ROLL CALL ORDER FOR MEETING OF  
May 28, 2019 

Buol, Del Toro, Jones, Larson, Resnick, Rios, Shaw 

CITY OF DUBUQUE, IOWA  
CITY COUNCIL MEETING  
Historic Federal Building  
350 W. 6th Street, Second-Floor Chambers  
May 28, 2019 

Council meetings are video streamed live and archived at www.cityofdubuque.org/media and on Dubuque's CityChannel on the Mediacom cable system at cable channel 8 and digital 117.2 

SPECIAL SESSION  
6:00 PM  
WORK SESSION  
1. Imagine Dubuque 2037: A Call to Action Implementation  
   City staff will conduct a work session with the City Council on implementing the Imagine Dubuque 2037: A Call to Action Comprehensive Plan. 

ADJOURNMENT  

The agenda with supporting documents may be accessed at www.cityofdubuque.org or at the City Clerk’s Office, 50 W. 13th Street, during regular business hours. 

This notice is given pursuant to Chapter 21, Code of Iowa, and applicable local regulations of the City of Dubuque, Iowa and/or governmental body holding the meeting. 

Any visual or hearing impaired persons needing special assistance or persons with special accessibility needs should contact the City Clerk’s Office at (563) 589-4100 or TTY/TDD (563) 690-6678.
ITEM TITLE: Imagine Dubuque 2037: A Call to Action Implementation
SUMMARY: City staff will conduct a work session with the City Council on implementing the Imagine Dubuque 2037: A Call to Action Comprehensive Plan.

SUGGESTED DISPOSITION:

ATTACHMENTS:

<table>
<thead>
<tr>
<th>Description</th>
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<tr>
<td>Imagine Dubuque Implementation-MVM Memo</td>
<td>City Manager Memo</td>
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<td>Staff Memo</td>
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<tr>
<td>Roster</td>
<td>Supporting Documentation</td>
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<tr>
<td>PowerPoint Presentation</td>
<td>Supporting Documentation</td>
</tr>
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</table>
TO: The Honorable Mayor and City Council Members

FROM: Michael C. Van Milligen, City Manager

SUBJECT: Imagine Dubuque Implementation – May 28th Work Session

DATE: May 21, 2019

Planning Services Manager Laura Carstens is transmitting an agenda and information for the work session on Imagine Dubuque Implementation.

Michael C. Van Milligen

MCVM:jh
Attachment
cc: Crenna Brumwell, City Attorney
Teri Goodmann, Assistant City Manager
Cori Burbach, Assistant City Manager
Laura Carstens, Planning Services Manager
TO: Michael Van Milligen, City Manager
FROM: Laura Carstens, Planning Services Manager
SUBJECT: Imagine Dubuque Implementation – May 28th Work Session
DATE: May 21, 2019

INTRODUCTION
This memo transmits information for the May 28, 2019 City Council work session on Imagine Dubuque Implementation. The work session is intended for City Council discussion and feedback regarding a recommended process and timeline for implementation of Imagine Dubuque 2037: A Call to Action, the City’s new Comprehensive Plan adopted by the City Council in September 2017.

With funding and direction from the City Council, we are moving forward with creating a collective impact model for implementation of the Comprehensive Plan, led by consultants from Teska Associates. The Long Range Planning Advisory Commission (LRPAC) requested this work session to discuss the proposed collective impact model and implementation process for Imagine Dubuque.

BACKGROUND
The LRPAC provides a leadership role in planning and coordinating the comprehensive planning effort. They also supervise the preparation and maintenance of the plan and provide input into the process to help guide coordinated, consistent, and harmonious development of our environmental, physical, and social environs.

The purpose of a community’s Comprehensive Plan is to help inform decision making, budgeting, community initiatives and priorities. Imagine Dubuque was developed through the active participation of over 6,000 people who contributed over 12,500 ideas to make Dubuque a more viable, livable, and equitable community. These community ideas created the content and recommendations contained in the plan.

The City Council retained Teska Associates as the backbone organization for a collective impact initiative to coordinate Imagine Dubuque implementation for two years. Collective Impact Initiatives are long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific social problem. Their actions are supported by a shared measurement system, mutually reinforcing activities, and ongoing communication, and are staffed by an independent backbone organization. Inclusive Dubuque is an example of the collective impact model.
Planning Services staff members Christine Happ Olson, Assistant Planner, and Travis Schrobilgen, Planning Technician, serve respectively as the Project Manager and Assistant Project Manager for Imagine Dubuque Implementation in addition to their other duties.

**DISCUSSION**

Imagine Dubuque is A Call to Action that speaks to a variety of economic, social, and environmental opportunities that impact residents’ everyday lives. Chapter 10, *A Call to Action*, describes partnerships, recommendations, priorities and measuring success for plan implementation. The 2017 Comprehensive Plan is available online at [http://www.cityofdubuque.org/ImagineDubuque](http://www.cityofdubuque.org/ImagineDubuque).

Implementation of Imagine Dubuque began with a kickoff meeting in January 2019 for an Imagine Dubuque Technical Team led by consultants from Teska Associates (roster enclosed). Members represent key City departments, Commissions and community partners. The Technical Team will help implement the Comprehensive Plan through focused input, guidance, and sharing of expertise. Team members will also provide needed resources and connections with community groups to help foster and ensure equity and inclusion.

Enclosed is the PowerPoint presentation for the work session describing the proposed Implementation Strategy for Imagine Dubuque. The presentation will include information on community efforts already underway that are moving Imagine Dubuque forward, a 2019 project timeline, and the proposed collective impact model. This model will utilize the community engagement, partnerships, Plan recommendations, and outcomes of Imagine Dubuque.

LRPAC Chairperson John Pregler will speak on the Commission’s role and responsibilities, and their recommendations for Imagine Dubuque implementation:

1. Implementation of the Plan through a Collective Impact model.
2. Develop process to qualify and quantify the Plan’s effectiveness.
3. Implementation of the Plan within the City organization.
4. Coordinate a work session with City Council to develop guidance criteria for action on initiatives 2 and 3.

While this does not appear in the Long Range Planning Advisory Commission Ordinance, it would be appropriate, as this is discussed, to mention a clause that is in the Resilient Community Advisory Commission Ordinance as is applicable as this process moves forward in that any process related to implementation of the Comprehensive Plan should, “…respect the policy making authority of the city council, the city manager’s responsibilities to implement the goals and priorities the council establishes (council manager form of government) and the responsibility of city staff to report to the city manager.”

Michael Hoffman, Project Manager with Teska Associates, will describe the Kick-Start events for implementation planned for June 13-15, and the promotional video under production. He also will review updates to the imaginedubuque.com website to shift from the sharing of idea to the call to action. He will describe the communication and
marketing strategy for getting the word out through equity and inclusion. The tools and techniques are like those used successfully in the community engagement for creating Imagine Dubuque, and are continually evolving.

Mr. Hoffman also will review the Action Kit components being developed to engage the community and partners in the Imagine Dubuque implementation. This kit includes a conversation menu, a social media kit, and marketing posters. He also will review the various partnerships we used to create the Plan, and intend to engage for Plan implementation.

Mr. Hoffman also will describe the online SharePoint framework being developed by the City’s Information Services Department for managing the Plan goals, data and communications related to implementation. Plan recommendations are being linked to City Council Goals for 2024, Equity Indicators for the City Council Goals, and STAR (Sustainability Tools and Ratings) for use as Plan performance measures. Additionally, we plan on further tapping into community partners’ data systems for other reporting to inform these City-based methods of measuring success.

**RECOMMENDATION**
This work session will allow the LRPAC, City staff and the consultant to update the City Council on the progress of implementation and demonstrate how it is structured to align with City Council goals and Imagine Dubuque. The work session also will enable the City Council to review, discuss, and provide further direction for Imagine Dubuque Implementation as the Technical Team, City staff, LRPAC, and the consultant move forward.

Enclosures

cc: Long Range Planning Advisory Commission  
Michael Hoffman, Teska Associates  
Christine Olson, Assistant Planner  
Travis Schrobilgen, Planning Technician

F:\Users\LCARSTEN\WP\Comp Plan Implementation FY19\Imagine Dubuque Implementation - Work Session.doc
# IMAGINE DUBUQUE IMPLEMENTATION TECHNICAL TEAM

<table>
<thead>
<tr>
<th>NAME</th>
<th>COMPANY/TITLE</th>
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<tbody>
<tr>
<td><strong>Community Members</strong></td>
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<tr>
<td>John Pregler</td>
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<td><a href="mailto:johnpregler@gmail.com">johnpregler@gmail.com</a></td>
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<tr>
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<tr>
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<tr>
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<td><a href="mailto:lalithj@dbq.edu">lalithj@dbq.edu</a></td>
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<tr>
<td>Rick Dickinson</td>
<td>Greater Dubuque Development Corporation</td>
<td>563-557-9049</td>
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<tr>
<td>Paul Duster</td>
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<tr>
<td><strong>City Staff Members</strong></td>
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<tr>
<td><strong>Teska Associates</strong></td>
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<tr>
<td>Michael Hoffman</td>
<td>Teska Associates, Inc.</td>
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<tr>
<td><strong>Coordination Assistance</strong></td>
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<tr>
<td>Melinda Rettenberger</td>
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Updated: 4/23/19
Implementation Strategy

City Council Work Session
May 28, 2019
Imagine Dubuque, let’s do this!

Now is the time to make Imagine Dubuque, our City’s Comprehensive Plan, a reality! Over 6,000 people gave input to develop the plan, and the community is implementing YOUR recommendations. Help us build toward our destination – our future. Get involved today, together we can do it!

Check out these projects already underway...

- **ECONOMY**
  - **Microloan Program Created**
  - $105K dispersed to local startups businesses in 2018
  - **Electronics Recycling**
  - In 2010, Dubuque added electronic recycling to its large item collection
  - **More Eco-Education**
  - 4,300 TONS of trash was diverted fromlandfills to recycling in 2012.

- **ENVIRONMENT**
  - **Sustainable Community Program**
  - Better transit service
  - 48 MILES of fiber-optic cable

- **SUPPORT**
  - **High-speed connectivity added**
  - 48 MILES

Be a part of our story! Sign-up today by visiting www.imaginedubuque.com
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<th>July</th>
<th>August</th>
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Collective Impact Model

A commitment by a group of important actors from different sectors to a common agenda for solving specific social problems.
Inspiring ideas going to the people

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<th>IDEA TALLY</th>
<th>QUICK POLLS</th>
<th>COMMUNITY WORKSHOPS</th>
<th>TRAVELING WORKSHOPS / FOCUS GROUPS</th>
<th>WORKING GROUPS</th>
<th>POP-UP EVENTS</th>
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<td>6,000</td>
<td>A total of 5 quick polls were posted and marketed via the website and app that gathered insights specific to (1) Dubuque Descriptors, (2) Economic Prosperity, (3) Environmental Integrity, (4) Social and Cultural Vibrancy, and (5) Equity.</td>
<td>A total of four public workshops were held centered on (1) Economic Prosperity, (2) Environmental Integrity, (3) Social and Cultural Vibrancy, and (4) Equity. All workshops included creative and collaborative activities to generate and prioritize ideas.</td>
<td>The City and Project Team conducted over 30 traveling workshops / focus groups with varying constituents including students, seniors, local tribes, organizations, and interest groups to ensure representative feedback from all ages, races, and interests.</td>
<td>To generate expert insight and help inform priorities for community workshops, a total of four working groups were conducted with local leaders focused on (1) Economic Prosperity, (2) Environmental Integrity, (3) Social and Cultural Vibrancy, and (4) Equity.</td>
<td>Three pop-up events were held to gather on-the-ground feedback via Imagine Dubuque Idea Booth Events included Dubuque and All That Jazz, The Farmers Market, and Potzir Around Downtown.</td>
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<td>2,300</td>
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<td>COMMMUNITY WORKSHOPS</td>
<td>TRAVELING WORKSHOPS / FOCUS GROUPS</td>
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<td>POP-UP EVENTS</td>
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<td>1,500</td>
<td>A variety of idea tools were created, marketed and strategically distributed to cultivate representative community feedback. These tools include postcards, a mobile idea board, idea boxes, and an online idea sharing tool via the website and app.</td>
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<td>1,200</td>
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<td>700</td>
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<td>300</td>
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<td>12,500</td>
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12,500 IDEAS SHARED

CHOICE ENGAGEMENT Based on the depth of tools and opportunities to share input, Imagine Dubuque collected over 12,500 ideas in just over 10 months. That averages out to over 1,000 ideas per month and nearly 40 ideas per day!
Partnerships for a Better Dubuque

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

**CALL TO ACTION**

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

**Objectives**

**Robust Local Economy**
- Continue to diversify Dubuque’s economy.
- Develop a follow-up approach to diversify and attract new businesses.
- Strengthen start-up businesses and entrepreneurial programming.
- Promote economic resiliency.
- Identify products and skills for new businesses.
- Enhance broadband service.
- Strengthen Dubuque’s role as a regional retail destination.

**Sustainable Environment**
- Complete and maintain the Stormwater Management Plan.
- Implement the Climate Action + Resiliency Plan.
- Support mobile air quality monitoring.
- Continue Healthy Homes strategies.
- Implement a Comprehensive Tree Management Program.
- Increase native plant, pollinator, and edible landscaping.
- Conserve natural areas.
- Promote children’s environmental education.
- Improve backboard and curbstone composting.
- Expand a community-wide Zero Waste Policy.

**Vibrant Community**
- Address mental health and addiction issues.
- Increase institutional use of local foods.
- Promote in-school healthy foods.
- Work with health providers to promote healthy choices.
- Support local production, processing, and distribution.
- Network with local “food farms”.
- Promote healthy food preparation.
- Increase local food waste for compost.
- Support local food banks and gardening.
- Implement the Community Solutions Action Plan.
- Improve urban revitalization in downtown.
- Ensure active living neighborhoods.
- Enhance sidewalks and connectivity.
- Support community policing efforts.
- Support safety neighborhoods through community partnerships.

**Diverse Arts, Culture, Parks, and Recreation**
- Update the Parks and Recreation Plan.
- Community Health + Wellness Recreation Center.
- Celebrate Dubuque’s diverse heritage.
- Further efforts of Jubilee Dubuque.
- Expand recreational options and resources.
- Bring events to all neighborhoods.
- Develop comprehensive park and recreation plans.
- Promote preservation, adaptive reuse of buildings and materials.
- Communicate benefits of historic preservation.
- Establish emerging housing options to support rehabilitation.
- Expand programs to train preservation-related building codes.

**Comprehensive Plan**

**Robust Local Economy**
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- Establish emerging housing options to support rehabilitation.
- Expand programs to train preservation-related building codes.
Collective Impact Model

- Ongoing Communications
- Shared Measurement System
- Reinforced Activities
- Backbone Organization
High Performance Community Partnerships Outcomes (results)

High Performance Community

Partnerships

Outcomes (results)

Built Environment
Achieve livability, choice, and access for all where people live, work, and play.

Climate + Energy
Reduce climate impacts through adaptation and mitigation efforts and increase resource efficiency.

Education, Arts + Community
Empower vibrant, educated, connected, and diverse communities.

Equity + Empowerment
Ensure equity, inclusion, and access to opportunity for all citizens.

Health + Safety
Strengthen communities to be healthy, resilient and safe places for residents and businesses.

Natural Systems
Protect and restore the natural resource base upon which life depends.

Economy + Jobs
Create equitably shared prosperity and access to quality jobs.
PURPOSE OF THE LONG RANGE PLANNING ADVISORY COMMISSION

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

Plan Supervision + Maintenance
Coordinate and supervise the preparation and maintenance of the comprehensive plan.

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

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

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

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

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

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

Provide Project Assistance
Undertake other specific long range planning projects which may be referred to the commission by the city council.
<table>
<thead>
<tr>
<th>Recommendation</th>
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<tbody>
<tr>
<td>Use of a Collective Impact Model for Implementation</td>
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<tr>
<td>Develop a Process to Qualify and Quantify the Plan’s Effectiveness</td>
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<tr>
<td>Implementation of the Plan within the City Organization</td>
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<tr>
<td>Coordinate a Work Session with City Council</td>
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JUNE 2019: KICK-START EVENTS
Mark your calendar and join us for a series of Kick-Start Events!

THURSDAY, JUNE 13TH
Mayor’s Lunch – RSVP Required | 11:45 am – 1:30 pm | Holiday Inn, 450 Main St.
Millwork Night Market | 5:00 pm – 9:00 pm | Historic Millwork District

FRIDAY, JUNE 14TH
Around Town Coffee Chats | 7:30 am – 9:30 am | Locations Pending
Food Truck Friday | 11:30 am – 1:30 pm | Washington Park
Dubuque... And all the Jazz! | 6:00 pm – 10:00 pm | Town Clock

SATURDAY, JUNE 15TH
Dubuque Farmers Market | 7:00 am – 12:00 pm | Around City Hall
Juneteenth Celebration | 1:00 pm – 4:00 pm | Comiskey Park
Promotional Video

In Process, Complete Early June

Focused on a Call to Action – Getting the Community Re-Engaged in Realizing Our Plan

Features the Mayor and Several Community Members Who Have Been Bringing the Plan to Life

Invites Participation in June 2019 Events
Help Make Imagine Dubuque a Reality!
Getting the Word Out through Equity and Inclusion

- E-MAIL USING CITY & PARTNER ORGANIZATIONS
- IMAGINE DUBUQUE WEBSITE & SOCIAL MEDIA KIT
- CITY UTILITY NEWSLETTER & POSTERS
- GOING TO COMMUNITY EVENTS
- ACTION TOOL KIT & CONVERSATION MENU
- AROUND TOWN COFFEE CHATS & ACTION BOARD
CONVERSATION MENU

STARTERS
Please tell us your name and connection to Dubuque. Did you take part in Imagine Dubuque? Are you familiar with the plan’s recommendations and action items? “See Executive Summary handout.”

MAINS
Are you aware of actions or efforts already underway that are helping improve Dubuque? If so, what, where and by who?

SWEET STUFF
What efforts, projects or topics are you “sweet on?” What are you most passionate about?

U-PICK-2
Name two things you can do to help make Dubuque more viable, livable, and equitable.

LET’S DO THIS!
Join us as we come together to make Imagine Dubuque, our City’s Comprehensive Plan, a reality! Over 6,000 people gave input to develop the plan. NOW the city is implementing YOUR recommendations. Help us build toward our future. Get involved today by visiting:
WWW.IMAGINEDUBUQUE.COM

HELP MAKE IMAGINE DUBUQUE A REALITY
Please select the project categories from the list below that you are passionate about and would like to help implement and return.

1. Robust Local Economy: Diverse Businesses and Jobs with Economic Prosperity
   - Employment
   - Housing
   - Business

2. Sustainable Environment: Preserving and Enhancing Natural Resources
   - Clean Water
   - Clean Air + Energy
   - Healthy Neighborhoods
   - Land Conservation
   - Eco-Education + Participatory Conservation

3. Diverse Arts, Culture, Parks, and Recreation: Experiences and Activities
   - Food
   - Education + Empowerment
   - Arts = Culture
   - Green Buildings + Historic Preservation
   - Recreation

4. Vibrant Community: Healthy and Safe
   - Community Safety
   - Health

5. Livable Neighborhoods and Housing: Great Place to Live
   - Livable Neighborhoods
   - Housing

6. Financially Responsible, High Performance Government: Sustainable, Equitable, Effective Service
   - Infrastructure
   - Public Safety
   - Municipal

7. Connected Community: Equitable Transportation, Technology, Infrastructure, and Mobility
   - Complete Streets
   - Public Transportation
   - Air Transportation
   - Connection to Other Regions
   - Automobile Travel

WWW.IMAGINEDUBUQUE.COM
Other Partners?
Community & Data Driven Implementation

- City Council Goals
- STAR Sustainability Tools & Ratings
- Equity Indicators
- Open Data (Socrata)
- Key Performance Indicators
- Community Partners Data
- Input from Groups and Individuals
Next Steps

Community Engagement: Get the Word Out!

Identify Core Goal Champions & Groups

Develop Collective Impact Structure