It is with gratitude that I thank and acknowledge the Cedar Rapids community for their interest, involvement, and active participation in the planning process of EnvisionCR. It can be challenging to wrap your mind around something as vast as a comprehensive plan, but Cedar Rapids residents have shown us they are willing and active participants in helping shape the long-term vision of our community.

During the months of pre-planning leading up to the launch of the new plan, we knew we wanted to involve the community in every stage of the process. The plan previously on the books was more than 15 years old, and we were eager for fresh insight and a realigned sense of community aspiration and identity.

Under the skilled and experienced leadership of our Community Development staff, the department set out to engage residents of all ages and backgrounds in a process that would ultimately span the course of 13 months. This product is the result of collaboration to the highest degree, from high-school students to senior executive leadership.

From face-to-face interaction and open houses, to nontraditional forms of digital outreach, the community embraced the planning process and responded with thoughtful, intentional feedback. Our team was amazed at not only the sheer number of participants, but their level of engagement and anticipation of the future plan.

 Internally, our efforts have also included cross-departmental collaboration and unity in plan adoption and implementation. The goals set forth in the comprehensive plan will be adopted by all departments, collectively using EnvisionCR as a blueprint for prioritization, funding considerations, and long-term planning.

It is with great anticipation that we look forward to the next chapter and see the initiatives start to unfold. Our planning efforts would not have been possible without the collaboration and participation of the community we serve. Again, thank you for your engagement and expectations. We look forward to answering the call.

Sincerely,

Jeff Pomeranz, City Manager
City of Cedar Rapids
ACKNOWLEDGEMENTS

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GUIDING PRINCIPLES
The principles of the plan emerged through the public engagement process, and established the desirable conditions for Cedar Rapids’ future.

ELEMENTS
The structure of the plan is organized around six strategic elements, each providing goals and initiatives for public policy.

IMPLEMENTATION
An ongoing process that uses and updates the plan.
In March 2014, the city formally kicked-off its new comprehensive plan – EnvisionCR, a plan to engage residents hands-on and inspire them to create a vision for Cedar Rapids’ future.

We want to thank the hundreds of residents who invested their time and insight to help roadmap a strong future. EnvisionCR is a true document of the people.

As comprehensive planners, we worried the post-flood planning required of Cedar Rapids residents would leave the community survey-weary and reluctant to move forward. We’ve never been so wrong.

You turned up by the hundreds at public open houses, and responded in droves online.

Nearly everywhere we turned, residents welcomed the chance to partner with city officials to build a dynamic future. You’ve shared your vision for neighborhoods, downtown retail, entrepreneurship and industry, active riverfront opportunities, and more.

The theme that underpins all of these exceptional visions is faith in what Cedar Rapids is, and what it can become. City leaders have heard your desire to build on these themes and create a community of exceptional choices – a hub of the Midwest, where people clamor to live, work, learn, and play.

We work across the country with city leaders who are creating fresh new plans, but rarely do we get to enjoy a community this involved - this empowered to shape its future. We were particularly wowed by a powerful think-tank of nearly 100 local high school students who offered intelligent ideas in creative and passionate ways, loving the opportunity to talk directly with city officials.

Thank you, Cedar Rapids – for your vision, your passion, and your faith in the future.
THEMES
THEMES THAT UNDERPIN THE ENTIRE PLAN

SUSTAINABILITY
Sustainability is the ability to meet the needs of the present generation without compromising the ability of future generations to meet their needs by working toward a healthy environment, community, and economy.

HEALTH
Healthy places support residents’ mental and physical health and in so doing, quickly attain a distinction as a place for families and young professionals to call home. For example, trails and parks spaces support the health of the body, while education and cultural facilities support intellectual development.

PLACEMAKING
People will often identify with one particular place within their city. Sometimes this location is a school, a park, or even one’s home. Placemaking is about building memories through public spaces and activities, often associated with a destination like the riverfront, downtown or a given neighborhood.

EFFICIENCY
Efficiency is about doing things in an optimal way, for example completing an infrastructure project in the fastest or in the least expensive way. Effectiveness is about doing the right task, completing activities and achieving goals. The plan is about being both efficient and effective.
You will find here a visionary plan for action, rooted in the strong commitment of the residents of Cedar Rapids to continue what they have so well-started: to build an ever-better Cedar Rapids.

The plan’s structure is simple. Here, in the DISCOVER section, you will get an introduction to the background materials and process that drove the plan. You will also see the four themes that drive the plan forward: sustainability, health, placemaking, and efficiency. These themes are ever-present throughout the plan.

The GUIDING PRINCIPLES section demonstrates the foundation for the plan, built from the grassroots up. These principles should drive decision-making within Cedar Rapids and throughout the region for many years to come. The public engagement process led directly to these principles and their resulting land use maps. This is a critical section for decision-makers and for the public to understand the broad-sweeping overall direction of the plan.

Then you will see six detailed sections or plan ELEMENTS – these make up the essence of the plan. Each element consists of a background discussion before introducing you to the element’s goals. Each goal is supported by a series of initiatives that will help the city achieve that goal over time and reach the vision embodied through that element.

Finally, this plan reiterates the INITIATIVES in summary form, complete with timelines, roles and responsibilities – the information essential to creating a plan for action.

But this plan begins at the beginning – with a basic understanding of the purpose of a comprehensive plan.

ELEMENTS

The elements of this plan, with their associated goals, are as follows:

StrengthenCR. Make bold moves in community planning to retain the character of neighborhoods and corridors.

GrowCR. Make bold moves in future planning to encourage sustainable connections of growth areas to existing neighborhoods.

ConnectCR. Create a culture that enhances transportation options for pedestrians and cyclists through complete streets, trails, and public transportation.

GreenCR. Buffer and connect existing parks, trails, and streams to build a natural network in addition to regional collaborations and individual efforts to improve stormwater management, water quality, wildlife habitat, and outdoor recreation.

InvestCR. Make Cedar Rapids a desirable place for businesses to start, move, and grow by leveraging resources to invest in business districts and amenities that keep and attract a skilled workforce.

ProtectCR. Provide quality services to increase neighborhood safety and keep moving forward with the flood control system.
PURPOSE OF THE PLAN

The EnvisionCR comprehensive plan provides a vision for the future of Cedar Rapids, with a focus on priorities for city policies and public investments in the next 20 years.

Primary Roles

The plan serves three primary roles:

1. **Community Building.** Comprehensive planning provides an opportunity for residents to create a shared vision for their community. Residents and city staff identified issues and opportunities for Cedar Rapids’ land use, infrastructure, public facilities, and natural resources, among other areas. These findings were used to set public priorities and provide a set of action steps that can improve quality of life and make the city more attractive for potential growth.

2. **Legal Basis for Land Use Regulations.** Section 414 of the Code of Iowa allows cities to adopt land use regulations such as zoning and subdivision ordinances, and to promote the “health, safety, morals or general welfare of the community.” These regulations govern how land is developed within a municipality and its extra-territorial jurisdiction. Land use regulations recognize that people live cooperatively and have certain responsibilities to coordinate and harmonize the uses of private property. The comprehensive plan provides a legal basis for these regulations.

3. **Guidance for Decision-Makers.** The plan will serve as a guide for city staff, the Planning Commission, City Council, and other city boards and commissions, as they set policy and make investment and land use decisions.

The plan is designed as a flexible document that can be updated as conditions change over time.

10 SMART PLANNING PRINCIPLES

Broad Guiding Values For Comprehensive Plans

1. **Collaboration**
2. **Efficiency, Transparency and Consistency**
3. **Clean, Renewable and Efficient Energy**
4. **Occupational Diversity**
5. **Revitalization**
6. **Housing Diversity**
7. **Community Character**
8. **Natural Resources & Agricultural Protection**
9. **Sustainable Design**
10. **Transportation Diversity**

13 COMPREHENSIVE PLAN ELEMENTS

Sections to Include in All Comprehensive Plans

1. **Public Participation**
2. **Issues and Opportunities**
3. **Land Use**
4. **Housing**
5. **Public Infrastructure and Utilities**
6. **Transportation**
7. **Economic Development**
8. **Agricultural and Natural Resources**
9. **Community Facilities**
10. **Community Character**
11. **Hazards**
12. **Intergovernmental Collaboration**
13. **Implementation**

**Iowa’s Smart Planning Legislation**

In 2010, the Iowa State Legislature passed the “Iowa Smart Planning Act” as a way to guide and encourage the development of local comprehensive plans. The legislation outlines ten smart planning principles and 13 comprehensive plan elements that Iowa cities should use to develop comprehensive plans. These guidelines are intended to improve economic opportunities, preserve the natural environment, protect quality of life, and ensure equitable decision-making processes.

The smart planning principles and comprehensive plan elements as defined in the legislation are listed above.

Though the sets of elements and principles may look similar, they differ in that the ten smart planning principles are meant to be the overarching values that inform each of the 13 elements of the plan.

The Cedar Rapids comprehensive plan was created in compliance with the guidelines of the Iowa Smart Planning Act. The plan addresses all 13 elements of a comprehensive plan required by the Iowa Smart Planning Act, but is organized in a format that fits Cedar Rapids’ public engagement process and planning needs. Cedar Rapids received an Iowa smart planning grant that partially funded the creation of this plan.
UNDERSTANDING TRENDS

Population Projection
As Cedar Rapids prepares for its future, the first step in the process is to understand trends. Population projections help Cedar Rapids plan efficiently for future land use and community services. It is helpful to plan for a slightly optimistic growth rate. A one percent growth rate results in a 2035 population of about 161,000. This change raises immediate questions.

- Where will people live and what will be their housing preferences?
- Where will the city attract and support new employment for industrial and commercial growth?
- How will the city best provide access to existing neighborhoods and emerging growth areas? Infrastructure, too?
- How will Cedar Rapids develop differently to promote health, recreation, and mobility options?
- What will it take to improve the experience of living and visiting Cedar Rapids? How does the city enhance amenities to ensure quality of life improvements?

Cedar Rapids’ residents and businesses are enormous community assets and their participation was essential to answering these, and many other, questions during the planning process.

CHANGING DEMOGRAPHICS

THE CEDAR RAPIDS POPULATION IS CHANGING. RECENT TRENDS SHOW THE POPULATION IS AGING AND BECOMING MORE RACIALLY AND ETHNICALLY DIVERSE.

THE INCREASE IN THE NON-WHITE POPULATION IN CEDAR RAPIDS, AS PERCENT OF TOTAL POPULATION, FROM 2000 TO 2012: 2.5x:

THE INCREASE IN CEDAR RAPIDS’ HISPANIC/LATINO POPULATION FROM 2000 - 2012: 8% - 13%
PUBLIC ENGAGEMENT

This section of the plan describes outreach efforts of a community engagement program unprecedented in scope and its efforts to involve as many people from Cedar Rapids as possible. The campaign for maximizing communication and opportunities for the public input process include:

Steering Committee
The steering committee was an important team of decision-makers and involved citizens focused on a vibrant future for Cedar Rapids, based on resident needs and recommendations. The steering committee met throughout the development of this plan, guiding the process overall and ensuring the people’s voices were well heard and considered.

Data Collection
Background materials related to the existing plan, past growth and land use, natural resources, neighborhoods, economy and a variety of other factors were developed to set the stage for understanding the importance of comprehensive planning. They also provided the starting point for building this plan and introducing the planning process to the steering committee, decision makers and the public-at-large.

Ongoing Feedback and Social Media
Throughout the process, the public has been invited to share ideas and input via the city’s website, including participation in www.crtalks.com, directly e-mailing the Community Development Department (communitydevelopment@cedar-rapids.org) and/or participating via Twitter or Facebook. On March 24, 2014, the city also launched an on-line forum specific to EnvisionCR via Google Hangout. Panelists participating in the forum included representatives of the Iowa Cultural Corridor Alliance, Greater Cedar Rapids Community Foundation, Blue Zones, ImpactCR, and the Cedar Rapids Gazette. Public comments are viewable via the web through easy links from the EnvisionCR page on the city’s website.

Kick-off Celebration
On March 26, more than 300 residents engaged in a dynamic open house, that outlined essential content for the plan and seeking the public’s input on each of the categories:

- Neighborhoods and housing
- Land use and environment
- Parks and recreation
- Transportation
- Infrastructure and facilities
- Economic development
- Population and growth

At that kick-off event, and throughout the course of the public engagement process, the public was also asked to share its big ideas for the future of Cedar Rapids. Comments ranged from skate parks to support for industry and entrepreneurs. All comments were considered and many incorporated as the process moved forward – translating into principles, goals, initiatives, or additional critical background information for this document.

Stakeholder meetings, small group discussions, and interviews.
Throughout the process, but particularly in the winter and early spring of 2014, the consulting team and city Community Development staff conducted an ongoing series of conversations, reaching out to audiences from the following backgrounds:

- Natural resources and the environment
- Utilities, infrastructure, and energy production
- Police, fire, hazard mitigation, public safety
- Economic development and the financial community
- Industry and entrepreneurship
- Technology and communications
- Education and social services
- Neighborhood residents and leaders
- Downtown development
- Arts, culture and historic preservation
- Non-profit organizations
- Public health and medicine
- Regional services and initiatives
- Developers
- Planners

These conversations included discussions of the city’s current strengths and challenges, potential opportunities, desired future, and obstacles to achieving that future. Comments of both a broad-sweeping and specific nature were encouraged. These sessions provided critical insight to prepare for additional conversation with the public and stakeholders and for direct input into this plan.

Stakeholder Workshop
Two stakeholder workshops with 30-50 participants each were conducted to focus on key input aspects to the plan. The first workshop (March 26, 2014) involved visioning elements/big ideas and identifying gaps between a preferred future for Cedar Rapids and current conditions. A second workshop (June 17, 2014) saw the stakeholders developing goals, action steps, and considering measures of success.

Community Workshop
EnvisionCR covers a large and diverse area. In order to address specific local issues, one week-long planning workshop was held, allowing the public to stop by throughout the week and essentially become part of the
planning team. They identified issues and expressed ideas for their neighborhoods and businesses in words, sketches, and maps. This workshop took place in April 2014.

**Student Program**

Cedar Rapids may well lead the nation in involving youth in its comprehensive planning efforts, particularly through a series of highly interactive sessions involving four high school classrooms, reaching nearly 100 students. Initially, a member of the consulting team and/or city staff visited each classroom to gain insights into student likes/dislikes and big ideas for Cedar Rapids. These sessions were followed by a half-day event involving all classrooms at once, where students crafted visions, goals, and actions to move their community forward. They reported their results with a mix of flip chart bullet points, and dramatically more creative means (including art work and song). As one student put it at the conclusion of the event, “This makes me think I’d like to stay here after all.”

**Mainstream Media**

Articles, letters to the editor, radio and television interviews provided opportunities to communicate the plan’s purpose, objectives and emerging recommendations.

**Open Houses**

In addition to the kick-off celebration, two additional open houses provided key points of opportunity for public input and feedback on the plan as developed at that point in time. Held on August 27, 2014 and November 10, 2014, these open houses generated 100+ participants each and high quality feedback, including detailed review on the part of many citizens of the draft goals and initiatives using a pencil-and-paper feedback instrument.

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**DIALOGUE OPENS DOORS FOR CITY PLANNING**

By Kyle Skogman  
Published in Corridor Business Journal  
August 25, 2014

Public engagement can be a challenging and rewarding component of civic planning. Over the last several months, I’ve been encouraged to see the city facilitate meaningful dialogue as part of the new comprehensive plan, EnvisionCR.

I’ve been afforded the opportunity to advocate for diverse community and business representatives by participating on the EnvisionCR steering committee, a role that has allowed me to glimpse a wide-array of public feedback.

This opportunity has only grown my respect for the varying perspectives we share as a community, and for the well-rounded structure the city is giving to their comprehensive plan.

Alongside representatives from non-profits, young professional networks, developers, business owners, educational professionals, corporations, and City Council members, the steering committee has helped champion the direction of the draft plan, and helped unravel a myriad of public feedback comments.

While our perspectives are diverse, we have found that our goals are very much the same. We see the need to keep building on the momentum of downtown, from Newbo to Kingston. We see the value and the importance of studying our transportation system – we want to avoid repeats of infrastructure that has brought frustrations or challenges. We have expressed a desire for a robust economic development strategy, giving traction to young entrepreneurs and making ourselves attractive to outside businesses.

Together, key stakeholders have wrestled with questions that fundamentally shape the Cedar Rapids landscape; questions like what does it mean to be an economic leader? How do we establish ourselves as the hub of the region? How can we promote mixed-use development? What can we do to ensure Cedar Rapids offers activities that appeal to a wide age range?

I have been proud to help facilitate this critical dialogue as Cedar Rapids moves forward with the next steps of their comprehensive plan.
There is no logic that can be superimposed on the city; people make it, and it is to them, not buildings, that we must fit our plans.”

- Jane Jacobs, Author
As an urban center in an agricultural region, Cedar Rapids is comfortable in balancing diverse interests, exploring options, and supporting a broad spectrum of lives and livelihoods.

EnvisionCR’s guiding principles reflect a community focused on a vibrant and dynamic future of lasting value - one that promotes public health, social engagement, a robust economy, natural resources and life-long learning. At the same time, Cedar Rapids embraces history and a future of artistic, cultural, scientific, and technical vitality.

The tragic flooding of Cedar Rapids in 2008 left a city of districts significantly ravaged. That the people’s spirit rose well above the river levels leaves a flood legacy dramatically counter to the original destruction. And now Cedar Rapids looks forward with enthusiasm. The city has done much planning post-flood. Residents could easily have grown planning-weary, unable to wrap their arms around yet another effort in the city’s recovery. That has not proved the case. The residents and leaders here have welcomed the opportunity to plan for a long-term future in the hopes they can continue on the post-flood trajectory of Cedar Rapids: better than ever.

The people of Cedar Rapids now plan proactively for their future. Their conversations point to a set of principles that should shape the city’s work ahead for years to come. It should be noted the four themes of sustainability, health, placemaking, and efficiency are ever present as an undercurrent to these guiding principles. These principles - intended to drive decision-making - are derived from the many stakeholder conversations and broad public input sessions held in support of this plan.

The guiding principles are followed immediately by the land use maps, as they are a direct result of these principles and foundational to the overall plan.
ACHIEVE A UNIFIED VISION

COLLABORATE TO ACHIEVE A UNIFIED VISION FOR THE CITY AND REGION.

REGIONALISM
Cedar Rapids desires to facilitate a regional environment that supports not just individual community or neighborhood needs, but recognizes the importance of regional collaboration and regional vision. The Cultural Corridor, annexation and utility agreements, and the trails network serve as features in getting this work underway. Enhanced regional functions and goals need to be a part of the future of Cedar Rapids and its surroundings.

CREATIVE HUB TO THE CREATIVE CORRIDOR
Cedar Rapids’ role in the Cultural Corridor referenced above reinforces this concept of regionalism. A cultural corridor implies cultural exchange, not single direction transfers. Cedar Rapids residents want to see NewBo, Paramount, the Czech-Slovak District, the McGrath Amphitheatre and more coalesce into a critical cultural mass with traction.
CREATE A HEALTHY AND DESIRABLE PLACE TO LIVE.

Healthy places support residents’ mental and physical health and in so doing, quickly attain a “buzz” – a distinction as a place for families and young professionals to call home. Cedar Rapids has been designated a Bicycle Friendly Community and recently named an All-American City. These designations confirm Cedar Rapids’ alignment with this principle.

A COMMUNITY OF CHOICE

Cedar Rapids’ residents ask for options. Many speak to a desire to embrace diversity in all things. They want to walk as well as ride, promote entrepreneurship while embracing industry, connect to the river or enjoy an upland neighborhood. They welcome an opportunity to design daily living that meets their personal, family, inter-generational, and cultural needs.

DOWNTOWN VITALITY

The public sees the current downtown as mostly business interests - but they aspire to see boutiques and start-ups and artful spaces. They love NewBo and want more.

INDUSTRY EMBRACED

Cedar Rapids’ riverfront reflects its river-industry roots at key points in the heart of the city. How might Cedar Rapids embrace that history and tell its story - not just as economic advantage but as potential cultural icon? How do smokestacks shift from perceived blight to a source of texture, authenticity and appreciation? Residents anticipate this as a challenge they intend to address over time.
STRENGTHEN NEIGHBORHOODS

TRADITIONS AND FUTURE NEEDS
Strong neighborhoods honor the traditions of the past, but keep a mindful eye to resident needs for the future – through social, cultural, work, health, learning and recreation opportunities. Historic preservation also helps play a key role in this endeavor. Developing neighborhoods rich in living options supports the community of choice theme and builds community character.

NEIGHBORHOOD HUBS PRESERVING COMMUNITY CHARACTER
Neighbors speak to a need for greater empowerment, identity, and a resulting strengthening of character and community. Cedar Rapids residents ask for connections throughout Cedar Rapids, but they still desire hubs of vitality dispersed throughout the community - allowing each neighborhood its focal point, its distinction.

STRENGTHEN THE QUALITY OF CEDAR RAPIDS’ NEIGHBORHOODS. CREATE HOUSING OPTIONS FOR ALL.
KEEP BUSINESS VIBRANT

REINVEST IN THE CITY’S BUSINESS CORRIDORS AND DISTRICTS. COMPETE SUCCESSFULLY FOR PRIVATE INVESTMENT.

Cedar Rapids continues to support and benefit from the long-term employers, many with agricultural, technological or other innovative roots. New opportunities emerge through entrepreneurship, incubators, and innovation corridors. Cedar Rapids has enjoyed success through attracting small satellites of larger businesses and encouraging their local growth.

AUTHENTIC EXPERIENCES

Residents want to provide the foundation for experiences both tactile and technological, adventurous and reflective, entrepreneurial and artisan. The Maker Movement, “authentic networking,” local foods, and cultural creatives need increasing room(s) - indoors and out - to experiment, stretch and grow here.

SKILLED WORKERS

Industry and economic development experts want Cedar Rapids to better integrate education and specific work-force needs in the community. They speak of a potential shortfall in the jobs they need filled and what the workforce can provide. Interest in improved integration of Cedar Rapids’ dynamic education centers into the fabric of the community surfaces here. Ongoing dialogue between businesses and academia are important.
CONNECT THE CITY

CONNECT ALL PARTS OF THE CITY. INTEGRATE LAND USES AND ENCOURAGE PEDESTRIAN-SCALED DESIGN.

Cedar Rapids’ growth of the future includes increased linkages and/or bringing services and choices together for access, collaboration, and synergism.

PLACES AND PATHS

Residents seek physical connections that reflect the “community choice” theme. Walking, cycling, and public transportation must be as accessible as options for the car. Closer proximity of areas where residents can live, work, learn, and play allow for easy pathways and/or merged services.
EMBRACE THE OUTDOORS

PRESERVE NATURAL AREAS AND MANAGE IMPACTS. ESTABLISH A PREMIER SYSTEM FOR PARKS AND RECREATION.

A post-flood Cedar Rapids has already made great strides in embracing its natural systems. Relatively recent studies speak to the value of environmentally sensitive areas and large tracts of habitat to support diverse plants and wildlife. Residents need nature integrated into daily living for physical and mental health.

A GREENER CITY

The riverfront greenway is just one piece of a community seeking at every turn to make its mark in the arena of sustainability. Pockets of dynamic social spaces coupled with relatively high per capita park acres have inspired residents and leaders to promote public health in daily living, to support restoration, multi-family housing, energy conservation and alternative fuels, complete streets, sustainable sites, easy-access trails - the list goes on. They ask for a community that makes a commitment to sustainability.
PROVIDE EFFICIENT URBAN SERVICES.

Many see the public-private partnership - in varied configurations - as one of the paths to Cedar Rapids’ future success. They see those partnerships most enriched through government systems that foster collaboration and coordination. One-stop-shops, all stakeholder roundtables and consistency across boundaries in rules and rule-making surface as potential tools for Cedar Rapids’ progressive future.
UNDERSTANDING MAPS

The Development Concept map, Map 1, shows land uses and road connections for potential growth areas. The elements of the development concept are explained in detail in the elements of this plan. The concept shows more land than needed to accommodate 2035 population projections.

The Future Land Use Map on the opposite page - combines the development concept with existing land uses and longer term growth areas. This map shows land use transitions that will not occur for many years, beyond the 2035 time frame.

Both the development concept and future land use map are based on the guiding principles and adopt an intensity-based approach to managing land development.

Important Points About the Maps

The maps depict new land uses for privately owned properties. The transition of these properties from their current use to the depicted use is expected to occur over time, in response to market demands, as property owners voluntarily sell, develop, or change the use of their land.
The Future Land Use Map presents the land uses envisioned for the future. The new land uses represented on this map will transition over time, as property owners voluntarily sell, develop, or change their property.

**Future Land Use Map.** The Future Land Use map provides flexibility for a variety of land uses within each Land Use Typology Area (LUTA). The map should provide guidance for:

- Levels of intensity and density.
- Generalized land use locations and transitions: Minor variations in land use, such as a small civic use on a residential block, are not reflected in this generalized map, but may still be permitted per new zoning regulations.
- Collector and Arterial Street connections: Critical arterial and collector street connections are specified on this map, though the exact routes will depend on detailed engineering studies. Local streets will be determined as development occurs. See ConnectCR.
- Critical Natural Resource Areas: Areas are based on the development suitability map in GreenCR. The boundaries of these areas should be given significant weight in decision-making.

**Guide for Land Use Decisions.** The Future Land Use map will guide the land use and development decisions of the City Planning Commission and the City Council. As such, it serves to inform property owners and encourage development proposals that are consistent with the community vision.
ELEMENTS
"Isn't it astonishing that all of these secrets have been preserved for so many years just so we could discover them!"

- Orville Wright, former resident of Cedar Rapids
The elements of this plan, with their associated goals, are as follows:

**StrengthenCR.** Make bold moves in community planning to retain the character of neighborhoods and corridors.

**GrowCR.** Make bold moves in future planning to encourage sustainable connections of growth areas to existing neighborhoods.

**ConnectCR.** Create a culture that enhances transportation options for pedestrians and cyclists through complete streets, trails, and public transportation.

**GreenCR.** Buffer and connect existing parks, trails, and streams to build a natural network in addition to regional collaborations and individual efforts to improve stormwater management, water quality, wildlife habitat, and outdoor recreation.

**InvestCR.** Make Cedar Rapids a desirable place for businesses to start, move, and grow by leveraging resources to invest in business districts and amenities that keep and attract a skilled workforce.

**ProtectCR.** Provide quality services to increase neighborhood safety and keep moving forward with the flood control system.
STRENGTHENCR

StrengthenCR focuses on strengthening Cedar Rapids’ neighborhoods. This element covers topics related to land use, housing, mobility, services and infrastructure, and other topics important to neighborhoods. This element identifies specific strategies and initiatives to ensure Cedar Rapids is a city of strong and vibrant neighborhoods, and also outlines an approach to planning for its diverse communities.

AN APPROACH TO FUTURE PLANNING EFFORTS

EnvisionCR provides the foundation for all future planning efforts. Recognizing that planning is continually happening, StrengthenCR outlines an approach to planning that provides a mechanism for neighborhoods, residents, and other stakeholders to work with the city to develop plans that respond to their diverse needs and contexts. Specifically, StrengthenCR outlines four types of planning initiatives:

1. **Neighborhood Action Plans.** Neighborhood Actions Plans are reserved for neighborhood associations.
2. **Area Action Plans.** Area Action Plans cover areas of the city that are located outside of neighborhood associations.
3. **Corridor Action Plans.** Corridor Action Plans focus on important transportation corridors. Corridor action plans may be integrated into a neighborhood or area action plan, or may be stand-alone.
4. **Study Areas.** Certain areas of the city may require more in-depth study and technical analyses prior to any formal planning process. These areas will be studied further prior to initiating one of the aforementioned action plans.

All action plans will be tailored toward the unique geographic, demographic, and social diversity of each area. They will involve stakeholders, including but not limited to residents, businesses, property owners, city departments, regional agencies, and adjacent jurisdictions. At a minimum plans will be developed using the following guidelines also shown in Figure 1:

- Assess existing conditions, including a “Visual Preference Survey” and a “Character Analysis”.
- Review and evaluate land use policy issues.
- Review and evaluate the transportation network and identify improvements that meet the needs of all users and ensure multi-modal connectivity.
- Review and evaluate service and utility needs and identify issues and solutions.
- Explore opportunities for infill and redevelopment of vacant and underutilized parcels.
- Identify specific goals and outline policy initiatives and action steps to achieve those goals.

STRENGTHENCR GOALS

1. Support existing and new neighborhood associations through the development of Neighborhood Action Plans.
2. Improve the quality and identity of neighborhoods and key corridors.
3. Adopt policies that create choices in housing types and prices throughout the city.
4. Create a city that is affordable and accessible to all members of the community.
Visual Preference Survey

A visual preference survey, or an equivalent, will aid in determining those aspects of development character deemed to be positive and negative. This technique asks stakeholders to score images that illustrate various elements of development character.

Character Analysis of the Built Environment

Based on the feedback from the visual preference survey on what types of development are considered positive and what types are considered negative, a character analysis will be conducted. The character analysis examines the built environment and determines the positive and negative development features and identifies the dominant development characteristics – both positive and negative.

Review Development Regulations

A review of the development regulations is an important part of any planning effort. Based on the results of the character analysis, development regulations can be reviewed to evaluate whether they support the maintenance of the positive characteristics and provide tools to correct the negative characteristics. If existing regulations are inconsistent with this analysis, recommendations for revisions of current regulations or the creation of new regulations should be incorporated into the list of identified policy initiatives and action steps.

Figure 2 is a diagram of the various planning efforts that show the relationship to EnvisionCR. Neighborhood Action Plans, Area Action Plans, and Corridor Action Plans act as components of EnvisionCR, the foundational document, and must be consistent with its goals.

An example of an approach to a Character Analysis:

1. General Character:
   - Is development suburban or urban character?
   - What is the density of development?
   - Is there residential diversity (single-family/attached/multi-family)?
   - What are the dominant building forms?
   - Is there integration or separation of land use types?

2. Street and Block Patterns:
   - Is there a grid street pattern, or irregular block shapes with cul-de-sacs?
   - Are alleys prevalent?
   - Are there sidewalks? Where are they?
   - Is there on-street parking?
   - What is the public area and private landscaping?

3. Building Placement and Location:
   - What are the dominant single-family front/side setbacks?
   - What are the dominant multi-family and commercial setbacks?
   - What is the commercial building orientation?
   - What is the location of surface parking?

4. Building Height:
   - What are the typical heights of single-family, multi-family and commercial buildings?

5. Mobility:
   - What is the neighborhood’s reliance on the automobile versus accommodation of pedestrian, bicycle and multi-modal transportation systems?
GOAL 1: Support existing and new neighborhood associations through the development of Neighborhood Action Plans.

Some areas of Cedar Rapids do not have a formal neighborhood group. Without encouragement by city officials, neighborhood groups typically only form and become active to address ongoing serious neighborhood issues or take advantage of a specific opportunity. For example, many of today’s more active neighborhood groups were re-invigorated in response to the flood of 2008. However, this often leaves many neighborhoods without a clear impetus to organize, despite the potential benefits. In order to encourage more neighborhoods to become active and organize, the city created a Neighborhood Certification Program.

Currently, Cedar Rapids has 10 registered neighborhood associations, as shown in Map 1. Neighborhood groups can be a huge benefit to a community – they can help plan and support neighborhood improvements, create a stronger sense of community, and act as a liaison with the city.

To date, the focus of Cedar Rapids’ neighborhood planning efforts has been on the downtown and central city neighborhoods. These neighborhoods were most impacted by the 2008 flood, and the flood recovery process created an immediate need to plan for the future of these neighborhoods. In each of these planning processes, neighborhood residents, property owners, business people, and other stakeholders were brought together to identify neighborhood issues and develop goals and strategies to address the most serious problems.

NEIGHBORHOOD ACTION PLANS

While the planning that has occurred since the 2008 flood has been successful, many areas of the city may benefit from more specific, targeted planning efforts. These planning efforts will allow a more detailed look at the city’s diverse communities.

StrengthenCR outlines an approach to future planning efforts and establishes a process by which residents and other stakeholders may engage in a planning process that addresses the issues and identifies the opportunities unique to individual communities. Specifically, Neighborhood Action Plans, which are reserved for certified neighborhood associations, will be developed.

Neighborhoods are often defined by a combination of factors, ranging from social to economic, but the physical geography of the community typically plays a fundamental role. The series of maps in this section illustrates the physical features that in many cases help to define neighborhoods.

Over time new neighborhood groups will form, and this is encouraged through the city’s Neighborhood Certification Program. The focus of Neighborhood Action Plans is on these formally organized groups of citizens with defined neighborhood boundaries. Within these areas, the city is committed to working with neighborhood groups and other stakeholders on the development of future Neighborhood Action Plans.

FIGURE 2: EnvisionCR Planning Program

PLANS ONLINE

ONGOING TASKS

The City continually tracks the progress of the Neighborhood Certification Program work plan projects. Neighborhood groups should seek to be recognized by the city as a Certified Neighborhood. Receiving the designation will assist in communication between grassroots interests and projects and possible support from the city.

The City also provides the Neighborhood Service Delivery Program (NSD) to existing and newly formed neighborhood associations. NSD consists of programs and tools organized by the city to deliver to neighborhoods, with the goals of addressing issues such as safety, maintenance, infrastructure, connectivity, and city responsiveness; building relationships among neighborhoods; bringing government closer to people; and increasing visibility.

INITIATIVES

1. Work with existing and new neighborhood associations to develop Neighborhood Action Plans.

Neighborhood Action Plans, initiated by the city or neighborhood group, are strategic plans supported by the city.
**GOAL 2:** Improve the quality and identity of neighborhoods and key corridors.

The character and quality of neighborhoods and corridors help define the city. In addition, improving the quality of these areas improves perceptions, provides a strong sense of place, and helps to attract and retain a vibrant population. Making improvements and enhancing the quality of the city’s diverse communities requires an approach to planning that incorporates the unique character of each area, but also considers a variety of topics that impact all communities.

**NEIGHBORHOODS**

**Land Use and Transportation Connection**

Every community is unique, but many communities’ most celebrated areas have an integrated mix of land use and a multi-modal transportation system that meets the needs of all users. In planning for Cedar Rapids’ communities, it is important to consider how land use patterns impact people’s mobility. Promoting multiple land uses and higher intensities, as opposed to low-density sprawl, encourages biking, walking, and transit use. This also promotes a more active lifestyle and leads to healthier and more sustainable communities.

**Creating Opportunities for Infill Development**

Promoting infill development is a land use strategy that reduces the amount of land consumed and also reduces the cost of providing infrastructure and services. Development on vacant and underutilized sites that have access to public utilities is encouraged.

Brownfield sites, which are environmentally contaminated or potentially contaminated sites, also provide opportunities for infill development. There are challenges to developing these sites, as costs for remediation are often expensive. In many cases, financing, incentives, or other programs are necessary in order to promote redevelopment on brownfields. The Iowa Department of Natural Resources maintains an inventory of contaminated sites, which provides useful information for planning purposes.

Restoring the historic fabric in neighborhoods is a tool for economic development. For example, adapting the Water Tower Place introduced housing in NewBo, which ultimately became a catalyst for additional neighborhood investment. These examples, along with hundreds of projects completed throughout Iowa, are examples of how historic preservation can stimulate new investment in existing neighborhoods.

**Neighborhood Design**

In addition to a mix of land uses and a variety of transportation options, design, including sustainable design, as well as arts and cultural and historic preservation can improve the overall health of a community.

Cedar Rapids has a rich history that stretches over more than a century. This history is partially reflected in the city’s older buildings and important sites, most notably in and surrounding downtown but also in some residential and mixed use areas outside of the central district, such as the Czech Village. In addition, features that older adults consider relatively “new” now qualify for historic designations. For example, buildings constructed in the mid 1950s now meet the 50-year old guideline used by the National Register of Historic Places. These buildings and sites are important assets for the city, provide the possibility of significant economic return, and help tell the city’s story.

Much of the design for older neighborhoods focused on having sidewalks that connected people to schools, parks, neighborhood commercial; porches that engaged the neighborhood; trees and landscaping that framed the street; and garages were subordinate to the home and tucked behind the main facade. These distinctive characteristics of Cedar Rapids’ pre-WWII neighborhoods are positive neighborhood attributes that need to be preserved and emulated.

Infill development should respect the established urban character of the neighborhood and reinforce design that promotes walkability, convenience, and engagement with neighbors. Incentive programs could be designed to support private initiatives that encourage walkable characteristics.

**Green Building Practices**

The city should create a “Green” Building Program that facilitates projects that incorporate green building and low-impact development features. For example, the city supports replacing windows, HVAC, or toilets with more efficient systems that reduce demand on energy and water.

**Placemaking**

The presence of cultural facilities can enhance specific districts (neighborhoods/areas/ etc.) and the community as a whole. These can include museums, performance spaces, galleries, civic buildings, public art and other public and private institutions. Existing cultural resources are an important part of the community and should be incorporated into future plans. Community planning efforts should identify opportunities to enhance districts with public art, gateway features and the thoughtful placement of potential future cultural facilities.
Connection to Schools

Neighborhood schools are the core of a neighborhood. Map 2 shows the school locations of the school districts that serve Cedar Rapids. The identity of many Cedar Rapids’ neighborhoods is wrapped up in their schools – they are the focal point of the neighborhood, they create a gathering place for nearby residents, and often provide an attractive amenity by offering playgrounds and green space that are open to the public. Neighborhood schools are an important part of what attracts people to live in a neighborhood, and they play a role in creating the emotional connection that keeps residents there over time. This emotional component has a tangible effect on whether residents continue to invest in their properties and neighborhoods, and is thus a critical part of preventing neighborhood deterioration.
Map 3 identifies a 15-minute walk time around individual schools. These areas are priority areas for maintaining and improving connectivity in neighborhoods. Overcoming barriers to walkability will increase the number of people on sidewalks. These include:

- **Physical Barriers.** Natural and built features can limit walkability and convenience. These features include rivers, steep slopes, busy streets, poor connection among streets, and lack of sidewalks.

- **Psychological Barriers.** Aside from the physical barriers, walkers are influenced by their sense of security - their level of anxiety while traveling to their destination. Poor lighting and distressed housing/property can influence a person’s decision to walk to school, visit a friend by bike, run an errand, exercise and other routine activities.
Historic Resources

Historic resources are an important part of Cedar Rapids’ identity. They enhance quality of life, economic vitality, and environmental sustainability, which can lead to a community’s overall space well being. Investment in these assets is a priority of the City of Cedar Rapids, and therefore, future planning efforts should carefully consider the role of historic preservation.

Map 4 outlines the city’s nine national historic districts.

Local and National Districts
1. 2nd & 3rd Avenue Historic District
2. Redmond Park – Grande Avenue Historic District

National Districts Only
1. 3rd Avenue SW Commercial National Historic District
2. B Avenue NE National Historic District
3. Bohemian Commercial National Historic District
4. May’s Island National Historic District
5. Oak Hill Cemetery National Historic District
6. Downtown National Historic District
7. Auto Row National Historic District

Historic Preservation Plan

The City’s first Historic Preservation Plan (HPP) was adopted by the City Council on September 22, 2015. The HPP was one of eight identified measures to help mitigate the loss of historic properties from the 2008 flood as outlined in the terms of a Memorandum of Agreement in August of 2011. The HPP outlines the City’s vision for historic preservation and the components of the preservation program. The preservation program consists of five parts:
1. Administration
2. Education
3. Incentives and benefits
4. Identification
5. Management Tools

The HPP identifies 10 overarching goals focused on pres-
Area Action Plans

Area Action Plans allow for planning efforts to take place in areas outside of neighborhood associations. Generally, Area Action Plans will cover areas of the city and in some cases could incorporate Corridor Action Plans, which are discussed below.

Corridor Action Plans

Corridor Action Plans focus on corridors that provide key linkages and connections throughout the city. Corridor Action Plans may be integrated into a Neighborhood or Area Action Plan, or may be stand-alone.

Map 5 identifies strategic corridors that appear in need of revitalization or land use redirection that may be good candidates for Corridor Action Plans. In addition, Maps 6-11 identify the following potential opportunities related to some of these candidate corridors.

- **Catalyst Sites.** Market demand suggests that redevelopment of these sites may result in additional redevelopment interest along the corridor.
- **Policy Areas.** Policy areas may include design standards, parking consolidation, and organizational support.
- **Key Intersections.** The appearance and function of these intersections influences people’s perception of the area. These intersections should be improved.

The Highway 100 Corridor Management Plan is an example of an Area Action Plan. This plan is a partnership between the Corridor Metropolitan Planning Organization, the City of Cedar Rapids, and Linn County. The plan will include a development concept and provide recommendations on development phasing, serviceability, parks, and infrastructure needs.
• **Gateways.** Gateways mark the arrival to the district. Signage, landscaping, art installations, and graphics are all possible features at gateways.

• **Access Management.** Corridor requires further study for improving the safety and circulation of vehicles entering the street from adjacent properties.

• **Landscaping.** Basic landscaping enhancements that may include shrubs, flowers, maintained lawn, and other plantings.

• **Streetscaping.** Enhancements may include landscaping, sidewalk improvements, street furniture, lighting, and graphics.

• **Streetscaping Master Plan.** Public initiative and probable financing to establish a uniform approach.

• **Enhanced Greenspace.** Large open spaces along corridors should be well-maintained.

Ellis Boulevard Area Plan is an example of a Corridor Action Plan. Although described as an area plan, the Ellis Boulevard Area Plan focused on the main corridor of the area – Ellis Boulevard – and explored options to create a viable business corridor.

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**Master Legend**

Map 6 to Map 11

- **Catalyst Sites**
- **Policy Areas**
- **Greenspace**
- **Enhanced Greenspace**
- **Key Intersection**
- **Gateway Node**
- **Railroad**
- **Connecting Streets**
- **Waterway**
- **Streetscaping**
- **Access Management**
MAP 10: Mt. Vernon Road Opportunities

Catalyst Sites
- REDEVELOPMENT OPPORTUNITY
- ASSEMBLE PROPERTIES

Policy Areas
- DESIGN GUIDELINES
- LANDSCAPING
- SETBACKS
- SIGNAGE
- ACCESS

MAP 11: 16th Avenue Opportunities

Catalyst Sites
- REDEVELOPMENT OPPORTUNITY
- ASSEMBLE PROPERTIES

Policy Areas
- DESIGN GUIDELINES
- LANDSCAPING
- SETBACKS
- SIGNAGE
- ACCESS

Key Intersection
- STREETSCAPE ELEMENTS

Landscaping
- STREETSCAPE
- LIGHTING
- PLANTS

Access Management
STUDY AREAS

The Study Area component of the city’s approach to planning ensures that certain areas with unique issues or challenges are comprehensively analyzed prior to the commencement of any planning process. This ensures a full analysis and a complete understanding of all of the issues, which will help to inform any future planning efforts in that area.

INITIATIVES

2. Identify a master developer and create a plan for development of First & First West.

3. Modify Chapter 31 (Subdivisions) of the city’s municipal code to ensure consistency with EnvisionCR.

EnvisionCR proposes a new approach to managing future land use, which requires updating some codes to align appropriately.

4. Create a green building program.

City to provide incentives to private property owners - residents or businesses - to improve their building with features that reduce demand for water and energy consumption.

5. Develop and adopt a Public Art Master Plan to outline goals and guide decision making for City-supported art

New initiative 2019

Comprehensive update to Chapter 32 (Zoning) of the city’s municipal code to ensure consistency with EnvisionCR.

Completed 2019

Amend the requirements for urban agriculture.

Completed 2019
GOAL 3: Adopt policies that create choices in housing types and prices throughout the city.

The city’s housing stock should accommodate residents of all life stages, incomes, and preferences. Providing a variety of housing choices helps to attract and retain residents and contributes to overall community vitality.

HOUSING AFFORDABILITY

Cedar Rapids should continue to integrate a variety of housing types in existing and new growth areas. Land development ordinances should provide adequate flexibility to accommodate innovative and economical designs within traditional town patterns. Some of these configurations may include:

- **Cluster Subdivisions.** Clusters are useful when infrastructure cost should be minimized or environmental features exist which should be protected.
- **Single-Family Attached Development.** Single-family units have a common wall, allowing for construction economies and more useful side yards.
- **Townhouses.** Townhouses provide construction and land use efficiencies, while continuing the sense of a single-family neighborhood.
- **Multi-Family.** Multi-family development should be integrated into the structure of new neighborhoods, rather than developed on peripheral sites. Design standards should provide a residential scale and prevent creating a “project” look.

Neighborhoods may include a mix of housing types and target multiple price points in the market, allowing for a mix of housing options and incomes.

PRESERVATION OF EXISTING HOUSING STOCK

The preservation of existing neighborhoods and housing stock becomes especially important when there is a shortage of affordable units. Indeed, rehabilitation and preventive maintenance are the city’s most cost-effective ways to assure a continued supply of good housing. Neighborhood conservation strategies include:

- **Land Use Policies.** Cedar Rapids should maintain zoning and land use policies that protect the integrity of its neighborhoods.
- **Rehabilitation.** Cedar Rapids should promote SAFE-CR and other programs listed in Goal #4 to promote the rehabilitation of housing stock that is in need of significant rehabilitation.

In addition to conventional rehabilitation programs, Cedar Rapids should promote the use of programs which help to convert existing rental housing stock to owner-occupancy in targeted neighborhoods. These programs include the FHA 203(K) program, an FHA mortgage insurance program, which combines loans for purchase and rehabilitation of property into a single, unified loan.

Development and enforcement of a strong housing standards ordinance, together with upgrading the housing stock through new affordable construction, can put significant competitive pressure on these units to upgrade or leave the market.

REGULATORY POLICIES THAT AFFECT HOUSING TYPE AND AFFORDABILITY

The primary regulatory tool that impacts housing type and affordability is zoning. Through the zoning code the city has the ability to shape the type of land uses it desires by location and to determine a baseline for appearance standards for those uses.

Through the adoption of local zoning standards, there is the potential that a community can develop “exclusionary” housing policies that limit the availability of housing. This often results in the community limiting housing to primarily expensive single-family homes, prohibiting smaller-lot affordable homes and severely limiting multi-family housing.

Cedar Rapids’ zoning code shows little evidence of exclusionary housing policies. Specifically, the zoning code promotes housing on smaller lots that can help to promote affordable homeownership by allowing less expensive smaller lots in new developments. In addition, a mix of land uses, especially commercial and residential mix use, are allowed and encouraged in multiple zones. The land use approach outlined in EnvisionCR will further help to promote a mix of land uses and a variety of housing types.

Many other elements of the zoning code also affect housing diversity, affordability, and accessibility. Therefore, as part of the city’s comprehensive update to the zoning code (see StrengthenCR Goal #2), the city will explore the allowance of density bonuses for affordable housing, second units, and joint live/work units in certain zoning districts.

INITIATIVES

7. Analyze the zoning and subdivision codes to ensure consistency with federal and state fair housing laws.

EnvisionCR proposes a new approach to managing future land use, and ultimately development regulations. The code must comply with federal and state housing laws.
GOAL 4: Create a city that is affordable and accessible to all members of the community.

Providing housing opportunities to low and moderate income housing, seniors, persons with disabilities, and the homeless is particularly important to the city since these groups often do not have the resources to participate in private sector housing.

HOUSING NEEDS

Since the 2008 flood, the city has commissioned housing market analyses periodically to monitor absorption of replacement housing. Maxfield Research, Inc. prepared a comprehensive housing needs analysis for Cedar Rapids in October 2016, as seen in Table 1. The report includes a snapshot of Cedar Rapids’ demographics, housing characteristics, rental housing market analysis, senior housing market analysis, for-sale housing market analysis, and finally housing needs analysis.

Recommendations outlined in the most recent housing study align with the goals of StrengthenCR. They include:

Market Rate Rental
- Continue to encourage new rentals in the Downtown Central Business District targeted to middle- to upper-income households.
- Because of construction and development costs, relative to market rate rents and housing prices, it may be difficult for a market rate apartment to be financially feasible. The city needs to participate in a public/private partnership to accomplish market rate rental projects, such as the existing downtown housing program.

Affordable Rental
- Continue to partner to undertake moderate-income affordable rental projects in accordance with identified market demands.

Senior Housing

The housing study includes a number of specific recommendations regarding the accommodation of various types of senior housing. There is pent-up demand for additional subsidized senior rental units. City support of these efforts will range from supporting rezoning requests for project sites to potentially partnering with developers where market conditions require a public subsidy.

Housing Programs

The city should consider additional housing programs that address gaps and build upon the momentum of expiring disaster recovery housing programs. These programs would address identified needs in the Cedar Rapids housing market. These programs could include:

- Expand Downtown Housing Program to other targeted neighborhoods
- Infill Housing Programs (replicating the success of the “ROOTs” Programs)
- Targeted Neighborhood Rehabilitation Program (in conjunction with Neighborhood Plans)
- Historic Preservation Low-Interest Loans
- Foreclosure Home Improvement Loan Program
- Rent to Own Program

<table>
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<th>Table 1: Housing Needs Analysis Update</th>
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<tr>
<td>Housing Demand, 2016-2025</td>
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<tr>
<td>Market Rate Rental</td>
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<tr>
<td>Shallow-Subsidy Rental</td>
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<th>Senior Housing Demand, 2016</th>
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<tr>
<td>Active Adult Market Rate Rental</td>
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<td>Market Rate Congregate</td>
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<td><strong>Total</strong></td>
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</table>

Source: Maxfield Research and Consulting, October 2016 (page 98)
Housing Supply

The Maxfield Housing Study reports:

- “As of 2016, the City of Cedar Rapids is estimated to have approximately 55,361 housing units, of which about 70% are owner-occupied and 30% are renter-occupied.”
- “Most of the homes in Cedar Rapids were built between 1950 and 1980 (42%). An estimated 20% of homes in Cedar Rapids were built pre-1950 and the remaining 38% were built in 1980 or later. The shifts in the overall age of housing stock indicate that the proportion of new housing is gradually increasing in Cedar Rapids.”
- “While the current vacancy rate remains below 5%, conversations with leasing agents and rental property managers indicated that it seemed as though the market had softened somewhat over the past 12 months, although vacancy counts seem to have remained about the same.”

Privately Held Affordable Housing

According to the Maxfield Housing Study, there are 19 age-restricted housing facilities with subsidized senior units totaling 600. As of October of 2016, the overall vacancy for senior properties was estimated to be 3%.

City’s Housing Programs

The city currently administers the federally-subsidized Section 8 Housing Choice Voucher program, providing rental housing assistance to low-income residents. In 2016, a total of 1,110 families received assistance under the program. The city opened its waiting list for vouchers for one day in 2016 and received 1,321 applications. The waiting list is closed again and is not estimated to be opened again for another two years.

The city administers a single-family replacement housing program, locally known as Rebuilding Ownership Opportunities Together (“ROOTs”) that provides incentives for replacement of owner-occupied housing, primarily on infill lots. Low and moderate income buyers receive down payment assistance of up to 25%. The program has to a large extent replaced housing lost as a result of 2008 flooding, however current funding will expire in 2017. A companion Multi-family New Construction Program has produced 547 replacement rental units, 51% of which must be affordable to low and moderate-income renters.

The city also administers two owner-occupied housing rehabilitation programs. The Emergency Rehabilitation Program assists approximately 40 homeowners annually with emergency repairs that prevent the home from becoming uninhabitable. A Comprehensive Rehabilitation Program assists low and moderate-income homeowners with more substantial repairs that bring the entire property into standard condition. The Comprehensive Rehabilitation Program assists 5-10 homeowners annually.

Ongoing Tasks

The City will continue to identify and track progress towards addressing recommendations related to for-sale housing, market rate rental, affordable rental, and senior housing from the Comprehensive Housing Needs Analysis.

The housing study will also be updated regularly, as determined by volume of housing production, to measure absorption and continued to demand. This study should be updated every 1-5 years.
INITIATIVES

6. Identify resources to create housing programs, such as infill single-family new construction program and targeted neighborhood rehabilitation, to support a range of housing types and price points.
   Complete 2019, with ongoing implementation.

7. Develop strategies to address housing needs, as identified by the Housing Needs Analysis, that leverage City resources.
   New Initiative 2019. Incorporated in the work plan of the Affordable Housing Commission.

8. Assess barriers to the development of accessible housing.
   New Initiative 2019. Incorporated in the work plan of the Affordable Housing Commission.
Cedar Rapids’ ability to develop and redevelop land within the city limits is vital to its future. City policy should encourage quality development and redevelopment within the City limits and ensure that adequate land is available to accommodate anticipated development. During the last twenty-five years, Cedar Rapids has grown from a community of 108,000 people to 130,000. Physically, the city has expanded with residential subdivisions emerging on the fringe of the built areas and commercial development becoming even more decentralized along corridors. These patterns and changes have created a dispersed city pattern, often separating services and jobs from where people live. Thoughtful and useful policies help coordinate development and unify the city’s development patterns, filling in gaps and expanding when necessary.

This section establishes the basic program for land development in Cedar Rapids during the next twenty years. This element works to manage growth for the long-term benefit of the city. Population growth and changing markets will continue to create demand for new housing and neighborhoods in Cedar Rapids. New population and trends will generate demand for commercial development. Economic development and diversification efforts will require new employment areas for changing needs. Despite this element’s emphasis on growth, the plan’s focus steers development toward infill projects to existing areas of the community.

Flooding circumstances of the past force Cedar Rapids to be even more proactive to shape its future, rather than merely react to demands resulting from devastation. Development should not occur randomly, and its appropriate management and direction will contribute to the quality of the city. Indeed, present and prospective residents of cities increasingly demand more attractive and convenient communities. Cedar Rapids’ character and quality will be important to future marketing and development within the City limits. New growth centers should be part of a coordinated policy leading to a stronger community.

This section considers the amount of development needed to accommodate the city’s projected 2035 population of 161,073 (1% annual growth rate). It establishes a strategy to guide the city’s growth, based on the premise that new growth is critical to Cedar Rapids’ success as a community. Investments in the city’s infrastructure, transportation system, public facilities, and community services should be designed to serve growth efficiently.

This section begins with an in-depth discussion of a new approach to development regulations and therefore, growth management. Following the discussion of Land Use Typology Areas (LUTAs), the specific goals are addressed.

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**GROWCR GOALS**

1. Encourage mixed-use and infill development.
2. Manage growth and development to balance costs and serviceability to neighborhoods.
3. Connect growing areas to existing neighborhoods.
4. Communicate and collaborate with regional partners.
FUTURE LAND USE

Contemporary growth in American cities has tended to “zone” different land uses away from one another. The concept of single-use zoning grew out of a need to separate places in which people lived from major industries in order to protect their health. In some cases, neighboring uses can produce so much traffic, noise, smells, or other environmental effects that separation remains the most appropriate policy. But, increasingly, mixing of compatible but different uses creates interesting and attractive communities. A development pattern that encourages a mix of land uses and activities increases the vitality and sense of security of a place and increases the number of people using public spaces. A variety of uses closer to one another can also reduce the number of miles that people must travel by car to conduct their daily lives.

A mixed land use pattern opens up opportunities to build a variety of housing types. The development of housing above office and commercial establishments adds vitality to business areas and increases the economic yield on property. Nationally, more communities are finding that by mixing land uses, neighborhoods are more attractive to workers who are looking at quality of life criteria when determining where to settle. Plans and land development policies that provide appropriate mixing of use also provide greater flexibility for those who build communities and avoid unnecessary regulation.

LAND USE TYPOLOGY AREAS
To achieve these goals, Cedar Rapids uses a framework of Land Use Typology Areas (“LUTAs”). The LUTA framework allows differentiation between areas of the city and the types, forms, and intensities of development allowed in each area.

On the following pages, LUTAs are described in terms of their purpose, form, uses, intensity, and compatibility requirements. The descriptions of LUTAs provide a sequence for land use designations with increasing levels of intensity. It is therefore appropriate to compare them one to another when reading descriptions. If, for example, Urban Medium Intensity is described as being more intense, it is understood that it is more intense than the previously described LUTA, which is Urban Low Intensity.

The LUTA framework relies on several core concepts, described below:

Intensity
In the LUTA concept, several different factors are used to describe present and future land uses. Most people are already familiar with the idea of land uses, such as residential or commercial. However, many of the LUTAs incorporate areas that have more than one of these broad categories. The LUTA concept adds designations based on how much development occurs in an area and how that development affects its neighbors. This is measured by intensity and/or density of development.

- **Density** applies to residential use, and is measured by dwelling units per acre for net area of the project site.
- **Intensity** is measured by a factor called floor area ratio (FAR), calculated by dividing building area by site area.
- **Other factors**, such as how it affects its neighbors also helps determine its intensity. See explanations on next page.

Integration and mixing of uses
One advantage of the LUTA concept is its ability to integrate, rather than separate, different land uses, providing both more interest and more efficiency in the city. Uses may be integrated in two ways: horizontally and vertically.

Horizontal integration keeps individual building purposes separate, but allows neighboring buildings to contain different, compatible uses. Vertical integration puts more than one use in the same building.

Compatibility
One of the most important concerns in land use planning is the relationship between different uses and their relative compatibility with each other. In suburban style areas where densities are low, compatibility is usually achieved by spacing between buildings and by congregating like uses together. This simple method is easy to administer and understand; however it leads to some undesirable conditions such as increased commute times with employment and residential areas being further separated from each other. It creates an automobile dependent city, which leads to un-walkable neighborhoods, congestion, and increased transportation expenses.

Compatibility in today’s world can be attained in a more sophisticated way by focusing on the performance of various uses and designing regulations that allow greater integration of uses. If carefully done, the integration of uses can be achieved to shorten commute times, create walkable, interesting neighborhoods, and preserve privacy, security, and aesthetics. The LUTAs described below exist on a continuum of intensity. This leads to a continuum of compatibility methods. That is to say, as LUTAs become more intense and uses become more integrated, compatibility methods focus less on spacing and congregating of similar uses, and more on performance-based methods that directly address issues such as noise, traffic, air quality, privacy, and aesthetics.

1 The LUTA concept emerged from the comprehensive planning process in Oklahoma City and was originally authored by its staff.
**UNDERSTANDING DENSITY AND MIXING OF USES**

At its most basic measure, density is a calculation of how many dwelling (housing) units are in a given area. This is typically measured as dwelling units per acre, calculated using the net area of the project site. All proposed residential densities must fit within the range specified by the LUTA for the particular property. Higher density does not always mean apartments or rental properties. While multi-unit can have higher densities than other types of housing developments, it is possible for housing with higher density to be owner occupied. Missing Middle housing refers to those housing types that are in between single-family homes and large-scale, multi-family developments and integrated into neighborhoods with a variety of housing types.

The homes toward the left in the image above can fit within the development patterns of a traditional neighborhood and provide housing options which are compatible with the scale and density of detached, single-unit housing. Development of Missing Middle housing in neighborhoods with single-unit housing allows for a variety of styles and price points within the same area. This mixture of housing types also makes transitioning from one housing style to another possible. This gives residents the opportunity to stay in the same area as their housing needs change over the course of their lives.

**Integration and Mixing of Uses**

**Horizontal Integration**

Horizontal integration of uses means that different uses are housed in different buildings, but are adjacent and related to each other.

**Vertical Integration**

Vertical integration of uses means that different uses are located in the same buildings.
**Understanding Compatibility**

**Compatibility**

Table 1 shows the types of land uses proposed to be included in each of the LUTAs. EnvisionCR includes both location standards and criteria and compatibility standards for land uses. Table 2 shows the compatibility between different types of land use and each LUTA. Table 3 provides characteristics and considerations for each LUTA.

The relationship between different land uses and their relative compatibility with each other is important to successful execution of an integrated land use concept. Compatibility measures the ability by which different uses may be near or adjacent to each other without impacting either property.

EnvisionCR includes both:

- **Location and character standards** that will apply to each general land use category. They are designed to ensure that transportation and infrastructure are adequate to serve the proposed use.

- **Transitional standards** that ensure that methods are used to minimize potential incompatibilities between adjacent mixed uses. As LUTAs become more intense and uses become more integrated, compatibility methods focus less on spacing and congregating of similar uses, and more on performance-based methods that directly address issues such as noise, traffic, air quality, privacy, and aesthetics. Figure 4 demonstrates transitions in land use intensities.

**FIGURE 4: Transitions in Land Use Intensities**
# Table 1: Land Use Typology Areas

<table>
<thead>
<tr>
<th>Land Use Typology Area</th>
<th>Description/Purpose</th>
<th>Residential density (du/A)</th>
<th>Non-residential or Mixed-use intensity (FAR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>AP Agricultural Preserve</td>
<td>Areas preserved for permanent farming and agricultural production.</td>
<td>1 unit/40 acres max</td>
<td>NA</td>
</tr>
<tr>
<td>R Rural</td>
<td>Areas that are unlikely to receive urban services. Agriculture and very low-density development will be the probable final use.</td>
<td>1 unit/2 acres max</td>
<td>NA</td>
</tr>
<tr>
<td>U-LL Urban-Large Lot</td>
<td>Areas with urban services including very low-density residential constrained by environmental elements, such as steep slopes, waterways, and woodlands.</td>
<td>0-6</td>
<td>0.50 max.</td>
</tr>
<tr>
<td>U-LI Urban-Low Intensity</td>
<td>Areas with urban services including relatively low-density residential and neighborhood commercial and service uses.</td>
<td>2-12</td>
<td>0.50 max.</td>
</tr>
<tr>
<td>U-MI Urban-Medium Intensity</td>
<td>Areas with urban services including medium-density residential and neighborhood and community commercial, office, and service uses.</td>
<td>4-24</td>
<td>1.0 max.</td>
</tr>
<tr>
<td>U-HI Urban-High Intensity</td>
<td>Areas with urban services including medium and high-density residential, major commercial, office, and service uses, and limited industrial in suitable locations.</td>
<td>8-40</td>
<td>3.0 max.</td>
</tr>
<tr>
<td>DT Downtown</td>
<td>High-intensity mixed uses focused on Downtown and immediate environs.</td>
<td>20 and up</td>
<td>1.0 and up</td>
</tr>
<tr>
<td>C Commercial</td>
<td>Areas dominated by major community and regional commercial development that are both large in scale and have high traffic impact. May include high-density residential use.</td>
<td>16-40</td>
<td>1.0 max.</td>
</tr>
<tr>
<td>I Industrial</td>
<td>Areas dominated by large-scale industrial uses.</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>ER Employment Reserve</td>
<td>Areas reserved for future large employers.</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>P Public, Semi-Public</td>
<td>Areas with major, typically land-intensive public, semi-public, or other civic uses.</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>OS Open Space</td>
<td>Areas intended to provide open space recreational uses, such as local and regional parks and for the preservation of environmentally sensitive areas. May include accessory or complementary uses if permitted by flood plain or other environmental regulations.</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>UR Urban Reserve Overlay</td>
<td>Areas that are unlikely to be served by urban infrastructure during the planning period but will be feasibly served and needed for urban development in the long-term.</td>
<td>1 unit/40 acres max</td>
<td>NA</td>
</tr>
<tr>
<td>EC Environmental Conservation Overlay</td>
<td>Areas will remain undeveloped due to sensitive environmental features and habitat.</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>FC Flood Control Study Area</td>
<td>Areas of the community currently under study for planned flood control project.</td>
<td>NA</td>
<td>NA</td>
</tr>
</tbody>
</table>

The table displays the range of typology areas that apply to Cedar Rapids. The majority of the city’s area falls into U-LI, U-MI, and U-HI.
<table>
<thead>
<tr>
<th>Land Uses</th>
<th>AP</th>
<th>R</th>
<th>U-HI</th>
<th>U-LI</th>
<th>U-MI</th>
<th>U-LL</th>
<th>DT</th>
<th>C</th>
<th>ER</th>
<th>P</th>
<th>OS</th>
<th>UR</th>
<th>EC</th>
<th>FC</th>
<th>Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture (agriculture and related activities)</td>
<td>●</td>
<td>●</td>
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<tr>
<td>Single-family residential</td>
<td>●</td>
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<tr>
<td>Two-family residential</td>
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<tr>
<td>Multi-family residential</td>
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<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
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<tr>
<td>Rural commercial (commercial uses that are compatible with rural and agricultural uses)</td>
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<tr>
<td>Neighborhood commercial (Small scale commercial development appropriate for neighborhood settings. Includes smaller shops, convenience stores, restaurants and offices)</td>
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</tr>
<tr>
<td>Community commercial (Commercial developments which serve larger areas of the community and require access to arterial roads, such as supermarkets, medium sized office buildings, restaurants, and medium size retail centers)</td>
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<tr>
<td>Regional commercial (Regionally significant office and commercial uses, such as shopping centers, malls, and major retailers)</td>
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<tr>
<td>Limited industrial (light industrial uses, such as light manufacturing, assembly, warehousing, and distribution)</td>
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<tr>
<td>Intensive industrial (heavy industrial uses, such as heavy manufacturing, refineries, and other labor and capital industrial activities)</td>
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<tr>
<td>Employment centers (centers with major office and business uses, such as technology and research centers, corporate headquarters, and clean industry centers)</td>
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<td></td>
</tr>
<tr>
<td>Parks (open space recreational uses)</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
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<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>Public and civic facilities (public and semi-public uses, such as fire stations, libraries, schools, community centers, and utility facilities)</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
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<td>●</td>
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<td>●</td>
<td>●</td>
<td></td>
</tr>
</tbody>
</table>

The categories listed above are intended to be general in nature and not strictly applied to land uses in the Zoning Ordinance. A mix of land uses are allowed and encouraged in many LUTAs, assuming the uses proposed are permitted by the Land Use Typology Area and the Zoning Ordinance.

- ● Normally permitted
- ○ Requires location and compatibility standards
Cedar Rapids is a community that transitions from a relatively high intensity typology (e.g. downtown) to a rural cross-section of exceptionally low-intensity. Thus when developing land use categories, the full range of Cedar Rapids’ development must be addressed.
OVERVIEW OF LAND USE TYPOLOGY AREAS (LUTA)

Land Use Typology Areas (LUTA)
The Land Use Typology Areas are described on the following pages.

Land Use Categories
- Urban - Large Lot (U-LL)
- Urban - Low Intensity (U-LI)
- Urban - Medium Intensity (U-MI)
- Urban - High Intensity (U-HI)
- Downtown (DT)
- Agricultural Preserve (AP)
- Rural (R)
- Commercial (C)
- Industrial (I)
- Employment Reserve (ER)
- Public/ Semi-Public (P)
- Open Space (OS)
- Flood Control Study Area (FC)

Overlays
- Environmental Conservation Overlay (EC)
- Urban Reserve (UR)
<table>
<thead>
<tr>
<th>LUTA</th>
<th>Use/Form/Intensity Characteristics</th>
<th>Location/Compatibility Characteristics</th>
<th>Service and Infrastructure Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Agricultural</strong></td>
<td>Agricultural will remain the principal use during the planning period.</td>
<td>Rural areas focusing on areas with prime farmland soil.</td>
<td>Minimal infrastructure.</td>
</tr>
<tr>
<td>Preserve</td>
<td>Very large minimum lot sizes.</td>
<td>Minimal pressure or conflicts from residential or other uses.</td>
<td>Extension of urban services will not occur during the foreseeable future.</td>
</tr>
<tr>
<td></td>
<td>Maximum residential density of 1 unit/40 acres.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Rural</strong></td>
<td>Very large lot, single-family residential.</td>
<td>Rural areas where more intense development is not planned.</td>
<td>Extension of urban services is unlikely during the foreseeable future.</td>
</tr>
<tr>
<td></td>
<td>Maximum residential density of 1 unit/2 acres.</td>
<td>Buffering or separation from pre-existing agriculture or agricultural industries.</td>
<td>Community water/wastewater systems in rural cluster developments.</td>
</tr>
<tr>
<td></td>
<td>Open space buffers should be provided along arterials for development at higher densities.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Urban-Large Lot</strong></td>
<td>Very large lot, single-family residential.</td>
<td>Areas within the city limits that, due to steep terrain or other environmental factors, cannot be</td>
<td>Full urban services.</td>
</tr>
<tr>
<td></td>
<td>Maximum residential density of 6 units/acre.</td>
<td>developed to typical urban residential densities.</td>
<td>Low densities make provision of urban services and infrastructure less cost effective than in typical</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Due to large lot sizes and limited uses, incompatibilities are minimized.</td>
<td>urban residential areas.</td>
</tr>
<tr>
<td><strong>Urban-Low Intensity</strong></td>
<td>Single-family, two family, and multi-family residential with densities between 2 and 12 units/acre allowed.</td>
<td>Areas should be buffered from uses with adverse environmental effects, including noise, odors,</td>
<td>Full urban services.</td>
</tr>
<tr>
<td></td>
<td>Potential lot clustering.</td>
<td>air and light pollution, and heavy traffic.</td>
<td>Framework of interconnected streets and sidewalks and trails.</td>
</tr>
<tr>
<td></td>
<td>Innovative subdivisions or site configurations encouraged through planned unit developments.</td>
<td>Compatibility may be achieved with density and land use transitions, from lower to higher densities.</td>
<td>Commercial uses should have direct access to collector or arterial streets. Shared access with other</td>
</tr>
<tr>
<td></td>
<td>Commercial development clusters may be integrated into mixed use projects with commercial/residential uses.</td>
<td>Locate new commercial facilities on commercial nodes, typically at median breaks or intersections of</td>
<td>projects is encouraged to minimize curb cuts.</td>
</tr>
<tr>
<td></td>
<td>Commercial uses should have frontage along streets, with limited direct surface parking exposure</td>
<td>Neighborhood nodes should restrict commercial uses to one or two quadrants of intersections.</td>
<td>When applicable, internal auto and pedestrian circulation systems should be provided.</td>
</tr>
<tr>
<td></td>
<td>along right of ways. Pad sites may be used to shield parking lots. Cohesive sign design, with</td>
<td>Locations may vary as part of a planned unit development.</td>
<td>Direct pedestrian access from transit stops, public sidewalks and paths to business entrances.</td>
</tr>
<tr>
<td></td>
<td>consistency of materials, lighting, and height.</td>
<td></td>
<td>Transit and bicycle access is advisable.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Convenient local access to surrounding neighborhoods with design that discourages external traffic.</td>
</tr>
</tbody>
</table>
## Table 3: Land Use Criteria and Descriptions

<table>
<thead>
<tr>
<th>LUTA</th>
<th>Use/Form/Intensity Characteristics</th>
<th>Location/Compatibility Characteristics</th>
<th>Service and Infrastructure Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Urban-Medium Intensity</strong></td>
<td>Single-family, two-family, and multi-family residential with densities between 6 and 24 units/acre allowed.</td>
<td>Reasonable access or location on collector or arterial streets.</td>
<td>Full urban services.</td>
</tr>
<tr>
<td></td>
<td>Potential lot clustering.</td>
<td>Convenient access to neighborhood commercial services.</td>
<td>Framework of interconnected streets and sidewalks or paths.</td>
</tr>
<tr>
<td></td>
<td>Innovative subdivisions or site configurations encouraged through planned unit developments. May incorporate community commercial scale clusters of developments.</td>
<td>Buffering from or mitigation of adverse environmental effects, including noise, odors, air and light pollution, and heavy traffic.</td>
<td>Transit and bicycle access is advisable.</td>
</tr>
<tr>
<td></td>
<td>Commercial uses should be integrated wherever possible into mixed use development with residential uses.</td>
<td>Compatibility may be achieved with density and land use transitions.</td>
<td>May include internal or alley access.</td>
</tr>
<tr>
<td></td>
<td>Frontage along streets, with limited direct surface parking exposure along right of way lines.</td>
<td>Locate new commercial facilities in commercial nodes, typically at median breaks or intersections of collector and/or arterial streets.</td>
<td>Commercial uses should have direct access to collector or arterial streets. Shared access with other projects is encouraged to minimize curb cuts.</td>
</tr>
<tr>
<td></td>
<td>Cohesive sign design, with consistency of materials, lighting, and height.</td>
<td>Neighborhood nodes should restrict commercial uses to one or two quadrants of intersections.</td>
<td>When applicable, internal auto and pedestrian circulations systems.</td>
</tr>
<tr>
<td></td>
<td>In areas with access to transit, direct pedestrian access from transit stop to business entrances is encouraged.</td>
<td>Locations may vary as part of a planned unit development.</td>
<td>Direct pedestrian access from public sidewalks and paths to major pedestrian ways within projects.</td>
</tr>
<tr>
<td></td>
<td>Commercial and mixed use development should include public or assembly space, typically in a plaza or urban sidewalk configuration with user amenities.</td>
<td></td>
<td>Transit and bicycle access.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Convenient local access to surrounding neighborhoods with design that discourages external traffic.</td>
</tr>
<tr>
<td><strong>Urban-High Intensity</strong></td>
<td>Single-family, two-family, and multi-family residential with densities between 8 and 40 units/acre allowed.</td>
<td>Adjacency to collector or arterial streets.</td>
<td>Full urban services.</td>
</tr>
<tr>
<td></td>
<td>Innovative site configurations encouraged through planned unit developments.</td>
<td>Convenient access or integration into neighborhood and/or community commercial services.</td>
<td>Framework of interconnected streets and sidewalks or paths.</td>
</tr>
<tr>
<td></td>
<td>May be a component of mixed use projects, or include secondary retail and office uses. See Community Commercial in Urban-Median Intensity.</td>
<td>Buffering from or mitigation of adverse environmental effects, including noise, odors, air and light pollution, and heavy traffic.</td>
<td>Transit and bicycle access.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Compatibility may be achieved with density and land use transitions.</td>
<td>May include internal streets and connections to mixed uses.</td>
</tr>
<tr>
<td>LUTA</td>
<td>Use/Form/Intensity Characteristics</td>
<td>Location/Compatibility Characteristics</td>
<td>Service and Infrastructure Considerations</td>
</tr>
<tr>
<td>-----------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Downtown</td>
<td>Unique regional commercial, employment, cultural and governmental center. Land uses reflect the most mixed use district in the city. Multi-family residential with a minimum density of 20 units/acre. Building intensity is the greatest in the city, with a minimum FAR of 1.0 required. Variety of building types. Placement characterized by zero or minimal front yard setbacks. Parking frequently provided off-site in public parking facilities.</td>
<td>Historic location of downtown along the Cedar River. As the most intensely developed area, land use intensity drops off with distance from the center. Defining the limits of Downtown is difficult and subject to change over time. Downtown-proper is bordered by area with less intense downtown support services and public institutions. Transitions to area where off-street parking is a building requirement must be defined.</td>
<td>Full urban services. Focal point for transportation network and area of largest infrastructure needs due to density of development.</td>
</tr>
<tr>
<td>Commercial</td>
<td>Unique retail and/or entertainment destinations serving metropolitan areas and surrounding region, as well as medium to high intensity offices and low-impact business parks. Variety of building configurations. Retail centers should be integrated into large-scale mixed use development with high-intensity office and residential uses. Cohesive sign design, with consistency of materials, lighting, and height. Access to transit is a high priority, direct pedestrian access from transit stop to major center entrances is required, where feasible. Developments should include significant public or assembly space.</td>
<td>For new facilities, location at regional highway interchanges or at arterial intersections with superior regional access. Location at major intersections and transit stops is highly desirable. Locations may vary as part of a planned unit development.</td>
<td>Full urban services. Superior arterial and highway access. Internal auto, bicycle, and pedestrian circulation system. Direct pedestrian access from public sidewalks and paths to major pedestrian ways within project. Local and regional transit service. Shared access with other projects is encouraged to minimize curb cuts.</td>
</tr>
<tr>
<td>LUTA</td>
<td>Use/Form/Intensity Characteristics</td>
<td>Location/Compatibility Characteristics</td>
<td>Service and Infrastructure Considerations</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Industrial</td>
<td>Broad range of industrial uses allowed. May include warehousing and distribution, manufacturing, and office/flex buildings. May include limited supporting retail and commercial uses for the primary purpose of serving employee and business needs. Landscaping and screening at perimeter and along street exposures. Screening of high impact site components. Special design controls to mitigate visual and operational impact.</td>
<td>Convenient access to major arterials, highways, and other transportation facilities, as needed. Locations with limited visibility along major civic corridors. Locations that are distant from or do not affect incompatible uses, such as residential and major commercial.</td>
<td>Full urban services with adequate availability of water and sewer to serve needs. Excellent access to transportation facilities without encroaching on lower-intensity uses, particularly residential. Transit service is desirable. May take the form of special services or transit “brokerages.”</td>
</tr>
<tr>
<td>Employment Reserve</td>
<td>Areas most suitable for large-scale industrial and business development. Desire retention of large land parcels to accommodate major employers. New uses to be employment or employment related, such as manufacturing, office, distribution, warehousing, technology and research centers. Only commercial uses that support employment base allowed.</td>
<td>Good freeway and rail access. Access to airport. Availability of water and sewer infrastructure. Proximity to other employment centers and accessibility from residential areas for employees. Compatibility with adjacent land uses. Need for appropriate buffering and screening from residential areas. Not located within sensitive environmental areas, especially flood-prone areas.</td>
<td>Depending on nature of business, may have extraordinary water and sewer discharge/treatment needs. Employee and truck service traffic require extensive street and highway infrastructure. High-speed internet infrastructure needed for most new employment uses.</td>
</tr>
<tr>
<td>Public, Semi-Public</td>
<td>Uses range from colleges, campuses, cemeteries, and large public institutions. Intended for areas where the form and function of public and semi-public uses varies from the surrounding LUTAs. Examples include multi-building campuses, cemeteries, and other large planned areas. Public uses are permitted in any LUTA without map amendment, provided that they generally conform to the design requirements of the underlying LUTA.</td>
<td>Individual review of proposals requires an assessment of operating characteristics, project design, and traffic management. Commonly allowed in areas zoned for residential or commercial.</td>
<td>Typically requires full public services.</td>
</tr>
</tbody>
</table>
**Table 3: Land Use Criteria and Descriptions**

<table>
<thead>
<tr>
<th>LUTA</th>
<th>Use/Form/Intensity Characteristics</th>
<th>Location/Compatibility Characteristics</th>
<th>Service and Infrastructure Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Open Space</strong></td>
<td>Areas intended to provide open space recreational uses, such as local and regional parks and for the preservation of environmentally sensitive areas. Uses include parks and undevelopable areas due to accessibility or extreme slopes.</td>
<td>Parks should be centrally located with easy access for both pedestrian and auto users.</td>
<td>Minimal impact on public infrastructure. Parks and policing services impacted.</td>
</tr>
<tr>
<td><strong>Urban Reserve Overlay</strong></td>
<td>Areas established in the plan as the long-term growth areas for Cedar Rapids.</td>
<td>Consider watershed boundaries and natural drainage patterns for provision of sanitary sewer service.</td>
<td>Requires inventory and capacity analysis of public infrastructure and service needs of growth area.</td>
</tr>
<tr>
<td></td>
<td>Goal is to keep rural residential development out of area to minimize conflicts with ultimate provision of city infrastructure and urban-scale development.</td>
<td>Other locational factors include natural features and pre-existing development.</td>
<td>Should conduct a cost/benefit analysis prior to establishment of future growth area.</td>
</tr>
<tr>
<td></td>
<td>Typically require residential development to have minimum 10 acre lot size to discourage development.</td>
<td>Existing municipal boundaries and competition for growth areas can be factors.</td>
<td></td>
</tr>
<tr>
<td><strong>Environmental Conservation Overlay</strong></td>
<td>Environmentally sensitive areas that should be protected from development.</td>
<td>Should follow environmental features.</td>
<td>Natural and improved drainage systems require periodic maintenance.</td>
</tr>
<tr>
<td></td>
<td>Includes wetlands, prairies, floodplains, drainage channels and scenic corridors.</td>
<td>Should be pre-designated in development areas.</td>
<td></td>
</tr>
<tr>
<td><strong>Flood Control Study Area</strong></td>
<td>Land which may be impacted by the future Flood Control System.</td>
<td>Can be incorporated into the city’s trail system when appropriate.</td>
<td>Flood protection strategies required and may need periodic maintenance.</td>
</tr>
<tr>
<td></td>
<td>Uses should be limited to existing land use or open space until the Flood Control System alignment is finalized. Development or establishment of new uses should not be permitted unless it is determined that they will have no impact on the Future Flood Control System.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Temporary LUTA designation which should be amended once final decisions are made on Flood Control System alignment.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Due to the dynamic nature of the Future Land Use Map, all instances of this map shown in this document are intended to be representative. The official Future Land Use Map shall be maintained by the city and made available online or upon request.

LAND USE TYPOLOGY AREAS (LUTA)

Urban—Low Intensity (U-LI)

The intent of this LUTA is to create smarter (more efficient, dense, walkable, bikeable) new suburban style development and encourage retrofitting of existing suburban style development to a more efficient, walkable pattern. As compared to denser LUTAs, Urban Low Intensity areas should offer more space and separation of uses in exchange for greater distances to destinations, fewer shared amenities, and less immediate access to jobs and cultural amenities.

Form, Uses, and Intensity
Suburban style development. At the lowest density, areas should be just dense enough to warrant urban utilities and urban levels of service. At the highest density, areas should be only dense enough to support minimal transit.

1. Residential densities range between 2 and 12 units/acre.
2. Non-residential or mixed-use floor area ratios (FARs) have a maximum of 0.5.
3. High connectivity grid pattern to expand viable locations for commercial land uses, resulting in greater integration of land uses.
4. Residential neighborhoods include complementary uses like schools, small parks and religious institutions, and neighborhood retail or mixed-use. These complementary uses are integrated into neighborhoods so that residents can access them easily by walking or biking.

Compatibility
Compatibility in these areas will be achieved through gradual increases of intensity, transitioning from one land use to another. For example, a cross-section of this area may show large lot single family next to medium lot single family, next to small lot single family, next to townhomes, next to apartments, next to commercial. Although the focus is on gradual changes in intensity, these changes should occur at a small enough scale to ensure integration of land uses within an area roughly a quarter section in size in order to encourage walking, biking, and the reduction of auto trips.

1. Different intensities of land use are positioned to create a smooth internal transition from lower to higher intensity uses.
2. Larger commercial or office uses should cluster around arterial streets.
3. Smaller, neighborhood scale commercial uses may be appropriate on collector streets.
4. Complementary uses like schools, small parks and religious institutions, or neighborhood retail or mixed-use, are sited within neighborhoods where they take advantage of excellent connectivity, which allows for multiple access points and routes to and from the complementary uses.

Service and Infrastructure Considerations
These areas should have full urban services, including a framework of interconnected streets, sidewalks, and trails. Commercial uses should have direct access to collector or arterial streets. Shared access with other projects is encouraged to minimize curb cuts. When applicable, internal auto and pedestrian circulation systems should be provided.

Infrastructure should also include direct pedestrian access from transit stops, public sidewalks, and paths to business entrances. Transit and bicycle access is advisable. Connectivity should be provided for convenient local access to surrounding neighborhoods with design that discourages external traffic.
The intent of this LUTA is to create vibrant, urban areas that draw customers and employees from outside the immediate area. A greater degree of space and cost saving should be attained through increased FARs. Increased density improves opportunities for economic activity and social interaction and acts as an incentive to redevelop aging buildings and develop vacant lots.

Form, Uses, and Intensity
Includes multi-story residential and commercial uses.

1. Residential densities between 4 and 24 units/acre are allowed.
2. Non-residential or mixed use FAR have a maximum of 1.0.
3. A high-connectivity grid pattern should be used to expand the viable locations for commercial land uses, resulting in greater integration of land uses.
4. Encourage more transportation, housing, and shopping choices in close proximity to each other.
5. Light industrial uses should be rare, due to their low FAR.

Compatibility
Land uses and intensities should be integrated at a finer grain than within the Urban Low Intensity designation. As compared to U-LI areas, compatibility should be achieved through increased attention to traffic circulation and parking, site and building design, and on-site operations.

1. Land uses are sometimes mixed vertically, resulting in complementary and alternating times of use and the ability to share parking areas.
2. Different intensities of land use are still positioned to create a smooth internal transition from lower to higher intensity uses; however, this transition happens over a shorter distance than within the U-LI designation.
3. Larger commercial or office uses should cluster around arterial streets and rail lines.
4. Medium density, light industrial uses may be allowed with requirements that they mitigate any anticipated negative impacts on adjacent land uses and that they are located on arterial streets or rail lines.
5. Smaller, neighborhood-scale commercial uses are appropriate on any street provided a smooth transition in intensity of uses is maintained.
6. Complementary uses like schools, parks and religious institutions, or neighborhood retail or mixed use, are sited within neighborhoods where they take advantage of excellent connectivity. This allows for multiple access points and routes to and from the complementary uses.
7. Urban amenities, such as parks, plazas, and higher quality streetscapes, should be more prevalent than in the U-LI areas, in order to offset the area’s intensity level and enhance livability.

Service and Infrastructure Considerations
These areas should have full urban services, including a framework of interconnected streets and sidewalks or paths. Commercial uses should have direct access to collector or arterial streets. Shared access with other projects is encouraged to minimize curb cuts. When applicable, internal auto and pedestrian circulation systems should be provided. Internal or alley access may also be provided. Direct pedestrian access from public sidewalks and paths to major pedestrian ways within projects should be provided. Transit and bicycle access is strongly encouraged. Connectivity should be provided for convenient local access to surrounding neighborhoods with design that discourages external traffic.
Urban—High Intensity (U-HI)

Sub-regional and regional attractions with large office or medical buildings and high density residential living. High density improves economic performance and opportunities for social interaction, and acts as an incentive to redevelop or rehabilitate aging buildings and develop vacant lots.

Form, Uses, and Intensity
1. Residential densities range between 8 and 40 units/acre are allowed.
2. Non-residential or mixed use FAR has a maximum of 3.0. Parking garages are sometimes found in these areas.
3. Shared parking is encouraged to reduce land used as parking areas.
4. U-HI areas should generally have good access to freeways, highways, arterials, and transit, while still being designed around pedestrians.
5. A high-connectivity grid pattern should be used to expand the viable locations for higher intensity land uses, resulting in greater integration of land uses.

Compatibility
Land uses and intensities should be fully integrated and mixed. As compared to U-MI areas, compatibility should be achieved through increased attention to traffic circulation and parking, site and building design, and on-site operations.

1. Different land uses can be close together because high levels of service, design, and amenities take into account these juxtapositions and make appropriate accommodations.
2. Form and design rules and performance regulations address aesthetic and functional compatibility.
3. Industrial uses may be allowed with requirements that they mitigate any anticipated negative impacts on adjacent land uses and that they are located on arterial streets or rail lines.
4. Land uses should be fully integrated horizontally and mixed vertically, resulting in complementary and alternating times of use and the ability to share parking areas.
5. Higher levels of urban amenities are necessary to offset the area’s intensity level and enhance livability.

Service and Infrastructure Considerations
These areas should have full urban services, including a framework of interconnected streets and sidewalks or paths.

Transit and bicycle access is essential in these areas. Infrastructure in these areas may include internal streets and connections to mixed uses.
Downtown (DT)

As the most intense area in the city for commerce and tourism, downtown should exhibit high density and intensity. The economic health of downtown benefits from close proximity between businesses. Downtown should allow for residential opportunities at all price points from affordable to high-end.

Form, Uses, and Intensity

High Density. Multiple land uses coexist horizontally and vertically in buildings.

1. Residential densities must achieve a minimum of 20 units/acre.
2. Non-residential and mixed-use development must achieve a minimum of 1.0 FAR.
3. Nearly all open space is public.
4. Encourage location of regional scale amenities and attractions to downtown.
5. Parking garages are used frequently and integrated into structures.

Compatibility

Because land uses and intensities are fully integrated and mixed, allowance is made for less harmonious neighbors through increased attention to traffic circulation and parking, site and building design, and on-site operations.

1. Different land uses can be close together because high levels of service, design, and amenities make appropriate accommodations.
2. Form/design rules address aesthetic and functional compatibility.

3. Limited industrial uses may be allowed if they meet design and compatibility standards, and mitigate any anticipated negative impacts.
4. Land uses should be fully integrated horizontally and mixed vertically, resulting in the ability to share parking areas.
5. The edge of the DT land use typology area should step down in form and intensity to match the character of adjacent areas.

Service and Infrastructure Considerations

These areas should have full urban services. Downtown areas should be the focal point for the transportation network. These are the areas of largest infrastructure needs due to the density of development.
**LAND USE TYPOLOGY AREAS (LUTA)**

**Urban Large Lot (U-LL)**

The intent of this LUTA is to provide low density, residential neighborhoods with availability of urban services. Designation is intended for existing neighborhoods. Amendments to the Future Land Use Map to this LUTA is discouraged. Any proposed amendments would need to show confirmation of environmentally sensitive areas. Development would need to avoid any identified environmentally sensitive areas.

**Form, Uses, and Intensity**

Areas are served by urban utilities and urban levels of service.

1. Maximum residential density of 6 units/acre.
2. Development is limited due to sensitive environmental conditions. These should be documented and mapped:
   - Habitat and plants.
   - Soil quality, including texture, depth, and slope.
   - Wetlands, streams, rivers, waterways, and bodies of water.
   - Sensitive ecosystems for fishes, reptiles, birds, and mammals.

**Compatibility**

Compatibility in these areas will be achieved through gradual increases of intensity, transitioning from one land use to another. Different intensities of land use are positioned to create a smooth internal transition from lower to higher intensity uses.

1. Complementary uses like parks, religious institutions, retail or mixed-use, are sited to take advantage of excellent connectivity to major streets.

**Service and Infrastructure Considerations**

These areas should have full urban services. However, the low densities of these areas make the provision of urban services and infrastructure less cost effective than in typical urban residential areas.

**Agricultural Preserve (AP)**

The intent of this LUTA is to preserve working agricultural ground or large estates long into the future.

**Form, Uses, and Intensity**

1. Maximum residential density of 1 unit/40 acres.
2. Minimal infrastructure (rural arterials; no transit, water, or sewer).
3. A small amount of commercial to serve rural residents is appropriate, and located at crossroads of major streets.

**Compatibility**

1. Minimize the conflict between agricultural operations and new development of any kind, including residential.
2. The large tracts needed for agricultural or livestock operations are kept available with minimal pressure from residential, or any other, development. AP land should not be permitted to develop at urban or rural residential densities until such land is designated for urban or rural residential development through a comprehensive plan amendment.
3. Rural commercial uses could be allowed, but must take added measures to ensure compatibility with the rural, agricultural character of this area. Such measures include large buffers of open space and appropriate design.

**Service and Infrastructure Considerations**

These areas should have minimal infrastructure. Extension of urban services will not occur in these areas in the foreseeable future.
Rural (R)

The intent of this LUTA is to provide plentiful space for low density, rural residential neighborhoods to remain in perpetuity with no pressure to urbanize.

Form, Uses, and Intensity.
1. Maximum residential density of 1 unit/2 acres.
2. Rural character should be maintained by encouraging an appropriate mix of lot sizes and preventing concentrations of smaller lots. For example, two large subdivisions with 1 acre lots should not be adjacent to each other, but should instead be separated by a subdivision with much larger lots.
3. Subdivisions with smaller lots (1/2 to 2 acres). Project may accomplish this by including open space buffers along arterials to maintain rural character. Cluster developments may also require a buffer if development is clustered near arterials.
4. A small amount of commercial to serve rural residents is appropriate. These nodes are intended to be sufficient in number to allow flexibility for market choice, while still guiding the location of new commercial development to appropriate places.

Compatibility
1. Rural commercial uses could be allowed, but must take added measures to ensure compatibility with the rural, agricultural character of this area. Such measures include large buffers of open space and appropriate design.
2. Cluster development is appropriate; however, a minimum lot size is still necessary to maintain rural character. Cluster developments must include assurances such as easements or other mechanisms to ensure open space remains undeveloped in perpetuity.

Service and Infrastructure Considerations
Extension of urban services is unlikely in these areas in the foreseeable future. Community water/wastewater systems should be used in rural cluster developments.
**LAND USE TYPOLOGY AREAS (LUTA)**

**Commercial (C)**

This involves regional, community, and neighborhood scale areas where city investment, regulation, and policy is intended to enhance retail activity and performance, leading to stable neighborhoods and revenues. Special areas are reserved for their geographic positioning within markets and their appropriateness for retail uses. While other uses such as office and services may be allowed, the predominant uses should be retail in order to maximize effectiveness of city investment and policies.

**Form, Uses, and Intensity**

1. Includes retail, commercial, or office uses. Non-residential or mixed-use FAR has a maximum of 1.0.
2. Residential densities between 16 and 40 units/acre are allowed.

**Compatibility**

The focus is on compatibility with development outside the commercial areas, as development within should all be similar in nature.

1. The edge of commercial areas should taper in form and intensity to achieve a compatible interface with the character of adjacent areas.
2. Uses in these areas are likely to require heavy lighting. Development in commercial areas should, therefore, have lighting standards to protect the character of adjacent areas. If needed, area boundaries could include buffers to mitigate visual (light and aesthetics) impacts on surrounding land.
3. Measures should be taken to ensure that heavy traffic volumes do not impact adjacent areas.

**Service and Infrastructure Considerations**

Commercial areas should have full urban services with superior arterial and highway access, along with good internal auto, bicycle, and pedestrian circulation. Local and regional transit service should be available. Direct pedestrian access from public sidewalks to major pedestrian ways within projects should be provided. Shared vehicular access with other projects is encouraged to minimize curb cuts.

**Industrial (I)**

The industrial designation allows for a broad range of industrial uses from small to large employers. Typical land uses range from outdoor storage to large indoor manufacturing and warehousing facilities.

**Form, Uses, and Intensity**

Industrial areas are intended to house all types of industrial uses including manufacturing, warehousing, distribution, and office/industrial flex space. Limited retail and services are allowed, such as a gas station. Uses in this area can be smaller in size than in the Employment Reserve (ER) areas and aesthetic and other standards are less stringent.

Consider the following criteria when making decisions regarding industrial uses:

1. Freeway access
2. Rail access
3. Proximity to water lines and availability of water
4. Proximity to sewer lines
5. Availability of sewer treatment capacity
6. Proximity to existing employment centers
7. Environmental constraints (floodplain, slope, etc.)
8. Compatibility of neighboring land uses
9. Brownfield status
10. Access route to freeway(s) and the impact of added employee/truck traffic to non-industrial uses along that route
11. Impact of added employee/truck traffic to the level of service of affected arterial roadways in the surrounding area

**Compatibility**

Development abutting an industrial boundary should ensure compatibility between employment uses inside and outside the area. Design standards should include land buffers, architectural and site design standards, and other appropriate standards implemented through Planned Unit Development (PUD) or new codes or guidelines. Operational standards should consider traffic, noise, lighting, and air quality.

**Service and Infrastructure Considerations**

These areas should have full urban services with adequate availability of water and sewer to serve needs of industrial uses. Excellent access to transportation facilities is also important in these areas. However, transportation access should not encroach on lower-intensity uses, particularly residential areas. Transit service is desirable in industrial areas, which may take the form of special services or transit “brokerages.”
Employment Reserve (ER)

Employment Reserve areas contain sites that are the most suitable for large industrial and business development in the city. Protection of these areas is essential for Cedar Rapids’ economic stability and future growth. The Employment Reserve designation provides a competitive advantage for attracting new companies and retaining companies that need to expand. Large acreages should be maintained to maximize clustering for specialization, synergy, transportation efficiency, and knowledge exchange.

Form, Uses, and Intensity.
Employment Reserve areas are prime areas for manufacturing, warehousing, distribution, office, and office/industrial flex space uses. ER areas require a higher standard for industrial infrastructure, urban design, access, and other factors. Non-industrial and non-office uses should be limited to support services for the primary employment generators. This may include limited commercial development. Fragmentation of Employment Reserve areas by small-scale development or incompatible uses is strongly discouraged.

1. Ensure the bulk of land within Employment Reserve areas is used for manufacturing, warehousing, distribution, office, and other industrial uses that generate substantial employment.

2. Allow small-scale industrial or office uses that support and strengthen major employment generators provided these do not impair the viability of future industrial or office development within Employment Reserve areas by fragmenting viable parcels or impeding internal circulation or exterior connectivity.

3. Allow commercial and other uses within Employment Reserve areas only as needed to support the primary purpose of the Employment Reserve designation and only in locations that do not fragment or otherwise limit capacity for industrial and office development.

4. Support transportation and utilities infrastructure improvements, both within and outside ER areas, that increase the viability of these areas for industrial and office uses.

5. Transportation infrastructure improvements should provide for efficient street layouts and enhance connectivity and capacity.

6. Subdivisions that result in inefficient street layout, poor parcel configuration, or otherwise limit future development in ER areas should not be approved.

7. A perpetual inventory of development-ready land should be maintained. (Development-ready land has all necessary infrastructure in place, or has the ability to achieve that state in short order)

8. As Employment Reserve Areas develop, analyze the need for new industrial and employment reserve land. Employment Reserve Area lands that are developed may also need to be re-categorized accordingly.

9. Consider the following criteria when appropriating new ER lands:
   - Freeway access
   - Rail access
   - Proximity to water lines and available capacity
   - Proximity to sewer lines
   - Availability of sewer treatment capacity to serve such development
   - Proximity to existing employment centers
   - Environmental considerations (floodplain, wetlands, slope, etc.)
   - Compatibility of neighboring land uses
   - Brownfield status
   - Site size (Seek to include large parcels of various sizes, e.g., 25, 50, 100, 500 acres in size or larger)
   - Access route to freeway(s) and the impact of added employee/truck traffic to non-industrial uses along that route
   - Impact of added employee/truck traffic to the level of service of affected arterial roadways in the surrounding area

Compatibility:
1. Do not allow uses that are incompatible with large-scale industrial or office development to locate within Employment Reserve areas. Such uses include, but are not limited to, residential and schools.

2. Ensure development adjacent to Employment Reserve areas is compatible with and will not compromise viability of employment lands. Uses considered incompatible inside the Employment Reserve area may be appropriate adjacent to the area if compatibility can be demonstrated through special development controls in a Planned Unit Development.

3. Apply special design controls to Employment Reserve areas. These controls could at first be implemented through Planned Unit Developments (PUDs) or design guidelines. Encourage industrial park design which includes sensitive design and placement of buildings, screening or prohibiting outdoor storage, parcel sizes which allow for long term expansion for individual users, special landscaping requirements, and buffering treatments for truck access and loading facilities. Design standards should mitigate negative aesthetic, traffic, and other impacts.

4. The creation of a new zoning classification should be...
LAND USE TYPOLOGY AREAS (LUTA)

considered to assist in obtaining the type and quality of development desired for this area.

5. Development abutting an ER boundary, whether inside or outside the boundary, should be held to higher design standards to ensure compatibility between employment uses inside the ER area and possible residential uses outside the area. Such design standards should include land buffers, architectural and site design standards, and other appropriate standards implemented through PUDs or new codes or guidelines.

6. In cases where infrastructure (e.g. sewer, transportation) has been installed with the express purpose of providing necessary capacity to Employment Reserve areas, any proposed rezone or subdivision outside of the Employment Reserve area must not impact the necessary capacity of the Employment Reserve.

Service and Infrastructure Considerations
Depending on the nature of businesses in Employment Reserve areas, there may be extraordinary water and sewer discharge and treatment needs. Employee and truck service traffic requires extensive street and highway infrastructure. High-speed internet infrastructure is also needed for most new employment uses.

Public/Semi-Public (P)
The intent of this LUTA is to provide space for educational, institutional and assembly, and other public uses, including hospitals, major campuses (high school, college, and university), cemeteries, airport, landfills, water plant, and major utilities.

- **Educational.** Educational uses are public, private, and parochial institutions at high school, or post-secondary level, or trade or business schools, that provide educational instruction to students.

- **Institutional and Assembly Uses.** Institutional and Assembly Uses generally include community facilities, cultural facilities, cemeteries and places where large groups of people assemble for a common activity.

- **Other Public Uses.** Other Public Uses include major public facilities, such as landfills, water treatment facilities, major utilities, or other large public campuses.

Service and Infrastructure Considerations
Public/Semi-Public areas typically require full public services.

Open Space (OS)
Open spaces are important areas intended to provide open space recreational uses, such as regional and local parks and for the preservation of environmentally sensitive areas.

Form, Uses, and Intensity
Development is recreational and low impact in nature, while complementary to the purpose of the wider area as open natural space.

Compatibility
These areas are valuable for their natural character, so uses within them should have as close to zero impact on the area as possible. This requires minimal visual, auditory, and other pollutants that would reduce the pristine character of the areas. Aids for compatibility may include:

1. Heavy landscape screening
2. Very large buffers
3. Height limitations
4. Zero odor emissions
5. Strict air quality standards
6. Strict ambient noise requirements

Service and Infrastructure Considerations
Open Spaces areas should have minimal impact on public infrastructure. However, Parks and Police services are impacted.
The intent of this overlay is to preserve working agricultural ground or large estates until urbanization occurs. UR areas are adjacent to existing urban areas and will eventually be urbanized. UR designation helps prevent premature extension of infrastructure resulting in additional, unnecessary maintenance costs and parcelization, which encourages "leapfrog" development and makes orderly and efficient growth difficult.

**Form, Uses, and Intensity**
1. Maximum residential density of 1 unit/40 acres.
2. Minimal infrastructure (rural arterial, no transit, water, or sewer)
3. A small amount of commercial to serve rural residents is appropriate; however such commercial should be allowed only at nodes specified on the Future Land Use Map.

**Compatibility**
In this LUTA, the goal is to minimize the conflict between agricultural operations and new development of any kind, including residential.

1. Large tracts needed for agricultural operations are kept available with minimal pressure from residential, or any other uses. UR land should not be permitted to develop at urban or rural residential densities until such land is designated for residential development through a comprehensive plan amendment.
2. Low-impact industrial uses could be allowed only if the net impact is nearly the same as open space or agriculture. In other words, resulting new traffic, noise, smells, air pollution, visual impact, etc. should be negligible. In addition, aesthetics of new development should be consistent with the rural area to include large land buffers and appropriate architectural design.
3. Rural scale commercial uses may be allowed, but must take added measures to ensure compatibility with the rural character of this area. Such measures include large buffers of open space, appropriate architectural design, minimal signage, and appropriate improvements to transportation infrastructure to accommodate additional traffic.

**Service and Infrastructure Considerations**
Urban Reserve Overlay areas require inventory and capacity analysis of public infrastructure and service needs required for the growth area. Prior to establishment of a future growth area, a cost/benefit analysis should be conducted.

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**Environmental Conservation Overlay (EC)**

This overlay is intended for areas of special environmental importance or sensitivity where basic land use policies are amended in consideration of the area’s environmental significance. The EC overlays other LUTAs on the Future Land Use Map. EC policies are intended to be combined with other LUTAs. For example, if an EC area overlays a U-LI area, policies from both designations apply. The EC areas are designated for the following attributes, yet require additional study.

- Groundwater Recharge.
- Species Preservation.
- Flood Zone, Riparian, Wetlands.
- Combinations of features may exist.

**Form, Uses, and Intensity**
Development may be of the same general uses, and form as allowable in the underlying LUTA; however, measures should be taken to ensure development is low-impact in nature. Such measures may include:

1. Clustering of development
2. Permeable pavement
3. Minimal site disturbance requirements
4. Green infrastructure
5. On-site water retention

**Compatibility**
The key consideration in these areas is minimizing the impact of development on the natural environment and seeking to integrate development into the natural environment in a symbiotic way. Development should preserve and enhance views, both from development and from streets and riparian corridors or other natural amenities.

**Service and Infrastructure Considerations**
In Environmental Conservation Overlay areas, natural and improved drainage systems will require periodic maintenance.
Flood Control Study Area (FC)

These areas of the community are currently under study for planned flood control projects.

Form, Uses, and Intensity
Development should be limited in nature prior to adoption of the Flood Control Project by the City Council, at which point the future land use map should be updated to reflect anticipated future development. Open space and maintenance of existing structures should be a priority while this LUTA is used.

Compatibility
Any development within this area should carefully consider any impacts to future flood control. Development should ensure:

1. Land is reserved for the future flood control project or is incorporated into the site design.
2. Development will not be affected by the construction of the future flood control project.
3. Development provides an appropriate transition to adjacent properties.
4. Development meets the city’s flood plain ordinance.
5. Development is serviceable by utilities and city services after the construction of the flood control project.

Service and Infrastructure Considerations
In these areas, flood protection strategies are required and may need periodic maintenance.
DEVELOPMENT REVIEW

Cedar Rapids, like most cities, used a Euclidean (use-based) zoning ordinance for most of its history with districts dominated by a single major use classification (agricultural, residential, office, commercial, and industrial). While traditional Euclidean zoning (named after a landmark Supreme Court decision that sustained use-based zoning) addresses the primary purpose of separating incompatible uses, it has significant shortcomings, including its relative inflexibility, tendency to encourage decentralized development, and inability to accommodate mixed use urban development. These problems have led planners to propose alternatives such as performance zoning, “smart codes” that regulate building form, incentive zoning, and other techniques. In one way or another, each of these regulates how development is designed over the use of the development.

Since the adoption of EnvisionCR in 2015, the City has been working to update its zoning code to address these issues and better implement the goals of the Comprehensive Plan.

Transition Future Land Use from Use-Based to Intensity-Based

During the EnvisionCR comprehensive planning process in 2015, the future land use approach shifted toward a model that makes greater use of intensity categories. The philosophical bases of this approach are that:

- Intensity (or density) of a development type is more influential in measuring impact on the land and potential compatibility than the specific land use. This concept replaces the traditional hierarchy of uses (agricultural, residential, office, and commercial in ascending order) with other measurements, such as residential density (typically measured by dwelling units per acre), floor area ratio (ratio of building area to site area), and traffic generation (measured by trips generated per day).

- It is impossible for a future land use map to anticipate a specific property’s use. Attempting to do so leads to so many comprehensive plan amendments that the overall point of the plan is lost in the clutter and the document itself becomes irrelevant.

- The growing preference for walkable and bikeable projects and neighborhoods, clearly manifest in Cedar Rapids, leads to development proposals that mix uses together. This mixing of uses, if managed carefully, leads to more desirable projects and major efficiencies, including complementary use of parking and reduced dependence on automobiles.

In following these principles, the Cedar Rapids approach moved toward intensity-based categories, or LUTAs (see previous pages for discussion). These categories define ranges of intensity of urban development (for example, low, medium, and high). Each of these categories can incorporate a variety of uses, corresponding to a level of intensity measured by objective metrics (du/A, FAR, ADT, for example). Thus, a land use area designated Urban-Low intensity may include residential uses with a density range of 1-4 units per acre and certain non-residential uses with similar impact (such as an FAR below .30 and/or traffic generation below 50 daily trips per acre of development).

Following the 2015 adoption of Envision CR, the Cedar Rapids Future Land Use Map was updated using these LUTAs.

Zoning Code Update

In November 2018, the City of Cedar Rapids adopted an updated zoning code intended to implement the goals of EnvisionCR. The new code shifts away from traditional Euclidean zoning by focusing on density and intensity of uses and by using Urban, Traditional, and Suburban character areas. The updated code is intended to provide greater flexibility for development, while ensuring that the scale and character of new development is compatible with existing districts and neighborhoods.

The Urban Districts use Form-Based Code, which places an emphasis on physical form, character, and intensity of development, with a secondary focus on land use, to maintain or create traditional urban design and preserve and enhance community character. In the Traditional and Suburban districts, Mixed Use districts replace the previous Commercial districts. This allows for more integration of compatible uses, while maintaining more traditional Euclidean zones for residential and industrial uses.
The updated zoning code was drafted based on the following guidelines from original EnvisionCR (2015):

**Level One: Intensity Ranges.** Districts are based on specified intensity ranges, established by the comprehensive plan. In order to comply with the comprehensive plan, a development proposal should fall within the range of intensities for its intensity district. While most districts would be intensity-based, some single-use districts (particularly for regional commercial and industrial uses) will continue to be necessary. These would be used for types of development where mixed uses are extremely unlikely or even inadvisable.

The updated zoning code includes Urban, Traditional, and Suburban Districts and defines compatibility between each zone district and LUTA. Intensity in each zone district is controlled by minimum and maximum residential densities and maximum lot coverage and footprint size for non-residential uses. Design standards ensure that the scale and design of development is appropriate for its context.

**Level Two: Standards for Appropriate Location.** While the intensity-based concept proposes mixed uses, it does not mean that every land use is appropriate everywhere. Commercial and industrial uses have particular needs for transportation, surrounding conditions, utilities, and visibility. Urban uses in general require adequate water, wastewater, and utility infrastructure that can meet their demands for service. These individual requirements apply even in mixed use environments. This makes specific criteria for location and design of individual uses especially important. Developers and builders will use these criteria as they select sites and design projects. Neighborhood residents will be reassured that potentially incompatible uses will be directed to appropriate sites. Approving agencies will use criteria to evaluate the quality of development proposals and their compliance with the comprehensive plan.

The updated zoning code used the Future Land Use Map and the previous zoning code to determine appropriate zone districts. For the most part, the updated zoning code converted previous zones to the nearest “matching” district in the new code. In some cases, the updated zoning code used the Future Land Use Map as a basis for altering zone districts in places where previous zoning was incompatible with the identified LUTA.

**Level Three: Transitional Standards.** Finally, when different types of uses are adjacent or close enough to each other to create potential conflicts, design standards to moderate the transition should be in place. For example, a commercial use may be appropriately located next to a residential use according to level one and two. Transitional standards will further govern how that use is developed to prevent or minimize impact on its neighbors. The comprehensive plan will establish the thresholds for applying transitional standards and recommendations for guidelines that should then be incorporated into the zoning ordinance.

The updated zoning code includes provisions on Neighborhood Manners that apply additional standards to intense urban form districts that are adjacent to lower intensity residential districts. These standards include additional screening, setbacks, and height step backs to prevent adverse impact on adjacent single-unit neighborhoods. In other more intense districts, landscaping and buffering requirements prevent impacts from higher intensity uses on neighboring lower intensity uses.
GOAL 1: Encourage mixed-use and infill development.

Development that occurs in existing urban areas, rather than at the urban fringe, is called infill. Infill development is a way of "recycling" land, since many infill lots were previously used for another purpose. Infill makes use of existing infrastructure, such as streets and sewer connections. Although there are often costs uniquely associated with infill, such as site clean-up, this type of development can be more economical overall, due to the lesser need for infrastructure extension. The City should concentrate on upgrading facilities in urban areas and prioritizing the use of existing capacity over construction of new facilities.

GrowCR provides a framework for increasing the diversity and density of land uses within the city. The new Future Land Use Map supports infill projects and provides greater flexibility to approaches for redevelopment.

Downtown Cedar Rapids. Downtown is the heart of the city. Downtown retains an intimate walkable scale, making it an attractive district that can form a cornerstone for additional central city development. Enhancements to its special features can strengthen its role as an attraction for both residents and visitors.

Commercial Clusters. Commercial clusters, such as Lindale Mall and Westdale have a high concentration of retail. Westdale Mall is being redeveloped into mixed use.

Commercial Corridors. Commercial corridors, such as 16th Avenue and 1st Avenue (among others), are oriented to automobiles. StrengthenCR establishes an initial program to stimulate further investment by the private market, while providing improved access and circulation.

Neighborhoods. Following the 2008 flood, many neighborhoods focused on revitalization efforts. StrengthenCR reinforces these planning initiatives.

INITIATIVES

1. Develop a strategy to encourage small-scale infill development on vacant City-owned properties.


Analyze regulatory barriers to mixed-use and infill development, and amend the municipal code to remove barriers and incorporate regulatory incentives as part of the comprehensive update to the zoning code.

Completed 2019.
POTENTIAL BARRIERS

Although infill development is strongly encouraged in Cedar Rapids, there can be barriers to infill development. These should be considered early in the process of infill development or redevelopment.

**Land Use Regulations.** Land use regulations, such as zoning, can sometimes provide barriers for infill development. However, the updated zoning code is intended to mitigate this issue by allowing for Major Design Exceptions and Minor Design Adjustments. In some cases, infill development may require public hearings that may not be necessary for greenfield development.

**Assembling Parcels.** Some sites for potential infill are challenging in terms of site location, size, topography, or other physical constraints. Infill sites may also have existing structures in disrepair or be classified as brownfields. Assembling a site out of many parcels can be challenging when land is owned by multiple entities. Legal property issues such as liens and restrictions can also pose challenges to infill development.

**Resident Opposition.** When a public hearing is required for infill development, resident opposition to new development or redevelopment can present a challenge.

POSSIBLE BENEFITS

Infill development also has benefits, both to the developer and the community. Possible benefits are outlined in order to encourage smart growth development within infill areas.

**Existing Infrastructure.** Development and redevelopment within infill areas has the benefit of utilizing existing infrastructure. This reduces cost for the developer, as they will not need to extend infrastructure, such as roads, water, and sewer, into undeveloped areas.

**Less conversion of open space.** Infill development makes use of land in developed neighborhoods and reduces the need for development of agricultural areas or open space.

**Transportation.** Locating new development closer to existing schools, employers, retail, and other services reduces travel times and prevents congestion. Infill development can more easily be connected to public transportation, trails, and bike routes, which offer more options for residents or users.

The image above shows an infill home built in 2018 by Habitat for Humanity. This displays an example of how new development can fit into and enhance traditional neighborhoods and provide additional housing in developed areas.
**GOAL 2:** Manage growth and development to balance costs and serviceability to neighborhoods.

Cedar Rapids is a growing community, projecting to increase by about 30,000 people by 2035.

As Cedar Rapids grows, so will the demands on city services, such as water, sewer, and stormwater. Although this growth will correspond with an increased tax base, funds are limited. Keeping growth and revenue in balance is essential to maintaining a high level of services in everything from libraries to fire response. The City wants to continue to provide the same high level of service as it grows. The building of new neighborhoods should not be at the cost of older neighborhoods.

Growth should occur first in areas that provide opportunities for infill and redevelopment. EnvisionCR recognizes that demand will emerge for development on the fringe of previously built areas, and proposes a strategic approach to manage that growth within a framework of growth areas.

The type of development experienced can have a tremendous impact on service costs. For example, lower density neighborhoods are typically more costly to serve than higher density areas, since households are spread out over larger areas—that means everything from garbage trucks to ambulances have more miles to cover.

In a similar way, location of development has a tremendous effect. Due to topography or geographic proximity, certain areas may be impractical to serve, while unconstrained areas have fewer challenges and cost less to serve. Map 4 summarizes the serviceability of sanitary sewer and water in potential growth areas. Maps 5 and 6 show the individual serviceability of sanitary sewer and water in potential growth areas. Map 7 shows the estimated drive time for the Cedar Rapids’ Fire Department to serve the city.

Additional study is required to fully understand serviceability. The evaluation on the following pages is a snapshot based on information from Public Works, Utilities, Police Department, and Fire Department. Each offered opinions on serviceability based on known conditions. Geographic areas were scored using the criteria on the next page.

The City must be strategic in infrastructure extension, encouraging development in areas that will be cost effective, and allowing continued high level of service.

The provision of city services, especially sewer and water, heavily influences where growth occurs. Service and infrastructure investments should be made in strategic areas. Strategic areas are those that meet three measures.

First, the city wishes to grow there, according to the comprehensive plan and other plans; second, it is efficient to grow there, and; third, the market can support growth in that area. Strategic growth areas can include revitalization areas and new development areas.
**MAP 4: Aggregated Serviceability for Sanitary Sewer and Water.**

**Evaluation**

- **Excellent serviceability.** The area can be adequately served for proposed land uses by existing infrastructure.

- **Good serviceability.** The area can be adequately served for proposed land uses by existing infrastructure. Affordable upgrades required.

- **Serviceable.** The area can be adequately served for proposed land uses. For example, extension to the system is required and typical for conventional development. This is a typical rating for conventional development.

- **Serviceable, but requires improvements.** The city has planned or is planning improvements for this area. For example, the city knows that we need a lift station or water tower is needed.

- **Serviceable, but requires study.** The city assumes the area can be serviceable through improvements. For example, the city believes that a lift station or water tower is needed.

- **Unknown serviceability, requires study.** The city has not planned for service to this area.

SOURCE: CITY OF CEDAR RAPIDS, RDG PLANNING & DESIGN
MAP 5: Sanitary Sewer Serviceability

MAP 6: Water Serviceability
The growth area approach will help maintain vibrant character, ensure efficiency in infrastructure and services, provide logical connections that improve access and mobility, and encourage a mix of uses. Each area functions as a neighborhood - it provides a balance of development types and community services, and requires community investments and features that create desirable living environments. Growth Areas are connected to one another by collector streets and greenways. This approach to growth helps maintain and enhance overall community character by extending Cedar Rapids’ distinctive pattern of neighborhoods.

Future potential attributes of the Growth Areas, also found in many of Cedar Rapids’ existing neighborhoods, include:

- A mixture of housing types and lot sizes.
- Organization of new neighborhoods around continuous street patterns, often including a street that links civic, educational and park facilities.
- New parks, trails and active recreation areas, designed as central open spaces that are focuses of the neighborhood.
- Development of higher-density residential and limited commercial, service, and civic uses at nodes along parkways or major streets, adjacent to open spaces, or at strategic locations that link communities.
- Care in establishing setbacks, landscaping, and streetscape standards along major streets.

Where growth occurs, it should be contiguous to existing development to make efficient use of transportation and utility infrastructure.

POTENTIAL GROWTH AREAS

Map 5 defines the potential Growth Areas, and each area is discussed in detail on the following pages. These growth areas are based on the criteria defined. Important considerations for each Potential Growth Area include:

- **West.** Orienting development in response to the Highway 100 expansion, and incorporating the natural environment as an amenity.

- **Southwest.** Dedicating land for industrial projects and establishing a network of streets for emerging neighborhoods.

- **South.** Dedicating land for major employer and large parcel projects, while completing a network of projects that would relate to Kirkwood Boulevard, while setting the stage for future growth past the southern ridgeline, which necessitates improved infrastructure.

- **North.** Dedicating land for residential development, accompanied by a continuous parkway that connects neighborhoods and parks.

Calculating Possible Population Yield

EnvisionCR presents possible population yields for growth areas. The calculation is only an assumption, and can be later used to assist in future transportation modeling. The development concept designates more land uses beyond the life of the plan. Population is calculated by:

- Measuring the acres for the area (gross acres).
- Assuming 20% of the land is reserved for transportation right-of-way and open space, results in net acres for development.
- Calculating households per acre appropriate to the district in net acres
- Applying an average household size of 2.2 people per household, results in population yield.
### Table 4: Demonstration for Population Yield

<table>
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</tbody>
</table>

**SOURCE:** CITY OF CEDAR RAPIDS GIS, 2019

**Master Legend**
Map 6 to Map 9

- **Existing**
  - Cedar Rapids Boundary
  - Arterials
  - Collectors
  - Local Roads
  - Existing Trails
  - EnvisionCR Trails

- **Proposed**
  - Agricultural Preserve
  - Rural
  - Urban - Large Lot
  - Urban - Low Intensity
  - Urban - Medium Intensity
  - Urban - High Intensity
  - Downtown
  - Commercial
  - Industrial
  - Employment Reserve
  - Public/Semi-Public
  - Park/Open Space
  - Urban Reserve

**SOURCE:** CITY OF CEDAR RAPIDS GIS, 2019
The West Area is one of the primary areas for growth in Cedar Rapids. The Highway 100 Corridor Management Plan provides more detail for the study area. Development in the area far exceeds the total demand for Cedar Rapids’ 2035 land needs.

**Land Use Features**
- Mix of development intensities.
- New commercial projects near major intersections, representing a likely demand for its development.
- New major commercial/office project near the crossroads of Highways 30 and 100.
- New community park that is connected by a greenway and trail to Morgan Creek.
- Limiting development to south of the ridgeline.
- Phasing of development and providing infrastructure.
- Strong consideration to environmental concerns.
- Possible new school(s).

**Connectivity Features**
ConnectCR discusses strategies for an interconnected and multi-modal transportation system. Major transportation elements in the West Area include:
- Network of streets to serve development.
- Extensions of E Avenue and Covington Road.
- Network of green spaces.
SOUTHWEST AREA

The Southwest Area considers the land uses to complete the gaps between existing built areas and the City of Fairfax.

Land Use Features
- Completing emerging neighborhoods.
- Increasing intensities north of Highway 30.
- Steering industrial uses to be near Highway 30 and along the railroad.
- Providing a mix of intensities west of Stoney Point Road SW.
- Establishing a system of green space and parks.
- Buffering between uses.

Connectivity Features
ConnectCR discusses strategies for an interconnected and multi-modal transportation system. Major transportation elements in the Southwest Area include:

- Extension of 44th Avenue SW.
- Extension of Lakeview Drive SW.
- Morgan Bridge Road SW over Highway 30.
The South Area is increasingly positioned for strong growth. This area is benefiting from major office development along Wright Brothers Boulevard and proximity to the airport, Prairie View Technology Park, and Kirkwood Community College.

**Land Use Features**

- Office uses near Kirkwood Community College.
- Area around airport reserved for future expansion.
- Employment Reserve near the airport, representing large land areas intended for new major employers.
- Industrial uses west of 6th Street SW.
- Continued development of Prairie View Technology Park.
- Low intensity uses in the southeastern part, along C Street SW, require a lift station.

**Connectivity Features**

Major transportation elements in the South Area include:

- Prepare study for new street network to connect employment reserve and office park. A master plan should be developed to coincide with proposed development.
- Improve airport per Airport Master Plan.
- Linking campuses for College Community School District and Kirkwood Community College to the city’s trail system.
The North Area is one of the primary areas for growth for Cedar Rapids. The Tuma Soccer Complex, located at the crossroads of C Avenue and County Home Road, is two miles north of Cedar Rapids’ corporate limits. The development concept provides a concept for connecting the soccer complex into the city.

**Land Use Features**

- Mixed-use commercial development at the intersection of Tower Terrace Road and C Avenue NE.
- Higher intensity uses near city limits, moving outward to lower intensity uses.
- Series of parks. Park spaces could be civic/public uses. Medium-intensity areas overlooking parks.
- Preserve greenways adjacent to waterways.

**Connectivity Features**

ConnectCR discusses strategies for an interconnected and multi-modal transportation system. Major transportation elements in the North Area include:

- Planned Tower Terrace Road improvements.
- New study required for a collector street running parallel to C Avenue, providing dedicated space for parks, trails, and bicycle paths.
- Extension of local streets to connect into the overall system.
- Extension of trails and bike paths.
OTHER AREAS

For areas not identified as Growth Areas, there are a number of obstacles that would increase the cost of providing necessary infrastructure for new development. Some of these obstacles include difficulty in providing water or sanitary sewer service, challenging topography, or sensitive environmental features.

Growth in these areas is unlikely because of these additional costs. Growth should be directed instead to infill opportunities within City Limits or the Growth Areas, discussed above. Directing growth to areas with existing infrastructure is more efficient and ensures that new development has access to adequate city services.

Although development is not likely in these areas, it may still occur in some cases. When this happens, connectivity features should be a priority. ConnectCR discusses strategies for an interconnected and multi-modal transportation system. Major transportation elements to prioritize in these areas include multiple points of transportation access for all developments and connectivity with future roads to provide a network of streets.

INITIATIVES

2. Develop a strategy to preserve conservation areas identified in the Future Land Use Map following annexation.

As the growth areas experience development pressure, Cedar Rapids can ensure orderly growth and conservation leading to other jurisdictions.

Cedar Rapids, in association with the county, nearby cities, and watershed authority, can identify and reserve land for conservation.


ProtectCR provides a cursory review of infrastructure serviceability to growth areas. The city should commission detailed studies for extending services to these growth areas.

4. Enhance and expand the Capital Improvement Projects and Management Handbook and include a publicly available digital copy of this on the Department’s website.

This initiative will help improve the efficiency and coordination of projects in both growth and infill areas.
GOAL 3: Connect new and existing neighborhoods to growing areas and services.

As Cedar Rapids grows, it should maintain a connected street network while providing options for moving about the city, including walking, biking, and using transit.

Cedar Rapids must maintain an effective transportation system to maintain good connections within and between neighborhoods, between neighborhoods and major activity centers, and for local and regional travel.

EnvisionCR reinforces Connections 2040 (Corridor MPO’s Long-Range Transportation Plan), which specifically identifies connections between neighborhoods as a priority, stating:

Provide Accessibility to Existing and Future Development Areas: Providing a good transportation system to travel from home to work or shopping and a transportation system that provides good access to business are important for economic vitality. This transportation system can be responsive to land use growth patterns or provide a structural infrastructure element to promote target development areas, which are integrated with the land use system.

Elements of this Cedar Rapids transportation system are considered in more detail in ConnectCR, and summarized below:

Support Complete Streets

Complete streets are street corridors designed to accommodate all types of transportation, including motor vehicles, bicycles, transit and pedestrian transportation. The “complete street” concept applies to both arterial and collector streets and should be integrated into the transportation network of the city, particularly in existing areas and in areas which are developing for the first time.

Establishing a vocabulary of streetscape elements that span older and developing neighborhoods can unify the neighborhoods. Connected sidewalks, landscaping patterns, banners, neighborhoods graphics, and lighting are all elements of subtly connecting neighborhoods to each other.

Ensure Access

All neighborhoods, both existing and newly created, should have multiple points of access. Subdivisions must be designed to allow for continuous movement and avoid streets that end in cul-de-sacs or stubs. Phasing of construction should be considered such that complete build-out accommodates vehicles, pedestrians, bicyclists, and possible transit.

Support Green Streets

Travelers sometimes choose routes based on the experience of the street. Pedestrian and bicyclists, who move at slower speeds and have a closer relationship with the street environment, tend to gravitate toward attractive and secure corridors.

New collector streets should consider a tree planting pattern, while a reforestation program should be established for older neighborhoods.

Connect Trails and Parks

A pathway and greenway system knits neighborhoods together. A planned greenway system includes a network of trails, pathways, and green spaces that connect both existing and new neighborhoods, activity centers, and pathways along major streets. The city’s street and pathway system provides some of the connecting tissue that assures that Cedar Rapids’ neighborhoods are, in the end, components of a unified and diverse city.

Increased connectivity between existing and emerging neighborhoods strengthens the concept of a unified community made up of distinct parts.

Connect Natural Areas

Maintaining natural areas and open spaces between existing and new neighborhoods is relatively easy to accomplish in Cedar Rapids by preserving areas that are difficult to develop, such as hills, steep slopes, drainage ways, and floodplains.

INITIATIVES

Identify ways to promote connectivity and accessibility as part of the comprehensive update to the zoning code.

Completed 2019.
GOAL 4: Communicate and collaborate with regional partners.

Participants in EnvisionCR and other community leaders frequently cited a need to improve regional collaboration for communication and efficiency.

Cedar Rapids benefits from numerous regional organizations and initiatives already in operation, including Cedar Rapids Metro Economic Alliance, Iowa’s Creative Corridor, ImpactCR, Leadership for Five Seasons, Diversity Focus, Greater Cedar Rapids Community Foundation (GCRCF), Iowa Cultural Corridor Alliance, and many more. All of these organizations and initiatives facilitate dialogue among various members of the community—living in or doing business in the area.

Organization

Iowa’s Creative Corridor celebrates the region’s culture and promotes the marketability of the region for business development. Through the leadership of the Economic Alliance, in association with Iowa City Area Development Group, the Iowa’s Creative Corridor Project could expand to include a coordinated effort that effectively creates an umbrella initiative for all organizations that seek to improve the quality of life for the region.

Participants would organize themselves around the five principal capitals and be chaired by leaders in the region: financial, human, social, natural, and physical.

Adopting a common project to garner purpose and support will strengthen the communication and interaction among the various groups. Ultimately, chairs and co-chairs would become the central steering committee for the project and assist in coordinating sub-committees related to their capital.

- **Financial Capital.** Organizations and initiatives supporting the improvements of value. Possible organizations: Economic Alliance, banking and financial industry, and major employers.

- **Human Capital.** Organizations and initiatives supporting the improvements of people’s health, knowledge, skills, motivation, and mental state. Possible organizations: college and universities, school districts and Grant Wood AEA, hospitals, health and human services organizations.

- **Social Capital.** Organizations and initiatives supporting stewardship of communication, relationships, and partnerships. Possible organizations: ImpactCR, Leadership for Five Seasons, Diversity Focus, GCRCF, and AARP.

- **Natural Capital.** Organizations and initiatives supporting the improvement of the natural environment. The health and quality of Natural Capital influences all other capitals. Possible organizations: Corridor Conservation Coalition, Linn County Conservation Board, Trees Forever, and Solid Waste Management.

- **Physical (Manufactured) Capital.** Organizations and initiatives producing goods and providing services. Possible organizations: Developers, major manufacturing, businesses that export goods.

**Government Coordination**

Communication between levels of government and with the public is essential to providing efficient and effective service. Actions for consideration to enhance local and regional communication include:

- Host annual open house. For example: Leawood, Kansas provides an annual open house for the community to learn about projects happening in their city. Departments have booths for people to approach managers to discuss projects that are adopted or being developed.

- Continue participation and coordination with the Corridor MPO.

- Initiate monthly meeting for mayors or city administrators in the region to discuss issues facing their community and region.
Update Annexation Agreements

The city should work with Linn County and nearby cities to assure consistent development standards for areas outside of Cedar Rapids’ jurisdiction that are likely to be incorporated into the planning area during the next twenty years. Areas covered by annexation agreements are shown on Map 11. The following criteria should be used when evaluating annexation requests:

- Areas outside the city that already have substantial commercial, office, or industrial development are logical candidates for annexation. In addition, existing residential areas developed to urban densities should be considered for potential annexation.
- In many cases, public service issues can provide compelling reasons for annexation.
- Annexed areas will be capable of receiving City services through coordinated municipal utility and service plans and the capital improvements program.
- Areas that can be the most economically served with existing and proposed infrastructure services should be annexed before other areas.
- Consider a cost recovery model for actual and hypothetical development patterns when considering annexations. This cost recovery model should include the following:
  - Replacement cost of infrastructure such as water/sewer/storm water and roads when they have passed their useful lifespan or reached capacity.
  - Taxes paid based on general square footage, structure type, projected usage, and estimate of assessed value.
  - Islands and irregular city limit boundaries should be annexed prior to other areas in order to more efficiently provide all municipal services. Flagpole annexations should be avoided.
  - The general direction and path of future collector and arterial streets should be analyzed and included as part of the agreement to annex property to the corporate limits.

ONGOING

Continue to support regional planning efforts through coordination with school districts, other local jurisdictions, and the Corridor MPO.

Communication and collaboration among organizations for planning efforts ensures broader support and probable implementation.

INITIATIVES

Iowa’s metropolitan regions have benefited tremendously by undertaking initiatives to improve dialogue between private and public sector organizations.

The purpose of the organizational effort is to enhance the region’s marketability strength to compete with other metropolitan regions throughout the Midwest when attracting people and businesses to start or locate in Iowa.

5. Develop annexation guidelines that incorporates infrastructure and service issues and costs, geographic features, environmental and other land use constraints, and market needs.

Cedar Rapids should maintain annexation guidelines that incorporate areas that are experiencing development, meet state statutory requirements for annexation, and meet one or more criteria for incorporation into the city.

6. Update annexation agreements with adjacent communities.


Determine the best way to address SET Task Force recommendations and proposals; second phase of SET Task Force.

Completed 2019.
Farmland largely surrounds the City of Cedar Rapids. These working lands yield job opportunities and economic vitality through the growing bio-economy and the long-time staple of grain/food processing. These agricultural lands also present natural resource challenges, especially when coupled with under-planned urban development.

Past flooding and water quality issues leave Cedar Rapids leadership fully aware of these issues. To achieve goals for a community rooted in healthy water, air, and landscapes, the following are considered:

- Post-flood recovery work
- Plans for parks and trails
- Public and natural resources health data and initiatives
- Environment-related committee/task force reports
- Ongoing statewide work related to smart growth and low-impact design
- Tools for habitat protection, green infrastructure, and stormwater management
- Energy conservation and innovation strategies

Working with past and ongoing parks and trails planning efforts makes particular sense in Cedar Rapids as a means to speak to the city’s leadership in natural resources. Cedar Rapids enjoys a high number of park acres per resident. When these parklands reflect sound natural resources management, life in Cedar Rapids receives numerous benefits:

- Improved stormwater management and water quality
- Diverse habitat for recreation and resource health
- Opportunities for the public to get outdoors frequently for personal and public health
- General overall “quality of life” improvements

Similarly, trails continue to put Iowa on the map as a regional/national attraction. Cedar Rapids’ commitment to trails leaves the community poised for an ever-expanding role in cycling tourism and economic development, neighborhood connections, active living and again, public health.

**GREENCR GOALS**

1. Be stewards for the environment, promoting economic and social growth while restoring the relationship between the city and the natural environment.

2. Have the best parks, recreation, and trails system in the region.

3. Lead in energy conservation and innovation.
GOAL 1: Be stewards for the environment, promoting economic and social growth while restoring the relationship between the city and the natural environment.

Throughout the EnvisionCR process, the importance of natural resources management was reinforced again and again. A comprehensive watershed approach coupled with an Iowa wildlife “gap analysis” is used to address habitat needs.

Through this approach, the following was analyzed:

- Water and drainage-related resources, including wetlands, floodplains, streams and other watercourses, lakes, and permanent small water bodies
- Parks and trails
- Steep slopes that can limit development or cause significant erosion and water quality impairment
- Water table depth
- Hydric (i.e. wet) soils
- Habitat/vegetation
- Species “richness,” i.e., the likelihood of finding amphibian, reptile, and bird populations in particular locales

The highlights of the relationship between these environmental characteristics results in the following:

- **Assessment of areas likely suitable for green infrastructure.** Opportunities were identified where infiltration-based best practices can balance the demands of maximizing development yield and protecting critical resources. This analysis has identified areas that are especially appropriate for techniques that promote infiltration (i.e. “soaking up”) of rainwater. But it is important to note that a suite of natural stormwater management practices (e.g. permeable paving, rain gardens/bioswales/bio-retention, stream buffers, wetland restoration, grassed waterways) are appropriate throughout Cedar Rapids.

- **Direction to build cohesive natural systems and support vibrant development.** This plan identifies methods to maintain and restore habitat continuity, link communities and features through trail and pathway corridors, and strives to manage stormwater where it falls to the greatest degree possible. The resulting benefits include enhanced recreation and habitat protection, flood/stormwater improvements and increased water quality.

How the Watershed and Habitat Approach Works

The watershed and habitat approach looks at a series of natural resource factors – described here – and then layers these factors to identify critical natural resource areas. The final product essentially produces a “green heat map.” As layers are added on top of each other, intersections of valued green features are identified, making these lands prime for proactive attention.

Some of the individual maps tell important stories on their own. For example, infiltration (water soaking through the soil) can be seen from looking at sandy soils, and something as simple as topography (slopes) can provide information about lands that must be protected to help prevent erosion. The mapping layers considered are on the following pages.
WHAT IS A WATERSHED?

A watershed is an area of land that drains to a common body of water, such as a creek, stream, river or lake. Think “drainage area.” The water can flow by many means including over land, through drain tile, or via underground waterways. Due to Cedar Rapids’ flood history, an understanding of watersheds is considerably more common in this community than elsewhere.

A subwatershed is a smaller unit within a watershed. A subwatershed is similar to a watershed in that they drain to a common location.

The City of Cedar Rapids adopted its Stormwater Master Plan in May 2016. This plan...
Floodplains

Floodplains are fundamental to the watershed and habitat approach. The 100-year floodplain indicates a 1% chance of flooding in any given year, while the 500-year floodplain indicates a 0.2% chance of flooding in any given year.

Since the tragic floods of 2008, Cedar Rapids has rebuilt, ever mindful of the impacts of volatile river systems and floodplains. The citizens of Cedar Rapids know all too well the importance of floodplains in terms of infrastructure protection, ecology, and water quality and quantity. The floodplain, when properly managed, can provide an important community asset. A minimal-development greenway approach can likely achieve important social, economic, and environmental goals. Cedar Rapids is already embarking on a strategy to establish a greenway corridor along the Cedar River. Current and potential regulation are also factors. Floodplain developments should be avoided wherever possible due to their potential costly impacts on development at times of intense storms or high water. The establishment of the greenway serves as an excellent way to manage the floodplain throughout much of Cedar Rapids.

Wetlands and Streams

Wetland mapping is an important strategy to look at connecting the hydric (wet) soils and sensitive areas. Most of the wetlands are adjacent to streams or within the floodplain, but a number of small scale wetlands are scattered throughout the region. Wetlands are essential to the hydrologic ecosystem because of their water cleansing properties. The number of wetlands surfacing in the region indicates value in exploring the potential of a wetland mitigation bank to serve this region. When wetland mitigation occurs within the watershed of the original wetland, it is more effective at replicating the functions of the original wetland, assuming the mitigating wetland is well designed and managed.

Impaired Stream Segments

The Iowa Department of Natural Resources publishes impaired stream data every two years. This plan is based 2012 data. When looking at stream impairment, it is important to recognize impaired waterways can range from slight to severe. This analysis focuses here primarily on Category 5 impairments – those stream segments requiring a Total Maximum Daily Load (TMDL). A TMDL is essentially a study of how much pollution (i.e. “load”) a stream segment can withstand and still meet state water quality standards. The TMDL study provides a detailed look at that stream segment’s impairment and often offers details that relate to potential corrective measures. Due to the number of impaired waters in Iowa, a significant time lapse often occurs between calling out the need for a TMDL and actually completing a TMDL study. At the comprehensive plan level, impaired stream segments reveal stream stretches that likely need buffers. When work on the impairment does occur, buffers will help that work reach its full potential.
Hydric (Wet) Soils

The United States Department of Agriculture defines hydric soils as those soils that are sufficiently wet in the upper part to develop anaerobic conditions (saturation) during the growing season. Not surprisingly, Cedar Rapids area soils with a high potential for saturation follow drainage/water ways very closely and reinforce the need for buffering and connections of creeks, streams, and drainage ways.

Slopes and Topography

Slopes have a direct impact on flooding and erosion, development suitability, and habitat. Much of Cedar Rapids experiences flatter, low-lying topography. But even modest slopes in excess of 6% can have a significant impact on development, particularly in areas where the building footprint requiring flat terrain is large. Much of Cedar Rapids’ steeper-sloped terrain is included in the proposed Critical Natural Resource Areas. Avoiding development in areas with steep slopes (greater than 8%) will help prevent excessive erosion, ultimately helping to stabilize stream corridors. When land cover is changed, unprotected or disturbed slopes are one of the primary contributors to “suspended solids loading” (i.e., water transporting solid, polluting materials – primarily dirt), leading to soil erosion and muddy waters.

Vegetation

Vegetation and land cover are major resources that can help manage stormwater, prevent erosion, moderate microclimates, and provide more appealing physical environments. It might seem counter-intuitive that a well-developed area like Cedar Rapids would serve as an “oasis” for vegetation. When considering woodlands and grasslands, however, urban areas often offer some respite in a largely agricultural landscape. Cedar Rapids is no exception.

Restoring and/or preserving native vegetation helps protect habitat and provide opportunities for migratory birds and wildlife. Cedar Rapids has a high correlation between species richness (see maps 7 and 8) and some of the city’s more wooded areas. Many of these areas have been difficult for development (due in some instances to wet conditions, in others to steep slopes) and therefore have left their vegetation largely intact.

It is recommended that steps are taken to minimize development within these areas and instead secure them to function for stormwater management, habitat, and appropriate recreation.
Species Richness

Using a gap analysis provided by Iowa State University and the Iowa Department of Natural Resources, one can understand Cedar Rapids’ capacity for supporting amphibians, reptiles, and bird species. The zones of light to modest development in the region are largely reflected in the species richness maps because the least disturbed lands tend to better support wildlife than areas that have been plowed or paved. There may still be pockets, however, of environmentally sensitive areas and/or native vegetation throughout the region.

In addition to the Critical Natural Resources Areas identified here, the City should follow the recommendations of the November 17, 2009 Environmentally Sensitive Areas Task Force’s Final Report to the Cedar Rapids City Council and develop a process for mapping environmentally sensitive areas in the Cedar Rapids region.

Sandy Soils and Green Infrastructure

“Green infrastructure” speaks to the use of a series of natural systems to replace or supplement pipe and concrete infrastructure that has been used to manage stormwater. Buffers, rain gardens, and other practices that promote slowing and soaking up water are examples of green infrastructure.

Systems that use infiltration (soaking) methods—rain gardens and bioswales—are best suited to sandier soils, particularly in areas with a lower water table. In Cedar Rapids, the sandier soils are concentrated north of downtown and east of the river as well as south of downtown and to the east. This does not mean infiltration practices cannot be employed elsewhere, but these are good locations, especially where the sandy soils are farther from the river channel.

Infiltration is not the only component of green infrastructure story. Surface based water quality improvement practices, such as filter strips or buffers, help remove “suspended solids” and harmful pollutants, such as fertilizers and oils, while slowing water down before it reaches a creek or stream.

Critical Natural Resource Areas

The Critical Natural Resources Areas broadly identified via this composite map can be used to point the city in the direction of areas to be included in the Environmental Conservation Overlay (EC) introduced in GrowCR. The EC will help to maintain the natural resource functions of these lands. These functions include erosion prevention/watershed protection, potentially some modest level of flood mitigation, wildlife/habitat protection, and potential recreation functions.

To repeat an important point made in the Species Richness section:

There may still be pockets of environmentally sensitive areas and/or native vegetation throughout the region that are beyond the loose “boundaries” of these Critical Natural Resource Areas. It is recommended the city develop a process for mapping environmentally sensitive areas in the Cedar Rapids region.
INITIATIVES

1. Coordinate with adjacent jurisdictions to identify environmentally sensitive areas in need of protection such as wetlands, habitats, and other areas of biological diversity for inclusion in the Environmental Conservation Overlay.

The overlay identifies environmentally sensitive areas in need of protection, based on the environmental maps created for this plan. The overlay establishes protections for these areas.

2. Create a green streets policy that encourages future development and repairs to improve the permeability of the paving system and/or buffering of run-off, as well as a stormwater best management practices cost-share program that elicits community involvement, and, thereby advancing “green infrastructure”.

Creation of a policy will include best practice research to identify methods suitable to Cedar Rapids’ environment.

3. Create a municipal sustainability plan by director-level Sustainability Integration Committee (SIC), informed by completion of STAR Communities.

This will require identifying goals, metrics, policy needs, and department leads. An educational component focused towards the community and city staff will also be developed.

The development of the iGreenCR Action Plan, the city’s first municipal sustainability plan is underway.

4. Expand sustainability practices and education internally via iGreenCR in order to lead by example.

Activities needed to accomplish this include promoting success and experience both internally and externally, developing the iGreenCR Action Plan, and conducting outreach related to the implementation of the plan.
5. Build customer capacity to respond to drought conditions which may include a rebate program, educational campaign, water conservation, and future updates to the municipal code as part of the green building program.

6. Develop a strategy to replace removed ash trees in parks and public right-of-way.

The Emerald Ash Borer is an exotic beetle whose larvae feeds on the inner bark of ash trees, disrupting their ability to transport water and nutrients. Ash trees lose moisture internally very quickly and begin to fall apart soon after they die, creating public nuisance or hazard situation.

The City has been proactively preparing for the Emerald Ash Borer since 2009, with efforts to stop planning ash trees, diversify tree species, and inspect existing ash trees. The City is in the process of removing all parkway ash trees. The City has removed over 2000 of the original 7000 ash trees identified in the 2016 tree inventory.

As thousands of trees are removed from City property, it is important that new trees are planted to maintain our tree canopy. In addition to the ash removals, the City removes approximately 1,000 other trees per year and plants approximately 600 trees per year. A strategy should be developed to maintain and enhance the City’s urban forest.
GOAL 2: Have the best parks, recreation, and trails system in the region.

The Parks and Recreation Master Plan (2010) and the Cedar Rapids Comprehensive Trails Plan (2012) identify a system of parks and trails for Cedar Rapids. EnvisionCR supports the continued implementation of these plans and recommends additions for future updates.

GreenCR also provides some additional detail related to the Parks and Recreation Master Plan’s goal to:

“ensure that adequate and appropriate parks and open space is provided to new residential developments as the city grows.”

(City of Cedar Rapids Parks and Recreation Master Plan (PRMP), April 2010, p. 28)

Future Parks and Trails

To maintain its high level of park service, Cedar Rapids must add parks and trails as its population grows. Map 13 highlights potential future park locations in growth areas. The bicycle network for the Cedar Rapids region is shown in Map 14. The bicycle planning included in this document reinforces the park master plan goal to develop a “connected recreational trail system” (PRMP, p. 36).

The following principles guide the new park locations:

- Establishing parks of multiple benefit, that is, parks that address habitat and water quality benefits as well as recreational/community service benefits.

- Providing a neighborhood or community park within ¼ to ½ mile walking distance of residential areas. (Note: 80% of respondents queried in a PRMP survey asked for a park within walking distance, p. 11)

  - Map 12 shows which areas of the city are currently within a quarter mile or half mile service area of a park. Most areas of town are covered by one or more of these park service areas.

- Using parks as a focal point for new neighborhoods, often providing a community gathering space.

- Using new parks and trails as a catalyst for encouraging development in desirable areas.

The Results

The potential new park sites in potential growth areas would add approximately 575 acres to the current park system. These parks should be discussed in greater detail if or when development occurs in these areas. Specifically, EnvisionCR identifies the following approximate locations of significantly sized new park land:

1. 45 acres made up of three neighborhood-scale parks collected in the vicinity of C avenue and North of Echo Hills Road

2. 15 acres North of Echo Hills Road and Northwest of the river

3. 10 acres of two neighborhood-scale parks by Highway 30 and Interstate 380

4. 160 acres (regional in nature) North of Highway 30 and near Highway 100

5. Nearly 70 acres (regional in nature) North of Ellis Road by Covington Road and South of the new Highway 100

6. 155 acres (regional in nature) directly east of the new Highway 100

7. 120 acres (regional in nature) South east of Highway 30

These parks are identified in Map 13.

The map also shows the value of continuing to buffer and connect parks. As opportunities arise to buffer and link current facilities, opportunities are created for:

- Green infrastructure.

- Habitat corridors and/or an expanded greenway system.

- Creek/stream buffers for water quality protection and erosion control.

- An overall reduction (over time) of paved surfaces to prepare for current and future shifts in climate and storm extremes.

Finally, the potential exists for a significant watershed and wildlife protection zone north of the city within the Critical Natural Resource Areas designated on Map 11. It is also shown on the parks map.

Due to the steep slopes in this area and its proximity to the Cedar River upstream of the city, setting this land aside as a natural open space would serve the city well. While the city and county have established a number of corridors for water and wildlife protection, many species need a broader expanse of area to thrive (i.e., a system of corridors alone will not accommodate all the wildlife needing support). Those areas do exist within Cedar Rapids and Linn County, but this would provide an additional notable area of breadth for habitat protection. Generally speaking, across the state, Iowa needs additional aggregated areas for wildlife and immersive recreation experiences in “wild lands.”

Greenway Parks Plan

In addition to neighborhood parks to serve growth areas, the City is planning for the development of a riverfront greenway park in areas that were flooded in 2008. In 2014, the Cedar Rapids Greenway Parks Plan was adopted, which shows concepts for three connected parks along the west side of the Cedar River: Time Check Park, Riverfront Park, and Czech Village Park. These plans are conceptual, but show the addition of approximately 130 acres of parkland.
MAP 12: Current Park Service Areas

SOURCE: CITY OF CEDAR RAPIDS, RDG PLANNING & DESIGN
**ONGOING TASKS**

The ongoing implementation of the Parks and Recreation Master Plan should be a primary measure of success, with an emphasis placed on greenway development, park buffers, and trail connections.

The City tracks progress in identifying a funding strategy, ensuring CIP includes maintenance costs, and ensuring coordination between CIP projects related to the Cedar Rapids Comprehensive Trails Plan.

The City will continue to work towards completion of infrastructure removal and track progress in completing short term projects of the Cedar Rapids Greenway Parks Plan.

**INITIATIVES**

7. Continue to update the greenway plan and identify external funding opportunities for construction of the enhanced greenway system.

2018 City Council Priority

8. Update the Parks and Recreation Master Plan to include a needs analysis, gap analysis, evaluation of existing facilities and programs, asset management strategies, and implementation actions.

The current parks and recreation master plan was completed in April 2010. The plan should be updated every 15 years.
9. Develop site master plans, prior to making improvements, for each of the following signature parks: Bever Park and Jones Park. These plans are key to maintain these parks, and their unique identities, as destinations for the city and region.

10. Convert select areas of park turf grass to native prairie or woodland plantings to create wildlife habitat and reduce long-term maintenance costs. The city continues to look for opportunities to reduce its costs while providing a benefit to the natural environment.

11. Develop a land acquisition strategy for new parks and expansion of existing parks. Map 13 identifies locations for potential future parks in areas where growth is expected.

12. Identify ways to incorporate parks and open space into new subdivisions as part of the update to the subdivision code. Many cities require dedication of park land by developers, typically as a function of the number of acres or dwelling units in the development. Some cities allow developers to provide a payment for parks, in lieu of land dedication, but the legal precedent for this in Iowa is complex - cities should consult with their attorney on this issue.

In 2018, the City Attorney investigated requiring dedication of parkland and advised against this policy. The City will continue to explore other options to incorporate parks and open space into new development.

13. Finalize design plans for the Smokestack Bridge and land-based improvements to Cedar Lake. The City is working with ConnectCR in a public-private partnership to revitalize Cedar Lake and build the Smokestack Bridge, a pedestrian/trail bridge over the Cedar River near the Czech Village and NewBo neighborhoods. The City has committed $5 million to the project, with ConnectCR conducting private fundraising to cover the remaining costs.

The City will be responsible for the design and construction of both projects, and will take ownership, with Cedar Lake and the Smokestack Bridge becoming park of the City’s park system. These projects will enhance connections in our parks and trails system and provide a variety of recreation options, including biking, kayaking, and fishing.
GOAL 3: Lead in energy conservation and innovation.

To prepare for severe storms and floods in the future, a longer term effort is required to try to curb climate extremes and prepare for changes in our energy future. EnvisionCR reflects the public’s desire for a sustainable city – one that will be vibrant, dynamic and stand the test of time.

Severe weather events have already caused Cedar Rapids great hardship. It makes sense for Cedar Rapids to lead in prevention – not just by armoring its stream banks and down-playing floodplain development, but by addressing root causes of these climate crises: greenhouse gases. To keep it simple, GreenCR focuses on carbon. As communities, corporations, and nations continue to reduce carbon-absorbing vegetation and burn fossil fuels (releasing carbon), climate problems are compounded. Cedar Rapids can serve as a model community by addressing energy consumption, alternative/distributed energy and natural resources restoration (outlined above) through this comprehensive plan.

Climate Change

The Iowa climate information on these pages provides a sampling of the data that will drive climate action planning of the future.

Charts 1 and 2 show the current increases in rainfall and the projections for the future that show shifts in Iowa’s rainfall amounts.

Climate changes in Iowa are already occurring, as reported in the Iowa Climate Change Impacts Committee’s Report to the Governor and the Iowa General Assembly.

More Precipitation

- We have already seen an 8% increase in precipitation from 1873 to 2008.
- Increased frequency of precipitation extremes that lead to flooding.
- A larger increase in precipitation in eastern Iowa than in western Iowa.
Higher Temperatures

- Long-term winter temperatures have increased six times more than summer temperatures.
- Nighttime temperatures have increased more than daytime temperatures since 1970.
- Iowa’s humidity has risen substantially, especially in summer, which now has 13% more atmospheric moisture than 1975 as indicated by a 3°F to 5°F rise in dew-point temperature. This fuels convective thunderstorms that provide more summer precipitation.

Agricultural Challenges

- Climate extremes, not averages, have the greater impact on crop and livestock productivity.
- Increased soil erosion and water runoff.
- Increased challenges associated with manure applications.
- Favorable conditions for survival and spread of many unwanted pests and pathogens.

Habitat Changes

- Plants are leafing out and flowering sooner.
- Birds are arriving earlier in the spring.
- Particular animals are now being sighted farther north than in the past.

Public Health Effects

- Increases in heart and lung problems from increasing air pollutants of ozone and fine particles enhanced by higher temperatures.
- Increases in infectious diseases transmitted by insects that require a warmer, wetter climate.
- An increased prevalence of asthma and allergies.
- Negative effects from heat waves, which disproportionately affect the elderly.

The complete report is available on the Iowa Department of Natural Resources website, at https://www.iowadnr.gov/conservation/climate-change.

The red bars show the threshold for unusually wet May-June periods during 1960-1999. Beyond 2020, these wet springs are projected to happen more frequently than in the historical period. Flooding often occurs during wet springs or saturated soils from wet springs lead to flooding later in the season.
GOAL 3: Lead in energy conservation and innovation.

Cedar Rapids can show leadership in the region through development of a Climate Action Plan (CAP). Much of what is discussed in this chapter and throughout this plan aligns with CAP content. At a minimum, such an effort would address the National Renewable Energy Laboratory’s (NREL) Nine-Step Community Energy Planning Cycle:

1. Identify/convene stakeholders
2. Form a leadership team
3. Develop energy vision
4. Develop energy baseline
5. Develop specific goals
6. Evaluate and rank programs
7. Identify funding sources
8. Compile the plan
9. Measure and verify, plan alterations

Peer communities across the country have been benchmarking building use and setting energy budgets. They identify road maps for improving after benchmarks are known and make informed decisions using economic and environmental metrics. They look at a variety of energy/greenhouse gases and other resource conservation measures, including:

- Energy efficiency and renewable energy
- Vehicle fleet
- Employee commute
- Waste reduction and recycling
- Green building and environmentally preferable purchasing
- Light pollution reduction
- Value of water and its relationship to energy (looking for opportunities as a community to passively treat water and incorporating water audits to reduce building water use, catch leaks, and reduce hot water demand – i.e. flush and flow fixtures, appliances, etc.)

With current technology, incentives, and net metering laws, there has been a decrease on simple payback models with many existing buildings remodeled to achieve 50% less energy with a payback of less than 10 years. Iowa makes revolving loan funds available for this work.

Increasingly, CAPs address adaptation, prevention and mitigation. They may go beyond energy, buildings, and water to understand impacts on local species/habitat and monitor for impacts. They also afford opportunities to promote regional collaboration/planning efforts as well as engaging the public in taking personal responsibility for energy/water conservation and greenhouse gas emissions. Do-One-Thing campaigns (encouraging individuals to do one thing for the environment) have been popular in peer communities for this reason.

INITIATIVES

The recommended approach is for the city to complete a municipal climate action plan first to help start the conversation and provide an educational opportunity on the purpose and benefit of climate action plans. Development of a community-wide climate action plan would then follow.


This plan will be completed after the iGreenCR Action Plan. It will be similar in topics, but will focus on the entire community.
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INITIATIVES

The recommended approach is for the city to complete a municipal climate action plan first to help start the conversation and provide an educational opportunity on the purpose and benefit of climate action plans. This plan will focus on actions that should be taken by the City, from adoption of policies to changes in operations. Development of a community-wide climate action plan would then follow.

14. Prepare the iGreenCR Action Plan, a municipal sustainability plan, that builds off of the Energy Management Plan and addresses emissions from land use, transportation, street lights, water consumption, waste generation, and building energy. This plan would include developing a municipal greenhouse gas emissions inventory and associated reduction target. It would also identify measures for reducing emissions to reach the identified target and outline an approach for implementation and financing.

15. Prepare a community-wide Climate Action Plan that builds on the Energy Management Plan and addresses emissions from land use, transportation, street lights, water consumption, waste generation, and building energy. After the development of the iGreenCR Action Plan, a similar plan should be developed that includes the entire community within its scope.
ConnectCR focuses on the interaction of transportation and land use and their influence on the quality of life in Cedar Rapids. In any community, the transportation system fills many functions - as a lifeline for business and industry and a tool for economic self-sufficiency, a form-giver to the city, and an amenity and vital service for residents.

Interestingly in America, it is mobility that dominates much of how people think about cities and towns. Outside of home and workplaces, much of city life is spent moving from one place to another, and the street has become the public space that citizens experience most. In our cities, we have become creatures of movement.

Transportation facilities, including sidewalks, trails, streets, Interstate 380, and railroad corridors, make up a significant amount of Cedar Rapids’ developed area. The dominance of streets in the cityscape makes their design and scale especially important. As street widths fluctuate, their scale continues to change. The street width affects the nature of the experience and the visibility of people, signs, and buildings along the street.

Transportation arteries, including both the railroad and major roads, are also the corridors of commerce in Cedar Rapids and nearly every other community. They provide the access and visibility that retailers, service providers, and industry need to thrive. Therefore, urban corridors are closely tied to economic development, and improvements can stimulate the business environment.

Cedar Rapids voters approved a ten-year extension in 2013 of a one-cent local option sales tax that will provide approximately $18 million annually for maintenance, repair, construction and reconstruction of public streets. Projects are prioritized and selected based on the city’s Pavement Management Plan. These streets are public spaces that accommodate a variety of users in an attractive and functionally efficient way. Many communities such as Cedar Rapids find that the aesthetic upgrading of key community corridors and entrances creates significant economic benefits by encouraging better development standards.

1. Provide choices for all transportation users.
2. Build a complete network of connected streets.
3. Establish a network of complete streets.
4. Improve the function and appearance of our key corridors.
5. Support the development of an effective, regional, multi-modal transportation system.
GOAL 1: Provide choices for all transportation users.

The city’s transportation system should encourage all modes for appropriate trips – many short distances should not require automobile travel, for example. Nearly half of all trips are within three miles. Therefore, street standards should include reasonable accommodations for all users. The concept of “complete streets,” multi-modal facilities that serve automobiles, bicycles, and pedestrians in an attractive public environment, should be integrated into the transportation, park, and pathway networks of the city.

Cedar Rapids’ neighborhoods, activity centers, civic districts, and major open spaces should be linked by a balanced transportation network that integrates motor vehicles, pedestrians, bicycles, motorized wheelchairs, and other low-speed “personal mobility vehicles.” An active transportation network (including pedestrian, bicycle, and public transportation) connected to land use and development, increases mobility and helps create a sustainable and healthy city. Residents also identified trails and bicycle infrastructure as a community priority.

From a development perspective, a system that encourages multi-modal transportation includes:

- Public infrastructure that connects neighborhoods and destinations;
- Elimination of barriers that discourage or obstruct pedestrians, cyclists, and transit users;
- Project designs that provide safe and pleasant passage from the public to private realm.

The success of pedestrian and bicycle transportation systems can be measured by four key criteria:

- **Directness.** The system should provide relatively direct routes to destinations without taking people far out of their way.
- **Integrity.** The system should connect to places and provide continuity, rather than leaving users in dead ends or uncomfortable places.

- **Safety.** The system should be physically safe to its users and not present hazardous conditions.
- **Comfort.** The system should understand the various capabilities and comfort levels of its users. For example, senior citizens may take a relatively long time to cross a street, and some bicyclists are not comfortable riding in mixed traffic.

PEDESTRIANS AND PEDALS

Cedar Rapids should maintain a continuous pedestrian network to complement the street system. A multi-use trail and walkway system can complement automobile trips by providing a good environment for non-motorized transportation. Cedar Rapids has created a substantial bicycle system, in some cases oriented along street right-of-ways. A more comprehensive system can continue to enhance and expand these facilities, while adding a significant network of off-road (trails and sidepaths) facilities that relate to major destinations and development opportunities. The details of trail development of the system are described in GreenCR and the Cedar Rapids Comprehensive Trails Plan (2012). Generally, trails are preferred due to their separation from the road network and the inherent conflicts with automobiles. However, the proper use of sidepaths in conjunction with on-street facilities leads to a more comprehensive bicycle network that is more responsive to users of all abilities in addition to the benefits garnered by non-bicyclists using off-street facilities. Cedar Rapids currently has the following types of facilities:

- **Trails:** provide exclusive paths separated from parallel streets.
- **On-street:** paint is used to delineate specific locations for bicyclists such as bike lanes, Sharrows, and buffered bike lanes. Vehicle parking or other fixed objects can be used to create protected bike lanes.

- **Sidepaths:** parallel streets and are a minimum of 10 feet wide.
- **Singletrack:** mountain bike trails wide enough for one rider often located in parks.

**Share-the-Road.** “Share-the-road” designation should not relegate bicycles to specific routes. However, they do help direct bicyclists to certain routes and notify motorists that bicycles are likely to be in the area. Providing a complete wayfinding system will help direct users to destinations.
Sidewalks. Sidewalks are a critical, although frequently under-recognized, part of any city’s transportation system. Pedestrian facilities are increasingly a public utility and resource for promoting public health. In addition to reducing walking along roadway crashes, sidewalks reduce other pedestrian crashes. Roadways without sidewalks are more than twice as likely to have pedestrian crashes as sites with sidewalks on both sides of the street. Providing walkways for pedestrians dramatically increases how well pedestrians perceive their needs are being met along roadways. The wider the separation between the pedestrian and the roadway is, the more comfortable the pedestrian facility. By providing facilities that are more comfortable, we can increase the number of trips made by walking, particularly in areas with mixed land uses. Research indicates that people will walk for recreational purposes if a facility is provided. Recreational walking is one of the easiest ways for people to get the recommended allotment of physical exercise each day. Moderate exercise, such as walking, contributes to both physical and mental well being.

Transit. Transit service is currently more often used by transit dependent or limited mobility customers – seniors, people with disabilities, and children. The potential market in Cedar Rapids is even larger when demand from students and choice transit users are considered.

ONGOING

Continue to evaluate transit ridership and serviceability to identify opportunities for improvement.

Work towards implementing the transit system and policy recommendations from the 2016 Corridor MPO Transit Study. Continue to update the transit study as necessary. Map 2 shows the existing fixed-route transit system.
INITIATIVES

1. Update the City’s Comprehensive Trails Plan.
Update the plan by reviewing the existing and planned network, identifying completed projects, confirming planned projects, and evaluating existing off- and on-street facilities. Map 1 shows the possible routes, which ultimately require additional study.

2. Identify and find ways to construct high priority sidewalk segments per the city’s Sidewalk Master Plan.
Cedar Rapids should continue to implement the phased, annual program of sidewalk repairs. The 2014 Sidewalk Master Plan recommends budgeting $600,000 annually to complete the sidewalk system, which is estimated to cost $30 million.

Investigate the creation of a regional transit authority.
Completed 2019
GOAL 2: Build a complete network of connected streets.

As Cedar Rapids grows, it should maintain a connected street network, providing transportation options for movement around the city.

Cedar Rapids must also maintain an effective transportation framework to assure good connections within and between neighborhoods, between neighborhoods and major activity centers, and for regional travel.

Within the framework of higher-order streets (arterials and collectors), local street systems will develop to serve individual developments. These systems should be designed with clear circulation patterns that preserve the quiet qualities of neighborhoods while providing access to residents, visitors, and public safety vehicles.

The following is a cursory review of Cedar Rapids transportation system that provides a base-level understanding of transportation needs that should continue to be evaluated annually. Map 5 shows areas where potential improvements can be made to address access management, connectivity, congestion, and safety.

Access Management
The Center Point Road corridor is an example of a location characterized by comparatively high traffic volumes, an array of land uses ranging from low-density residential to large commercial businesses, an existing trail system, and closely spaced access locations. These factors create access management problems and prompt the need for systemic improvements in access management. Once completed, overall intersection safety will be enhanced and future congestion issues around Collins Road/IA Highway 100 will be mitigated.

Connectivity Issues
The Seminole Valley Park area is an example of a location that has connectivity issues. More specifically, the residential area located north of Seminole Valley Park currently has one access point. This single point of access is located along Seminole Valley Road NE to 42nd Street NE. The lack of multiple roadway connections to an area can result in increased travel time, increased vehicle miles traveled, and potentially reduced public safety response as emergency vehicles do not have multiple route choices. Map 4 shows general vicinities that present opportunities for improved circulation. Some of the locations are individual streets that may need to be extended to provide an additional connection, while others are a group of streets that may need to be extended and connected.

Congestion
Traffic congestion along roadway corridors is based on traffic volumes for a 2005 base year. Roadways identified as having existing congestion issues are those with a Level of Service (LOS) between D and F based on a volume-to-capacity ratio (0.8 or greater).

- **Existing.** The areas with existing congestion include:
  - Primarily exit and entrance ramps to I-380, Boyson Road, and
  - Wilson Avenue between Sixth Street and J Street.

- **Future Congestion.** Future traffic congestion along roadway corridors is based on traffic volume forecasts for the year 2040. Roadway segments that will likely have congestion issues in the future include:
  - I-380 south of US Highway 30
  - Collins Road/IA 100
  - 32nd Street NE between Oakland Road NE and Eastern Avenue NE
  - Blairs Ferry Road NE between C Avenue and US 151
  - Mount Vernon Road SE between 34th Street SE and Wilder Drive SE

The diagram above shows the possible extension of streets that would create a network and provide circulation options for people living in the neighborhood. Also, the additional access improves serviceability for snow removal, trash collection, and emergency response. Providing a strong connected network of roads and pedestrian facilities can help distribute traffic, reduce travel distances and times, improve routing for transit and reduce walking distances. Good connectivity also provides better routing opportunities for emergency services and delivery (solid waste, recycling, mail) vehicles. All of these effects can play a positive role in reducing congestion on the street network. A well-connected transportation network can also facilitate walking and bicycling. Increased levels of connectivity are associated with higher levels of physical activity from transportation.
To take a big picture look at the walking environment and connectivity, the City has hired a consultant to develop a Pedestrian Master Plan with the vision of making walking in Cedar Rapids safe, convenient, accessible, and enjoyable for people of all ages and abilities by 2040. The Pedestrian Master Plan will be completed by the end of 2019.

**Sidewalk Connectivity**

Cedar Rapids has a burgeoning trail network. A well connected pedestrian network is critical to increasing walking in Cedar Rapids. For nearly a decade, the City of Cedar Rapids as a community and an organization has placed a greater emphasis on walking. In 2010, the City adopted its first Sidewalk Master Plan. In 2014, the Sidewalk Master Plan was updated, and the City Council adopted Iowa’s first Complete Streets Policy.

**FIGURE 3: Sidewalk Connectivity**

The images above show how sidewalk improvements can provide increased pedestrian connectivity in areas where street connections are impractical or undesirable for the neighborhood. Sidewalk connections allow neighborhood residents to walk to nearby commercial uses, while avoiding potential traffic impacts.
Corridor Safety Issues

Roadway corridors with frequent crashes are identified as having safety issues. Nearly all the corridors with reported safety issues are classified as arterial roadways. As such, these roadways carry a large proportion of traffic throughout the city and often at higher speeds. Several roadways identified are existing truck routes, so heavy vehicles are inter-mixed with automobile traffic. The combination of higher speeds, increased traffic volumes, and heavy truck movement factors into the safety concerns associated with these roadways.

Intersection Safety Issues

The intersections identified as issues are locations of frequent crashes as reported during the five-year timeframe, 2013 to 2017. Those intersections with identified concerns are generally located where two arterial roadways intersect. Intersecting arterial roadways have been found to generate a high volume of turning movements and an increased likelihood of vehicle conflicts. These intersections are primarily located along corridors with safety and future congestion issues including Collins Road NE and First Avenue NE.

<table>
<thead>
<tr>
<th>Corridor</th>
<th>Between</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blairs Ferry Road NE</td>
<td>I-380 &amp; C Ave</td>
</tr>
<tr>
<td>Collins Road NE</td>
<td>Center Point Rd NE &amp; Council St NE</td>
</tr>
<tr>
<td>1st Avenue NE</td>
<td>28th Street SW &amp; Collins Road NE</td>
</tr>
<tr>
<td>1st Avenue NE</td>
<td>10th St NE &amp; 7th Street SW</td>
</tr>
<tr>
<td>16th Avenue SW</td>
<td>Wiley Blvd SW &amp; Williams Blvd SW</td>
</tr>
<tr>
<td>Edgewood Rd SW</td>
<td>33rd Ave SW &amp; Johnson Ave SW</td>
</tr>
<tr>
<td>Collins Road NE</td>
<td>F Ave NE &amp; 1st Avenue NE</td>
</tr>
</tbody>
</table>

SOURCE: IOWA DOT SAVER.

<table>
<thead>
<tr>
<th>Intersections</th>
</tr>
</thead>
<tbody>
<tr>
<td>Edgewood Rd at Wilson Ave SW</td>
</tr>
<tr>
<td>Blairs Ferry Rd at Council St NE</td>
</tr>
<tr>
<td>Collins Rd at Northland Ave NE</td>
</tr>
<tr>
<td>1st Ave at I-380 off Ramp &amp; L St</td>
</tr>
<tr>
<td>Edgewood Rd at 42nd St NE</td>
</tr>
<tr>
<td>Edgewood Rd at 16th Ave SW</td>
</tr>
<tr>
<td>1st Ave at 7th St E</td>
</tr>
<tr>
<td>1st Ave at 8th St E</td>
</tr>
<tr>
<td>1st Ave at 10th St E</td>
</tr>
<tr>
<td>Collins Rd at C Ave NE</td>
</tr>
<tr>
<td>Blairs Ferry Rd at I-380 NB Ramp</td>
</tr>
<tr>
<td>1st Ave E at 29th St</td>
</tr>
<tr>
<td>A Ave at 7th St NE</td>
</tr>
</tbody>
</table>

SOURCE: IOWA DOT SAVER.

ONGOING TASKS

Prepare functional improvements for intersections and corridors experiencing low level of service, high crashes, and poor access across all modes.

Staff conducts a majority of the traffic engineering studies for the majority of Paving for Progress and CIP projects. Complex studies are typically contracted to consultants.

Staff answers approximately 400 public requests per year asking if changes in traffic control are warranted.

Staff have retimed approximately 40% of all signalized intersections in the city. Staff continually evaluate these intersections for changes due to operations or safety assessment.

Staff from the City are active participants in the Linn County MDS team. The group’s members are multi-discipline groups represented by enforcement, engineering, and other groups whose focus is to reduce severity on transportation network.

Pedestrian and bicycle needs are considered in CIP, feedback from Cedar Rapids Bicycle Committee, citizen requests, and the application of the Complete Streets Policy.
INITIATIVES

3. Complete the Cedar Rapids portion of Tower Terrace Road, and support completion of this multi-jurisdictional project.

The Tower Terrace Road project provides a new major arterial in northern Cedar Rapids between the cities of Hiawatha and Marion. Cedar Rapids should continue to support the completion of this project and manage development that may occur using methodology included in GrowCR.

4. Develop standards for street connectivity as part of the update of Chapter 31 (Subdivisions) of the Municipal Code.

Standards will ensure that new subdivisions are constructed with connections to adjacent developments instead of cul-de-sacs or stub streets.

Continue to support the Highway 100 Project.

Completed 2019

Prepare a one-way to two-way street conversion plan including implementation schedule.

Completed 2019
GOAL 3: Establish a network of complete streets.

Streets make up one-of-the largest single category of public spaces in Cedar Rapids. Streets take up more land than all of the trails, schools, college campuses, public buildings and other facilities combined. For many residents, their primary contact with the outside public realm is on streets, as drivers and, to a lesser degree, as pedestrians and bicyclists. Streets are the real front doors to houses in neighborhoods, as well as paths to work. Streets as public spaces should be both efficient and attractive.

This concept of “complete streets” – streets that serve a variety of functions and potentials – should be applied to other principal corridors in Cedar Rapids. Complete streets may include all or some of the following features:

- A pedestrian/bicycle domain set back from the roadway by street landscaping and an adequate greenway setback from curb to walk; or designation of an on-street bike route, along with a continuous sidewalk.
- Special lighting and street graphics to promote a sense of security and well-being.
- Well-marked pedestrian crossings, sometimes with features such as crossing nodes that reduce the distance pedestrians must travel to cross the street.
- Street furniture that claims part of the street environment for people who are outside of vehicles. This provides and assists in preserving the character and traditions of neighborhoods.
- Attractive landscaping to promote community.
- Green infrastructure/stormwater management to promote mature landscaping, rain gardens, bioswales, and other features intended to improve the ability of streetscapes to infiltrate (soak up) water.

Complete streets will have different roles, ranging from neighborhood circulators and collectors to major arterials. As these streets are developed or upgraded, the design features that mark civic streets should be incorporated into their design.
ONGOING TASKS

Sign and mark streets for bicyclists per the Complete Streets Policy.

The city should continue to mark and sign streets for bicycle use as it has in the downtown.

Retrofit high priority corridors with sidewalks and pedestrian amenities ensuring ADA compliance.

The city should continue to implement its adopted Sidewalk Master Plan.

INITIATIVES

Identify and track Complete Streets elements incorporated into city utility and infrastructure projects.

Complete. The city adopted a Complete Streets Policy in 2014 that should be implemented with city projects.
GOAL 4: Improve the function and appearance of our key corridors.

Cedar Rapids’ streets should be designed as public spaces as well as conduits for travel.

Good streets have more than one purpose. In addition to moving people or goods, they are important public spaces and should be designed appropriately. The concept of streets as public spaces defines strategic streets as parkways that connect neighborhoods, parks, and activity centers while providing a strong and unified image for the community. These streets have special characteristics that serve to unify rather than divide neighborhoods, accommodate all forms of travel, and encourage adjacent development to be oriented toward the public right-of-way.

Cedar Rapids has demonstrated its awareness of the multiple purposes of streets with its increased investment across downtown, NewBo (3rd Street SE), and Czech Village (16th Avenue SW). Attractive landscaping, improved lighting, public art, and street furniture have made these districts a pleasure for people traveling through some of Cedar Rapids’ most distinct and inviting public spaces.

Street Network

Map 5 displays the city’s existing federal functional classification system. Map 8 recommends additions to be considered during the eventual update of the regional Long-Range Transportation Plan (LRTP). The LRTP is called Connections 2040 and is developed and updated by the Corridor Metropolitan Planning Organization (MPO). The Corridor MPO is a regional entity comprised of the metropolitan communities and performs regional transportation planning for the Cedar Rapids metropolitan area. The LRTP is a guide for the investment of federal transportation funds in the metro area and Cedar Rapids should make sure its most important projects are included in the plan.

Cedar Rapids’ gateways are a visitor’s first interaction with the community, and convey a powerful first impression to visitors. The city’s front doors should welcome and invite visitors, making a dramatic statement about the quality and character of the community. Cedar Rapids’ primary gateways include its interchanges with Interstate 380, Highway 30, Highway 100 (Collins Road), and Highway 151 (Williams Boulevard and 1st Avenue).

But entrances and corridors are also important to residents who use the city every day. Major corridors like 1st Avenue are important places of commercial and civic activity. Applying enhancements along this corridor would make it more attractive and demonstrate the significance of design improvements along major transportation routes. Attractive residential streets also add value to their surroundings and provide avenues on which people travel at slower speeds.

Corridor Action Plans

Corridor Action Plans examine issues and identify solutions related to connectivity, land use, character, streetscapes, and placemaking. These plans can be integrated into Neighborhood or Area Action Plans or be done as a stand-alone plan. Regardless, the City will develop these plans based on coordination with numerous city activities. For example, road improvement or utility projects offer an opportunity to address issues related to connectivity and streetscapes. Economic Development or housing development projects may address character and land use issues.

As discussed in StrengthenCR, candidate roadways for Corridor Action Plans are ones that provide key linkages or connections throughout the City. Corridors that emerged from the planning process as a priority for improvement and requiring further study are listed below as candidates for Corridor Action Plans and shown on Map 6. It is important to note that these may change over time.

- Prepare corridor action plan for 3rd Street SE.

The 3rd Street SE Corridor Action Plan will evaluate the functional and aesthetic enhancements of the street and surrounding area from 1st Avenue E to 14th Avenue SE for the purpose of unifying New Bohemia to downtown, Czech Village, and surrounding development investments. Initial concepts were explored in the Czech Village/New Bohemia Main Street District Plan prepared in 2013.
• Prepare corridor action plan for 1st Avenue Corridor and Williams Boulevard.

The First Avenue Corridor Action Plan will evaluate multi-modal connectivity and roadway improvements between Collins Road/IA Highway 100 and Williams Boulevard SW. The First Avenue Corridor is a major east-west thoroughfare in the city that transitions between a wide range of areas (e.g., commercial districts, residential areas, etc.). This mix of land uses can also support multi-modal transportation options. This corridor currently faces many issues, including safety, access management, and congestion. The First Avenue Corridor Action Plan will identify options to improve the function and appearance of the corridor.

The Williams Boulevard Corridor Action Plan will evaluate roadway improvement alternatives between 1st Avenue and Highway 30. The Williams Boulevard SW corridor currently faces many safety issues related to access control and traffic volumes. This corridor also provides an opportunity to expand the city’s multi-modal transportation options. The alternatives identified in this plan will address existing issues and future congestion problems related to possible redevelopment along the corridor.

• Prepare corridor action plan for 6th Street SW.

Two Sixth Street SW projects are identified in Connections 2040 (LRTP) as projects to be completed between 2016 and 2021. These projects will provide improvements to a primary commercial corridor that also leads to industrial land uses south of US Highway 30. Improvements to this corridor will improve traffic flow along the corridor and increase access for future industrial and commercial expansion. Connecting 6th Street NW to Ellis Boulevard NW was identified as an important connection during flood recovery planning.
• Prepare corridor action plan for 16th Avenue SW.
The 16th Avenue SW Corridor Action Plan will evaluate roadway improvement alternatives between the future Highway 100 and the Cedar River. This corridor has been identified as an important freight route as several freight delivery companies are located along the corridor. As Highway 100 is completed to the west, the corridor will have a new connection that will be evaluated to determine the mobility of multi-modal traffic along the corridor. The existing corridor also features two intersections with safety issues and the potential for increased congestion. The alternatives identified in this corridor action plan will address the existing issues as well as increased congestion and multi-modal improvements along the corridor, with special attention paid to freight movement and mitigating adverse impacts on residential development north of 16th Avenue.

• Update corridor action plan for Collins Road NE with focus on pedestrians and streetscapes.
The Collins Road NE Corridor Action Plan will evaluate roadway improvement alternatives between I-380 and First Avenue/US 151. Collins Road NE is a primary east-west arterial in northern Cedar Rapids and follows the Highway 100 alignment east of I-380. The study area is a major commercial corridor with some residential neighborhoods to the south. Improvements are planned along the corridor to address safety, congestion, and intersection issues. This corridor action plan will focus on land use, streetscaping and multi-modal improvements, especially for pedestrians.

• Prepare corridor action plan for Center Point Road NE.
The Center Point Road NE Corridor Action Plan will evaluate roadway improvement alternatives between downtown Cedar Rapids and Blairs Ferry Road NE. The corridor connects downtown to residential and commercial areas in the north and maintains high traffic volumes as it parallels I-380. The array of land uses, existing trail system, and access to public transportation also create opportunities as a multi-modal corridor. Existing issues identified along the corridor include access management, intersection safety, and future congestion issues around Collins Road/IA Highway 100. The action plan will identify alternatives to address the current access issues, intersection safety, and overall multi-modal functionality of the corridor.

• Prepare corridor action plan for Edgewood Road.
Several Edgewood Road projects have been identified in Connections 2040. These projects will improve Edgewood Road NE between Glass Road NE and Blairs Ferry Road NE. An extension of Edgewood Road would also be connected to Tower Terrace Road near Miller Road NE. These projects will improve connectivity in Northwest Cedar Rapids by providing a continuous corridor along Edgewood Road. Additionally, these projects will improve the overall safety of the corridor and address future congestion.

Wayfinding
Cedar Rapids should design and gradually install a wayfinding graphics system along all its corridors that directs visitors to destinations in a clear and attractive way. Care should be given to being consistent with the existing wayfinding system in downtown.
INITIATIVES

5. Develop Corridor Action Plans based on coordination with City initiatives such as road improvements or utility projects, economic development and housing development, or other planning activities like a Neighborhood or Area Action Plan.

The City will coordinate development of these plans with other City led initiatives such as infrastructure or planning projects.

6. Implement Wayfinding Program.

Cedar Rapids should work with the Iowa Department of Transportation to explore flexibility in its interpretation of the MUTCD and to develop a wayfinding system that is both acceptable to Iowa DOT and attractive, economical, and clear to users.

7. Complete the Right of Way Planning and Specifications Manual

New Initiative 2019
GOAL 5: Support the development of an effective, regional, multi-modal transportation system.

An effective multi-modal transportation system for Cedar Rapids takes advantage of existing systems and looks for ways to improve them.

Air Service. Opened in 1947, the Eastern Iowa Airport (EIA) is owned by the city and is considered a small hub primary airport by the Federal Aviation Administration’s (FAA) National Plan of Integrated Airport Systems (NPIAS). The State of Iowa identifies the EIA as a Commercial Service airport as it meets the needs of the state aviation system and serves as one of its essential transportation and economic centers. The EIA continues to show growth in passenger traffic with 2017 posting record breaking numbers for the airport. The EIA completed an update to its master plan in May of 2014, which helps guide expansion and improvement plans for the airport. A Commercial Real Estate Assessment and Strategy was completed in June of 2013 and is referenced in InvestCR. Both of these plans should be implemented.

Freight. Freight, as shown on Map 7, is conducted through Cedar Rapids mainly by truck and rail. Truck traffic is primarily conducted along I-380, US Highway 151, US Highway 30, and Iowa Highway 13. Iowa Highway 100 will also serve this purpose when it opens for traffic. The city has identified truck routes for internal traffic that should be reviewed on an appropriate basis. Cedar Rapids has five railroad companies serving the city. The Union Pacific runs east/west and the CRANDIC (Cedar Rapids and Iowa City), the Canadian National, Iowa Northern, and Chicago, Central & Pacific run north/south.

Transportation Options. Automobile, bicycle, transit, and pedestrian networks are highly important to the region and should be constantly monitored to make sure they serve the needs of both the city and the region.

One way to do this is through the Corridor MPO’s Long Range Transportation Plan (LRTP), called Connections 2040. Connections 2040 must be updated to ensure significant Cedar Rapids projects (road, trail, pedestrian, and transit) are included. Ultimately, the regional transportation system should have stronger inter- and intra-city transit circulation.

The following are some key current or recommended activities:

• **Iowa Highway 100.** The Highway 100 project provides a new high-speed corridor on the western edge of the City of Cedar Rapids. This project extends the existing state highway from Edgewood Road NE, across the Cedar River, and south to Highway 30. The first half of Highway 100 between Edgewood Road and Covington Road was completed in 2016, and the second half was completed at the end of 2018. The new extension will relieve congestion along I-380, support the West Growth Area, and increase overall mobility for travelers. Project improvements include a limited access, four-lane divided highway with four grade-separated interchanges. Additional pedestrian trail improvements are also planned but are not part of the Iowa Highway 100 construction project.

• **Tower Terrace Road.** The Tower Terrace Road project provides a new major arterial in northern Cedar Rapids between the cities of Hiawatha and Marion. Tower Terrace Road will improve connectivity between the City of Cedar Rapids and the cities of Hiawatha and Marion, provide congestion relief on arterials south of Tower Terrace, and support development of the North Growth Area. An update to the Tower Terrace Road Corridor Management Plan was completed in 2019.

The Corridor MPO and Iowa DOT have also funded development of a corridor management plan in 2016. This study will guide future land use decisions and infrastructure improvements for undeveloped areas adjacent to the Highway 100 corridor.
• **Corridor Action Plans.** Corridor Action Plans are recommended to identify functional and aesthetic improvements.

- 6th Street SW
- Collins Road NE
- 3rd Street SE
- 1st Avenue Corridor and Williams Boulevard
- 16th Avenue SW
- Center Point Road NE
- Edgewood Road
• **Possible Vision Projects.** Vision Projects are those included in the most recent LRTP (Connections 2040) that have been identified as long-term improvements to roadways and address access, traffic, safety, and/or multi-modal issues impacting the City of Cedar Rapids. These projects do not have a defined timeframe for completion but will continue to enhance the city’s transportation network as improvements are completed.

- Edgewood Road NW widening: Ellis Road NW to Glass Road NE
- Edgewood Road NW widening: O Avenue NW to F Avenue NW
- F Avenue NW widening: 13th Street SW to Edgewood Road NW
- 16th Ave SW reconstruction & widening: 12th Street SW to Williams Boulevard SW
- Edgewood Road SW reconstruction & widening: Iowa Highway 30 to 76th Avenue SW
- C Street SW reconstruction & widening: Fruitland Boulevard SW to Iowa Highway 30
- Cedar River Bridge Crossing: C Street SW to Otis Road SE
- C Avenue NE reconstruction & widening: Boyson Road NE to Collins Road NE
- Blair’s Ferry Road NE widening: I-380 to C Avenue NE
- Collins Road NE widening: Edgewood Road NE to I-380

• **Possible Growth Area Projects.** These projects have been identified as potential improvements to support connectivity within Future Growth Areas identified in EnvisionCR. These projects have not been included in the LRTP (Connections 2040) but may be included as development occurs within the growth areas. Additionally, these projects do not have identified timeframes or funding sources, allowing improvements to be implemented in conjunction with development.

- C Avenue NE widening: Sheffield Drive NE to County Home Road
- County Home Road widening: Quass Road to 10th Street
- Echo Hill Road widening & construction: C Avenue NE to 10th Street
- Tower Terrace Road NE construction: Miller Road to Blair’s Ferry Road
- Unnamed Boulevard construction: Old Ferry Road to Morgan Bridge Road SW
- F Avenue NW/Covington Road widening: Edgewood Road NW to Iowa Highway 100
- E Avenue NW widening: Edgewood Road NW to West Post Road NW
- Stoney Point Road SW widening: 16th Avenue SW to Dean Road SW
- 76th Avenue SW reconstruction & widening: Edgewood Road SW to Kirkwood Boulevard SW
- 26th Street SW reconstruction & widening: north of 60th Avenue SW to 76th Avenue SW
- Unnamed Avenue construction: Edgewood Road SW to Unnamed Street
- Unnamed Street construction: Unnamed Avenue to 76th Avenue SW
- 6th Street SW widening: Waconia Avenue SW to 76th Avenue SW

• **Tower Terrace Road and I-380 Interchange.** The Tower Terrace Road Interchange project has been identified in Connections 2040. This project will improve access to the Interstate System for northern Cedar Rapids as Tower Terrace Road is completed and development occurs to the north. This project will provide a safe, reliable connection to I-380 and will address future congestion issues that will arise as development occurs along Tower Terrace Road. Currently planned projects for Tower Terrace Road include:

- Tower Terrace from C Avenue to Alburnett Road
- Tower Terrace Road Interchange at I-380
**ONGOING TASKS**

Support the update of the Corridor MPO Long Range Transportation Plan.

The City will continue to support updates to the Corridor MPO Long Range Transportation Plan. The next update is due in 2020.

**INITIATIVES**

8. **Adopt the Corridor MPO Long Range Transportation Plan.**

The City of Cedar Rapids should adopt Connections 2040 to promote the goals of the plan and the city’s role as leader of the region.

9. **Develop the city’s Transportation Plan consistent with the goals of the Corridor MPO’s Long Range Transportation Plan.**

The city’s Transportation Plan should be developed consistent with the goals of Connections 2040 (LRTP) in order to enhance transportation to connect people to destinations in the community.

10. **Develop an asset management policy and procedure that clarifies the accountability for the management of each of the assets under the stewardship of Public Works.**

A unifying policy will aid in coordinating the management of city infrastructure.
INVESTCR focuses on how to foster a robust economic environment in Cedar Rapids. Many indicators point to an economy that is already strong. In 2013, Cedar Rapids had a $550 million net retail surplus, a 40% excess of local supply over demand, meaning the city attracts spending from outside its borders. In that same year, unemployment was 5.2%, significantly lower than the national average of 7.9% and consistent with the state rate. Median home values are higher than the state median and have risen over the past decade despite a large-scale disaster.

Yet, concerns surface over the economic trajectory of Cedar Rapids. According to a 2013 economic study, Cedar Rapids residents expressed three top issues:

- Lack of retention and ability to attract young professional workers in the 25 – 44 year age bracket. The Cedar Rapids population is aging. From 2000 to 2010, the proportion of residents in this age bracket dropped by about 3%, even while overall population rose by 4.6%.
- Development and attraction of a skilled workforce. Cedar Rapids has a lower proportion of residents with higher education degrees than the State of Iowa.
- Need to focus a wide array of economic development efforts and involvement with regional organizations through a well-devised city strategic plan.

The goals of InvestCR address these concerns and more. This element is driven primarily by the results of the recently completed Comprehensive Economic Development Strategy prepared in 2014 by Angelou Economics. Goals 1, 2 and 4 in particular draw most of their content directly from the “Cedar Rapids Strategic Action Plan.” The reader is encouraged to refer to this outside report for more detail on the goals in InvestCR.

**INVESTCR GOALS**

1. Expand economic development efforts to support business and workforce growth, market Cedar Rapids, and engage regional partners.

2. Cultivate a skilled workforce by providing cutting-edge training and recruiting talented workers.

3. Reinvest in the city’s business corridors and districts.

4. Grow a sustainable, diverse economy by supporting existing businesses, fostering entrepreneurship, and targeting industry specific growth.
A CITY FOR ALL AGES

To attract and retain residents of any age, the city needs to enhance quality of life, and create a culture that drives people to form an attachment to this community. The “Soul of the Community Study” by the Knight Foundation in 2010 found that the key drivers of community attachment are: social offerings, openness, and aesthetics. Public spaces and neighborhoods should reflect these principles. The NewBo Market area is a good example of a public space that embodies these three principles.

Downtown Cedar Rapids is an important component of a young professional-friendly environment, and the implementation of the 2012 Downtown Plan will help make this a stronger asset for Cedar Rapids.

In addition, other sections of EnvisionCR provide strategies to implement this initiative, by promoting place-making, alternative transportation and diverse neighborhoods. These strategies include:

1. Place-Making.
   - Have the best parks, recreation and trails system in the region (GreenCR)
   - Be stewards for the environment, promoting economic and social growth while restoring the relationship between the city and the natural environment (GreenCR)

2. Alternative Transportation
   - Provide choices for all transportation users: inter- and intra-city (ConnectCR)

3. Diverse Housing and Interesting Neighborhoods
   - Encourage mixed-use and infill development (GrowCR)
   - Support existing and new neighborhood associations through the development of Neighborhood Action Plans (StrengthenCR)
   - Improve the quality and identity of neighborhoods and key corridors (StrengthenCR)
   - Adopt policies that create choices in housing types and prices throughout the city (StrengthenCR)
GOAL 1: Expand economic development efforts to support business and workforce growth, market Cedar Rapids, and engage regional partners.

The public sector has a role to play in the private market, by making sure policies are business friendly, fostering connections, and aligning public investments with market trends that support collective economic goals. In an increasingly global marketplace, the city is strongest when working as part of a region to promote economic development. The city already has several regional economic organizations, including the Cedar Rapids Metro Economic Alliance and the Entrepreneurial Development Center, Inc. The city will work with these organizations, neighboring municipalities and others to continue to identify and rally around common regional economic goals.

ONGOING TASKS

Implement the retail and services recruitment strategy.
Economic Development has an active retail attraction program, which works to recruit retailers and provides retail assessment on demand.

Promote the city’s unused fiber optic capacity to attract technology companies.
Economic Development and/or IT staff coordinate meeting with entrepreneurs, competitive local exchange carriers, data local exchange carriers, and Internet Service Providers (ISPs) to leverage broadband network resources.

Implement the business expansion and retention program.
Economic Development uses a business retention survey tool. Through this survey, staff meets with an average of 70-90 existing businesses per year to help with retention issues and state and City incentives.

INITIATIVES

Help develop short-term job opportunities for homeless, with Manpower, Willis Dady, Mission of Hope, etc.
Complete 2019

Create an economic development brand (marketing and communications).
Complete 2017
GOAL 2: Cultivate a skilled workforce by providing cutting-edge training and recruiting talented workers.

Cedar Rapids needs a workforce with skills employers need. The Cedar Rapids Target Industry Report notes that Cedar Rapids is “experiencing a switch in business growth from construction, manufacturing and information industries to service establishments that include financial, professional and health categories.” Educational institutions and other training providers must keep pace with this change.

At the same time, the city needs to ensure this community attracts skilled workers, including young professionals. A talented and diverse pool of workers is often one of the top priorities in location decisions for companies. Cedar Rapids can retain and attract more firms if the city has a robust workforce.

INITIATIVES

1. Promote workforce development through city economic development programs and a variety of initiatives focused on enhancing quality of life to attract and retain a skilled workforce.

The Strategic Action Plan recommends a number of strategies to help recruit talented workers, especially young professionals:

- Support organizations targeted towards young professionals such as ImpactCR.
- Encourage development of live/work environments in downtown and Czech Village-New Bohemia District
- Provide recruitment assistance for companies to recruit executive level talent and recruit at career fairs in cities with workforces in the target industries.

Develop and implement a citywide Wi-Fi network to support entrepreneurship, job skills, educational opportunities, and innovation.

Removed. Phase 1 (downtown Wi-Fi) has been completed. No expansion is planned.
**GOAL 3:** Reinvest in the city’s business corridors and districts.

Businesses receive direct benefits by close proximity and interaction with other businesses, a phenomenon often referred to as “economies of agglomeration.” A concentration of businesses can use common suppliers and draw from a common customer base. Even competing businesses can benefit from each other’s proximity, since a concentration of one type of business can serve to establish a niche market that attracts customers and/or workers. Business districts and corridors should make the most of these potential benefits by supporting connectivity between businesses and an active environment that attracts workers, customers, and other businesses.

Business corridors and districts also provide some of the city’s most important public spaces. These types of vibrant urban spaces play a critical role in helping residents form an attachment to their community.

Strategies to achieve this goal are provided elsewhere in this document and in other plans. This goal will be achieved by implementing the recommendations of:

- Improve the quality and identity of neighborhoods and key corridors.
- Improve the function and appearance of our key corridors.
- Other planning initiatives such as: 2012 Downtown Plan, Czech Village-New Bohemia Revitalization Strategy, and the MedQuarter Master Plan.

**INITIATIVES**

2. **Promote southwest industrial/airport development.**

City infrastructure investments in the southwest (south of Highway 30 and between I-380 and Edgewood Road SW) make this an attractive area for industrial businesses. Implementation of the Eastern Iowa Airport’s Commercial Real Estate Strategy is recommended.

3. **Promote core districts through façade program and other improvements.**

This can lead to improved appearances and enhanced quality of life in these areas.
**GOAL 4:** Grow a sustainable, diverse economy by supporting existing businesses, fostering entrepreneurism, and targeting industry-specific growth.

The city, through an expanded economic development department, can take an active role in business creation, retention and expansion. The city can have the greatest effect by gathering information on business needs, coordinating access to funding or assets (such as large spaces for expansions and new development), and crafting city policies and incentives that match the needs of the local business community. In general, the public sector should be focused on activities which will act as a catalyst or support for private sector activity. Ultimately, the city should prioritize support for grassroots efforts by the local business community - efforts that will build social capital, particularly among entrepreneurs.

**INITIATIVES**

**Build on the excitement of the Iowa Accelerator and NewBo Co. to create jobs and leverage innovation, arts, culture, and the spirit of entrepreneurism.**
Complete 2019

**Form a regional alliance for marketing efforts.**
Complete 2019

**Create a business advisory board.**
Complete 2017
ProtectCR focuses on how to protect the city from hazards, and how to provide quality public facilities and infrastructure. In the aftermath of the 2008 floods, flood control is still a primary focus for the city. Cedar Rapids will continue to implement existing flood recovery and mitigation plans.

As Cedar Rapids grows, maintaining efficiency and quality of infrastructure and public services will be major priorities. Cedar Rapids will need to strike a balance between providing new services in growth areas, and maintaining older infrastructure in existing neighborhoods in the core of the city.

**PROTECTCR GOALS**

1. Protect Cedar Rapids from flooding and other hazards.
2. Maintain and provide quality services to the community.
3. Demonstrate best practices in building construction.
GOAL 1: Protect Cedar Rapids from flooding and other hazards.

In 2008, Cedar Rapids experienced millions of dollars in damage due to flooding. The community has engaged in a multitude of planning processes and initiated countless infrastructure projects to reduce the incidence of flooding and ensure community residents and homes are protected against flood events. Cedar Rapids has taken a three part recovery approach:

1. Improve Flood Control
2. Reinvest in Housing, Businesses & Neighborhoods
3. Rebuild Public Facilities

Some of the most densely populated areas of the community, including the downtown, are in the floodplain. These areas need protection and Cedar Rapids is implementing a strategic approach to development to minimize flood risk.

Flood Recovery Plan
Shortly after the floods of 2008, the City Council approved a flood control recovery plan to help with immediate recovery and future control of flood risk. Council also adopted a set of goals that eventually developed into a full plan for flood recovery.

A first step in achieving this goal was to perform a feasibility study of Cedar River Flood protection, in cooperation with the US Army Corps of Engineers (USACE). This was completed in 2011 and established where flood control measures and infrastructure should be constructed based on Federal rules. The study evaluated several alternatives, and recommended a flood control system that features concrete floodwalls, earthen levees, closure structures and pump stations. The system would protect up to a height of 32.4 feet, slightly higher than the flood crest in 2008.

In 2014, Cedar Rapids received an award of $264 million to help carry out flood control plans. These include the construction of 6.24 miles of levee and floodwalls.
(permanent and removable), 11 pump stations, 21 roadway and railroad gate closures, improvements to a flood prone bridge (elevation of approaches), and design on a second river crossing.

**Flood Control System Master Plan**

In 2015, the City of Cedar Rapids adopted the Flood Control System (FCS) Master Plan. The mission of this plan is to "reduce flood risk through the heart of Cedar Rapids on both the west and east sides of the river, and incorporate aesthetic elements that reflect our community’s culture, history, and vision." Goals in this plan mirror several of the goals of Envision CR.

The Master Plan includes the alignment for the FCS, as shown in Map 1, along with an anticipated timeline for design and construction. The Master Plan also addresses funding for the Flood Control System, including local, State, and Federal sources.

The Flood Control Master Plan, along with materials from open houses, can be found at: [http://www.cityofcr.com/floodcontrol](http://www.cityofcr.com/floodcontrol)
In addition to flooding, the city is committed to protecting the community against other potential hazards through the implementation of the Linn County Multi-Jurisdictional Hazard Mitigation Plan. This plan is developed by the East Central Iowa Council of Governments (ECICOG), in partnership with Linn County, the City of Cedar Rapids, the City of Marion, and the Iowa Homeland Security and Emergency Management Department. This plan is updated every five years, with the most recent plan adopted in 2019 to cover 2019-2024.

The Linn County Multi-Jurisdictional Hazard Mitigation Plan identifies hazards that the city should prepare for based on an assessment of hazards by probability of occurrence, severity, and other factors. The plan rates the following as “high priority” hazards for Cedar Rapids: river flood, flash flood, drought, thunderstorm, lightning and hail, severe winter storm, tornado and windstorm, and transportation incident.

The Linn County Multi-Jurisdictional Hazard Mitigation Plan provides guidance on minimizing the negative impacts of natural, technological, and human-caused hazards. The goals of the plan are to:

- Protect the health and safety of residents (or students), visitors, staff, and emergency personnel (paid or volunteer) during and after hazard events.
- Minimize losses to existing and future structures in hazard areas. Critical facilities are priority structures.
- Maintain local services and infrastructure in order to reduce community, economic, and environmental disruption during an after hazard events.
- Educate residents (or students) and visitors about local hazards and the resources available in the community.
- Use public funds in a cost effective and fair manner.

As the plan points out, many hazard threats are addressed by ongoing city operations. For example, the city protects against infrastructure failure through the regular inspections and maintenance by the Public Works department.

To address hazards not covered by ongoing operations, the plan includes an action plan for Cedar Rapids, with high priority actions that are expected to be addressed during the life of this plan. Some key actions are listed below, with the complete Action Plan included in the appendix.

- Complete phases of the city’s Flood Control System
- Acquire, relocate, elevate, and/or demolish structures in flood hazard areas or structures subject to repetitive damage.
- Install flood warning system on Indian Creek.
- Develop and implement a City response plan for Indian Creek flooding.
- Participate in the Community Resilience Roundtable Program and implement supporting projects.
- Expand the city’s outdoor warning siren system.
- Add detention basins and other stormwater infrastructure to increase stormwater management capacity and reduce flood risk.
- Construct safe rooms in public facilities and recreation areas.

The Linn County Multi-Jurisdictional Hazard Mitigation Plan and any future versions of the plan should be considered a part of EnvisionCR.

Cedar Rapids has undertaken extensive planning for hazard mitigation, with special focus on the Flood Control System. Implementation of these existing plans, paired with implementation of the natural stormwater management recommendations in “GreenCR,” will help to achieve the city’s goal of hazard protection.
ONGOING TASKS

The city will continue to coordinate the use of Flood Mitigation Program funds for the Flood Control Project. The city received $264 million from the state Flood Mitigation Program.

The City continuously reviews the stormwater infrastructure, identifying needed upgrades and prioritizing CIP projects. Assessments are being done on a sub-basin scale. Eight basins have been modeled as of 2019, with 2 more planned to be reviewed in 2021. A new five-year plan will be developed after 2021.

The City identifies and tracks completion of Priority One Level Cedar Rapids Mitigation Strategies from the Linn County Multi- Jurisdictional Hazard Mitigation Plan.

INITIATIVES

1. Determine a funding strategy to complete the Flood Control System, as quickly as possible, including Federal funding, City debt capacity, and County support.

2018 City Council Priority

2. Amend the Future Land Use Map to reflect planned land use based on the adopted flood control alignment.

The Future Land Use Map will need to be updated to reflect the City Council adopted Flood Control Project alignment.

3. Review the potential for regional flooding and water quality improvements and work with partners in planning and implementation.

Stormwater and water quality improvement can help improve aquatic habitats, provide recreational opportunities, and increase public access to natural resources, while maintaining necessary levels of flood control. This will require coordination with appropriate stakeholders, including state and federal agencies, and other jurisdictions.

Refer to GreenCR for discussion of natural stormwater management through the use of “greenways.” Preservation of floodplains, wetlands, stream buffers, and other critical natural areas will create a system of greenways that allow for natural water drainage and will help protect against flooding.

The City is an active member of the Indian Creek Watershed Management Authority (ICWMA), the Middle Cedar Watershed Management Authority (MCWMA), and the Lower Cedar Watershed Management Authority. The ICWMA Watershed Masterplan was published in 2015 and has received a technical assistance grant for 2018-2022. The MCWMA formed in 2016, has hired a coordinator, and is in the process of developing a watershed masterplan, funded by a HUD Resilience grant. The LCWMA has just formed and is in the process of setting goals.
GOAL 2:
Maintain and provide quality services to the community.

The City of Cedar Rapids strives to provide the highest quality services to the community. A large portion of services provided to the community come from Police, Fire, Utilities and Public Works. The Police Department and the Fire Department are committed to the community they serve when responding the calls for service and interacting with citizens. Police Officers and firefighters respond to approximately 159,000 calls for service to the community each year.

In addition to the Police and Fire Departments, utility services provided to citizens play a crucial role in the safety and security of citizens in the City of Cedar Rapids. Utility services include drinking water, sanitary and storm sewer, garbage recycling and yard waste collection, and wastewater treatment. All of these services provided by the Utilities Department are vital to the safety of citizens. Today, the network of mains that is used to provide drinking water to citizens is 660-plus miles in length and distributes municipal water to more than 130 thousand residents and industrial users at up to 60 million gallons per day.

The quality of these services is a priority, as these services have a major impact on quality of life in Cedar Rapids and help protect life, safety, and property in our community.

Community facilities such as recreation centers, municipal offices, and fire stations are an important facet of Cedar Rapids. These public facilities represent large capital assets that must respond to the needs of current and future residents and future growth needs. Although these features sustain life in the community – they are often only noticed when they are absent or something goes wrong. Yet, they have a major impact on residents’ satisfaction with the city and with the direction of future growth.

The city will continue its support of city facilities by reviewing their needs on an annual basis as part of the CIP process. As part of the EnvisionCR process, staff members were surveyed regarding the condition of city facilities, from fire stations to city pools. For the majority of facilities, the primary requirement is routine maintenance and minor upgrades and repairs. However, staff indicated a number of more significant needs and initiatives that are on the horizon for city facilities. These are summarized below:

• Replace Ambroz Recreation Center
• Update clubhouses at Twin Pines, Ellis, and Gardner Golf Courses
• Replace Bender Pool
• Replace Parks Maintenance Building

An overview of facility evaluations is provided in Table 1.

The city should also continue to implement the following plans or initiatives:

• Cedar Rapids’ Fire Department Strategic Plan
• Cedar Rapids’ Police Department Strategic Plan
• Eastern Iowa Airport Master Plan
• SafeCR (Secure and Friendly Environments in Cedar Rapids)

ONGOING TASKS

Fire Department:
The Fire Department will continue to seek opportunities to create new and strengthen current partnerships with public and private organizations to enhance the department’s capabilities, education, and response through collaboration.

The Fire Department will also continually analyze and define its organizational structure to reflect best practices in areas of staff, operations, and equipment.

The Fire Marshal’s Office oversees Fire/Arson Investigations, Fire Inspections, and Public Education. The Fire Marshal’s Office will create strategies to prevent injuries, loss of property and life in the community.

The Fire Department will adopt standards and practices across the department to maximize employee capabilities through the implementation of the Cedar Rapids Fire Department Strategic Plan.

The Fire Department’s Operations Division oversees Emergency Medical Services, Fire Suppression, HazMat, Special Operations, and training. They also sponsor IA-1-USAR. Within these disciplines, they will evaluate, plan,
implement best practice programs to mitigate hazards and evaluate long term success to improve on overall service delivery.

Police Department:
The Police Department will continue to conduct targeted traffic enforcement to increase traffic safety.

Continue use and increase number of video camera surveillance systems on City-owned property and explore options that would allow police to obtain video footage from traffic cameras not utilized by the Automated Traffic Enforcement Program.

The Police Department will also continually track progress towards increasing the solve rate of crimes.

Improve and enforce department policies and directives per the Cedar Rapids Police Department’s Strategic Plan.

Develop and implement strategies to reduce gun violence.

The Cedar Rapids Police Department obtained accreditation through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) in 2019. All accredited agencies are reviewed annually by CALEA. The Cedar Rapids Police Department will continue to meet CALEA standards to maintain the certification.

INITIATIVES

New initiative 2019

5. Replace or update outdated facilities (Bender Pool, Parks Maintenance, Twin Pines Clubhouse, Ellis Clubhouse, and Gardner Clubhouse) to create modern and sustainable facilities.
Helps city provide updated services to current and future citizens.

6. Evaluate high risk structures and target hazards for increased emergency response needs, fire prevention activities, fire protection systems and equipment per adopted codes, standards, regulations, and policies.

7. Identify, evaluate, and acquire technology, equipment, and facilities to improve infrastructure and service delivery per the Cedar Rapids Fire Department Strategic Plan.

8. Evaluate the standard of cover and current operational model
The Cedar Rapids Command Staff, along with Facilities and Maintenance Services staff, will evaluate the standard of cover and current operational model, including the City’s Master Plan, for current station locations and apparatus deployment models, given the current and anticipated incident volume and city growth. They will develop a plan to relocate and/or add stations to ensure adequate coverage for both timely first unit response and full alarm assignments.
9. Prepare a fire station assessment and relocation plan based on the current and future needs of the city, firefighter health, and facility design best practices.
New Initiative 2019

10. Acquisition of a new off-site facility that would provide space for dispatchers, evidence storage and personnel, and Crime Scene Unit.

11. Review options and most successful way to implement a new records management system.

12. Review Municipal Code sections utilized by the Police Department to determine areas of improvement.
New Initiative 2019

13. Review workload and duties associated with specialty assignments assigned to Criminal Investigation Division to determine areas of improvement and efficiency.
New Initiative 2019

14. Review digital evidence procedures and research areas of opportunity to streamline and improve Public Information Requests and requests for the County Attorney.
New Initiative 2019

15. Review diversion programs offered in all schools Cedar Rapids Police Officers are located in to ensure programs offered are beneficial to youth and the community.
New Initiative 2019. This effort will include determining if diversion programs can be offered to youth in the community when Police Officers encounter them committing simple misdemeanor crimes.

Refine existing stormwater management regulations to enhance clarity and adaptability.
Complete 2019

Obtain the Commission on Accreditation for Law Enforcement Agencies (CALEA) certification.
Complete 2019.

Prepare a workforce study as part of the redeployment reorganization of the Police Department.
Complete 2017

Acquisition and implementation of departmental body camera system.
Complete 2019
GOAL 4:
Demonstrate best practices in building construction.

All buildings in Cedar Rapids should use best practices in building construction, such as energy efficiency and on-site stormwater management. One of the most visible ways to encourage this is to develop public facilities as demonstration pieces for exemplary design and construction practices.

The city also exercises influence over private buildings in the form of building codes.

To ensure community safety and recovery, city buildings and infrastructure should be built with emergency management in mind. Existing building codes are designed to limit threat from fire, wind and other dangers. Code enforcement should continue to be a priority, in order to ensure the safety of residents.

In the aftermath of the 2008 flood, many community facilities have recently been rebuilt. As a result, there are many examples of today’s trends in best building practice. The new library, Central Fire Station, Educational Leadership and Support Center (Cedar Rapids Community School District), City Services Center, and the Ground Transportation Center are all examples of exceptional facilities. Cedar Rapids can highlight these facilities - through signage, tours, and other means - as examples of what the community would like to see replicated in the private sector.

INITIATIVES

16. Use sustainable practices for the maintenance, rehabilitation, and construction of public facilities prior to adoption of a green building program.

New public buildings should use sustainable design practices. While the city may not pursue LEED® certification, due to the cost, the principles of LEED® for Building Design and Construction can be a guide for building design. Examples of considerations for LEED® include:

- Efficient Lighting and Light Pollution Reduction
- On-Site Rainwater Management
- Bicycle Facilities
- Water Use Reduction
- Energy Efficiency and Use of Renewable Energy Sources
- Recycling Facilities
- Indoor Air Quality
- Presence of Natural Light and Quality Views

When buildings are renovated or improved, these principles apply.
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IMPLEMENTATION
IN MEMORY OF GARY KRANSE

1959 – 2014

Gary Kranse joined the City of Cedar Rapids in November 2013, as Director of Community Development and Planning. Co-workers and community members alike were immediately drawn to his positive attitude, friendly spirit, and generous nature.

A visionary and people-person, Gary dove whole-heartedly into spearheading the development of the city’s new Comprehensive Plan – EnvisionCR. We owe much to his passion and commitment. His leadership set a precedent for strong community engagement which continues to inspire his staff to this day.

In his short time with us, Gary’s tenacity and enthusiasm quickly united departments and helped form strong ties with the surrounding community. This collaborative spirit only served to enhance the depth of EnvisionCR’s emerging themes and goals, shaped by those inspired to join the process. His leadership and foresight helped in crafting an inclusive and thoughtful plan shaped by as many participants as possible. We lost Gary far too early; his sudden passing in April of 2014 left a personal void that will be impossible to fill. But his work will continue; not in a binder on a shelf, but in a vision that can be found at the intersection of outreach and community participation. We are committed to seeing this plan used to the fullest, in all areas of City planning and development.

It is fitting that we open the next chapter of this plan – the implementation – with words we heard spoken by Gary many times.

Let’s pound it out.
"The plan should be viewed as a dynamic changing document that is used actively by the city."

- Jennifer Pratt, Director of Community Development and Planning
DiscoverCR lays the conditions for future change in the community, forecasting a possible growth of 30,000 people between 2015 and 2035 to achieve a population over 160,000. This increase represents a demand for new housing and services within the city and on its fringe, more commercial services, and new jobs. In front of this growth are the city’s Guiding Principles, which lay the groundwork of decision-making for the coming twenty years. EnvisionCR articulates the principles into goals and initiatives organized around six Elements, including StrengthenCR, GrowCR, GreenCR, ConnectCR, InvestCR, and ProtectCR. These six elements, with their narratives and maps, are the core of EnvisionCR.

This section focuses on Initiatives for implementation. These key areas include:

• **Roles**. This section summarizes the key players involved with achieving the goals of the plan.

• **Plan Update**. This section outlines a process for maintaining the plan and evaluating the EnvisionCR’s progress in meeting its goals.

• **Goals and Initiatives**. This section summarizes the policies and actions proposed in EnvisionCR, and presents projected time frames for the implementation of these Initiatives.

**ROLES**

Responsibilities for the roles of decision-makers and staff are grounded in planning ethics established by the American Institute of Certified Planners.

The public, decision-makers, and staff must be concerned for the short- and long-range consequences of present actions on the public. EnvisionCR promotes excellence of design, while preserving the integrity of the natural and built environment.

**Responsibilities: Elected/Appointed Officials**

Decision-makers, along with staff, must be conscious of the rights of others. Decisions should expand choices and opportunities for all persons, including the disadvantaged, and promote racial and economic integration. Officials include the City Council and City Boards and Commissions.

**Responsibilities: City Staff**

City staff should continue to seek meaningful input from the public on the development of plans and programs. EnvisionCR is rooted in a public engagement process, and thereby the goals and initiatives represent the aspirations of the community. Recommendations from staff to decision-makers should provide accurate information on planning issues to all affected persons and to governmental decision makers.

**Plan Evaluation and Review**

The city should perform an evaluation and review of the Initiatives and at least two Elements of EnvisionCR annually. The review group should consist of department managers who will obtain feedback from a variety of sources including the City Planning Commission and other appropriate organizations.

Staff will also obtain input from youth. Youth can help Cedar Rapids to understand and respond to the needs and wants of the next generation. Through this input process, the city can:

• Provide students with a voice in city matters

• Provide students with the opportunity to see how cities prioritize and carry out projects

• Gain input on the needs of youth

City staff will provide City Council with proposed updates identified through the evaluation process. This updated information can then be utilized during the city’s planning and budgeting process as described in the Plan Update section.

**PLAN UPDATE**

The scope of EnvisionCR is both ambitious and long-term. Each of the many actions and policies described in the plan can contribute to the betterment of the city. Yet, presenting a twenty-year development program at one time can appear daunting. So, the evaluation and review process, described in the previous section, will be done annually. This will provide flexibility to account for changing conditions.

Cedar Rapids should use the plan to define policies, actions, and capital investments for the upcoming year. This effort should be coordinated with Cedar Rapids’ existing capital improvement planning and budgeting process, although many of the plan’s recommendations are not capital items. This annual process should be completed before the beginning of each budget year.

**GOALS AND INITIATIVES**

The tables following in this chapter present a concise summary of the Goals and Initiatives of EnvisionCR. The Goals and Initiatives in Tables 1 - 6 are organized according to their Element.

**Type**

These Initiatives include various types of efforts:

• **Policy**, which indicate administrative or regulatory actions that support implementation of the plan.

• **Action**, which include specific efforts by the city.

• **Capital**, which include projects that require city funding.
Schedule
A schedule for implementing the Initiatives is shown in the tables. This schedule indicates when the Initiative would begin and is advisory in nature. Updating of the schedule will be part of the Plan Evaluation and Review process. Projects indicated within the first year are policy/action/capital considered to be high priority Initiatives and can be catalysts for other Initiatives.

Lead
Lead represents the leader for the Initiative, which is the city but may include coordination with public, private, or non-profit entities. Other city departments that may contribute to accomplishing these Initiatives are listed here as Partners.

References
References direct the user of this plan to review pages in this plan.

TABLE 1: Plan Evaluation and Review Schedule

<table>
<thead>
<tr>
<th>Section</th>
<th>4-Year Strategic Program</th>
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<tbody>
<tr>
<td></td>
<td>2016</td>
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<tr>
<td>DiscoverCR (Population Change)</td>
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<tr>
<td>StrengthenCR</td>
<td>Update</td>
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<tr>
<td>InvestCR</td>
<td>Update</td>
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<tr>
<td>GrowCR</td>
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<td>ConnectCR</td>
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<td>GreenCR</td>
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<td>ProtectCR</td>
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AMENDING THE PLAN
To keep EnvisionCR up to date it will be necessary to make amendments to the plan. However, as the foundational document that guides development, most amendments to EnvisionCR should happen annually and through a comprehensive effort to address changes to the community overtime.

- **Future Land Use Map Amendments.** The Future Land Use Map plays a key role in guiding the recommendations and decisions of the City Planning Commission, Board of Adjustment and the City Council. Amendments to the Future Land Use Map may be necessary to accommodate new development which meets the goals of the city but are not permitted by the adopted Future Land Use Map. Amendments should be carefully considered by the City Planning Commission and the City Council and should be based on findings that they support the Guiding Principles and Goals of EnvisionCR. The process to amend the Future Land Use Map is described in the city’s Zoning Ordinance but should generally involve review by City Planning Commission and then a hearing and resolution by City Council.

Public notification should be provided in a manner similar to rezoning applications. Amendments may be initiated by the city as a result of planning initiatives or a review of current development patterns. Amendments to the Future Land Use Map may also be required as part of proposed development.

- **Amendments to Initiatives.** Amendments to the Initiatives table shall be made by resolution of City Council after review and recommendation by the City Planning Commission as part of the Annual Evaluation Process.

- **Text Amendments.** Project-specific text amendments, such as proposed changes to the Guiding Principles, Goals, Elements and Land Use Typology Areas, are discouraged unless done as part of a comprehensive review process.

- **Other Plan Amendments.** Map and text amendments to EnvisionCR may be necessary as part of a city-led planning effort, such as the Neighborhood Action Plans, Master Greenway Plan, Transportation Plan and Comprehensive Trails Plan. If amendments to EnvisionCR are necessary, they shall happen concurrently with the adoption of the plan or plan update.

- **Administrative Changes.** Changes to the document to fix typos or update hyperlinks should be documented and changed administratively by staff but do not require action by City Council.
## StrengthenCR Goals & Initiatives - December 3, 2019 Update

<table>
<thead>
<tr>
<th>STRENGTHENCr</th>
<th>Schedule</th>
<th>Lead</th>
<th>Status</th>
<th>Comments</th>
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<tbody>
<tr>
<td><strong>Support existing and new neighborhood associations through the development of Neighborhood Action Plans.</strong></td>
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<tr>
<td>1. Work with existing and new neighborhood associations to develop Neighborhood Action Plans.</td>
<td>2-3 Years</td>
<td>Lead: Community Development</td>
<td>Started</td>
<td>College District Action Plan adopted Fall 2018</td>
</tr>
<tr>
<td><strong>Improve the quality and identity of neighborhoods and key corridors.</strong></td>
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<tr>
<td>2. Identify a master developer and create a plan for the development of First &amp; First West. Previously: Development of the City-owned vacant land at First &amp; First West.</td>
<td>Within 1 Year</td>
<td>Lead: Community Development</td>
<td>Started</td>
<td>Community Development plans to gather public input, then release an RFP for planning and site development of First &amp; First West. Anticipate selecting a developer in 2020.</td>
</tr>
<tr>
<td>3. Modify Chapter 31 (Subdivisions) of the city’s municipal code to ensure consistency with EnvisionCR and the city’s Complete Streets Policy. Also, explore the adoption of conservation subdivision regulations.</td>
<td>2-3 Years</td>
<td>Lead: Community Development, Development Services Partners: Public Works</td>
<td>On-schedule</td>
<td>In progress, with adoption expected in late 2019 or early 2020.</td>
</tr>
<tr>
<td>4. Create a green building program that facilitates projects that incorporate green building and low-impact development features.</td>
<td>4-5 Years</td>
<td>Lead: Community Development Partners: Public Works, Building Services</td>
<td>On-schedule</td>
<td>ReZone Cedar Rapids addresses some elements of green building, such as alternative energy. This will be further explored as part of iGreenCR, the municipal sustainability plan.</td>
</tr>
<tr>
<td>5. Develop and adopt a Public Art Master Plan to outline goals and guide decision making for City-supported art.</td>
<td>2-3 Years</td>
<td>Lead: Community Development</td>
<td>On-schedule</td>
<td>New Initiative 2019</td>
</tr>
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</table>
### StrengthenCR Goals & Initiatives - December 3, 2019 Update

<table>
<thead>
<tr>
<th>STRENGTHENCR</th>
<th>Schedule</th>
<th>Lead</th>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Adopt policies that create choices in housing types and prices throughout the city.</strong>&lt;br&gt;6. Analyze the zoning and subdivision codes to ensure consistency with federal and state fair housing laws. The analysis will examine:&lt;br&gt;1. The definition of “Family” to ensure consistency with state and federal fair housing laws&lt;br&gt;2. Policies and procedures for persons with disabilities to request reasonable accommodation from land use and zoning requirements, when those requirements are a barrier to equal housing access&lt;br&gt;3. Any other policies that are inconsistent with state and federal fair housing laws</td>
<td>Within 1 Year</td>
<td>Lead: Community Development&lt;br&gt;Partners: Civil Rights</td>
<td>Started</td>
<td>Definition of “family” removed from zoning code, as part of ReZone Cedar Rapids, following state code. Update to zoning code also allows for group/family homes in more zone districts.</td>
</tr>
<tr>
<td><strong>Create a city that is affordable and accessible to all members of the community.</strong>&lt;br&gt;7. Develop strategies to address housing needs, as identified in the Housing Needs Assessment, that leverage resources, including City-owned land.</td>
<td>Within 1 Year</td>
<td>Lead: Community Development</td>
<td>Started</td>
<td>New Initiative 2019</td>
</tr>
<tr>
<td>8. Assess barriers to the development of accessible housing.</td>
<td>Within 1 Year</td>
<td>Lead: Community Development</td>
<td>Started</td>
<td>New Initiative 2019</td>
</tr>
<tr>
<td><strong>Completed and Replaced Initiatives.</strong>&lt;br&gt;Comprehensive update to Chapter 32 (Zoning) of the city’s municipal code to ensure consistency with EnvisionCR. As part of this update explore modifications to design, parking, use standards, and methods to address light pollution, and development regulations within the Environmental Conservation Overlay. Also, explore the promotion of mixed-use developments, the allowance of density bonuses for affordable housing, second units, and joint live/work units in certain zoning districts. This update will also include an analysis and update of the city’s zoning map to ensure consistency with the Future Land Use Map.</td>
<td>Within 1 Year</td>
<td>Lead: Community Development&lt;br&gt;Development Services Partners: Utilities, Parks &amp; Rec, Public Works</td>
<td>Complete</td>
<td>Updated Chapter 32 was adopted in Fall 2018 and went into effect January 1, 2019.</td>
</tr>
<tr>
<td>Amend the requirements for urban agricultural to allow for more flexibility, such as gardens in the right-of-way and front yards; allow beekeeping in certain zoning districts.</td>
<td>Within 1 Year</td>
<td>Lead: Community Development</td>
<td>Complete</td>
<td>ReZone Cedar Rapids updated requirements for urban agriculture and allows beekeeping as a special use.</td>
</tr>
<tr>
<td>Identify resources to create housing programs, such as an infill single-family new construction program and targeted neighborhood rehabilitation, to support a range of housing types and price points.</td>
<td>2-3 Years</td>
<td>Lead: Community Development</td>
<td>Completed</td>
<td>The Neighborhood Finance Corporation opened its Cedar Rapids branch in 2018. Efforts to identify additional resources are ongoing.</td>
</tr>
<tr>
<td>GrowCR Goals &amp; Initiatives - December 3, 2019 Update</td>
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<td><strong>Encourage mixed-use and infill development.</strong></td>
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<tr>
<td>1. Develop a strategy to encourage small-scale infill development on vacant City-owned properties.</td>
<td>Within 1 Year</td>
<td>Lead: Community Development</td>
<td>Started</td>
<td>New Initiative 2019. Pilot Program for lots on Ellis Boulevard.</td>
</tr>
<tr>
<td><strong>Manage growth and development to balance costs and serviceability to neighborhoods.</strong></td>
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<tr>
<td>2. Develop a strategy to preserve conservation areas identified in the Future Land Use Map following annexation.</td>
<td>2-3 Years</td>
<td>Lead: Community Development Partners: Utilities, Public Works, Parks &amp; Recreation</td>
<td>On-schedule</td>
<td>Currently updating annexation agreement with Palo.</td>
</tr>
<tr>
<td>Previously: Coordinate with adjacent jurisdictions to preserve conservation areas identified in the Highway 100 Plan and Work with adjacent jurisdictions to identify conservation areas in future growth areas.</td>
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<tr>
<td>4. Enhance and expand the Capital Improvement Projects Development and Management Handbook and include a publicly available digital copy of this on the Department’s website.</td>
<td>Within 1 Year</td>
<td>Lead: Public Works</td>
<td>Started</td>
<td>None at this time.</td>
</tr>
<tr>
<td><strong>Connect growing areas to existing neighborhoods.</strong></td>
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<tr>
<td>All initiatives completed or ongoing.</td>
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<tr>
<td><strong>Communicate and collaborate with regional partners.</strong></td>
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<tr>
<td>5. Develop annexation guidelines that incorporate infrastructure and service issues and costs, geographic features, environmental and other land use constraints, and market needs.</td>
<td>2-3 Years</td>
<td>Lead: Community Development Partners: Development Services, Public Works, Utilities</td>
<td>On-schedule</td>
<td>The Strategic Growth Plan and Serviceability Tier Analysis will inform this effort.</td>
</tr>
<tr>
<td>Previously: Develop an annexation plan that incorporates infrastructure and service issues and costs, geographic features, environmental and other land use constraints, and market needs.</td>
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<tr>
<td>6. Update annexation agreements with adjacent communities.</td>
<td>2-3 Years</td>
<td>Lead: Community Development Partners: Development Services, Public Works, Utilities</td>
<td>On-schedule</td>
<td>New Initiative 2019</td>
</tr>
</tbody>
</table>
**Completed and Replaced Initiatives**

| Analyze regulatory barriers to mixed-use and infill development, and amend the municipal code to remove barriers and incorporate regulatory incentives as part of the comprehensive update to the zoning code. | Within 1 Year | Lead: Community Development | Complete | The updated zoning code encourages mixed-use development by replacing "commercial" districts with "mixed use" districts that allow a variety of uses. The zoning code update also added "traditional" zone districts with smaller lot sizes in existing neighborhoods to create conforming lots for ease of infill redevelopment. |
| Work with adjacent jurisdictions to identify conservation areas in future growth areas. | 2-3 Years | Lead: Community Development Partners: Parks & Recreation | Combined with Initiative #2 | |
| Identify ways to promote connectivity and accessibility as part of the comprehensive update to the zoning code. | Within 1 Year | Lead: Community Development | Complete | Updated zoning code incorporates connectivity index and maximum block size to promote connectivity of new development with existing neighborhoods. |
| Determine the best way to address SET Task Force recommendations and proposals; second phase of SET Task Force. | Within 1 Year | Lead: Community Development | Complete | City Council Priority in 2018. The Greater Cedar Rapids Foundation formed a committee to address SET Task Force recommendation that includes the City, along with other partners. |
| Continue to support regional planning efforts through coordination with school districts, other local jurisdictions, and the Corridor Metropolitan Planning Organization (MPO). | Within 1 Year | Lead: Community Development Partners: Public Works, Utilities, Parks & Recreation, City Manager's Office | Ongoing | |
**Green Goals & Initiatives - December 3, 2019 Update**

**GREENCR**

<table>
<thead>
<tr>
<th>Schedule</th>
<th>Lead</th>
<th>Status</th>
<th>Comments</th>
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</thead>
<tbody>
<tr>
<td><strong>Be stewards for the environment, promoting economic and social growth while restoring the relationship between the city and the natural environment.</strong></td>
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</tr>
<tr>
<td>1.</td>
<td>Coordinate with adjacent jurisdictions to identify environmentally sensitive areas in need of protection such as wetlands, habitats, and other areas of biological diversity for inclusion in the Environmental Conservation Overlay.</td>
<td>2-3 Years</td>
<td>Lead: Community Development Partners: Parks &amp; Recreation, Utilities, Public Works</td>
</tr>
<tr>
<td>2.</td>
<td>Create a green streets policy that encourages future development and repairs to improve the permeability of the paving system and/or buffering of run-off, as well as a stormwater best management practices cost-share program that elicits community involvement, and thereby advancing &quot;green infrastructure&quot;.</td>
<td>2-3 Years</td>
<td>Lead: Community Development Partners: Public Works</td>
</tr>
<tr>
<td>3.</td>
<td>Create a municipal sustainability plan by director-level Sustainability Integration Committee (SIC), informed by completion of STAR Communities.</td>
<td>Within 1 Year</td>
<td>Lead: Utilities</td>
</tr>
<tr>
<td>4.</td>
<td>Expand sustainability practices with iGreenCR and recognize sustainability leaders across the community.</td>
<td>Within 1 Year</td>
<td>Lead: Utilities</td>
</tr>
<tr>
<td>5.</td>
<td>Build customer capacity to respond to drought conditions, which may include a rebate program, educational campaign, water conservation, and future updates to the municipal code as part of the green building program.</td>
<td>2-3 Years</td>
<td>Lead: Utilities Partners: Building Services, Facilities, Community Development</td>
</tr>
<tr>
<td>6.</td>
<td>Develop a strategy to replace removed ash trees in City parks and ROW.</td>
<td>2-3 Years</td>
<td>Lead: Parks and Recreation</td>
</tr>
<tr>
<td><strong>Have the best parks, recreation, and trails system in the region.</strong></td>
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<tr>
<td>7.</td>
<td>Continue to update the greenway plan and identify external funding opportunities for construction of the enhanced greenway system.</td>
<td>Within 1 Year</td>
<td>Lead: Parks and Recreation</td>
</tr>
<tr>
<td>8.</td>
<td>Update Parks and Recreation Master Plan to include a needs analysis, gap analysis, evaluation of existing facilities and programs, asset management strategies, and implementation actions.</td>
<td>Beyond 5 Years</td>
<td>Lead: Parks and Recreation</td>
</tr>
<tr>
<td>9.</td>
<td>Develop Site Master Plans, prior to making improvements, for each of the following signature parks: Bever Park and Jones Park</td>
<td>As Needed</td>
<td>Lead: Parks and Recreation</td>
</tr>
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<td>GREENCR Goals &amp; Initiatives - December 3, 2019 Update</td>
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<tr>
<td><strong>10.</strong> Convert select areas of park turfgrass to native prairie or woodland plantings to create wildlife habitat and reduce long-term maintenance costs.</td>
<td><strong>Schedule</strong></td>
<td><strong>Lead</strong></td>
<td><strong>Status</strong></td>
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<td></td>
<td>2-3 Years</td>
<td>Lead: Parks and Recreation</td>
<td>Started</td>
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<tr>
<td><strong>11.</strong> Develop a land acquisition strategy for new parks and expansion of existing parks.</td>
<td><strong>Schedule</strong></td>
<td><strong>Lead</strong></td>
<td><strong>Status</strong></td>
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<tr>
<td></td>
<td>4-5 Years</td>
<td>Lead: Parks and Recreation Partners: Public Works, Utilities, Community Development</td>
<td>On-schedule</td>
</tr>
<tr>
<td><strong>12.</strong> Identify ways to incorporate parks and open space into new subdivisions as part of the update to the subdivision code.</td>
<td><strong>Schedule</strong></td>
<td><strong>Lead</strong></td>
<td><strong>Status</strong></td>
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<td>2-3 Years</td>
<td>Lead: Community Development</td>
<td>On-schedule</td>
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<tr>
<td><strong>13.</strong> Finalize design plans for the Smokestack Bridge and land-based improvements to Cedar Lake</td>
<td><strong>Schedule</strong></td>
<td><strong>Lead</strong></td>
<td><strong>Status</strong></td>
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<td></td>
<td>Within 1 Year</td>
<td>Leads: Community Development, Public Works, Parks &amp; Recreation</td>
<td>Started</td>
</tr>
<tr>
<td><strong>Lead in energy conservation and innovation.</strong></td>
<td><strong>Schedule</strong></td>
<td><strong>Lead</strong></td>
<td><strong>Status</strong></td>
</tr>
<tr>
<td><strong>14.</strong> Prepare the iGreen CR Action Plan, a municipal sustainability plan, that builds off of the Energy Management Plan and addresses emissions from land use, transportation, street lights, water consumption, waste generation, and building energy:</td>
<td>2-3 Years</td>
<td>Lead: Utilities Partner: Public Works, Community Development</td>
<td>On-schedule</td>
</tr>
<tr>
<td>1. Develop municipal greenhouse gas emissions inventory</td>
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<td>2. Identify a greenhouse gas emissions reduction target</td>
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<td>3. Identify measures for reducing emissions to reach the identified target and outline an approach for implementation and financing</td>
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<tr>
<td><strong>15.</strong> Prepare a community-wide Climate Action Plan that builds on the Energy Management Plan and addresses emissions from land use, transportation, street lights, water consumption, waste generation, and building energy.</td>
<td>4-5 Years</td>
<td>Lead: Utilities</td>
<td>On-Schedule</td>
</tr>
<tr>
<td><strong>Completed and Replaced Initiatives.</strong></td>
<td><strong>Schedule</strong></td>
<td><strong>Lead</strong></td>
<td><strong>Status</strong></td>
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<tr>
<td>Explore the development of a water conservation ordinance.</td>
<td>2-3 Years</td>
<td>Lead: Utilities Partners: Community Development</td>
<td>On-schedule</td>
</tr>
<tr>
<td>Track progress in identifying a funding strategy, ensuring CIP includes maintenance costs, and ensure coordination between CIP projects related to the Cedar Rapids Comprehensive Trails Plan.</td>
<td>Within 1 Year</td>
<td>Lead: Public Works Partners: Parks and Recreation, Community Development</td>
<td>Ongoing</td>
</tr>
<tr>
<td>CONNECTCR Goals &amp; Initiatives - December 3, 2019 Update</td>
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<tr>
<td><strong>Provide choices for all transportation users: inter- and intra-city.</strong></td>
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<thead>
<tr>
<th></th>
<th>Schedule</th>
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<th>Status</th>
<th>Comments</th>
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<tbody>
<tr>
<td>1.</td>
<td>2-3 Years</td>
<td>Lead: Public Works Partners: Community Development, Parks &amp; Recreation</td>
<td>Started</td>
<td>In Fall 2019, the process to update the Comprehensive Trails Plan began, as part of the larger Comprehensive Transportation Plan.</td>
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<td>2.</td>
<td>Within 1 Year</td>
<td>Lead: Public Works Partners: Community Development</td>
<td>Started</td>
<td>The Pedestrian Master Plan for the City will drive sidewalk capital improvement priorities. It is nearly complete and adoption is expected late 2019 or early 2020.</td>
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<tr>
<td>Build a complete network of connected streets.</td>
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<th>Schedule</th>
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<tbody>
<tr>
<td>3.</td>
<td>Beyond 5 Years</td>
<td>Lead: Public Works Partners: Utilities</td>
<td>Started</td>
<td>The Environmental Assessment for Tower Terrace Road is complete. Construction for the section between C Avenue NE and Alburnett Road is currently scheduled for construction in 2020-2021. The City is on track to participate in the construction of a new I-380 interchange at Tower Terrace Road, with plans to bid project in July 2021. City staff participated in the creation of a Corridor Management Plan for Tower Terrace Road, which is now complete.</td>
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<tr>
<td>4.</td>
<td>2-3 Years</td>
<td>Lead: Development Services Partners: Public Works, Community Development</td>
<td>Started</td>
<td>Anticipated adoption in late 2019 or early 2020.</td>
</tr>
</tbody>
</table>
## ConnectCR Goals & Initiatives - December 3, 2019 Update

### CONNECTCR

<table>
<thead>
<tr>
<th>Number</th>
<th>Goal Description</th>
<th>Schedule</th>
<th>Lead</th>
<th>Status</th>
<th>Comments</th>
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<tbody>
<tr>
<td>5.</td>
<td>Develop Corridor Action Plans based on coordination with City initiatives such as road improvements or utility projects, economic development and housing development, or other planning activities like a Neighborhood or Area Action Plan.</td>
<td>2-3 Years</td>
<td>Lead: Community Development Partners: Public Works, Utilities, Parks &amp; Recreation</td>
<td>On-schedule</td>
<td>Community Development began working on the 6th Street SW Corridor Action Plan in Summer 2019.</td>
</tr>
<tr>
<td>6.</td>
<td>Implement Wayfinding Program.</td>
<td>2-3 Years</td>
<td>Lead: Public Works</td>
<td>Started</td>
<td>Wayfinding signage has been installed in the MedQ. Signage is planned for Czech Village, NewBo, and Downtown. The Corridor MPO is also implementing system-wide trails wayfinding.</td>
</tr>
</tbody>
</table>

### Support the development of an effective, regional, multi-modal transportation system.

<table>
<thead>
<tr>
<th>Number</th>
<th>Goal Description</th>
<th>Schedule</th>
<th>Lead</th>
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<th>Comments</th>
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<tbody>
<tr>
<td>8.</td>
<td>Adopt the Corridor MPO Long Range Transportation Plan.</td>
<td>2-3 Years</td>
<td>Lead: Public Works Partners: Community Development</td>
<td>On-schedule</td>
<td>Finalization of the 2045 Long Range Transportation Plan is expected by July 2020.</td>
</tr>
<tr>
<td>9.</td>
<td>Develop the city’s Comprehensive Transportation Plan consistent with the goals of the Corridor MPO’s Long Range Transportation Plan.</td>
<td>2-3 Years</td>
<td>Lead: Community Development Partners: Public Works, CR Transit, Utilities</td>
<td>Started</td>
<td>Development of the Comprehensive Transportation Plan began in Fall 2019, with elements to include the Trails Master Plan, Pedestrian Master Plan, Transit Plan, etc.</td>
</tr>
<tr>
<td>10.</td>
<td>Develop an asset management policy and procedure that clarifies the accountability for the management of each of the assets under the stewardship of Public Works.</td>
<td>2-3 Years</td>
<td>Lead: Public Works Partners: City Manager's Office</td>
<td>On-schedule</td>
<td>The effort to develop an asset management policy and procedure is underway and will be a large focus for the upcoming years.</td>
</tr>
<tr>
<td>Completed and Replaced Initiatives.</td>
<td>Schedule</td>
<td>Lead</td>
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<td>Comments</td>
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<tr>
<td>Continue to evaluate transit ridership and serviceability to identify opportunities for improvement.</td>
<td>Within 1 Year</td>
<td>Lead: CR Transit Partners: Community Development</td>
<td>Ongoing</td>
<td>Transit routes are evaluated and updated on an ongoing basis. Route and schedule changes were most recently implemented in August 2019.</td>
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<tr>
<td>Investigate the creation of a regional transit authority.</td>
<td>Within 1 Year</td>
<td>Lead: CR Transit Partners: Community Development</td>
<td>Complete</td>
<td>The Corridor MPO completed a study evaluating the creation of a regional transit authority.</td>
<td></td>
</tr>
<tr>
<td>Prepare functional improvements for intersections and corridors experiencing low level of service, high crashes, and poor access across all modes.</td>
<td>Within 1 Year</td>
<td>Lead: Public Works Partners: Utilities, Police</td>
<td>Ongoing</td>
<td>Ongoing activity, moved to text</td>
<td></td>
</tr>
<tr>
<td>Continue to support the Highway 100 Project.</td>
<td>Within 1 Year</td>
<td>Lead: Public Works Partners: Utilities, Community Development</td>
<td>Complete</td>
<td>City staff coordinated with the Iowa DOT on the construction of the Iowa Highway 100 extension. The paving of the southern portion of this project is complete. City staff improved E Avenue from just east of the Highway 100 interchange to Stoney Point Road in Spring 2018.</td>
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</tr>
<tr>
<td>Prepare a one-way to two-way street conversion plan including implementation schedule.</td>
<td>Within 1 Year</td>
<td>Lead: Public Works Partners: Community Development, Police</td>
<td>Complete</td>
<td>The two-way conversion of 3rd Ave will be complete by the end of the 2019 construction season, completing the planned conversions downtown.</td>
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</tr>
<tr>
<td>Identify and track Complete Streets elements incorporated into City utility and infrastructure projects.</td>
<td>Within 1 Year</td>
<td>Lead: Public Works Partners: Community Development, Utilities</td>
<td>Complete</td>
<td>Public Works tracks all complete streets elements, including sidewalks, bike lanes, and ramps. Complete Streets improvements are considered during the development of all roadway projects.</td>
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</tr>
<tr>
<td>Sign and mark streets for bicyclists per the Complete Streets Policy.</td>
<td>Within 1 Year</td>
<td>Lead: Public Works</td>
<td>Ongoing</td>
<td>Included as part of Paving for Progress and other CIP Projects.</td>
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<tr>
<td>Retrofit high priority corridors with sidewalks and pedestrian amenities ensuring ADA compliance.</td>
<td>Within 1 Year</td>
<td>Lead: Public Works</td>
<td>Ongoing</td>
<td>The Department of Justice closed the settlement agreement filed with the City in 2019. Efforts to retrofit curb ramps to meet ADA compliance standards are ongoing.</td>
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### InvestCR Goals & Initiatives - December 3, 2019 Update

**INVESTCR**

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<tr>
<th>Schedule</th>
<th>Lead</th>
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<th>Comments</th>
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</table>
| Expand economic development efforts to support business and workforce growth, market Cedar Rapids, and engage regional partners.  
All initiatives complete or ongoing | 1. Promote workforce development through city economic development programs and a variety of initiatives focused on enhancing quality of life to attract and retain a skilled workforce.  
Within 1 year  
Lead: City Manager's Office Partners: Community Development  
Started |  | Continue to develop workforce housing through targeted economic development incentive programs.  
Recruit new development types for retail, housing, and amenities.  
Lead and create strategic plan for immigrant workforce through Gateways for Growth initiative.  
Hire Workforce Development Specialist to focus on assisting employers with workforce challenges particularly related to middle skills.  
Work with Advancing Opportunities Coalition to help low-skill workers gain meaningful employment. |
| Reinvest in the city’s business corridors and districts. | 2. Promote southwest industrial/airport development.  
2-3 Years  
Lead: City Manager’s Office Partners: Eastern Iowa Airport, Community Development  
Started |  | Working with internal City technical experts, Airport Administration, and the Cedar Rapids Regional Joint Venture staff on marketing and business attraction for the Airport Super Park and Big Cedar Industrial Park.  
Continue to promote core area targeted economic development initiatives.  
Continue to promote facade improvement grants to local businesses.  
Continue to promote CR RLF and MICRO Programs to small businesses in the core. |
| 3. Promote core districts through façade program and other improvements.  
Within 1 Year  
Lead: City Manager’s Office Partners: Community Development  
Started |  |  |  |

**Grow a sustainable, diverse economy by supporting existing businesses, fostering entrepreneurship, and targeting industry-specific growth.**  
All initiatives complete or ongoing
## Completed and Replaced Initiatives

<p>| Help develop short-term job opportunities for homeless (with Manpower, Willis Dady, Mission of Hope, etc.) | Within 1 Year | Lead: City Manager’s Office | Complete | City Council priority in 2018. In Spring 2019, the City partnered with Willis Dady Homeless Shelter to create the Downtown Ambassador Pilot Program, which employs formerly homeless individuals to patrol public gathering spaces downtown and provide positive engagement on rules and resources. |
| Develop a retail and services recruitment strategy. | Within 1 Year | Lead: City Manager’s Office | Complete | Economic Development has an active retail attraction program, which works to recruit retailers and provides retail assessment on demand. Implementation is ongoing. |
| Promote the city’s unused fiber optic capacity to attract technology companies. | 4-5 Years | Lead: City Manager’s Office Partners: Community Development, IT | Ongoing | Economic Development and/or IT staff coordinate meetings with entrepreneurs, competitive local exchange carriers, data local exchange carriers, and Internet Service Providers (ISPs) to leverage broadband network resources. |
| Create a business expansion and retention program. | 2-3 Years | Lead: City Manager’s Office | Complete | Created business retention survey tool. Through this survey, staff meets with an average of 70-90 existing businesses per year to help with retention issues and state and city incentives. |
| Create an economic development brand (marketing and communications). | Within 1 Year | Lead: City Manager’s Office | Complete | City Economic Development web portal launched in April 2017. This site provides information to businesses looking to locate in Cedar Rapids, including potential sites, economic information, and available incentives. |</p>
<table>
<thead>
<tr>
<th>Completed and Replaced Initiatives</th>
<th>Schedule</th>
<th>Lead</th>
<th>Status</th>
<th>Comments</th>
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<tbody>
<tr>
<td>Develop and implement a citywide Wi-Fi network to support entrepreneurship, job skills, educational opportunities, and innovation.</td>
<td>Beyond 5 Years</td>
<td>Lead: IT</td>
<td>Removed</td>
<td>Phase 1 (downtown) completed. Expansion is not planned. City provides funding to many entrepreneurship organizations, such as NewBo Co, EDC, Cedar Rapids Entrepreneurial Program, and Homebase Iowa. The City receives annual performance reports from all organizations to which funding is provided.</td>
</tr>
<tr>
<td>Build on the excitement of the Iowa Accelerator and NewBo Co. to create jobs and leverage innovation, arts, culture, and the spirit of entrepreneurism.</td>
<td>Within 1 Year</td>
<td>Lead: City Manager's Office</td>
<td>Complete</td>
<td>ICRC Iowa serves as the regional economic development organization for the Iowa City-Cedar Rapids metro area, conducting marketing, talent and business attraction, and diversity and inclusion initiatives. Similarly, the ECICOG implements a CEDs planning process through the U.S. Department of Commerce, Economic Development Administration Funding.</td>
</tr>
<tr>
<td>Form a regional alliance for marketing efforts.</td>
<td>2-3 Years</td>
<td>Lead: City Manager's Office</td>
<td>Complete</td>
<td>First meeting of City Manager's Business Advisory Committee was in 2017. This group meets quarterly and includes members representing both large and small employers.</td>
</tr>
<tr>
<td>Create a business advisory board.</td>
<td>2-3 Years</td>
<td>Lead: City Manager's Office</td>
<td>Complete</td>
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<tr>
<td>Protect CR Goals &amp; Initiatives - DECEMBER 3, 2019</td>
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<td><strong>PROTECTCR</strong></td>
<td>Schedule</td>
<td>Lead</td>
<td>Status</td>
<td>Comments</td>
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<tr>
<td>Protect Cedar Rapids from flooding and other hazards.</td>
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<tr>
<td><strong>1.</strong> Determine a funding strategy to complete the Flood Control System, as quickly as possible, including Federal funding, City debt capacity, and County support.</td>
<td>Within 1 Year</td>
<td>Lead: City Manager’s Office and Public Works</td>
<td>Started</td>
<td>City Council priority.</td>
</tr>
<tr>
<td><strong>2.</strong> Amend the Future Land Use Map to reflect planned land use based on the adopted flood control alignment.</td>
<td>Within 1 Year</td>
<td>Lead: Community Development Partners: Development Services</td>
<td>Started</td>
<td>None at this time.</td>
</tr>
<tr>
<td><strong>3.</strong> Review the potential for regional flooding and water quality improvements and work with partners in planning and implementation. Previously: Prepare Watershed Management Plans that provide improved aquatic habitats, recreational opportunities, increased public access to natural resources, while maintaining necessary levels of flood control through coordination with appropriate stakeholders, including state and federal agencies, and other local jurisdictions.</td>
<td>2-3 Years</td>
<td>Lead: Public Works Partners: Utilities, Parks &amp; Recreation</td>
<td>Started</td>
<td>The City is an active member of multiple Watershed Management Authorities and participates in their planning processes.</td>
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<td>Maintain and provide quality services to the community.</td>
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<tr>
<td><strong>4.</strong> Achieve American Public Works Association Accreditation</td>
<td>2-3 Years</td>
<td>Lead: Public Works</td>
<td>Started</td>
<td>New Initiative 2019</td>
</tr>
<tr>
<td><strong>5.</strong> Replace or update outdated facilities (Ambroz Recreation Center, Bender Pool, Parks Maintenance, Twin Pines Clubhouse, Ellis Clubhouse, and Gardner Clubhouse) to create modern and sustainable facilities.</td>
<td>4-5 Years</td>
<td>Lead: Parks &amp; Recreation</td>
<td>Started</td>
<td>NW Rec Center (opened 8/25/16) replaces Time Check and Ambroz recreation centers. Updates to Bender Pool have recently been completed to ensure ADA compliance.</td>
</tr>
<tr>
<td><strong>6.</strong> Evaluate high risk structures and target hazards for increased emergency response needs, fire prevention activities, fire protection systems and equipment per adopted codes, standards, regulations, and policies per the Cedar Rapids Fire Department Strategic Plan.</td>
<td>Within 1 Year</td>
<td>Lead: Fire</td>
<td>Started</td>
<td>Evaluations began in 2018, with the first round of evaluation expected to be complete in 2022. Approximately 1000 structures are evaluated each year.</td>
</tr>
<tr>
<td><strong>7.</strong> Identify, evaluate, and acquire technology, equipment, and facilities to improve infrastructure and service delivery per the Fire Department Strategic Plan.</td>
<td>Within 1 Year</td>
<td>Lead: Fire</td>
<td>Started</td>
<td>Have completed the identification and majority of evaluation of technology, equipment, and facilities. Four of the five identified actions have been completed, with the last expected to be completed in 2020.</td>
</tr>
<tr>
<td><strong>8.</strong> Identify, evaluate, and acquire technology, equipment, and facilities to improve infrastructure and service delivery per the Fire Department Strategic Plan.</td>
<td>2-3 Years</td>
<td>Lead: Fire</td>
<td>On-schedule</td>
<td>Standard of cover evaluation was completed in 2018. Currently working on evaluating standard of cover for anticipated growth and potential station movement.</td>
</tr>
<tr>
<td>ProtectCR Goals &amp; Initiatives - DECEMBER 3, 2019 UPDATE</td>
<td>Schedule</td>
<td>Lead</td>
<td>Status</td>
<td>Comments</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td>----------</td>
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<td>----------</td>
</tr>
<tr>
<td>Maintain and provide quality services to the community (continued)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Prepare a fire station assessment and relocation plan based on the current and future needs of the city, firefighter health, and facility design best practices.</td>
<td>Within 1 Year</td>
<td>Lead: Fire</td>
<td>On-schedule</td>
<td>New Initiative 2019</td>
</tr>
<tr>
<td>10. Acquisition of a new off-site facility that would provide space for dispatchers, evidence storage and personnel, and Crime Scene Unit. Previously: Acquisition of a long-term, off-site evidence storage facility.</td>
<td>Within 1 Year</td>
<td>Lead: Police</td>
<td>On-schedule</td>
<td>Reached an agreement with airport on a five year solution and working on a long term agreement.</td>
</tr>
<tr>
<td>11. Review options and most successful way to implement a new records management system. Previously: Setup and implementation of ILEADS records management system update and expansion.</td>
<td>2-3 Years</td>
<td>Lead: Police</td>
<td>Started</td>
<td>No updates at this time.</td>
</tr>
<tr>
<td>12. Review Municipal Code sections utilized by the Police Department to determine areas of improvement.</td>
<td>2-3 Years</td>
<td>Lead: Police</td>
<td>Started</td>
<td>New Initiative 2019</td>
</tr>
<tr>
<td>13. Review workload and duties associated with specialty assignments assigned to the Criminal Investigation Division to determine areas of improvement and efficiency.</td>
<td>Within 1 Year</td>
<td>Lead: Police</td>
<td>Started</td>
<td>New Initiative 2019</td>
</tr>
<tr>
<td>14. Review digital evidence procedures and research areas of opportunity to streamline and improve Public Information Requests and requests for the County Attorney.</td>
<td>Within 1 Year</td>
<td>Lead: Police</td>
<td>On-schedule</td>
<td>New Initiative 2019</td>
</tr>
<tr>
<td>15. Review diversion programs offered in all schools in which Cedar Rapids Police Officers are located to ensure programs offered are beneficial to youth and the community.</td>
<td>Within 1 Year</td>
<td>Lead: Police</td>
<td>Started</td>
<td>New Initiative 2019</td>
</tr>
<tr>
<td>Demonstrate best practices in building construction.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. Use sustainable practices for the maintenance, rehabilitation, and construction of public facilities prior to adoption of a green building program.</td>
<td>2-3 Years</td>
<td>Lead: City Manager's Office, Finance</td>
<td>On-schedule</td>
<td>This initiative will be addressed in iGreenCR</td>
</tr>
</tbody>
</table>
### ProtectCR Goals & Initiatives - NOVEMBER 27, 2018 UPDATE

<table>
<thead>
<tr>
<th>PROTECTCR</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Completed and Replaced Initiatives.</strong></td>
</tr>
<tr>
<td><strong>Identify and track completion of Priority One Level Cedar Rapids Mitigation Strategies from the Linn County Multi-Jurisdictional Hazard Mitigation Plan.</strong></td>
</tr>
<tr>
<td><strong>Prepare a capital improvement plan that addresses both the needs of existing core neighborhoods and the future infrastructure needs in areas where growth is planned.</strong></td>
</tr>
<tr>
<td><strong>Enhance and expand the Capital Improvement Projects Development and Management Handbook, and include a publicly accessible digital copy of this on the Department’s website.</strong></td>
</tr>
<tr>
<td><strong>Refine existing stormwater management regulations to enhance clarity and adaptability.</strong></td>
</tr>
<tr>
<td><strong>Adopt standards and practices across the department to maximize employee capabilities per the Cedar Rapids Fire Department Strategic Plan.</strong></td>
</tr>
<tr>
<td><strong>The Fire Marshal's Office oversees Fire/Arson Investigations, Fire Inspections, and Public Education. The Fire Marshal's Office will create strategies to prevent injuries, loss of property and life in the community we serve.</strong></td>
</tr>
<tr>
<td><strong>Obtain the Commission on Accreditation for Law Enforcement Agencies (CALEA) certification per the Cedar Rapids Police Department’s Strategic Plan.</strong></td>
</tr>
<tr>
<td><strong>Improve and enforce department policies and directives per the Cedar Rapids Police Department’s Strategic Plan.</strong></td>
</tr>
<tr>
<td><strong>Prepare a workforce study as a part of redeployment reorganization of the Police Department.</strong></td>
</tr>
<tr>
<td><strong>Acquisition and implementation of departmental body camera system.</strong></td>
</tr>
</tbody>
</table>
APPENDIX
Due to the dynamic nature of the Future Land Use Map, all instances of this map shown in this document are intended to be representative. The official Future Land Use Map shall be maintained by the City and made available online or upon request.

Map available online. Visit: www.cedar-rapids.org/government/departments/community-development
<table>
<thead>
<tr>
<th>FACILITY</th>
<th>Year Built</th>
<th>Condition</th>
<th>Improvement Schedule</th>
<th>Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Transit Garage/Admin Facility (427 8th Street NW)</td>
<td>2013</td>
<td></td>
<td>•</td>
<td>(Ongoing) Routine Preventative Maintenance</td>
</tr>
<tr>
<td>2. Ground Transportation Center (450 1st Street SE)</td>
<td>1983</td>
<td>Excellent</td>
<td>•</td>
<td>(Ongoing) Routine Preventative Maintenance (&lt;10 Years) Facility expansion or relocation</td>
</tr>
<tr>
<td>3. Eastern Iowa Airport Terminal (2121 Arthur Collins Parkway)</td>
<td>1986</td>
<td>Good</td>
<td>• •</td>
<td>(&lt;10) Airport Circular Road (&lt;10) Renovate Parking Areas (&lt;10) Construct Concourse B with 2 New Gates</td>
</tr>
<tr>
<td>4. City Services Center (500 15th Avenue SW)</td>
<td>2013</td>
<td>Excellent</td>
<td>•</td>
<td>(&lt;10) Renovate Parking Areas</td>
</tr>
<tr>
<td>5. City Hall (101st Street SE)</td>
<td>1931</td>
<td>Good</td>
<td>• • •</td>
<td>(0) Routine Preventative Maintenance (&lt;10) Tuckpointing and Front Door Renovations (10+) Roof, HVAC Improvements (2035)</td>
</tr>
<tr>
<td>6. 5 in 1 Dam (Under E &amp; F Avenue Bridge)</td>
<td>1974</td>
<td>Good</td>
<td>• •</td>
<td>(&lt;10) Feasibility study of conversion of slide gates to tainter gates (10+) Remove hydroelectric power generation plant (2020-25)</td>
</tr>
<tr>
<td>7. J Avenue Water Treatment Plant (761 J Avenue NE)</td>
<td>1929</td>
<td>Good</td>
<td>•</td>
<td>(&lt;10) Complete a raw water source study to evaluate well system (&lt;10) Replace lime softening process which is reaching end of useful life (10+) Construct a new maintenance building (&lt;10) Design and construct surface water withdrawal system and pretreatment process for nitrate and emerging contaminant removal</td>
</tr>
<tr>
<td>8. NW Water Treatment Plant (7807 Ellis Road)</td>
<td>1993</td>
<td>Good</td>
<td>•</td>
<td>(&lt;10) Improve the existing lime softening process to correct flaws (&lt;10) Design and construct surface water withdrawal system and pretreatment process for nitrate and emerging contaminant removal</td>
</tr>
<tr>
<td>9. Water Division Administration Building (1111 Shaver Road)</td>
<td>1965</td>
<td>Moderate</td>
<td>• •</td>
<td>(Ongoing) Routine Preventative Maintenance (&lt;10) Improve/replace HVAC System</td>
</tr>
<tr>
<td>10. Ambroz Recreation Center (2000 Mt. Vernon Road SE)</td>
<td>1908</td>
<td>Poor</td>
<td>•</td>
<td>(10+) Relocate services to an alternative location</td>
</tr>
<tr>
<td>11. Jones Golf Course, Clubhouse, and Maintenance (2901 Fruitland Blvd SW)</td>
<td>-</td>
<td>Good</td>
<td>•</td>
<td>(&lt;10 Years) Restore Fairways from 2014 Flooding (&lt;10) Consider conversion to a 9 hole course and instruction academy</td>
</tr>
<tr>
<td>Facility</td>
<td>Year Built</td>
<td>Condition</td>
<td>Improvement Schedule</td>
<td>Needs</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
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<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>Twin Pines Golf Course, Clubhouse, and Maintenance (3800 42nd Street NE)</td>
<td>-</td>
<td>Good (course) Poor (clubhouse)</td>
<td>Ongoing</td>
<td>(&lt;10) Construct a new clubhouse which will better support events, merchandise &amp; food/beverage sales</td>
</tr>
<tr>
<td>Ellis Golf Course, Clubhouse, and Maintenance (1401 Zika Avenue NW)</td>
<td>Varies</td>
<td>Excellent (Course) Poor (Clubhouse)</td>
<td>Within 10 years</td>
<td>(Ongoing) Routine Preventative Maintenance and Updates (&lt;10) Construct a new Clubhouse to support events, merchandise, and food/beverage sales</td>
</tr>
<tr>
<td>Gardner Golf Course, Clubhouse, and Maintenance (5101 Golf Course Road, Marion)</td>
<td>Varies</td>
<td>Good Poor</td>
<td>Beyond 10 Years</td>
<td>(&lt;10) Construct a new Clubhouse to support events, merchandise, and sales.</td>
</tr>
<tr>
<td>Bever Pool (2700 Bever Avenue SE)</td>
<td>-</td>
<td>Good</td>
<td>Ongoing</td>
<td>(&lt;10) Update pump, mechanical &amp; filtration system</td>
</tr>
<tr>
<td>Ellis Pool (2000 Ellis Blvd NW)</td>
<td>-</td>
<td>Moderate</td>
<td>Ongoing</td>
<td>(Ongoing) Routine Preventative Maintenance (&lt;10) Repair and upgrade concrete work</td>
</tr>
<tr>
<td>Jones Pool (201 Wilson Avenue SW)</td>
<td>-</td>
<td>Excellent</td>
<td>Ongoing</td>
<td>(&lt;10) Update pump, mechanical &amp; filtration system</td>
</tr>
<tr>
<td>Bender Pool (940 14th Avenue SE)</td>
<td>-</td>
<td>Poor</td>
<td>Ongoing</td>
<td>(Ongoing) Routine Preventative Maintenance (10+) Replace and close facility</td>
</tr>
<tr>
<td>Noelridge Aquatic Center (1248 42nd Street NE)</td>
<td>2003</td>
<td>Good</td>
<td>Ongoing</td>
<td>(&lt;10) Refurbish amenities and slides</td>
</tr>
<tr>
<td>Cherry Hill Aquatic Center (341 Stoney Point Road NW)</td>
<td>2004</td>
<td>Good</td>
<td></td>
<td>(Ongoing) Routine Preventative Maintenance</td>
</tr>
<tr>
<td>Tait Cummins Softball Complex &amp; Concessions (3000 C Street SW)</td>
<td>-</td>
<td>Poor</td>
<td></td>
<td>(Ongoing) Routine Preventative Maintenance (&lt;10) Reconstruct baseball diamonds and improve lighting system</td>
</tr>
<tr>
<td>Tuma Sports Complex, Maintenance, and Concessions (3239 C Avenue Extension, Marion)</td>
<td>-</td>
<td>Good</td>
<td></td>
<td>(&lt;10) Improve lighting system (10+) Construct indoor/outdoor athletic facilities</td>
</tr>
<tr>
<td>Ellis Softball and Concessions (916 Ellis Blvd NW)</td>
<td>-</td>
<td>Poor</td>
<td></td>
<td>(&lt;10) Improve field conditions</td>
</tr>
<tr>
<td>Ellis Harbor (Ellis Boulevard NW)</td>
<td>-</td>
<td>Poor</td>
<td></td>
<td>(&lt;10) Repair Sidewalks (&lt;10) Dredge the harbor</td>
</tr>
<tr>
<td>Ushers Ferry Historic Village &amp; Ushers Ferry Lodge (S925 Seminole Valley Trail NE)</td>
<td>-</td>
<td>Excellent (lodge) Good (village)</td>
<td></td>
<td>(Ongoing) Maintain village buildings</td>
</tr>
<tr>
<td>Facility</td>
<td>Year Built</td>
<td>Condition</td>
<td>Improvement Schedule</td>
<td>Needs</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>------------</td>
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<td>----------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>26. Seminole Valley Farm (Seminole Valley Road NE)</td>
<td>-</td>
<td>Poor</td>
<td>Ongoing</td>
<td>(&lt;10 Years) Demolish all non-historic registry property (&lt;10) Study the barn for structural integrity and reuse (10+) If sufficient capital is not invested, de-list from historic registry</td>
</tr>
<tr>
<td>27. Bever Park Zoo (2700 Bever Avenue SE)</td>
<td>-</td>
<td>Moderate</td>
<td>(Ongoing)</td>
<td>Routine Preventative Maintenance</td>
</tr>
<tr>
<td>28. Bever Park Maintenance Building (2700 Bever Avenue SE)</td>
<td>1926-1963</td>
<td>Poor</td>
<td>(&lt;10)</td>
<td>Replace the maintenance facility</td>
</tr>
<tr>
<td>29. Noelridge Greenhouse and Gardens (4900 Council Street NE)</td>
<td>-</td>
<td>Good</td>
<td>(&lt;10)</td>
<td>Install climate control automation</td>
</tr>
<tr>
<td>30. Noelridge Maintenance Shop (4900 Council Street NE)</td>
<td>1960-1990</td>
<td>Poor</td>
<td>(&lt;10)</td>
<td>Expand the maintenance facility</td>
</tr>
<tr>
<td>31. Ellis Park Maintenance Shop (916 Ellis Blvd NW)</td>
<td>1969</td>
<td>Poor</td>
<td>(&lt;10)</td>
<td>Replace the maintenance facility</td>
</tr>
<tr>
<td>32. Veterans Memorial Tennis Center (Rockford Road SW)</td>
<td>-</td>
<td>Moderate</td>
<td>(&lt;10)</td>
<td>Replace tennis courts and bathroom buildings</td>
</tr>
<tr>
<td>33. Park Pavilions (Various Locations)</td>
<td>-</td>
<td>Varies</td>
<td>(Ongoing)</td>
<td>Routine Preventative Maintenance (Ongoing) Replace facilities as needed</td>
</tr>
<tr>
<td>34. Cedar Rapids Ice Arena (1100 Rockford Road SW)</td>
<td>1999</td>
<td>Moderate</td>
<td>(&lt;10)</td>
<td>Level III Energy Audit and energy efficiency improvements</td>
</tr>
<tr>
<td>35. Paramount Theatre (123 3rd Avenue)</td>
<td>1928 (2012</td>
<td>Good</td>
<td>(Ongoing)</td>
<td>Continued upgrades to technical equipment</td>
</tr>
<tr>
<td>36. U.S. Cellular Center (370 1st Avenue NE)</td>
<td>1979 (2013</td>
<td>Moderate</td>
<td>(Ongoing)</td>
<td>Routine Preventative Maintenance (&lt;10) Replace or improve restroom facilities (10) Evaluate boiler/chiller system at regular intervals, replace when needed</td>
</tr>
<tr>
<td>37. McGrath Amphitheatre Cedar Rapids (475 1st Street SW)</td>
<td>2013</td>
<td>Excellent</td>
<td>(&lt;10)</td>
<td>Disposition of adjacent Knutsa Building (&lt;10) Construct permanent support facilities (&lt;10) Construction of flood protection and pump house</td>
</tr>
<tr>
<td>38. Harbor Construction Shop (2027 Ellis Road NW)</td>
<td>1940-2005</td>
<td>Good</td>
<td>(&lt;10)</td>
<td>Update building for fabrication and sign shop in 2015</td>
</tr>
<tr>
<td>39. Recreation Maintenance Building (Ellis Park)</td>
<td>1960</td>
<td>Moderate</td>
<td>(10+)</td>
<td>Improve building utilities</td>
</tr>
<tr>
<td>40. Water Pollution Control Facility (7525 Bertram Road SE)</td>
<td>Late 1970s</td>
<td>Good</td>
<td>(10+)</td>
<td>Meet nutrient reduction requirements of NPDES (10+) Replace or modify existing incinerator operations to handle solids generated during the treatment process.</td>
</tr>
<tr>
<td>Facility</td>
<td>Year Built</td>
<td>Condition</td>
<td>Improvement Schedule</td>
<td>Needs</td>
</tr>
<tr>
<td>----------</td>
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<td>-------</td>
</tr>
<tr>
<td>Central Fire Station (713 1st Avenue SE)</td>
<td>2013</td>
<td>Excellent</td>
<td>Ongoing</td>
<td>(Ongoing) Routine Preventative Maintenance</td>
</tr>
<tr>
<td>Fire Station #2 (442 50th Street Avenue)</td>
<td>1988</td>
<td>Moderate</td>
<td>Ongoing</td>
<td>(Ongoing) Routine Preventative Maintenance (10 Years) Stabilize the ground</td>
</tr>
<tr>
<td>Fire Station #3 (3520 Crestwood)</td>
<td>2013</td>
<td>Excellent</td>
<td>Ongoing</td>
<td>(Ongoing) Routine Preventative Maintenance</td>
</tr>
<tr>
<td>Fire Station #4 (3600 42nd Street)</td>
<td>1986</td>
<td>Good</td>
<td>Ongoing</td>
<td>(Ongoing) Routine Preventative Maintenance (10 Years) Install a stop light for safer backing up into the station</td>
</tr>
<tr>
<td>Fire Station #5 (50 Wilson Street)</td>
<td>1956</td>
<td>Good</td>
<td>Ongoing</td>
<td>(Ongoing) Routine Preventative Maintenance (10 Years) Install a stop light for safer backing up into the station</td>
</tr>
<tr>
<td>Fire Station #6 (2416 Mt. Vernon Street)</td>
<td>1956</td>
<td>Good</td>
<td>Ongoing</td>
<td>(Ongoing) Routine Preventative Maintenance</td>
</tr>
<tr>
<td>Fire Station #7 (206 29th Street NE)</td>
<td>1999</td>
<td>Good</td>
<td>Ongoing</td>
<td>(Ongoing) Routine Preventative Maintenance</td>
</tr>
<tr>
<td>Fire Station #8 (100 Wiley)</td>
<td>1986</td>
<td>Good</td>
<td>Ongoing</td>
<td>(Ongoing) Routine Preventative Maintenance</td>
</tr>
<tr>
<td>Fire Station #9 (415 Broderick)</td>
<td>1986</td>
<td>Good</td>
<td>Ongoing</td>
<td>(Ongoing) Routine Preventative Maintenance</td>
</tr>
<tr>
<td>Cedar Rapids Animal Care and Control (900 76th Avenue Drive SW)</td>
<td>2013</td>
<td>Excellent</td>
<td>Ongoing</td>
<td>(Ongoing) Routine Preventative Maintenance (10 Years) Construct an additional facility within 10 years</td>
</tr>
<tr>
<td>Cedar Rapids Police Shooting Range (2727 Old River Road SW)</td>
<td>1960</td>
<td>Requires Study</td>
<td>Ongoing</td>
<td>(Ongoing) Routine Preventative Maintenance (10 Years) Update range facilities</td>
</tr>
<tr>
<td>Cedar Rapids Police Sub-Station (1501 1st Avenue SE)</td>
<td>Unknown</td>
<td>Requires Study</td>
<td>Ongoing</td>
<td>(Ongoing) Routine Preventative Maintenance (10 Years) Relocate in 2015</td>
</tr>
<tr>
<td>Cedar Rapids Police Department (505 1st Street SW)</td>
<td>1997</td>
<td>Moderate</td>
<td>Ongoing</td>
<td>(Ongoing) Routine Preventative Maintenance (10 Years) Build an addition to create more space or potential growth</td>
</tr>
<tr>
<td>Hazard</td>
<td>Justification</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Infrastructure Failure        | • Public Works regularly inspects, maintains, and improves infrastructure. For submerged infrastructure like the 5 in 1 Dam, diver inspections are completed regularly.  
• The city enforces buildings codes, and the fire and police departments are trained to respond to structural failure or fire. The Eastern Iowa Airport, which is owned by the city, has fire suppression equipment specific to aircraft and trained personnel.  
• In addition, the majority of the city’s critical facilities have backup power generation.                                                                                                                                                                                                                                                                                                                                 |
| Hazardous Materials Incident  | • City employees are trained to properly handle hazardous materials, and the city maintains safety plans.  
• The fire and police departments are trained to immediately respond to hazard material incidents, and the Cedar Rapids Fire Department includes the hazardous materials response team for the area. In addition, Tier II hazard material listings are maintained for the area.                                                                                                                                                                                                                             |
| Terrorism                     | The fire and police departments are trained to respond to terrorist events and complete training at local institutions such as schools.                                                                                                                                                                                                                                                                                                                                                           |
| Levee and Dam Failure          | Public Works regularly inspects, maintains, and improves infrastructure. For submerged infrastructure like the 5 in 1 Dam, diver inspections are completed regularly. Flood protection failure may become a higher priority after the city constructs a comprehensive flood protection system. TaT2024                                                                                                                                                                                                 |
| Human Disease                 | The city maintains a clean secure water supply, wastewater treatment, and coordinates with Linn County Public Health.                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Animal, Plant, Crop Disease   | The city maintains vegetation in public areas. Due to the urban nature of the city, the risk of animal and crop disease directly impacting the city is minimal.                                                                                                                                                                                                                                                                                                                                                                          |
| Earthquake                    | The risk of an earthquake severe enough to cause damage occurring in the area is minimal. Buildings codes are enforced and increase the likelihood structures can withstand a minor event.                                                                                                                                                                                                                                                                                                                                                     |
| Grass and Wildland Fire       | The city maintains vegetation in public areas, and the fire and police departments are trained to respond to grass and wildland fire events.                                                                                                                                                                                                                                                                                                                                                                                                  |
| Sinkholes                     | Geological hazards are mitigated in the infrastructure design and construction process.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Landslide                     | Geological hazards are mitigated in the infrastructure design and construction process.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Expansive Soils               | Geological hazards are mitigated in the infrastructure design and construction process.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

**SOURCE:** LINN COUNTY MULTI-JURISDICTIONAL HAZARD MITIGATION PLAN, JUNE 2014
## PROTECTCR - TABLE 2A: Cedar Rapids Hazard Mitigation STRATEGY

(Table 107 of Linn County Multi-Jurisdictional Hazard Mitigation Plan, 2019-2024)

<table>
<thead>
<tr>
<th>ID</th>
<th>Proposed Mitigation Action</th>
<th>Hazard(s) Addressed</th>
<th>Goal(s) Addressed</th>
<th>Inclusion in Previous Plan</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Participate in the Community Resilience Roundtable Program and implement supporting projects</td>
<td>All hazards</td>
<td>1, 2, 3, 4, 5</td>
<td>X</td>
<td>Pilot program of the National Research Council and National Academy of Sciences Resilient America Roundtable. Community meetings have been ongoing, and some projects are in development.</td>
</tr>
<tr>
<td>2</td>
<td>Install flood warning system on Indian Creek</td>
<td>Flood</td>
<td>1, 2, 4,5</td>
<td>X</td>
<td>Coordinating with the Army Corps of Engineers, adjacent cities, and the East Central Iowa Council of Governments was in the “Current Mitigation Activities” category in the previous plan. The Indian Creek Watershed Management Authority was created. The multi-jurisdictional and multi-disciplinary group is developing a watershed management plan and coordinating with the Silver Jackets to develop a warning system. The project is still needed as the USGS shut down the river gage in Marion.</td>
</tr>
<tr>
<td>3</td>
<td>Complete stormwater outfall backflow protection project</td>
<td>Flood</td>
<td>1, 2, 5</td>
<td>X</td>
<td>This project is underway and partially completed. Stormwater pipe outlets have been added at the Cedar River.</td>
</tr>
<tr>
<td>4</td>
<td>Install backup power sources for traffic lights</td>
<td>Flood</td>
<td>1, 3, 5</td>
<td>X</td>
<td>This project is underway. 70 of the City’s 185 traffic lights have had backup power installed, and the City has funding for 30 more.</td>
</tr>
<tr>
<td>5</td>
<td>Complete Vinton ditch improvements</td>
<td>Flood</td>
<td>1, 2, 5</td>
<td>X</td>
<td>This project is in progress and involves bank stabilization.</td>
</tr>
<tr>
<td>6</td>
<td>Acquire, relocate, elevate, and/or demolish structures in flood hazard areas or structures subject to repetitive damage</td>
<td>Flood</td>
<td>1, 2, 5</td>
<td>X</td>
<td>This project is ongoing and actions are taken as funding is available.</td>
</tr>
<tr>
<td>7</td>
<td>Expand the city’s outdoor warning siren system</td>
<td>Tornado and windstorm, lightning, and hail</td>
<td>1, 4, 5</td>
<td>X</td>
<td>Possible areas for expansion include the Tuma Soccer Complex or the area around County Home Rd. and C Ave.</td>
</tr>
<tr>
<td>8</td>
<td>Construct safe rooms in public facilities and recreation areas</td>
<td>Tornado and windstorm, lightning, and hail</td>
<td>1, 5</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Harden public facilities to withstand wind and other severe weather damage</td>
<td>Tornado and windstorm, lightning, and hail</td>
<td>1, 2, 5</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

**SOURCE:** LINN COUNTY MULTI-JURISDICTIONAL HAZARD MITIGATION PLAN, 2019
<table>
<thead>
<tr>
<th>ID</th>
<th>Proposed Mitigation Action</th>
<th>Hazard(s) Addressed</th>
<th>Goal(s) Addressed</th>
<th>Inclusion in Previous Plan</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Add additional shallow water wells to the city’s water supply</td>
<td>Drought</td>
<td>1, 3, 5</td>
<td>X</td>
<td>Well #5 is under construction. Other wells are planned.</td>
</tr>
<tr>
<td>11</td>
<td>Complete the city’s Permanent Flood Protection Project which includes the following phases: • Ellis Ln. NW to I-380 • I-380 to 8th Avenue SW • 8th Ave. SW to 12th Ave. SW (Ingredion) • 12th Ave. SW to Cedar Rapids/Linn County Solid Waste Agency Site 1 • I-380 at 7th St NE to Cargill (Bean) and around Quaker Oats to A Ave. NE • A Ave. NE to 8th Ave. SE • 8th Ave. SE to Alliant Substation • Alliant Substation to Cargill (Corn) • 30 gate closures and 11 pump stations • 8th Ave. Bridge replacement and raising</td>
<td>Flood</td>
<td>1, 2, 3, 5</td>
<td>X</td>
<td>This is a long term project currently under design and construction, with completion expected in the 2030s, subject to funding availability. This project is being implemented into smaller subsegments for construction. Each completed subsegment mitigates against flooding. There is currently an initiative to evaluate the possibility and benefit of extending the east side system concept upstream to McLoud Run and J Ave NE to protect additional properties.</td>
</tr>
<tr>
<td>12</td>
<td>Complete the City’s FCS Edgewood Bridge and approach improvements</td>
<td>Flood</td>
<td>1, 2, 3, 5</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Develop and implement a City response plan for Indian Creek flooding</td>
<td>Flood</td>
<td>1, 2, 3, 4, 5</td>
<td>X</td>
<td>Previously this action related to participating in the Indian Creek Watershed Management Authority planning process. The WMA has completed their master plan, which the city participated in. Separately, the city could develop a flood response plan for the Indian Creek.</td>
</tr>
<tr>
<td>14</td>
<td>Add detention basins and other stormwater infrastructure to increase stormwater management capability and reduce flood risk</td>
<td>Flood</td>
<td>1, 2, 3, 5</td>
<td>X</td>
<td>These activities will be guided by the City’s developing Stormwater Master Plan. This project may complement the Indian Creek Watershed Management Plan and the Middle Cedar Watershed Management Plan.</td>
</tr>
<tr>
<td>16</td>
<td>Complete and maintain a debris management plan and any related contracts</td>
<td>All hazards</td>
<td>1, 2, 3, 4, 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ID</td>
<td>Proposed Mitigation Action</td>
<td>Hazard(s) Addressed</td>
<td>Goal(s) Addressed</td>
<td>Inclusion in Previous Plan</td>
<td>Notes</td>
</tr>
<tr>
<td>----</td>
<td>------------------------------------------------------------------------------------------</td>
<td>---------------------</td>
<td>-------------------</td>
<td>---------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>15</td>
<td>Update Stormwater Master Plan and prioritized Capital Improvement Project list</td>
<td>Flood</td>
<td>1, 2, 3, 5</td>
<td>X</td>
<td>The City is in year 3 of 5 of the update cycle for the Stormwater Master Plan. The committee wanted to expand the strategy from the previously approved plan to include their planning framework.</td>
</tr>
<tr>
<td>16</td>
<td>Complete and maintain a debris management plan and any related contracts</td>
<td>All hazards</td>
<td>1, 2, 3, 4, 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Participate actively in Watershed Management Authorities (WMA) that Cedar Rapids is a member of and support the WMA’s plans.</td>
<td>Flood</td>
<td>1, 2, 3, 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Where possible, identify and implement projects that complement the Flood Risk Management goal and objectives of the Indian Creek Watershed Management Plan</td>
<td>Flood</td>
<td>1, 2, 3, 4, 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Install backup generators at critical facilities/ pumping stations</td>
<td>Flood</td>
<td>1, 2, 3, 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Complete vulnerability assessment of Joint Communications Network and address vulnerabilities</td>
<td>All</td>
<td>3, 4, 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Continue development of Cedar River Flood Response Plan</td>
<td>Flood</td>
<td>1, 2, 3, 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Update Sanitary Sewer Master Plan and prioritize Capital Improvement Project list</td>
<td>Flood</td>
<td>1, 2, 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>Implement mitigation projects outlined in Repetitive Loss Area Analysis</td>
<td>Flood</td>
<td>1, 2, 4, 5</td>
<td></td>
<td>Refer to Appendix E</td>
</tr>
</tbody>
</table>

SOURCE: LINN COUNTY MULTI-JURISDICTIONAL HAZARD MITIGATION PLAN, 2019
**PROTECTCR - TABLE 4: Benefit vs. Cost Criteria** (Table 139 of Linn Co. Multi-Jurisdictional Hazard Mitigation Plan)

<table>
<thead>
<tr>
<th>Type</th>
<th>Benefit</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Results are likely immediate and/or widespread reduction of risk from hazard(s) addressed; generally supported by the community; lead agency has capabilities.</td>
<td>Existing funding is not adequate to complete the project; funding may only be available through grants/assistance; anticipated to cost greater than $100,000.</td>
</tr>
<tr>
<td>Medium</td>
<td>Results are likely a long-term reduction of risk from hazard(s) addressed and/or results are not widespread; potential community opposition; lead agency has capabilities.</td>
<td>Requires amending the budget and/or requires a bond to complete the project; anticipated to cost between $10,000 and $100,000.</td>
</tr>
<tr>
<td>Low</td>
<td>Results are difficult to determine and/or may not result in long-term reduction of risk from hazard(s) addressed; definite community opposition; lead agency may encounter capability issues.</td>
<td>Existing funding is adequate or the project can be completed through volunteer and/or staff time; anticipated to cost less than $10,000.</td>
</tr>
</tbody>
</table>

**SOURCE:** LINN COUNTY MULTI-JURISDICTIONAL HAZARD MITIGATION PLAN, 2019

**PROTECTCR - TABLE 5: Mitigation Action Priority Level** (Table 140 of Linn Co. Multi-Jurisdictional Hazard Mitigation Plan)

<table>
<thead>
<tr>
<th>Priority Level</th>
<th>Potential Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1-5 Years</td>
</tr>
<tr>
<td>2</td>
<td>5-10 Years</td>
</tr>
<tr>
<td>3</td>
<td>10-15 Years</td>
</tr>
</tbody>
</table>

**SOURCE:** LINN COUNTY MULTI-JURISDICTIONAL HAZARD MITIGATION PLAN, 2019

**Benefit vs. Cost Criteria**

"To determine how a mitigation strategy should be completed, an action plan and timeline for mitigation actions was determined through a prioritization process that considered local priorities, local operations, potential benefit, and estimated cost. Ultimately, mitigation actions were assigned a priority level, which determines the potential timeline for completion. Refer to Tables 13 and 14."

**Priority Level**

"For most jurisdictions, not all mitigation actions considered in the prioritization process met exact criteria. The planning committee in Cedar Rapids developed the final action plan to ensure the priority level for each mitigation actions reflects local risks, priorities, and operations. See Table 15 for Cedar Rapid’s action plan."
<table>
<thead>
<tr>
<th>Priority Level</th>
<th>ID</th>
<th>Proposed Mitigation Action</th>
<th>Lead</th>
<th>Potential Partner(s)</th>
<th>Benefit</th>
<th>Cost</th>
<th>Potential Funding Source(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>Participate in the Community Resilience Roundtable Program and implement supporting projects</td>
<td>City Manager</td>
<td>Linn County</td>
<td>High</td>
<td>Low</td>
<td>City, partners, Resilient America, and other to be identified</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>Install flood warning system on Indian Creek</td>
<td>Indian Creek Watershed Management Authority</td>
<td>Iowa DNR, Cedar Rapids, Marion, Linn County, ACE, IFC</td>
<td>High</td>
<td>Medium</td>
<td>ACE, USGS, IFC</td>
</tr>
<tr>
<td>1</td>
<td>3</td>
<td>Complete stormwater outfall backflow protection project</td>
<td>Public Works</td>
<td></td>
<td>High</td>
<td>Medium</td>
<td>City Stormwater Utility</td>
</tr>
<tr>
<td>1</td>
<td>4</td>
<td>Install backup power sources for traffic lights</td>
<td>Public Works</td>
<td>IDOT</td>
<td>High</td>
<td>Low-Medium</td>
<td>City, others to be identified</td>
</tr>
<tr>
<td>1</td>
<td>5</td>
<td>Complete Vinton ditch improvements</td>
<td>Public Works</td>
<td></td>
<td>High</td>
<td>High</td>
<td>CDBG, Local Option Sales Tax, FMA</td>
</tr>
<tr>
<td>1</td>
<td>6</td>
<td>Acquire, relocate, elevate, and/or demolish structures in flood hazard areas or structures subject to repetitive damage</td>
<td>Public Works</td>
<td>IHSEMD, ACE</td>
<td>High</td>
<td>High</td>
<td>City, ACE, HMGP, PDM</td>
</tr>
<tr>
<td>1</td>
<td>7</td>
<td>Expand the city’s outdoor warning siren system.</td>
<td>City Manager</td>
<td>IHSEMD, Linn County EMA</td>
<td>High</td>
<td>Medium</td>
<td>City, HMGP, PDM</td>
</tr>
<tr>
<td>1</td>
<td>8</td>
<td>Construct safe rooms in public facilities and recreation areas</td>
<td>City Manager and Parks and Recreation</td>
<td>Linn County EMA</td>
<td>High</td>
<td>High</td>
<td>City, HMGP, PDM</td>
</tr>
<tr>
<td>1</td>
<td>9</td>
<td>Harden public facilities to withstand wind and other severe weather damage</td>
<td>City Manager and Public Works</td>
<td></td>
<td>High</td>
<td>High</td>
<td>City, HMGP, PDM</td>
</tr>
<tr>
<td>1</td>
<td>11.01</td>
<td>Complete the city’s Flood Control System (FCS) Project phase from Ellis Ln. NW to I-380</td>
<td>Public Works</td>
<td>ACE, FEMA, Iowa DNR</td>
<td>High</td>
<td>High</td>
<td>City, CDBG, State, other locally available sources</td>
</tr>
<tr>
<td>1</td>
<td>11.02</td>
<td>Complete the city’s Flood Control System (FCS) Project phase replacing and raising the 8th Ave. Bridge</td>
<td>Public Works</td>
<td>ACE, GSA</td>
<td>High</td>
<td>High</td>
<td>City, ACE, other locally available sources</td>
</tr>
<tr>
<td>Priority Level</td>
<td>ID</td>
<td>Proposed Mitigation Action</td>
<td>Lead</td>
<td>Potential Partner(s)</td>
<td>Benefit</td>
<td>Cost</td>
<td>Potential Funding Source(s)</td>
</tr>
<tr>
<td>---------------</td>
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<td>------------------------------------------------------------------------------------------</td>
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<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td>1</td>
<td>11.03</td>
<td>Complete the city’s Flood Control System (FCS) Project phase from I-380 to 8th Ave. SW</td>
<td>Public Works</td>
<td>ACE, FEMA, Iowa DNR</td>
<td>High</td>
<td>High</td>
<td>City, State, other locally available sources</td>
</tr>
<tr>
<td>1</td>
<td>11.04</td>
<td>Complete the city’s Flood Control System (FCS) Project phase from 8th Ave. SW to 12th Ave. SW (Ingredion)</td>
<td>Public Works</td>
<td>ACE, FEMA, Iowa DNR</td>
<td>High</td>
<td>High</td>
<td>City, State, other locally available sources</td>
</tr>
<tr>
<td>1</td>
<td>11.05</td>
<td>Complete the city’s Flood Control System (FCS) Project phase from 12th Ave. SW to Cedar Rapids/Linn County Solid Works Agency Site 1</td>
<td>Public Works</td>
<td>ACE, FEMA, Iowa DNR</td>
<td>High</td>
<td>High</td>
<td>City, State, other locally available sources</td>
</tr>
<tr>
<td>1</td>
<td>11.06</td>
<td>Complete the city’s Flood Control System (FCS) Project phase from I-380 at 7th St. NE to Cargill (bean facility) and around Quaker Oats to A Ave. NE</td>
<td>Public Works</td>
<td>ACE</td>
<td>High</td>
<td>High</td>
<td>City, State, other locally available sources</td>
</tr>
<tr>
<td>1</td>
<td>11.07</td>
<td>Complete the city’s Flood Control System (FCS) Project phase from A Ave. NE to 8th Ave. SE</td>
<td>Public Works</td>
<td>ACE</td>
<td>High</td>
<td>High</td>
<td>City, State, other locally available sources</td>
</tr>
<tr>
<td>1</td>
<td>11.08</td>
<td>Complete the city’s Flood Control System (FCS) Project phase from 8th Ave. SE to Alliant Substation</td>
<td>Public Works</td>
<td>ACE</td>
<td>High</td>
<td>High</td>
<td>City, State, other locally available sources</td>
</tr>
<tr>
<td>1</td>
<td>11.09</td>
<td>Complete the city’s Flood Control System (FCS) Project phase from Alliant Substation to Cargill (corn facility)</td>
<td>Public Works</td>
<td>ACE</td>
<td>High</td>
<td>High</td>
<td>City, State, other locally available sources</td>
</tr>
<tr>
<td>1</td>
<td>11.10</td>
<td>Complete the city’s Flood Control System (FCS) Project phase installing 30 gate closures and 11 pump stations</td>
<td>Public Works</td>
<td>ACE</td>
<td>High</td>
<td>High</td>
<td>City, State, other locally available sources</td>
</tr>
<tr>
<td>1</td>
<td>12</td>
<td>Complete the City’s Flood Control System (FCS) Edgewood Bridge and approach improvements</td>
<td>Public Works</td>
<td>IHSEMD</td>
<td>High</td>
<td>Medium-High</td>
<td>City, HMGP, PDM, FMA</td>
</tr>
<tr>
<td>1</td>
<td>13</td>
<td>Develop and implement a City response plan for Indian Creek flooding</td>
<td>Public Works</td>
<td>Indian Creek Watershed Management Authority</td>
<td>High</td>
<td>High</td>
<td>Stormwater Utility Enterprise Fund, HMGP, PDM, FMA</td>
</tr>
<tr>
<td>Priority Level</td>
<td>ID</td>
<td>Proposed Mitigation Action</td>
<td>Lead</td>
<td>Potential Partner(s)</td>
<td>Benefit</td>
<td>Cost</td>
<td>Potential Funding Source(s)</td>
</tr>
<tr>
<td>---------------</td>
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<td>-------------------------------------------------------------------------------------------</td>
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<td>---------</td>
<td>---------------</td>
<td>---------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1</td>
<td>14</td>
<td>Add detention basins and other stormwater infrastructure to increase stormwater management capability and reduce flood risk</td>
<td>Public Works</td>
<td></td>
<td>Medium</td>
<td>Medium-High</td>
<td>Stormwater Utility Enterprise Fund, FMA</td>
</tr>
<tr>
<td>1</td>
<td>15</td>
<td>Update Stormwater Master Plan and prioritize Capital Improvement Project list</td>
<td>Public Works</td>
<td>IHSEMD</td>
<td>High</td>
<td>Medium</td>
<td>Stormwater Utility Enterprise Fund, CDBG, HMGP, PDM, FMA</td>
</tr>
<tr>
<td>1</td>
<td>16</td>
<td>Complete and maintain a debris management plan and all related contracts</td>
<td>City Manager</td>
<td></td>
<td>High</td>
<td>Low</td>
<td>City</td>
</tr>
<tr>
<td>1</td>
<td>17</td>
<td>Participate actively in the watershed management authorities (WMA) that Cedar Rapids is a member of and support the WMA’s plans</td>
<td>Public Works</td>
<td>WMAs</td>
<td>High</td>
<td>Low</td>
<td>City</td>
</tr>
<tr>
<td>1</td>
<td>18</td>
<td>Where possible, identify and implement projects that complement the Flood Risk Management goal and objectives of the Indian Creek Watershed Management Plan</td>
<td>Public Works</td>
<td>IHSEMD</td>
<td>High</td>
<td>Low-High</td>
<td>City, HMGP, PDM, FMA, other locally available grants</td>
</tr>
<tr>
<td>1</td>
<td>19</td>
<td>Install backup generators at critical facilities/pumping stations</td>
<td>Finance</td>
<td></td>
<td>High</td>
<td>Medium</td>
<td>City, HMCP, PDM</td>
</tr>
<tr>
<td>1</td>
<td>20</td>
<td>Complete vulnerability assessment of Joint Communications and address any vulnerabilities</td>
<td>Information Technology</td>
<td></td>
<td>High</td>
<td>Low-Medium</td>
<td>City</td>
</tr>
<tr>
<td>1</td>
<td>21</td>
<td>Continue development of Cedar River Flood Response Plan</td>
<td>Public Works</td>
<td>IFC</td>
<td>High</td>
<td>Medium</td>
<td>City</td>
</tr>
<tr>
<td>1</td>
<td>22</td>
<td>Update Sanitary Sewer Master Plan and prioritized Capital Improvement Project list</td>
<td>Public Works</td>
<td>IHSEMD</td>
<td>High</td>
<td>Medium</td>
<td>Sanitary Sewer Utility Enterprise Fund, City, CDBG, HMGP, PDM, FMA</td>
</tr>
<tr>
<td>1</td>
<td>23</td>
<td>Implement mitigation projects outlined in Repetitive Loss Area Analysis</td>
<td>Public Works</td>
<td>IHSEMD</td>
<td>High</td>
<td>Low-High</td>
<td>City, HMGP, PDM</td>
</tr>
<tr>
<td>2</td>
<td>10</td>
<td>Add additional shallow water wells to city’s water supply</td>
<td>Utilities</td>
<td></td>
<td>High</td>
<td>High</td>
<td>City</td>
</tr>
</tbody>
</table>