



Masterpiece on the Mississippi

Michael C. Van Milligen

City Manager

Dubuque, Iowa

Where is Dubuque, Iowa?



**250 miles from Chicago, IL, on the Mississippi River
where Iowa, Illinois, and Wisconsin meet**

A Historical Perspective

“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



The Port of Dubuque was awarded the 2005 Phoenix Award for Excellence in Brownfield Redevelopment for EPA Region 7, which includes Iowa, Kansas, Missouri, and Nebraska.

PORT OF DUBUQUE

America's River



*“Will the last person to
leave please turn
out the lights?”*















“Few Iowa cities were hit
harder in the ‘80s.

Few have a better outlook now.”

Des Moines Register

December 2002









Grand Harbor

Grand Harbor
RESORT AND WATERPARK











Upper Mississippi River

Place in America

USA Weekend

May 2003









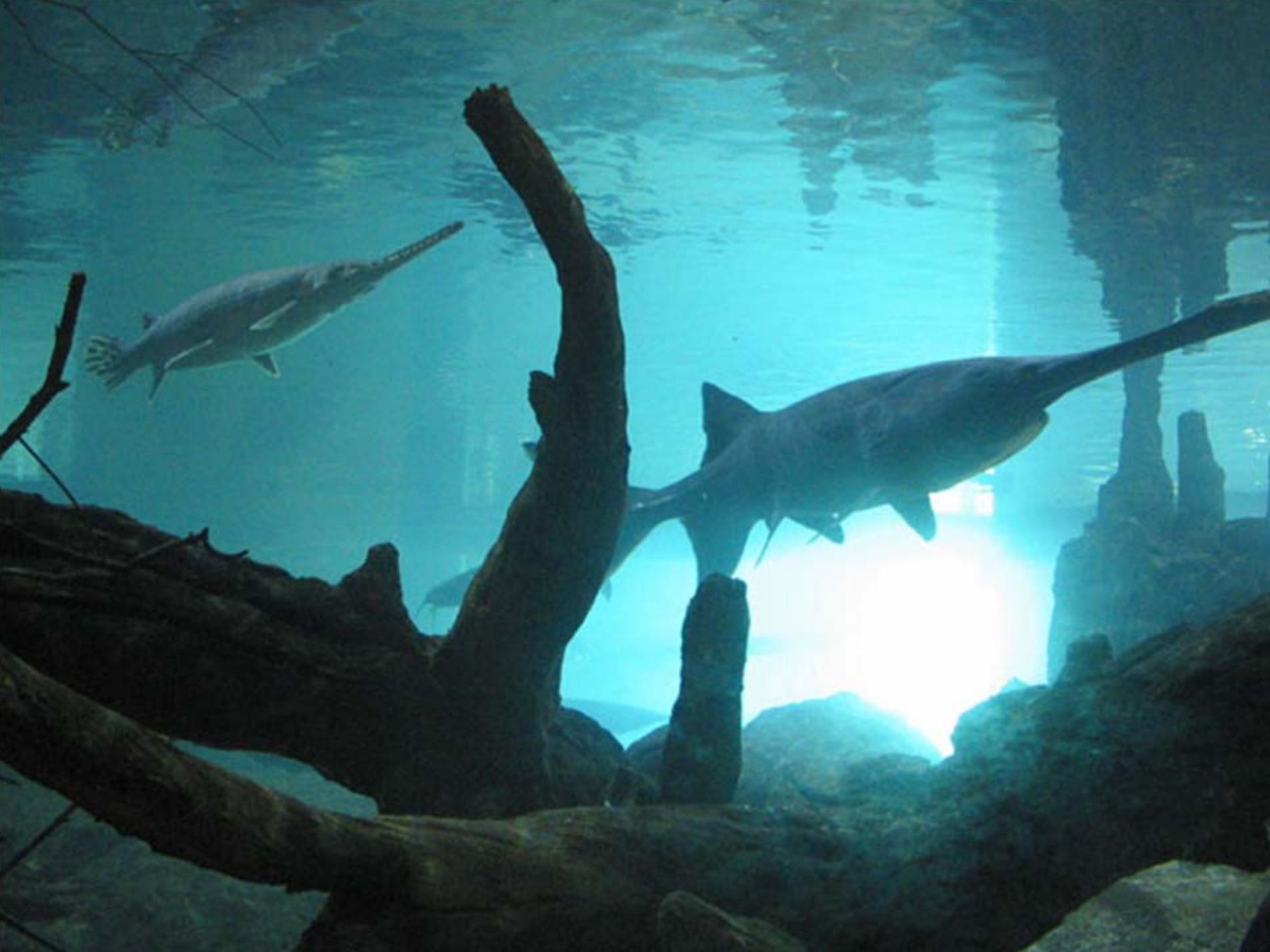


America's River Project
Achievement in
Economic Development

2004



NATIONAL MISSISSIPPI RIVER MUSEUM & AQUARIUM









Minnesota River

Colorado River

Connecticut River

Rio Grande River

Yellowstone River

Missouri River

Plate River

Main Channel Border

Main Channel

Right

Left

Down



Leave it as it is.
The ages have been at work on it,
and we can only
—Franklin D. Roosevelt



Dubuque:
Dozen Distinctive
Destination 2005





DELTA QUEEN

GRAND EXPOSITION 2004
America Celebrates the Mississippi River













MUSIAL
6

CORN
DOGS

FUNNEL CAKES

FREEDOM FRIES

NACHOS

1/2
LB Tenderloins + Fries

Hot Dogs







Franciscans
and Friends

Franciscans
and Friends

Franciscans
and Friends

Franciscans
and Friends



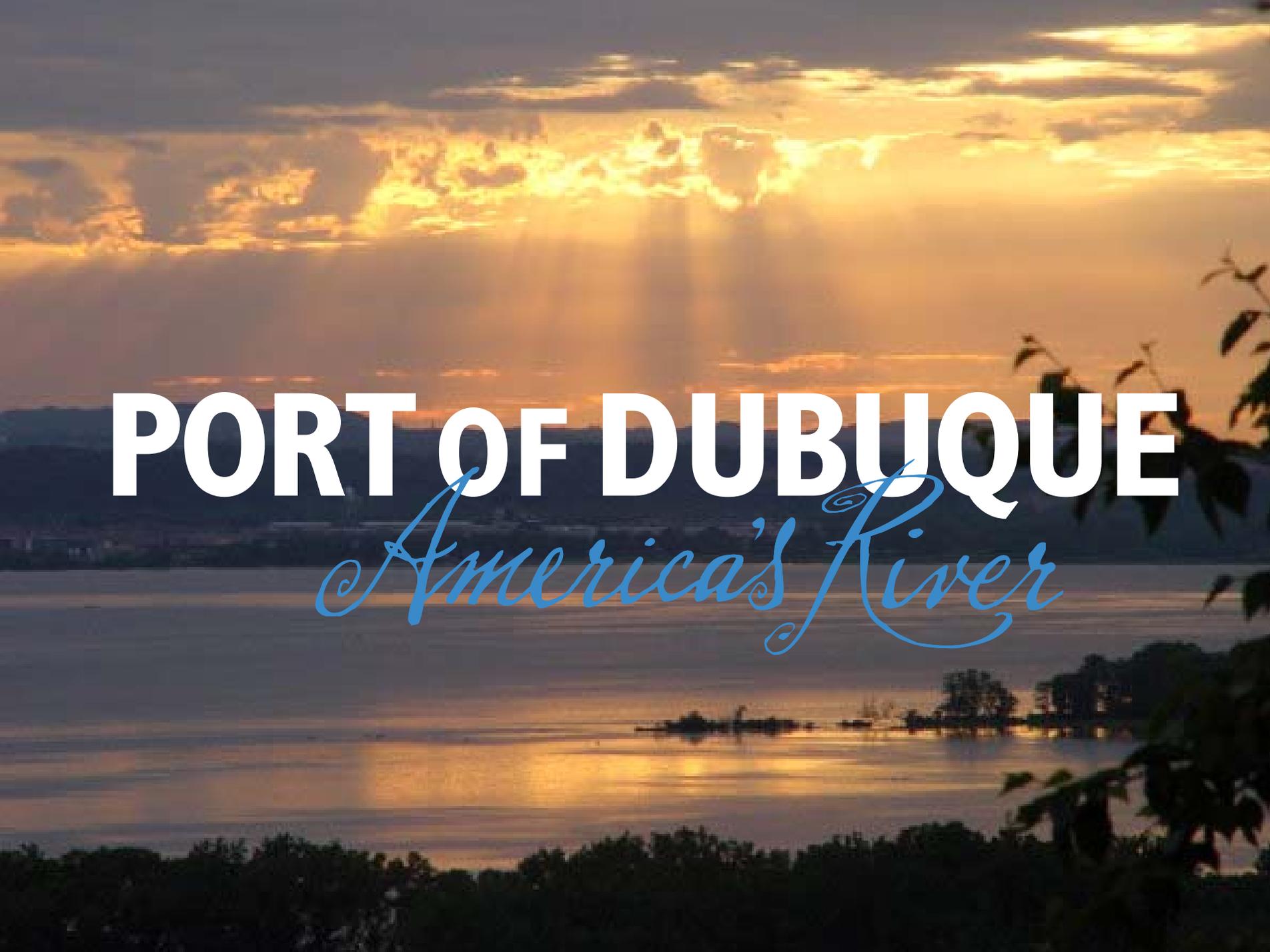




“The face of the river, in time,
became a wonderful book . . .

And it was not a book to be read
once and thrown aside, for it had
a new story to tell every day.”

Life on the Mississippi



PORT OF DUBUQUE
America's River

America's River

PORT OF DUBUQUE



- \$188 million project
- 90-acre campus
- Opened in November 2003

America's River
PORT OF DUBUQUE

National Mississippi River Museum & Aquarium



- **\$58 million**
- **Smithsonian Affiliate**
- **Owned by Dubuque County Historical Society**
- **600,000 visitors in first two years**



America's River
PORT OF DUBUQUE

Grand River Center

- City-owned conference and event center
- \$39 million
- 174,000 sq. ft.



America's River
PORT OF DUBUQUE

Grand Harbor Resort & WaterPark

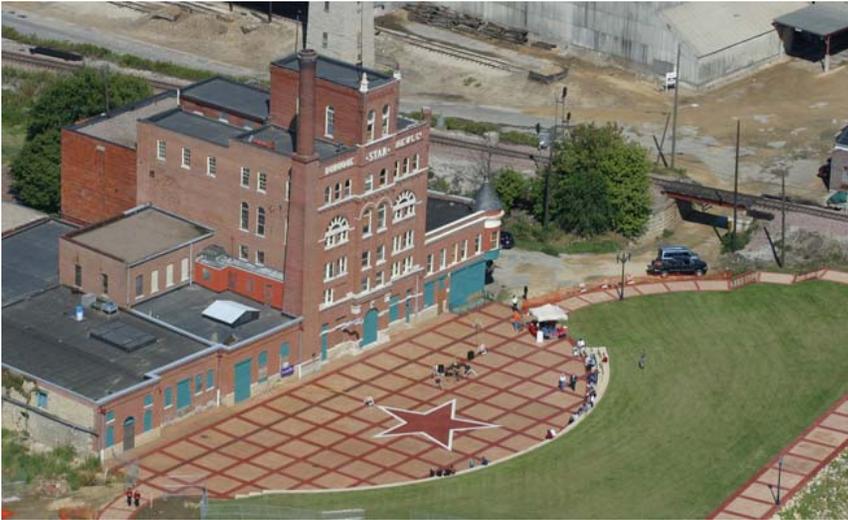


- \$30 million
- Platinum Hospitality Group
- 200 rooms
- 25,000 sq. ft. Indoor WaterPark

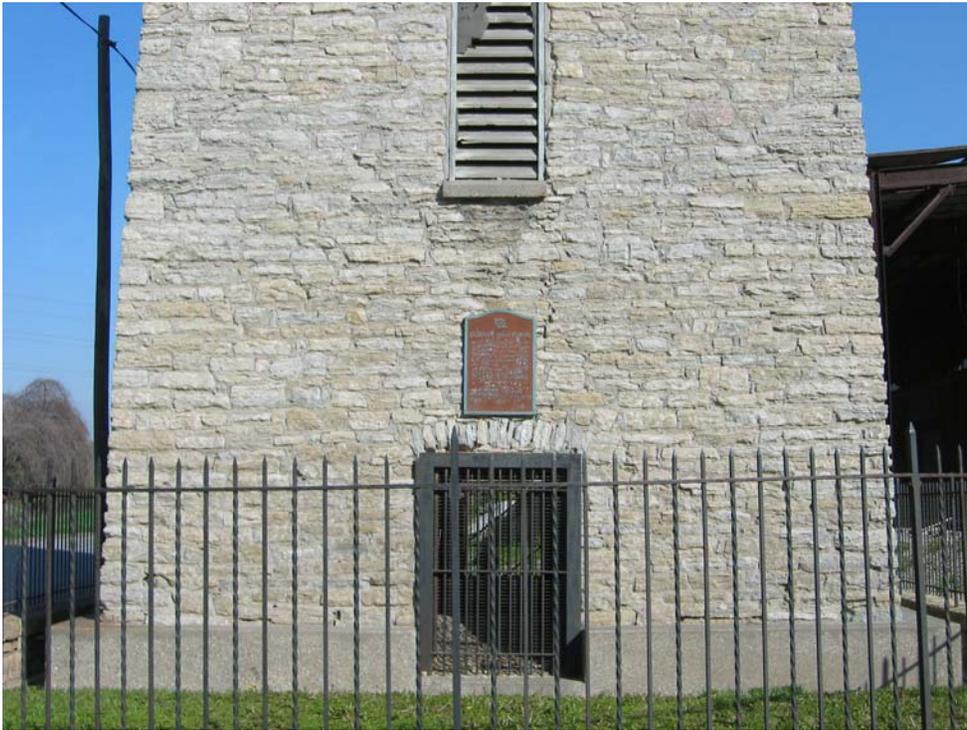


America's River
PORT OF DUBUQUE

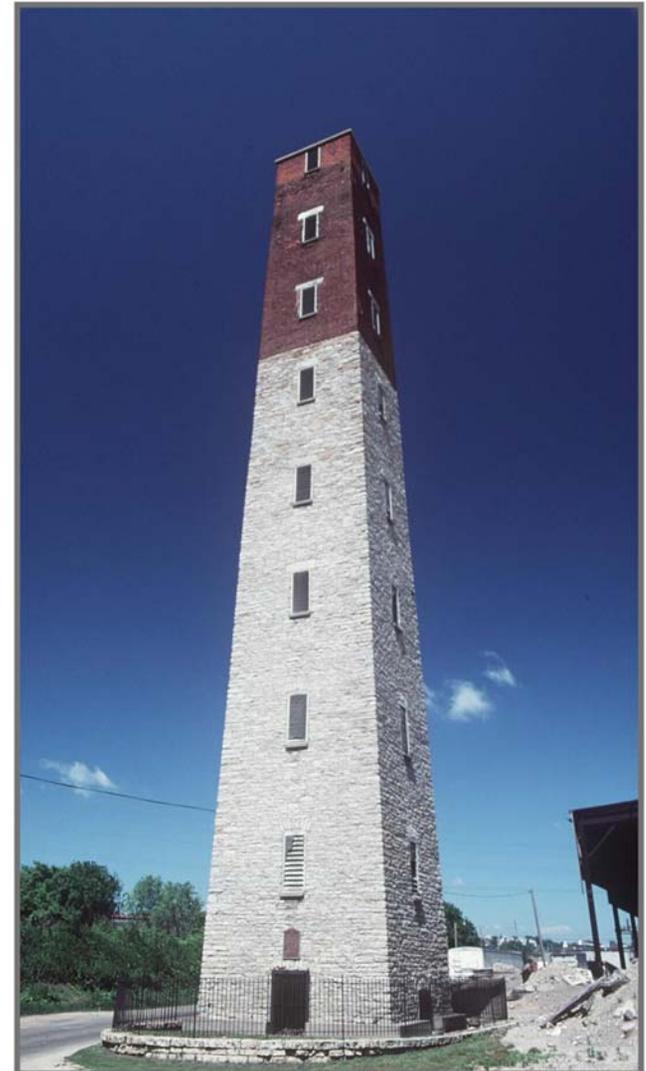
Star Brewer & Alliant Amphitheater



- **\$8 million**
- **City-owned, private developer**

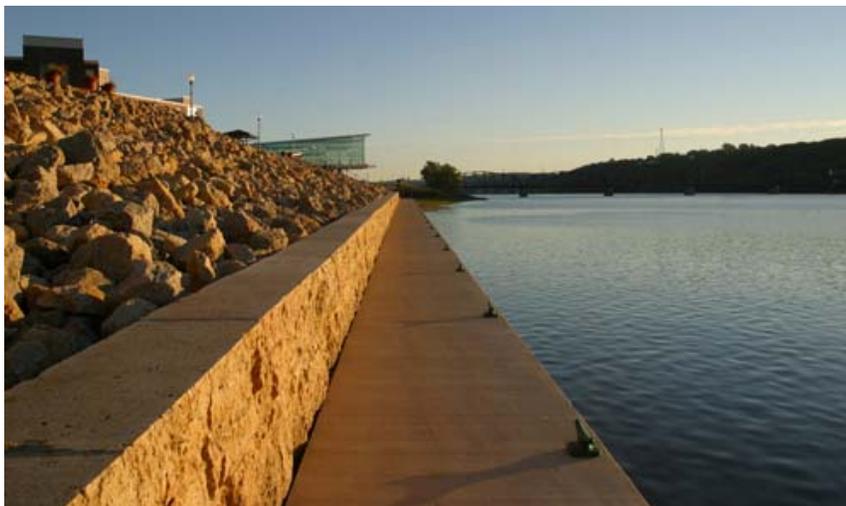
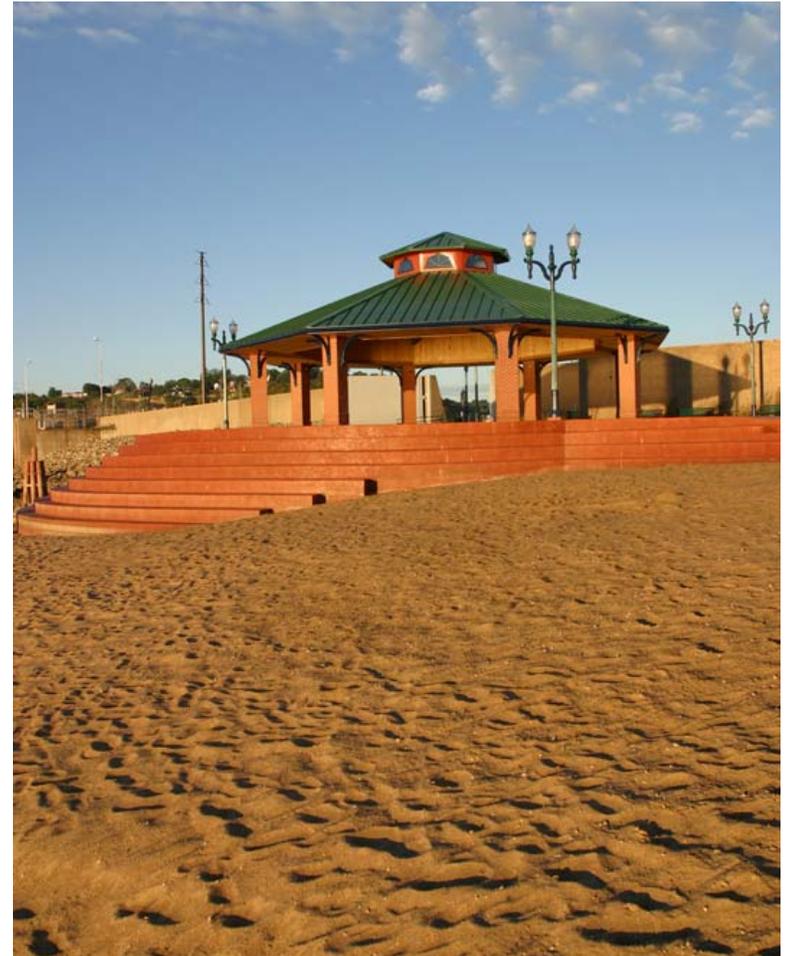


- **\$600,000 planned rehabilitation of 150-year old historic structure**
- **Educational and interpretive project with alternative high school**



America's River
PORT OF DUBUQUE

Mississippi Riverwalk & Amenities



- **\$2 million City Project**

America's River
PORT OF DUBUQUE

Heritage Trail Expansion



- **35 miles of trails connect the Field of Dreams with the Mines of Spain through the Port of Dubuque**

How did a town
of 60,000 make
this happen?



Masterpiece on the
Mississippi



Vision 2000 Process

- Initiated in 1990 by the Long-Range Planning Commission
- 5,000 citizens participated
- 3-year process
- Vision 2000 Plan adopted by City Council in 1993

Comprehensive Plan

Comprehensive City Plan

prepared for

CITY OF DUBUQUE, IOWA

FRANK M. JAEGER, *Mayor*

COUNCILMEN

ARTHUR M. BENNETT
JOHN K. CHALMERS

MARK R. KANE
PETER SCHILTZ

R. M. EVANS, *City Manager*
M. H. CZIZEK, *City Solicitor*

PLANNING AND ZONING COMMISSION

RIGHT REV. MONSIGNOR J. M. WOLFE, *Chairman*

DALE D. WELCH, *Vice-Chairman*

FREDERICK E. BISSELL

WILLIAM AVERY SMITH

RICHARD V. MCKAY, *Secretary*

R. DEWITT WALLER

LOUIS C. STOFFREGEN

JOHN NOLEN, *City Planner*, Cambridge, Mass.
JUSTIN R. HARTZOG, *Associate*, Cambridge, Mass.

WALTER H. CULLEN, *City Engineer*
CARL F. BARTELS, *Building Commissioner*

SEPTEMBER

1936

- Adopted in 1995, replaced 1936 plan
- Revised in 2000
- *Based on elements in the Comprehensive Plan, 23 separate implementation plans were developed including the Riverfront Plan*

Riverfront Development Plan

The Port of Dubuque **Master Plan**



America's River
AT THE PORT OF DUBUQUE



THE CITY OF
DUBUQUE
Showing the Spirit.

Individual components of each plan are prioritized each year in an **annual City Council Strategic Planning Process**

- Long-Term Vision Statement
- Five-Year Goals
- Annual Priorities

America's River Founding Partners

- **City of Dubuque**
- **Dubuque County Historical Society**
- **Dubuque Area Chamber of Commerce**
- **Greater Dubuque Development Corporation**
- State of Iowa
- Dubuque Racing Association
- Federal Government
- Private Developer (Platinum Hospitality Group)
- Dubuque County

Funding Sources

- City of Dubuque - \$51 million
- Dubuque County Historical Society Fundraising - \$50 million
- State of Iowa/Vision Iowa - \$46 million
- Platinum Hospitality Group - \$30 million
- Federal Government - \$11 million
- HUD, EPA, EDA

National & Multi-State Partners

- U.S. Fish & Wildlife Service
- U.S. Army Corps of Engineers
- U.S. Coast Guard
- U.S. Geological Survey
- U.S. Dept. of Agriculture
- Environmental Protection Agency
- Tulane University, New Orleans
- Great River Road
- National Scenic Byway
- American Heritage Rivers Project

National & Multi-State Partners continued

- Grand Excursion of 2004
- Millennium Mississippi River Bicycle Trail
- National Maritime Alliance
- Iowa Dept. of Natural Resources
- Wisconsin Dept. of Natural Resources
- Illinois Dept. of Natural Resources
- Minnesota Dept. of Natural Resources
- Missouri Dept. of Conservation
- Silos and Smokestacks

Local Partners

- Dubuque Yacht Club
- Friends of the Upper Mississippi River Refuge
- Dubuque Area Labor Management Council
- Dubuque Community School District
- Sac and Fox Tribal Council
- Clarke College
- Loras College
- University of Dubuque
- Northeast Iowa Community College
- University of Iowa Hydrology Department
- Graceland College, Lamoni

Local Partners continued

- Dubuque Area Jaycees
- Key City Rotary Club
- River Discovery Consortium
- Catfish Creek Coalition
- Storm Drain Stenciling Initiative
- Riprow Valley Citizens Group
- Senior High School Key Club

Community Focus Groups

- Hundreds of focus group meetings were held, including some in people's homes to help design America's River Project and to do fundraising.

City Tools for Implementation

- Designated Urban Renewal District
- Use of Tax Increment Financing (TIF)
- Property Acquisition
- Negotiated Sales
- Eminent Domain

Port of Dubuque Property Acquisitions

- ***Logging Company: Negotiated Purchase***
- ***Trucking Company: Negotiated Purchase***
- ***Grain Company: Negotiated Purchase***
- ***Lumber Processor: Negotiated Purchase***
- ***Riverwalk/Amphitheatre: Negotiated Purchases***
- ***Cold Storage Facility: Negotiated Purchase***
- ***Brewery Facility: Slum and Blight
Condemnation Award***

Community support was enhanced by the City NOT ignoring other priority issues

- Implemented Neighborhood Reinvestment Strategy
- Created 1,150 acres in 6 industrial parks, now home to 5,075 jobs
- Developed 14 new City parks since 1994 and 7 more are planned

What's Next?



envision

TEN COMMUNITY PROJECTS BY 2010

- **America's River Phase II**
- **Bilingual Education Curriculum**
- **Community-wide Wireless**
- **Community Health Center**
- **Indoor/Outdoor Performing Arts Center**
- **Integrated Walking/Biking/Hiking Trail System**
- **Library Services Expansion**
- **Mental Health and Substance Abuse Services**
- **Passenger Train Service**
- **Warehouse District Revitalization**



DUBUQUE
AREA CHAMBER OF COMMERCE



Great Things are Happening

America's River Phase II

\$254 million

- **National River Research and Conservation Center**
To address the need to reduce nutrient loading, understand sediment flow, increase understanding of habitat preservation, and address other nationally significant issues.
- **RiverMax Theater**
A large screen theater building will be constructed and films will be created to tell the story of the rivers of America and how those rivers and the people of those rivers have shaped America.
- **Children's Splash Zone Museum**
Interactive play exhibits with educational emphasis will provide a hands-on children's museum with a water theme.
- **Rivers to the Sea Galleries**
This exhibit space will accommodate 3 or 4 different exhibits that are changeable on a rotating basis: The Rivers of America, their watersheds, their cultural and ecological stories, the people, and their connection to the sea.

Remember
One Thing:
No one is going to do
this for you.



Masterpiece on the
Mississippi





Masterpiece on the Mississippi

www.cityofdubuque.org

www.americasriver.com

www.greaterdubuque.org

E-mail: ctymgr@cityofdubuque.org