

# Health & Safety in the Burlington Downtown District

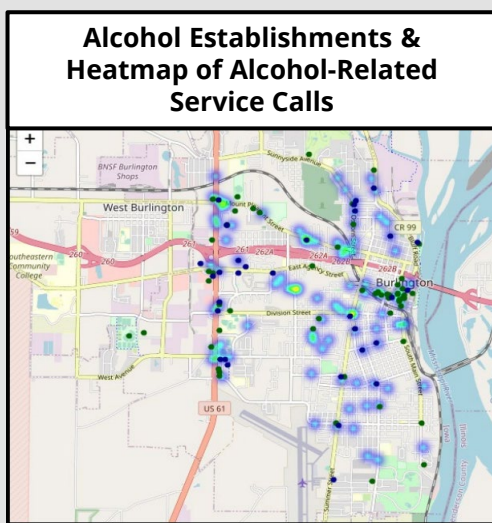
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May 1st, 2023



## Introduction

The Public Science Collaborative (PSC) at Iowa State University facilitated a workshop in Burlington to design strategies aimed at improving community health and safety while furthering downtown redevelopment. A diverse group, including representatives of the business community, city government, local non-profits, the health sector, public health, community safety, and ISU extension, for example, gathered at the Greater Burlington Partnership on May 1, 2023, to discuss community strengths, opportunities, and actionable solutions to economic development and community revitalization that protects health and improves public safety.

Recognizing that the downtown redevelopment initiative includes an increase in the number of licensed alcohol establishments, a known health and safety risk factor, the workshop was designed to communicate risks, share back results of PSC's analysis of Burlington's alcohol risk environment, and strategize ways to continue community revitalization efforts with these critical facts in mind.

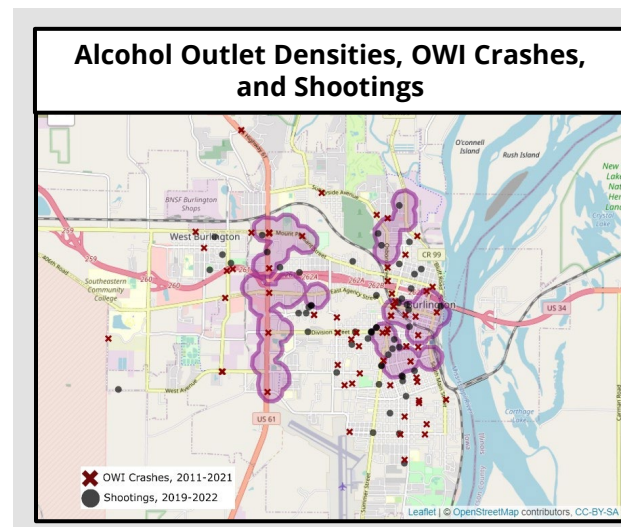


## Relevant Health & Safety Context

PSC conducted a data scan of Burlington and Des Moines County to understand the region's assets and vulnerabilities, starting with environmental risk factors. One such factor is the heavy concentration of alcohol-selling establishments in several areas of town. Our analysis identified five clusters of alcohol-selling establishments, including two off-premise clusters (e.g., gas stations and liquor stores) and three on-premise clusters (e.g., bars and restaurants). Three clusters are located in the western part of Burlington, along Highway 61, and two are in or near the downtown district.

To learn more, visit the [Burlington Alcohol Outlet Density Dashboard](#).

An **alcohol outlet density** is an area of town where a large number of alcohol-selling establishments are concentrated in a small area. The dense clustering of alcohol-selling establishments is associated with excessive drinking, including heavy drinking and binge drinking. Outlet densities are also correlated with a variety of community harms, including violent crime, domestic violence, OWI car crashes, property damage, and higher reactive services costs. The map above shows the locations of alcohol outlets and their proximity to alcohol-related service calls such as public intoxication or a bar fight. The map to the right shows alcohol outlet clusters in purple, with an overlay of OWI crashes and documented shootings. Maps like these can help identify high-risk areas or problem establishments ripe for intervention.





## Relevant Health & Safety Context, *continued from page 1*

Underlying these environmental risks to community safety is a concerning trend: per-person liquor sales in the Burlington area have rapidly increased over recent years. Because alcohol is involved in two-thirds of all intimate partner violence incidents, one in three gun homicides, and is a known contributor to other forms of violence, it is recommended that the community monitor outlet densities and enact policies that reduce their density to prevent domestic and community violence and improve health.

PSC also looked at community health risk factors for Des Moines County relative to other Iowa counties. There are several areas in which Burlington and Des Moines County are especially vulnerable, including having the state's highest teen birth rate, firearm fatality rate, juvenile arrest rate, and having among the highest suicide and mental distress rates in the state. Alcohol is a contributing factor to each of these risk factors. The county has a number of economic risk factors, including a high unemployment rate and a very high housing burden and childcare cost burden.

Des Moines County also has a number of assets that can be leveraged to improve well-being, including a strong health infrastructure that has led to high insurance rates, a high rate of mental health providers, and high vaccination rates.



## Favorite Things About Burlington Insights

Following the PSC presentation of community assets and vulnerabilities, workshop participants introduce themselves and shared one of their favorite things about Burlington. This exercise revealed a number of community strengths, including the *people*, the number of *things to do*, the *downtown*, the *location* (e.g., being near the river), and the community's distinctive *history*. Things like the Burlington Bees, the music scene, and the charm of North Hill were also noted as memorable community features.



In aggregate, these assets reveal a community that is proud of its history, culture, and natural resources and a group of residents, businesses, and organizations that care about Burlington's success. These are great assets to leverage as the community works to address some of its social, economic, and health challenges. Burlington's clear strength is its residents and the sense of community that pervades among city leaders. Amenities such as restaurants, parks, and the downtown are also favorites and strengths to grow. Knowing that people, community, family, and amenities are highly valued among residents helps to inform place branding, prioritization of resource investments, and future initiatives that leverage perceived strengths.

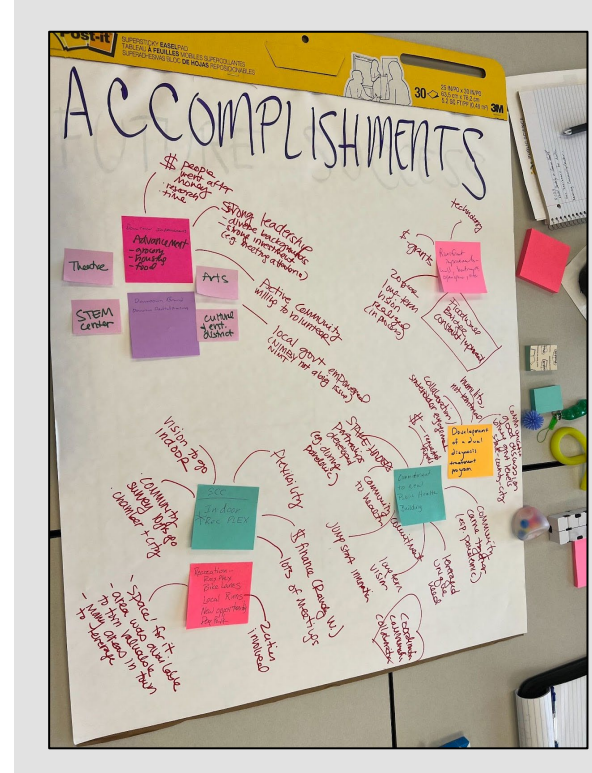
The trick is to find ways for the business community and public sector to partner on solutions to some of the community's social problems and public health risks.

## Community Successes and Accomplishments

Workshop participants engaged in a lively discussion about recent successes in the community. Following the large group discussion, smaller breakout groups took a deeper dive into community accomplishments and the range of community strengths and assets that contributed to these undertakings. Break-out groups developed 50 specific successes and more than 90 community strengths that made these achievements possible.

The riverfront redevelopment and downtown improvements were identified as major successes in every small-group discussion. Noteworthy wins were the lighting of the *Great River Bridge*, *rebuilding the flood wall*, the *downtown TIGER grant*, and *improvements to buildings*. Most groups also mentioned *entertainment and recreation projects* such as improvements to *city parks*, *new community events*, the *RecPlex*, and growth in *tourism*. Other noteworthy accomplishments were a commitment to a *new public health building*, the development of a *dual-diagnosis treatment program*, the creation of a *mobile crisis program*, and a new program placing *social workers in schools* in Burlington.

*Collaboration* and *grant writing* were unanimously mentioned when thinking about how these successes emerged. Other upstream causes of successful community projects were *private investments*, *civic leadership*, a willingness to *chase big ideas*, and the hard and often thankless work of *identifying and applying for funding* to support community projects. The Historical Society, the Greater Burlington Sports Authority, the Art Center of Burlington, Capitol Theater, and the Greater Burlington Partnership were all identified as valuable partners in past successes. **To see the full list, see Appendix A.**



## Thinking Forward to Opportunities

Thinking forward five years, the group was tasked to envision ways in which the community had changed for the better. Using these future successes as a guide, groups were tasked to work backward and identify present opportunities and next steps to turn vision into reality. These tasks produced more than 50 future successes and 75 associated opportunities.

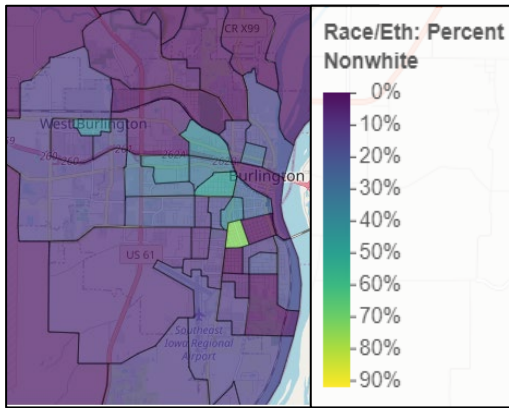
*Mental health, substance use, and jobs* emerged in one form or another in every group, either as a future success to be pursued or as a present opportunity. *Housing/homelessness, education, parking, community pride, and continued downtown improvements* were also identified as initiatives to be pursued. Other ideas that emerged were *improving diversity in leadership, lowering crime, improving youth & family retention, higher graduation rates, and establishing a Recovery First community organization and recovery housing*.

Some interesting ideas that emerged in these discussions included creating more *alcohol-free events*, making the downtown *youth friendly*, and establishing a *dry bar* downtown. Seeding a *walking culture* and *more physical activity* was mentioned in two groups. **See Appendix B for the complete list.**



## Persona-Driven Community Integration

Burlington is a place where long-time residents have tremendous community pride. That pride of place has motivated many community successes, including the bridge and city lighting program, the new floodwall, the redesigned park, and the larger downtown revitalization initiative. We heard an interest in growing the community by attracting new employers and residents to Burlington in the small group discussions. Potential employers noted that the lack of affordable housing was a barrier to business expansion in Burlington, and for this reason, the city is actively working to address that gap. A concept that might help in these efforts is **community integration**, which is the process by which new residents are incorporated into social, economic, and political life in the community.



Like many other communities, Burlington is changing. More people are leaving than arriving, and Burlington has fewer residents today than in 1910. The people who are relocating to Burlington are more likely to be a person of color than in previous times. Our analysis of Census data indicates a sizable population of young and middle-aged African American single mothers, many of whom likely migrated from northeastern Illinois, and some of whom do not have a high school degree. As the adjacent map shows, many of these new residents are clustered in a single neighborhood in the Sumner and South Streets area. Find ways to successfully integrate new residents into schools, jobs, and social life, and you will be well on your way toward the goal of revitalizing the community.

To assist in that effort, PSC created four prototype **personas**, or composite sketches that capture the broad contours of many of the key demographic groups in the community. We shared these custom-designed Burlington personas at the workshop and have included them as Appendix D of this report. To the right is one such persona.

Here we have Sandra and her daughter Sophie. Sandra works in the service sector, and as is typical in this sector, wages are low, and schedules can be unpredictable. That makes it hard to establish healthy daily routines and to ensure Sandra is home to supervise Sophie after school. Sandra is saving to buy a car because getting around town on public transportation is very challenging due to limited routes and times. Burlington is, after all, a car-driving community. The savings account is only growing slowly because rents are high, groceries are expensive, and being new to the community, Sandra doesn't have many social supports when she needs last minute childcare support to pick up a shift. She lives near Heritage Baptist and hopes to find a support community there.

Sandra and Sophie are an example of one growing demographic in Burlington. As you develop transportation, employment, and housing initiatives, consider each persona in Appendix D and design the initiatives for them. Have Sandra and Sophie in mind as you coordinate social programs and systems of care to support the health and well-being of your residents. Ask yourselves questions like, "How will this help Sandra and Sophie?" "Does the downtown invite Sandra?" "Does our transportation system support families like Sandra and Sophie?" "Will Sandra feel welcome here?" If you can answer yes to these sorts of questions, your community integration plans are likely to stay apace with your economic development plans.

### Sandra and Sophie - Single Mom



- Household Income: \$25k
- Live 2 blocks from Heritage Baptist Church
- Works as a waitress, likes that her schedule is flexible so she can be home with Sophie after school
- Worries about how expensive groceries are and being able to buy nutritional food

## Next Steps

Thinking about ways to begin work on new projects and initiatives, groups did some ranking and sorting of their ideas. This activity aimed to identify quick wins and high-impact projects that will take time and resources. In this activity, 47 ideas were sorted and ranked to select actionable ideas. The top ideas included *expanding parks & recreation youth programs*, exploring a *transportation cooperative*, creating *alcohol-free areas* and a *dry bar*, and attracting *more jobs*.

Expanded *youth programs*, especially *recreational sports leagues*, were identified as a high-value opportunity to better engage Burlington-area youth and keep them occupied during the summer months when school is out. Another idea was a volunteer-driven initiative that partnered with organizations like the YMCA or Starr's Cave and that was supported by community fundraising. The third idea was to secure funding from the city to support an additional parks and recreation employee to help organize and manage recreational summer sports leagues.

Transportation is a significant barrier to stable, well-paying jobs for some Burlington residents. One group discussed the idea of a transportation cooperative that might include a collaboration between the city's largest employers, especially manufacturers and other businesses that have crew shifts extending beyond current Burlington Urban Service (BUS) hours. An implementation strategy that was discussed involved a transportation study, including a cost-benefit analysis, initiation of conversations with large area employers, and securing funding that could defray the cost for riders. A transportation study could be modeled on similar work in Marshalltown that helped to identify populations and neighborhoods underserved by the local transportation system ([Case Study](#)).



Among break-groups that prioritized solutions to some of Burlington's pressing social and health problems, high-value, low-effort ideas included support for *alcohol-free spaces and social events* in the community and perhaps a *dry bar* in the downtown. These ideas were viewed as important ways to reduce cultural acceptance of substance abuse while promoting the downtown area and the larger community as a healthy, family-friendly place to live. According to PSC's analysis of Burlington alcohol outlet density and reactive service call data, areas of high crime, family instability, and alcohol-specific calls for service are likely made worse by the high density of alcohol-selling establishments around town. Promoting alcohol-free spaces is a mitigation strategy to address known environmental health risks to the community. Another evidence-based strategy the community might consider is to reduce the hours of operation of alcohol sales in high-risk areas.

Attracting more good-paying jobs and retaining young adults and families were also recognized as important issues among several groups. Participants noted that the key to achieving these goals is additional affordable housing for new workers and attracting the right kinds of businesses to improve job opportunities. One group recommended forming a task force to begin this discussion and engage with business and housing stakeholders. **See Appendix C for the complete list.**

## Recommendations

With the exception of the first item, the recommendations listed below are ideas that emerged from one or more of the small group discussions. These are your ideas, your vision, and your opportunities. We've simply organized them to support the next steps and future projects to enhance the quality of life in Burlington.



	<p><b>Monitor AODs.</b> The CDC recommends monitoring and reducing alcohol outlet densities to protect public health and improve community safety. Invest in an easy-to-use AOD surveillance system that includes alcohol outlets, liquor sales and violations data, alcohol-related harms, and co-occurring risks such as substance use. As Burlington pursues new economic development projects, it would be helpful to consider non-economic impacts, including ways to improve health and well-being in the community.</p> <p><a href="https://iowa-aod.github.io/Dashboard/Burlington/">https://iowa-aod.github.io/Dashboard/Burlington/</a></p>
	<p><b>Get Contagious with Community Pride.</b> Creating a welcoming atmosphere for newcomers and engaging marginalized populations in ways that spread community pride beyond long-term residents. Community pride, retaining families, and diversity were discussion topics in several groups. To jump-start this initiative, consider a one-stop resource and community connection office such as the Community Concierge idea promoted in one group or an office modeled on <a href="#">Ottumwa's Welcome and Connect Service</a>. Burlington might also identify neighborhood and community leaders in under-engaged populations to improve their sense of attachment and connection to the community.</p>
	<p><b>Expand the Downtown Collaboration.</b> Several groups identified organizational 'silos' as a barrier to further community development. Recent successes such as the floodwall enhancement, the lights project, and the community park update were made possible by strong public-private partnerships and collaboration between different sectors or organizations. Enhancing communication between the business community, economic development groups, and the health, social service, and well-being sector is a recipe for success on some of the more deeply routed social problems in the community.</p>
	<p><b>Quick Wins to Make the Community Safer.</b> Focus on the quick wins and low-hanging fruit identified in the break-out group discussions, as well as your larger and more complex projects. Quick wins might include conducting a lighting survey to improve safety, greater enforcement of city ordinances on vacant properties to reduce crime and blight, a promotional fundraising campaign that highlights city partnerships with non-profits, reducing excessive alcohol advertising in high-risk areas, more downtown artworks, and new grant writing campaigns to fund renovating vacant buildings into affordable housing.</p>
	<p><b>Build For the Future.</b> Attracting quality employers to create jobs was considered critical in all break-out groups. Making Burlington attractive to employers extends beyond city ordinances and tax policy. Consider infrastructure projects such as improved transportation, more recreation amenities (especially child and family-friendly ones), and youth and family-centric resources. Not only will these types of projects improve the marketability of Burlington to new-comers, but also make it more enjoyable for existing residents.</p>

## Some Additional Resources

### **Parks and Recreation Programming**

Activities and programs that center around youth in the community was identified as a significant need. Many cities in Iowa use a collaborative model for running youth programs. In this approach, the Parks and Recreation Department maintains fields and helps *organize* leagues and activities, but volunteers *run* the activities. Funding for this model is a mix of municipal funding, grant writing, private sector donations, and participation fees. Another approach is an external partner model such as the one used in Des Moines and Marion. In the former case, Des Moines Parks and Recreation partners with the Friends of Des Moines Parks, a local non-profit foundation, to fund youth programs and park maintenance. In the latter case, Marion Parks and Recreation partnered with Iowa State Extension and Linn County 4-H to provide youth programming. Below are a few resources that might help

*The Rationale for Recreation Services for Youth: An Evidenced Based Approach*

<https://www.nrpa.org/globalassets/research/witt-caldwell-full-research-paper.pdf>

*Center for Disease Control information on strategies and resources*

<https://www.cdc.gov/physicalactivity/activepeoplehealthnation/everyone-can-be-involved/parks-recreation-and-green-spaces.html>

### **Transportation**

Transportation was identified as a significant barrier to more engagement in community life for Burlington residents, and for limiting opportunities to higher-paying 2nd and 3rd-shift jobs. Exploring options such as a transportation cooperative—a collaboration between businesses and the city to make transportation more flexible for a larger group of Burlington residents—could improve the match between employment vacancies and job seekers.

The city might also sponsor a transportation study to identify gaps and opportunities to improve the current transportation system, or a cost-benefit analysis of BUS and alternatives. Similarly-sized Marshalltown conducted a transportation study in partnership with ISU. That study revealed that areas of town with low car ownership rates were disproportionately likely to be under-served by the public transportation system. Changes to bus routes that emerged from that study resulted in an 11% increase in Marshalltown's transit ridership. <https://dspg.iastate.edu/case-studies>

<https://www.extension.iastate.edu/news/marshalltown-realizes-benefits-data-science-public-good-project>

### **Community Partnerships**

Many recent Burlington accomplishments were made possible because of community collaboration, leadership, and vision, especially for downtown and economic development projects. However, silos were also described as being barriers to further community development. Cross-sector collaboration can reduce these barriers and ensure that all groups in the community have an opportunity to support the future of Burlington. The city might facilitate connections between private low-income housing providers, shelters, and other organizations that serve low-income residents searching for affordable housing. See below for a Harvard Business Review article for advantages to more cross-sector partnering and how to get it done.

<https://hbr.org/2018/05/how-companies-governments-and-nonprofits-can-create-social-change-together>

### **Community Concierge**

With the Greater Burlington Partnership thinking about developing a Community Concierge program, they might consider modeling it after Ottumwa's [Welcome and Connect Service](#), a resource to help newcomers more fully integrate into the community. The Mason City Chamber of Commerce also has a [Community Concierge](#) program with a small referral fee for successful hires. Other examples of this type of program include:

1. Bemidji, MN: <https://www.218relocate.com/community-concierge-program/>
2. Green Bay, WI: <https://www.greatergbc.org/talent-education/talent-attraction/community-concierge-program>
3. Eastern Connecticut: <http://communityect.com/>

### **Consider Recommendations from Des Moines Sociable City Assessment**

Des Moines recently conducted an assessment of community health, safety, and development in in the city's Court Avenue district. Although Burlington and Des Moines face different challenges, some of the recommendations that emerged there may be useful in guiding Burlington's downtown redevelopment efforts.

<https://sociablecity.info/des-moines/brief-report-2022.pdf>

### **Dry Bar**

Dry bars were discussed in several break-out groups. An local example is Unimpaired, a dry bar that started in the Quad Cities and has a second location in Iowa City. <https://unimpaireddrybar.com/>



## Appendix A: List of Accomplishments



Participants first talked about accomplishments and successes in the last three years as a large group. They then broke into smaller groups to revisit accomplishments and drill down into community strengths that contributed to the wins.

### *Large Group*

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#### **Specific accomplishments in Burlington over the last 3 years**

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Renewed Downtown Energy  
Flood wall  
Downtown Brand  
Downtown and riverfront improvements  
Flood wall  
Mental health collaboration  
Downtown, Recplex better hotels flood wall  
Downtown revitalization  
River flood protection  
Downtown development  
Increased collaboration amongst community organizations  
Tiger grant - downtown redevelopment,  
More appreciation of the arts  
Downtown development  
Younger workers and families moving to the area or staying in the area  
Survived covid  
Downtown redevelopment  
Growth in Awareness of SUD/ODU  
Light up bridge  
Growth in our downtown community  
Downtown development  
Crisis home and intensive residential home started  
Flood wall improvements  
Lighting  
Redevelopment  
Flood wall  
Survived covid  
Improved/cleaned up downtown. Flood wall improve  
Improvements  
New businesses have come to town  
Downtown redevelopment  
Opportunity zone funding for new businesses  
Downtown growth, flood mitigation, community field improvements  
Non profit innovation grant award  
Downtown growth  
Breaking ground on high school remodel  
More businesses have come to town  
Lots of new apartments  
Road improvements, new business  
Downtown

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Group 1

Specific Accomplishments	Strengths
Downtown Tiger Grant, Downtown Building Redevelopment, Riverfront Public Area Improvements	Leadership, Vision, Building on previous successes getting smaller grants, Collaboration, People with willingness to work or volunteer, Inventory of historic buildings, Effort on finding financial opportunities
More Downtown Housing Units, Upper Story Development, Apartment Development	Municipal investment leading to private investment, Investments feeding off of each other, Housing study of cities, county, and neighboring counties
Snake Alley Film Fest; Vintage Market; Sip, Taste, Smell; Snake Alley becoming crookedest street via Ripley's; Concerts in Park; Farmers' Market; Juneteenth; Biking Criterion	Collaboration, Art Center of Burlington, Capitol Theater, City helping to organize events or providing space, Greater Burlington Partnership participation
Opportunities for Career Advancement; Innovative Education Opportunities	Embracing change in economic structure away from manufacturing, High School Investments, Burlington School District, VIBE Online School, Library resources and education program, Southwest community college, Greater Burlington Partnership collaboration
Flood Wall, Flood Wall Improvements, Riverfront Improvements	
Lighting of Great River Bridge	

Group 2

Specific Accomplishments	Strengths
Lighting of Great River Bridge	Pride in the community, Reduce Blight
ADDS; Ottumwa; Iowa City	Recovery Center, Run by peers, Free lunch/meals, Reduction of paperwork, Reduce waiting list, CIT
Social workers at CHC and BCSD; Mental Health-Mobile Crisis	Networking, Grants, Grants, Provide Resources, CIT Introduced to city, Connecting mental health professionals, Prevention, Reducing costs of police
Renewed Collaboration Amongst Community Partners	Broken Windows Theory
Downtown; Downtown Growth & Development	Revenue, Brings people into downtown, User Friendly, Improved Housing
Grants to Address Youth Issues	



Group 3

Specific Accomplishments	Strengths
Downtown Brand; Downtown Improvements; Private Investment Downtown; Flood Wall; Lighting	Housing studies, Needs assessment, Mayor SMID District, Working together, Resilience/Didn't give up, Private investment, Brave business owners, Grants, Willingness to chase ideas
Sports Arenas/Sports Tourism; Tourism Growth	Rec Plex, Downtown Improvement, TIGER project, Historical society, Port, Greater Burlington Sports Authority
Dankquart Park	Needs assessment, City parks, Private funding, Donations, Public input
Mobile Crisis coming this summer	Cooperation between law enforcement, Mental health, CIT, Grant, Constant communication
Breaking Ground on High School Improvement	
Small Business Growth; New Opportunities for Business	

Group 4

Specific Accomplishments	Strengths
Grocery; Housing; Food; Brand; Revitalization; Theater/Arts; STEM Center; Culture and entertainment district	People spent time to go after money, Strong leadership with diverse backgrounds and full investment, Active volunteer community, Local government empowered (NIMBY not a big issue)
RecPlex	Vision to go indoor
RecPlex; Bike Lanes; Local Runs; Dog Park	Flexibility, Community survey, Space for recreation, Many areas in town to leverage 2 cities involved, Finance, Lots of meetings with collaboration
Flood wall; boat ramps; open space; bridge	Technology, Grants, Long-term vision in process of being realized
Development of a dual diagnosis treatment program	Humility, non-territorial, Collaboration and stakeholder engagement, Communication, Discussion between government levels
Commitment to a new public health building	Request funds, Stakeholders; partnerships developed, Community commitment to health, Jump start innovation, Long-term vision in process of being realized, Leveraged unique need, Community came together (especially in pandemic)

## Appendix B: Future Success and Opportunities

Participants first talked about changes as a large group, before breaking into smaller groups to revisit changes and drill down into opportunities of the future.

### *Large Group*

#### **5-years in the future, Burlington's downtown redevelopment is a huge success, with improved health & safety and fewer alcohol harms. What changed?**

Individuals agreed to get treatment for substance

People are involved and educating on ways to form improvements

More state funded SA treatment programs and better Medicaid reimbursement rates to sustain such programming.

People are involved and wanting to be educated on how to make things better for our community

Community involvement and support

Pride in community

Better parking

A return to civility

Mental health intervention and support

Prevention programs in schools - elementary through college

Parking has improved

Fully occupied business center on Jefferson Street and surrounding area

We got the job done!

Recovery community center is a success

Adequate funding from state and federal sources

Variety of businesses and services

Mental health resources readily available

One stop shop behavioral health, community action services, primary care.

Everyone focused on healthy habits

Recovery Centers

The improvements were completed successfully and community attitudes were favorable.

New industry

Knowledge and Growth

Improved job/economic opportunities

Downtown social district creates responsible atmosphere

People know what resources we have

Family activities are available in the downtown area

New lighting for high risk areas

Law enforcement and mental health

Payer acknowledgement and coverage of all SDOH and mental health concerns

More knowledge on walkability

A recovery center is up and running.

We have enough qualified staff to hire!!

Community participation growth

Responsible businesses

Reduce substance advertisements

Businesses opening up

Focus on Family

Recovery community center. Behaviors is incorporated into gen Ed curriculum at all levels. Events participated by all income levels. More mental health facilities both in and outpatient

Local education improvements

Healthy activities are being promoted.

Everyone is involved

There is a successful dry bar.

Breaking stigma

Mental health intervention

Atmosphere and appearance



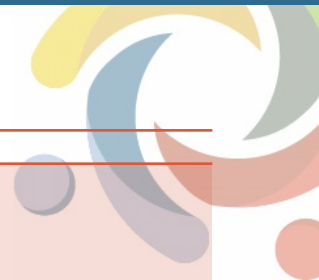
*Group 1*

<b>Future Success</b>	<b>Opportunities</b>
Better Parking	Lighting Signage Education/perception about where available parking is Communication with business owners Communication about available lots
Better Public Transportation; Transportation Services	Clearer and more consistent transportation
Fully Occupied Downtown Business Community	Finding new locations - any existing vacant locations Expand outside downtown - downtown already full
Less Crime; People working together	Expanding behaviors classes to all levels and available for all students
Diversity in leadership; more cultural events that draw sub-cultures	Adding diverse representation to collaborations Building out leadership and entrepreneurship in minority communities Seek out community leaders in minority communities Minority-owned business council
More Community Engagement; Community Brand and Pride	Improve onboarding into community Community Concierge
Quality job opportunities; good paying jobs; retention of young people; new industry; niche stores/businesses	
Higher Graduation Rates	
Improve access to resources	

*Group 2*

<b>Future Success</b>	<b>Opportunities</b>
Parking has improved	Identify public parking lots Improve/expand messaging Signage Culture of walking to decrease obesity
Less homelessness; more resources, services, and people to help	Homelessness resources/support Affordable housing Mental Health walk in services
Plenty of healthy activities; Focus on youth and activities organized by city	Alcohol-free activities Addressing alcohol culture Keep kids busy Need city funds Parks and rec actively organizing City-sponsored frisbee, football, soccer, etc.
Prevention Programs in Schools; Reduced Substance Advertisements	Reduce ad messaging round kids Find funding Curriculum adoption Parenting resources Teach life skills
More plentiful, well-paying jobs; Improved jobs & opportunities	Businesses with higher employment numbers Increased tax base Retain people Reduce burnout
Medicaid rates increased to meet actual costs; State funding of MH/SA and Medicaid reimbursement rates	Changed Medicaid rates increased Raise tax base
Better lighting	
Less poverty	

## Future Success and Opportunities, *continued from page 12*



### Group 3

Future Success	Opportunities
Mental health and substance use	<ul style="list-style-type: none"> <li>Substance use getting addressed</li> <li>Mental health intervention</li> <li>Breaking stigma</li> <li>Mental Health Facility</li> <li>Knowledge of Substance use and what we can do to help</li> <li>Continuing to educate parents of harms of substance use</li> <li>Education about resources</li> </ul>
Community	<ul style="list-style-type: none"> <li>Continued community support</li> <li>Community working together for growth</li> <li>Community pride</li> <li>Huge volunteer community</li> </ul>
Youth and family retention	<ul style="list-style-type: none"> <li>More housing that is affordable</li> <li>More connections with higher ed and local job market</li> <li>Multiple ages involved</li> <li>Recruiting younger demographic</li> <li>Young professionals and families</li> </ul>
Downtown	<ul style="list-style-type: none"> <li>Beautification of downtown</li> <li>Successful dry bar downtown</li> </ul>

### Group 4

Future Success	Opportunities
Growth of single-family housing; More housing; Bringing more people here; Homelessness decreased	<ul style="list-style-type: none"> <li>Larger homeless shelter</li> <li>Transitional housing for homeless</li> <li>Need more housing to attract labor force</li> <li>Drive industry by housing</li> <li>Meet county housing study recommendations</li> </ul>
Growth/stability of regional health center	
Healthy mindset	
People seeking out STI testing and treatment	
Education of health in schools	
Higher Graduation Rates	
Increased labor force	
Improved employment opportunities	
More population growth/more employment	
Leadership training	
Tax base for city improved - more money available	
Make Burlington more attractive for behavioral health professionals	<ul style="list-style-type: none"> <li>Old hospital</li> <li>Opioid takeback</li> </ul>
Recovery First community org established	
Recovery First housing established	Become a NAAR affiliate
One-stop shop behavioral health center w/community action and primary care	KRISP member
Recovery sites with family involvement	
Pool resources	
Tourism	<ul style="list-style-type: none"> <li>Convention centers for play and stay - flight, golf, lodging</li> <li>Duck tours</li> <li>Market cultural and entertainment district</li> <li>Riverboat cruise leveraged</li> </ul>
More Community Pride	<ul style="list-style-type: none"> <li>Promote activities &amp; river tourism</li> <li>Get designations</li> <li>Community events</li> <li>Market cultural and entertainment district</li> <li>Promote museum</li> <li>Market Brand</li> </ul>

## Appendix C: Ranking Opportunities for Success



<b>Group 1 Effort vs Impact</b>	<b>Opportunities to work towards future successes</b>
Low - High	Greater city and organization participation in Juneteenth
Low - High	Limiting alcohol advertising
Low - Moderate	Improving lighting
Low - Moderate	Improving signage
Low - Moderate	Transportation service/business partnership communication
Moderate - Moderate	Cultural events - history museum block party
Moderate - High	Farmers Market - accepting SNAP payment
Moderate - High	Providing alternatives to alcohol access
High - High	Overnight Child Care
High - High	Explore Limiting Liquor Licenses
High - High	Transportation study with cost-benefit analysis
High - High	Transportation Co-Op
High - High	Transportation - improve consistency and regularity
High - High	Greater Burlington Partnership Community Concierge

<b>Group 2 Effort vs Impact</b>	<b>Opportunities to work towards future successes</b>
Low - High	Alliant light survey
Low - High	Effective lighting
Low - High	Lighting around south side HyVee
Low - High	Alliant replace street lights
Low - Moderate	Vacant building - secure and hold owner responsible; reduce vandalism; enforce current policy
Moderate - Moderate	Youth programs via Parks and Rec
High - High	Access Center/Recovery Center
High - Moderate	Walking/Biking Trail Expansion
High - Low	Grant Writing
High - Low	Funded community impact collaboration

<b>Group 3 Effort vs Impact</b>	<b>Opportunities to work towards future successes</b>
Low - High	Promote the downtown - social media and marketing
Low - High	Dry Bar
Low - High	Community Action Booklet - schools, hospitals, and churches
Low - Moderate	ATOD Education
Low - Moderate	Continued needs assessment
Moderate - High	Downtown Art - need funding and to identify buildings
Moderate - High	Affordable Housing
Moderate - High	Mobile Crisis
Moderate - Moderate	Mental illness intervention
High - High	Higher ed and local jobs - localized workforce development
High - High	Breaking stigma
High - High	Community pride- volunteerism and positive engagement
High - High	Keep the money flowing
High - High	Younger demographic in-migration
High - Low	Task Forces

<b>Group 4 Effort vs Impact</b>	<b>Opportunities to work towards future successes</b>
Low - High	More participation in opioid settle meant funds
Low - High	City planning + involvement of non-profits, churches
Low - High	Collaboration, Coordination, and Communication
High - High	Zoning - AOD, tobacco
High - High	Homeless
High - High	Recovery Community Center
High - High	Housing - Get more new units
High - High	Economic development

## Appendix D: Prototype Personas



### Morales Family - Mario, Maria, Mateo, Mia



- Household Income: \$45k
- Live just North of Division Street
- Working the assembly line is physically hard on Mario. He enjoys a beer after work to relax.
- Maria and the kids like to explore and spend time outside. Maria is always looking for child friendly places to go.

### Sandra and Sophie - Single Mom



- Household Income: \$25k
- Live 2 blocks from Heritage Baptist Church
- Works as a waitress, likes that her schedule is flexible so she can be home with Sophie after school
- Worries about how expensive groceries are and being able to buy nutritional food

### Diana - Divorced Single



- Household Income: \$55k
- Currently in an apartment North of the Highway
- Works in healthcare as a nurse and is recently divorced
- Worries about her daughter who moved to Davenport for work last year
- Regularly eats out and goes for walks to be around people.

### Walter - Widowed Grandfather



- Household Income: \$20k
- Lives in an older home near downtown
- Worries about living alone but doesn't want to leave the house his wife loved.
- Retired to care for his wife. Been widowed 2 years.
- Watches his grandson after school so his parents can work.