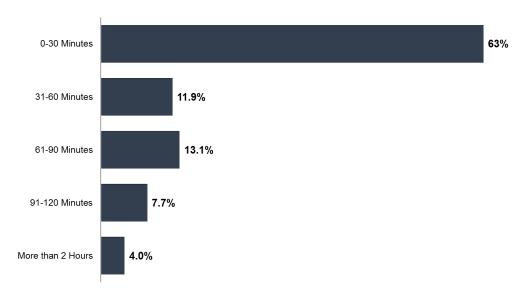


Average Ranking for Satisfaction Related to THEATER Events



Q16: For a typical Five Flags event, how early do you arrive in downtown Dubuque prior to an event at the Five Flags Civic Center?

Typical Time Before FFCC Event Respondents Arrive in Downtown Dubuque

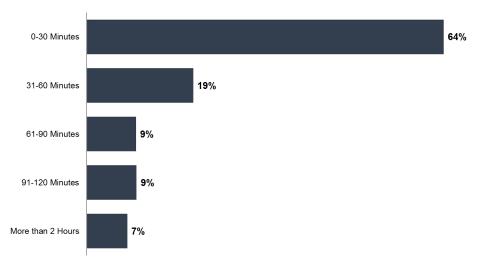


Q17: For a typical Five Flags event, how late do you stay in downtown Dubuque after to an event at the Five Flags Civic Center?



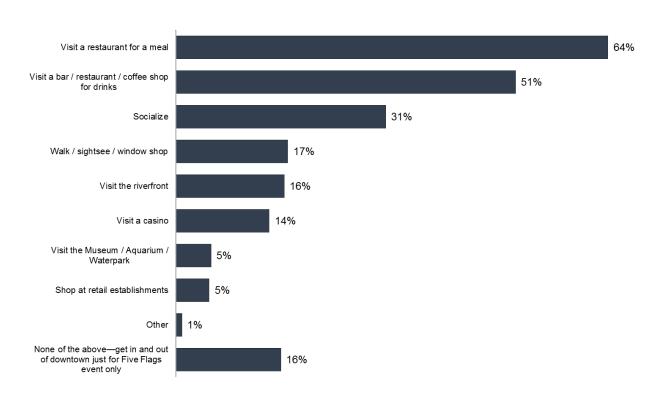


Typical Time After FFCC Event Respondents Stay in Downtown Dubuque



Q18: What types of activities do you typically do in downtown Dubuque before or after the event?

Types of Activities Respondents do in Downtown Before or After FFCC Events

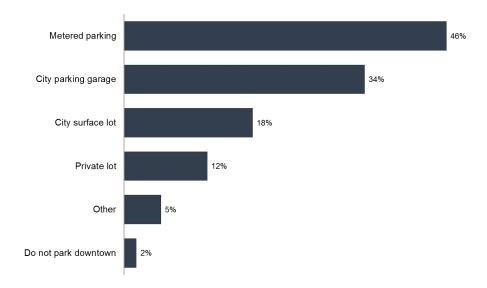


Q19: Where do you typically park when arriving for a Five Flags event?





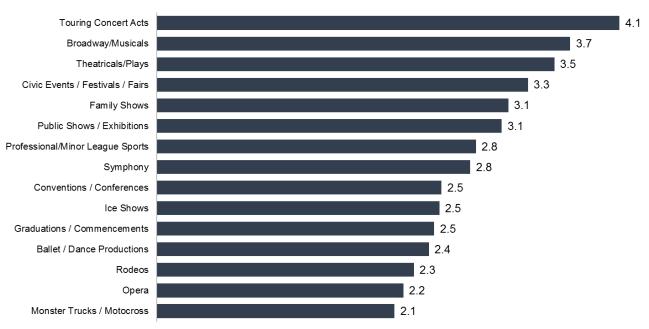
Typical Parking Location for FFCC Events





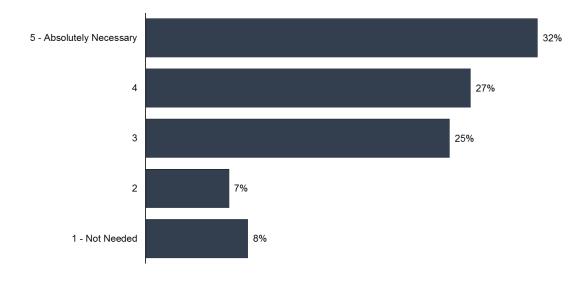
Q20: On a scale from 1 to 5, with 1 being "Low Interest" and 5 being "High Interest", how would you rate your level of anticipated interest in attending or participating in each of the following types of events at a renovated/redeveloped Five Flags Center?

Average Ranking of Interest Levels of Attending Events by Event Type



Q21: On a scale from 1 to 5, with 1 being not needed whatsoever and 5 being absolutely necessary, how would you rate the importance of redeveloping/enhancing the Five Flags Center ARENA?

Importance of Redeveloping/Enhancing the Five Flags Center ARENA







Q22: What enhancements/improvements to the facility offerings, event programming, surrounding amenities or other enhancements would increase the number of events you attended annually at the Five Flags Center ARENA?

- 5 times more
- A bigger area with more seating to get more people to attend. If you build it they will come.
- A bigger theater to draw bigger acts.
- A Capella concerts
- A complete overhaul of the arena in appearance and layout. Remove the one side permanent seating.
- A lower cost for the events as well as a larger variety of events would get me interested in attending more events. I do not recall many cultural events at the Five Flags Center, aside from Taste of The World. More cultural events would get me interested in attending.
- A more versatile space with better lighting and audio visual capabilities
- A new arena
- A new arena would be fantastic. The current set up is OK, but certainly not state of the art. It would be great to get big concerts in.
- A new fresh appearance
- A Variety of events is key!
- A website allowing ticket purchases and reminders of events
- Accessibility for handicapped-mobility and seating
- Accessibility is the primary reason why my attendance level dropped because it was extremely difficult getting my Handicapped wife in and out to watch our daughter play in the Orchestra when she was still in town. I was extremely glad that we did not have to attend anymore concerts there because the lobby was always crammed with your usual early birders which made it difficult for people that fall under the Americans with Disabilities Act and the staff that was working didn't help with letting those in need in early. Now I can go whenever I want because my wife has since passed, however I will not because I look at the Handicapped world with a different set of eyes.
- · Acoustics and better concert seating
- Acoustics for concerts / basketball arena
- Acoustics, seating, feeling like high school gym all need to be changed. The restrooms are horrific! The arena is NOT welcoming space for patrons.
- Activities could include craft fairs, garage sales, and hobby seminars/expos.
- Activities or acts that I like or that interest me.
- Add comedy acts. I think some events for better at five flags than they do at Grand River center, for example the home show, new car expo. Bring those back. Add music acts that aren't country or classic rock
- Add ice for a second rink.
- Adding seats to the Arena would allow bigger and better events to be scheduled at the Arena. I
 have attended many concerts in the past, and I would continue to attend even more concerts if
 Five Flags could book bigger and better acts.
- Additional family shows and popular concerts
- Additional offerings (Broadway, concerts, family programs especially)
- Additional restrooms
- Additional seating in the arena. This may allow for bigger shows to be booked. Improved restrooms and Parking would help
- Additional seating so that the venue is more attractive to touring music acts.





- Additional seating would be high on my list of priorities. A larger venue and more publicity would attract a bigger crowd.
- Additional seating, sound system and overall appearance.
- Additional top name entertainers
- Affordable ticket prices, parking
- Affordable, so you can see the performer from most seats
- All around updating on inside of arena and sound system. It is old and is showing its age.
- All of them
- An all new completely renovated and expanded arena
- Anv
- Any
- Anything marked 3 or under
- Appearance upgrade- (seating etc.)
- Arena enlarged/redesigned
- Arena needs general improvements, not a complete redo. Modernize foyer colors, bathrooms and concessions. Improve the scoreboard display with up to date digital technology and visuals. Improve sound system that could be used for multiple types of events
- Arena needs to be self-sustaining
- Arrange to allow parking in the prudential ramp. Allow small conventions.
- I feel it could just use an update. Seems like it has been the same since I was a kid.
- As an employee, the main thing that keeps me from watching the events is the type of event. If there were more Rock concerts, I would watch and not just work them.
- Assigned, comfortable seating. Sound system improvements. More variety of entertainment.
- At least 2 or 3 more events. Depending in headliner and personal availability.
- At our old age, we've "been there done that" so have little interest in the shows that come to the arena. We did enjoy skating on the ice in the early years, but soon found other things to occupy our time. A general upgrading of the place would be in order, but with no drastic changes.
- Bars Restaurants and free parking
- Based on my experience, upgrading the sound quality would be a top priority for me. I assume I was in the arena area for Jack Hanna, but that's the only event I've ever attended there. We sat on folding chairs & it was extremely difficult to hear & understand.
- bathrooms need remodeling,
- Bathrooms,
- Bathrooms, seating, and updating (paint, colors, etc.)
- Beautiful multipurpose performance hall with seating for 2000. Equipped with proper scene shop, load in and equipment to facilitate major local and touring productions. Program major stage shows, classical, and contemporary music events and headline speakers, comedians, musicians and celebrities, etc.
- Being able to book better concerts and events (such as the NCAA D3 wrestling tournament), as well as better acoustics at those events.
- Better access for people with mobility issues
- Better acoustics
- Better acts
- Better acts
- Better advertisement and cost friendly for families
- Better audio, graphics, restrooms and concessions stands





- Better bathrooms, as well more handicap seating. Not all of your chairs are comfortable to someone who's a larger size.
- Better bathrooms, more big-name artists for concerts, more beverages especially because it seems every time I'm at an event, they run out of drinks before the concert is even over
- Better booking of acts. When Jackson county fair gets higher quality acts than 5 flags that is telling.
- Better communication outside Dubuque; continue to bring in musical/show offerings.
- Better concert acts
- Better concerts
- Better concerts
- Better concerts
- Better concerts
- Better concerts and attractions. The cost and times of metered parking in all downtown DBQ is ridiculous! Bring in better musical talent. More intimate acoustic shows.
- Better concerts, better parking
- Better cost of events and more for young children
- Better drop-off and pickup traffic flow
- Better entertainment
- Better entertainment
- Better entertainment which probably requires better facilities
- Better entrance flow
- Better entrance for animals
- Better event program and possibly bringing him Broadway shows like the Des Moines Civic Center.
- Better events
- Better events
- Better events
- Better events
- Better events-
- Better events and improved parking and traffic flow
- Better events, more exciting. I would pay to go if it was something good.
- Better events.
- Better group rate. Better publication of events maybe even ads in Galena and other outlying communities.
- Better info/guidance/signage on getting from the parking ramp to FF. The ramp is very confusing, and we got lost both to the theatre and finding our car afterwards.
- Better layout
- Better marketing of events, parking availability, more events.
- Better mix of entertainment with more current acts
- Better musical acts, better advertising of events in advance
- Better outward appearance, easier parking to and from event, friendlier clean-up crew
- Better parking
- Better parking and better exterior access





- Better parking and drop off/pick up but I am mostly interested in seeing improvements in the theatre side!
- Better parking and entertainment.
- Better parking and seating
- Better Parking Better shows and performances
- Better parking facilities
- Better parking for elderly and handicap citizens. Bigger name entertainment
- Better parking options
- Better parking options and updated interior facilities
- Better parking would be a Must. Seating on the sides shouldn't be at 90 degree angles to the stage. Bathrooms are usually gross.
- Better parking, updated amenities, cleaner restrooms, audio is inconsistent, it needs to be addressed, possibly more seating
- Better parking. Variety of shows
- Better parking/ location
- Better programing
- Better programming, more advertising of events, better acts
- Better promotion of upcoming events. More popular shows.
- Better publicity and marketing. I have no idea what's going on until after the fact when I hear someone I know went to the event.
- Better publicity so I know what's going on
- Better quality acts
- Better quality acts
- Better quality of seating, shows, bands, and concession is a must. Just feels like watching in a long old gymnasium.
- Better quality performances, shows and events
- Better seat/area signage
- Better seating
- Better seating
- Better Seating
- Better seating and acoustics for arena concerts.
- Better seating and layout
- Better seating arrangements and absolutely more restrooms. It is ridiculous how few of them there are. More concession areas are needed too.
- Better seating comfort that is
- Better seating especially in the bleacher area. Eliminating obstructive views due to railings.
 Larger seating area if possible so that we can accommodate bigger attractions. I usually have to travel 1 hour+ to attend concerts and having these attractions on weekends vs. during the week would be even better, if possible. Downtown parking access.
- Better seating for concerts in the arena (better use of all the space that's available)
- Better seating in the arena and modern acts would be important.
- Better seating it looks dated
- Better seating to see shows
- Better seating with better sight lines
- Better seating, free parking. Concessions need improved.
- Better seating, updated bathroom with more stalls, better AV equipment, not sure if there is unlimited free Wi-Fi, but that would be a big bonus for corporate event guests.





- Better seating. Minor updates throughout
- Better seating/viewing from stage, better acoustics
- Better seating; get rid of bleachers; improve acoustics.
- Better seats
- Better seats
- Better seats and a bigger arena
- Better seats/view
- Better shows
- Better shows
- Better shows
- Better shows or concerts.
- Better shows!!
- Better shows, venue is a bit small for more high-profile concerts.
- Better shows.... better concessions
- Better site lines
- Better social media advertising
- Better sound
- Better sound more seating
- Better sound quality
- Better sound quality, more comfortable seating, better overall appearance
- Better Sound System in Arena
- Better sound system; maybe install acoustical panels on the ceiling. Better temperature control, was hot during graduation. Bleachers seats are not comfortable. Being able to see the stage from all seats is critical.
- Better sound system, more comfortable seating with full view, more musicals or musical performances, plays
- Better sound system. More music shows
- Better sound, reconfigure seating,
- Better sound/acoustics for musical offerings. More and cleaner and more attractive bathrooms. Higher quality and more variety of concessions. Updated exterior,
- Better touring musical groups (greater name recognition acts)
- Better variety of entertainment
- Better views
- Better Wi-Fi connections
- Better/more concessions. Put ice rink option back in the facility.
- better/more current acts
- Big name concerts.
- Big screen so people in back rows can see better
- Biaaer
- Bigger acts for concerts and something other than country music.
- Bigger arena with more adequate and efficient seating.
- Bigger faculty to attract better acts. Better seating as well.
- Bigger for better shows
- Bigger for bigger acts
- Bigger name events.





- Bigger names, much better seating, a much more professional looking place. Definitely friendlier front office staff. Very displeased with office staff talking over customers. I will not return until the seating and views get better by utilizing more re space or building a new civic center
- Bigger shows nationally touring shows may have to make the arena bigger but I think it would be worth it. It's quite a drive to see these kinds of shows otherwise.
- Bigger size. Better sound/sight lines for all. Better access to concessions.
- Bigger so bigger acts come.
- Bigger, more floor space needed with seating options
- Bleach seats are extremely uncomfortable to sit through a concert. Beverage options were limited at Billy Currington concert.
- Bleachers are uncomfortable but not much you can do about that
- Block off 5th street. Acquire and demo gas station. Build new addition onto existing across 5th street and onto acquired property. The existing would be at least twice the size. Renovate existing interior
- book better events
- bring in acts that have not already appeared in davenport or cedar rapids
- Bring in Arenacross/EnduroCross events regularly!
- Bring in better entertainment. Some county fairs have better acts than 5 Flags. It's embarrassing to live in Dubuque and not be able to attend quality shows.
- Bring in bigger name acts and more family events.
- Bring in bigger, more well-known national acts, singers, bands. More kid events like Disney Live, etc. The building would need to be remodeled and/ or made bigger to accommodate such acts. I would also like to see a large kids wrestling tournament during wrestling season since we are located in a prime location to attract people from the tri state area.
- Bring in Concerts, Plays and events that would attract the people to attend. Update the facility by adding more restrooms, concessions areas with better and more offerings. Update the facility's appearance to bring it up to date. It looks like it did when it was first built.
- Bring in more national acts willing to play a 4000-seat arena. Casinos in town are bringing
 national acts to play outdoors for smaller crowds than the Arena can seat. A wider variety of
 national acts may increase overall attendance.
- Bring in more opportunities for musicals and other musicians. More restrooms on the main floor
- Bring in some bigger name concerts or sports events. Names not normally seen around here but bigger names in the industry to draw a crowd.
- Bring more concerts and bigger acts to five flags
- Bring more high-profile acts to town. Keep the facility but utilize it more.
- Bring shows that are relevant
- Bring the facility into the current Millennium for functionality but still complementing the theater
- Bringing in more bands, not necessarily bigger acts. The question has been getting a nice variety of rock music in.
- Bringing in musical acts that aren't pop country. Bluegrass!
- Broader show lineup, refreshes face
- Broadway series like the Adler in Davenport.
- Build a new five flags center. The only problem with concerts and events is that if you do not have floors seats your neck hurts the next morning
- By far the worst two things are parking and the bathrooms, with the seating a close third.
 Parking is inconvenient and scarce. The bathrooms are inadequate, poorly maintained, and downright awful. The seating is close together and difficult to access (especially for anyone with





any condition), and once you are sardined in, you can't hardly leave since there is no easy walkways, and the steps are steep -- plus there is frankly not enough seating for many events. Facilities aside, you will not find success unless you have stuff that people want to go to -- cool shows, events, etc. with some appeal would go a long way to helping. Frankly, I would love to support Five Flags, but I rarely feel any enthusiasm about what is there and nothing but inconvenience once I am there.

- Capacity
- Car show
- Change parking meters around the center to longer term. Afternoon events problematic. Another problem: too many events in Dubuque (Casinos; Jazz; Heritage Center, Festivals, Fair,)
- Change seating and better concerts and events
- Change the layout to accommodate more concession and primarily stage performances
- Changing or redoing the seating.
- Cheaper concessions prices, more handicap accessible bathrooms
- Cheaper parking. Cheaper prices for events.
- Christian Concerts, reasonably priced secular concerts, better restroom access/availability in the theater
- Circus events
- City parking ramp should not charge for parking at hours that street parking is free. When
 parking is charged in ramp for downtown events, you should be able to pay going in to avoid
 large backups at exits, after events.
- Clean up and improve the restrooms. Make both entrances handicapped accessible and make
 more of the seating handicapped accessible, especially for the elderly that aren't able to climb
 bleachers.
- Cleaner facility, more restrooms, better seating, sound, and sightlines.
- Close 5th street so the event center can be expanded. Build parking ramp across the street. Seating is absolutely horrendous! Need more interior space for proper seating and concessions. Sound will also be extremely important with any renovation effort.
- Close it down!
- Comedians, Concerts
- Comfort, access to the building and seating, eye appeal, clean and well maintained, polite and helpful attendants that promote the center and the programs.
- Comfortable concert seating in a semicircular arrangement and acoustical improvements. Create an affordable, but nicer theater for Fly-by-Night. Not too large that they will never fill, but not in a hole in the ground like today.
- Community educational programs on various subjects hosted by community groups
- Compared to other facilities I've been to in about the same size town. The five flags center is out of date and drab
- Complete renovation to the interior of the building. The outside has definite charm & enhances to the downtown scene but the inside is dated (thinking early 90's). The setup does not work for larger scale events & is a lynchpin to helping enhance downtown Dubuque. Dubuque needs a marquee event center & with it being downtown will only drive tourism & spending downtown.
- Complete Renovation.
- Concerts
- Concerts
- Concerts and things geared to people in their 20s.
- Concerts I've been to seating sucks.





- Concerts, craft shows
- Concerts, touring Broadway musicals, trade shows
- Concessions and entrance/exit are confusing and small. Concession only offered a few things.
- Consider using the theater as a wedding chapel/with the center as a reception area. Of course, modifications are necessary.
- Considerable improvement in handicapped parking and building accessibility; ticket options for those who can't negotiate steps other than paying premium prices for main floor
- Consistent offerings of music and theater that would offer the opportunities for family. The cleanliness is really an issue, both inside and out.
- Construct a more modern arena either on the space five flags occupies or somewhere else. A more modern arena would include a higher seating capacity and better event programming.
- Continued well known and a variety of popular events scheduled. Improved seating capacity to schedule such acts and perhaps make seats more economical as well.
- Cosmetic features: paint, carpet, etc.
- Cosmetic renovations inside and outside, anything necessary to host events that require more modern technical necessities (load-in areas, staging, seating, lighting, etc.), improved amenities for customers (concessions, restrooms, lounges, etc.)
- Cost is a big issue. Would like more music events. Local bands year around.
- Country concerts where they have at least a handful of known songs. Today's country and 80s 90s country. I travel quite a bit to Moline, Madison, cedar falls, Des Moines, Monticello, Manchester, and more just to see the country artists that I like. Even done Vegas for Reba and George last year. I attend at least 8-10 Country concerts a year. Would be very interested in attending country concerts at Five Flags if u brought more acts to the area. Nice and convenient.
- Decent concerts. I understand that huge acts are too big for the arena, but there are touring 1980-1990s acts that would be good. Some of them are playing over at the Mississippi Moon. For instance, Bowling for Soup, Cheap Trick, and George Thorogood. ZZ Top was awesome!
- Demolish and build a fine performing auditorium for symphony, theater, music etc. Take the truck shows out to the fairgrounds.....not downtown.
- Demolition of the entire arena. A better seat configuration, which wraps around the arena with room to hold between 4000-5000 people for basketball/hockey and concerts. Cup holders for all seats. Enhanced Wi-Fi. The ability or order and pay for concessions via a dedicated app that can then just picked up at the counter (this would allow you to go to order if there was a line at the restroom so you miss less of the event). Video boards. Musical acts that appeal to a younger generation (think less 80's music). With six colleges in the tristate area and a large number of high school students, there are plenty of acts that would see great attendance. There are also a large number of hard rock/alternative rock fans in the 30-50 year old crowd that would love to avoid having to go out of town to see shows in Madison, Cedar Rapids, Davenport, etc. The area is ripe for a redeveloped arena. There are plenty of restaurants, bars, hotels and other entertainment options in the area now, many of which would see enhanced use with a better arena, either in its current location of in the Port of Dubuque.
- Depends who the talent is
- Destroy the building and rebuild it.
- Develop a true performing arts venue
- Diversity in programs from classical music to heavy metal... more up to date headliner groups I like all types of music but seeing big name heavy metal bands would be enticing.





- Do not usually attend events in the arena.
- Don't try to compete with larger arenas. Take a look at the Ohnward Theater in Maquoketa, IA.
 They recently booked Rhonda Vincent the Queen of Blue Grass at \$30.00 per ticket and the 841seat theater was packed with people. They recently booked Connie Smith at \$30.00 per seat and
 again the house was packed. Try to get some local sponsorship to fund bookings. Take a look
 at the Crystal Theater in the Wisconsin Dells.
- Double the seating capacity, raise the roof, move to land where Dubuque PACK used to be located, offer numerous ongoing large popular concerts
- Drag Shows with Dubuque Divas after Dark! Better parking! Outside could be restored to a
 historic look to match theatre. Keep prices as low as possible. Maybe offer discount to city
 residents.
- Dubuque needs avenue like this to serve the whole area. People come from 50+ miles away to attend events they are interested in. The seating needs to be improved and the sight lines need to be improved. Many time the stage is put in the wrong place and puts the best seating on the side which is wrong. If you lose this venue, you are making a huge mistake!
- ease of parking, affordable entertainment, remodeled arena
- Either cheaper concession items or better items.
- Enhance appearance inside arena, reminds me of a high school gym. Host better musical acts. Or more family events (Sesame Street live my whole family attends every year. We'd be interested in similar events.)
- Enhance seating capacity to attract big name entertainment. Better parking options.
- Entertainment that would suit my tastes. Parking.
- Entrance area not clearly defined for someone new to the arena.
- Event Programming I wish there were more things in which I have interest. I think it's a great facility, however, for my taste they miss the mark quite a bit with the programming.
- Event programming, bigger name acts.
- Event programming. Country music concerts with affordable ticket prices.
- Events aimed at 21-30 demographic. Less old people events
- Events themselves
- Events throughout the week.
- Events, seats with more leg room.
- Everything
- Everything held there is completely unattractive to me. Bands are bad. Ultimate fighting is
 embarrassing and trashy. We go out of town all the time for good music in Madison and/or
 Maquoketa for the Barnstormers concerts. The events at 5 flags are terrible.
- Everything seems dated and hard to adapt
- Everything. I would love to see bigger concerts come and have a nice place to play. Better sound, better seating, so that we can compete and bring in more notable names and events.
- Expand
- Expand across 5th street and utilize the additional sq. footage for bigger touring musical acts. In addition, add multi-service courts to host seasonal youth sport tournaments.
- Expand arena across 5th street to vacant lot and where gas station is located. Raise ceiling, new/increased seating, new lighting, better loading/unloading area, larger/more restrooms, and improved concessions.
- Expand the footprint to increase seating capacity. Bring in sporting events and large concerts.





- Expand to increase capacity for larger events. Bring in more current musical acts, to include more than just country. Pop and indie acts will draw crowds from local and population outside of Dubuque County.
- Expand with seats all the way around, be able to draw bigger name acts.
- Exterior
- Exterior/Interior freshen up, increased advertisement of events, more high school events, basketball tourneys etc...
- Family activities, concert, ballroom or four-square dancing event.
- Family friendly events or sporting events
- Family friendly prices!!!! We would attend many more events, but many of the tickets are out of our range. For example, I was recently interested in going to Shrek, but it would cost \$60.00 for us to attend Need to keep the history alive. Especially the theater.
- Find a way to increase capacity and staging area
- First of all, I think it should be shut down It is costing a million plus to keep running. That is ridiculous. But if it stays open it needs to bigger to draw big name entertainment. There is a lot of competition from Diamond Joe and Q with their concerts. The Five Flags books junk.
- Five flags area should be made into a sports arena for basketball, volleyball, tennis etc. My family spends hundreds of dollars out of town to attend sporting event tournaments. There is no place in Dubuque big enough to have weekly tournaments.
- Five Flags can draw people to downtown, but more development (retail, etc.) is needed to keep people there. Must go hand-in-hand.
- Five Flags has done a great job presenting a variety of entertainment options. Keep exploring options with varied price ranges. Five Flags is a wonderful asset in our community!!
- Fixing the aesthetics, adjusting ticketing prices, creating a space for Black Box theatre
- Floor seats need tiered for viewing. Tiered seats are too far away.
- For example, there is a Moscow Ballet coming to Dubuque in November. I question how the performance will be because of where it is at. How will the seating be for such a high-quality performance? That would be a question for any high caliber show.
- For me, the pricing of the events is a huge factor. For us to bring the grandkids to an event it could cost us \$100 easy for admission and then any concessions on top of that. The ticket price is one thing, and then when you add on the extra fees---that is what makes me mad. You are paying your employee at the window to service us. I am right there. I understand Ticketmaster or ordering on line, which still should not be that big of a deal. You could sell that place out if the tickets were priced right.
- For me, the problem is not with the venue. It is with the parking in the city ramp. I have never felt so trapped in my life as after an event I attended and being trapped in the parking ramp without traffic moving for over an hour. It would be so much better if either we paid for parking upon entering the ramp or having a real person helping people pay to exit the ramp. It was horrifying and stressful. Too bad I had such an amazing relaxing experience at the concert, only to have it wrecked by the experience in the parking ramp.
- Free nearby parking
- Free offerings.
- free parking for events at 5 flags
- Free parking in the nearby ramp. We went to see a comedian at 5 Flags Arena and saw a
 great show, but it took us over an hour to get out of the parking ramp. Haven't parked in the
 ramp since. Better publicity of events on radio or in the TH. More events in general. We drive
 by most weekends and not much going on.





- free parking, lower the cost of events
- Friendlier staff, everyone, every time is like a robot; expressionless, no hello, thank you, enjoy.
 Concerts of country and rock
- General re-do. It's just a plain, out of date, institutional space that can host some good events-B.B. King was stupendous--but is tired, not very convenient, and, especially compared to Heritage Hall, not enticing.
- General updates to the interior of arena, new seats more modern atmosphere
- General upkeep of the place.
- General uses, like a rock climbing facility and other drop-in type facilities for daytime located downtown
- Get rid of the bleachers, the drop cords running across the aisles, basically...we don't want to pay \$50+ to sit in a gymnasium to hear a concert and give us some room to sit. We had floor seats and sat between 2 very large individuals. These individuals took up 1/3 of each of our seats leaving us to sit sideways and unable to enjoy the performance. Provide some restaurants/cafes/coffee shops in all price ranges within walking distance.
- Get smaller music acts in. Also, compared to our needs in the rest of the city/debt this is not a high priority on my list.
- Get some heavy metal acts. You would sell the place out if you got people like Machine Head (they are cheap to get, and draw a huge crowd). Look at the acts that "The Rave" in Milwaukee gets, my friends and I drive out there frequently to see shows, yet the five flags (in the town I live in) never has a show that is worth me going to. It would be nice to have something like that in our town. I don't know if you even try to get bands like this, or if you are worried about the crowd that they draw, but you are missing out on a huge market that you could capitalize on. More free parking closer to the event center.
- Get the word out to the public about what happening, figure out the parking, nothing to close
- Getting some invents that interest me, not very fond of downtown
- Graduations the sound system is not good, you can no hear unless you sit straight on.
- Greater seating area to attract bigger name performances, along with comfortable seating.
- Greater selection of relevant touring concerts. We need to have offerings for teenagers as well. There are no concerts or events held that target that age range.
- Greater variety of events
- Hard to answer since it's so long since I've been there.
- Has looked to me like the city has financed the competition for the five flags center via the casino
 entertainment competition. We are not a fan of casinos and do not gamble. Might go to a show
 there 3-5 times per year
- Have better acts and bowl seating. Higher quality productions. Give me a reason to come. I don't care that much about what the facility looks like, just have good acts.
- Have more basketball games too
- Have more popular bands or singers come and relate to this generation.
- Having another bathroom would help shorten the lines. If the event space was slightly larger and had a slightly nicer inside aesthetic, I think it would attract a larger crowd.
- Having low cost/free family events.
- Hearing impaired sound system set up; modernize the stage; comfortable seats in balcony
 especially; check out the Heritage Center for additional things that could be done.
- Higher ceiling, better loading doors, bigger names
- Higher performing names
- Hockey events





- Hosting events I'd be interested in and that I'd actually hear about beforehand.
- How about some local high school tristate basketball tournaments
- I am not sure but it seems outdated
- I believe for the good of the downtown, there needs to be some positive changes to the arena offerings. What those should be, I don't know. "Arena-style" events are not something I typically attend anywhere I am not really the proper demographic. We enjoy the theater offerings more.
- I believe that a bit more creativity or variety of amenities (food/beverages) would be a nice addition. A few more concerts/musical events or national touring exhibits might be a good draw for the civic center.
- I believe that the center is too small to attract quality performances. It should be doubled in size to become a regional Arena. Block off 5th street and expand.
- I believe the Arena is sufficient, the quality of events brought in need to improve
- I believe you should tear down Five Flags and start over. But name the new building Five Flags again.
- I can't speak to this, as I have not attended an arena event since its last enhancement.
- I can't think of much. Most of my inability to go is because of family life (small kids at home with no family nearby to watch them for us.)
- I do not have a recommendation. It seems it should be more contemporary with lighting, signs, color, and acoustics.
- I don't find much use for the arena side.
- I don't have any good ideas for the arena.
- I don't have anything specific, I like it the way it is but also understand the need for it to be enhanced to attract more shows/concerts/etc.!
- I don't know more so a marketing facelift.
- I don't usually attend events in the arena so I'm not really sure of my answer.
- I enjoy the up and coming country acts. The more known the acts are the better.
- I feel fortunate the community has Five Flags arena, but I do think improvements are necessary
 to continue to make it venerable facility. Seating capacity and sight line improvements would be
 at the top of my list.
- I feel there are events at the River Center that belong at Five Flags. I see the river center being used inappropriately just to show it is being used, though in a true granular view, it is being misused and misrepresented. Each facility services its own market. A more defined role of what should be contracted at each facility would be beneficial long term. One is hard surface space; the other is convention and conference space. There can be defining roles that a salesperson can base whom and what markets they sell the space to.
- I guess seating and variety of programming. Maybe incentives with working with local downtown businesses with perks? Not so much something that we need, but may entice others to attend?
- I have always enjoyed the live concerts there.
- I have never been in the arena so I can't judge if I think it needs redeveloping or enhancements. If the right event came along and I wanted to attend the status on whether or not enhancements were made would not sway my decision.
- I have never been interested in the previous offerings.





- I have never been there so I can't say for sure what needs to be fixed, but parking always seems to be an issue for any arena.
- I have no issue with the facilities. What would increase the number of events I attend is the type of programming. I am especially interested in cultural events that relate to diversity and inclusiveness. Price of events is important to me, too, so even if there is a concert or the like of interest to me, I would not attend if the cost were more than \$10-\$15 per ticket. Parking for me is not an issue because I live close enough to walk there, but I do know that some disabled people would appreciate having more parking dedicated to those who are disabled so that they don't have to walk so far from where they are parked.
- I have no suggestions.
- I have not been in the arena so I cannot comment.
- I have only been to the area once, so I cannot offer my opinion on this.
- I haven't been there in a while, but last time I was there I didn't think any improvements were needed. I think you just need to have the right type of events to attract people. I know you used to do craft shows there and now the last several have been held at the Grand River Center. Hopefully this survey will help you in the area of what events to try and hold.
- I haven't been yet so not sure
- Having grown up in DBQ feel the Five Flags Center has been very important to the entire
 Dubuque and tristate area for the development of the whole area of Iowa and has been needed
 and has to be kept up to date and involved in the future of Dubuque.
- I just think if you could do some remodeling, make more seating, get new seats, update it for a more up to date venue
- I just want better events offered as indicated above.
- I like interactive, in-and-out events in the arena, like Comic-Con. There's a variety of things to do and the time frame is open. I really miss the dog show.
- I like it now.
- I love events at Q and Mississippi Moon Bar but having an 18-year-old child, he cannot attend events there. Bigger name events would drive families in to Five Flags.
- I really don't know would like to see some bigger country acts come to Dubuque. We travel to Moline IL for a lot of concerts.
- I really don't know. I think the space is fine, I just don't really care for large-scale events.
- I really don't think that it's a valid place anymore.
- I think a larger facility is needed for bigger and better events. The building is out dated and I believe it's time for something new. If people want bigger acts/shows this needs to be done.
- I think a totally new and updated larger facility would have to be built to make it a draw for us. The existing facility has run its course and needs to be replaced. Why dump \$\$ into an aged limited designed facility. It is landlocked by Locust Street and Main Street and 5th street, so without taking 5th street to the north or Locust & Main, there aren't many options.
- I think everything is fine except I feel that the events that are narrowed to a certain type of audience.
- I think it is an important part of our community.
- I think it is fine
- I think it is important for the city to encourage a variety of entertainment to utilize the Center. I personally am not all that interested in venues such as Riverfest; although I am happy the event does quite well. I do enjoy exhibits that cover a variety of topics such as Homebuilders (I know





that has changed locations) or city expo. I'm sure it can be costly to bring certain events to the city; however, I believe the community should make a strong effort to keep venues coming the very beautiful Five Flags Center.

- I think it is perfect the way it is.
- I think it is short sighted to look at this as Arena or Theater. We need a combined performing arts facility in Dubuque similar to the Overture Center in Madison, Wisconsin. Something with multiple theater venues to host a wide range of shows.
- I think it needs to be bigger with more bathrooms.
- I think it would be great if there were more mainstream and well-known bands or recording artists. Have closer seating to the stage, while still allowing for some standing room. I would attend those on a regular basis. Also, monster truck events would be great for my son. I think parking is a must.
- I think more concerts would be ideal. I've seen a ton of great concerts there over the years and lately they haven't taken place. I assume it's because of the casinos and their offerings but someone like me doesn't want to have to go to a casino to see a show. I hate casinos and they rarely book anything that interests me. Current/upcoming acts are needed in this town instead of washed up has been like the casino offers or America's River Fest books for their rock nights. We need hot, new exciting events in a facility that isn't filled with slot machines and smoke.
- I think that it could some work, even with little things like making the seating more comfortable
- I think the arena is perfect for what it is used for. I currently enjoy events in the arena and think Five Flags do a good job with the space.
- I think the arena side has outdated its use for events and does not have enough events for me. Indoor festival events, especially in winter, would interest people in this climate. Festivals are popular here. There is not enough to do in winter, but enough do in summer. The international food fest is ok. Winter farmers market on Saturdays every once in a while is ok for me. The Shot Tower restaurant next door has some basic food. There is Lot One restaurant and 1st and Main restaurant nearby. Shops are usually closed in evenings. The library is fairly close on 11th. The acoustical sound for music needs improvement. The arena side has no personality inside or out. More downtown green space would be appreciated and it would look good with big plants instead of the arena. A green space is less expensive for my tax money than the waste of money being done now. Maybe a lookout for people to see the riverside view of town for tourists. Children activities would make me stay away. The west side of town has much to offer, but downtown has more entertainment and personality.
- I think the facility needs a major facelift. The lighting, sound, façade, seating, and all aspects need addressing.
- I think the just a basic update to the building is needed. Advertisement for the events that are held needs to be upped.
- I think the seating needs to be revamped; the times I have been there I do not remember it being very comfortable. I think making the lobby/entrance of the Arena more inviting or possibly improve the look by including more color or some Dubuque inspired art work.
- I think the size of the arena has made an impact on the shows they can book. I would love to not have to drive to Cedar Rapids, Davenport, and Chicago to see a concert or Disney on ice.
- I think there needs to be some updating done. Not necessarily to the arena portion (because nobody notices once the lights are out), but more so the entry/concessions area. Perhaps a sound upgrade as well. I also think there is room for improvement when it comes to concert booking. There needs to be more rock/hard rock/metal touring acts and Five Flags should stop





focusing on just country. There are fans of other genres out there. Also book larger comedy acts such as Louis CK, Jim Gaffigan, Daniel Tosh, etc.

- I think there should be a little more standing room.
- I think they do a nice job and have a nice variety of shows. It is a nice arena.
- I think they need to get better acts. Maybe more seating. Update everything so it is more inviting
- I think we need a facility of this size in order to bring in great entertainment on a large scale.
- I think we watched "Rain" the Beatles tribute there. It was like watching in a nice gymnasium. Not quite as intimate and nice as Liverpool Legends in a Branson theater setting. If an event fits the 'nice gymnasium' vibe, I'd consider going, but that wasn't suitable environment for Rain.
- I think you should have roller blading inside in the winter...see Minneapolis roll at the dome...I also have never gone skating since you took it away from the five flags...that was a bad idea in my mind.
- I would add better events to draw in a crowd. Consider having Thursday night events instead of Tuesdays (most people don't mind staying out later if they know the next day is Friday).
- I would be interested in seeing or participating in events that are more community based. Chili cook offs; Baconfest, craft fairs, city wide garage sales and other exhibits would be just a few examples of things that could really draw large crowds to Dubuque. Better parking options that are free to event goers would be a large draw for events as well.
- I would enhance the seating for sporting events
- I would like to see an arena developed that has seating on all sides of the floor. Something more akin to the Five Seasons Center.
- I would like to see more handicapped accessible seating. Make sure there are handrails on all the steps.
- I would like to see more musicals
- I would like to see more parking close to the venue, coming from out of town, I don't know what is allowed parking. Also, I don't like to walk a couple streets over to my car after a show. I feel uncomfortable, I get there as quick as I can. Couldn't there be security on the street corner or around the block?
- I would like to see more professional acts such as Broadway shows, ballets, and Ice Capades. People have become more accustomed to seeing the bigger shows and therefore aren't as interested in local theater that doesn't offer the "wow" factor. I don't think parking is as big a hindrance to people as the lack of any "wow" factor shows. As for concerts concentrate on your demographics. Talk to young people, they will tell you who the newest not quite famous upcoming bands are out there. Look how well Willie Nelson did many years ago. Books the bands that have longevity and aren't playing the big arenas anymore. Five Flags can and should be an important part of Dubuque. Downtown Dubuque is seeing a resurgence with a live vibe that needs to be more upscale and appealing to people who are traveling to larger areas to enjoy these amenities.
- I would like to see the arena enhanced or rebuilt to hold 7000+ visitors to attracts larger touring shows. I would like it done is a way to better facilitate concert events related to seating and sight lines. I would like to see additional parking built across 5th street.
- I would love to see more diverse offering in the arena and also different advertising. Honestly, I
 don't always know what's coming to five flags until I drive by the marquee. I know how to seek
 out if I'm interested but often five flags may not come to mind if I don't see it
- I would think a sort of outdoor court yard to go to, with lots of greenery, showcasing local artists, and offering concessions, during symphony/play/music intermissions would be wonderful and would add to the entire experience. It would be fabulous if it was also open after the events to





people could potentially have a drink afterward and still take advantage of Five Flags rather than going elsewhere. I went to a symphony in elsewhere, which offered this and it really added to the entire experience. It was gorgeous and a great atmosphere! There seems to be a lot of wasted space at the arena that could be taken advantage of in a much more appealing way and perhaps tied to the theater instead.

- I'd like to see more dance and musical offerings. Also, the kid's shows such as Sesame St. and Paw Patrol seem like a good idea, but they are pretty expensive. A show on ice would be fantastic. Dubuque is currently not offering this anywhere.
- If it was a bigger venue, it would possibly draw better entertainment.
- If redevelopment is in the cards, it would be nice
- If the arena could be upgraded and have additional seating, that would probably expand the number of type of events that could be presented.
- If the city were able to bring in a different variety of musical acts, Broadway productions, plays, etc. then I would attend more events.
- If the goal is to compete for concerts the venue must be updated for appearance and acoustics. I love concerts and often travel for them. After seeing Billy Currington I decided I will not go to another concert at Five Flags as-is. The concert and entertainer were great but it felt like we were in a large warehouse. Definitely not appropriate for entertainers.
- If there would be good acts coming
- If they are going to close it, make it affordable housing for people down town. We don't need more bars and food places.
- If we want quality shows we have to update
- If you had a dedicated car drop off area
- If you increased seating to allow for bigger touring acts I'd be more likely to attend shows.
- I'm not an engineer so I don't really know
- I'm not in a position in life to attend concerts, I have no interest in musicals, opera, or symphony events and my child is too young for many of the family shows (although, I'll find value in those in a few years). Having said that, I don't know that any improvements to the events would make me more likely to attend anything at the facility.
- I'm not overly involved in the community and I would just like to see what events are coming when.
- I'm not sure where the arena is, so only interesting shows and publicity so that I hear about these shows would make me attend.
- I'm not sure. I think pricing is fine and the entertainers are great but we only do so many a year.
- Improve Acoustics
- Improve seating and sound quality
- Improve seats and view angles of shows.
- Improve sound and arena for concerts
- Improved acoustics, headline acts/concerts, a permanent stage or focal area for events. Exterior of center should complement the architectural surroundings and theater.
- Improved seating
- Improved seating
- Improved Seating
- Improved seating I sat on bleachers it was like a gymnasium. not cool after spending >\$300 for 4 tickets
- Improved seating and sound quality.





- Improved seats, layout of the facility, maybe an overpass to a new ramp at 5th and Main. It's
 not a good set up for parking and getting in and out of the facility when it's raining or
 snowing/very cold. More seating so better entertainment is affordable.
- Improved sound and seating
- Improvement of facilities as far as look to be current. Wi-Fi capability. Seating on all sides bowl seating so floor is not easily accessible.
- Improvements in events/performances.
- Improvements that would attract bigger names for concerts.
- Improvements to the interior
- Improvements would not affect my attendance
- In general, it needs a complete face lift. The sound and lighting quality is horrible. I was embarrassed that you brought someone like The Celtic Woman to this poor of a venue and this was my third time seeing them. Thanks to that I'm sure I will have to continue traveling to see them.
- In my opinion, the facility is fine. More events that appeal to different age ranges. Seems skewed to family/middle age-older. Though I'm middle-aged there's a real need for acts that younger people would want to see to make the location relevant. Also for people that don't necessarily want to go to a bar to see.
- In order to draw bigger concerts, the arena needs to be expanded a lot. Do away with the ice. Dubuque has the Mystique Ice Center.
- Inclusive programs to more audience.
- Increase capacity, modernize facilities, more nationally known acts
- Increase overall size to accommodate larger concerts. Better seating and parking
- Increase seating to allow more concerts
- Increase the # of restrooms and if possible make more leg room in the reserved seating area
- Increase the number of seats to attract bigger concerts. Recruit a sport franchise to call FF their home court.
- Increase the size and number of seats in the arena.
- increase variety of concessions
- Increased seating capacity to draw bigger entertainment acts.
- Increased theater and artistic performances
- Increasing the size will allow for better/newer acts to come to Dubuque
- Indifferent / Never been there
- Indoor soccer facility
- interior aesthetics primarily, cost of events
- It does not seem to be economically viable at its size. Perhaps an indoor sports complex, soccer, volleyball, etc. would be a better use of its space
- It is a great location for concerts and rodeos and shows. It is located in the heart of the city and everything is conveniently located nearby. You can walk to bars and restaurants or hotels. it would be a shame to close this arena
- It is far too small. No family should ever be pushed into the hallway during their child's high school graduation.
- It is very dated inside, it needs a complete remodel.
- It isn't fancy but it works
- It looks old and decrepit, either fix it or rip it up.
- It needs a full renovation to draw larger acts and to feel like a place people want to go. It is dated, small and has limited amenities





- It would be great to see more concerts and play offerings. The overall facilities are mostly good
- It would be nice to have an arena similar to the Quad Cities or Cedar Rapids to have local events worth going to.
- It would have to be the whole district and not just that building maybe parking garage for arena and outside "green" areas.
- It would need to be worth the money, and someone well knows
- It's cold and uninteresting.
- It's my opinion that a renovation is due for the arena to allow it to compete with other event centers in nearby cities
- It's old and dated and needs updates!!
- It's too small.
- I've never been there
- jazz the place up it looks dated
- Just do whatever you have to do I just haven't been to a show in years and your Survey was on Facebook why not get all the input you can get
- Just general upkeep and maintenance
- Just generally is in dire need of updating, and also booking more concert events or traveling exhibits
- Just need better shows
- Just needs to be freshened up a bit.
- Just seems like an old, outdated place, with outdated and too small spaces
- just typical updating to keep all ages interested in coming
- Keep cost down, with no added cost besides sales tax. Bring in more country singers, big name bands. Make more bathrooms, and concession stands. More food options. Free expos. Also include free parking
- Kid friendly events
- Large enough venue to attract bigger name performers, better sound system and lighting and sight lines, having better seats than plastic folding chairs on the floor of the arena
- Larger
- Larger area, if you are doing monster trucks there is not enough room for them to do any tricks and it get very smoky in there very fast. I have been to many indoor tractor pulls and stunt shows and there is hardly any smoke and plenty of room for a great show.
- Larger arena
- Larger space to attract better events
- Larger variety
- larger venue
- Larger venue so we could get major musicians and Broadway plays
- Larger, more up-to-date operations that would make it easier for large touring acts and Broadway shows and Opera and Ballet to book the facility.
- Less artsy events
- Less costly
- Less country music and rodeos, more stuff people with a college degree would watch.
- Lighting and seating
- Local food served as concession really enjoy current program/event offerings
- Lower costs





- Lower price. The seats are \$100 for a kids show in the front three rows then they go down to \$50. That's pretty expensive. I can also see adding a playroom for bored kids. Like they have at the mall with foamed climbing toys
- Lower prices
- Lower prices, bigger seats, more advertising of what is coming up for events
- Lower ticket prices and more current performers
- Make it bigger somehow to. Get bigger acts
- Make it bigger with more parking
- Make it circular, with better and more seating. Better acoustics!
- Make it more modern
- Make it more spacious and comfortable and not so expensive. Bring in more/better bands. Get more comedians, love great stand up. (ARNEZ J; George Lopez; Fluffy; Carlos Mencia) hint, hint!
- Make parking easier, have more concerts
- Make parking easier, the signage on the outside is antiquated, and I don't remember it being a
 welcoming atmosphere. I think an update would help bring events from the river center to 5
 flags
- Make seating more conducive to concerts and other performances since it is no longer used as an ice arena.
- Make this place more handicap accessible.
- Make upgrades to the arena so that it looks more like a concert hall than a gymnasium.
- Makeover
- Making the Arena more modern up dated comfortable colorful public friendly. Would, I think attract more people and more entertainment to repeat performance.
- Making the height of the arena appropriate and seating comfortable for stage shows, sound good for stage shows. Making the set up and take down easy for travelling companies.
- Marketing seems like the events that come to the Five Flags Center are the same events they have had for years and years. Dog show, circus, etc. Why cannot the marketing group get more events schedules at the Five Flags Center?
- Maybe attract a bar/restaurant to move within the facility
- Maybe more seating to attract bigger music acts
- Modern facility with comfortable seating and great views. Good food options. Otherwise I will stay in the comfort of my own home. Bring in good events and concerts.
- Modern facility/concert like feel in order to accommodate larger, more well-known acts.
- Modernization
- Modernize
- Modernize, more seating
- Modernizing the interior appearance More events/programming that suit my interests
- Monster trucks.
- More advertisement for event offerings before the week of the actual event.
- More advertising and better people traffic flow before during after events. More comfortable seats
- More advertising for events or different advertising
- More advertising I don't think I have heard of anything there in guite a while...
- More advertising.
- More and updated bathrooms, more comfortable seating
- More appealing programs
- More architecturally coherent, larger seating capacity, more welcoming





- More attractive interior/exterior. Better sound
- More bathrooms and more country music concerts
- More bathrooms would be nice, otherwise no complaints
- More bathrooms, and better seating arrangements
- More big-name events. Make the arena bigger. On par with the us cellular center in Cedar Rapids
- Bigger named acts, large concerts.
- More Christian Concerts
- More Christian concerts, more country concerts
- More close parking
- · More comedians
- More comedians more plays just diversity there is a lot of things that could put on at five flags I
 have always liked five flags it's big enough to hold major events and small enough that everyone
 can see the entertainers we need more places like this
- More comedy/touring shows
- More comfortable seating
- More comfortable seats and better stairs to the seats along with hand rails. The seats are very uncomfortable and are too close together, no leg room for anyone with long legs. The stairs are very hard to walk and not very good hand rails.
- More comfortable seats and cheaper prices.
- More community awareness of events
- More concert or music offerings and easier access to close parking.
- More concert or musical shows
- More concerts
- More concerts 90 country bands.
- More concerts (country, classic rock, etc...)
- More concerts and/or plays that appeal to me.
- More concerts at reasonable prices
- More concerts by older Country and Rock bands
- More concerts for young adults
- More concerts, comedy and sporting events would be great, as well as more choices for concessions
- More concerts, ice shows, family shows, etc. It would be sad to see Five Flags go away.
- More concerts, more family events.
- More country acts, concerts, and conventions
- More country concerts. More up to. Date plays
- More country concerts
- More country concerts
- More country concerts
- More current/relevant bands
- More dates of the same shows...more options





- More decent quality shows / acts, particularly Broadway-type musicals. A bigger theatre would help, I would think, though I have no good ideas for how to accomplish that. The civic center itself basically feels like a big gymnasium.
- More desirable shows
- more diverse event programming, especially touring concert acts (something other than country
 or heavy metal), interior/exterior appearance, digital signage seems outdated... would think
 something more dynamic would be best for marketing purposes, especially at that intersection
 location.
- More diverse opportunities, not just for kids. Invest the money and find some good concerts to draw in crowds.
- More events
- More events and lower cost of tickets
- More events engaging more diversity.
- More events for younger teens
- More events geared toward my/my family's interests
- More events happening on weekends.
- More family events, better pricing.
- More family events, bigger name musical events.
- More family events/shows for kids
- More family programming, more comfortable seats
- More family shows, concerts, paint!
- More Family Style Events a Big-Name Acts
- More floor space and easier access to load in from the street for larger events on the floor.
- More Food
- More free parking nearby
- more frequent events and better drawing events
- More groups like Celtic Women or Josh Groban
- More handicap accessible
- More handicap parking or special entrance for them to get in & out
- More handicapped parking... or how about valet service for handicapped? I take my elderly
 mother to the symphony ever year and every year parking is a bear. Even just to drop her off at
 the door and go find a place. Ridiculous. And while I get it that the theatre is a 100 years
 old. The restroom doesn't have to be and they could be a little more accessible for the elderly or
 just anyone that needs some extra space.
- More indoor dog parks
- More interesting concerts, bigger names
- More interesting events
- more kid friendly, kid play areas, kid bathrooms, kid wash rooms, kid lounges, kid displays, science-like things for kids to experience before and after kid shows, art-like things for kids to experience before and after shows, room to take kids into when they are unhappy/disruptive (but windows to still "see" show), safety drills: how to exit fast, how to take cover (weather or other),
- More lady's restrooms
- More large venue Christian music and entertainment.
- More leg room, cup holders
- More mainstream events
- More mid-level country/rock acts
- more modern looking





- More music venues
- More musical events. But not country music
- More national acts
- More national music acts
- More national touring events i.e. concerts, Broadway shows, musical groups
- More non-rock concerts, touring stage shows, etc.
- More options for lighting not just huge overhead lights
- More parking safety after dark. (Guards in the lot etc.)
- More parking would be handy
- More parking. New seating and less animal shows. More music concerts.
- More pet-related shows, things for families to go do with younger kids and pre-teens, things for teens and twenty-some year olds to do. Laser tag.
- More plays
- More popular bands/musicians.
- More popular country music performers; ease of knowing how to park (if paying meters is needed)
- More popular music groups? I know that's difficult due to the variety of taste and ages of our population- -also the cost of big name acts.
- More professional musical and theatrical offerings
- More publicity/emails. More events of my interests.
- More restrooms needed, also entering the building could be improved
- More restrooms, comfortable seating, interactive activities for preshow, experiential
 entertainment, more robust HVAC (reduce particulates during rodeo/automotive events), bring
 concessions up to industry standards
- More rock and metal concerts. More pro wrestling shows and not just limited to WWE because there are many other promotions such as Ring of Honor and many independent promotions
- More room between the seats and more leg room.
- More room in the seats for more comfortable sitting but also more leg room.
- More room to attract bigger events.
- More seating and better acoustics
- More seating for larger acts to come to Dubuque
- More seating sky boxes
- more seating so the building can book upcoming stars
- More seating so you can afford to bring in more expensive musical acts.
- More seating to attract better touring singers/bands.
- More seating to bring in larger events.
- More seating with better leg room
- More seating, facelift to the inside facility. Maybe eliminate the theater all together to make the arena bigger.
- More seating, more bathrooms, easier access
- More seating.
- More seats all with backs. All the way around
- More seats for better concerts
- More security outside walking to and from parking areas.
- more shows and events
- More sporting events and concerts. Add more regular seating and less bleacher seating.
- More sporting events, non-country music acts.





- More sporting events. The place was built for hockey and basketball and acoustics are terrible.
 It is a sports arena. Market this property as an indoor sports venue. Similar to cedar Valley sports complex in Waterloo. People are always looking for indoor practice venues at a decent price. Keep Opera area alone. It is a separate area and historic. Tearing down this building does no one any good. Unless it is redesigned.
- more things I could attend with my family
- More things to do. I miss the concerts there and I miss the dog shows especially.
- More to do
- More Variety at concessions stands. More popular music artists. No bleacher seating.
- More variety in the types of events offered, more marketing to make the public aware of these
 events.
- More variety of events bigger names
- More variety of programming, cleaner feeling and look to the arena
- More welcoming interior/exterior. Touring concerts. Better parking.
- More well-known plays, rodeos, adult circus acts, sports, flea markets, etc.
- More/better seating, better concerts
- Music concerts
- Music concerts would increase our attendance, better light quality and sound quality is important, and the flooring/decor feels unwelcoming.
- Musical groups, performers. Groups that would draw more people than Five Flags Center has room for, that would pull people from a wider area.
- My child did love the circus events and they were somewhat reasonable, however the associated rides were horribly priced (which I understand may be out of the 5 Flags' capabilities). But the Elmo show a few years back cost over 100\$ for 2 kids and 2 adults and the sight lines were horrible and there were tons of seats. I feel that maybe if prices were lower for tickets you may fill more seats in the long run. Typically, I will take my two young children because my husband doesn't want to waste money on an adult ticket when the rides or drinks cost so much during the show. That being said I do think the concessions are priced pretty reasonable. Also, family style bathrooms with changing tables would need to be more accessible or at least a few more in the stalls. Better entertainment may fill more seats. I feel like the classic rock shows or country seem to do good here. I think the casinos or recent concerts at Summerfest are bringing in good acts that seem to draw large crowds. I think Lynyrd Skynyrd was good and brought a great crowd. I think bringing buck cherry or hinder to Dubuque for the 4th time is overrated. And the massive mosh pit in front of the stage just built massive amounts of aggression. I don't know if it would be worthwhile, but maybe a nice or family restaurant in the facility might boost some added income.
- My opinion is that I'm tired of supporting a facility that I rarely attend. You really need to improve parking.
- Need a better venue for concerts, amphitheater outside/indoor venue! Maybe then we would get better bands instead of driving to Chicago, Des Moines, Waterloo, and Cedar Rapids Davenport all the time! Minor league baseball. Place for monster trucks, rodeo!
- Need better concerts and prices people can afford things for Kids family fun that won't break a family budget
- Need current acts
- Need more popular acts and better advertising of activities at the site to enhance people to come.





- Need more space for larger concerts/shows but it should be flexible space that can be subdivided and used for a variety of uses.
- Need more variety. They always seem to be the same
- Need to attract better performers / activities to DBQ
- Need to come up with alternative uses. \$800,000 subsidy is \$800,000 too much!
- Need to make it bigger and add more seating so we can get big name headliners here. I never understood why they didn't make it bigger when it was first being built.
- Need to not ask for a lot of money
- Needs an aesthetic update
- Needs more attractions for the younger generations. Loved when country acts used to play there before the casino opened up down in the port.
- Needs more space to get bigger audiences for more famous entertainers
- Needs seating remodeling and sound.
- Needs to be a bigger facility with quality seating and sound. Over the years I've been to concerts there and sound is poor and the cost is not cheap. I'd rather pay a reasonable amount and drive 1-2 hours which is what we do. I'd like to support local, but it's not justified unfortunately.
- Needs to be larger
- Needs to be larger to bring in bigger groups/musical concerts
- Needs to be modernized but yet leave some of the historic look of the building. It needs to be bigger to bring in some of the bigger acts that often come to the surrounding areas.
- Needs up dated
- Needs updating everything
- Never been
- New seating in theater with more leg room. Also need restrooms on the main floor and balcony area.
- new sound more seating bigger screen more parking near by
- Newer bands, more well-known attendees
- Nicer seating, better sight lines, more popular acts
- No specific feedback, just hoping to see Five Flags continue
- None get rid of it will never be able to financially support itself
- None it's too difficult to find parking
- None needed
- none, raze it
- None. Wow- Floored at how much this cost to run.
- Not a country fan so concerts with other types of music, I really think you need to consider
 adding an available indoor turf floor covering option (soccer, football, etc.) Dubuque could host
 tournaments families drive 2 hours to now, local high schools and colleges and club teams could
 "rent" turf time and generate some income year-round then add a floor covering that allows
 you to still do concerts, etc. like you do now over the ice.
- Not enough seats to support top tier performers, and conventions.
- Not really, I do not like arenas.
- Not super excited about big venue performances
- Not sure it's has been some time since I have been there. Not sure what updates have been
 done.
- Not sure making it bigger would improve the arena. Too costly.
- Not sure, maybe a new facility
- Not sure. Needs upgrading.





- Nothing
- Nothing
- nothing demolish it the city doesn't need to subsidize it anymore it's like having a herd of elephants and u have to keep feeding them
- Nothing specific comes to mind.
- Nothing specifically that I can mention but I feel Five Flags plays a vital role in a vibrant lower main district of downtown. Maintaining, improving, and enhancing the overall experience will continue to build upon the revitalization of the area.
- Nothings needed.
- Offer shows for more than 1-2 weekends
- Offer the sport of Curling on the ice. I would play several times a week.
- Offering increased seating to bring more events to area
- Offering more events
- Offerings
- Outside, more police in the downtown area and along west locust and main street
- Parking
- Parking and different events
- Parking and more music acts
- Parking and upgraded seating
- Parking Better quality shows Better price
- Parking for events at the arena needs to be improved.
- parking for handicapped or valet parking
- Parking improved, better sound in arena, prices more family friendly shows
- Parking is a major concern, but I would like to see a better main entrance to the arena and a
 more appealing exterior design. The building is very closed off from the rest of downtown.
- Parking is one of the main issues for me. Maybe include a free parking pass for metered spots an hour before/after the event with ticket purchase!
- Parking ramp in the where the parking lot currently is. Update the entire facility. Change the arena layout, currently has a weird layout for concerts. Get more concerts in the building.
- Parking ramp nearby.
- Parking should be more accessible
- Parking within easy walking distance.
- Parking! More family oriented events
- Parking, Seating all around the venue
- Parking, better concessions/drinks, more frequent events
- Parking, entrance/exit, more shows at a fair price
- Parking, especially in winter, is a slight deterrent, though I'm not sure what the solution would be.
- parking, more for older persons
- Parking, more restrooms and a bigger venue to get bigger shows in.
- Parking, sound, rest rooms, modernize. 3 to 4.





- parking, waiting in lines
- Performances. Never having a big-time act
- Pick up and drop off area by bijou on main needs to have separate lane so as not to block traffic... an awning would be 5 star...
- Popular acts who are relevant on the national scene
- Prettier walls
- price
- Price a bit cheaper, better parking
- Price parking
- Price reduction
- Price.
- Pricing of tickets are sometimes too high. The shows/people coming in are not of current interest. Seating and arena seems outdated. Parking is not good and I worry of my safety walking from my vehicle to an event and after.
- Pricing.
- Privatize it and you shall get better quality shows.
- Probably what would help is a collection of smaller spaces that could host events and performances with less than "arena-sized" attendance. I am not a huge fan of large crowds. Also, having a variety of smaller events might be nicer than (and more economical) than requiring a large number of monster truck fans to attend an arena-sized attraction.
- programing
- Programming geared more towards young adults. Newer music artists along with gaming or other tech conference
- Quality entertainment
- Quality of events, better parking and improved facilities
- Quality of shows and plays, which requires a larger facility for the most part
- Quality of the shows. Better concessions at better prices,
- Quality performers
- Quality touring theater Broadway shows not local community theatre
- Raze it
- Really don't know...
- reasonable cost, up and coming acts, current music acts
- Reasonable prices. More comfortable seating.
- redesign restrooms and concessions
- Reduce price of events.
- Reduced ticket prices, more offerings throughout the year, less congestion in restroom and concession area.
- Relevant concerts in arena not theater
- Remodel of set up
- Renovation and maintenance is important. We attended a dance recital this year where a piece of the mounding from the ceiling fell in the stage. If that had hit a child it would have been awful!
- Replace broken seats. Replace sound system, make sure to have the control room open to the house so the sound technician can actually hear what's going on with the house sound.
- Replace seating. Renovate bathrooms.
- Return ice, offering a 2nd option in Dubuque
- Rock concerts, dog shows, booth sales (antiques, women's wear) after parties
- Run down, uncomfortable seating, small venue for full orchestra





- Seat comfort, sidelines, greater variety of musical acts
- Seat comfort, sound system improvements, and better views from seat.
- Seat quality
- Seating, accessibility, sightlines, sound, comfort
- Seating
- Seating
- Seating and performance capabilities
- Seating and quality events
- Seating and sight lines
- Seating and sound
- Seating and sound accommodations.
- Seating arrangement
- Seating capacity
- Seating configuration, quality of programming and events. Typically leave Dubuque to go to iWireless Center/Des Moines or even Chicago for better more attractive acts.
- Seating in the theater Sound system in the arena
- seating is uncomfortable and poor line of site
- Seating is uncomfortable-no more bleachers Hard to see if not facing the act People Traffic flow for events-everyone walks by every which way More restrooms on 1st floor
- Seating layout. More employees working at the concession stands it shouldn't take 20 minutes to get just a beer. Have a cash only line at the concession stands.
- Seating more circular not from one side
- Seating more comfortable
- Seating needs reconfigured into the standard oval so more seating can be offered to draw in bigger concert acts and improve the site lines.
- Seating needs to improve. Sound system also needs improvement.
- Seating with better sight lines
- Seating, ambience of entry and circulation areas
- Seating, handicapped senior accessible
- Seats that are comfortable and easy access.
- See previous question for event programming preferences
- Should be updated and make room for more seating.
- Show varieties to include all audiences
- Shows I am interested in, free parking.
- Shows that would be there if interest
- Simply schedule conflicts
- Since Dubuque is a smaller town, I realize the difficulty in getting quality performances, but things like roller derby and musical acts that were popular before 1990 really aren't our thing. Could more current or up-and-coming acts be looked at?
- Since it has been so long since I've been there I don't know what enhancements or improvements would be needed. Parking would be an issue because of my age. While I am not handicapped, I do find it hard to walk much more than a city block. My interests would probably involve the theater more so than the arena. I like groups like Mannheim Steamroller (my last visit was their first time there), any musical groups/individuals from the 60s -80s era, mystery and comedy theater productions. When younger we would come to the home show. To sum it up, being able to park fairly close to the building and having the kind of events that I mentioned above would be key to my attending events at Five Flags.





- Since there is no longer hockey at the arena, I think the seating needs to be redistributed throughout the arena.
- Size to allow larger acts to play at the arena
- Sky boxes
- Slight modernization
- Some different events/programs
- Some of the seating could be updated
- some of the sightlines
- Some seating can be uncomfortable because it is so close to the row ahead.
- Sound and acoustics
- Sound and lighting
- Sound in the arena.
- Sound quality
- Sound quality
- Sound system, you cannot understand what people are saying. Need seating all 4 sides of building. Need indoor walking track like ice arena.
- Sound Systems and seating
- Sound Wi-Fi
- Sound; seating; music events;
- Sports
- Sports field for football or soccer floor for indoor play
- Staff, variety of events
- Tear down & increase size to approx. 7,500 seats similar to Cedar Rapids. We go there more than we go to our Five Flags
- Tear down and rebuild the facility
- Tear it down and build a bigger arena
- Tear it down and start over! The building is a wreck.
- Tell residents about what is happening there, like with water bill or on a sign not in downtown.
- Thank you for all the efforts. Easier ways to drop off and pick up handicapped and elderly patrons as well as convenient parking.
- The acoustics are awful and uncomfortable seating
- The arena does to work well for many of the currently touring acts. Good for graduation etc.,
 would like to see some basketball there.
- The arena is a terrible space. Any renovations would make the space even smaller. It would be a waste of money.
- The arena is not conducive for concerts. There is no good floor layout and the acoustics are not good. WWE events were set-up very nicely except for only having one entrance/exit accessible on the main floor. The arena is too small for an entertaining motocross and/or monster truck show. I strongly dislike the entrances. Cannot handle large crowds effectively. Lobby is extremely congested before and after concerts with traffic flow conflicting with each other People heading for opposite side of arena. (People seated on Locust side but trying to exit on Main Street side while others are seated on Main street side trying to exit on Locust ST side.)
- The Arena needs more seating and a "real stage" for larger productions. In recent years we've seen "Rain", Mannheim Steamroller, and Celtic Woman. All were fine productions but would be enhanced if there was a more "theater like" setting for the shows instead of a "gymnasium" feel. Dubuque probably wouldn't be able to support large theaters like Hancher or C.Y. Stevens but the Gallagher-Bluedorn Theater in Cedar Falls and the Adler in Davenport both stage great





- productions in more moderately sized arenas. The Heritage Center at the University of Dubuque is fantastic and we've seen many fine shows there but it is too small for "name" touring shows. In addition, we much prefer the Dubuque Symphony at the Heritage Center rather than the Five Flags Theater because the seating, especially in the balcony, is too cramped and the lobby is uncomfortably small. We would also be willing to pay higher ticket prices if that meant not having to drive to the Quad Cities or Iowa City, etc.
- The arena needs to be expanded on site towards the North and overtake 5th street. Provide additional underground parking in new addition on empty lot north of 5th street. Could include Underground Street with ballet parking and entrance below grade. New arena should accommodate 10,000 people and have new lighting, sound, seating, new roof with increased height for more spacious volume. New entrance with large outside public gathering space. Need to be able to bring in first class acts. Major popular artist. The five flags should be similar to the Marc in the quad cities in order to compete as a city. Focus more on drawing people from outside of Dubuque. There are other more appropriate venues for family friendly events, Dubuque needs more events for working class adults, young professionals and college age adults.
- The arena needs to be redeveloped in order to attract larger artists, such as Michael Bublé and Josh Groban, that will bring a lot of people but also need an intimate setting to be successful. It can't just feel like performing in a big shed.
- The arena should be used as it currently is being used. Five Flags arena is one of the few options available to bring indoor concerts and people to the downtown area.
- The arena side is a disaster. Should be demolished and a new performing arts center constructed.
- The arena still looks a lot like an ice arena. The concrete floor is not very appealing and doesn't feel welcoming or comfy.
- The balcony seats are very small but if seat is on floor, seat is below the stage. More comfortable seating would help
- The building is dated and needs to be enhanced for younger audiences. Perhaps close the street on the South side of the building and turn it into an exterior gathering place. How about inviting food trucks to larger events? I would like the City to build an indoor swimming facility with other items like climbing walls, and other sporting options.
- The building look dated and was built at a time where a large brick building with few windows was acceptable for downtown. I'm not sure what events would encourage me to do more in the arena. I tend to go to local events and not a big concert goer.
- The casinos and Saints arena are newer and feel more comfortable than the 80's fee of Five Flags. To compete they are going to need a facelift.
- The city needs to build a new Performing Arts Center at the riverfront.
- The city needs to stop cannibalizing the arena's business. With the ice arena and the River Center eating up most of what the arena was suited for, I think you either need to invest heavily and make it more attractive as a concert/large convention or show space, or break it up and cater to smaller events and meetings that can't afford the spaces elsewhere. Either way, why on earth do you keep renewing the contract with SMG? The terms are moronic, and the dwindling usage and results should be evidence enough. When you operate as an indoor dog park for most of the winter, it's time to change leadership.
- The concerts we attend would require a larger venue. We will drive an hour (Moline, Cedar Rapids, etc...) to see a show.





- The cost is most important to me. I would attend many events if the cost was adjusted so that lower income class of people could afford to go. I would also like to see better concession stands with variety of products sold at a reasonable cost.
- The entire facility needs to represent an updated state of the art arena to bring in big name bands
- The event programming needs to be changed. In the past year alone I have attended at least 10-15 national touring shows in every city other than Dubuque where I reside. This is unfortunate. While I understand that the revenue requirements to get large touring acts in Dubuque isn't that realistic, spending more money on this space for better facilities or capacity wouldn't attract larger acts. The city should sell 5 flags. Retain the theater and build an amphitheater in the empty space near the port of Dubuque. There are already weekly events in parts of town that could utilize this space, as well as the larger festivals which already occurring at the port. Explore a partnership with the Diamond Jo before Chaplain Schmitt gets redeveloped and the other casinos build their own venue. Their current temporary venue is pulling larger acts then 5 flags.
- The events offered depends on my interest in the event and when the event is being held.
- The exterior and interior are in need of some TLC. Have a bar or restaurant without door patio to enjoy the space before and after a show.
- The exterior should be more appealing to visitors...keeping the character of old Dubuque. The lack of free parking close to the building needs to be addressed. Main Street is lacking its charm from the past. It needs to be brought back to life. Less office space, more retail! Unique, familyfriendly, creative, and affordable businesses should be encouraged to vacate open building spaces, within the area. We also don't need any more bars! The public should be able to experience all the buildings. Free parking should be made available to all patrons, on Main St., and nearby areas. I believe people would enjoy attending events more, if there were things to do within the area, before and after. Currently, there is no real reason to be in the area. I love the original architecture of the buildings...it's welcoming and warming. The theater's exterior restoration is absolutely stunning! I would hope the interior will forever be retained in its historic style. The arena needs to be the main focus. There is no true stage or comfortable seating. It should be set up for a variety of events. Perhaps wedding receptions and dances could be added. Also, an industrial-style kitchen should be added, one that is capable of offering catering services. Private rooms should be added, as well as access to both top and bottom floors. With the arena having no architectural significance, plans for removal or redevelopment of the grounds could prove to be more beneficial.
- The facility is not appealing looking whatsoever. It would be nice to incorporate landscape architecture/windows/atrium to make the venue more welcoming and appealing. The restrooms, seating, concessions all need a HUGE upgrade.
- The facility needs to be Niger to bring in more concerts to Dubuque. A parking lot for Five flags would also be nice instead of having to park on the street or use the parking ramp.
- The few times we have attended an event, the arena seemed to be very make-shift in nature, with no real ambience. I understand the reason for this, but wish it was a bit more finished looking. There haven't been that many things we (in our 60's) have been interested in attending, but I can't say for sure what we would like to see come in.
- The Five Flags Center needs to remodel and add more room for seating so it can attract bigger acts and entertainment.
- The Five Flags has done a good job but really needs a renovation. We need a true multi-purpose arena like the iWireless Center in the Quad Cities.





- The food/drinks in the arena are terrible! A couple of vegetarian options and better drinks would be good. Local vendors, too!
- The interior and exterior of the arena are unpleasant to look at. It's hard to visualize an event in that space that doesn't seem dreadful to attend. WWE was the first event I'd been to at the Five Flags that made me forget that I was in a dingy warehouse. The venue should be able to make such a large space more dynamic. Offer carpet rentals for trade shows and conferences. Offer different backdrops to be rented. Update the exterior of the arena with a modern twist so it seems like a cutting-edge place to host an event. At least add colorful banners/lights to make it look lively. Add VIP seating, box seating or private party rooms.
- The interior area (event area) really needs to be updated. It is not at all appealing or inviting. It
 does not make one feel comfortable nor does it enhance the excitement or anticipation for the
 event you are seeing.
- The main auditorium has to be expanded to meet requirements for national acts and sports.
- The main reason I don't visit often is the price. If there's a way to increase the number of seats or standing area for concerts to lower prices, I would buy tickets to events 5+ times a year.
- The number one thing that needs to be done is sound improvement and quality of acts.
- The offerings are fine we go when interest and time allow.
- The only thing I can think of that might be worthwhile is to renovate it to be a far better and bigger venue than the Grand River Center. The Grand River Center folks are NOT easy or accommodating to work with, unless my organization pushes relentlessly to simply hold their workers accountable to restocking their bathrooms with toilet paper, refilling coffee, etc. Their Wi-Fi capabilities are iffy at-best and their management team seriously fails to understand the need/demand to have a robust internet system for large conferences. It definitely reflects a lack of understanding current market needs and forward-thinking conference needs. I was also not thrilled to discover their capacity is at 800 people. Our organization could easily host our annual event for more than 800 people, but there are no other attractive venues for conferences that could host 1200 or more attendees. Therefore, they have a monopoly on that market. It would be nice to have the option to host a convention to draw folks from throughout the Midwest, while also having the ability to host smaller 1-day workshops for a reasonable cost.
- The outside looks like a prison. Update the Marquee. Update the sound system. Redo the arena so it seats more with better seating so that you can draw the bigger named artists here. I like country concerts as I know others do as well. I also loved Casting Crowns.
- the seating having a little more room than being on an airplane
- The seating needs to be better. The rectangular setup now is not good for anyone not sitting facing the north wall. If the seating would be similar to that of the iWireless Center in the quad cities, it might entice better musical acts to visit the community. It's just so dated and ugly. I feel bad for people performing there, because it doesn't appear their dressing room area is very big at all.
- The sign outside the building needs to be redone badly. I think the facility itself is good.
- The size of this market does not draw the types of performances that I would like to attend. The last concert I attended in the arena was Chicago....figure out how many years ago that was. When hockey left the arena, I went to one American Kennel Club event and a couple of graduations.
- The theater events are a little pricey. I wanted to take my son to see the magician but we had to choose between the rodeo and magician. The rodeo won! We go to the rodeo every year and love it! But this year was awful. It was a different announcer and they didn't play the loud music before the bulls were released. I hope you can get the old announcer back.





- The theater is beautiful and historic
- The type of shows brought in to five flags.
- The venue needs to be bigger with excellent acoustics and a parking lot attached. How about moving it to the former FDL location? IMO the entire riverfront area should be devoted to event venues, restaurants and retail, not business use.
- There have been many events held that I have not attended due to finances, but I'm in the process of getting that in better shape. So, beings I don't get to many events I don't really recall what I feel could be made better. Beings I'm from the area (I now live within a few blocks), I wonder if the other attendees that come from out of this area are familiar with the parking options. I'm not sure if the parking ramps charge to park in them after hours, while if you park at a meter, there is no cost after 5pm. Also, depending on how long the event is, maybe if feasible to offer more food options as I know when I'm drinking I tend to get hungry.
- There needs to be a culture created that says coming to Five Flags is an event. Development around the center, brightly lit and safe walking paths to local restaurants, etc., street vendors perhaps, package deals for a show and a local eatery, etc.
- There's nothing in terms of arena type events that I would attend there.
- Though I don't know how to improve it, the people flow doesn't work very well. There always seems to be congestion.
- Ticket prices. Ticketmaster surcharges are ridiculous. Availability of ice shows. Free public parking for civic center events. Arena is not set up for effective concert entertainment. Metal ceiling and lots of concrete makes for horrendous acoustics. The shape for most big concert venues is a horseshoe shape with the stage situated near the open end of the horseshoe, not a sideways C. I think Dubuque needs to focus less on trying to offer indoor concert events and just focus on what they seem to be building on the outdoor summer events where they can draw a large audience and are progressively drawing the bigger entertainment acts. The casinos and the Heritage Center seem to offer a lot of indoor winter concerts at no cost to the taxpayers. The day that ice and hockey was pulled from Five Flags was the day that Five Flags died.
- Ticket pricing is sometimes high. Acoustics aren't great if the center isn't full.
- Tickets and fees are an outrageous price compared to other venues. We have chosen to go to the Paramount Theater and Five Seasons in Cedar Rapids because we had better seats for a lower price. We can make a mini vacation out of it. There are not many family restrooms/ changing areas at Five Flags and that's negative if I want to take my two young kids.
- Timing of family events needed to be on weekend and cheaper for low income single parent households
- To be straightforward, Five Flags needs to figure out who it is. Just like the River Center, the Opera House and other multi-use facilities. We really do have too many for the population we have at present, so in order to keep them all alive, it might be time to get creative and find new ways to make the space beneficial. In other words, unlike our Federal Government, you need to work together with other facilities to come up with a master plan where each can be a benefit and can sustain themselves. Too much in this city is done trying to go it alone and it shows as great ideas falter because it is either their way or the highway. Case I point, why did Blum do a town hall in the high school? It should have been at Five Flags.
- Too expensive to operate. Get out of the business!
- Transfer events to Grand River
- Try to find a way to book some decent music acts. I'm tired of driving to Madison
- Try to get some semi bigger musicians on their way to or from Madison. Shows that play at the Majestic in Madison. Need to have a better bar selection with mixers.





- Turn it into a city fitness center with pool
- TV screens hanging from the ceilings to see the performers faces
- Type of acts
- Type/quality of events
- Types of events offered.
- Unknown
- Unless there is a way to make it larger so that larger touring acts could be booked, I'm not sure anything can be done.
- Unsure
- Unsure
- Unsure
- Update
- Update
- Update and make the facility bigger
- Update everything. Dubuque is a historic place and there is a way to design the building to make it historic and modern. Add more art inside. Make the place less grungy. Keep in line with Dubuque brand. Don't be cheesy.
- Update inside and outside signs/TV monitors, expand arena to accommodate larger acts. Update concession stands. Rock bands!!
- Update interior
- Update seats
- Update styles and colors
- Update the exterior with murals! Update the interior with paint and redecorating. Bring in touring concerts. Have more festivals and fairs! More affordable prices!
- Update the facility, it is starting to appear outdated
- Update venue. Great location just could be more updated.
- Update your website so it is user friendly and current, offer better exhibits and events, and parking!
- Update/modernization
- Update-amenities haven't changed since I can remember-but nothing really wrong with it. More things for families. What happened to the monster truck shows? Or Disney on ice? And the dog show every year?
- Updated and varied concessions. I have dietary restrictions, and there are essentially no vegetarian options available, and while at a 2-day convention, I was told I could not being in food. I then had to risk losing my irking to travel to a place with options.
- Updated arena
- Updated bathrooms
- Updated concession and variety of products. Updated seats
- Updated Facilities
- Updated facility, better events and concerts (more well know and up to date performers), and better sound quality.
- Updated seating, interior enhancements (currently out dated), variety of concessions
- Updates
- Updates to interior of building, better seating, and updated bathrooms.
- Updates to technology/building as it is very old. Also needs to be made more handicapped accessible. It would be neat to have an outdoor area for shows, and a food court inside. Music festivals would also be awesome.





- Updating and expanding
- Updating the arena, scheduling sports events
- Upgrades to space to increase and improve seating; improve sound system
- Upgrading interior and having a stand-alone parking for the facility.
- Variety of events
- Variety of events, weekend events
- Variety of offerings, sufficient restrooms, frees parking.
- Visibility; seat comfort and ease of getting to the seats; handicap accessibility; events we're
 interested in.
- We are a tourism town. If viable, what an attraction to lure them in. By the way, this is an opportunity to bring up the Cubs minor league team opportunity the city had that got voted down by citizens some years ago. Yikes, what a mistake that was. Let's not make another such mistake. If viable, we have to sell the expansion to sustain growth. Thank you for your efforts!
- We love coming to the kid's shows. I hope that they continue to be featured at Five Flags. Parking is always a hassle.
- We need modern music concerts. Many discussions lately with friends on this. Look at Codfish Hollow in Jackson County....shows sell out in hours and people travel from near and far to see their amazing shows. People want live music here in Dubuque. It's a shame that only country music and outdated bands make the venue. Look at Iowa City, Madison, Davenport, etc. We can do this in Dubuque!
- We need to look at allowing basketball games to be played there. Possibly high school events or college events. Division 3 championship?
- We used to go all the time when A-list non-country acts in their prime used to performed at 5 Flags. But I never liked the layout of the seating from the very beginning.
- Well-known name concerts/performances; maybe shops in the Center to look at before performances, better concessions; better marked entrances
- We've stopped going to most things in Dubuque because the quality is subpar and it drives me crazy that there is so little happening there at night! Why are the book stores bakeries shops not open at night? Grrr!
- What enhancements/improvements to the facility offerings.
- Whatever it takes to host touring acts on a regular basis, not 5 circus shows. Better promotion
 and advertising to let us know what is coming and when. Form a group that gets presale info
 out, offers incentives and promotions in exchange for contact info because no one needs just
 another set of spam every week, give it purpose and offer real value
- wheelchair accessibility
- When we were there, the entrance was under construction and hard to get into with poor signage. Not sure if that has changed but it was hard to find where to go in.
- Why would you book a band called "Confederate Railroad" in Dubuque, with the current environment of racial tension and all-too-recent racist history (cross burnings!)? Are you kidding me? Seeing that booking advertised for September makes me disinclined to ever attend another event at the Five Flags Center.
- Wider variety of acts. Seems like it is mostly old acts or country. Would like to see some alternative rock acts. Something more for the 20-40 year old crowd. Some examples Tokyo Police Club, Royal Blood, Young the Giant, etc.
- Wider variety of events, maybe more comfortable seating
- Wi-Fi





- With how many schools are in Dubuque, it is amazing there is no good place for the kids, etc. to
 go. Dancing big, etc. Seeing this first hand on the Nightrider. Don't take it down! It should be the
 center of the downtown living. It's been under used from the start. Rent it or sell it or the City
 invests in it for income.
- With the casinos, the concert at Five Flags has diminished. However, with greater seating than at the Moon Bar there should be better draws. An item I would like to see would be car shows or home shows back there.
- Would like to see good quality musicals, concerts, special events, some sports at a reasonable cost. Upgrade restrooms.
- Would love a minor league baseball team in Dubuque, whether or not that takes the place of Five Flags or not. However, I would hate to see the theatre disappear as that is what I enjoy doing on my nights out.
- WWE. Broadway. Concerts.
- You don't need huge name bands. Plenty of bands out there that could draw 2,500-4,000 people.
- You should expand the arena across 5th street. Buy the gas station and include it in a new parking ramp built where the current city lot is and connect it to the new arena. Call the arena "The Mississippi Gateway Arena". If you build it they will come. Big name acts and the people
- You're in a conundrum there. Either brings it up to par with other arenas to draw major musical acts, or throw in the towel and sell/demolish that pile of rubbish. Based on my meeting with the idiot in charge of managing Five Flags now, I'd say let's burn it to the ground!





Q23: If redeveloping/enhancing the Five Flags Center ARENA is not needed, what do you think the space should alternately be used for?

- A variety of food and grocery offerings is needed in this area so people living downtown have more choices for groceries and healthy foods. Also, this is a tourist spot that is near other tourist offerings. Shops and activities which draw tourists to Dubuque would be good for the town. It is near 4th street elevator, tourist shops, and trolley stop. Trolley riders could spend money there. It is easily accessible to visitors from across the river in rural areas who come to town looking for things to do. Jo Daviess county residents have a lot of money to spend and come to Dubuque to shop and spend time. Not enough is being done to tap this market. The Galena Territories subdivision has expensive housing for people who are affiliated with Chicago businesses. Farmers from out of town are also overlooked by developers and come for things to do and shopping for groceries. Younger families in the Millwork area need more grocery stores and restaurants with healthy foods. Eagles is basic does not have healthy enough foods. Urban renewal is starting along Central Avenue which creates more demand for food sources and shopping. There could be some small independently owned shops too. Offerings should target both out-of-towners and the growing number of downtown residents and could be used every day. Winter farmers market. Festivals are very popular for all ages. It could be a place for indoor festivals in winter when the weather is too cold for outdoor festivals. Festivals are only weekly or monthly. The exterior of the arena side of the building is plain and will not be missed. The theatre side is ornate and historical like a lot of Dubuque buildings. It's like two buildings connected. It is embarrassing for the building to be sitting unused and bogging down the budget. I pay taxes to Dubuque and the waste of money for five flags bothers me and others around me. Also, offices could be built into the arena side. The office space could be leased or bought and creates more jobs. An extension of the new Y facility might work here.
- Better bands. They always pick country and pop bands, would like to see some rock shows.
- Bingo hall since the blind society will be gone soon. Make it two stories. Permanent flea market.
 Indoor mini mall.
- community center with indoor physical activities for all ages, walking trails for winter use, affordable for all, classes that support health, similar to YMCA but more affordable and better hours
- Community wide garage sales, craft fairs, music and wine festivals
- Concerts
- Convention Space
- Cultural Events
- Demolish the building sell to private developer. too much of a liability to the city of Dubuque and the taxpayers \$800,000 subsidy is that the correct approx. figure we the taxpayers are not making any money off of this no matter the historical value even the economic factor hotels etc. demolish and sell it
- Do not know nowhere in this survey does it indicate that the city subsidizes this venue to the tune of almost 800,000 dollars a year of our tax money. That money could be put to better use, I think
- Don't know don't attend events at the arena
- Don't know. Seems we have a redundancy of facilities and people don't have enough money to do so many things.
- Don't waste the money unless it's a private investment
- Events for children that have low cost. Community expos
- Existing uses.





- Expand winter farmer's market community dance events (ballroom lessons, disco, club, etc.)
- Five Flags had great concerts at one time. I know we have the outdoor festivals, but indoor concerts are still popular with all ages.
- Free parking for the downtown you can't even have a nice lunch without worrying about your meter running out
- Free space for nonprofits.
- Green space to sit and relax or music in park
- Haven't the slightest ideas since I don't go there.
- I do believe that redeveloping/enhancing the Five Flags Center would be a giant waste of money, a city the size of Dubuque cannot compete with larger cities that are relatively close by, and local casinos, that offer much better and bigger venues to host larger shows and make a profit. Ever since the Five Flags lost hockey it is pretty much dying.
- I do not have any opinion.
- I haven't been yet so not sure
- I live 1/2 block away on Bluff St. Might as well tear it down and sell lots for retail.
- I think it is appropriately used right now.
- I think it is fine how it is. I think that the people that book shows do a very poor job.
- I think it's fine now
- I think the place is great
- If they are going to close it, make it affordable housing for people down town. We don't need more bars and food places.
- Indoor carnivals/ indoor amusement park
- Indoor strip mall. Shopping /Dining. Housing.
- It is a losing business for Dubuque. It should be sold and operated by a private owner.
- It should be demolished.
- It should be sold to an outside source.
- It should be used exactly what it's used for now.
- It's fine.
- I've never been there.
- Just leave as it is get more shows and good ones even if it cost more money too
- Keep using it the way it has been used, just get decent music acts.
- Lease it out
- Local events/ free kids events
- Making it easier to get musicians from all types of genres
- Mental health care facility. Put all the mental health nonprofits and services in the building.
- More concerts
- More concerts, plays, theatrical events.
- More flee market type of things, more Christian conferences
- More music concerts
- More shows
- Not certain what else the space could be used for.
- not sure- sell it
- Not Sure what to use the arena for. Sell the arena to the highest bidder.
- · Nothing, sell it.
- Parking
- Parking





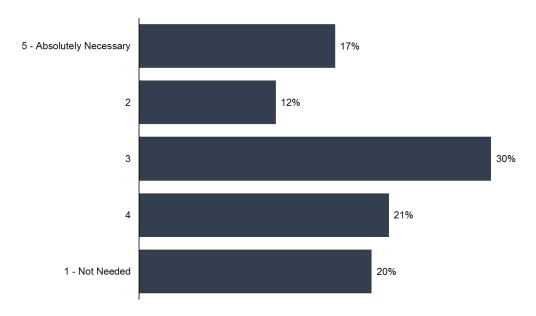
- Personally I would tear it down. It's an eyesore and everything about it is unattractive and ruins downtown. It could be replaced with something more in line with the downtown renovations. Dubuque is a travel destination. Perhaps a children's museum, shops, restaurants, upscale jazz bar. Perhaps like Duluth, MN or Galena or even Fish Creek in Door County. We need something classy and attractive.
- Placed up for sale to a private group. Do not keep it city owned and lease it as the expenses would still be there.
- Practice for colts when weather is bad? Practice for area ball teams when gyms are full. Senior or Hempstead color guard annual shows
- Erase it, there is no need for five flags center, now with the Grand River center. It costs the city nearly a million dollars a year. Keep the theatre get rid of the event center
- Repurposed
- Retail space, housing, office space more in-line with the rest of lower Main
- Same as current
- Same as now
- Sell
- Sell it or tear it down
- Sell the arena
- Sell the arena. Privatize it
- Sell to a privately-owned company.
- Shopping stores for people down town
- Skyscraper, giant windmill generating electricity, catholic church, school, big company headquarters, mall, Dave and busters, indoor gymnasium for residents to exercise, homeless shelter, brewery, another college, mini storage place
- Sold
- Some kind of community/neighborhood center for the downtown area
- The city needs to sell 5 flags to the county for 1 dollar! This saves the city a million dollars a year and gives the county more needed office space close to the courthouse with plenty of parking! In the early sixties, there was a referendum to build a city county building on that site! That's what should be done! The theater can still be used as it is today! No matter what the city does 5 flags will always be a burden on the taxpayers it will never be self-sufficient A first this sounds like a crazy idea but the more you think of it is the Only idea that makes any financial sense
- The city should not be subsidizing this arena to keep it funded. The facility should be able to make it on its own. The facility could be always torn down and let a new business come and build. Tax payers should not be funding this.
- The space should be sold as the space is a drain on taxpayer resources.
- Torn down, restaurant
- Unsure
- Use it for what you do there now no need to waste \$\$
- Venue size is too small.
- What events did you attend at the Five Flags Center ARENA?
- Whatever acts, you can get
- What I mentioned in the previous question.
- You don't need huge name bands. Plenty of bands out there that could draw 2,500-4,000 people.





Q24: On a scale from 1 to 5, with 1 being not needed whatsoever and 5 being absolutely necessary, how would you rate the importance of redeveloping/enhancing the Five Flags Center THEATER?

Importance of Redeveloping/Enhancing the Five Flags Center THEATER



Q25: What enhancements/improvements to the facility offerings, event programming, surrounding amenities or other enhancements would increase the number of events you attended annually at the Five Flags Center THEATER?

- 90 country bands.
- A Capella concerts
- A continued effort at better programming.
- A larger choice in offerings
- A larger lobby/entrance is needed as well as better restroom facilities and less cramped seating.
- A larger venue would draw more variety of shows and plays
- A new sound system would be good that way groups coming in would have access to it
- A new sound system would greatly increase the value of the theatre for incoming events and the patron's enjoyment of events. More bathrooms on the lower floor would be great if at all possible. The heating and cooling is often very inconsistent between all areas and possibly needs updating? Updating some of the lighting equipment and soft goods as well as the dressing room areas under the stage would be great in attracting events. If you really want to make a major change, consider getting a hydraulic pit and trap which would assist all productions in there and reduce staff hours. Parking and drop off/pickup areas are scarce and need to be addressed. Of course budget is a concern but some of these considerations would be money saving as well as selling points!
- A new theater
- A VARIETY of events!
- Acceptability.
- Acts or activities that I'm interested in.
- Add a bathroom on the 1st floor level
- Additional ladies rooms, concessions for wine or other beverages during the events





- Additional restrooms
- Additional restrooms and greater seat spacing/size.
- Affordable ticket prices and more parking
- Again, bring more events in to the theater
- Again, if there is not a location where people can come to attend any forms of the arts they will either miss out or go to another location to be able to see or gain the experience and to help developer their appreciation for the "ARTS"
- Again, whole area not just building it self
- Again, I have never been in there so I would not know what would need to be fixed.
- Again, more parking.
- Again, more variety of events.
- All of them
- already answered
- I am indifferent to what happens to the theatre.
- An elevator for all those elderly struggling up steps to the balcony!
- Any
- Anything necessary on the technical end. It's such a beautiful facility and I hate to see it go underused (by my admittedly outsider opinion).
- Assigned seating. Comfortable seating. More signage to locate which theater it's in.
- At this point, too many other sites in Dubuque. Not worth redoing this at taxpayer expense
- Balcony seating, hearing impaired fix for sound system, check out the Heritage Center on UD campus for additional things that might be done.
- Bath Rooms, stairway improvements, elevator, improve concessions or cut intermissions.
- Bathroom access
- Bathroom situation. I think we need more comfortable seating.
- Bathrooms
- Bathrooms!
- Beautiful building but the university of Dubuque's heritage center has plenty of events
- Beautiful theater. Better social media advertisement
- Beautiful theater. Needs better bathroom access for all.
- Beautiful theater...do not change it.
- Beautiful theatre, need more variety in plays
- Better (more live, less dry) acoustics, better and more comfortable seating, more legroom in balcony, more restrooms, handicapped accessible throughout, an even/level lobby, a bigger lobby, a Green Room so selected guests can meet artists/performers, better (larger and cleaner) backstage facilities, a backstage for performers that is not also a store room for equipment, better backstage bathrooms, soundproof backstage and dressing rooms, larger pit by knocking out the wall to the "chorus dressing rooms" and making that an optional wall (a choice of either the two chorus dressing rooms or a much larger/deeper pit), more dressing rooms, dressing rooms cleaner (without exposed pipes, asbestos and dust), one or two dressing rooms with a private bathroom, better HVAC control with separate "zones" (i.e. so stage isn't super-hot while the audience area is freezing).
- Better acts
- Better advertisement of shows, something for younger crowds
- Better and more washrooms. More play and musical offerings.
- better back stage
- Better bathrooms, lighting and seating





- Better bookings of good entertainment.
- Better choice of events
- Better communications.
- Better concerts and attractions. The cost and times of metered parking in all of downtown DBQ is absolutely ridiculous! Bring in better musical talent. More intimate acoustic shows.
- Better concerts of all music types.
- better concession stands
- Better concessions and more accessible restroom facilities. Maybe new seats.
- Better concessions, larger waiting/entrance area, better acts and shows
- Better descriptions of symphony programs. I am more interested in experiencing specific works rather than generic "Classical" concerts. Not all classical music is worth the drive (or time or expense). The DSO is very good but the work being performed has to be of interest as well.
- Better events
- Better events
- Better floor seating!
- Better marketing for people to know what is being offered.
- Better marketing of events and more availability of parking. (The older I get; the proximity of parking becomes an issue.)
- Better marketing of the events at the theater would increase our attendance. I never see the events because I don't drive by the marquee and may not hear it on the radio or see it in the newspaper. Social media I would see, but I never see anything about the theater there.
- better outward appearance, easier parking to and from event, friendlier clean-up crew
- Better parking
- Better parking and better seating (offering better view of the stage from the balcony).
- Better parking and especially better bathroom facilities
- better parking options
- Better parking would be a must. In the theatre, the seats are only for small, short people.
 Anyone more than 5'5" tall is extremely uncomfortable and if you are remotely overweight, you
 are wedged in like sardines. The theater also needs better handicap accessibility. My 72 year
 old mom couldn't attend the dance recital because the only seats available were in the top of the
 balcony and there is no way she could get there.
- Better performance options, PARKING!!!!
- Better plays
- Better Product offerings
- Better programing
- Better programming
- Better publicity
- Better quality concerts and shows
- Better quality shows and better concessions
- Better restroom facilities; improve the lighting, easier access especially during late fall and winter months, traffic and parking improvements.
- Better Restroom facility
- Better seating
- Better seating
- Better seating and acoustics!
- Better seating and better concerts and events
- Better seating and better sight lines





- Better seating on the main floor there is not enough leg room and the seats are too narrow to sit in comfortably for that long a time.
- Better seating, new events
- Better seating, particularly in the balcony.
- Better seating, Sound, smaller act music tours.
- Better seats! They are so close together and so uncomfortable! You get a sore back quickly!
- Better shows
- Better shows.
- Better sound
- Better sound
- Better sound and upper level seating
- Better sound system
- Better sound system.
- Better sound, more comfortable seating for larger people especially in the balcony.
- Better technology (lighting, sound system) and I'm not sure if the bathrooms have only stairs leading up to them or if there is a ramp. There should be a ramp if there isn't one now. Or lower level bathrooms.
- Better traveling acts
- Better variety of entertainment
- Better Wi-Fi connection
- better/more current acts
- Between the Mississippi Moon Bar for concerts and the Grand Theater for plays/musicals, I don't see a need for the Five Flags Theater
- Big name acoustic performances.
- Big name performers; comedians; variable concessions, more leg room in seating
- Bigger acts and music other than country.
- Bigger acts that have a greater audience.
- Bigger seats are needed for ever expanding waistlines, more bathrooms are needed too
- Bigger so you can get bigger acts
- Bring diverse pool of programs.
- Bring in bigger name acts and more family acts/events.
- Bring in more plays, musicals, comedy, and singing acts. The seating and sightlines are good.
- Bring in more shows at good rate
- Bringing in more professional shows.
- Broadway plays would be awesome! Or touring type shows like dance or ballet or plays.
- Broadway shows
- Can't think of any
- Ceilings are falling apart
- Change layout to accommodate more room for concessions. I don't believe we need both the Theater and Center. One should be able to do both
- Change the seating, get a new sound system with people who know how to run sound
- Cheaper parking. Cheaper ticket prices.
- Christmas concert





- Civic center modified to remove the cold sports like atmosphere.
- Cleaner restrooms, more seating, updated amenities, caution in selecting acts
- Comedy
- Comedy acts
- Comfortable seating in the balcony. An elevator. Better place to congregate during intermissions and before and after.
- Comfortable seats.
- Concerts
- Concerts needed
- Concessions
- Concessions are way too pricey.
- Cosmetic renovations, upgrade rest room facilities.
- Cosmetics -paint, carpet, etc.
- Cost tax payers too much money for something not being used that much to justify spending millions of dollars of taxpayer's money
- Cost, interesting acts
- Country artist
- Current comedians
- Depends on who the talent is
- Destroy the building and rebuild it
- Didn't care for one show I attended in theater and seat was not comfortable
- Different plays
- Do not attend
- Do not use the theater
- Don't attend theatre events
- Don't attend, no idea.
- Don't care
- Don't know won't go watch that
- Don't really attend events at theater
- Don't use Ticketmaster
- Dressing rooms and space for performers need major upgrade
- Dubuque already has a quality facility in The Grand Opera House.
- Dubuque needs to support the arts. In school, in social arenas it's an important part of our culture.
- Easily accessible comfortable seating and leg room suited for the average 21st century person, elevator, more restrooms, better lighting in hallways and stairways, safe steps with railings, faster exit in case of fire.
- elevator access to mezzanine and balcony, more bathrooms, more concession areas
- Elevator for balcony/boxes, more disabled-access bathrooms, more legroom for seats, better climate control, better acoustics when sitting under balcony overhang
- Enhance its historical significance further.
- Enhanced seating. Better access to restrooms. Elevator.
- Enhancements and renovations are always a good idea, maintenance and up keep wise
- Event programming
- event programming
- Events throughout the week.
- Expand the lobby into the arena side. Currently the lobby is very cramped.





- Facility is well maintained and serves as a great venue for smaller concerts, theatrical events, meeting and event space.
- Family activities, dancing such as ballroom or 4 Square, live concerts, flee market, people selling home made goods, exhibits of historical value.
- Free parking
- Free parking would help. Cafes and restaurants that are open late (after shows let out). Many low-cost events vs. few marquee expensive ones. More dance and music offerings, and variety of each (classical, jazz, blues, pop, etc.).
- General up keep
- General updates
- General updates that become necessary
- General upkeep
- Get more musicians not just country and Jim McDonough. Let's see some alternative, indie rock, folk
- Get rid of the bats!
- Good
- Great historic building. Needs to be preserved.
- Great the way it is
- Greater quality event programming
- Handicap accessibility and parking for same. Most people think handicapped is for someone who
 takes a little longer getting from point a to point b, but the sign has a wheel chair on it and that
 is what it should be truly for. I hated going down there for our daughter's performances with the
 orchestra because of the difficulty of getting my handicapped wife in and out
- Handicap accessibility for the theater
- Handicap accessibility!
- Handicapped access/ability to move within could be improved.
- happy with now
- Has been too long since I've been there to say
- Has looked to me like the city has financed the competition for the five flags center via the casino entertainment competition. We are not a fan of casinos and do not gamble. Might go to a show there 3-5 times per year. We really enjoy going to the theater here and to the grand as well and patronize similar theaters in other locations within a reasonable distance
- Have grand opera house
- Have more events for 20-30 year old's
- Have never attended a show.
- Have never been there so have no opinion and there was no NA option
- Have not attended an event there but updates such as more spacious seating given the growing "size" of our population would be welcome in every event venue so you can relax and enjoy the event without feeling like a sardine in a sandwich.
- Have not been inside this theater
- Have other places to have events
- Haven't been there
- Haven't been there for a while
- Haven't been there in a while but it was nice when I did, maybe new lighting?
- Haven't been there in a while.
- Haven't been to a theater event
- Haven't been to know





- Haven't been to the theater in a while. Not sure if it needs to be improved.
- High quality productions
- Higher-quality programming! Then again, the kinds of programming that would interest me (I'm thinking, for example, shows I travel to Iowa City to see, like Tig Notaro and the recent Welcome to Night Vale show) probably wouldn't interest most people in Dubuque. It's part of the reason why I'm leaving the city to live in another part of the country. I just don't fit in here, and the city shows little sign of changing.
- Historic is good, it is hard to mess with that
- History
- Holiday theatre
- Hosting events I'd be interested in which I'd actually hear about beforehand.
- How about a railing down the center aisle of the balcony? It would certainly make it a lot safer for folks. I prefer the balcony to main floor.





- I absolutely love Five Flags Center Theater and the main complaint I hear is that the seats are somewhat uncomfortable and close together. Some may not attend events because sitting for a period of time like this can become uncomfortable. Then, the other enhancement I would add would be the one mentioned before when speaking of the arena area and an outdoor courtyard.
- I already answered this question
- I am neutral because I have never been in the theater
- I am satisfied with the theater
- I am satisfied with the theater for the few times I've been there. It would be great to have a Shakespeare Play more often.
- I am unsure. I have never been to the Theater. I have attended lots of theater events at the Grand and Bell Tower.
- I believe the city should make every effort to continue to bring a variety of venues to Five Flags.
- I believe the theater is under used when it comes to concert tours. The setting provides a different experience for the concert attendant compared to concerts normally held in arenas.
- I cannot tell you the last time I was in the theater to even comment.
- I can't answer this because it's been over 20 years since I've been in the theater.
- I can't think of any other than the ticket pricing here as well.
- I didn't know there was events held at the Theater.
- I don't attend much theater
- I don't attend theatre events
- I don't believe any improvements are needed at this time.
- I don't go to many plays etc. there, plus Dubuque has the Grand Opera House and Bell Tower Theater for such events. Expand the Arena larger by utilizing the Theater space and street(s) around Five Flags.
- I don't go to the theater.
- I don't know
- I don't know
- I don't know
- I don't know because I've never been to the theater part of Five Flags
- I don't know if you should mess w the historical building. If you can do renovations that would
 make it easier for the user groups without changing the historic part of the building, I think that
 would be good.
- I don't know much about the theater
- I don't know, can't remember the last time I was there.
- I don't know, I have never attended anything at the five flags theater
- I don't know. I have not been to an event here.
- I don't often attend events at the theater but I don't believe it needs many updates. The historical nature provides a lot of charm.
- I don't remember -- have only been there once and it was ok.
- I don't see the need for changes
- I don't think I've been here so I don't know
- I don't think we have ever gone to a theater event.
- I enjoy the theater not much needed
- I feel like the theater is pretty good
- I feel the Theater is in great shape and a fantastic asset in our community. Honestly, I'm not sure what would need to be done to enhance the theater. Do you focus on user experience? 100% needs to stay!





- I have never attended an event at the theater so I'm not sure.
- I have never been in the theater so I cannot judge.
- I have never been in the theater.
- I have never been to the theater. It doesn't interest me any.
- I have never been to the theatre, so I have no clue. My answer above is inaccurate, but there was no option offered for NA or unknown.
- I have not been there in years
- I have not been there in years
- I have not been there in years and am not aware of the current facilities.
- I have not been to a Five Flags Center Theater event. I'm not sure of enhancements/improvements.
- I have not been to the theater so not aware of anything
- I have not been to the theater, so I cannot say.
- I have not gone to see much in the theater, but I feel like you don't actually run many shows in the theater. I think the venue is great, and I would go to more events if you hosted them.
- I have not noticed it needing anything like that
- I have only attended a few events over the years but I think this is necessary for the culture of Dubuque area.
- I have only been there once and it was for Dancing with the Stars so I don't have an opinion
- I have only been to the arena once, so my opinion does not is not needed as I cannot remember the facility that well.
- I have only been to the Theater once. I think it would be hard to enhance it while keeping the historical part of it.
- I haven't attended a great deal of theater but for historical purposes it needs to stay. The community would regret losing it.
- I haven't been to a show in the theater for a long time.
- I haven't been to a theater event but improvements are always nice
- I haven't been to the theatre in so long I cannot comment
- I haven't been yet so not sure
- I like it now but better shows
- I like it now.
- I like the older theatre. It brings back great memories from my childhood
- I like the theater. Keep its historic presence with updated technology/creature comforts.
- I like the theater. Would go if something I wanted to see was there.
- I like the variety of programing
- I like theater as is
- I like this way more than the civic center
- I love the actual facility, I'd just like to see more interesting events.
- I love the classic feel of the theater. Maybe just a couple updates on amenities without messing with the historical charm
- I love the classic theater feel
- I love the historical feel
- I love the historical look of five flags. Maybe just update the bathrooms. Otherwise I think it's beautiful
- I love the old theater maybe some updates of things to freshen it up
- I love the size of the theatre, makes for a more intimate experience in that setting.





- I love the Symphony, am a season ticket holder. I also enjoy some of the plays shown at the theater. I especially enjoyed when they did a joint production of symphony and ballet last year. My only thoughts on "enhancements" is that I wish the seats were a little more spacious, so that you weren't right on top of your neighbor. I also try to avoid the bathrooms, only because there's usually a long line at breaks because there aren't many stalls for women.
- I love the theater as it is. Again, maybe some more main stream recording artists, more modern Broadway shows or musicals. Some comedians.
- I love the theater space.
- I love the theater! We have great local talent. I don't know what else needs to be offered.
- I love the theater, but I don't know enough about what events are happening there. Up the marketing game. I walk by the theater a lot and feel like I rarely see things happening there. Maybe open up historic tours, a coffee shop in the front entrance or something that keeps the place alive when there aren't events.
- I love the theater, I usually do not have company to go to events with, or they do not interest me.
- I love the theater. I think it's beautiful. If I was to request an enhancement, it would be to the screen and projector for films. They could use an updated, high resolution projector and new screen. Other than that, it's perfect!
- I love the theatre the way it is.
- I may be naive, but I guess I don't know the difference between the two. I thought they were both in the same place. As stated previously, you just need to get the right events to attract people.
- I never been in there
- I rarely go there.
- I really like the theatre! I would like to see music shows like the Bellamy Brothers, Sawyer Brown, Tanya Tucker, etc. Also, more comedy plays and not so many musicals and maybe some comedians like Jerry Seinfeld, not the R rated ones.
- I still like the historical beauty of the Theater, so I wouldn't want to see big changes. Some upgrades for the sound system and comfort of the seats would help a lot. I love the box seats and the unique views they present.
- I think better programming in events and Broadway shows and less local things.
- I think it could be kept as it is, so long as it's kept up well. It is what it is--a fairly attractive example of an old-fashioned theatre venue.
- I think it is beautiful inside.
- I think it is fine. But I haven't been there recently.
- I think it's a very neat atmosphere and maybe if it was updated / improved you might obtain more interests in artists / shows performing in it. I do enjoy watching my child perform in the symphony and hope he is able to continue into adult hood.
- I think it's beautiful
- I think it's great
- I think just maybe fresh paint. A bit more seat room.
- I think the theater is a treasure. Seats are very close together in the balconies. I prefer the balcony for viewing actions on the stage and for the acoustics. The seats on the floor feel worn and not good support.
- I think the Theater is beautiful on the inside. Another bathroom would be nice, although I'm not sure there's room for one.





- I think the theater is friendlier to attend events at than the arena area. Maybe some updated seating could be used but overall I think it is a good facility to see things.
- I think the theater is nice. It's historical. It serves its purpose.
- I think the theater is pretty nice like it is but if we could redevelop the top floor balcony it may push seating to a level where touring Broadway style productions could come to the theatre.
- I think the theater should be left alone. Advertisement for the events needs to be better.
- I think the theatre is beautiful. I think it needs new seating and new restrooms. If it had more Broadway shows and musical acts, I would definitely attend more.
- I think there is always room for improvement. If you have an event like the symphony, and offer candy and popcorn along with your drink options. Why not offer some upscale dessert options like cake or cheesecake? Cheese and fruit for snacks. Seems more in line with the events.
- I was unaware it even had a theater.
- I will continue to attend as long as local theatre companies have their shows there. Also, any shows of interest by touring companies.
- I would attend more of the touring shows, especially musical acts, if they were a little cheaper. Some acts that are a little edgier, less middle-of-the-road, would be good.
- I would like to see more stalls in the women's bathroom (though I realize space is a problem) and the seating is rather tight. My husband has trouble with his knees and it is difficult for him to sit in the tight seating unless he is at the end of the row and can extend his foot out into the aisle (not a good idea, I agree).
- I'd like to see acts that appeal to me. I have to go to The Englert to see acts that I'm interested in (just check their schedule for an idea). I have kids, though, so the acts you currently have for them are great.
- I don't know
- I don't know
- If it's possible to enlarge theater, would like that.
- If price was reasonable I would attend more events
- if something could be done about the seating comfort, especially in the balcony, that would be nice
- If the backstage/dressing room areas for performers are as I remember them, they need improvements in safety and comfort.
- If ticket prices could be a tad lower that would be great.
- If you sell it to county it will save the taxpayers money with office space close to the courthouse for many decades to come! Ii
- I'm satisfied
- I'm unsure never been to the theater.
- Improve access to balcony; add restrooms
- Improve acoustics for symphony.
- Improve sight lines
- Improve sound and lighting. Not much can be done to the site lines. They are what they are. The theater is what it is. Keep it for historic reasons and invest in the arena. The Heritage Center at University of Dubuque design my local firm Straka Johnson Architects is the theater in town. I don't see much use trying to compete. Five flags should focus on local theatre and stay open and usable for the small peroxide event.
- Improve the acoustics.
- Improved amenities and facility offerings.
- Improved concessions





- improved concessions and restrooms
- Improved seating 1 per year
- Improved seating and balcony access
- Improved seating and better ADA accommodations
- improved seating, especially in balcony; larger stage and backstage area to allow for larger productions; improved sound and lighting system; improved handicap accessibility
- Improvements would not affect my attendance
- In my opinion, the facility is fine. More events that appeal to different age ranges. Seems skewed to family/middle age-older. Though I'm middle-aged there's a real need for acts that younger people would want to see to make the location relevant. Also for people that don't necessarily want to go to a bar to see. Comedians in the theater would be good. Also, the rock shows the symphony does would be better in the theater vs. a casino.





- Increased disabled parking around the theater. Clearer signage about where to enter (for those who are attending for the first time the distinction between where to go in for the arena versus the main theater versus the Bijou Room isn't always clear). A wider range of theater productions would be nice (leave the kids productions, comedies involving nuns or married couples to other theaters please!). Cost is important to me, so keeping the price down as much as possible would increase the number of events that I attend.
- Indifferent / Never been there
- Indifferent about theater and opera shows, but important for the culture and background of Dubuque.
- Interior lets freshen up the place inside a bit and a give it a new glitzy feel!
- It gets very warm in the upper balcony. I would like to see you improve the airflow upstairs.
- It is a classic and should be preserved.
- It is a historic place and great for shows and can be utilized by many different types of performers.
- It is a landmark!
- It is a nice theater and the shows are excellent!
- It is nice for symphony events but the entrance, exit is just a few feet from the street. Maybe connect the lobby to the area lobby.
- it just needs to be cleaned to get rid of the musty smell
- It needs a variety of programs, bands, comedians, pop acts, and not just plays and the symphony which the average resident doesn't attend. Parking needs to be promoted and guards should be hired for the ramp area. The bathrooms are archaic and awful. Make it affordable for college students, families, tourists.
- It needs to not smell so old
- It was renovated not too long ago and I think it is great.
- It would be a beautiful room for plays and acoustic national acts.
- it would be great if you could expand
- It would be helpful to have access to the elevators in the arena side to help people with handicaps who have seats in the balcony and box seats. A second handicap restroom would be nice, also. Is it structurally possible to open up the third (topmost unused) balcony for more seating/standing?
- It's a classic venue. Leave alone
- It's a great old theater. Better restroom accommodations would be nice. But I understand the limitations of great old theaters.
- It's a historical building
- It's a historical sight, so it would be good to invest in it to make it more comfortable/accessible for patrons.
- It's been a decade-plus since I've been there. And offering a concert in that space, like what was done recently, sounds horrible.
- It's been a few years since I've been in the theater, but I think it's beautiful! If updating is needed, I would recommend sticking with a similar architectural design.
- It's difficult to see the stage from the balcony, depending on the show.
- It's drab and out of date.
- Its fine the way it is
- it's gorgeous
- It's historical, it should stay
- It's not terribly important I don't think but a better location might best you





- It's perfect
- I've never been
- I've never been in the Theater, I don't have any insight!
- I've never been to the theater
- I've never been to the theater this really does not apply
- I've never really seen anything advertised about shows in the theater.
- I've not attended any events in the theater.
- Just a gorgeous place
- Just a little remodeling and TLC
- Just a renovation
- Just and upgrade to the bathrooms would be nice.
- Just better shows please
- Just clean it up and repaint it
- Just events I'm interested in
- Just feels out of date- so updating seating, lighting, and acoustics. Freshening up the theater.
- Just historic preservation
- Just needs to be updated all around
- Just restroom and seating updating. But nothing really wrong with them
- Just touch it up. Make seats more comfy. Have better handicap access.
- Keep as is.
- Keep it fresh
- Keep it original, continue to maintain authenticity, add a gallery of all famous people/acts who have performed here. From day 1
- Keep it up and maintained but do not remodel it.
- Keep its integrity and historical style. I absolutely love the exterior's restoration. The theater is a true gem that should be experienced for generations to come.
- Keep the same
- Knee room in balcony except for first row
- Larger lobby
- Larger seats, stairs are too much for some guests with disabilities and has deterred away from ticket purchase.
- Larger venue and more parking
- Larger venue needed
- Larger, updated
- Lectures directed at education on city issues like drugs, trafficking, violence, life enhancement,
- Less costly
- Like the theater. Don't think it needs improvement to any great extent.
- Lobby needs to be updated, enhanced
- local food concessions current programs/events are great
- Looks great as is. Haven't visited in awhile
- Looks too old
- Love the feel of the theater. It is a decent size and feels well taken care of. Seats are a little uncomfortable especially in the balcony but that is par for the course for similar venues.
- Love the theater the way it is. It's beautiful and feels like downtown Dubuque and what everyone loves about it.
- Love the theater. Would like to see lightly more drink/snack options at concessions.
- Love the theatre!





- Love the way it is
- Lower costs, non-tax payer funded.
- Make entrance/intermission area larger with more concession amenities.
- Make events free and tell people about them, I think it's needed for. School graduation for some reason
- Make it affordable
- Make it as nice as UD's heritage center. Cheaper ticket prices Better sound, I love our symphony.
- Make it bigger, attract bigger shows. How to do that and preserve the character is a tough question though.
- Make parking less stressful.
- Make seats in the back main floor "sittable". More restrooms on main floor rather than upstairs.
 For people who entertain there (as I have in past), having the green room upstairs rather in the
 basement would be nice with more pleasant dressing rooms. Would need to expand the space
 upstairs as still need the large tech area in the back.
- Make sure handicapped accessible bathrooms are easy to get to. Make sure handicapped accessible seating is available.
- Making sure it a viable production space.
- Making the acoustics sound better.
- Marketing facelift
- Marketing, Marketing, Marketing. Your entire facility has so much possibility. It just needs to find its voice and then grow some pipes to tell the world.
- Maybe some more traveling Broadway shows.
- Minor enhancements. Important to keep historical theater and look.
- Modern look more comfortable seats
- Modern outside
- Modernize
- Modernize the concessions side of things
- more accessible, better seating options
- more advertising as to what is coming up
- More advertising of events
- More advertising.
- More air flow gets too hot in there sometimes.
- More appealing events/entertainment
- More bathrooms
- More bathrooms
- more bathrooms
- More big-name events. Make the arena bigger. On par with the us cellular center in Cedar Rapids
- More Broadway shows would be nice
- More Broadway type plays
- More comedians
- More comfortable seating
- More comfortable seating
- More comfortable seating and increased/larger restrooms.
- More comfortable seating with more legroom
- More comfortable seating.
- More comfortable seating.





- More comfortable seating. More bathroom facilities.
- More comfortable seating...more leg room.
- More comfortable seating; more legroom; railings in balcony aisles; more restrooms; acoustical improvements; elevators.
- More comfortable seats
- More comfortable seats and more leg room.
- More comfortable seats, elevator to the upper seating. If the unused upper balcony could be utilized, maybe the expanded seating capacity would mean a greater variety of performances could be booked.
- More comfortable seats, leg room. Enhanced sound system, larger stage.
- More comfortable seats, more restrooms for handicapped
- More comfortable seats. More Broadway musicals.
- More comfy seats. More restrooms. More ADA access. More lobby space and amenities. Larger stage. Larger orchestra pit. Updated backstage amenities.
- More concerts
- More Concerts
- More concerts
- More concerts for young adults
- More concerts like Gaelic Storm
- More concerts, Broadway productions. Plays and ballets
- More concerts.
- More concession options and seating in the lobby
- More diversity I like a lot of different things big enough for bigger events and still small enough
 for other things you can see the entertainers pretty well where ever u sit we need more places
 like five flags
- More events
- More events that me or my family would be interested in attending
- More family kid shows. More restaurants downtown that are kid friendly.
- More food
- More interesting events.
- More Interesting plays
- More known acts
- More leg room in balcony
- More leg room!! Heritage Center is fantastic.
- more leg room, more comfortable chairs
- More leg room.
- More legroom and restrooms
- More local acts included
- More local productions...more theater opportunities for kids are SUPER important and well attended.
- More main floor bathrooms for those who need them would be good ... otherwise I love the theater.
- More modern, updated features and definitely better sound system!





- More music and family friendly events at a more affordable price
- more music concerts so you can see them clearly in your seat
- More musicals
- More nationally acclaimed performers, including "real" comedians and speakers. Higher quality productions. Give me a reason to come. I don't care that much about what the facility looks like, just have good acts.
- More of an updated look i.e. UD Heritage Center. Cheaper ticket prices.
- More outlets on getting the word out there about what is showing... maybe short video clips or something to give people an idea of what to expect
- More parking
- More parking
- More parking downtown
- More plays
- More plays and musical performances.
- More plays and musicals
- More plays their & shows too
- More police outside before and after, especially on west locust and main streets
- More recognizable acts.
- More relevant events, better pricing.
- More restrooms
- More restrooms
- More restrooms and more concession areas.
- More room to get in and out of rows for bathrooms and concessions.
- More roomy and comfortable seats.
- More seating
- More seating
- More seating to attract bigger music acts
- More security outside to and from parking areas
- More shows
- More shows that interest me
- More solo acoustic acts, more touring acts and not just the local troupes
- More space seating
- More to do
- More variety
- More variety
- More variety in the programing bigger name acts.
- More well-known plays
- More/better advertising for mainstream acts.
- Move the 5 Flags civic building somewhere else, and add parking for the theater.
- Movies! Huge opportunity with more people living downtown and not wanting to have to drive to the west end. Even older classics would be awesome possibly "brew & view" type events. Low





cost, not much advance planning required on my part would get me there, like if every Friday night or Saturday afternoon there was a recurring offering.

- Musicals
- N/A. It's been too long since I've been there.
- national music acts
- Need to reach out to the community better. I usually find out about things "after" they happen in the TH.
- Need to update the lobby, restrooms, sound and light system. Bring in more plays or have a
 theater group use it as a home base, possibly the high schools. Bring in smaller more intimate
 concerts, like the Adler does in Davenport.
- Needs a parking facility most definitely. Everything needs updating. A new facility all together would be fantastic.
- Needs the upper balcony reopened and new seats.
- Needs to be restored and updated.
- Needs updating sound and etc.
- Never attended
- Never been
- Never been
- Never been in the theater so not sure
- Never been there
- Never been there. Have no input
- Never been to the theater, redevelop the whole center.
- Never been to theater so I can't honestly answer
- Never been too
- Never go
- Never really been in there, nothing of interest happens there for me.
- Never saw an act
- New seating and better lighting
- New seating with more leg room. Need restrooms on the main floor and balcony.
- New seats! More leg room. Keep up appearances.
- New seats, upgraded bathrooms; keep vintage aspect but upgrade similar to the Grand Opera House. Capitalize on the historical vibe!
- New shows, paint
- New soft goods that are not rotting, improve sightlines, better dressing rooms (larger to accommodate larger casts)
- New sound system
- No changes need to be made as this should usually be in a small setting to make it feel more personable.
- No improvements. Haven't been to a theater show in a while.
- No specific feedback, just hoping to see Five Flags continue
- None just haven't had any shows I've wanted to see. We go to Cedar Rapids, Moline all the time for shows
- none at this time
- None great venue as is
- None I love the theater
- None just get better bands, shows to play
- None needed at this time.





- None waste of money
- None, just keep it.
- None. Its great
- None. Sell it
- Not a theater attendee so cannot speak on this
- Not familiar
- Not familiar enough to make recommendations.
- Not familiar with events at the Theater.
- Not familiar with theater.
- Not interested in the theater at all, more space for the arena
- Not interested in theater
- Not much to do with a historic building other than upkeep
- Not much you can do to a historic building. newer sound system and lighting? Maybe new seats.
- Not needed
- Not needed
- Not real sure haven't been there much
- Not really interested.
- Not sure it has been about 5 years since I have attended an event at the theater.
- Not sure it is a beautiful facility and an integral part of downtown and history of Dubuque.
- Not sure never been there
- Not sure (just recently moved here)
- Not sure as I work night shift which is usually what makes attendance hard to happen
- Not sure if I have ever been in the theater
- Not sure, it has been a while since I've been there, but probably seats.
- Not sure, haven't been to the theater
- Not sure, it is a small venue right now, needs more family friendly shows
- Not sure, never been there
- Not thrilled with the downtown area
- Nothing demolish the building and sell it to private developer
- Nothing don't go to the theater area
- Nothing really I enjoy it when I am able to make it. All I can say is I love the comedy shows from Wahlert and others.
- Offer better events
- Offer more up to date plays and musical entertainment
- Offer show more than 1-2 weekends
- Offer wine festivals, beer and cheese, craft fairs, garage sales. Add additional concessions with more variety of food and lower costs in beverages.
- Offering more at the concession stands
- One of the great appeals of five flags is honoring the beauty of the past. However, there are
 seats that are not comfortable or ideal for viewing performances. As a performer, I actually think
 the greater need for renovations is behind the scenes. Expanding the wings and behind curtain
 stage space would be welcome. The dressing rooms, green rooms, restroom facilities for
 performers are absolutely horrific. It would be great to have those areas wired for a view of the
 stage, as well, and to better sound proof the dressing areas.
- Opera and symphony
- Paint advertising
- Parking





- Parking
- Parking
- Parking
- Parking
- Parking and communication of upcoming events
- Parking and seating
- Parking for those with children and the elderly is not easy. Not sure if it's feasible to have valet
 at events or not. Having more big-name concerts or off-Broadway shows would increase our
 attendance.
- Parking needs to be improved.
- Parking ramp nearby.
- Parking safety as stated before
- Parking.
- Parking communications
- Perhaps dining before events.
- Pippi621
- Please refer to comments I gave on the question about the arena.
- Poor seating and view
- Possible new seats, fix plaster problems
- Possible tear down the theater. The Heritage Center at the U of Dubuque is a much better venue for Symphony, Opera and Stage shows. At a minimum, seating in the Theater balconies needs to be reduced providing more legroom and space to move around
- Possibly update the seating. With any renovation, it would be important to me to keep the history of the theatre.
- Price
- Price decrease
- Prices
- Pricing.
- Probably the seating
- Professional musical and theatrical events
- Quality Broadway tours not local community theater
- Quality entertainment
- Quit wasting money
- Raze Arena into Parking for the Theater & downtown in general.
- Raze it
- Redevelop but only with a change in management. Throwing more money at an ineffective solution is a total waste.
- Redo seats and make it an intimate theater for local theater, dance, local events
- Reduced ticket prices, less congestion near restrooms and concessions, more offerings year round
- Refer to the previous question which I answered.
- Refresh
- Refreshed painted interior walls. More bathrooms and particularly handicapped bathrooms.
- Replace seats and carpets. There is a very strong smell of urine in the building. Seats are not very comfortable. Increase offerings for concessions.





- Replace the seats with more comfortable ones with more leg room. Incline the first floor so that you can actually see the stage. Open up the upper balcony for seating. Open up all the box seats some are filled with equipment.
- Replace the sound system same comment, make sure the pa technician has access to the house sound.
- Reset the seating so the seats are not right behind each other on main floor. Add leg room in balcony.
- Rest rooms
- Restoration of the interior. Better restroom and easier access to the balcony
- Restrooms
- Restrooms
- Restrooms and concessions
- Restrooms and stair safety need to be addressed. Seats should also be upgraded for comfort, if possible within space limits.
- Restrooms are a problem as well as the steps.
- Restrooms modernized and larger concessions would be nice.
- Restrooms! Either add more, or get a nurse to catheterize attendees.
- Restrooms. Concessions and seating. The seats are cramped. I'm only 5'8" tall... And I was uncomfortable with how tight the seats are. Restrooms upstairs are needed.
- Rundown, poor acoustics, uncomfortable seating
- Rock and metal concerts. More pro wrestling events. WWE, ring of honor, other independent promotions
- Rodeo
- Roomier seats
- Same
- Same
- Same
- Same
- Same
- SameSame
- Same answer as last question.
- Same answer as the arena. I enjoy classical, jazz and rock music, theater and film. I go to Madison, Chicago, NY. The film festival is the best thing going on there now.
- Same as civic center
- Same as I really don't know the difference between the arena and theater.
- Same as previous answer
- Same as what I said for the arena. Better seating that is comfortable and better bathrooms scheduled preventive maintenance program.
- Seat comfort
- Seat comfort
- Seat comfort
- Seat comfort in balcony.
- Seat comfort upstairs
- Seat quality, view of the stage
- Seating
- Seating





- Seating
- Seating (both legroom and width of seats); restroom access on main floor
- Seating and visibility (bigger slope so not looking between heads)
- Seating comfort
- Seating comfort. Need more and better reception space for audience to congregate and intermix when entering, exiting, and during intermission; also for clients such as DSO to plan special receptions.
- Seating for folks of size there are no chairs anywhere for someone who is tall or larger and can't cram into the tiny rows.
- Seating is crazy uncomfortable. Fix that. Would go to a lot more shows if it wasn't painful to sit.
- Seating is tight and not comfortable,
- Seating is too small for the average American today. We have grown taller and wider.
- Seating needs to be more spacious and comfortable.
- Seating number and comfort, stage size and wing size.
- Seating room/comfort
- SEATING! Need seats like the ones at the Grand. Dance shows, variety shows open to local kids/adults
- Seating, accessible balcony, restrooms
- Seating, especially in the balcony is horrible. Every seat in the theater should be removed and replaced with seats and aisles accommodating 21st century citizens. Balcony has essentially no handicap accessibility. Box seats are also in mediocre condition.
- Seating, especially in the balcony, is way too cramped and uncomfortable. For safety, railings should be installed in the stairs to the seats.
- seating/sound
- Seating the seats are too small and sound.
- Seats
- Seats
- Seats
- Seats
- Seats & restrooms (more)
- Seats are awful. We were thrilled when the DSO held several of their concerts at the Heritage Center a few years ago because the seating and leg room were so much better. Five Flags Theater also needs a larger lobby, better access to restrooms, a larger stage and a larger concession area during the shows.
- Seats are small and uncomfortable
- Seats are teeny tiny and too close. My 6'3" husband hates to go there.
- Seats are too small and not enough leg room.
- Seats are uncomfortable
- seats are very uncomfortable, no room for knees in the balcony (my husband uses ibuprofen before every event at the theater), steep stairs to balcony, performers have little space backstage
- Seats, main floor bathrooms more stalls
- See my previous response... We do not need another ice arena, or monster truck rally, etc.
- See previous response
- see previous text input
- Sell
- Sell 5 flags.





- Serves as a very nice place to hold plays and grads
- seating
- Should just be moved like it was purposed recently. It's literally a huge rectangle surrounded by
 a sidewalk. Too "land-locked". Parking is really inconvenient. Some events requite street closure
 for setup. When the dog show comes to town, the entire block smells like pee for a week
 afterward because there's no place for the dogs to go.
- Sight lines can be obstructed in some places.
- Since Dubuque is a smaller town, I realize the difficulty in getting quality performances, but things like roller derby and musical acts that were popular before 1990 really aren't our thing. Is there any way that you could partner with Hancher Auditorium or Gallagher Bluedorn to share the performances they are able to schedule?
- Slight modernization
- Slightly fewer seats, so slightly more room. Don't touch the acoustics. They are best for many miles from Dubuque.
- Small musical acts bluegrass/folk/international type music. Grab a drink and sit and enjoy the acts. Similar to what CSPS has in Cedar Rapids.
- Some box seat level seats are placed directly behind the prior row. Back row can't see around people. No elevator access to upper levels is problematic for those with mobility issues
- Some enhancements/restoration for interior/exterior appearance seem necessary... it's a beautiful historic landmark in Dubuque, its appearance should reflect its importance as part of the City's history and the historic architectural landscape of downtown. And the interior should match that... for example, the seats and other textile features of the interior should be in pristine condition, instead they feel old and dingy. Chipped paint and other structural/physical marks of regular use/wear & tear need to be better maintained. The concession/coat check/other theater amenities & services should match the innate elegance of the theater... i.e. uniformed ushers, attendants, etc. A proper lounge area for pre-/post-show and intermission food, drink, and socializing is also needed.
- Some musical shows would be nice.
- some programs that I knew more about
- Someone selling flowers on site for the shows
- Sound
- Sound and lighting
- Sound is crucial, more classical music, musical theater, and theater events, perhaps more touring theater?
- Sound restrooms
- Sound system
- Sound system and a little modernization.
- Sound system was BEHIND us...not in front of us. AND it was to ONE SIDE (right). This was
 obvious and distracting the entire time.
- Sound system.
- Sound Wi-Fi
- Stage curtains, bathroom location
- Standalone parking. Seats need some attention as well.
- Sufficient restrooms, free parking.
- Tear down and rebuild the facility
- Tear it down and start over.
- The bigger the better.





- The building is a mainstay of downtown. I would be fine tearing down the ARENA to add a space that enhanced the more local vibe. Maybe an outdoor partially covered concert venue (and move JAZZ over to that area). In the winter, we could do a Christmas market there (like in Chicago). I also think the parking lot north of the area could be redeveloped.
- The charm of going to the theater is the historic feel of it.
- The comfort of the customers is always at the forefront and a better the stage for the entertainment. Enough said.
- The historic theater is beautiful but the seats are so uncomfortable that sitting for an entire performance becomes more of a task than an experience.
- The historical value and the architectural aspects of the theater are invaluable however the heating system in the winter time can become overheated in some areas.
- the improvements I see needed are all back of house needs, support space, dressing rooms, maybe more sound equipment.
- The inside of the theater feels dingy... I would love to see the theater updated in a way that makes it more visually appealing, but preserves the original design. It would be great to get some touring theatrical productions to Dubuque.
- The kinds of shows for my family would be the only factor. We do plan on attending The Little Mermaid & Paw Patrol.
- The main problem with any enhancements is that it is a very old theater -- so carpet, steps, walkways etc. can't be modified all that much. I would say that compared to the Grand, it is second-class -- but it does have better sound and in some ways a little better seating options. Bottom line is the same -- parking and cool shows would go a long way.
- The offering and programming is sufficient right now.
- The offerings are fine again, we go when interest and time allow. However, I do like the view from the balcony and more spacious seating/more leg room would be welcome!
- The quality of the shows. I feel like if it was privatized it would draw higher quality shows.
- The quality of the theatre has to be state of the art!
- The seat as are so uncomfortable and cramped that I hate to attend concerts and performances in the theater. Both my husband and I have ended up with lower back injuries after sitting through a concert. There have been several events we passed on due to the horrible seating.
- the seating having a little more room than being on an airplane
- The seats are cramped and extremely uncomfortable. I find it difficult to enjoy a performance when I can't even move my legs or arms!
- The seats are horribly uncomfortable. Otherwise- I like it.
- The seats are made for very small and SHORT people. That is a big factor on how bad we want to go to the show. If the same show is in Moline. We will drive for the comfort to enjoy the show.
- The seats are uncomfortable
- The seats at five flags theatre are very close to one another and small. It is hard to move around the area as the rows are so narrow and it's uncomfortable for many people. There is little leg room or seat room which leaves you very close to others you may/may not know. Again, diverse offerings and advertisement may help as well.
- The seats have been redone, but frankly people are just bigger than they used to be..... There should be a bathroom and concessions on the main level lobby of the theater... it could exist in the space in between the theater and arena... the north wall of the lobby for example...the stairwell there is a poor use of space and should be moved...This should be looked into by the architect...





- The sound system needs to be improved. During musicals there are issues with the microphones and the sound system.
- The Theater does need some improvements.
- The Theater has a really good vibe. Wouldn't do too much to it.
- The theater has always been good in my opinion.
- The theater is a cool place.
- The theater is a corner stone of Dubuque and should be utilized better
- The theater is a great facility, I am not sure what you could increase, outside of putting in elevators to get to upper levels, to make it a better destination.
- The theater is a great venue and should be maintained and renovated to keep up with the times.
- The theater is a historic downtown icon and aesthetically should remain the same inside and out. The views are good and the sound is decent.
- The theater is a treasure and at some point, should be preserved.
- The Theater is a vital part of the lower main district. It brings culture to the area offering something that's not regularly a part of the lower main district symphony concerts, bigger name musical acts, theater / performance opportunities.
- The theater is beautiful, and we go there a lot, but I couldn't tell you where restrooms are there. Concessions are very limited
- The theater is beautiful.
- The theater is gorgeous. I wouldn't change anything.
- The theater is great as is, needs more plays, comedy, and variety acts
- The theater is great! I love the intimate setting for concerts. give you an up close and personal view of the performer
- The theater is great, just maintain the historic beauty of it.
- The theater is neat, though it would be nice if it was updated some. It is more important that the main venue be updated.
- The Theater is on the National Historical Registry. I'm not sure the law would allow for any major changes. I'd love to see more leg room in between seats.
- The theater is the best part about five flags! I've been happy when I attend theater events with the value for a ticket price.
- The theater needs major attention to sound! I understand that much could be done to bring that aspect into the modern age. The seats in the balcony are awful although the best sound is up there.
- The theaters fine





- The theatre is a charming space, and it's one of our favorite venues...it should definitely continue to be a jewel in the city's crown. I realize a historic space has its limitations. The lobby area is small, but I'm not sure anything can be done about that. We also have heard people comment on the (un)comfort of the seats, and difficulty parking. Main thing, continue to keep the theater technically relevant and equipped.
- The Theatre is a historical centerpiece for the City of Dubuque. While a renovation isn't necessarily needed for the Theatre, it's imperative that it continues to be properly maintained to retain its historical elegance
- The theatre is beautiful both outside and inside. It is not used much. It is more like a museum.
 There are plenty of other theaters around town for use. Check to see what other towns do for
 their classic old theaters that are not needed anymore. There is not a downtown movie theatre.
 Just ones on the west side. I think it would be a cool-looking downtown movie theatre. People
 like movies. There is the little theatre downstairs in the building that could be used for retail or
 office.
- The theatre seems fine to me as is except. It could use better Wi-Fi.
- The times I have been to the theater I feel it is still relevant, historic and beautiful as-is. Seems as though lines get long in the lobby (like the many other theaters I have been to) and there are not enough restrooms (like any other theater I have been to). I would not hesitate to go to performances at the theater as-is but would be excited if there were updates as well.
- The upper balcony is scary. The stairs are very steep, the rows are very narrow, and there is no leg room at all
- Theater does need some updating but is expected as it adds to the charm. I do believe it holds back some national productions from coming to Dubuque but fits the size of the theater community in Dubuque (a larger space may not be necessary & thus have lower attendance).
 Overall the theater scene meets its needs for those who are interested.
- Theater had a nice intimate feel
- Theater is beautiful
- theater is just fine as it is --- it is a historic venue and should remain "as is"
- Theater needs significant improvements. Create a sense of openness in the foyer and entry approach to seats (similar to UD Heritage Center). Modernize wall décor. Improve visibility of balcony seats to the forward edge of the stage. Consider installing a TV or projector screen in some areas. Increase concession offerings
- Theater use should be reserved for intimate concerts and musicals/shows. Addition of video projection equipment and improved, discreet audio systems would make more use of the space.
- There are a lot of quality touring bands that I think young adults would enjoy. Country is obviously a good market in the area, but a better variety of other genres would be refreshing and might attract others to our area. Tiny moving parts, Tigers Jaw and other bands in that genre are decently popular here and in the surrounding area and it might help overall tourism. Hope this helps!
- There doesn't seem to be many shows in the Theater that are of interest. Consider adding plays, musicals or something
- There is another theater in town. Don't see this one as necessary.
- There is not a lot of leg room in the balcony, and it also has limited accessibility. Anyone who is older or has mobility issues cannot get up there. As you know, there are many steps and they are steep!
- Think its fine
- Think theater looks good





- This historic theatre should be used more frequent to assist in lowering ticket cost.
- This is a beautiful building. Only suggestion would be more concerts with a wider variety of artist
- This is a beautiful facility with tremendous history for Dubuque. Not so much to enhance but keep this alive in the downtown.
- This is a beautiful theater that cannot be neglected.
- This is a Dubuque Treasure, but it needs new larger seats even if that reduces capacity.
- This is a nice building for small events. Perhaps freshen it up but not much more than that.
- This is difficult with the space being small for concerts, though acts that fit the space are really the only ones that work. I will say that since HR Cook has taken over, there is a great improvement in the number of acts and events, and the effort to partner in the marketing of these offerings. HR has been a really great hire.
- This is such a great theater! I would just like events to be posted in more places.
- This seems to be adequate.
- This theater is a gem and should be maintained! More plays,
- This theater is fine for the musicals and plays just the way it is.
- Touring off-Broadway events or small/niche music or theatrical productions.
- Touring plays/musicals
- Unsure. I have not attended an event at the Five Flags Theater that I can remember.
- Update
- Update
- Update
- Update
- Update decor
- Update dressing room space.
- Update lights and back stage
- Update seating
- Update the facility
- Update the seats to something that isn't as worn.
- Update the sound system and stage. Checkout the new Hancher Auditorium and the special effects they can produce. I'm glued to their website for upcoming shows. I was so excited when one of the colleges in Dubuque opened a new theater, but the shows have been so mediocre that I have attended very few events.
- Updated
- Updated remodeled facilities
- Updated seating upholstery. Besides that, love the atmosphere.
- updated seating, larger stage
- Updated sound system and presentation system
- Updates
- Updates to about everything
- Updating
- Updating all around and some bigger names theatrical productions
- upgrade
- upgrade seating and bathrooms, provide better programs, shows, performances, events
- Upgrade seats, sound, and facilities but keep the charm
- Upgrade the stage and dressing rooms. Offer a wider variety of concessions and a more accessible concessions station than the tables at the front door.





- Upstairs seating in the theater is uncomfortable & treacherous. Too steep, not enough knee/leg room, etc.
- Valet parking
- Variety of events
- Venue is classic. Better flow and availability for concessions.
- Very nice venue, works for many acts. Historical gem.
- Very tight seating in the balcony and very high up.
- We already have the Grand, Bell Tower and also the new Heritage Center. Don't know if DBQ can support 4 theaters. Probably more sports in the arena or famous speakers.
- We have chosen to have mini vacations and travel to Cedar Rapids to the paramount or five seasons because we can have better seats for a lower price and they have a beautiful space for shows. They also have more family / changing stations for restrooms.
- We have many theaters in Dubuque
- We like our seating and events.
- We need a state-of-the-art performing arts center, not a historically esthetic building.
- We need places like the theater. I do have to say however, I have attended the symphony there and was practically sitting in the next person's lap. There was no leg room and I was counting the minutes until the concert was over.
- What enhancements/improvements to the facility offerings.
- Wheelchair accessibility
- Where is the theater?
- WHY would you book a band called "Confederate Railroad" in Dubuque, with the current
 environment of racial tension and all-too-recent racist history (cross burnings!)? Are you kidding
 me??!! Seeing that booking advertised for September makes me disinclined to ever attend
 another event at the Five Flags Center.
- Wider isles for people to pass and get out of their seats when going to the concession stands.
- Women's restrooms need more stalls or the arena bathrooms need to be made available for theater patrons.
- Would be great to possibly get traveling Broadway shows if at all possible
- Would love to see live shows similar to the fireside theater in WI.
- Would love to see more current up-to-date shows. I enjoy the theater area much more than the center.
- Would never go to theater
- Would not likely attend any more events, but would enjoy them more if the access to the balcony was handicap accessible. We had front row balcony seats for the symphony. And just had a call saying our request for the two seats in the bump out has been approved, Thank You!
- Wouldn't be able to tell anyone how to get there not clearly defined
- You don't need huge name bands. Plenty of bands out there that could draw 2,500-4,000 people.





Q26: Finally, what other thoughts or suggestions do you have regarding the future of the Five Flags Civic Center and any potential redevelopment/enhancement effort?

- 5th street has been closed more often due to size of venues, this does inconvenience downtown traffic
- A civic center with theater is a crucial element of a healthy downtown and when there are events in the center the cash registers ring elsewhere downtown
- A dedicated parking ramp for patrons would be wonderful.
- A new, modern five flags is essential for Dubuque.
- A vital part of downtown and I hope it stays
- Acoustic improvement and affordable prices. Need to advertise more...have to figure out event schedule
- Actually put into action!
- Advertise more. Sports tournament site.
- Again, I think a minor league team would be VERY successful in Dubuque!
- Again, I think the city should not run or subsidize it.
- Allow the theater access to the concession area of the event center lobby to offer a wider variety and more room during intermission
- Any healthy community needs a mass gathering place for entertainment, civic activity, emergency, etc. It should also be a diverse space that can accommodate a wide variety of events and needs.
- As beautiful as the Five Flags Theater is I'm not sure it's very useful anymore. The Grand is more comfortable for small and local productions and the Heritage Center at UD has it beaten hands down. The Fairgrounds and Grand River Center seem to be able to handle most conventions and trade shows. The casinos have done a great job at providing good entertainment in smaller venues. The only thing missing in Dubuque is a reasonably large theater to stage touring Broadway productions and top name entertainment. I would redevelop the Arena into a first-class theater, perhaps extending into the street on the north side to accommodate a stage wide enough for bigger productions and allow for more seats in what is now the current arena. The recent Celtic Woman show brought home to me how awkward the seating arrangements are at times in the current Arena.
- As I said before, you need to figure out who you are, before anything else. You lose yourself to
 obscurity because we have more multi-use facilities than we have events. This city is full of talent
 and opportunities. Instead of just thinking about spending more money to change what it looks
 like, figure out how to get creative. Because, if you spend a bunch of money, but still have
 problems with content, you only exacerbate the issues. You can do this. I know you can.
- We love five flags and feel it is essential. I believe a return to variety shows, ala contemporary a
 tourist attraction if properly produced and historic video that could run continuously during
 daytime hours could also be a positive.
- Be creative, but no need to recreate the wheel. Look to see what other venues are doing. Look at Madison, Quad Cities, and Rockford. The Adler Theatre does a nice job of bringing in quality acts. Bars in Madison bring in better concerts than what is currently happening in DBQ!
- Be green and sustainable in making the decision. Tearing down a building is not resourceful. There are people interested in buying and restoring the facility.
- Better bands, seriously, I don't remember the last time I saw something I was interested in, could also be that I don't ever hear of anything going on there.
- Better concerts and cheaper tickets. The concerts brought here are mostly "has been" and tickets are pricey. We usually go to Moline or C.R. for concerts.





- Better concerts with more current bands vs. bands that were popular in the 90's!
- Better events
- Better flow getting into events
- Better lighting outside. Parking is a few blocks away and the lighting and directions to parking are not great. Especially families with kids worried about drivers partying downtown. Make safer crossings.
- Better live music nationally relevant and popular bands.
- Better parking and another hotel within walking distance
- Better performances
- Better security checks and more of them so it goes quicker
- Better show and concerts would help
- Better theater plays/musicals would make me come to more events at the theater
- Big name concerts
- Bigger arena
- Bigger name shows please
- book more hard rock concerts
- Book more local talent less washed up C list talent
- Bring better concerts for younger people
- Bring in more Christian Rock groups. Have walking stage for performs to go out into the crowd given stage is at one end of a long room.
- Broader marketing to areas in SW Wisconsin.
- Build a competitive swimming pool for the community to use.
- Build an attached parking ramp and larger arena
- Buy the blocks around it go big and be all in or pack it up and go home. Don't muddle in the middle or it will eventually drown.
- Buy tickets online to will call at box office that doesn't have fees attached. Better box office hours. Temporary parking near box office to more easily pick up tickets before event date.
- Can think of nothing else.
- Can't get people to come if they aren't interested in acts coming in and it's probably just too small to book bigger acts that people are interested in. Sadly, most I talk to say it should just close and quit trying to climb out of a hole that's just too deep.
- Can't think of anything.
- City fitness center or YMCA
- Classrooms for adult classes, or more multi-purpose space.
- Community involvement on more of a regular basis; people tend to attend locations they are familiar with.
- Concerts are available at other venues at this time. Most other events could be done elsewhere as well. Making the arena bigger would be much more costly to run annually. Personally, I think the cost is too high for what the citizens are receiving.
- Consider locating arena space elsewhere and using existing and possibly adjacent block to north
 for an arts campus including theater/auditorium, sculpture garden, art museum. Include facilities
 for art workshops catering to growing group of traveling artists/students (check out Door County
 Peninsula School of Art and many others). Make surrounding sidewalks and building frontage
 more pedestrian friendly. I chair DSO Marketing Committee, have organized an organization
 which brings artists to Dubuque for workshops and painting events, and would love to discuss.
 Wheitzman@mchsi.com
- Continue to enhance the programming, bring in a broader scope of offerings.





• Cost is the biggest thing it is not so bad for 2 people but when you look at family events I know if I still had kids would not be able to afford it. Was looking at taking my grandson to Paw Patrol but to get seats where he could actual see was going to cost us a few hundred dollars





- Create an indoor paintball course with inflatable things to hide behind or have it open for guided gym games. Dodge ball or other leisure survives activities turning winter months or any time for teens and young adults there isn't much in this city to do cheap. So make entry fee for games like I suggested not more than \$5 per player
- DBQ would be a great place for a Minor League Baseball Team, I know that it could not go there but the city owns a lot of land and could build to have one
- Destroy the building and rebuild it.
- Difficult to say with the limited space. good luck
- Do it! It's easy to get to from Cedar Rapids, there is available parking, and it's a great landmark for the city. Be certain to publicize parking options so those unfamiliar with the area aren't intimidated by finding parking.
- Do not agree with city money supporting Five Flags.
- Do not use Ticketmaster. Look at the larger theater in Iowa city (from where we moved) for a business/community model. Amazing model of pricing, etc. discount tix and community events may get more people downtown. we even have neighbors who haven't even been to the library with their kids because of fear of crime
- Do something interesting with the top most balcony of the theater. Please get the arena out of the 1980's.
- Doing a good job but need better concerts
- Doing well so far. Keep it up
- Don't use tax dollars for any of it, Dubuque has already mismanaged the budget enough.
- Don't tear down and make a parking lot. If we remove the building, at least make it a public open space.
- Don't tear it down
- Don't tear it down; renovate it to accommodate concerts and special events.
- Don't turn it into a parking lot!
- Don't waste a lot of money changing the appearance of the venues--that's not why people don't come. We don't come because there's rarely anything good to see.
- Downtown has developed nicely the past several years. Five Flags needs to be an important part of downtown
- Draw some positive attention to downtown!! Better shows for adults!
- DUB is a great place to visit for a weekend. We do not make it as often as we would like but we always have a great time!
- Dubuque cannot afford to support two centers. Either sell it to a private developer or tear it down and sell the land to a private developer. We cannot afford to be in the red constantly as a city and the five Flags is a burden on the city budget.
- Dubuque has this great Civic Center let's get some more concerts in and make them affordable
 for this area to attend. But first update the seating in the center and make them comfortable for
 all ages and size of people.
- Dubuque is growing, let's grow our entertainment center to keep up with the times. We & surrounding communities will. Support your efforts. Please do something
- Dubuque needs a large facility that can quite comfortably hold and function appropriately for the shows coming in. If it is Monster Trucks or a Broadway Musical, the venue has to be of high quality.
- Dubuque needs to lose the downtown meters. People avoid downtown because of all the ticketing. I would rather shop the mall than stores downtown because of this.
- Dubuque needs this to maintain a progressive cultural arena and to bring outsiders to DBQ.





- Enhance or redevelop don't demolish
- Enhance to provide seating for sporting events.
- Enhancements to the existing facility or building a new facility with more capacity will help attract better talent to the area.
- Excellent idea to enhance it!
- Expand, and keep getting bigger better acts. Work on finding ways to increase revenue and decrease cost to minimize the impact to taxpayers.
- Explore other outlets of advertising to get the word out of events but mainly what they all entail get people excited. More variety in types of events. Work with local businesses to offer
 discounts/promotions?
- Finally, what other thoughts or suggestions do you have r...
- Find a good way to make it a little bigger without closing a street.
- Find some sports related events to provide more variety and continue to book shows that are diverse enough to attract multiple audiences, but that would/could not be seen in other venues----UD Heritage Center, Grand Opera House, Ohnward Fine Arts Center (Maquoketa), Q Casino (Cabaret Room), or Diamond Jo Casino (Mississippi Moon Bar). With an improved/larger facility it might be able to attract types of shows that go to Cedar Rapids, Madison, or Quad Cities. Five Flags, like the other cultural venues, is essential to our quality-of-life. It does cost taxpayers money (maybe average 50 cents/month) but it is well worth the investment. A portion of the millions of dollars received from the hotel guest tax and sales tax should continue to be invested in our artistic/cultural venues, including Five Flags. The artistic and cultural vitality of our community plays a significant role in the overall continued growth and success of our city.
- Five Flags has a lot of potential...as it stands now it is too small to attract the size of crowds needed to bring in major acts. The Theatre is perfect and needs to stay as is. I think more regional sports to be held in the Arena as well as music productions.
- Five Flags has been a huge part of Dubuque's history, and should continue to be a part of our growing city. It has so much potential, and the citizens want it to be so much more as well. There is revenue to be generated in offering modern events and concerts of all genres.
- Five flags have been around and have brought different entertainment to the city. I think it would be disappointing if it were to shut down. I also understand the cost as well. Providing good entertainment could help.
- Five Flags is a great asset for our community and I feel is a driving force in our downtown district. Thank you for your efforts!!
- Five Flags is a real treasure. Most anything (within reason!) that can be done to keep it and the surrounding area viable, accessible and beautiful should be on the city's agenda.
- Five Flags is beautiful and the staff is AMAZING!! It's a huge piece of the Julien Dubuque International Film Festival, where it's utilized all four days of the festival (theater, arena, and 3 conference rooms). It's a landmark for the festival, where people not only enjoy spending time at Five Flags, but enjoys all the restaurants, bars, stores, etc. downtown. I'm very grateful for Five Flags and all it has to offer!
- Five Flags is needed in Dubuque but it needs renovations. The seating needs to be upgraded. Perhaps bigger acts would then come to Dubuque
- Five Flags is such an important aspect to the livelihood of many downtown bars, restaurants, hotels and shops. The facilities themselves need a little TLC. When walking downtown strip at night it seems like there is a void right where Five Flags is located. The exterior doesn't seem welcoming or inviting. Consider adding a restaurant or bar with outdoor seating to bring business





- on days where there isn't an event. Dubuque needs more variety in the bars and restaurants that are downtown and Five Flags is in a great location to serve that need.
- Five Flags must be viewed as another part of the reason to come to Dubuque to visit or to live. The Overture Center in Madison comes to mind.
- Five Flags needs to find its niche. The theater is lovely and I would hate to see it go away.
- Five Flags needs to stay. The history is important
- For events like rodeo, art fairs, facilities seem ok. Musical events need improvement.
- Frequent booking of smaller traveling acts at a reasonable price point in the theater
- Gear events toward young professionals to help draw more people to Dubuque
- Get a new GM that doesn't stay and drink with employees after events, very unprofessional!
- Get a new venue management company. In a facility like this (poorly used and small) the ED should be making sub-\$60K, the Operations Dir sub-\$40, and the TD in the low \$30's. My guess is that a reworking of the current salary structure alone would put a dent in the budget shortfalls.
- Get events worth seeing and promote them properly. But also make it a comfortable arena. Right now, it is a sad excuse and uncomfortable to attend events.
- Get moving
- Get rid of 5 flags, and retain the theater.
- Get Weird Al.
- Give up on rodeos and ice type stuff and create a theater for larger groups so you can attract better groups.
- Good food!
- Good luck with your data collection.
- Good venue, hope it sticks around.
- Grand River is too expensive to book. Allow 5 Flags to compete in areas such as wedding packages, etc.
- · Great idea!
- Great place and they do a good job. Hope they stay. Like the access to good restaurants and overnight facilities.
- Great place for concerts. Have more kid related events. There is nothing for them to do
- Great place needed in Dubuque
- Great work
- Hard to compete /compare new and established, historical settings
- Have attended events at both the theater and the arena and have found little to complain about.
 The theater is beautiful and useful. The arena offers a more functional venue than does the Grand River center. Just one old guy's opinion.
- Have more known shows and availability to go to them
- Have shuttle rides. Places other than the parking for events
- Having an entertainment venue like the Five Flags is absolutely critical to the quality of life in Dubuque!
- Honestly it needs to be completely redesigned and parking needs to become a priority along with better quality everything including some staff.
- Honestly, without a complete overhaul and focused efforts to make that immediate area more family-friendly and safer, as well as greatly improve parking and accessibility, in addition to far more appealing businesses surrounding that area, I don't know that investing too much money makes much sense.





- I actually have thought the event opportunities in the last 6 months have been better than ever. Prior to the latest events I have attended there I probably have not gone since the hockey games used to be there.
- I am excited to see what comes of the possible renovations and hope to see some great concerts and shows in our hometown!
- I am for improving 5 flags and keeping it under the ownership of the city.
- I am not sure if there is one or not, but if not, an elevator in the theater would be nice so that even more could attend these events.
- I am open to anything.





- I attend more theater in the Bijou Room in the basement. That space could be improved in many ways. (Restrooms that are not in the stage area.) If it is going to use as a blackbox theater successfully, need to consult with theater design people for improvements. Either that or move it upstairs in a new area. The steps are steep and the elevator is out of the way.
- I believe that both event centers are located in a great part of town. I enjoy the city event experience as opposed to attending these types of community events in a university setting. The vibe of downtown is fun. These event centers should be renovated in whatever way necessary to make them useable for quality entertainment. The Dubuque Symphony particularly needs a production venue with better space and sound. I think the Dubuque community wants to attend the DSO in one of these venues but the poor production capacities make full appreciation there problematic.
- I believe that Five Flags is a key centerpiece of downtown life for Dubuque. Please do not let it fail because of a lack of vision. Visit other cities with similar facilities and see what they do to create an "event" vibe and a destination point that draws and keeps folks downtown.
- I can't imagine Dubuque without Five Flags, we have to do whatever it takes to preserve it.
- I can't think of any.
- I do enjoy attending events at Five Flags. The theater is a beautiful Dubuque gem! I love its intimacy.
- I don't know what to do about events at the arena, I think the new manager has been trying hard to bring in events. I hope the theatre stays the same. I just moved to Dubuque a year ago and I love it here! I hope the theatre can get some music shows, and some comedy shows and plays. Good luck to you, I will keep my fingers crossed.:)
- I enjoy attending this venue; would attend more often if events were of interest to me.
- I enjoyed going there to watch musical acts.
- I feel that the theater is gorgeous and does not need further enhancements. Usually redevelopment just raises the cost to the events so making it less affordable
- I feel the theater is a vital arts venue and its preservation and absolute must!
- I grew up going to shows big and small in Dubuque in the 90's you used to actually bring
 national talent in the all of the sudden nothing. If you actually had quality shows people would
 come
- I hate that part of the building interrupts the flow of Main St and that the sidewalk is tiny between it and the street.
- I have always enjoyed the events I've attended and hope more current entertainment is added to the present agenda.
- I have not been in the locker room facilities there but from talking with others in the community who had in the past, they sound like a desperate enhancement is necessary.
- I honestly, thoroughly enjoy each event I attend at Five Flags, keep it up!
- I hope Five Flags continues to stay a part of our county as it offers a great service to the downtown.
- I hope it can be re imagined to continue to offer opportunities to the community. There is so much competition from Casinos and other venues. I would hate to lose this option.
- I hope you can find a way to keep shows coming to Five Flags. Even though we don't use it that often, being 40 miles away, it would be a shame to see this venue close.
- I just hope that it isn't demolished. That would be a shame, in my opinion.
- I like that the center has events that are well rounded and that everyone can enjoy. It's great to have the center so close for us!





- I like the Five Flags Center; I have just never been there. I do look forward to going to a show there someday. If the nutcracker ballet is preformed there I would 100% go!
- I like the theater the way it is because it needs to retain its historic value. The only thing I can think of for the center is that if we had a lot more seating you might be able to draw bigger name people/groups.
- I love five flags and hope it continues to be a venue for new acts and community gatherings in the tri state area!
- I love five flags. I think it's a great place. The quality of shows and events is lacking.
- I love that it's located downtown but if it's not an option to expand down here then I think a new building should be considered.
- I love the Five Flags Center, and I hope it is around for a long time!
- I really don't have any great ideas. I think there definitely needs to be some updates to the seating and the bathrooms. And I think it's wonderful that you are trying to figure out exactly what the community not only needs but wants before making any decisions.
- I really don't know. I would like to see it stay
- I rebuild life cation to seat more people. This civic center does not work for the size of Dubuque and the building is very sub-par on the outside. If you want to draw more p or from outside of Dubuque, expansion is necessary
- I think a larger variety and a few more bathrooms would help business!
- I think events cause a major traffic headache for people that work downtown. I would attend events more if the arena was in a more convenient location away from the busy downtown with ample parking.
- I think FF is fine as is. Parking is a downside but it wouldn't keep me from an event that interested me. Cities spend too much on facilities that are just fine.
- I think getting rid of the five flags center would be a bad idea
- I think in order to keep up with some of the shows that come to the surrounding area, the center would need to be able to be bigger. I think it would be of benefit to the community and downtown if Dubuque could bring in some bigger acts and events. Also, it would need other options to accommodate parking.
- I think it is a valuable venue for the city and a definite benefit to the community. Sprucing up the inside décor is about the only thing I think it needs.
- I think it is important to preserve our historic buildings. Five Flags could be a really lovely little theater, but needs a few tweaks to bring it further into the 21st century.
- I think it is in a good location. If it is moved it should be closer to the river with more parking.
- I think it would be great to incorporate some exterior Green space, either with the park or actually on the block, that can be used in conjunction with the facility. Right now everything is so closed off from pedestrians that it almost makes it unwelcoming.
- I think it would help in attracting more acts and events if the space was bigger. Also, it would be nice if I could take my son to concerts that he is unable to attend down at the casinos.
- I think it'd be best as another parking ramp I hate to say it, but I don't think the money to remodel the facility will be worth it in the long run.
- I think it's critical to our vibrant downtown. I'd love to see it continue to be utilized!!!
- I think it's fine the way it is but just need more things for family's like city expo have free events
- I think it's great this city has this center. The programming is pretty predictable (Sesame Street, a few concerts). If it were possible to get better, more mainstream programming I would pay the cost for the tickets. Saves me a trip to Chicago, Des Moines or Quad Cities.





- I think it's important to have the arena but it needs to be updated to compete with arenas in cities like Moline and Cedar Rapids. More seating, better site lines and a more modern design would help with that.
- I think it's use has come to an end





- I think offering curling on the ice during the winter months would be an excellent use of the space. Curling is offered in many other Iowa cities with Cedar Rapids being the closest. It is gaining a lot of attention in recent years with its Olympic appearances. My family has been curling for the last few decades and would love to discuss this further. You may contact me to follow-up. dustybodine@hotmail.com Dusty Bodine
- I think redevelopment of Five Flags arena to a larger and more modern facility is critical if it is ever going to be self-sustaining. If the city chooses not to invest in improvements, it will have to continue to subsidize the center and would be better off closing it down.
- I think that Five Flags should remain open and as close to its original form as possible.
- I think that the current management team, especially HR and Ali, are doing an excellent job of improving the programs. With the improvements to the facility, it could become very successful.
- I think that the Five Flags Center is an important venue in Dubuque. The problem was the building is its sets on one block so there's limited space to build on or to expand
- I think that these are fine venues that just need to be used more and featured more in promotional material.
- I think that you need to turn this building into a workout area. Make the bottom area for walkers/ runner area and then put a gym area in the upper part.
- I think the city is better off having both the arena and theater. The arena needs a complete renovation or to be torn down and rebuilt from scratch. When the ice arena was billed, one of the selling points was that there would be two rings in town. For the people, I know who play hockey or skate; they need better access to ice if possible. I personally don't play like you so that part doesn't matter so much to me
- I think the city needs to quit dumping money into it each year. Forget getting "Naming Rites", we are not big enough in this town for that. I think the center has had its day and needs to come down. Why try a renovation when show after show won't come here? Let's cut our losses and let other facilities host evens until there can be a public / private partnership developed to build a new facility.
- I think the Five Flags Center is in a great part of town! With hotels nearby, great bars and restaurants, casinos, and the mighty Mississippi, I think the Five Flags Center has some great potential! I certainly hope we can keep the theatre and arena and make what we have work. If the arena and/or theatre does end up being demolished I think it'd be great to build a new arena and/or theatre along East 16th (old pack location)
- I think the Five Flags has a lot of potential and just needs to be brought into the current day!
- I think the location is good...is it possible to increase the size of the Arena to attract bigger events?
- I think the seating could be improved upon as well as the overall look and feel.
- I think the spot can be utilized. I am not fond of the entrance as if there is any sort of line you are immediately standing outside in the street being held up by searches which is warranted, but if there could be more of a large foyer with that capability still being done it might be better. Also, I think promotion of events needs to be better advertised through Facebook, internet ads, radio, etc. most of the time I found out about the circus through a coupon from daycare or school.
- I think the theater and arena are valuable assets for the city. I personally don't care about sports, but many people like them. It is important to bring quality entertainment to the downtown area.





• I think the theater and the arena are important assets for the City and People of Dubuque. I think recent uptick in the variety and frequency of offerings is a very positive sign, and shows that "if you bring them, they will come," sort of thing about audiences.





- I think this survey is a great idea, and I believe you've done a great job to this point! Continue to
 offer varied programming that your customer base wants. Keep your ticket facility fees low (they
 currently are low compared to other professional venues). Continue to "roll out the red carpet"
 for your acts, and treat them with the same personal service that sets you apart from other
 professional venues. Continue to update your facilities, while preserving the historic qualities of
 the Theater.
- I think you should not be wasteful with citizen's money. It is pretty insulting when you are frivolous...I am really tired of all the parks you created and yet if I go to the bathroom at one of these parks the bathroom is usually horribly dirty, no toilet paper and I wonder why you keep building when you don't have the man power to maintain it! Also, parking is always a frustration for people...It doesn't bother me but I am from a city and DBQer's aren't used to paying for parking.
- I want to encourage Five Flags to be fearless and reach for some larger artists. I love going to concerts, so my husband and I travel to Madison and Milwaukee a lot. It'd be awesome to have more shows that we enjoy in our backyard essentially. My bucket list has Michael Bublé, Josh Groban, Audra McDonald, and Don Henley on it, so you could start there:) Otherwise, the band Boston would be a huge thrill!
- I want to see the Five Flags Civic Center and Theater stay in our community. Types of shows to consider might be more Broadway shows, ballet performances, groups you recognize from TV like America's Got Talent, Stomp, martial artists and acrobats, acapella groups, river dance, kids plays or musicals that are based on popular books like "Dragon's Love Tacos", Black Violin, etc.
- I was there when it was still a local movie theater and did help in the aspect and supported it to be what it is today and still believe it is a much needed part of Dubuque.
- I worked for 5 years as a Tech Foreman at a 15,000-seat arena that drew some major concerts and sporting events on a weekly basis, so I know a little bit about the entertainment business and what it takes to give customers a good experience. The seating layout of the Civic Center is horrible. The restrooms are cramped, dirty and just plain suck. Concessions are slow and very limited access in the narrow mezzanine. There is no amount of modification that is ever going to make that building work better in its current format. We built the Grand River Center. We built the Ice Arena. The casinos and UD have built performance stages for the 2,000-3,000 ticket events. What exactly is the Five Flags Center trying to attract that: 1) Dubugue doesn't already have a better facility, 2) Dubuque doesn't have the population to support the bigger name acts that already make stops in nearby cities with MUCH larger and MUCH better facilities. Dubuque is doing a good job of attracting people to the numerous festivals and fairs, but the entertainment dollar is being stretched thin for the average local taxpayer family to go to the Fair, America's River Festival, perhaps a few shows at the other event centers, hockey games, etc. Instead of jumping head first blindly with lots of cash into an area that we are not doing remotely well. Big concert indoor entertainment. How about we open our eyes and look at the events that ARE doing well or have the potential to do well. Reinvest the money we are losing on subsidizing a useless building each year by improving other areas. After 5-10 years, revisit to see what we are missing that the other event centers didn't pick up the slack. Parking at the Ice Arena, needs improvement. For a 3,000-seat venue, the parking there is inadequate and has been from day #1. I could solve that with a 10-minute conversation and a walk with whoever is in charge of that area and NOT an entire redevelopment of the area to lessen the parking even more. The DBQ County Fairgrounds needs to move their stage back to the inside of the track and their seating capacity will double to open them up to being able to afford bigger acts without having to double ticket prices in their current limited capacity format. Trackside tickets will even draw





better prices. However, that is not the cities problem but it is of vital interest as people coming to the fair bring their dollars to spend locally as well. The America's River Festival seems to be improving each year... perhaps a permanent stage is something to look at in the future OR consider the options for a big festival area in the future on the other side of the tracks down there by the shot tower once the Alliant Energy plant is torn down and that area is redeveloped.

- I would be ok with demolition of the arena and continuation of the theater, especially if the venue footprint can't be enhanced to be large enough to entice big name music performers.
- I would consider buying tickets for an event at your venue again after redevelopment.
- I would hate to see it leave the current site. I love the theater part of 5 flags, it is a very beautiful facility.
- I would hate to see the theater torn down, as it is a Dubuque gem. Also seems a shame to tear down FF center. There must be some way to save it!
- I would like to see a home and garden show
- I would like to see a performing arts center in downtown DBQ.
- I would like to see at least the historic building preserved, as it is part of the history of the city, and I think it is worth preserving.
- I would like to see five flags stay, but it needs to be updated to bring in larger acts to make it more sustainable.
- I would like to see more shows here.
- I would like to see the arena removed. Put green space, or beautiful architecture between the theater and a new, state of the art performing arts center. Take the lot across the street and add a multi-story parking ramp. Street level restaurants, shops and bars; 5 or six levels of parking, floors 7-12 beautiful apartments or condos. Twelfth floor: four penthouse condos/apts.
- I would like to see the facility better utilized but have no defined thoughts on how to do that.
- I would love to see a renovation of the entire building and bring it up to date. Also expand to the north. I think closing 5th street down would have little impact on traffic or the downtown. This would allow for a true arena with seating all around and able to attract bigger names in entertainment.
- I would love to talk to someone about this you can contact me any time my phone is 563-556-3558 or e-mail w9966@ aol.com
- I would really love a new and improved Civic Center to attend family events and concerts. Having something local vs. traveling (I.e. Moline or Cedar Rapids) would be so much better and Dubuque has over the years has expanded so it's time to take the next leap!
- I'd go to arena more if more recognizable shows came. Love the theater.
- I'd hate to see the Five Flags Center and Theatre demolished or ill-used. Thanks for requesting some input into decisions being made for the future of this venue.
- I'd like to see more utilization of Five Flags. I think it is ideal for concerts. Perhaps host some sort of Craft beer fair? I feel like an event with entertainment similar to Torquefest, but with a focus on craft beer (not cars!) would fit nicely in the arena.
- I'd like to see that block become an arts center for all arts. Maybe house the symphony offices and the DMA offices. Have gallery space and smaller music spaces. I think the exterior of the theater is charming, but it looks like no thought was put into the design of the arena. It's an eyesore.
- I'd love to see more Broadway shows brought to Dubuque instead of having to go to Chicago or Madison. Maybe better music groups as well.
- I'd say, based on meeting with the idiot that runs the center now that we cut ties with that management group and/or burn it to the ground:)





- I don't know
- If it cannot be self-supported it should be sold.





- If the Dubuque market can support it I would suggest closing 5th street and expand into the public parking lot with a larger, modern facility that can host cultural and sporting events (tournaments etc...) If the current or a new arena can never be self-sustaining in this market I would suggest doing minimal renovations and look for ways to improve seating with as minimal an investment as possible.
- If the tax payers are funding the improvements then I would like to see better entertainment for a return on the investment.
- If you build it, they will come. Build a bigger, better, up to date arena and you will fill your schedule with more desirable acts and people will fill the seats to see them!
- If you need some time to paint a mural, I am interested; my name is Susan Leppert 563 580 2186 thank you!
- If you tear down the arena, keep the theatres
- I'm a graphic designer that is very familiar with design/marketing for the entertainment industry. I would love to be of any assistance if help in this area is needed. Email at hello@mabedesignco.com
- I'm excited that you are exploring hopefully expanding five flags, I look every couple months to see what's coming up
- I'm happy that the 5 Flags Center is in Dubuque and only a 45-min. drive from my house that's out of town! I am excited there are some big-name performers coming to perform!!
- I'm new to town. I think the cost is too expensive. Really \$850,000. I can see keeping the theater but not the arena
- I'm not sure if any of the options for the arena are financially an option. The theater could be preserved due to its historic significance to the area.
- I'm not sure that Dubuque needs an event center downtown at this time. It may be time to redevelop the area into housing, office space, and retail like the rest of lower Main St.
- I'm sure if you get the right people or company sponsorship involved you can make a renovation and expansion a reality. Looking forward to it, it's been a long time coming. Anyone not continuously moving forward and improving is doomed to fail.
- Important place for the city of Dubuque!!!
- Improve Wi-Fi and parking
- In my limited experience, I was pleased. Better signage in the arena and parking ramp would be helpful.
- Is there room for growth? Would it be better suited as a community building? With nonprofits in there or maybe the county offices in there.
- It costs too much to operate, close it.
- It is a costly upgrade, but if enlarged would be worthwhile.
- It is a great facility. It is disappointing to see it being so underutilized.
- It is a historic asset for our community. We need to work diligently to showcase this amenity to attract tourists and our own citizens to enjoy it. Find ways to highlight this history of the facility and make that part of the attraction itself to all attendees
- It is a landmark. Its name is tied to the evolution and history of this geographical area we live in. I think that is important.
- It is a shame Dubuque does not utilize this facility. It could bring in great revenue, if it was booked all the time with great events.
- It is an important part of our history. To keep up with the newer facilities, money and creativity needs to be invested to make 5 flags more of a contender for special events in Dubuque. It can be done but it will take work and time. Keep in mind, our community enjoys getting together for





- music and entertainment, so offer events that will spark the interest of our families and young professionals who are invested in the GROWING Dubuque culture. 5 flags is behind the times
- It is smoke free and anything that can be here opposed to the casino is helpful for me. I don't mind that the city subsidizes this venue as I don't believe it needs to be a great profit center.
- It is such a beautiful facility and there is so much more going on downtown that making improvements and bringing in acts like the old days would be awesome.
- It is time to cut our losses. Many citizens are not interested in the Five Flags. An arena football team would attract some people. Dubuque enjoys outdoor activities in the summer and staying indoors/bars in the winter. The Five Flags' time has passed. Sell to a private company for them to decide what to do. Dubuque is losing too much money holding onto hope.
- It needs to be privatized. I do not feel that it is profitable for the City.
- It needs to be updated it's in a great part of town and would like to see it used more often.
- It needs to make money or at least break even.
- It seems like a lot more things have been going on at 5 Flags in the last year
- It seems like something could be done with the ornate theatre part of the building like what has been done with other attractive historical buildings in downtown to make it more useful. There would probably be government help because of it being historical. Otherwise it is a money pit for my tax money. The arena side would not be missed for events or looks. The issue is making residents of Dubuque upset. It is not contributing to the economy.
- It should be kept open. The casinos have concerts etc., but not everyone can go to a casino.
- It should be the go to place for performers and patrons.
- It was built too small in the first place. Many acts will only perform in bigger arenas that hold 10000+ people. Draws people in from other cities and states and would add to tourism \$
- It would be a nice place to draw small conferences. Those individuals could stay downtown, eat and be entertained all within walking distance of the arena.
- It would be a shame if it was closed.
- It would be a shame to lose this venue in the Dubuque area. Having more popular shows that draw larger crowds would be the best option.
- It would be great to see the arena built onto so larger events could be held there.
- It would be really cool to get better music acts. I have traveled to Chicago, Milwaukee, Davenport, East Troy, and Cedar Rapids multiple times to see bands play. I can see Chicago and Milwaukee being bigger cities that they could get better acts but Cedar Rapids and Davenport? We should be able to compete with them. I'm also going all the way to Milwaukee to see Joyce Meyer and it's a free event. I think Christian conferences would be really cool.
- It would be sad to see the building close or be torn gone due to lack of funds/interest
- It's a beautiful building and such a cornerstone of Dubuque, I would hate to see it go.
- It's a beautiful building. Especially the theater.
- It's a decent arena but just needs a little updating
- It's a difficult question as it is such a midsize venue. It's too small to attract large acts, but too big and lacking acoustics for other events.
- It's a giant old building which is costing Dubuque money, doesn't seem to be smart to throw good money at an old problem. I don't think you'll get the shows you need to sustain/justify fixing it.
- It's a great facility and hope it gets more use!
- It's a great part of the community, please don't take it away.
- It's a great place to have events. It is old and needs to be updated to resemble other arenas.





- It's a great theatre and it's great for bigger events but yet it's small enough that u don't feel like you're going to get lost if u go to the bathroom Sometimes it's not about how many people u pack into a place but what that place can put on for the community and this place I feel has a lot of life left in it if given the chance
- It's a very important part of downtown Dubuque! Could it offer Movies again?
- It's beautiful. Do whatever it takes to keep the symphony there. Give fly by night a bigger break so they can use the real theatre instead of that "bijou" room.
- It's easy to get to and hope the city keeps it alive. It's a part of DBQ that's been there since my childhood.
- It's historic and a Dubuque landmark I'd love to see it revitalized and keep its importance to Dubuque.
- It's important that we have the civic center as an alternative to the river center.
- it's important to the city of Dubuque
- It's not big enough for most shows. Acoustics are awful for most concerts as it stands. Indoor mini mall with shopping and dining.
- It's really all about the shows. If we got more popular concerts and Broadway shows we would go all the time!
- Just better ways to get the word out there for events that will be coming up.
- Just make more fun activities
- Just parking
- Keep 5 Flags there!
- Keep 5 Flags Viable to Dubugue. It was a joy to work there in the 80's.
- keep bringing the rodeo back
- Keep buildings of historical value, Dubuque is a nice-looking city because of this.
- Keep Dubuque diverse in offerings!
- Keep Five Flags Theater as a beautiful historical building.... however, construct a new convention center/arena in a new location with an ample parking lot/structure. Perhaps consider the former FDL vacant land area? It would nice to construct it near the developing riverfront. Or demolish the riverfront Alliant Power plant and construct it there.
- Keep going
- Keep it affordable and family friendly.
- Keep it alive. I have such fond memories as a child, I love making memories with my child in places I enjoyed.
- Keep it going
- Keep it in the same spot but add parking (the lot behind Post Office is for sale). Upgrade the
 arena and bathrooms. Look outside the box for various events, more music, year around., and
 more city events like Multicultural Center
- Keep it please!!
- Keep it running.
- Keep it were it is. And improve on it. It's an icon of the city
- Keep it! We need it in Dubuque!
- Keep the center
- Keep the historic theater. Not sure what the right answer is for the arena.
- Keep the historical charm on the outside but the existing space (notably the arena space is in dire need of a facelift). Keeping the historical exterior gives charm to the area that cannot be replicated or made new.





- Keep the historical elements of the theater, but improvements are definitely necessary. We have family members who haven't even gone to a single youth symphony concert to see my children play because the seating is so uncomfortable.
- Keep the theater part for sure! I would prefer graduation be at the local schools with Five Flags as the backup due to weather.
- Keep the theatre but the arena is a financial burden on the community. If any other city facility
 i.e. golf course lost the amount of money the arena has, it would be closed quickly. Perhaps in
 the early years it was necessary as an entertainment venue but not anymore considering the
 costs.
- Keep the theatre going
- Keep theater
- Last year you had some great comedy shows, Pauly Shore, Christopher Titus, (people I've
 actually heard of)> Bring more of my favorites from the past in town and we will come to see
 them
- letting if compete freely with the grand harbor convention center
- Like Vegas, the theaters are small, bring in talent and charge more per seat. high risk might pay off.
- · Listen to Alyson!
- Local media likes to point out how much the community pays in taxes to keep the building running (\$800K+). It would be very helpful to know how much revenue the building generates through tax money infused during events to the building and surrounding businesses. This would help the community understand the benefit these types of buildings have since they almost always bring more money to the community than they take to operate. When doing simple math, the contribution each tax payer makes for the 800k price tag is \$14/year.
- Look to bring in events that are new and upcoming. Focus on new technology in both
 improvements to the facilities and as events (Game Development conventions video games,
 software, and quiz bowl events). Bringing in events that will encourage community involvement
 will increase participation.
- Looking forward to what it becomes in the future. Dubuque NEEDS it!!!
- Love the recent venues booked such as Wizard of Oz, etc. Need more public announcements/awareness of venues offered.
- Love to see this great downtown business grow and stay in downtown district. Maybe join forces with holiday inn and both do some upgrades to stay competitive
- Maintain the theater and encourage/support more theater events!
- Make it bigger so you can bring in the big shows!
- Make it more comfortable and easier for handicapped, parking especially
- Make it something the community can use. Indoor football and soccer facility is lacking in this
 community
- Make it State of the art to attract more acts. Larger with better parking as well.
- Make more room for concerts
- Make sure it is part of/integrated with the city development/redevelopment plans... that is, align
 with historical stuff? Downtown stuff? Warehouse stuff? Neighborhood development stuff? River
 stuff? Industrial stuff? Business stuff?, college/education/personal development stuff? Community
 health/wellness stuff? All of the above? Seasonal events: like something (same thing, annual)
 every winter, something every spring, something every summer, something every fall; all-yearround flea market? Feel free to use my email if you want more input. Thanks so much for asking
 and for the survey.





- Make the arena bigger; attract bigger names in musical acts.
- Make the best of what you have.
- Making Five Flags into a community center of sorts, similar to the one in Peosta.
- Marketing is always helpful.
- May need to relocate or build a new facility to meet 21st century needs/requirements.
- Maybe keep the theatre for local acting groups. The rest of the building can come down and build affordable apartments.
- Maybe more relevant bands rather than very old has been. I did hear a lot of good things about some recent country singers there. Try adding other types of music bands that are relevant or up and coming like pop
- Maybe someone would develop the arena into something special. I thought a pool, give the property to the Y.
- Maybe the Arena is not needed for the types of events it's been used for. The Grand River
 Center can accommodate many of them. I would be interested in a Children's museum, like
 Iowa City, Bettendorf, St. Paul, MN, and Ann Arbor, MI. We don't have a nice Children's museum
 here and many people travel to go to them.
- Meh. I honestly don't feel like Five Flags is a staple. If possible, I'd rather the money be used for stimulating growth in up-and-coming event spaces. If you spend millions of dollars to update the space, you better know that it will have a payout. You'd have to re-brand everything. Right now, whether or not someone loves or hates the 5 flags, everyone sees it as a pitiful failure. Don't brand this as a last-stitch effort before completely failing. You'd need to make it sound like 5 Flags is the coolest thing in Dubuque. If you can't do that, then forget it.
- Modernize for the future.
- More advertising for events
- More big-name events. Make the arena bigger. On par with the us cellular center in Cedar Rapids
- More concerts
- More concerts and not mostly country. Some of us like good old rock and roll
- More concerts during the winter months.
- More concerts.
- More cost-effective events. Dubuque does not have anything for indoor soccer for youth. Could host tournaments.
- More diverse events
- More diverse music acts
- More effort in not repeating the same acts and shows over and over every year change it up a little bit
- More events, more variety
- More free community events for kids and families
- More marketing on Facebook.
- More music acts
- More of a focus on acts that young adults visit that area to begin with is interested in. People that have money and want somewhere to go on the weekends and watch a show
- More parking close by like a ramp and more country western singers that are very popular. Also acts like they have in Branson, MO.
- More parking closer. Better seating
- More parking options with lighting
- More parking.
- More police outside before and after, especially on west locust and main streets





- More popular events such as concerts and shows
- More ways to purchase. I had to spend more in order to purchase 3 tickets instead of even number of tickets and the seats were not in the area I desired to sit in. I was only able to purchase online or in person, not over the phone. Wanted to have tickets prior to arrival.
- More food to choose from
- move
- Move it to the port as proposed recently. Give it its own dedicated parking, room for load/unload (away from patrons & traffic). Move all regular events that can be moved to the grand river center (trade shows etc.) & just have this as a performance/event arena.
- Must keep it open!!!
- My opinion is to tear it down and start over or expand it into 5th Street and beyond for a better seating layout.
- Need bigger stars might need to expand to bring in bigger entertainment u





- Need more and better-quality concert acts. We travel to about 12 concerts a year sometimes up
 to 6hrs away to see acts. One example is seeing Halestorm at the Adler Theater and we are
 seeing ZZ top there in a few months. 5 flags is bigger than that and should be able to draw
 quality acts like that. There hasn't been a concert I was interested in at 5 flags in years.
- Need to attract bigger attendance and more events to make it a viable center. Can't continue to operate in the red year after year. The theater is a beautiful building inside and out. I hope we can keep it.
- Need to have more events & try to get wedding parties to book at decent price instead of the grand harbor, to expensive there and also way too small for a reception
- Need to have more well-known acts performing.
- Need to redevelop and add on to make it larger and more up to date
- Needs a more Sustainable and urban look and feel.
- Needs to be much bigger to get better shows
- New Arena and New Minor League Baseball Park around or near former Packing House location and Schmitt Island should be major initiatives for City of Dubuque and City should manage these facilities, not SMG.
- Newer more relevant events.
- nice area, just need more shows
- no between the grand river center etc. that is enough if the city could actually make money on the property that would be different not even on economic value
- None at this time, but I do hope that the beautiful building can be utilized and become a place where performers want to come to.
- Not enough synergy with surrounding city. It's an oasis amidst dark streets and closed businesses. People will come and leave. And if it isn't such a spectacular event, they won't come at all because there's nothing else to do. More bookstores and coffee shops would help. Look at your picture: the FFCC and nothing else. That's what people see. Sometimes it's enough, but not always. Be nice to see something besides an empty street and dark buildings.
- Nothing
- Nothing since hockey left. It gave the building life.
- Nothing, it's great already!
- Offer a shuttle bus service from parking areas to five flags
- Offer more rock concerts at 5 Flags
- Offer more variety of food, better parking, and frequent inexpensive options for entertainment to encourage more local participation.
- Once again, it's a money pit for the tax payers don't waste the money and make it a green space or free parking god forbid Dubuque a free parking lot
- One bad experience makes people not want to come back especially when management agrees something done wrong and no compensation done. Maybe work on people skills
- Our city struggles with being redundant. If we have other facilities that can be utilized for the arts let's invest in those and innovate this space.
- Parking garage needs to be closer
- parking is a need, with a focus on handicap parking
- Parking is atrocious.





- Perhaps increase budget to expand staff and be able to provide bigger, better show/ticket
 offerings for the Dubuque area... i.e. the types of shows that people usually travel to Madison,
 Cedar Rapids, Iowa City, or Davenport to see like actual touring Broadway shows instead just
 local theater group productions, professional dance companies (like Alvin Ailey or Joffrey Ballet or
 Pilobolus), other entertainers that appeal to adults and children/families like Alton Brown (Eat
 Your Science), San Jose Taiko (a performance group featuring an ancient Japanese drumming
 art form. Also, offer educational/school outreach programs with performances), and more wellknown music artists or popular touring concerts.
- Plan and move forward quickly to capitalize on the fact the surrounding neighborhood has developed perfectly for an enhanced arena experience.
- Please bring Air Supply as soon as you can
- Please consider some sort of inexpensive, interactive or educational facility or events that could bring in families that are looking to get out of the house in the winter months.
- Please consider the indoor turf suggestion it's a win for the community and generates o come
 when there are no events.
- Please don't close! It is in the heart of the city and is within walking distance to all night life in Dubuque and that it draws a crowd.
- Please don't get rid of it!
- Please don't tear it down. Utilize this space and make it thrive again. Not everyone wants to support the casinos in this town. Give us a place to enjoy entertainment without having to step foot in one of those places. Plus, all ages can attend at Five Flags.
- Please improve and save
- Please invest in this historic space
- Please keep it a lovely traditional venue.
- Please keep it! Over the years I have been there many times. As long as there are a variety of options, people will come!
- Please keep the public informed of any updates, and continue to have open dialogue with the public. You may want to consider consulting the historical society regarding planning.
- Please keep the theater and get rid of the event center. on another note, really love the Julien Dubuque film festival downtown and I know they use rooms in the building for their festival. Hope to keep the film festival going, it's terrific.
- Please keep this downtown. The businesses surrounding Five Flags rely heavily on hosted events.
- Please preserve these facilities
- Please update the sign on 4th & locust streets.
- Possible use by local groups for their events
- Private parties like wedding receptions.
- Promoting the local events as local events and specifying the touring events as such. Often community members don't realize what their neighbors are participating in vs. a touring show. Building more community within the events will help.
- Protect and continue to utilize these historic buildings
- Put some artwork on the exterior of the Arena (especially 5th street) that reflects Dubuque migratory birds, the river, local landmarks, etc.
- Quit wasting money
- Redevelop for theatre productions and musicals.
- Redevelopment/enhancement possibilities = If a large arena type space is out of the question, a fine restaurant, a theater in the round and an exhibition space for local artists could be a welcome addition to the historic theater in presenting the arts.





- Repurpose the building. Indoor go cart/ mini golf. Mini storage
- return this to a sports venue
- Safer surrounding area and better parking
- Said it all before
- Said before.
- Seat adjustment.
- See previous answers.
- See previous comments.
- See previous comments. The tristate area needs a space large enough for the major artists and acts. Expand the arena to accommodate 10,000 people. The marketing team should focus on big names and already established artist this can happen by attracting visitors from the surrounding area. The college age through young professionals are in need of some quality entertainment in this area. Too many travel weekly to see better shows in neighboring cities.
- Seems like we're talking about two different facilities. Didn't realize that until now, with all the duplicate questions. I guess FF CC and FF Theater and both a mouthful, and I tuned out. Maybe shorten the names. In Cedar Rapids: The Paramount. In Iowa City: The Englert in the QC: The Adler In DBQ: The blah blah quack quack civic center. (Not really sure why there are 5 flags)
- Sell it
- Sell it!
- Sell it. It costs too much money.
- Send out flyers on exactly what part of the facility has events; confused with where events are being held and where to park
- Since Hockey has left the Arena, I see it as a waste of space.
- Since I don't get a newspaper or drive by Five Flags, I often don't know the events. Notification of shows along Dodge Street would catch my attention.
- Since I live just over an hour away from Dubuque, I don't always hear about things going on there ... so more advertising in our area would be beneficial.
- Smaller music events held at the theater, NPR, type shows, a live podcast series could be cool.
- Sound system was the biggest let down... The seating area was amazing and the seats comfortable. BEAUTIFUL space!
- Starts bringing in more concerts for older people, more conferences, anything to do with flee market.
- Take whatever space is needed to enhance the arena, perhaps to compete with US Cellular center, which we also frequent to be able to a wider variety of entertainment, concerts, comedians, etc.
- Tear it down
- Thank you
- Thank you for asking these questions.
- The architecture of the Arena sadly does not complement the Theatre. One alternative would be to build an Arena on the present site that blends with the architecture of the Theatre, but that might require expansion into the street due to limited space at this site. The arena could be converted into a convention center, and an arena could be built elsewhere.
- The arena feels a little dated and a little run down. To compete with other facilities, seating and general appearance should be updated.
- The arena is just such a strange place; it needs parking and updating or to be demolished.
- The arena needs updating more than the theater does, and needs more variety of events (especially sports, concerts, comedy, plays). Some of the acts that play the Moon Bar at the





- casino could play here instead, and I would be more likely to go to the same event at the Five Flags over the Moon Bar or Q casinos.
- The biggest thin regard the Five Flags Center is cost. There are some events that come through that I may not be the most interested in, but would consider them if cost was lower.
- The building is older and needs updating. A new arena would draw bigger crowds, which in turn would draw bigger acts
- The center needs to drive the activity of the area with its beauty, programs and positive image.
- The City of Dubuque needs to invest in the Five Flags Center and enhance its ability to bring entertainment to Dubuque.
- The city parking lot across the street should be tied in directly to the facility with a parking ramp and either shutting down the street that separates them or incorporate a tunnel/ramp directly into the building
- The city should increase funding to support the upkeep and maintenance of the theater and arena
- The Civic center is already obsolete. To keep subsidizing it is ridiculous. The acoustics are terrible for concerts and the space is too small for concerts and motocross and monster trucks. Its past is useful lifespan.
- The content is more important
- The downtown Dubuque area is really thriving and has had some great improvements. I think Five Flags is part of that and should be maintained.
- The exterior (besides the main entrance) is so plain. Paint colorful murals so it stands out like it should! A food court would be awesome if it's possible. Music concerts for young people would be nice on weekends.
- The facility is outdated and needs to be modernized. Has served this community well but with added competition from casinos, grand river center and heritage hall, either we privatize and allow someone to take on the expense of it, find a better use of it or simply tear down and reenvision what type of community amenity/building is needed for Dubuque in that space. Ultimately, it's up to the citizens to decide what they would prefer to see happen but my personal opinion is that it can't continue as it exists today and either we invest a ton of money into it or cut our losses and find an alternate use of that facility.
- The Five Flags Center provides an entertainment option for those that choose to use it. It will
 most likely need to be supported by tax dollars in the same way tax dollars support other quality
 of life programs provided by the City. All efforts should continue to reduce the tax support
 needed. I believe the Five Flags Center brings value to the community and
 redevelopment/enhancement efforts should be supported.
- The Five Flags Centre is a part of the community. The entire facility needs to be developed not just the main floor and second level. There is a large basement area that is untouched except for storage and a rehearsal/black box. Consider bringing back the winter ice. There isn't enough ice time in town.
- The Five Flags Civic Center is an important part of the Dubuque Community. There is a need for the facility but it does need to be updated and promoted. With the all the Dubuque community has to offer the facility could be promoted more as a convention site or trade show site as well as offering more plays, concerts, and events. Yes, there is the Grand River Center but I myself don't really care for that facility. To me it has become more the wedding reception site. They also only have area for trade shows and such. If the Five Flags was prompted it could be a viable part of our community.





- The Five Flags Civic Center is where I attended my first-ever rock concert (Heaven, Vandenberg, KISS in 1984). So it is a special place for me. I periodically check the Five Flags event calendar and I look forward to attending future events.
- The last time we went to an event was "The Price is Right". Our 85-year-old grandmother took us for her birthday. She was using a cane, and was forced to use stairs which was almost impossible for her. When we asked if they could accommodate her we were told 'no' and forced to quickly grab our seat. The ushers gave no respect for her or our family. She was uncomfortable the entire show, and was sore for the next few days because of the lack of accommodations. This was one of her last 'hoo rah's". We were planning on taking her to see Loretta Lynn this fall before it was cancelled. I called ahead to check on accommodations, to see if things had changed at all. We were told to ask for accommodations when we get there. I think that's a joke. I am glad we never bought tickets. We refuse to go to any event that we have to pay for at this facility! As for handicap accessibility, I feel there's a lawsuit waiting to happen if others are treated the way we were.
- The location is great for shopping hotel and restaurants.
- The outside could use a facelift
- The personnel that have been there for a while seem to be very standoffish. Not friendly or helpful. Main staff could be more presentable. Disheveled and grumpy. Security in the past would be unprofessional and too "familiar" with patrons and co-workers. Very vindictive.
- The Q and Diamond Jo have a fresh new appearance with lots of great acts that come thru. It is very difficult to compete with both in our small city. Both of those are adult (21+) focused. My memory of college marketing would want you to find your own niche to compete for entertaining acts. Finding draws that would bring in the teenage and family crowds. The other option would be to go bigger. Q and Diamond Jo have good acts, but they don't have the great acts that we see to go the Quad Cities/Des Moines.
- The quality of the Dubuque Symphony, for a city of the size of Dubuque, is an example of where a priority should be addressed to encourage growth. We spend millions on tourism and gambling but lack spending for the enjoyment of Dubuque citizens who are footing the bill for other projects.
- The rich history of the iconic theater should remain, with any modernization or redevelopment of the arena being the major focus.
- The staff is great but would like to see where seat block would be on pictures when choosing seats for events.
- The staff needs customer service training.
- The theater is a super asset, the civic center as a performance venue isn't very interesting to me, mostly because of size, maybe for community events, and festivals, etc. is its best function? Thanks
- The theater is beautiful and an important part of the history of Dubuque. It just needs some TLC. If there's any way to get more/better parking in the area it would help a lot...
- The theater is vital and historic and should be preserved, and updated. Ticket prices were a little ridiculous too. We had to buy online for our daughter's dance recital because of work obligations, and I paid nearly \$23 in service fees for \$11 tickets. As for the arena, better shows but with that you need better parking. We've walked many blocks to attend events that weren't even sold out. Once hockey left the arena, we've hardly been there since. For what it's worth, we enjoyed hockey more when it was at 5 Flags. When we have gone, ticket prices were also crazy expensive.





- The theater lobby is awful. No one wants to stand outside in the cold waiting to be allowed into the theater for a concert. Too crowded and cramped.
- The thought of another empty building in the downtown area distresses me and I'm sure many others. If the redevelopment could be done to maintain the center in its original location would better serve the city's aim to redevelop the downtown area in a way that people would find amenable.
- Theatre us a viable option but needs to come up with better use of arena if we are going to keep it going. Arena needs to be much more self-supporting or need to let it go.
- There has to be a happy medium between getting good acts interested in coming to this arena and pricing.
- These venues are critical to Dubuque and the surrounding area. They bring people in from out of town who eat and shop while in town. You need to bring in class acts for the people in a variety pf themes. We attended the Celtic Woman concert and will be attending the Kenny Rogers's concert and Red Green show this fall. This is the caliber of talent that you need to keep bringing to town!
- They built it too small it needs to be expanded to attack acts worth seeing.
- Think "outside of Dubuque". There are a lot of transplants that are coming in and a lot of them are in the young adult age range. The current events being offered at the Civic Center are not appealing to this age group. These same people, myself included, are willing to drive up to 3+ hours to attend major concert events. We are losing money that could be going into our city.
- Think bigger, beyond traveling circuses or trade shows.
- Think it's a good idea you are trying to improve and keep five flags going
- Think of hard surface events to fill the space. Keep HR on the work he's doing.
- This is a burden on the tax payers and no more money should be sunk into it!
- This should be self-sufficient, why use \$850,000 of tax dollars. Way too costly
- This theatre is beautiful and historic! There is much value in its presence within this community and I hope you make positive changes to increase its viability!
- This would be a positive for Dubuque.
- Time for an update!
- Try to get events more people would go to. No hillbilly music etc.
- Try to take off your government hat where tax money is free and make a business decision already, and stop spending more tax money delaying decision
- Turn it into a sporting event facility, even large enough for a pool. Create a walkway to the north that connects to parking. Dubuque sorely needs a sporting event center, it would bring in a lot of money for tourism!
- Unable to comment
- Underground parking garage, expand to the north, elimination of 5th street and parking lot,
- Unknown
- Unsure
- Unsure
- Update center to today standards of not old but with class and expand. Bring something to it that will see use of the arena more skating, music, etc.
- Update interiors. More theatrical events.
- Use for parking or make it a semi open e-mail with little shops
- Venue that should continue to be used and enhance the night life of Downtown Dubuque.
- Very silly to think of expansion, just throwing money away.
- Visit other cities to see how they are winning!





- We love events at five flags. Parking is a pain but we deal with it. The best thing you could do is improve seating. As seats are now I hate sitting there so I actually think about that while considering buying tickets. Not everyone is 85lbs.
- We need a bigger music venue like Moline or Cedar Rapids.
- We need a cultural center but what is more cost effective starting new or renovating?
- We need more events at Five Flags. River center seems to be busy with weddings, seminars and banquets. Five Flags could focus more on entertainment, local events and trade shows.
 Currently, I attend 2 events per year. The target should be attend 6 events at Five Flags per year. The programming is the limiting factor. Facilities upgrades are needed but they are not limiting attendance.
- We really enjoyed the Jack Hanna presentation although he was sometimes difficult to hear/understand. We even took our 3 neighbors.
- We really enjoyed the symphony concerts held at the UD Heritage center. It would do well to have all the concerts there. More seating, more comfortable, easier access (elevator). Let the 5 flags theater be used for smaller events with its more intimate and historical ambience.
- Went to Chicago for hunting and fishing retreats/lodges/trips expo. Would be cool to have one in Dubuque. 100s of outfitters answering questions and giving out brochures.
- When the Five Flags was first built I lived in the city. Everyone voiced their opinion about the size (small) it was going to be, we knew no big-name bands that had any current hits would play at Five Flags. I attended when Wolfman Jack Bo Diddley, Jade 50 etc. They played there in the 80's but keep in mind these were favs from the 1950's and 1960's.
- While there are some bars and restaurants in the area, there really isn't much when you throw that many extra people in the mix. It would be nice to have more options at the concession stands or even dine in areas or bar areas inside of Five Flags.
- Why not partner with the Heritage Center?
- With the multiple venues in the immediate vicinity, the need for the area is questionable.
- With the revitalization downtown there needs to be better coordination to draw the community there. Better draws into five flags will only help the area.
- Would be a great investment.
- Would be nice to have a larger venue to attract more artists
- Would like to see costs kept to a minimum and hopefully be able to break even eventually and not run at a big deficit every year.
- Would like to see the arena seating capacity expanded so that more performers could be booked.
- Would love to see bigger country music acts come to Dubuque
- Would LOVE to see this as a larger hub for events and a real attempt to draw what typically ends up going to Cedar Rapids, Quad Cities, Madison, etc.
- You are truly missing out on an opportunity to offer something that no one in our area offers. I
 drive to Milwaukee and Madison to see shows frequently. I have seen Slayer in a venue smaller
 than the 5 flags. People travel to see these bands, and we drink tons of beer (\$\$\$\$). Easy
 money, but I'm sure this is out of the realm of what you are looking for.
- You could just permanently close 5th street between Main and Locust and expand the building onto it.
- You get out of it what you put in to it. If making money is the ultimate goal then you have to be
 willing to put some up in the beginning. After some updating Bring in bigger sporting events and
 bigger name musicians for concerts and that alone will begin the redevelopment. From there, the
 sky's the limit
- You have a great city; you should be able to pull in larger names and events.

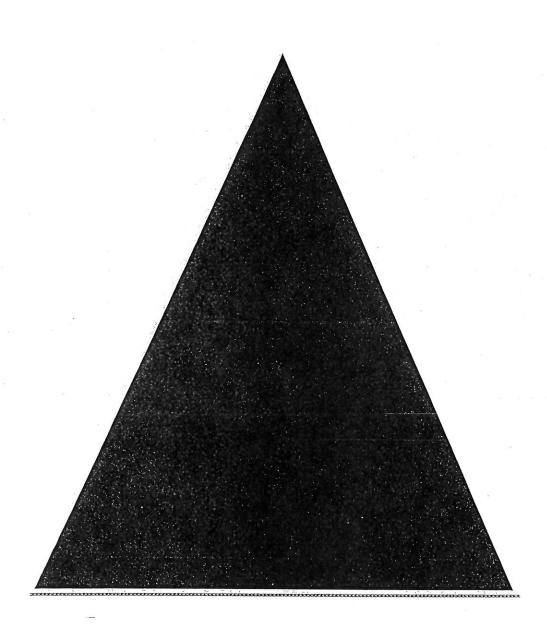




- You have a very diverse community and draw in a lot of tourists but our current facility is out of date and doesn't accommodate all
- You have an extremely difficult task to have something that works being boxed in to a downtown
 area with no room for expansion or parking in a market where people are spoiled and have high
 expectations for amenities and convenience. That being said, look at Codfish Hollow -- they have
 a cool atmosphere with cool shows and people drive miles, endure very sparse amenities and
 conditions just to hang out and hear good music.
- You need adequate, comfortable, expanded amenities suitable for a crowd of 5,000. Do it right, with popular events/acts, and there's no reason you can't pull in a crowd of 5,000
- Younger people have the exuberance and ideas to attract what people want to see. Have a well-qualified staff that interact and talk about new ideas and ways to promote Five Flags.







Sent: Thursday, January 20, 2022 10:44 AM

To: Brad Cavanagh Brad Cavanagh@cityofdubuque.org; Ric W. Jones rjones@cityofdubuque.org; David T. Resnick dresnick@cityofdubuque.org; Susan Farber Sfarber@cityofdubuque.org; Laura Roussell <Lroussell@cityofdubuque.org>; Danny Sprank <Dsprank@cityofdubuque.org>

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Subject: Five Flags Civic Center

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Dear Council Members,

Attached please find a report and an Executive Summary from Johnson Consulting that further examines many of the questions related to the future of the Five Flags Civic Center. This study was commissioned by Dubuque Main Street on behalf of a group of over 30 private businesses, organizations and individuals that contributed financially to this effort.

It's important to note that the purpose of this study was not to strongly advocate or advance a particular position, but rather to achieve three basic objectives:

- 1. To have an independent and objective review of the previous work that was done in 2018 and subsequently updated in 2019;
- 2. To make sure that you all and the community have as much information and data as possible to inform your upcoming work session and the ongoing decision making process; and
- 3. To emphasize that the future of Five Flags is vitally important to the private and public sectors, especially in the context of the ongoing planning activities surrounding the downtown corridor (i.e., Millwork, Main Street, Lower Main), and the City and Council should put the necessary time and effort behind making sure we make the right decision for our community.

Thank you for your time and consideration and we look forward to continuing our discussions and working together to ensure the best future for Five Flags.

Tony Pfohl President **Dubuque Main Street** Ph: (563) 583-3526 Ext. 17 tpfohl@fischercos.com



Executive Summary

Johnson Consulting was retained by Dubuque Main Street on behalf of a group of over 30 private businesses, organizations and individuals to provide an **objective**, **independent assessment** of the economic and fiscal impact of the Five Flags Civic Center in downtown Dubuque, IA. The intent of this study is to substantiate demand for improved facilities at the Civic Center and quantify the associated impact to the community and region. Key observations and recommendations are summarized as follows:

- A. The Five Flags Civic Center has served millions of visitors to Dubuque's downtown core over the past several decades. Imagine if you will, the venue being absent from the local marketplace and reflect on what this would mean to area hotels, restaurants and retail establishments downtown Dubuque would be much less vital and attractive than it is today. Turn the tables on this vision and imagine attracting double to triple the patrons currently served at an enhanced arena and theater.
- B. Arenas and theaters are major investments for communities they are capital intensive and complex to operate. The Five Flags Civic Center is well located and has a major influence on the quality of life of residents of the Dubuque community, but it is a **poor product**. The arena itself is a euphemism, as it is not a true "arena" as defined by today's standards.
- C. Despite a lack of capital investment, the Five Flags Civic Center has established and maintained a significant regional draw, consistently attracting visitors from a 250-mile radius that extends east to Chicago, IL, west to Des Moines, IA and north to Minneapolis, MN. This is extraordinary and since multiple states are involved, dollars from ticket sales come from adjacent states and are effectively being imported into Iowa and Dubuque.
- D. Johnson Consulting's independent analysis finds that the 2018 and 2019 studies prepared by CSL have provided good direction and guidance to the community and that the levels of demand, as projected, are achievable. 'Scenario 4 Hybrid' makes the most sense for the community as it achieves an appropriate and realistic balance between capacity, revenue potential and capital investment.
- E. We do believe, however, that the **economic impact estimates prepared by CSL were understated**. Our more detailed estimates add supplemental spending from local residents that would leak to other markets if improvements to the Five Flags Civic Center are not made.
- F. Pursuant to Scenario 4 Hybrid, upon stabilization (Year 5), visitors to Five Flags Civic Center are estimated to generate \$21.2M in total spending and \$3.7M million in increased earnings, and support 141 FTE jobs annually. Overall, this is almost 3-times the impact estimated in the 2018 and 2019 studies by CSL and more accurately reflects the impact of both local and non-local visitation to the Civic Center. The fiscal impact of the Five Flags Civic Center is projected to total close to \$1.1M in tax revenues from sales, food and beverage and hotel taxes in Year 1, and stabilizing at \$1.3M in tax revenues in Year 5.



Executive Summary

- G. The theater at the Five Flags Civic Center is a treasured asset, and its preservation should be linked to arena funding. In this manner, both assets can be renewed and enhanced. Linking the two amenities, as they have been in the past, will ensure that multiple audiences and patrons have the Center's best interests at heart. Operating economies will also be attained and **naming rights** and a **ticket surcharge** should be implemented at a minimum to support operations.
- H. The funding required for improvements to the Five Flags Civic Center should be as broad as possible with funding from the State, County, City and adjacent communities. In the absence of a detailed capital stack analysis, it is apparent that the most logical sources of funding are **State and local grants** and investment, including Historic Tax Credits, **sponsorships/ naming rights** (this can be used to back bonds as well as support operations), **Federal programs**, some **dedicated funding** (line item in County and City budgets), and a **portion of existing or new tax sources**. Minimizing the burden on taxpayers is understood to be a key priority and can be achieved with thoughtful strategies.
- I. Local corporate and philanthropic groups will respond best to a high-quality project that means a lot to Dubuque. It is clear to us that downtown is important to both local residents and businesses. To the extent the arena can be used to enhance the theater and downtown, it will have the greatest resonance with business and social leaders in the community.

Naming Rights Deal

	Model A	Model B	
Operating Income (Deficit)	(\$346K)	(\$346K)	
Naming Rights Deal	\$50K	\$100K	2021)
Adjusted Operating Income (Deficit)	(\$296K)	(\$246K)	CHJC (2021)

Ticket Surcharge

	Model A	Model B	
Operating Income (Deficit)	(\$346K)	(\$346K)	
Surcharge/ Fee (per Ticket)	\$2.00	\$4.00	
Ticket Sales*	172K	172K	CHJC (2021)
Adjusted Operating Income (Deficit)	(\$2K)	\$342K	CHJC

^{*} Excludes events that are likely to be nonticketed (Community/ Religious, Meetings/ Banquets, Other)

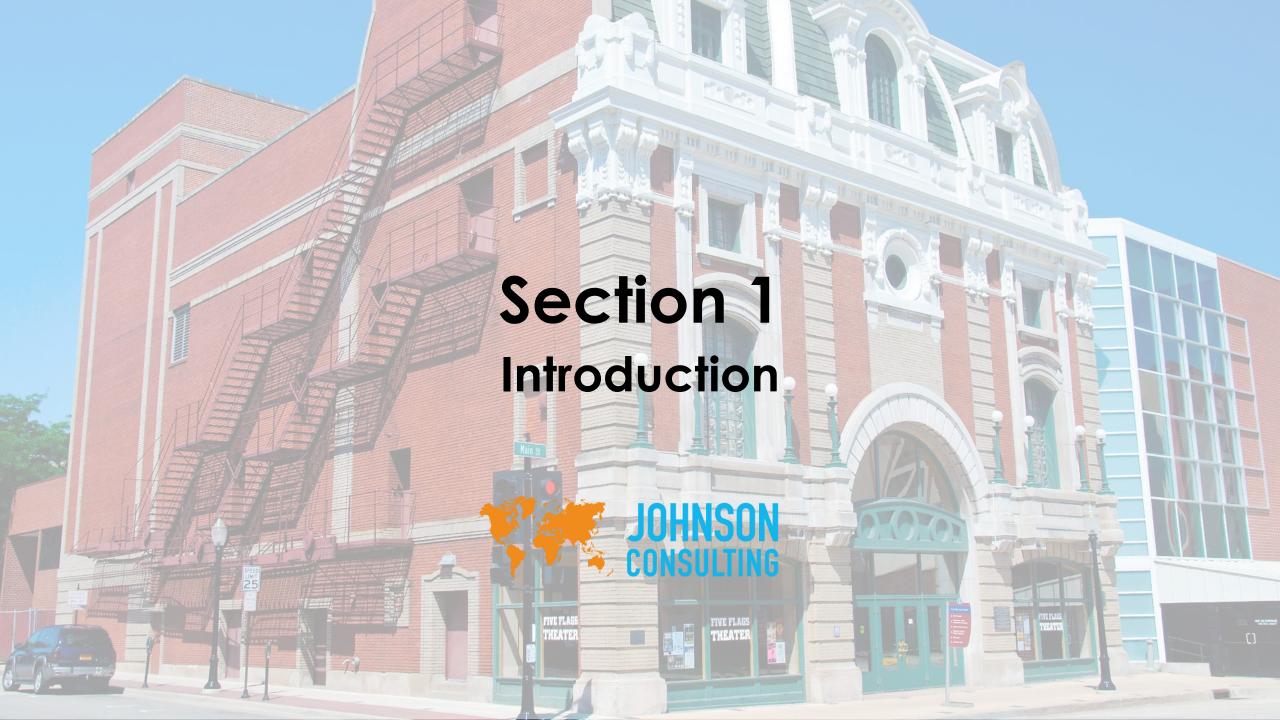




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Introduction

Transmittal Letter

Re: DRAFT Five Flags Civic Center – Peer Review & Economic Impact Analysis

Dear Mr. Lobianco and Interested Dubuque Stakeholders:

C.H. Johnson Consulting, Inc. (Johnson Consulting) is pleased to submit this report to you regarding the Five Flags Civic Center in Dubuque, IA. Pursuant to our engagement, this report provides an objective peer review of the 'Assessment and Study Regarding the Future of the Five Flags Civic Center' conducted in 2018 by CSL and updated in 2019, provides an independent assessment of future demand, estimates the economic and fiscal impact generated by the venue, and presents funding strategies to achieve the desired outcomes and ensure ongoing success. Johnson Consulting is a third party consultant that works impartially and independently to provide objective observations and recommendations to our clients.

Johnson Consulting has no responsibility to update this report for events and circumstances occurring after the date of this report. As the ongoing impacts of the global COVID-19 pandemic impact are still uncertain, our report outlines our assumptions based on experience from previous economic disruptions, but the actual impact will not be known for the foreseeable future. The findings presented herein reflect analyses of primary and secondary sources of information. Johnson Consulting used sources deemed to be reliable but cannot guarantee their accuracy. Moreover, some of the estimates and analyses presented in this study are based on trends and assumptions, which can result in differences between projected results and actual results. Because events and circumstances frequently do not occur as expected, those differences may be material. This report is intended for the Clients' internal use and cannot be used for project underwriting purposes without Johnson Consulting's written consent.

We have enjoyed serving you on this engagement and look forward to providing you with continuing service.

Sincerely,

DRAFT

C.H. Johnson Consulting, Inc



Introduction

Introduction & Methodology

Johnson Consulting was retained by Dubuque Main Street on behalf of a group of over 30 private businesses, organizations and individuals to provide an independent, third-party assessment of the economic and fiscal impact of the Five Flags Civic Center in downtown Dubuque, IA. The intent of this study is to substantiate demand for improved facilities at the Civic Center and quantify the associated impact to the community and region.

The 2018 'Assessment and Study Regarding the Future of the Five Flags Civic Center' conducted by CSL culminated in 4 alternative scenarios for the Civic Center, ranging from status quo operations to the replacement of the arena and significant improvements to the theater. CSL's updated 2019 report further contemplated Scenario 3 (theater renovation and arena expansion) and Scenario 4 (theater renovation and new arena construction) and concluded that Scenario 3 would be ineffective at increasing seating capacity and improving operational efficiency and Scenario 4 was cost prohibitive. As such, the 2019 study recommended 'Scenario 4 Hybrid' which included a horseshoe arrangement for seating in order to maintain capacity for concerts, along with other recommendations purposefully intended to reduce the overall project cost. This preferred scenario is the focus of this economic and fiscal impact analysis, and we agree this is a reasonable project for the community.

Arenas are major investments for communities, as are theaters. They are capital intensive and are complex to operate. A good arena in a good market, such as Dubuque, is worth the investment because communities of certain sizes need them to serve their residents and businesses. The Five Flags Civic Center is well located and has a major influence on the quality of life of residents of the community, but it is a poor product. To the extent possible, this Civic Center should become an anchor in the community that drives residential, retail and hospitality uses. Not only will this result in a better and move vibrant community asset, but it may also help in the funding approach for the needed capital improvements.

Johnson Consulting has developed and executed a comprehensive methodology to provide a peer review of prior analyses conducted in relation to the Civic Center, verify demand potential, and provide an independent economic and fiscal impact analysis and funding strategy discussion, as highlighted in the graphic to the right. Our observations, analyses, and conclusions are presented throughout the balance of this report.





5th Street

Introduction

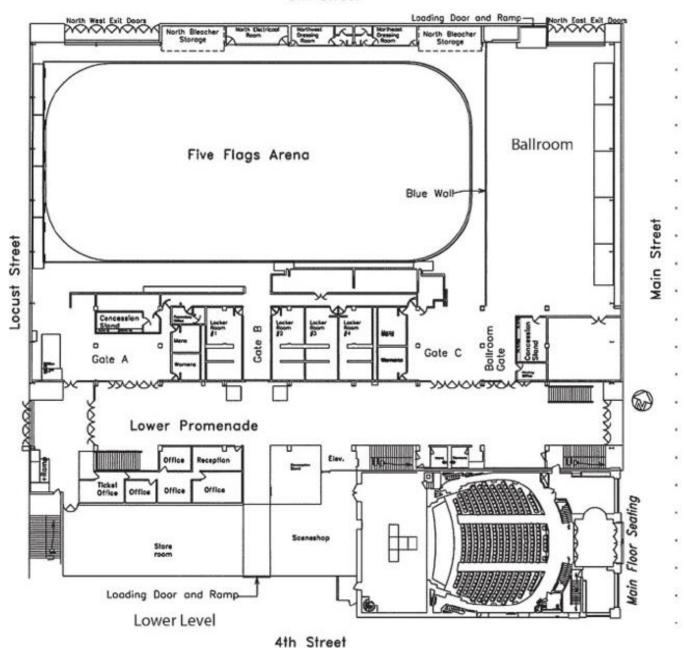
Five Flags Civic Center

Located in downtown Dubuque, the Five Flags Civic Center is primarily comprised of a 4,000-seat arena and 711-seat theater. The arena itself is a euphemism, as it is not a true "arena" as defined by today's market. The current arena, which opened in 1979 to support the restored historic theater, is really an aged expo hall with bleacher and floor seating. In 2005, the Civic Center underwent a \$2M upgrade, however a general lack of investment in capital improvements has hindered the ability of the Center, which is owned by the City of Dubuque and managed by ASM Global (formerly SMG), to maintain and grow its competitive position in the regional marketplace.

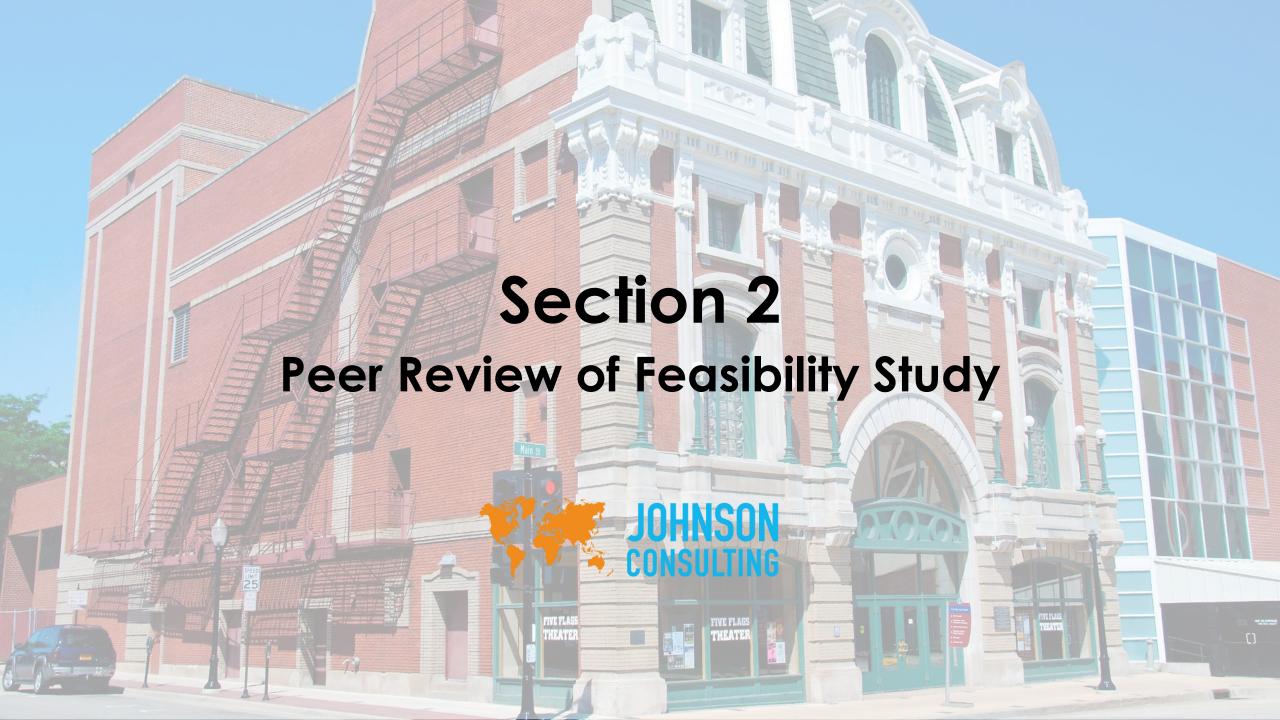
Five Flags Civic Center - Dubuque, IA Existing Event Spaces

Facility	Capacity (Persons)/ Size (SF)
Arena Seating Capacity (Max.) Floor Area (SF)	4,000 24,500
Theater Seating Capacity	711
Other Event Space Black Box/ Bijou Theater Meeting Rooms	1,700 1,950

Source: FFCC







Peer Review of Feasibility Study

central business district cores are often significantly higher than that presently exist in Dubuque's downtown.

Summary

The 2018 Assessment and Study Regarding the Future of the Five Flags Civic Center prepared by CSL is, in our opinion, a thorough analysis that establishes the challenges faced by the outdated, ageing facility, despite competent and creative management, and identifies the market opportunity for an improved venue. The study outlines the rationale for the highest and best use recommendations and presents various conclusions. Johnson Consulting's independent assessment of the accuracy of these findings, recommendations and justifications is presented below.

Peer Review of Recommendations included in 2018 Assessment and Study Regarding the Future of the Five Flags Civic Center

Assessment of Overall Recommendations

Rationale for Highest & Best Use Recommendations to Maintain FFCC*	CHJC Comments
1 Market demand exists for a multipurpose entertainment/spectator arena in Dubuque.	Current venue is not an "arena" by standard industry definitions. A new product will redefin what residents know as an arena.
There are important efficiencies involved with the co-location and co-management of the Theater and the Arena at the current FFCC site.	Same principle applies to the Grand River Center.
The FFCC's current location in the core of downtown central business district is the ideal location in Dubuque for such a facility.	Agree.
Under a scenario where the FFCC Arena is demolished and no replacement facility is developed elsewhere in the community, the Dubuque market would lose many, if not the majority, of the events hosted at the FFCC, and the associated economic activity generated in the downtown and throughout the community by their attendees.	The theater would still work independently, but the efficiencies would not be maximized, no would the synergies be exploited. There is also cross-subsidization that comes from the complex as a whole, which would be missed.
In cities larger than Dubuque, property values and demand for developable land parcels located in downtown	Dubuque has excellent "bones" as a downtown. However, the ecosystem is fragile and more

demand generators are needed to increase the energy needed to keep CBDs vitalized.

^{*} Source: June 2018 FFCC study by CSL, Page 59 Johnson Consulting



Peer Review of Feasibility Study

Assessment of Conclusions

Peer Review of Recommendations included in 2018 Assessment and Study Regarding the Future of the Five Flags Civic Center

Cor	nclusions to Market Analysis**	CHJC Comments
1	Market support exists for both Arena and Theater components.	Agree.
2	Local quality of life and economic activity would be negatively impacted without a venue serving these roles.	The inverse is true as well - continuing investment is needed to keep momentum and this project is on the list of key initiatives, as it should be.
3	The FFCC Theater is an historic asset that should be protected.	The theater needs capital investment and the arena provides a vehicle to enhance the theater by opening up and providing shared lobby and other spaces that are insufficiently provided today.
4	The FFCC's current location is ideal for an entertainment/sports/arts complex.	Perhaps other locations in downtown would work, but this site has evolved around this function and other site areas would have to emerge to provide the same setting.
5	Significant upgrades to the FFCC Arena product are needed to better compete for and serve spectator and entertainment event segments.	This comment is understated - the current product is abysmal and its role has been reduced due to the Grand River Center. A large, seated venue, like a traditional arena as proposed is appropriate. It is a different product than exists at the Civic Center today.
6	The FFCC Arena has exceeded its practical life.	Agree.
7	The FFCC Arena physical product and functionality is industry substandard.	Agree.
8	Investment in FFCC enhancements or redevelopment would be expected to drive new activity and positive impacts.	The current arena venue is not competitive nor can it attract most of the types of events that use a traditional arena.
9	The highest-and-best-use of the FFCC asset (building and land) is a multipurpose civic/entertainment/arts complex.	This is a directional project; Market demand exists and a new arena seems consistent with other messaging from Dubuque - great reputation for making good decisions and building high-quality amenities in its greater downtown and waterfront core.

^{**} Source: June 2018 FFCC study by CSL, Page 60 Johnson Consulting



Demand Verification

Peer Review of Recommended Scenarios

	Peer Review of Program Recommendations 2018 Assessment and Study & 2019 Update Regarding the Future of the Five Flags Civic Center							
Scenario	Description	Program	Capital Budget	CSL Analysis (Stabilized Year)	CHJC Comments			
# 1	Status Quo (minimum deferred maintenance and capex)	Arena Max. Capacity: 4,000 Theater Max. Capacity: 711	\$4.7 M	Highest operating deficit (\$856K); Minimal investment to keep Civic Center safe and operational based on current standards; Lowest economic impact (\$3.3M) and job creation (49).	Limited opportunity to attract additional events will inhibit revenue growth; Competitive position of Center will continue to erode despite efforts of Management; Agree that Scenario #1 should not be a contemplated option for the future of the Civic Center.			
# 2	Limited Renovation (no expansion to footprint)	Arena Max. Capacity: 4,000 Theater Max. Capacity: 711	\$18.6 M	Slightly lower operating deficit than Scenario 1 (\$811K); Slightly improved economic impact (\$4.2M) and job creation (63).	The relative cost/ benefit of this option suggests that Scenario #2 should not be a contemplated option for the future of the Civic Center, particularly given the minimal impact on the operating deficit.			
#3	Renovation with Expanded Arena	Arena Max. Capacity: 4,788 5 Private Suites Theater Max. Capacity: 711	\$67.6 M	Somewhat improved operating deficit (\$756K*); Significantly improved economic impact (\$7.2M) and job creation (106).	Agree that functional issues limit the ability of Scenario 3, as proposed, to create operational efficiencies that would allow the Civic Center to accommodate more, larger events and yield higher revenues. As such, Scenario #3 should not be a contemplated option for the future of the Civic Center.			
# 4	Renovation with Fully Redeveloped Arena	Arena Max. Capacity: 6,398 12 Private Suites Theater Max. Capacity: 711	\$82.8 M	Lowest operating deficit (\$314K); Greatest economic impact (\$8.8M) and job creation (130).	Scenario #4 is the best option for the Civic Center from a physical design standpoint, however the need to address concerns regarding cost led to creative solutions, as described in Scenario 4 Hybrid.			
# 4 Hybrid	Renovation with Fully Redeveloped Arena	Arena Max. Capacity: 6,468 12 Private Suites Theater Max. Capacity: 711	\$75.1 M	Significantly improved operating deficit (346K); Significantly higher economic impact (\$8.4M) and job creation (124).	Agree that Scenario 4 Hybrid may yield a slightly higher operating deficit than Scenario #4, however the reduced capital budget is a reasonable trade-off; Mechanisms that may reduce the deficit further include creative funding strategies, ticket fees, and others as described in this report.			

Source: June 2018 FFCC study by CSL, 2019 FFCC study update by CSL, Johnson Consulting





Demand Verification

Prior Demand Projections

The 2019 updated study prepared by CSL projected that under Scenario 4 Hybrid an improved Five Flags Civic Center would attract, in a stabilized year, 227 events, totaling 329 event days and 532 utilization days, which include move-in/ move-out days. These events were projected to attract 286,540

This represented a significant improvement over 2017 reported demand, which totaled 103 events, 170 event days and 93,3344 attendees, reflecting the proposed improvements to the Five Flags Civic Center. Johnson Consulting reviewed demand data for 2018 thru 2021, which was consistent with historic data (excluding the impact of the ongoing pandemic).

Overall, the projections prepared by CSL are generally in line with competitive and comparable venues and consistent with our expectations for the venue based upon the proposed improvements. An arena in a good market of this size should achieve over 200 events and serve between 200,000 to 300,000 people annually. Having said that, it is our opinion that the CSL report understated 2 key factors:

- 1. The destination appeal of Dubuque.
- 2. The super-regional effect that Management of the Five Flags Civic Center has already been able to cultivate without improved facilities. This is reflected in the proportion of out-of-town visitors to the venue (i.e. visitors who do not reside in the Dubuque area).

Scenario 4 Hybrid - Demand Projections (Stabilized Year) Five Flags Civic Center - Dubuque, IA

Event Type	Events (#)	Event Days (#)	Utilization Days (#)	Attendance (Persons)
Community/ Religious	8	8	12	18,400
Concerts	20	22	23	50,909
Convention/ Trade Show	6	9	18	9,000
Family/ Ice Shows	12	14	17	20,983
Meetings/ Banquets	50	50	75	12,500
Non-Tenant Performance	20	47	53	13,404
Public/ Consumer Show	5	8	13	8,438
Sporting Events	55	67	83	69,180
Tenant Performance	26	96	202	32,458
Other	25	8	36	51,269
Total	227	329	532	286,540
Total 2017 (Actual)	103	170	261	93,344

Source: 2018 and 2019 FFCC study by CSL

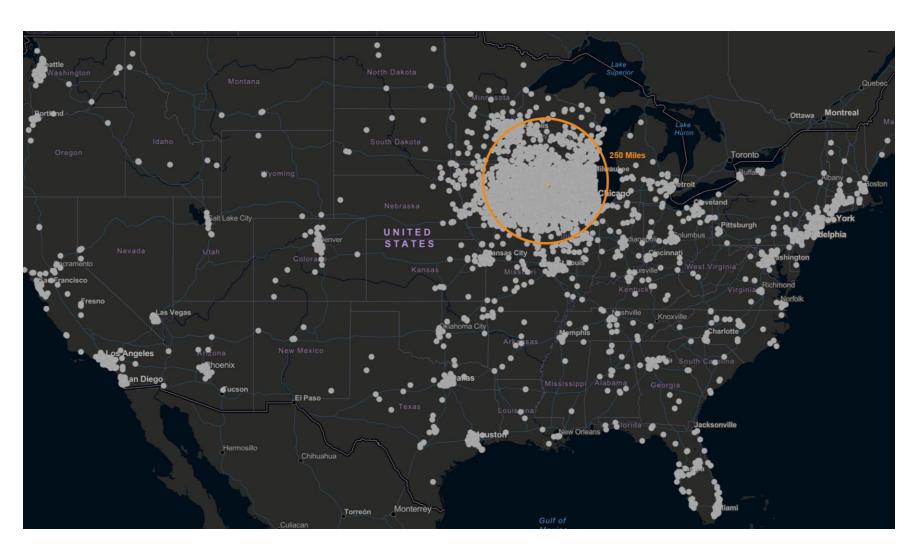
These 2 factors, while only having a nominal impact on total events and attendance levels, have important implications for the economic and fiscal impact of the Five Flags Civic Center as they directly correlate to the number of overnight stays that result from events and activities occurring at the venue.

Demand Verification

Existing Demand Base

The Five Flags Civic Center has a significant regional draw. Based upon the data provided by Management of the Civic Center, approximately 42 percent of all ticket sales come from outside a 60-mile radius of the venue and 47 percent of tickets for large, major events (that can be accommodated in the arena) are purchased from outside of a 60-mile radius. This is extraordinary and since multiple states are involved many of these dollars from ticket sales come from adjacent states and are effectively being imported into Iowa and Dubuque.

The map to the right shows ticket sales by zip code for all events over the lifetime of the data source, as maintained by Management. As shown, the Five Flags Civic Center consistently attracts visitors from within an even larger, 250-mile radius that extends east to Chicago, IL, west to Des Moines, IA and north to Minneapolis, MN. The map also highlights an impressive national draw, particularly given the current capacity limits of the venue.





Definitions

Operations of the Civic Center generate ongoing, annual economic and fiscal impacts to the local and regional economies. Under each alternative scenario, initial transactions occurring within the venue 'ripple out' and generate indirect spending, induced spending, increased earnings, and employment, as well as various tax revenues for the local economy.

Economic impact is defined as incremental new spending in an economy that is the direct result of certain activities, facilities, or events. The levels of impacts are described as follows:

- **Direct Spending** is an expression of the spending that occurs as a direct result of the events and activities that occur in the subject facility. For example, an event attendee's expenditures on hotel rooms, shopping, and meals are direct spending.
- Indirect Spending consists of re-spending of the initial or direct expenditures, or, the supply of goods and services resulting from the initial direct spending in the subject facility. For example, a hotel guest's direct expenditure on a restaurant meal causes the restaurant to purchase food and other items from suppliers. The portion of these restaurant purchases that are within the local, regional, or state economies is counted as an indirect spending.
- **Induced Spending** represent changes in local consumption due to the personal spending by employees whose incomes are affected by direct and indirect spending. For example, a waiter at the restaurant may have more personal income as a result of the hotel guest's visit. The amount of the increased income the waiter spends in the local economy is called an induced spending.
- Total Spending is the sum of direct spending, indirect spending, and induced spending.
- Increased Earnings measures increased employee and worker compensation related to the project being analyzed. This figure represents increased payroll expenditures, including benefits paid to workers locally. It also expresses how the employees of local businesses share in the increased outputs.
- **Employment** measures the number of jobs supported in the study area related to the spending generated as a result of the events occurring in the multi-purpose center. Employment impact is stated in a number of full-time equivalent jobs.

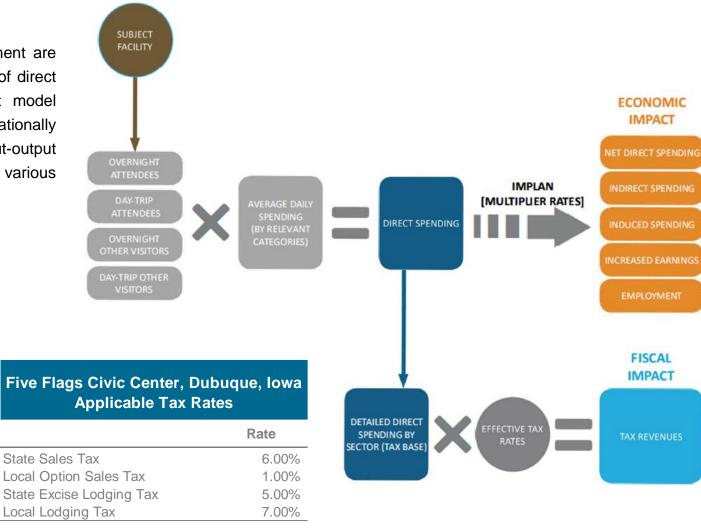
Definitions

Indirect spending, induced spending, increased earnings, and employment are estimated using a set of multiplier rates that are applied to the amount of direct spending. These figures are derived from an IMPLAN input-output model specifically purchased from IMPLAN Group, LLC. IMPLAN is a nationally recognized model commonly used to estimate economic impacts. An input-output model analyzes the commodities and income that normally flow through various sectors of the economy.

Five Flags Civic Center, Dubuque, Iowa Economic Impact Multilpiers							
Impact	Multiplier	Base					
Indirect Spending	0.289	of direct spending					
Induced Spending	0.210	of direct spending					
Increased Earnings	0.260	of direct spending					
Increased Employment	10.000	per \$1 million of direct spending					

Source: IMPLAN, Johnson Consulting

<u>Fiscal impact</u> analysis measures the estimated tax revenues resulting from direct spending on certain activities, facilities, or events. For this analysis, fiscal impact estimates focus on major categories of tax revenues that are directly affected by a visitor's activity —general sales and use tax, food and beverage tax, and hotel/ motel tax.



Source: Johnson Consulting

Methodology

It is noted that the 2018 study prepared by CSL included a high-level assessment of the economic and fiscal impact of the Five Flags Civic Center that did not account for local demand. While this "net new" calculation is important, it understates the benefit of improvements to the local community. As such, the following analysis contemplates both local and non-local visitation to an improved venue consistent with Scenario 4 Hybrid.

Visitation

Visitation to the Five Flags Civic Center is measured in terms of person-days (whereby 1 person attending a 3-day event is counted as 3 person-days) and including event attendees as well as other visitors to the venue, such as performers, production team staff, etc. As shown, pursuant with Scenario 4 Hybrid, total visitation will equate to 408,932 person-days in a stabilized year of operation, assumed to be Year 5 of operation of the improved venue. Of these, 390,404 person-days (95.5 percent) are projected to be from attendees/ patrons, and the balance (18,528 person-days or 4.5 percent) are projected to be from non-attendees/ patrons, such as performers, production staff, exhibitors and other visitors to the venue.

As it relates to person-days generated by attendees/ patrons, Johnson Consulting agrees with the projections included in the 2019 study prepared by CSL for Scenario 4 Hybrid. Utilizing these projections provides a standard basis of information as improvements to the Five Flags Civic Center are further contemplated. It is however noted that the CSL study did not include any non-attendee visitor projections, and although this figure is relatively small in comparison to attendee/ patron person-days, excluding it effectively understated total visitation to an improved Five Flags Civic Center.S

Scenario 4 Hybrid - Person Days (Stabilized Year) Five Flags Civic Center - Dubuque, IA

Event Type	Attendee	Additional	Total Person
Event Type	Days	Days*	Days
Community/ Religious	18,400	120	18,520
Concerts	56,000	920	56,920
Convention/ Trade Show	13,500	2,205	15,705
Family/ Ice Shows	24,480	680	25,160
Meetings/ Banquets	12,500	375	12,875
Non-Tenant Performance	31,500	2,120	33,620
Public/ Consumer Show	13,500	1,593	15,093
Sporting Events	84,274	2,075	86,349
Tenant Performance	119,844	8,080	127,924
Other	16,406	360	16,766
Total	390,404	18,528	408,932
15-Year Total	5,856,060	277,913	6,133,973
2019 Projections (CSL)	390,404	0	390,404
15-Year Total	5,856,060	0	5,856,060

^{*} Performers, Production Staff, Exhibitors and Other Visitors Source: 2019 FFCC study by CSL, Johnson Consulting



Local Visitors

Local residents will account for 217,611 person-days in a stabilized tear of operation (Year 5). This includes event attendees/ patrons and others such as performers, production team staff, exhibitors, and others.

Out-of-Town/ Non-Local Visitors

Person-days generated by visitors from out-of-town will equate to 191,320 person-days in a stabilized year of operation (Year 5). Similarly to local visitors, this includes event attendees/ patrons and other visitors such as performers, production team staff, exhibitors, and others.

Room Night Generation

Out-of-town visitors will generate an estimated demand for 25,542 room nights in a stabilized year of operation (Year 5).

It is noted that the 2019 study prepared by CSL placed an emphasis on local visitation to the Five Flags Civic Center and, in our opinion, understated the regional draw of Dubuque and current efforts of Management of the venue to create a regional effect. This is reflected in increased non-local visitation and associated room night generation in Johnson Consulting's independent projections, pursuant to Scenario 4 Hybrid.

Scenario 4 Hybrid - Local and Non-Local Person Days* (Stabilized Year)
Five Flags Civic Center - Dubuque, IA

	Local		Non-L	Room	
Event Type	%	#	%	#	Nights
Community/ Religious	80%	14,816	20%	3,704	748
Concerts	20%	11,384	80%	45,536	7,088
Convention/ Trade Show	30%	4,712	70%	10,994	3,922
Family/ Ice Shows	20%	5,032	80%	20,128	1,579
Meetings/ Banquets	80%	10,300	20%	2,575	538
Non-Tenant Performance	20%	6,724	80%	26,896	4,629
Public/ Consumer Show	40%	6,037	60%	9,056	802
Sporting Events	20%	17,270	80%	69,079	5,326
Tenant Performance	100%	127,924	0%	0	0
Other	80%	13,413	20%	3,353	911
Total		217,611		191,320	25,542
2019 Projections (CSL)		300,024		90,380	13,156

^{*} Includes Attendees/ Patrons and Other Visitors (Performers, Production Staff, Exhibitors and Other Visitors, etc.)

Source: 2019 FFCC study by CSL, Johnson Consulting



^{**} Visitors who do not reside in the Dubuque metro area

Estimated Impact

Reflecting the calculations, assumptions and multipliers described above, visitors to the improved Five Flags Civic Center, per Scenario 4 Hybrid, are projected to generate \$16.4M in total spending and \$2.9M in increased earnings, and supports a minimum of 100 full-time equivalent (FTE) jobs annually in Year 1, which is assumed to be the first full year of operation of the event venue. Upon stabilization (Year 5), visitors to Five Flags Civic Center are estimated to generate \$21.2M in total spending and \$3.7M million in increased earnings, and support 141 FTE jobs annually.

Beyond the venue itself, there will be direct spending on lodging, food and incidentals and car rental at local businesses, as quantified in the table to the right. These establishments will report increased earnings which will support business expansion and employment growth, among other positive impacts.

The fiscal impact of the Five Flags Civic Center is projected to total close to \$1.1M in tax revenues from sales, food and beverage and hotel taxes in Year 1, and stabilizing at \$1.3M in tax revenues in Year 5.

Five Flags Civic Center, Dubuque, Iowa Scenario 4 Hybrid - Renovation w/ a Fully Redeveloped Arena Estimated Spending and Impact (Inflated \$000)											
	Rate/ Assumption	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Activity Volume											
1 Attendance Person-Days		200,338	221,888	243,439	264,990	286,540	286,540	286,540	286,540	286,540	286,540
2 Attendees		273,008	302,357	331,706	361,055	390,404	390.404	390.404	390.404	390.404	390.404
3 Exhibitors and Other Visitors		13,940	15,087	16,234	17,381	18,528	18,528	18,528	18,528	18,528	18,528
4 Total		286,948	317,444	347,940	378,436	408,932	408,932	408,932	408,932	408,932	408,932
5 Room Nights		26,062	25,932	25,802	25,672	25,542	25,542	25,542	25,542	25,542	25,542
Sales Volume (\$000)		,	,		,	,	,	,	,	,	,- :_
6 Spending at Event Venue		\$1,081	\$1,249	\$1,417	\$1,585	\$1,753	\$1,983	\$2,033	\$2,083	\$2,135	\$2,189
Additional Spending	Average Spending							. ,			
7 On Lodging	\$96.00 (a)	\$2,502	\$2,552	\$2,602	\$2,654	\$2,452	\$2,774	\$2,844	\$2,915	\$2,988	\$3,062
On Food and Incidentals											
8 by Attendees	\$20.00 (b)	\$5,460	\$6,198	\$6,970	\$7,776	\$7,808	\$8,834	\$9,055	\$9,281	\$9,513	\$9,751
9 by Exhibitors and Other Visitors	\$50.00 (c)	697	773	853	936	926	1,048	1,074	1,101	1,129	1,157
10 On Car Rental	\$46.86 (d)	1,221	1,246	1,270	1,295	1,197	1,354	1,388	1,423	1,458	1,495
11 Subtotal Additional Spending		\$9,880	\$10,769	\$11,695	\$12,662	\$12,383	\$14,011	\$14,361	\$14,720	\$15,088	\$15,465
12 Total		\$10,962	\$12,018	\$13,112	\$14,246	\$14,136	\$15,994	\$16,393	\$16,803	\$17,223	\$17,654
Economic Impact (\$000)		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
13 Direct Spending	<u>Multipliers</u>	\$10,962	\$12,018	\$13,112	\$14,246	\$14,136	\$15,994	\$16,393	\$16,803	\$17,223	\$17,654
14 Indirect Spending	0.289	3,168	3,474	3,790	4,118	4,086	4,623	4,739	4,857	4,978	5,103
15 Induced Spending	0.210	2,307	2,529	2,759	2,998	2,975	3,366	3,450	3,536	3,624	3,715
16 Total Spending		\$16,437	\$18,021	\$19,662	\$21,362	\$21,197	\$23,982	\$24,582	\$25,196	\$25,826	\$26,472
17 Increased Earnings	0.260	\$2,853	\$3,128	\$3,413	\$3,708	\$3,679	\$4,163	\$4,267	\$4,374	\$4,483	\$4,595
18 Increased Employment	10.000	110	117	125	132	141	141	141	141	141	141
Fiscal Impact (\$000)		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Tax Revenues	Tax Rate										
19 State Sales Tax	6.00%	\$658	\$721	\$787	\$855	\$848	\$960	\$984	\$1,008	\$1,033	\$1,059
20 Local Option Sales Tax	1.00%	110	120	131	142	141	160	164	168	172	177
21 State Excise Lodging Tax	5.00%	125	128	130	133	123	139	142	146	149	153
22 Local Lodging Tax	7.00%	175	179	182	186	172	194	199	204	209	214
23 Total Tax Revenues		\$1,068	\$1,147	\$1,230	\$1,316	\$1,284	\$1,452	\$1,489	\$1,526	\$1,564	\$1,603

Notes:

- a) From GSA Per Diem, Standard Rate for Iowa
- b) Assuming an average spend of \$20 on meals and incidentals ON TOP OF what they may have spent already at the venue.
- c) Assuming an average spend of \$50 on meals and incidentals (or \$30 higher than that of an attendee's) ON TOP OF what they may have spent already at the venue.
- d) Derived from Corporate Travel Index for Des Moines, IA per Business Travel News. Only applied to overnight visitors who stay in hotels (represented approx. by number of roomnights).
- e) Assuming that room revenues are sales-taxed at 6 percent as well.

Source: Johnson Consulting

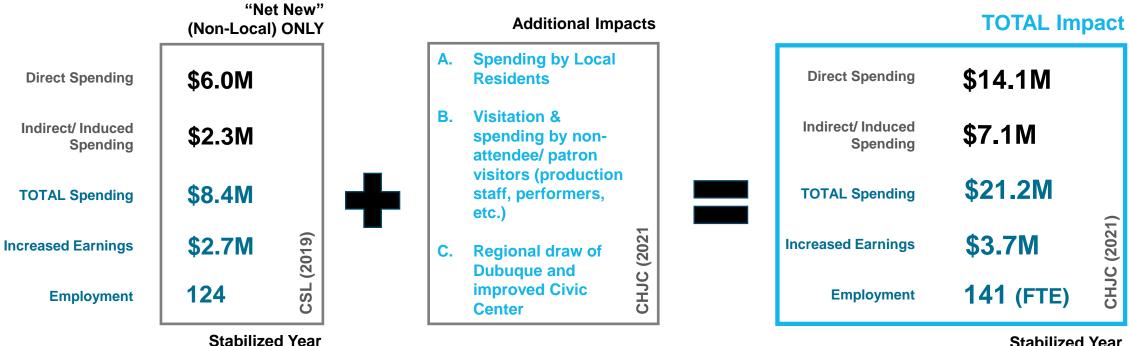


Comparison of Economic Impact of Scenario 4 Hybrid (Stabilized Year)

As noted above, it is our opinion that the CSL report understated 2 key factors:

- 1. The destination appeal of Dubuque.
- 2. The super-regional effect that Management of the Five Flags Civic Center has already been able to cultivate without improved facilities. This is reflected in the proportion of out-of-town visitors to the venue (i.e. visitors who do not reside in the Dubuque area).

The graphic below highlights the variance in the estimated economic impact of an improved venue, consistent with Scenario 4 Hybrid, when local and non-attendee visitation is accounted for, in a stabilized year of operation, highlighting an impact that is almost 3-fold.





Introduction

In North America, multi-purpose event center, arena and theater improvements and expansions, as well as new construction, are typically financed with public debt, which is repaid over a 20- to 30-year period. This is because, non-tenant arenas may break even operationally, but never cover debt service. Grants and benefactor support is also commonplace. Sources of funds used to repay the debt are usually tax revenues and are often those generated from activities or businesses that are most likely to use, or otherwise benefit from, the facility. Hotel room occupancy taxes, special taxes on retail and restaurants, sales taxes, car rental fees, parking taxes, airport access fees, and adjacent real estate taxes and profits are most often the revenue sources used to repay debt service. These tax sources are frequently used to finance the ongoing operating, capital improvements and marketing needs of the facility.

Funding strategies are local, but they must be developed within the guardrails set up by state enabling legislation. Creativity, maximizing revenue, philanthropy and corporate support, as well as legislative changes to make things work in <u>your market particularly</u>, are the key ingredients for arena and theater funding. In today's market, people are looking for experiences. Arenas and theaters create opportunities for experiences. Accessing various types of partners not only opens up avenues for funding, but adds interesting and creative collateral to development projects that can also serve to animate the area around the venue.

Financing Mechanisms

There are three typical financing tools used to fund public assembly facilities:

- 1. PAY-AS-YOU-GO FINANCING: Projects that are relatively small or that are financed in municipalities with rapidly growing tax bases are sometimes paid for directly out of appropriated funds each year. However, most facilities are financed with long-term debt so that payment of capital costs corresponds to the period over which the facility is used, and its economic benefits are realized.
- 2. GENERAL OBLIGATION BOND FINANCING: Long-term bonding using the general obligation of the City, County and/ or State, Port Authorities, and College institutions, etc. either directly as part of a capital outlay program or as guaranteed debt of an authority that would provide strong credit and relatively low borrowing costs for the project. General obligation bonding is typically reserved for projects perceived to benefit the population as a whole, such as educational, environmental, economic development, transportation, or correctional facilities.

3. REVENUE BOND FINANCING: Revenue bonds are another source of finance that can be used to build, own, and operate utilities, airports, transportation systems, and public purpose facilities that have no power to tax. They derive their revenues from user fees and other sources, and must finance general and capital expenditures out of these receipts and whatever amount they are permitted to borrow, which can be tailored to fit the specific requirements of the involved local and state governments.

Taxing Mechanisms

- 1. SALES TAXES: Sales tax provides strong credit structures because they are relatively predictable and tend to track with inflation and economic growth. A general sales tax increase, or expansion of the base, can provide a strong incremental revenue stream. However, these taxes are often difficult to implement because they primarily tax local residents and require referendum and/ or State legislative approval. There are examples of municipalities using a general sales tax, over a fixed period, to finance major capital projects. The quick-pay method enables municipalities to generate the necessary revenue over a short period of time. There is a local option sales tax in lowa and that has been enacted in Dubuque. Some growth or increment could be considered once law regulations are reviewed.
- 2. HOTEL OCCUPANCY TAX: Hotel taxes have the major advantage of primarily taxing out-of-town visitors, rather than local residents. A number of facilities throughout the U.S. have had their debt service paid fully, or in part, by dedicated hotel tax revenues. The maximum allowable hotel tax rate in lowa is at 7 percent and Dubuque is already at that level.
- 3. TAX INCREMENT FINANCING (TIF): TIFs are based on the incremental tax value of ancillary economic development projects that are triggered by a major new facility. The tax base of a defined TIF district is frozen and any increases in the future tax base are used to repay TIF bonds. The Civic Center is located within a TIF but it is understood that funds have not been granted to entertainment uses previously. This may be, in part, because such property tax TIFs are not powerful enough to fund projects of this scale, unless it is a very large district all of downtown perhaps. A special zone with increased sales, hotel and meals taxes could be used on an increment or new revenue basis.
- 4. MEALS TAXES: Meals taxes have been used throughout the U.S. to support the costs of developing, and renovating, public assembly facilities and to fund related infrastructure, such as parking decks. This is a natural extension of the concept of lodging taxes, as the second highest spend occurs on food service. Meals taxes are directed towards beneficiaries of the project and to some extent, non-residents. Meals taxes can also generate substantial revenue to support operations of a facility. Meals taxes are not legally authorized in the State of Iowa.

- 5. **DEVELOPMENT FEES/ LAND LEASE INCOME**: Fees for the right to develop projects near a public assembly facility can assist in funding. These so-called linkage fees have been imposed in locations where land adjacent to a public assembly facility is at a premium, typically on hotels, parking decks, retail stores, residential, and other uses that can benefit from their proximity to the facility. Such fees generally do not produce significant revenue and are typically not a creditworthy source for debt financing because of their speculative nature.
- 6. OTHER SOURCES: Other common sources of partial funding include general fund support, car rental taxes, taxi airport access fees, and parking taxes.

Case Study Examples

By way of example, funding strategies used to develop two prominent regional arena facilities are summarized as follows:

- Wells Fargo Arena Des Moines, IA: The approximately 17,000-seat arena, which opened in 2005 at a total cost of \$91.7M, was funded entirely using public sources. When combined with construction of Hy-Vee Hall and renovations to the Veterans Memorial Auditorium, the \$217M lowa Events Center project was the largest publicly-funded building project in the State's history. The majority of project funding was from \$153M in general obligation bonds issued by Polk County, of which \$19.5M was backed by naming rights and other private contributions, \$7.5M from the City of Des Moines, \$1.3M from the City of West Des Moines, \$2.5M combined from the 12 other municipalities in Polk County, and the balance from general Polk County funds. Other revenue sources included a \$53.3M grant from the Vision lowa program and \$10.4M from sales tax reimbursements and utilities rebates.
- Xtream Arena Coralville, IA: The 5,100-seat arena, which opened in September 2020 at an estimated cost of \$50M, anchoring a broader \$190M development, was funded by several sources including \$12M from the Iowa Economic Development Authority, \$4.8M in new market tax credits, and \$200,000 from the Johnson County Board of Supervisors and the University of Iowa. ArenaCo., which is the non-profit corporation established to build, own and operate the Arena, set a pre-development target of \$13M in naming rights deals and \$3M in philanthropic contributions. The model used for this project, which integrates University use, health performance and multiple other uses, was apropos for the Coralville market at the time. While the college scene and real estate markets are different in Dubuque, similar mixed use development principles are encouraged to help vitalize the area anchored by the Five Flags Civic Center. Further, the funding strategy used for the Xtream Arena illustrates the value of utilizing a combination of investments by partners University, City, County and the private sector.

The Five Flags Civic Center is an important anchor of Dubuque's downtown core and should be treated as such. Other destinations have recognized the intrinsic value of arenas, theaters and similar public assembly facilities as drivers of economic, cultural and entertainment activities by defining districts around the venues and establishing or enacting dedicated funding sources to support capital improvements and ongoing operations. Nationally, several examples are summarized as follows:

• Nashville Convention Center – Nashville, TN: Exemplifies how districts can be formed to fund projects. The logic is that for certain taxes, a boundary is formed, and an "increment" of taxes is collected. The Downtown Nashville Tourism Development Zone (TDZ) is defined as a 1,700-acre (26.5-square mile) zone created by the State of Tennessee that uses TIF to leverage funds for municipal improvement projects at the State and City level. The TIF mechanism is very powerful as it is based upon increment sales taxes rather than the more typical property taxes. Taxes collected from the TDZ strengthen the cultural destinations of the City and help spur private development.

The Tennessee Code Annotated § 7-88-103 (2008) was enacted to assist in the increase of tourism and economic development in the State through a tax-based financing mechanism. The financing can be used to pay for government backed bonds that can be used to fund the cost of construction of a tourism related project. The debt service or payment required to repay the bonds is covered, in a portion, through the incremental taxes that are generated from the visitors/tourists visiting the District. An increase in tourism in the TDZ from the convention center has increased the demand for hotels, retail, entertainment, and other businesses to cater to visitors/tourists. Since creation of the TDZ, room tax collections have exceeded \$20 million over prior years because creation of this zone has stimulated a boom in hotel construction in the TDZ.

The incremental taxes are calculated based on a comparison of the growth rate of sales and uses taxes in Davidson County to that of the TDZ. For example, if in one fiscal year the Davidson County's sales and use taxes grew at 3 percent and the TDZ taxes grew at 8 percent, the difference or increment of 5 percent would be quantified and allocated to cover a portion of the debt service payments for the convention center. Hotels developed next to the convention center have a separate right to keep sales and room tax for their development, like with the TIF law in the Virgin Islands.

• Oklahoma MAPS Program: An alternative approach to Vision lowa is creating funding districts that rely on local option sales taxes, limited to certain investments that the voters agree upon. MAPS (Metropolitan Area Projects Plan) is a multi-year, municipal capital improvement program, consisting of a number of projects, originally conceived in the 1990s in Oklahoma City. A MAPS program features several interrelated and defined capital projects, funded by a temporary sales tax (allowing projects to be paid for in cash, without incurring debt), administered by a separate dedicated city staff funded by the sales tax, and supervised by a volunteer citizens oversight committee.

In some ways, a MAPS program is similar to a Local Option Sales Tax. However, taxes collected by a MAPS program do not go to a city's general fund, but are instead deposited into a trust dedicated to the specific projects identified in the taxes' enabling ordinance. Additionally, MAPS programs are only indirectly controlled by a city's elected governance body; a citizens oversight committee provides direct oversight, which is also established by the enabling ordinance.

Since the late 1990s, there have been 3 MAPS programs in Oklahoma, totaling close to \$2.0B. The most recent program (MAPS 3) totaled \$777 million generated from a one-cent sales tax initiative that began in April 2010 and ended in December 2017. Through a series of public meetings, 8 projects were eventually selected to be included in MAPS 3:

- New Downtown Convention Center,
- New Downtown Public Park 70 acres, including festival areas,
- New Modern Streetcar/ Transit system and an inter-modal transit hub,
- New Senior Health and Wellness Centers; multiple structures in various parts of the city designed to encourage healthy lifestyles and serve as a gathering place for active seniors,
- Improvements to the Oklahoma River including a whitewater training facility and various upgrades to the world-class rowing racecourse,
- Improvements to the Oklahoma State Fair Grounds including replacing public event buildings,
- Expansion of Trails system that interconnects the city's major parks for walking and biking, and
- Expansion of neighborhood sidewalks to create a more walkable community.

• Metropolitan Pier and Exposition Authority (MPEA) District: The purpose of this example is to illustrate how geographical boundaries can be established for certain taxes. The Metropolitan Pier and Exposition Authority (MPEA) is a municipal corporation created by the Illinois General Assembly. Its Board of Directors is appointed by the Governor of Illinois and the Mayor of Chicago. MPEA owns McCormick Place, the largest convention center in North America, and seeks to promote and operate conventions, fairs and expositions in the Chicago area, in an effort to strengthen the local economy. Historic Navy Pier, the top-visited leisure and tourist destination in the Midwest is also owned by the MPEA, along with the Hyatt Regency McCormick Place, which is a Four Diamond AAA-rated hotel located on the McCormick Place campus.

The MPEA's operating budget is supported by revenue from its operations (primarily from Hyatt Regency Hotel McCormick Place, Navy Pier parking, rent and services income and food and beverage income). MPEA's capital budget depends on the issuance of revenue bonds secured by taxes (bed, car rental, restaurant and taxi) to pay existing bonds and new debt. The legislation supporting MPEA has a regional framework and is tied to sectors in the travel, hospitality, and tourism base of the economy. A summary of supporting taxes is shown in the table to the right.

Taxes Supporting MPEA									
Туре	Туре Тах								
Restaurant: Food, alcoholic beverages, and soft drinks consumed on or off premises	1% applied to retailers whose principal source of gross receipts is from sale of those categories for immediate consumption. Total restaurant tax is 11.5%.	Central business area, O'Hare Airport, and Midway Airport							
Hotel rooms	2.5% applies to all hotel rooms, excludes permanent residents	City of Chicago							
Rental cars	6% collected on gross recipts for cars rented outside Illinois, used in Cook County, and titled or registered by Illinois. Total car rental tax is 12%.	Cook County							
Airport Departure: Ground transportation service	\$2 per taxi; \$1 per passenger in bus or van; or flat fee of \$9/ \$18/ \$27 per bus or van depending on size.	O'Hare Airport and Midway Airport							
Surplus funds generated from Sports Authority Hotel Tax	Applies after \$5 million.	City of Chicago							
Source: Metropolitan Pier and Exposition Authority									

Observations

It is not uncommon for arenas, theaters and similar public assembly facilities to incur an operating deficit. This is true of even the largest, most successful venues, nationally. Funding strategies are needed to support operations in a fiscally responsible way in order to minimize required subsidies and when capital improvements are required, oftentimes separate funding sources are needed to be sought. The best strategy varies from location to location and is also influenced by the type of facility involved. The above case studies demonstrate the value of a diversified group of public and private partners – cities, counties, states, educational institutions and private investors. They also demonstrate the value of district programs that have been established in other states to support these types of venues. Further exploration of their applicability in lowa is warranted.

Funding Recommendations

As noted above, and particularly in smaller markets like Dubuque, it is common for arenas to not earn sufficient revenue to fund their capital costs. Before funding of capital improvements is even contemplated, it is crucially important to be sure that all that can be done operationally, is being taken into account to minimize any operating deficirs. Although a significant capital outlay will be required, the outcome of Scenario 4 Hybrid will be a reduction of the Five Flags Civic Center's operating deficit by approximately \$510,000.

Categories of direct revenue that can be earned by a venue but that are often underutilized include:

1. NAMING RIGHTS: Local corporations seek identity and name recognition. National corporations seek the same. For markets of this size, naming rights can approach a valuation of \$500,000 to \$1,000,000 per year but are often much lower – in the range of \$50,000 to \$100,000 per year. It just depends on the local corporation and if they view this as philanthropic or a hard business deal. Any naming rights deal would reduce the operating deficit and may also be used to back bonds, depending on the size of the deal.

	Naming Rights Deal		
	Model A	Model B	
Operating Income (Deficit)	(\$346K)	(\$346K)	
aming Rights Deal	\$50K	\$100K	2021)
Adjusted Operating Income (Deficit)	(\$296K)	(\$246K)	CHJC (2021)

- 2. TICKET SURCHARGE/ FEE: This is not a tax, but a fee added onto the face value of a ticket. There are several markets in lowar that impose these fees and they typically range between \$2.00 and \$4.00 per ticket:
 - Coralville Center for the Performing Arts: A \$2 per ticket facility fee supports the box office and other operations.
 - Des Moines Performing Arts (operates Des Moines Civic Center, Stoner Theater, Temple Theater, and Cowles Commons): All tickets, regardless of purchase location, include a restoration fee retained by Des Moines Performing Arts for general maintenance and upkeep of its venues.

(\$856K)	
\$75.1M	19)
(\$346K)	(2018/201
\$510K	CSL (2

Scenario #1

(Status Quo)

Capital Investment

Scenario #4 Hybrid

Improvement to

Operating Deficit

Tielest	Curabana
Hicket	Surcharge

	Model A	Model B	
Operating Income (Deficit)	(\$346K)	(\$346K)	
Surcharge/ Fee (per Ticket)	\$2.00	\$4.00	
Ticket Sales*	172K	172K	CHJC (2021)
Adjusted Operating Income (Deficit)	(\$2K)	\$342K	CHJC

^{*} Excludes events that are likely to be nonticketed (Community/ Religious, Meetings/ Banquets, Other)

Ticket fees can be captured and dedicated to operations, capital funding or for other purposes. A ticket fee of \$4.00 would result in a significant operating profit for the Five Flags Civic Center, under Scenario 4 Hybrid, of \$342,000, with all others factors being held constant.

If a naming rights deal was combined with a ticket fee at the Five Flags Civic Center the result would be a net operating income, pursuant to Scenario 4 Hybrid, ranging from \$47,800 per annum, assuming a \$50,000 naming rights deal and a \$2.00 ticket fee, to \$441,600 per annum, assuming a \$100,000 naming rights deal and a \$4.00 ticket fee.

3. **HISTORIC TAX CREDITS**: Due to the presence of the historic theater at the Five Flags Civic Center it may be able to leverage State and federal government special tax credit programs where investors buy federal and state credits to save historic buildings. In 2020, the State of Iowa awarded \$20.4M to 10 projects via the Historic Tax Credits project.

Scenario #4 Hybrid - Operating Funding Strate	gies (Stabilize	u reary
	Model A	Model B
Operating Income (Deficit) - Stabilized Year (CSL)	(\$346,001)	(\$346,001)
Naming Rights Deal	\$50,000	\$100,000
Revenue from Ticket Surcharge	\$343,828	\$687,656
Adjusted Operating Income (Deficit)	\$47,827	\$441,655

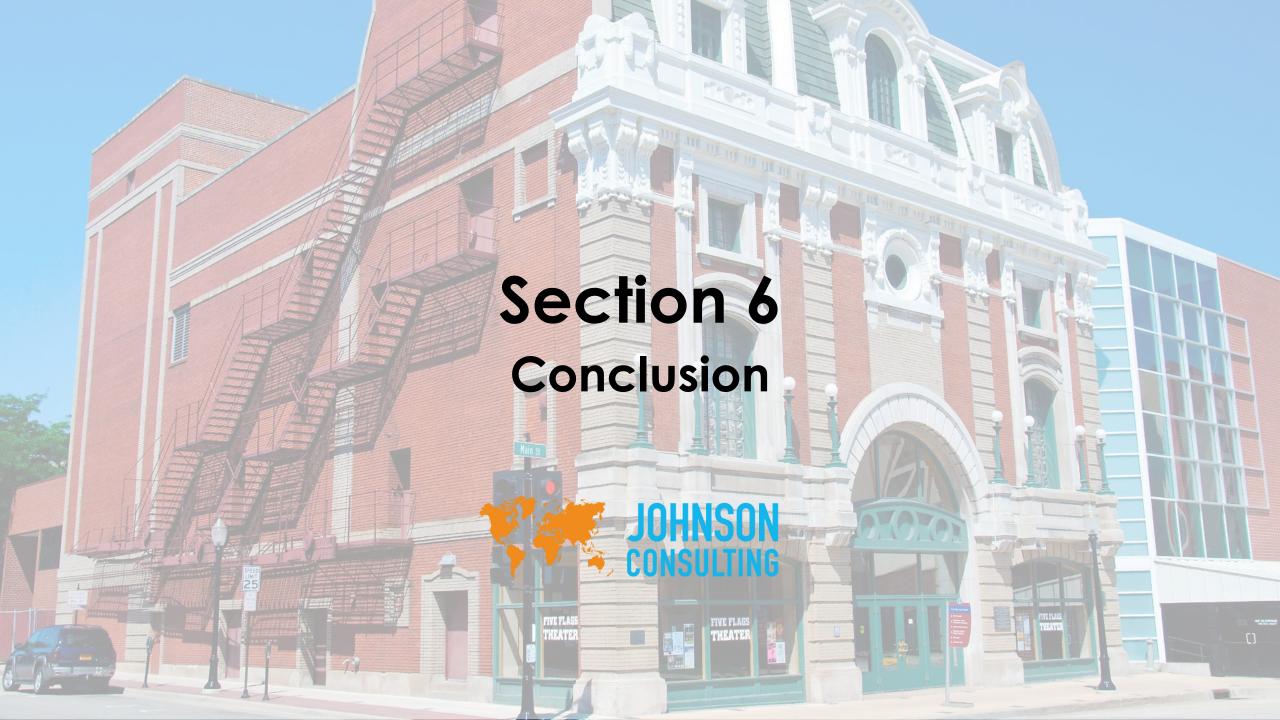
Source: 2018/2019 Studies by CSL, Johnson Consulting

- 4. **FEDERAL INVESTMENT**: Due to the ongoing pandemic, the public and governments have seen the value of having large venues in markets to serve as emergency hospitals, emergency command centers and for other purposes. The federal government has provided funding to many buildings around the country and more such investment is expected, especially as infrastructure bill dollars are released.
- 5. **HOTEL SURCHARGES**: ASM Global has created a relationship with two hotels, which provide rebates for events that generate room nights. This is great for operational revenue sources, although is not bondable.

Summary

At the Five Flags Civic Center in Dubuque, IA, the theater is a treasured asset, and its preservation should be linked to arena funding. In this manner, both assets can be renewed and enhanced. Linking the two amenities, as they have been in the past, will ensure that multiple audiences and patrons have the Center's best interests at heart. Operating economies will also be attained and naming rights and a ticket surcharge should be implemented at a minimum to support operations.

The funding required for improvements to the Five Flags Civic Center should be as broad as possible with funding from the State, County, City and adjacent communities. In the absence of a detailed capital stack analysis, it is apparent that the most logical sources of funding are State and local grants and investment, including Historic Tax Credits, sponsorships/ naming rights (this can be used to back bonds as well as support operations), Federal programs, some dedicated funding (line item in County and City budgets), and a portion of existing or new tax sources. Minimizing the burden on taxpayers is understood to be a key priority and can be achieved with thoughtful strategies.



Conclusion

Five Flags Civic Center: Economic & Fiscal Impact Analysis

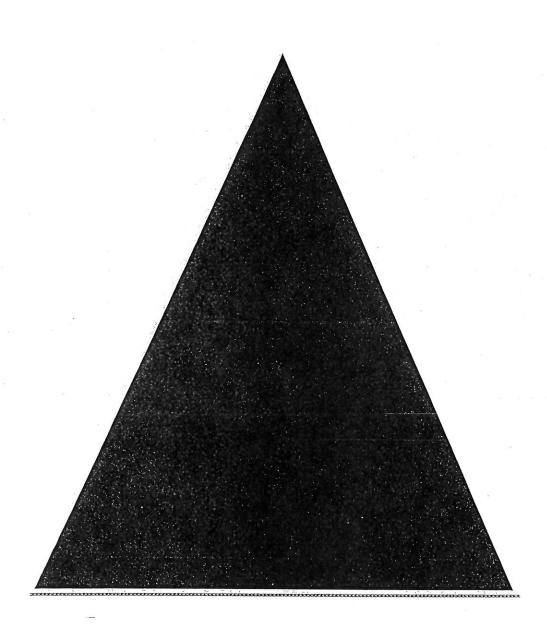
The Five Flags Civic Center has served millions of visitors to Dubuque's downtown core over the past several decades. Imagine if you will, the current arena being absent from the local marketplace and reflect on what this would mean to area hotels, restaurants and retail establishments - downtown Dubuque would be much less vital and attractive than it is today. Turn the tables on this vision and imagine attracting double to triple the patrons currently served at an enhanced arena and theater.

Johnson Consulting's independent analysis finds that the 2018 and 2019 studies prepared by CSL have provided good direction and guidance to the community and that the levels of demand as projected, are achievable. We do believe that the economic impacts were understated, and our more detailed estimates add supplemental spending from local residents that would leak to other markets if improvements to the Five Flags Civic Center are not made.

Pursuant to Scenario 4 Hybrid, upon stabilization (Year 5), visitors to Five Flags Civic Center are estimated to generate \$21.2M in total spending and \$3.7M million in increased earnings, and support 141 FTE jobs annually. Overall, this is almost 3-times the impact estimated in the 2018 and 2019 studies by CSL and more accurately reflects the impact of both local and non-local visitation to the Civic Center. The fiscal impact of the Five Flags Civic Center is projected to total close to \$1.1M in tax revenues from sales, food and beverage and hotel taxes in Year 1, and stabilizing at \$1.3M in tax revenues in Year 5.

As it relates to funding, the finance staff at the City of Dubuque were pioneers in the Vision lowa program and it is evident what has been accomplished. This project is of the scale of the Grand River Center and a funding strategy was developed for that project. We know that most markets the size of Dubuque have similar arenas, including Des Moines and Coralville. Given the finance tools that are available in lowa, these are the most relevant examples, but the corporate and philanthropic groups in Dubuque must be approached. This project has regional ramifications. Any funding plan should at least include the City of Dubuque and the County. Multiple jurisdictions funding projects has been accomplished. The Fox Valley in Wisconsin, for example, cobbled together 19 communities to fund a major indoor sports complex for the region. In Dubuque, the association with the theater opens the project up to people who do not necessarily support arenas. By illustrating what will happen at the theater, the result will bring two advocacy groups to the table, a situation that does not always exist when projects like this are seeking financing.

Local corporate and philanthropic groups will respond best to a high-quality project that means a lot to Dubuque. It is clear to us that downtown is important to both local residents and businesses. To the extent the arena can be used to enhance the theater and downtown, it will have the greatest resonance with business and social leaders in the community.



Adrienne Breitfelder

From: Citizen Support Center <dubuqueia@mycusthelp.net>

Sent: Monday, January 31, 2022 10:12 AM

To: Adrienne Breitfelder

Subject: "Contact Us" inquiry from City of Dubuque website

This sender is trusted.

Contact Us

Name: Stephen J. Wagner Address: 1654 Hickson Ave

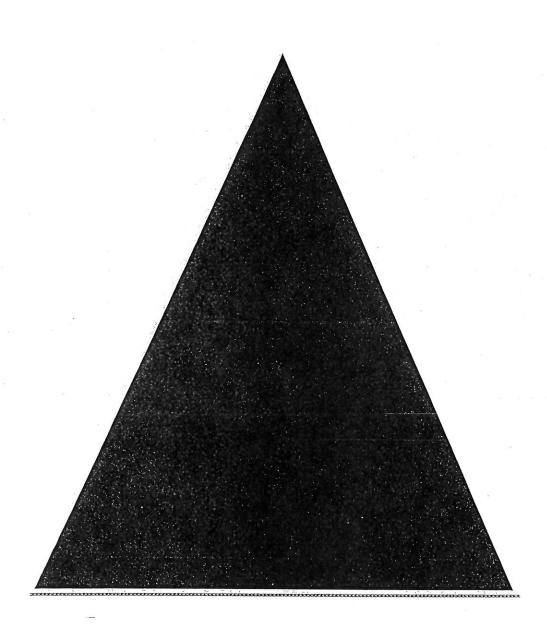
Ward: 2

Phone: 5635579874

Email: stvwags@gmail.com

City Department: City Council

Message: Just a thought, but 5 Flags needs more inside space, more restrooms, better traffic flow, parking etc. The DBQ Greyhound park is on its way out. Could it be used as a better alternative? Traffic, parking, highway access, would be better. Of coarse there needs to be complete rebuild of the building, but adding 2500 seats to 5 Flags will be a lot of money and we will still have traffic, access problems parking problems, etc.



From: tim Hitzler < timHitzler@gmail.com
Date: February 8, 2022 at 5:16:03 PM CST
To: Susan Farber < sfarber@cityofdubuque.org>

Subject: Re: Five Flags

Caution! This message was sent from outside your organization.

Allow sender Block sender

Thank you Susan. I will definitely be there. Here are a few questions I think should be answered in this whole discussion. Some of these you have heard before. Feel free to ask these if you see fit.

1) Does CSL and Johnson Consulting have evidence of the accuracy of their forecasts regarding other civic centers? I have asked for this several times. If the city is going to pay these firms money to do the study and use it in the decision making process, someone should have asked for evidence of their accuracy in making forecasts. Based on the several forecasts in feasibility studies I have seen, these firms are not accurate and off many times of over 50%. See below.

Center	Forecasted data	Actual data
Washington DC	654,632 room nights in 2006	375,000 room nights in 2014
Washington DC	3 room nights per attendee in 2006	1 room night per attendee in 2014
Philadelphia	786,000 room nights in 2012	431,000 room nights in 2014
Philadelphia	60,000 attendance in 2003	20,951 attendance in 2006 13,398 attendance in 2010 8,160 attendance in 2011
San Diego Civic Center	926,000 attendance in 2015	823,000 attendance in 2019

- 2) If the Five Flags expansion proceeds and the forecasted attendance does not occur, will anyone be accountable, besides the taxpayers? Will the management company? My prediction and fear is that FF will not perform as forecasted, Dubuque will do another study, and that study will say we need to build something else to increase attendance. This is a common pattern in many cities.
- 3) Given that other civic centers constantly need to upgrade to "improve" their facilities to compete with other centers, how will these upgrades be paid for?
- 4) There is NO data showing the actual economic impact of how much people from out of town actually spend when in Dubuque that I am aware of. Travel Dubuque does not have any data other than county numbers. How do we measure the performance of Five Flags without this data? HR Cook's speech about Five Flags is not based on actual data, just feel good examples of people he has met and their zip codes. Look at it this way, would the arguments for Five Flags convince you to personally invest?
- 5) Given that Five Flags is not used 84% of the time and according to the CSL study only 1/4 of Dubuque attends it, are there ways we can better utilize the space if we do expand? (bball courts for the public, theatre groups, entrepreneurial space)
- 6) Has the public been asked what they would like to see in place of Five Flags recently? This should be part of the discussion.

- 7) Do we have current estimates on what expansion would cost? Last I have seen is from 2019.
- 8) Why is opportunity cost not factored into this equation? By this I mean, what are we sacrificing by raising taxes that would normally be spent on other things in Dubuque (restaurants, clothing, housing)? It is absurd that the feasibility study does not even factor this in. If you were investing into FF yourself, any financial advisor would ask "what other investments can you use your money for"? This would factor into your decision. The problem with the feasibility studies is that they put tax payer money in the positive column and not the negative.