

OUTCOMES

JOB GROWTH, 2010-2013: 10% of Iowa's Non-Farm Employment Growth over the last 4 years with 3% of the state's population.

AVERAGE HOUSEHOLD INCOME, 1990-2010: Rose from \$27,027 in 1990 to \$40,680 in 2010, **a 50% increase.**

AVERAGE HOURLY WAGE, 1991-2013: Grew from \$9.51 in 1991 to \$18.86 in 2013, **a 98% increase.**

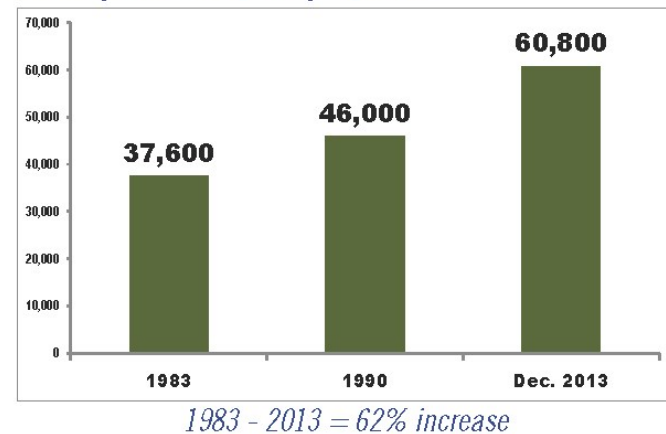
MEDIAN HOUSEHOLD INCOME (MHI), 2000-2012:
In 2000, Dubuque's MHI (\$39,582) was 6% below the national MHI (\$41,994). In 2012, Dubuque's MHI (\$50,885) was just 1% below the national MHI (\$51,017).

PERCENTAGE CHANGE IN PER CAPITA INCOME, 2000-2012: Dubuque = 32.8%, U.S. = 29.9%
Dubuque Advantage = 2.9%

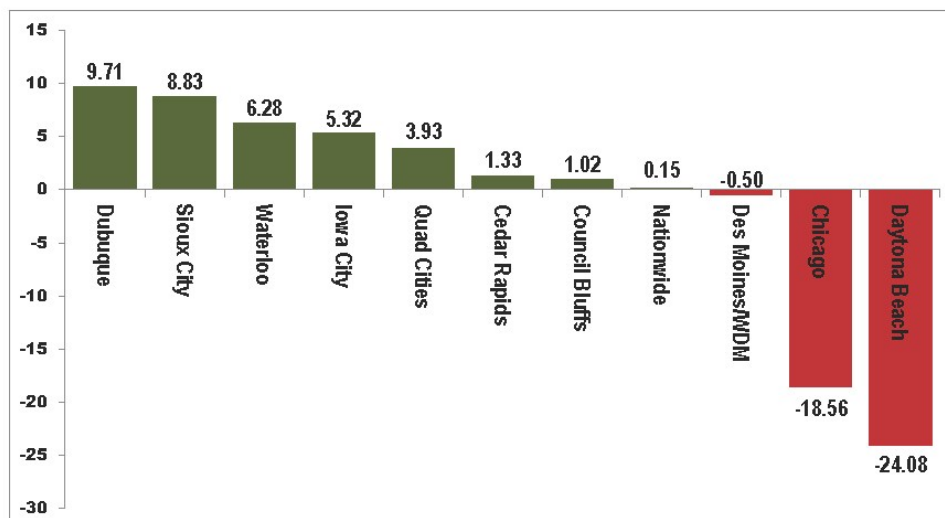
UNEMPLOYMENT - DEC. 2013: Dubuque = 4.1%, U.S. = 6.7%, Dubuque Advantage = 2.6%



Dubuque County Employment



Home Price Appreciation, 2008-2013



Dubuque citizens are seeing more employment opportunities, rising wages, and rising home values.

ACKNOWLEDGMENTS

2013 Smart Growth Achievement for Historic Millwork District and Washington Neighborhood revitalization efforts. – U.S. Environmental Protection Agency (EPA), February 2014

10th Most-Secure Small City in the U.S. – Farmer's Insurance, October 2013

10th "Best-Performing Small Metro" for 2013 – Milken Institute, December 2013

Named to 10 Great Places to Live for 2013 - Kiplinger's Personal Finance, July 2013

Smarter Sustainable Dubuque named one of the "Top 25 Innovations in Government" - Harvard Kennedy School's Ash Center for Democratic Governance and Innovation, May 2013

Named a 2013 All-America City by the National Civic League (3rd time in 6 years) - July 2013

Ranked 14th in the nation among "Best Small Places for Business and Careers." - Forbes, August 2013

Among the top 8% of the nation's metropolitan areas for "upward mobility," defined as the ability of children born in the lowest-income category to reach the highest-income category by age 30. -- The Equality Opportunity Project, 2013

5th in the U.S. for metro areas with under 200,000 people – "Top Metropolitan Areas," Site Selection magazine, 2013

One of America's Crown Communities -- American City & County magazine, 2013

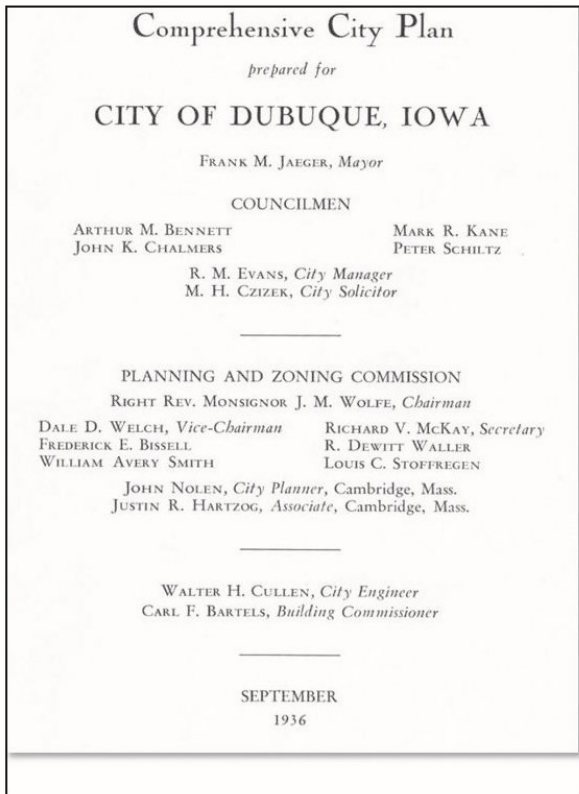
50th of 179 small cities for the Cost of Doing Business -- Forbes, August 2013

5th in the U.S. in 2013's "Top Metropolitan Areas" for metro areas with under 200,000 population - Site Selection magazine, 2013

Dubuque projects and initiatives were featured in a variety of publications in 2013 by the following organizations:



City of Dubuque Comprehensive Plan



Adopted in 1995, replaced 1936 plan

Updated in 2002, 2008, 2012, and will be again in 2016

In *Alice in Wonderland*, when Alice reached the fork in the road, she asked the Cheshire Cat,

"Would you tell me, please, which way I ought to go from here?"

"That depends a good deal on where you want to get to," said the Cat.

"I don't much care where," said Alice.

"Then it doesn't matter which way you go," said the Cat.





TEN COMMUNITY PROJECTS BY 2010

www.envision2010.org

Final 10 Ideas

- 1) America's River Phase II
- 2) Bilingual Education Curriculum
- 3) Community-wide Wireless
- 4) Community Health Center
- 5) Indoor/Outdoor Performing Arts Center
- 6) Integrated Walking/Biking/Hiking Trail System
- 7) Library Services Expansion
- 8) Mental Health and Substance Abuse Services
- 9) Passenger Train Service
- 10) Warehouse District Revitalization

MISSION

To engage tri-state area citizens in a community visioning process: an open, all inclusive discussion to develop a variety of ideas for the future of Greater Dubuque.

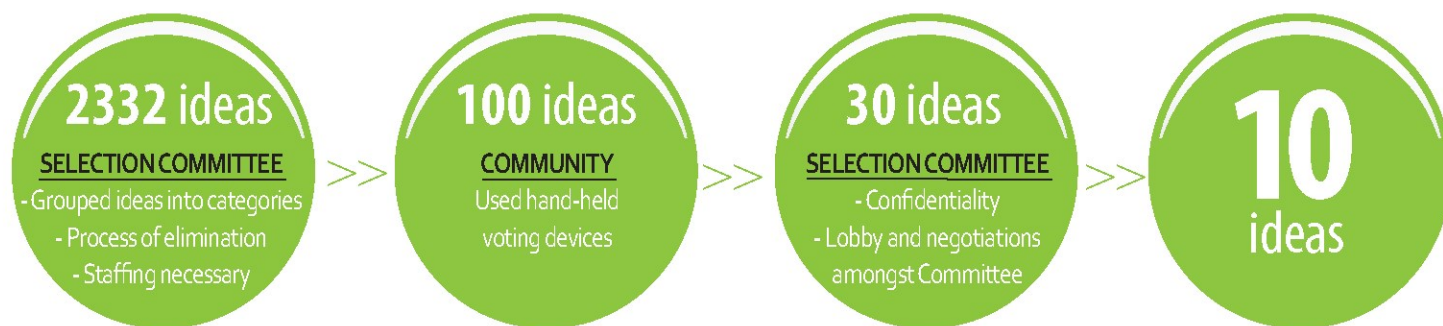
WHY A COMMUNITY VISIONING PROCESS IS A GOOD IDEA

- To determine our community's unique assets, needs and goals.
- To engage tri-state area citizens in a discussion about what the future of Greater Dubuque should be.
- To ensure that everyone who is affected by the decisions, has an opportunity to be involved in the decision-making process.
- To identify key community projects.

PHILOSOPHY OF THE VISIONING PROCESS

- All ideas are welcome and needed.
- Engage local citizens
- Open and inclusive. Grass roots.
- Encourage connection of citizens to their community.
- Allow opportunity to be involved on the ground floor.
- Futuristic thinking.

SELECTION PROCESS



Conducted in 2005 by:



DUBUQUE CITY COUNCIL



MAYOR

Roy D. Buol
2640 Becker Ct.
Dubuque, Iowa 52001
Phone: (563) 564-5455
rdbuol@cityofdubuque.org
Term Expires: Dec. 31, 2017



AT-LARGE

Ric W. Jones
1270 Dunleith Ct.
Dubuque, Iowa 52003
Phone: (563) 556-3490
rjones@cityofdubuque.org
Term Expires: Dec. 31, 2017



AT-LARGE

David T. Resnick
375 Alpine St.
Dubuque, Iowa 52001
Phone: (563) 582-9217
dresnick@cityofdubuque.org
Term Expires: Dec. 31, 2015



FIRST WARD

Kevin J. Lynch
749 Brookview Sq.
Dubuque, Iowa 52002
Phone: (563) 582-2655
klynch@cityofdubuque.org
Term Expires: Dec. 31, 2017



SECOND WARD

Karla A. Braig
1795 Loras Blvd.
Dubuque, Iowa 52001
Phone: (563) 582-0595
kbraig@cityofdubuque.org
Term Expires: Dec. 31, 2015



THIRD WARD

Joyce E. Connors
660 Edith St.
Dubuque, Iowa 52001
Phone: (563) 582-3843
jconnors@cityofdubuque.org
Term Expires: Dec. 31, 2017



FOURTH WARD

Lynn V. Sutton
876 Yale Ct., #1
Dubuque, Iowa 52001
Phone: (563) 845-0252
lsutton@cityofdubuque.org
Term Expires: Dec. 31, 2015

CITY COUNCIL MEETINGS

The Dubuque City Council meets on the first and third Monday of each month in the City Council Chambers on the second floor of the Historic Federal Building at 350 West Sixth Street. Meetings begin at 6:30 p.m. and are broadcast live on CityChannel, Dubuque's local government access channel (85.2 digital, 8 analog) on the Mediacom cable system. Meetings are also streamed live and archived on the City website, www.cityofdubuque.org/media. For agenda and minutes information, visit www.cityofdubuque.org/citycouncil or contact the City Clerk's Office at (563)589-4120 or cityclerk@cityofdubuque.org.

CITY COUNCIL

GOALS & PRIORITIES

2013

Each year, the Dubuque City Council completes its annual goal-setting sessions. Over the course of two days in August, City Council members reaffirmed the 15-year vision statement, mission statement, and developed priorities for a 2013-2015 policy agenda.

2028 VISION STATEMENT

The city of Dubuque is a progressive, sustainable city with a strong diversified economy and expanding global connections. The Dubuque community is an inclusive community celebrating culture and heritage and has actively preserved our Masterpiece on the Mississippi. Dubuque citizens experience healthy living and retirement through quality, livable neighborhoods with an abundance of fun things to do; and are engaged in the community, achieving goals through partnerships. Dubuque City government is financially sound and is providing services with citizens getting value for their tax dollar.

CITY MISSION STATEMENT

The City's mission is to deliver excellent municipal services that support urban living and a sustainable city plan for the community's future and facilitate access to critical human services which result in financially sound government and citizens getting services and value for their tax dollar.

FIVE-YEAR COMMUNITY GOALS FOR A SUSTAINABLE DUBUQUE

- Economic Prosperity
- Social/Cultural Vibrancy
- Environmental Integrity

FIVE-YEAR CITY GOALS

- Planned and Managed Growth
- Partnering for a Better Dubuque
- Improved Connectivity – Transportation and Telecommunications

FIVE-YEAR ORGANIZATIONAL GOAL

- Financially Responsible City Government and High Performance Organization

POLICY AGENDA 2013-2015

Top Priorities (in alphabetical order)

- Annexation: Direction on specific actions a) study implementation, b) corridor to Airport
- Arts and Culture organizations city support: Evaluation, potential projects review and priority, overall direction, funding level
- Dubuque welcoming, inclusive community: Action plan
- Four Mounds Foundation/HEART program city support
- Management and Employee Succession Planning and Funding
- Master Plan for Chaplain Schmitt Island: Development
- Safe Community Initiative: Monitoring, future direction, specific actions
- Washington Neighborhood Strategy: Business attraction, HEART program, update housing stock, homeownership, promotion, police substation

High Priorities (in alphabetical order)

- Bee Branch Project: Specific projects, direction, funding
- Clean Air Attainment Strategy
- Greater Dubuque Development Corporation support
- Historic Millwork District: Development, project monitoring
- Indoor Aquatic Center: Direction
- Riverfront Leases: Agreement
- Smarter City: Smarter health and wellness, smarter travel, smarter discards
- Southwest Arterial Project: Design, land acquisition, intersecting roads

MANAGEMENT AGENDA 2013-2015

Economic Prosperity Goal

- Dubuque Initiatives: Next Step
- Workforce Market-Rate Housing
- Marina Store: Operational
- Project HOPE

Environmental/Ecological Integrity Goal

- Sustainability Purchasing Policy and Procedures
- Automatic Vehicle Location (AVL) for Transit
- Grand River Center Electric Meters Project
- City Operations: Sustainability Performance Measures
- Sustainable Dubuque Community Grant
- America's River III Task Force
- Plastic Bag Reduction Strategy: Implementation
- Fats/Oils/Grease: Policy, Program and Enforcement
- Dubuque Metropolitan Area Solid Waste Agency (DMASWA) 28E Agreement: Evaluation
- Community Climate Action & Resiliency Plan—50% Greenhouse Gas Reduction by 2030: Implementation

Social/Cultural Vibrancy Goal

- City Workforce Diversity: Recruitment and Selection
- Territory Accountability Design: Targeted Actions
- Multicultural Family Center Building Expansion
- Intercultural Competency Program within City Government: Self Assessment, Training
- Intercultural Competency Program for the Community: Marketing to School District, Nonprofit and Community Organizations, Businesses
- Police/Race Dialog
- City Life: Implementation
- Local ADA Compliance Program
- Leadership Enrichment After School Program (LEAP)
- Firefighter Internship for Recruitment of Diverse Workforce
- Racial Profiling: Problem Analysis, Action Plan
- Community Engagement Strategy: City Actions

Planned & Managed Growth Goal

- Inflow and Infiltration Program/Home Inspections: EPA Consent Decree Implementation
- City Comprehensive Plan: Update
- Flood Wall: Funding, Evaluation, Cell Protection
- Statewide Urban Design and Specification City Engineering Standards (SUDAS) City Engineering Standards: Update
- Washington Street Row House Units: Sale
- Historic Preservation Program: Evaluation, Update
- Downtown Loan Program: Implementation
- West Third Street Reservoir Study
- Housing Choice Voucher Program
- Water and Sewer Service Extension to City Residents and Businesses



For more information, call 563.589.4120
or visit www.cityofdubuque.org/councilgoals

Partnering for a Better Dubuque Goal

- Parks/Schools Joint Projects and Services: City Actions
- City Volunteer Program: Development
- Sister City Program: Delegation to Potential City
- Veterans Memorials: Direction
- Handicap Accessibility for Parks: Direction
- Bridges Out of Poverty Program: City Support

Improved Connectivity:

Transportation and Telecommunications

- Smart Transportation Program
- Traffic Signal Synchronization: Citywide
- Amtrak Train Platform (Port of Dubuque): Funding
- Roundabout: ROW Acquisition a) University/Asbury b) Radford/Pennsylvania
- Intermodal Transportation Facility in Historic Millwork District
- Air Traffic Control Tower: Funding

Financially Responsible City Government and High Performance Organization

- Website Content Management (CivicPlus)
- 900 MHz Data System: Expansion
- Employee Wellness Program: Five-Year Goals, City Internet Posting
- Employee Involvement Teams: Expansion
- Healthcare Cost Containment
- Police Officer Recruitment and Retention
- Records Management and Retention
- City Hall Protocol and Safety
- New Computer-Aided Drafting (CAD) Software
- Emergency Police Dispatch and Emergency Fire Dispatch
- New Fire Pumper
- Disaster Preparedness and Recovery Plan: Discussion
- Environmental Sustainability Management System (ESMS): ISO 14001 Model Program
- Affordable Care Act: Analysis of Impacts

Major Projects

- State Revolving Fund (SRF) Green Alley Projects
- Port of Dubuque Park: Development
- City Greenhouse Project
- Water & Resource Recovery Center Project
- Locust and Iowa Ramps: Renovation Project
- North Softening Basin Renovation Project
- Comiskey Park Improvements
- Northwest Arterial Trail – Bergfeld Recreation Trail Connection
- Bunker Hill Golf Course Irrigation Improvements
- Airport Terminal Project
- Elm Street Reconstruction Project
- One Way – Two Way Conversion Project
- Cedar Cross Road: Design
- Wacker and JFK Traffic Signalization Project
- North Cascade Road: Design
- White Street Traffic Signal and Improvements Reconstruction (at 14th and 20th)
- US 20/Fremont Avenue Traffic Signal: Upgrades
- NW Arterial/Chavenelle Intersection Improvement Project

GUIDING PRINCIPLES OF THE MANAGEMENT PHILOSOPHY

1. PLAN YOUR WORK AND WORK YOUR PLAN

2. INPUT-ORIENTED

Team members should take advantage of the valuable input that can be provided by residents and employees for department decision-making.

Themes for effective use of the guiding principles

- *Believe that people of all cultures and backgrounds can provide valuable input*
- *Understand the benefits of receiving input from others*
- *Develop the processes that capitalize on the input of others, and work to remove barriers to participation*
- *Adopt an open-door policy that invites input from others*
- *Understand the benefits of empowering others*
- *Seek first to understand and then to be understood – Steven Covey*
- *Motivate staff and encourage employee initiative*
- *Delegate tasks to maximize the use of available resources*

3. PROBLEM SOLVERS

Team members' approach to issues should be to focus on what can be done to solve the problem.

Themes for effective use of the guiding principles

- *Create programs that help others be more creative problem solvers*
- *Perceive problems as opportunities*
- *Avoid the use of policies to get out of having to solve the problem*
- *Look to others to help solve problems*
- *Develop an understanding of the various cultural approaches to conflict and learn skills to adapt*
- *Encourage risk-taking*
- *Practice flexibility and assume good intent from participants with whom you disagree*
- *Understand that bureaucracies function best in black and white issues, while most issues are varying shades of gray*

4. DEVELOP PARTNERSHIPS

Team members can be more effective by developing partnerships with other departments and outside organizations.

Themes for effective use of the guiding principles

- *Form teams around defined tasks*
- *Encourage employee involvement through problem-solving task forces*
- *Develop team processes for decision-making and setting goals and objectives*
- *Facilitate the group process and develop the ability to adapt to various communication styles*
- *Form partnerships that reflect the variety of backgrounds and interests in the community that we serve*

5. ACT WITH A SENSE OF URGENCY

Success is about Planning, Partnerships and People leading to desired outcomes.

Management Style: Socratic

"Luck is when preparation meets opportunity."

Norman Vincent Peale

"The harder you work the luckier you get."

Al Van Milligen

*"You cannot control what other people do or say
just your reaction."*

*"Hard work and a good attitude are the key to success,
oh yeah, be nice."*

Hedwig Van Milligen

*"If I have seen further, it is by standing
on the shoulders of giants."*

Isaac Newton

"We are all equally ignorant, just about different things."

Will Rogers

*"Performance is not determined by your conditions,
but largely by your own actions."*

"This research project began with the premise that we live in an environment of chaos and uncertainty. But the environment doesn't determine why some companies thrive in chaos and why others don't. People do. People are disciplined fanatics. People are empirical. People are creative. People are productively paranoid. People lead. People build teams. People build organizations. People build cultures. People exemplify values, pursue purpose, and achieve big hairy audacious goals. Of all the luck we can get, people luck – the luck of finding the right mentor, partner, teammate, leader, friend – is one of the most important."

Jim Collins, Author of "Great by Choice"

*"The conductor of an orchestra does not make a sound,
he depends, for his power, on his ability to make other people powerful."*

Benjamin Zander, Conductor, Boston Philharmonic

*"The day he was released from prison it gave me a sense of what human beings can do when they
are guided by their hopes and not their fears."*

President Obama in December 2013 upon learning of the death of Nelson Mandela.

"Change happens at the speed of trust."

Key Partners Include:



Great Things are Happening



Dubuque Employers Include:



JOHN DEERE



Education



Prudential



MCKESSON

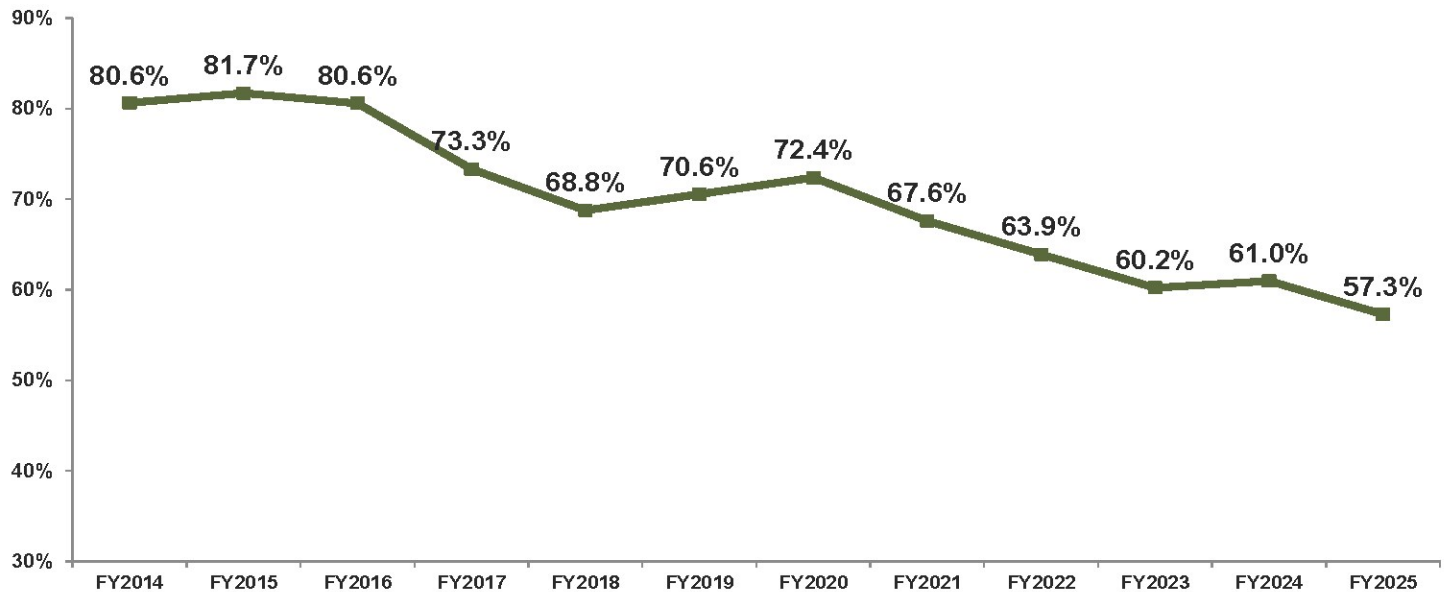
Empowering Healthcare

NORDSTROM

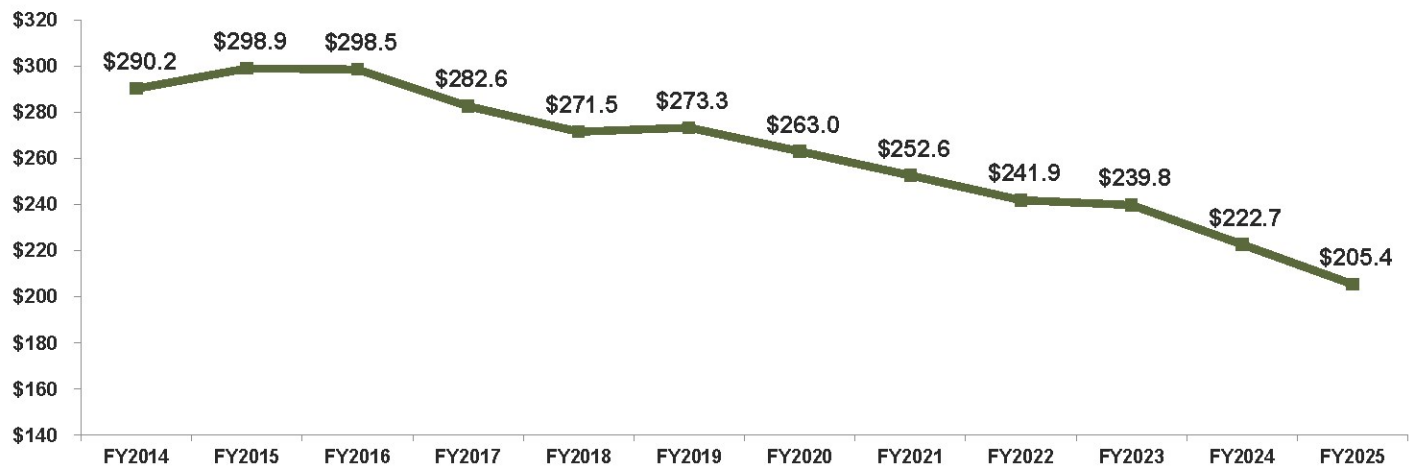


City Debt

Statutory Debt Limit Used (as of June 30)



Total Debt (In Millions)



Top 10 Debt Uses (as of June 30, 2015)

#	Project	Amount Outstanding	Issuance Amount
1	Stormwater	\$73,918,628	\$80,540,791
2	Water & Resource Recovery Center	\$67,832,000	\$74,285,000
3	Parking Improvements	\$39,712,036	\$44,335,714
4	Water Improvements	\$18,818,160	\$24,557,447
5	GDTIF Incentives/Improvements	\$18,185,453	\$19,606,771
6	TIF Rebates/Bonds to Businesses	\$17,716,537	\$28,262,573
7	DICW Expansions	\$13,817,395	\$20,098,912
8	Roshek Building Loan Guaranty	\$10,000,000	\$10,000,000
9	Sanitary Improvements	\$7,799,469	\$9,346,741
10	America's River Refunding	\$4,795,000	\$8,885,000
	Total	\$272,594,678	\$319,918,949

Dubuque's Rankings among Iowa's 10 Largest Cities

ISSUE	RANK
Property Tax Rate per Capita	LOWEST
Water Rate	2nd LOWEST
City Property Tax Rate	2nd LOWEST
Refuse Collection Rate	5th LOWEST
Sanitary Sewer Rate	5th LOWEST
Stormwater Rate	2nd HIGHEST

City of Dubuque Bee Branch Watershed Flood Mitigation Project

The Bee Branch Watershed Project is a \$179 million, 12-phase, 20-year construction project to address stormwater management issues throughout the entire Bee Branch Watershed area. The City was awarded \$98.5 million from the Iowa Flood Mitigation Board in the form of State sales tax increment financing paid over the next 20 years. The City is borrowing \$28 million in calendar year 2014 which will be paid over fifteen years with the State sales tax increment. Phases of the project not covered by the 2014 borrowing will be completed as sales tax increment is available in future years. The State sales tax increment grant time period is January 1, 2014 through June 30, 2033.

Top 10 Capital Projects (1997-2019)

#	Project Description	Cost
1	Streets Project (Engineering & Public Works)	\$104,247,794
2	Parking Ramps	\$73,476,725
3	America's River Project	\$70,674,035
4	Sanitary Sewer - Maintain & Install	\$66,436,188
5	Water and Resource Recovery Center	\$64,885,000
6	Bee Branch Creek Watershed Project	\$52,969,221
7	Southwest Arterial	\$43,447,955
8	Airport Terminal Project	\$37,781,620
9	Industrial Parks	\$36,096,331
10	Stormwater - Maintain & Install	\$28,488,986
	Total	\$578,503,855

Note: Streets Project, Sanitary Sewer, and Stormwater is a cumulative amount from FY 1997 to projected FY 2019

The Beginning

After serving 10 years on the City Council, Roy D. Buol ran for the office of Mayor in 2005. His platform was based upon “engaging citizens as partners,” and what he heard from thousands of citizens was a consistent theme surrounding water quality, recycling, green space, public transit, cultural vitality, accessibility and downtown revitalization. During the 2006 City Council



goal-setting process, Mayor Buol proposed and received full support from his council colleagues to focus on sustainability as a City top priority, stating “cities that get out in front on sustainability will have competitive economic advantages in the future.” What soon became known as *Sustainable Dubuque* is a City Council adopted, community-created, and citizen-led initiative whose story officially begins in 2006. A City Council priority each year since, we are continually working to expand awareness, create partnerships, and encourage initiatives involving all sectors of our community. Dubuque became an early leader on the sustainability front.

Citizen Engagement from the Start

Igniting our early efforts was the selection by the American Institute of Architects as one of six cities in the nation to receive a grant for professional analysis and recommendations on creating a sustainable path to the future. The City Council moved immediately to create a city-wide citizen task force, supported by City Staff, to develop a comprehensive definition of what sustainability meant to our community. Aptly named the “*Sustainable Dubuque Task Force*,” the representation included individuals who brought diverse backgrounds and interests to the process, including local government, schools, utility companies, religious organizations, neighborhood associations, youth organizations, non-profits, environmental organizations and business stakeholders. The group met over the next two years, collecting community-wide input to develop a vision. The process also included presentations to community organizations and businesses to discuss targeted visions and ideas. Additionally, nearly 900 community surveys were completed. The results of these efforts, along with other data collected by the task force, were used to develop the *Sustainable Dubuque* vision and model which focuses on a balanced approach to life quality and includes “economic prosperity, environmental integrity, and social/cultural vibrancy.” The collective desire of our citizens to create value and a legacy of life quality through sustainable practices and programs was defined.

An Organized & Collaborative Approach By and For Citizens

“Dubuque is a viable, livable, and equitable community. We embrace economic prosperity, environmental integrity, and social/cultural vibrancy to create a sustainable legacy for generations to come.” In order to implement that vision, 12 key principles were defined to guide the community’s path to a more sustainable future: Regional Economy, Smart Energy Use, Resource Management, Community Design, Green Buildings, Healthy Local Foods, Community Knowledge, Reasonable Mobility, Healthy Air, Clean Water, and Native Plants & Animals.

Community Engagement is Occurring Across a Broad Spectrum

When the citizen task force brought its final recommendation for *Sustainable Dubuque* to the City Council in 2008, it came with the support of the private, non-profit, and public sectors, as well as residents because of the grassroots process that had been implemented at the outset. The *Sustainable Dubuque* framework has become the lens through which city operations are developed and analyzed. Likewise, there are numerous community initiatives active such as Project Hope, Green Vision Schools, and the Petal Project to name a few, along with businesses that are finding ways to save money and improve their environment and their community by implementing the principles that define *Sustainable Dubuque*.

Sustainable Dubuque is the City’s Brand

Dubuque has established itself as a regional and national leader in its ability to collaboratively partner to achieve community goals. What Dubuque is achieving collectively today through its *Sustainable Dubuque* model, is the direct result of the knowledge and understanding that sustainability is a balanced approach to long-term life quality. It is a rare approach to life quality where no one in the community is excluded...everyone who wants to do so, can participate and contribute. That is what is unique in Dubuque’s ability to continue to innovate and transform. Most recently, the City of Dubuque and its partners are working to create a replicable model of sustainability for cities under 200,000, where over 40 percent of the US population lives. *Sustainable Dubuque* is who and what we are; it is our brand; it is our recognizable logo; and it is our future.



www.sustainabledubuque.org

Vision Statement

Dubuque is a viable, livable, and equitable community. We embrace economic prosperity, social/cultural vibrancy and environmental integrity to create a sustainable legacy for generations to come.

Dubuque's 12 Sustainability Principles

These principles guide government, business, non-profit, and individual actions in Dubuque. Community planning documents including the Comprehensive Plan, Long-Range Transportation Plan, Comprehensive Economic Development Strategy, and many others are guided by this sustainability framework.

> Dubuque is a community that values...

Economic Prosperity



Community Design >

The built environment of the past, present and future which contributes to its identity, heritage and sense of place.



Smart Energy Use >

Energy conservation and expanded use of renewable energy as a means to save money and protect the environment.



Resource Management >

The benefits of reducing, reusing and recycling resources.



Regional Economy >

A diversified regional economy with opportunities for new and green markets, jobs, products and services.

Social/Cultural Vibrancy



Green Buildings >

A productive and healthy built environment.



Community Knowledge >

Education, empowerment and engagement to achieve economic prosperity, environmental integrity and social/cultural vibrancy.



Healthy Local Foods >

The benefits of wholesome food from local producers, distributors, farms, gardens and hunters.



Community Health and Safety >

Systems, policies and engagement to ensure that all residents have access to healthy and safe lifestyle choices.

Environmental Integrity



Reasonable Mobility >

Safe, reasonable and equitable choices to access live, work and play opportunities.



Healthy Air >

Fresh, clean air, reduced greenhouse gas emissions and minimized health risks.



Clean Water >

Water as the source of life, seeks to preserve and manage it in all forms.



Native Plants & Animals >

Biodiversity through the preservation, restoration and connection of nature and people.



"Giving residents and businesses the information they need to do what they want."

What is Smarter Sustainable

Dubuque? Smarter Sustainable Dubuque is the research function of the Sustainable Dubuque initiative, which began in 2006 when Dubuque, Iowa Mayor Roy D. Buol and the City Council made it a top priority for the City.



Sustainable Dubuque seeks to make Dubuque a community that meets the environmental, economic, and social equity needs of its residents today without reducing the ability of future generations to meet their needs. This approach is unique in Dubuque in that it is a citizen-driven process guided by a vision and principles developed by citizens.

Smarter Sustainable Dubuque is a public/private partnership between the City of Dubuque and a diverse group of partners, including IBM Research, the division of IBM responsible for its "Smarter Planet" campaign. The project was initiated in September 2009 when the City of Dubuque and IBM announced their intentions to make Dubuque one of the first "smarter" sustainable cities in the U.S. The first \$30,000 in "seed" money was provided by the Greater Dubuque Development Corporation. It has grown into a collaboration that includes over two dozen industries and eight state and federal agencies.

In a nutshell, it is the development of new "smarter" technologies coupled with community outreach and implementation strategies to create a replicable, international model of sustainability for communities of 200,000 and under, where over 40 percent of the U.S. population resides. The model will integrate community engagement and education, more energy-efficient ways of operating municipal services and buildings, decreased carbon emissions, new job creation, increased financial savings, resource conservation, and a higher quality of life for the entire community. It will also document the improvement to competitive opportunities that comes through "smarter" resource utilization.

Smarter Sustainable Dubuque is providing Dubuque residents and businesses what they need (information and tools specific to their circumstances) to do what they want (save money, conserve resources, and improve the local economy and environment). The initiative is engaging Dubuque residents and businesses who, through advanced technology, are better managing their use of resources like water, electricity, and oil. The program is expanding to improve the health and wellness of the community through collaboration with efforts such as the Green and Healthy Homes Initiative.

HOW IS DUBUQUE GETTING SMARTER?

With the support of public and private partners, Dubuque is exploring and using new "smarter" technologies and strategies to deliver or better utilize vital services such as water, energy, and transportation to its citizens while reducing the community's impact on the environment. These new technologies digitize and connect city systems, sense, analyze and integrate data, and allow Dubuque to respond intelligently to the needs of citizens. It also provides consumers and businesses the information specific to their households or businesses that they need to make informed decisions about how they can reduce consumption and improve their economic bottom lines. Collecting and analyzing this information is giving consumers and city policymakers new insights on how to conserve Dubuque's resources, become more sustainable, and improve their opportunities in an increasingly competitive world economy.

PARTNERSHIPS

SUSTAINABILITY INNOVATION CONSORTIUM

Facilitated by Greater Dubuque Development Corporation, this regional cluster initiative is designed to research, analyze, and implement regional efforts to grow the "sustainability and innovation industry" in the region. From traditional manufacturing to internet technologies, these companies are documenting hundreds of jobs created or retained through expansion of the sustainability industry in Dubuque.

DUBUQUE 2.0

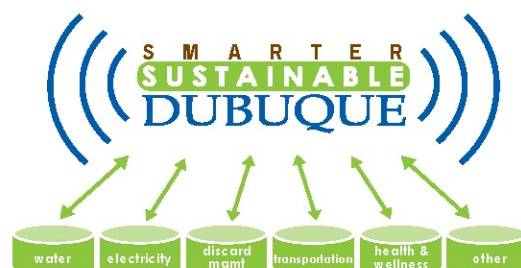
Dubuque 2.0, an initiative of the Dubuque Area Chamber of Commerce and the Community Foundation of Greater Dubuque, led the community engagement and dialogue around Smarter Sustainable Dubuque. It was a venue where sustainable ideas were presented, best practices shared, and results from the community's efforts were measured.

PETAL PROJECT

Sponsored by the East Central Intergovernmental Association, this green business certification program recognizes organizations dedicated to reducing their energy, water, and natural resource use to benefit the environment and their bottom line.

DUBUQUEWORKS

This seven-organization partnership was formed to analyze and revitalize existing workforce strategies, identify and address workforce gaps, and seamlessly provide workforce solutions for local companies. DubuqueWorks also addresses workforce issues through Project HOPE, the Bridges Initiative, and other programs to develop the whole person to meet employers' workforce needs.



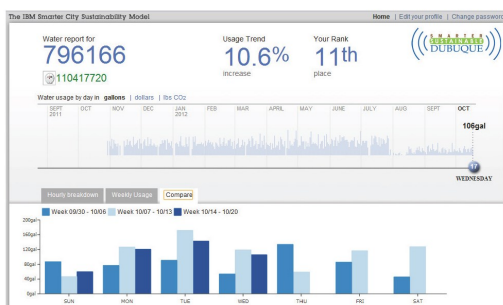
SMARTER WATER

Dubuque's Smarter Water pilot study was conducted in conjunction with the City's community-wide water meter replacement project. It was a unique partnership of local, state, and federal funding partners and private sector vendors to implement innovative technologies and empower citizens and businesses with the information and tools needed to reduce water costs and use.

IBM technology interfaced with the City's system to process water consumption data and provide near real-time visibility into the overall city water consumption. More than 300 households participated in this 12-month study which helped reduce water utilization by 6.6 percent and increased leak detection and response eight-fold among participants.

The Smarter Water Portal provides a customer-specific, integrated view of water usage. The data is collected hourly and transmitted daily. Usage data can be displayed in gallons, cost, or by carbon footprint. The portal also provides leak detection and notification, historical usage data, and comparative data.

Smarter Water Portal



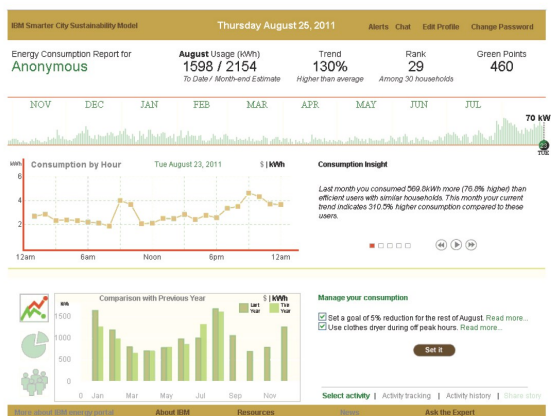
How do these Smarter Pilot Studies become a Smarter System?

Dubuque is integrating all the individual resources or "silos" of energy into an Integrated Sustainability System. Giving citizens the power to use real-time water information to help reduce their electricity consumption is new. Giving citizens the ability to use their travel and data to improve their health and wellness outcomes is new. This ability to view all personal energy interactions within the community is unique.



SMARTER ELECTRICITY

Working in partnership with IBM, Alliant Energy, and the Iowa Office of Energy Independence, the community conducted a multi-million dollar Smarter Electricity pilot study. Involving nearly 1,000 volunteer households, Alliant Energy installed new Advanced Metering Infrastructure (AMI) meters and provided anonymous customer electricity usage data to the City and IBM for analysis. IBM used the data to develop a consumer interface system, or portal, enabling study participants to better understand their electricity use in real-time so they could consider changes to save energy, reduce costs, and reduce carbon emissions.



By reviewing historical and real-time current data and analyzing the opportunity for energy savings through the Smarter Electricity pilot, IBM Research has determined that roughly 26 percent of average household usage in Dubuque is presently "phantom power" (electricity which is being consumed by appliances when not in use). The savings opportunity is significant.



SMARTER TRAVEL

Analyzing how people move within the community and identifying opportunities to reduce vehicle miles traveled is also a high research priority. Dubuque, along with several national and local companies, conducted a Smarter Travel pilot and collaborated with IBM on its City-In-Motion project. The innovative research enabled over 1,000 volunteers to provide data on how, when and where they travel within the community. This was accomplished by the deployment of unique radio-frequency identification devices (RFID) and a smart phone application developed by IBM Research. The anonymous data collected was analyzed to identify ways to save money, conserve resources, and improve the environment through travel choices. Lastly, the aggregate data was used by the City and its transit partners to implement policies that incorporate lower impact options sought by citizens.

One component of the Smarter Travel pilot was the deployment of newly created IBM smart phone technology that was easily downloaded at no cost to volunteers and used to provide data to the supporting Cloud computing environment for analysis.



SMARTER HEALTH & WELLNESS

In addition to saving money, conserving resources, and improving the environment, Dubuque residents are also interested in improving their quality of life and health outcomes for themselves and their families. The research involved interpreting data from 69 volunteers using a mobile sensing app to see how an individual's health and wellness is affected by their interaction with resources. For example, how does reduction in vehicle miles traveled through biking or walking improve personal health outcomes? How does incorporating local foods decrease carbon footprints and improve key health indicators? How does the adoption of Green and Healthy Homes programming not only improve energy efficiency, but also reduce chronic childhood health conditions? The link between income, environment, and health is undeniable.





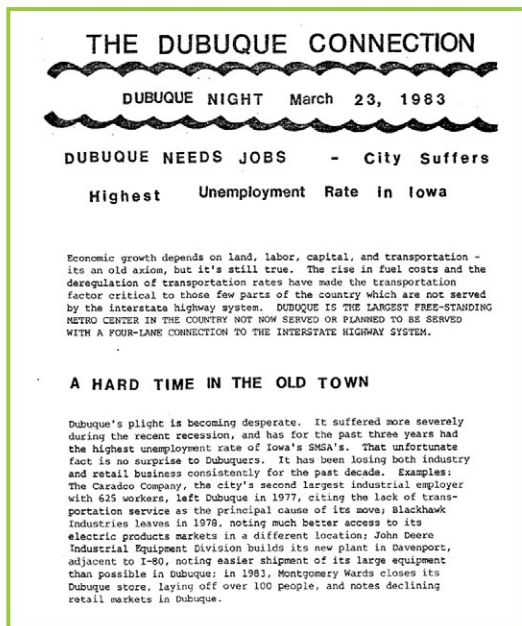
1965

"For decades Dubuque has prospered as a strategic industrial, wholesale, and retail center dominating a vast tri-state marketland."

"...while unemployment, at 1.5%, was the lowest percentage ever recorded."

July 1965

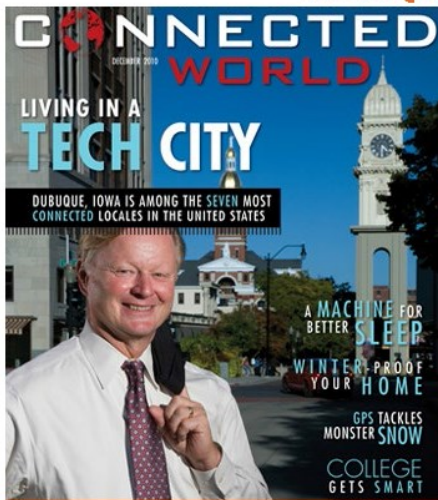
1983



"Dubuque's plight is becoming desperate. It suffered more severely during the recent recession, and has for the past three years had the highest unemployment rate of Iowa's SMSA's (largest cities). That unfortunate fact is no surprise to Dubuquers. It has been losing both industry and retail business consistently for the past decade...Dubuque is losing its people. Recent estimates show 10% of the housing stock vacant or available for sale."

*The Dubuque Connection, 1983
Chamber of Commerce Publication*

what happened?



MAYOR ROY D. BUOL



KARLA BRAIG



JOYCE CONNORS



RIC JONES



KEVIN LYNCH



DAVID RESNICK



LYNN SUTTON

Dubuque is a viable, livable, and equitable community. We embrace economic prosperity, social/cultural vibrancy, and environmental integrity to create a sustainable legacy for generations to come.

2014

THE CITY OF
DUBUQUE
Masterpiece on the Mississippi



2013 Smart Growth Achievement for Historic Millwork District and Washington Neighborhood revitalization efforts. – U.S. Environmental Protection Agency (EPA), February 2014

Average Hourly Wage, 1991-2013: Grew from \$9.51 in 1991 to \$18.86 in 2013, a 98% increase.

2010-2013 Job Growth: 10% of all new non-farm jobs in Iowa over the last 4 years with 3% of the state's population

In December 2013, unemployment was just 4.1% and total employment in the Dubuque metro area reached 60,800, in December 2013 a 62% increase since 1983.

10th "Best-Performing Small Metro" for 2013 – Milken Institute, December 2013

Average Household Income, 1990-2010: Rose from \$27,027 in 1990 to \$40,680 in 2010, a 50% increase.

Dubuque's economy was the fastest-growing in Iowa in 2012 and the 27th fastest nationally. Its economy grew 5.1 percent in 2012 over 2011, more than double the national average. – U.S. Bureau of Economic Analysis, September 2013

Named to 10 Great Places to Live for 2013 – Kiplinger's Personal Finance, July 2013

Named a 2013 All-America City by the National Civic League (3rd time in 6 years) – July 2013

Ranked 14th in the nation among "Best Small Places for Business and Careers." – Forbes, August 2013

Among the top 8% of the nation's metropolitan areas for "upward mobility," defined as the ability of children born in the lowest-income category to reach the highest-income category by age 30. – The Equality Opportunity Project, 2013

5th in the U.S. for metro areas with under 200,000 people – "Top Metropolitan Areas," Site Selection magazine, 2013

7th in the nation in Forbes annual "Best Small Places" – Forbes, August 2011

One of the 100 Best Communities for Young People – America's Promise Alliance, 2007, 2008, 2010, 2011, 2012

"Best Small City to Raise a Family" – Forbes, October 2010

Dubuque employers include: John Deere, IBM, McGraw-Hill, Hormel, Prudential, McKesson, Nordstroms, and Medline

Most Livable Small City in the United States (Under 200,000 population) – U.S. Conference of Mayors, 2008

2030

future progress will be about:

PLANNING,
PARTNERSHIPS & PEOPLE

Engagement
Leadership
Implementation

are we up to the challenge?

“ Good is the enemy of great. ”

Jim Collins, author of "Good to Great"

VOLUME 101 NUMBER 2 | SUMMER 2012

National Civic Review

MAKING CITIZEN DEMOCRACY WORK

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The New Civic Index

What makes some communities better able than others to solve the tough social, political, economic, or physical challenges they face? This was a question the board and staff of the National Civic League (NCL) set out to answer in 1986. The answer to the question about why some communities do better than others would come in the form of a National Civic Index, a new tool communities could use to analyze their civic strengths and weaknesses in collective efforts to solve problems or envision a better future. Since the index was first introduced, hundreds of towns, cities, countries, and regions have used it to apply for the All-America City Award or to begin a long-range visioning, strategic planning, or problem-solving effort facilitated by NCL staff. It was a way communities could begin discussions on how to improve themselves and how to develop action plans to make their visions of a better future come true.

The Civic Index provides a framework that allows communities to engage the public efficiently and effectively. It is a method and a process for first identifying weak and strong points and structuring collaborative solutions accordingly. It creates an environment within which communities can undertake a self-evaluation of their civic infrastructures. In developing the original Civic Index, the NCL board members and staff coined the term “civic infrastructure” to describe the societal and political fabric of communities-how decisions are made, how citizens interact with government, and how challenges in the community are confronted. Creating civic infrastructure is not an end in itself. It can be a community’s first step in building its capacity to deal with critical issues.

The seven components of the Civic Index are used to identify and measure those capacities and qualities that explain why some communities seem more able than others to address tough challenges. Whether the issue is a struggling school system, an environmental hazard, a natural disaster, or a lack of affordable housing, the necessary leadership and problem-solving skills are the same. A community must have strong leaders from all sectors who can work together with citizens to reach consensus on strategic issues that face the community and its region. Committed individuals help develop a community's capacity to solve problems, and communities must resolve to increase their problem-solving capacity. Outside consultants can make recommendations, but sustained action is unlikely without local ownership of a strategy and an implementation plan. The seven capacities we have identified as most important for communities to focus on are:

1. Participation and civic engagement
2. Diversity and inclusiveness
3. Networking, information, and communication
4. Decision making and consensus building
5. Partnerships and collaboration
6. Leadership
7. Community vision and pride

Civic pride is the glue that makes communities capable of overcoming challenges and divisions and working together toward common solutions and the common good. Community vision is what gives them the road map they need to get where they want to go.

Michael McGrath is editor of the *National Civic Review*