



iGreenCR Action Plan

Acknowledgments

CITY MANAGER & DIRECTOR TEAM

Jeff Pomeranz, City Manager
Casey Drew, Finance Director
Sandi Fowler, Deputy City Manager
Angie Charipar, Assistant City Manager
Steve Hershner, Utilities Director
Kevin Ciabatti, Building Services Director
Teresa Feldmann, Human Resources Director
Scott Hock, Parks and Recreation Director
Wayne Jerman, Police Chief
Jennifer Pratt, Community Development Director
Gregory Smith, Fire Chief
Jen Winter, Public Works Director

BOARDS & COMMISSIONS REPRESENTATIVES

Janet Abejo-Parker, Civil Rights Investigator
Marty Lenss, Airport Director
Dara Schmidt, Library Director

ADDITIONAL SUPPORT

Eric Holthaus, Sustainability Coordinator
Sue Sager, Organizational Development Manager
April Wing, Development Services Program Manager
Maria Johnson, Communications Manager
Amanda Rieger, Marketing & Design Coordinator

iGREENCR ACTION TEAMS

Resources

Tariq Baloch, Roy Hesemann, Joy Huber, Mark Jones, Kevin Kirchner, Duncan McCallum, Holly Ruble, Brent Schlotfeldt

Nature

Todd Fagan, Steve Krug, Amy Knudsen, Mike Kuntz, Cara Matteson, Brent Neighbor, Sandy Pumphrey, Vern Zakostecky

Development

Jasmine Almoayyed, David Connolly, Lauren Freeman, Caleb Mason, Andy Olesen, Terry Tiedemann

Community

Sylvia Brueckert, Angie Cole, Liz Darnall, Brad DeBrower, Kevin Delecki, Brenna Fall, Ron Griffith, Amanda Grieder, Seth Gunnerson, Sherri Hawkins, Bridget McMenomy, Heather Meyer-Boothby, Phillip Platz, Sue Sager, Susan Schoenfelder, Stephanie Schrader, Rachelle Stewart, Alissa Van Sloten, Sarah Voels, Brandon Whyte, April Wing, Jeff Wozencraft



FOR GENERATIONS, the Cedar Rapids community has understood that fostering economic prosperity, caring for our environment, and improving quality of life for residents — especially our most vulnerable populations — are all important pursuits that benefit the health and vibrancy of our city.

It is the duty of your City leaders to ensure Cedar Rapids can withstand the test of time. Staff are continually working to advance sustainability within our operations. Now, it is with incredible pride we launch our next phase of action toward these goals.

We have spent the past year engaging experts in each City department to collectively explore ways we can improve our work and better serve our residents. This journey has led us to align internal processes and insights with Council priorities and key City planning documents, such as EnvisionCR, to create Iowa's first municipal sustainability plan — the iGreenCR Action Plan.

Sustainability is a fundamental component of strong communities that endure and thrive. We have worked to weave its ideals into our core philosophies at the City of Cedar Rapids, driving initiatives, goals and partnerships as we become a national model of environmental, social and economic excellence.

The iGreenCR Action Plan is a significant milestone, charting actionable steps we can take to create a meaningful impact today. There are also items we can introduce today to improve our community's future and long-term health. Cedar Rapids is already a vibrant and innovative place. We should be proud of our accomplishments that have allowed us to build this Plan upon existing processes and programs, creating a model for even greater success.

We continue to see incredible commitment, excitement and contributions from City staff and members of the community. Through these concentrated efforts, we can realize greater quality of life today while ensuring a prosperous future for generations to come.

A handwritten signature in black ink that reads "Jeff Pomeranz". The signature is fluid and cursive, with a large initial "J" and "P".

Jeff Pomeranz
Cedar Rapids City Manager

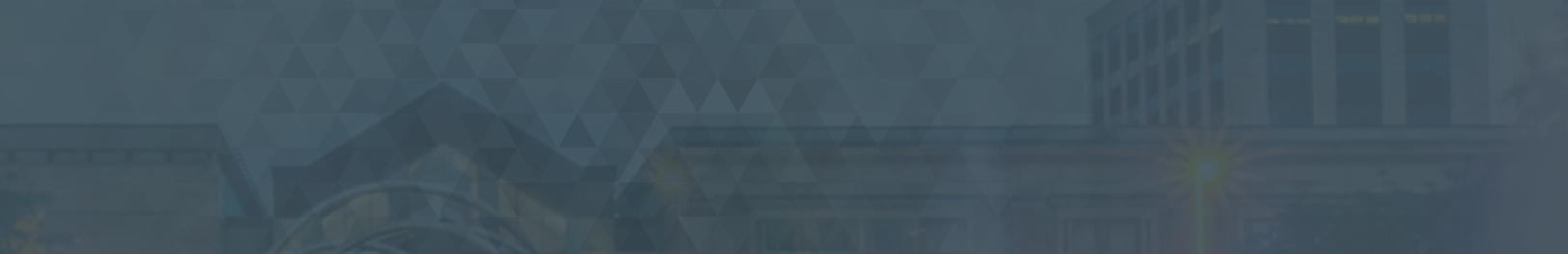




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DISCOVER

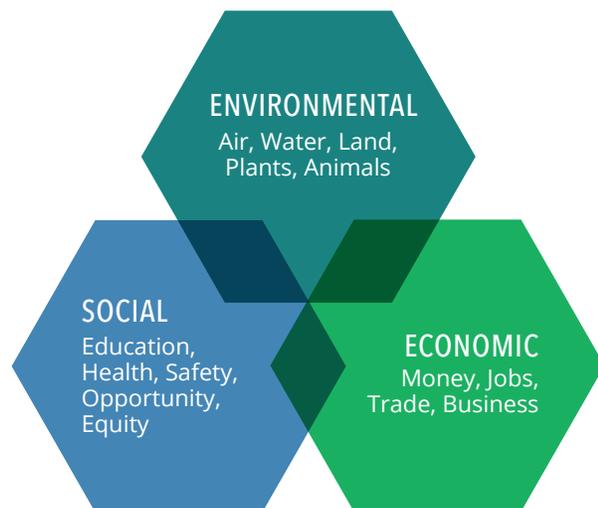
DISCOVER

WHAT IS SUSTAINABILITY?

To be sustainable is to meet the needs of today without preventing future generations from meeting their needs.

Pursuing sustainability in the City operation means addressing and improving environmental, social, and economic health concurrently — the triple bottom line of sustainability.

We know that each action we take has an impact not only fiscally, but also socially and environmentally. Our bottom line must not only take into account a balanced budget, but also what we are doing for our residents and the environment in which we live.



LEADING BY EXAMPLE

The **iGreenCR Action Plan** is the City of Cedar Rapids' commitment to pursue sustainability and a higher quality of life in Cedar Rapids. The plan strives to innovate within internal operations and asks the government organization's 1,400-plus employees to become an example for all within the community. Elements of the plan touch every City department, with progress updates provided annually. The plan will receive a comprehensive update every three years, ensuring commitments are tangible while directing operations toward a more sustainable future.



Committing to sustainability can address several priorities.

LEADERSHIP

Leading by example by aligning values and practices

CUSTOMER EXPECTATIONS

Strengthening image and recognition

FINANCIAL

Reducing and stabilizing long-term costs

ATTRACTING & RETAINING TALENT

Improving employee engagement and satisfaction

REGULATORY COMPLIANCE

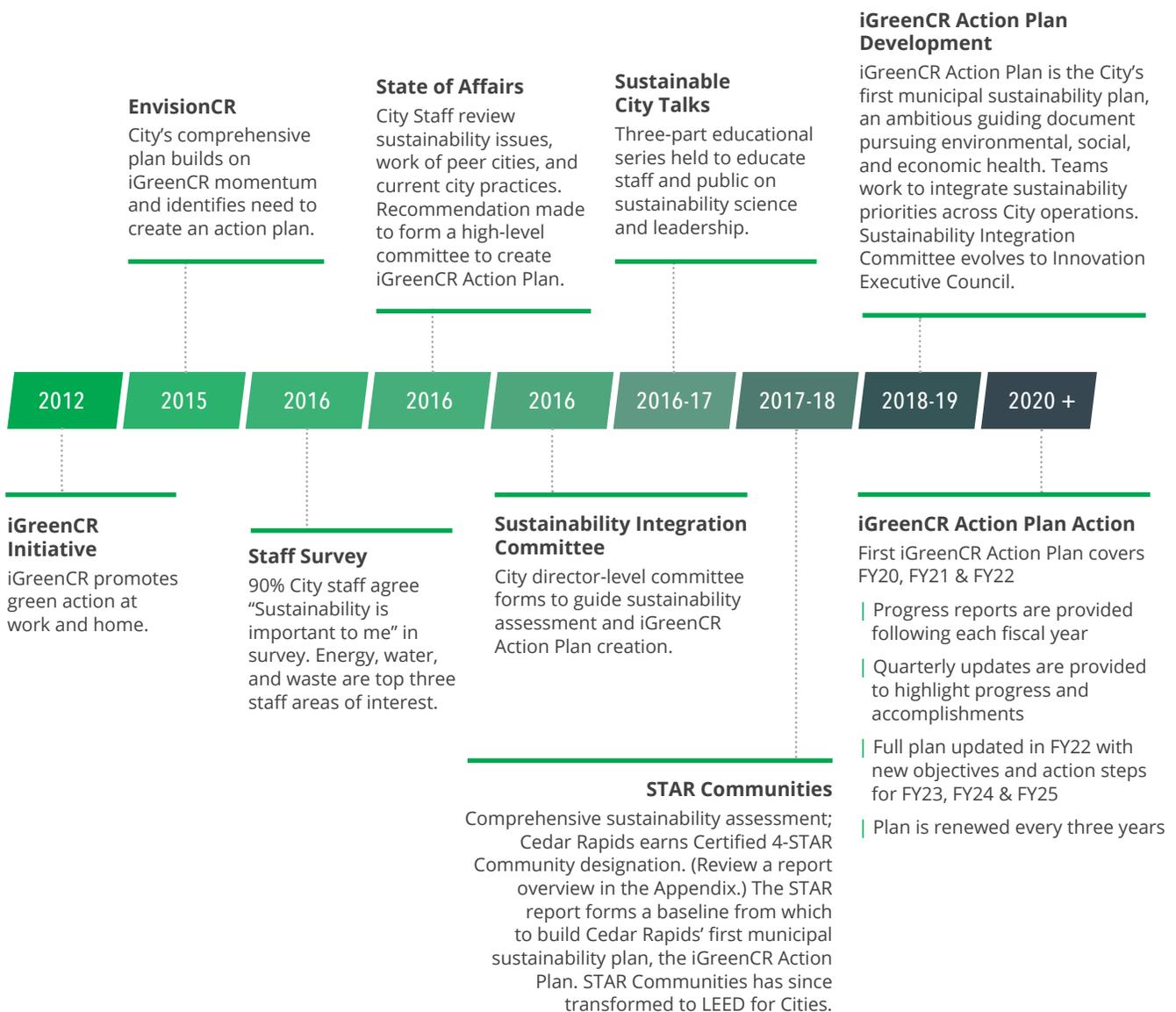
Staying ahead of legislation

STEWARDSHIP

Committing to protection of public resources and the public good

BUILDING THE iGREENCR ACTION PLAN

Sustainability efforts are not new for the City of Cedar Rapids. The iGreenCR Action Plan builds off the momentum and successes of the City's longstanding commitment to leadership and innovation.





PRINCIPLES GUIDING THE iGREENCR ACTION PLAN

The City seeks to be a model of sustainable operations to promote a healthy, prosperous, and equitable community now and for future generations.

1. Work is driven by City Council and the comprehensive plan, EnvisionCR.

2. Make decisions that balance **environmental quality, economic prosperity** and **social equity**.

3. Think beyond first costs and consider **long-term, cumulative impacts** when making policy and financial decisions.

4. Protect habitat and functioning ecosystems that provide **health and resiliency** to the urban environment

5. Encourage **innovation and inter-department collaboration**.

6. Engage the community to promote **sustainable practices**.

7. Measure and report progress in a **transparent and easy-to-read** way.

8. Engaging staff to build a **culture of sustainability** enhances the recruitment and retention of an outstanding workforce.

9. Pursue **industry best practices** to avoid recreating the wheel.

10. Reduce the City's resources by **minimizing waste, toxins, and fossil fuels**.





ELEMENTS

The iGreenCR Action Plan encompasses four areas of work — elements — each with aspirational goals, measurable objectives, and action steps. Each element addresses the **triple bottom line**.

RESOURCES

The City leads in resource conservation and clean energy.

NATURE

The City protects and enhances nature to grow health, resilience, and partnerships.

DEVELOPMENT

The City encourages development that fosters vibrancy, equity, resource conservation, and fiscal responsibility.

COMMUNITY

The City prioritizes equity and services that help all residents lead lives of purpose, health, and community.

ELEMENTS | RESOURCES



The City of Cedar Rapids leads in resource conservation and clean energy.

OPPORTUNITY: Improving efficiency, increasing clean energy, and reducing waste creates a healthier environment for all.^{1,2}

ACCOMPLISHMENTS: The Downtown Library and Central Fire are LEED Platinum buildings, leading in energy and environmental excellence. Existing programs focusing on waste reduction, water efficiency, and solar energy demonstrate progress upon which the City can build.

IGREENCR ACTION PLAN GOALS AND OBJECTIVES

GOAL 1

Reduce greenhouse gasses (GHGs)

- Reduce greenhouse gas (GHG) emissions in community and City operations.

GOAL 4

Reduce fuel consumption in fleet

- Reduce fuel consumption in fleet 5% from FY19 baseline by FY22.
- Reduce average idling time to less than 5% by FY22.

GOAL 2

Reduce energy consumption in buildings and operations

- Reduce electricity consumed in City administrative buildings 5% from FY19 baseline by FY22.
- Increase water and wastewater treatment efficiency annually (gallons treated / BTU).
- Assist 1,000+ households with energy efficiency efforts.

GOAL 5

Reduce water waste

- Reduce City facility water consumption 10% from FY19 baseline by FY22.
- Assist 150+ households with water efficiency efforts.

GOAL 3

Increase use of renewable energy

- Achieve 30% renewable energy in municipal operations by FY22.
- Increase renewable energy education through solar group buys.

GOAL 6

Reduce landfill waste

- Decrease landfilled waste from City operations 10% from FY20 baseline by FY22.
- Reduce municipal paper consumption 10% from FY19 baseline by FY22.
- Provide landfill diversion tools in 1,000+ households, 10 public-facing facilities, and 1 business district by FY22.

ELEMENTS | NATURE



The City of Cedar Rapids protects and enhances nature to grow health, resilience, and partnerships.

OPPORTUNITY: Employing nature’s “ecosystem services” throughout Cedar Rapids is important for improving public health, building resilience to high heat and heavy rainfall events, and helping insect species avert population collapse.^{3,4,5,6,7}

ACCOMPLISHMENTS: The City employs nature to improve water quality in the Middle Cedar Partnership Project; rainfall infiltration in the stormwater cost-share program; and recreation, biodiversity, and quality of life through Parks, Forestry, and the 1000 Acre Pollinator Initiative.

iGREENCR ACTION PLAN GOALS AND OBJECTIVES

GOAL 1

Protect and grow the tree canopy

- Achieve annual net-positive tree count on City property and within City-owned right of way by FY25.

GOAL 2

Improve water quality, decrease flooding potential, and increase recreation opportunities

- Increase water volume handled by BMPs by 5% each year.
- Expand functionality of stormwater system and grow collaboration in the watershed to achieve annual MS4 compliance.
- Continue work in Middle Cedar River Watershed to increase the number of permanent nutrient-retention practices by 2% annually; increase acreage of perennial conservation practices by 10% annually; increase farmer contracts annually.

GOAL 3

Implement park and green space best practices to improve biodiversity and public health

- Partner with Monarch Research Project, Linn County, and other partners on 1,000 Acre Pollinator Initiative. Plant 325 additional acres of prairie on City property by FY21.
- Reduce use of pesticide applications on City properties 5% from FY19 baseline by FY22.

ELEMENTS | DEVELOPMENT



The City of Cedar Rapids encourages development that maximizes vibrancy, inclusiveness, resource conservation, and fiscal responsibility.

OPPORTUNITY: Further developing core neighborhoods increases opportunities for walking, biking, and transit. Working to accommodate an increasingly diverse population produces jobs, entrepreneurs, and a more vibrant Cedar Rapids.^{8,9,10}

ACCOMPLISHMENTS: The City builds on successful programs that incentivize targeted industry growth, investment in core neighborhoods, and green buildings. The Flood Protection System protects residents from major flooding. The City's comprehensive zoning update increases walkability, decreases parking, and increases native landscaping opportunities.

iGRENCR ACTION PLAN GOALS AND OBJECTIVES

GOAL 1

Connect citizens to community resources and increase affordable housing opportunities

- Pursue partnerships to leverage funding in order to produce new or improve existing housing that is affordable, for all income levels.
- Increase public awareness of community resources.
- Pursue partnerships to increase shelter services and provide resources to those experiencing homelessness.

GOAL 2

Preserve and reuse historic structures and sites to retain history, heritage, and community character

- Increase number of historic-designated properties in Cedar Rapids.

GOAL 3

Grow resilience to environmental hazards and intensifying climate

- Complete climate risk and environmental justice assessments and incorporate into planning efforts

GOAL 4

Build upon investments in targeted industries, core neighborhoods, and immigrant population workforce to enhance economic strength, quality of life, and vibrancy

- Through the ISU-Cedar Rapids Partnership, advance an industrial symbiosis approach to growth, where waste streams from one industry become raw materials for others, to help concentrate the Food Manufacturing and Bioprocessing Cluster in Cedar Rapids.
- Plan for greater integration of immigrants and refugees into the Cedar Rapids labor market.
- Assist companies, particularly in identified target industries, to locate or expand; increase levels of higher-wage & higher-skilled jobs to positively influence conditions necessary to improve income for all residents.
- Focus redevelopment and revitalization efforts, planning, and incentives in the City's core districts.

ELEMENTS | COMMUNITY



The City of Cedar Rapids prioritizes equity and services that help all residents lead lives of purpose, health, and community.

OPPORTUNITY: For a resident to achieve their potential, basic needs like transportation, healthy food, meaningful work, and community connectedness are critical components. ^{11,12,13,14,15,16}

ACCOMPLISHMENTS: The City builds on the success of highly rated neighborhoods, a strong commitment to student success, and a lens for equity in decision-making that helps all Cedar Rapids residents succeed.

iGRENCR ACTION PLAN GOALS AND OBJECTIVES

GOAL 1

Grow community health and neighborhood connectedness

- Increase the number of those positively rating their “Neighborhood as a place to live” on the National Community Survey to 80% by FY22.

GOAL 4

Increase food health and availability

- Increase organizations participating in food growing and recovery 10% by FY22.
- Achieve 30% nutritious food availability at City-owned sites and facilities by FY22.
- Achieve 50% healthy food served at City events.

GOAL 2

Diversify representation in City staff and equity in program delivery

- Continue to increase diversity in staff and leadership positions to better reflect community
- Identify at least five new opportunities per year to advance equity, inclusion, and equal access to programs, services, and facilities.
- Increase participation of low-income, youth, and elderly populations in recreation programming 5% from FY20 baseline by FY22.

GOAL 5

Foster a transportation network which cultivates an inclusive and healthy community

- Achieve American Community Survey bike/walk/transit commute rate of 6% for residents by FY22.

GOAL 3

Champion and celebrate literacy, art, and youth

- Increase the percentage of Cedar Rapids residents rating cultural/arts/music activities as excellent or good on the National Community Survey to 75% by FY22.
- Implement literacy-focused art or messaging on 10 City-owned facilities and sites by FY22.

GOAL 6

Empower student education and City-connectedness

- Coordinate professional speaker opportunities, field trips, and class research projects with 500+ college students per year by FY22.
- Coordinate staff presentations to 500+ K-12 students in FY22.





IMPLEMENTATION

Given the breadth of sustainability efforts and the need for continuing education, the following commitments are important for the implementation of the plan:

ACTION TEAMS

Teams for each element will meet quarterly to plan, implement, and report on the Action Plan's progress.

EDUCATION

Ongoing communications will be coordinated to educate and update diverse audiences on the goals of the plan.

TRAINING

Action Plan commitments will be integrated into the City's hiring, orientation, staff training, and performance expectations.

PROGRESS REPORTS

Council, staff, and residents will have access to quarterly updates and annual progress reports.

PLAN UPDATE

During the final two quarters of FY22, a full plan update begins. Renewed objectives and action steps will be finalized in Q1 of FY23, addressing FY23, FY24 & FY25. The plan will receive updates likewise, every three years.

ACHIEVING iGREENCR GOALS THROUGH INNOVATION

Sustainability is the mission driving our iGreenCR Action Plan. Innovation is how we will achieve our mission. The City of Cedar Rapids acknowledges the symbiotic relationship between these two concepts. Both are reflected within the organization's culture.

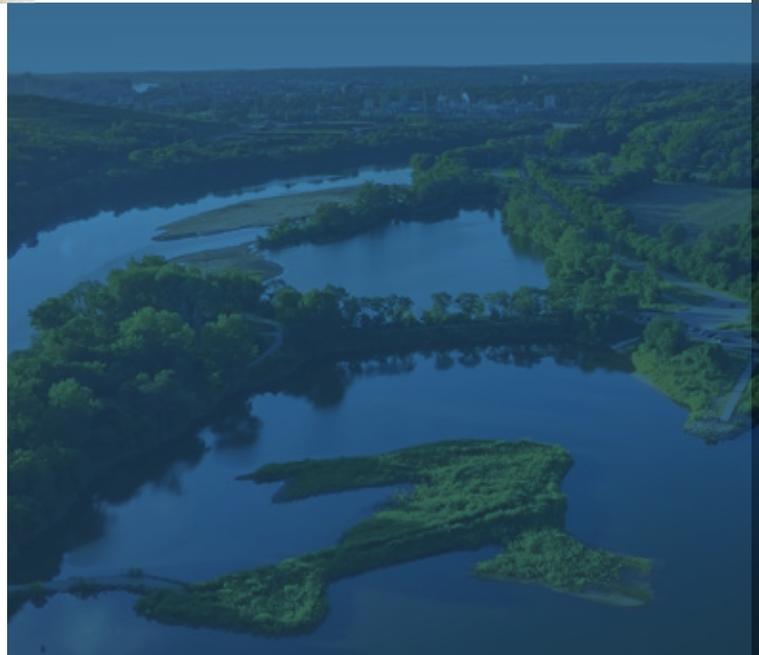
Sustainability is a driver of innovation because it relies on creative ideas and continuous improvements to find new efficiencies and grow. The very process of innovation contributes to efficient sustainability accomplishments.



Sustainability is a driver of innovation because it relies on creative ideas and continuous improvements to find new efficiencies and grow.



The City's Innovation process will play a key role in enacting current action steps and future goals to be identified by the living iGreenCR Action Plan. Consequently, the plan's guiding principles serve as a lens through which the Innovation program can thrive. Both the iGreenCR Action Plan and the Innovation process encourage and empower City staff to achieve sustainable goals and objectives, foster innovative ideas, and employ creative solutions to cultivate a community in which we are all proud to live, work, and play.



INITIATIVES

RESOURCES GOALS & INITIATIVES

January 2020

SCHEDULE

NEW / EXISTING

GOAL 1. GREENHOUSE GASES | Reduce greenhouse gases (GHGs)

A. Objective | Reduce greenhouse gas (GHG) emissions in community and City operations.

1.	Conduct community GHG inventory.	FY21	New
2.	Develop climate action and adaptation plan and targets based off inventory.	FY21-FY22	New
3.	Provide climate action and resilience guidance to City leadership on science, opportunities, and recommendations for moving forward.	Annual	New
4.	Convene community stakeholder group to develop climate action and adaptation plan.	FY21-FY22	New
5.	Develop sustainable building guidelines for City buildings that prioritize GHG minimization, resource efficiency, and occupant health (part of updated Sustainable Purchasing Policy).	FY21-FY22	New

GOAL 2. ENERGY | Reduce energy consumption in buildings and operations

A. Objective | Reduce electricity consumed in City administrative buildings 5% from FY19 baseline by FY22.

B. Objective | Increase water and wastewater treatment efficiency annually (gallons treated / BTU).

1.	Create plan for reducing energy in City buildings through annual targeted tree plantings.	FY20	New
2.	Create energy-efficiency standards for City purchases (part of updated Sustainable Purchasing Policy).	FY21-FY22	New
3.	Participate in energy-sustainability association or annual conference (part of sustainability education strategy for staff).	Annual	Existing

C. Objective | Assist 1,000+ households with energy efficiency efforts.

1.	Provide energy efficiency tools at City-hosted and -sponsored events.	Annual	Existing
2.	Support organizations working to implement energy conservation in the community, particularly those prioritizing youth and/or low-income households.	Annual	New

RESOURCES

SCHEDULE

NEW / EXISTING

GOAL 3. RENEWABLE ENERGY | Increase use of renewable energy

A. Objective | Achieve 30% renewable energy in municipal operations by FY22.

1.	Research and implement (if feasible) large-scale solar and energy storage opportunities at high-energy usage facilities.	FY21	New
2.	Research and implement (if feasible) utility-provided programs for renewable energy development opportunities.	FY21	New
3.	Conduct educational campaign, communicating Water Pollution Control as a leader in resource recovery through its future renovations.	FY21, FY22	New
4.	Research and implement (if feasible) small-scale solar opportunities at high-rate facilities.	FY20-FY21	Existing

B. Objective | Increase renewable energy education through solar group buys.

1.	Participate in two solar group buy programs.	FY20, FY22	Existing
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GOAL 4. FUEL | Reduce fuel consumption in fleet

A. Objective | Reduce fuel consumption in fleet 5% from FY19 baseline by FY22.

1.	Develop plan to modernize the City fleet, achieving fuel reduction goals through high-MPG and electric vehicles.	FY21	New
2.	Participate in fleet-sustainability-focused association or annual conference (part of sustainability education strategy for staff).	Annual	New
3.	Create guidelines and educational effort for City staff to utilize low- or no-fuel transport for work (carpool, walking, biking, bussing, scooters, conference calls).	FY21	New
4.	Create assessment of departmental vehicles that are the best candidates for transitioning to hybrid, electric, or high MPG.	FY20	New

B. Objective | Reduce average idling time to less than 5% by FY22.

1.	Update current assessment of high idle departments and vehicles and integrate strategy into plan to reduce fuel usage in City fleet by 5%.	FY20	New
2.	Conduct annual outreach to City staff on idling reduction SOP and goals.	Annual	New

RESOURCES

SCHEDULE

NEW / EXISTING

GOAL 5. WATER | Reduce water waste

A. Objective | Reduce City facility water consumption 5% from FY19 baseline by FY22.

1.	Participate in water-conservation-focused association or annual conference (part of sustainability education strategy for staff).	Annual	New
2.	Send monthly invoices to non-enterprise facilities to begin encouraging awareness of water consumption.	Annual	New

B. Objective | Assist 150+ households with water efficiency efforts.

1.	Grow participation in City programs for high efficiency toilets (HETs), rain-sensor sprinklers, and rain barrels	Annual	New
2.	Grow participation in CR Save Water, a program that pairs households with high-water-volume and income-qualifying customers with water efficiency assistance from HACAP.	Annual	New

GOAL 6. SOLID WASTE | Reduce landfill waste

A. Objective | Decrease landfilled waste from City operations 10% from FY20 baseline by FY22.

1.	Create baseline for and track landfilled waste across City operations.	FY21	New
2.	Install Tiny Trash, compost, and waste-hub model in City facilities where appropriate, in combination with educational and awareness efforts.	FY20-21	New
3.	Create SOP for waste reduction at municipal events.	FY21	New
4.	Create waste-reduction standards for City purchases (part of updated Sustainable Purchasing Policy).	FY21	New

RESOURCES

SCHEDULE

NEW / EXISTING

Goal 6. Solid Waste (continued)

B. Objective | Reduce municipal paper consumption 5% from FY19 baseline by FY22.

1.	Form internal paper-to-electronic team to develop strategies to achieve annual waste reduction targets. Report progress.	FY21 or FY22	New
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C. Objective | Provide landfill diversion tools in 1,000+ households, 10 public-facing facilities, and 1 business district by FY22.

1.	Provide waste-reduction tools and education at events where the City provides community education.	Annual	Existing
2.	Provide landfill diversion containers at public-facing City facilities, like pools, recreation centers, golf courses, parks, airport, and hotel.	Annual	New
3.	Explore opportunities to install outdoor recycling receptacles downtown.	FY22	New
4.	Convene food-recovery stakeholders to discuss opportunities to reduce food waste and increase food donations.	FY21	New

GOAL 1. FORESTRY | Protect and grow the tree canopy

A. Objective | Achieve annual net-positive tree count on City property and within City-owned right of way by FY25 (Emerald Ash Borer prevents more rapid timeline).

1.	Create and utilize heat island dataset to mitigate urban heat island effect. Increase planting locations in affected areas by removing hardscapes and adding planting areas that can sustain trees.	FY22	New
2.	Participate in Growing Future program, which aims to increase tree canopy and provide low-income youth with paid job experience and professional development training.	Annual	Existing
3.	Hold largest tree-planting event in Iowa each April by planting 3,000 trees (public and private properties; consider Day of Caring connection).	FY22	New
4.	Create assessment of value of ecosystem services provided by trees in Cedar Rapids (consider utilizing class/research projects to assess the value of additional ecosystem services, such as prairie, stormwater BMPs).	FY22	New
5.	Maintain current tree-planting diversity goals of no more than 5% of any one genus.	Annual	Existing
6.	Develop City nursery utilizing plants from the ISU nursery.	FY22	New
7.	Perform ongoing, annual urban forest threat evaluation and reporting.	Annual	Existing
8.	Create baseline for tree-protection efforts in City and private development projects. Research peer best practices to understand and establish best performance metric.	FY22	New
9.	Emphasize tree protection over mitigation by implementing at least 2 of 4 following strategies (e.g. increase tree replacement costs; place mitigation funds into reforestation account; place value on trees worth protecting; create incentives for protected and surviving trees with links to existing programs).	FY21-FY22	New
10.	Enhance forestry protection and growth goal training and education for pertinent staff in Building Services, Development Services, and Public Works.	FY21-FY22	New
11.	Create policy or SOP to link trees to stormwater management.	FY22	New

GOAL 2. WATERSHEDS | Improve water quality, decrease flooding potential, and increase recreation opportunities

A. Objective | Increase water volume handled by BMPs by 5% each year.

1.	Report annually on Stormwater Best Management Practices (BMP) cost-share and ERU reduction programs, including number of participants, projects installed, dollars spent, and stormwater retained.	Annual	Existing
2.	Use 100% of annually allocated Stormwater BMP cost-share dollars.	FY22	New
3.	Create assessment of all City facilities prioritization plan of potential implementation of stormwater practices.	FY21	New
4.	Utilize right of way spec document to coordinate departments & prioritize stormwater practices and report on its use annually.	Annual	New
5.	Utilize Stormwater Master Plan to prioritize stormwater CIP projects and report on its use annually.	Annual	Existing
6.	Develop an outreach plan for large, high-priority stormwater sites.	FY21	New
7.	Create assessment of maintenance needs for City-owned BMPs and develop strategic funding strategy.	FY21	New
8.	Develop maintenance section of CIP Handbook.	FY20	Existing

B. Objective | Expand functionality of stormwater system and grow collaboration in the watershed to achieve annual MS4 compliance.

1.	Continue to implement (educate, inspect, enforce) illicit discharge program.	Annual	Existing
2.	Continue to expand maintenance of stormwater system.	Annual	Existing

NATURE

SCHEDULE

NEW / EXISTING

Goal 2. Watersheds (continued)

C. Objective | Continue work in Middle Cedar River Watershed to increase the number of permanent nutrient-retention practices by 2% annually; increase acreage of perennial conservation practices by 10% annually; increase farmer contracts annually.

1.	Continue leadership role for partnerships in Middle Cedar River Watershed focused on water quality improvement and report on this at least annually (reduced nitrogen and phosphorus loss to surface water) and water quantity improvement (reduce flood peaks and droughts).	Annual	Existing
2.	Continue and report regularly on water sampling and analysis of monitoring plan (City of Cedar Rapids, Iowa Soybean Association, Coe College) for current project areas in the Middle Cedar River Watershed in order to track concentration and pounds of nutrients.	Annual	Existing
3.	Increase and report annual growth of nutrient-loss reduction practices in Middle Cedar River Watershed as percentage of land currently using practices (e.g. number of acres, farmer contracts, bioreactors, bioswales, wetlands, pollinator habitat acres).	Annual	New
4.	Create prioritization plan for Hydrologic Unit Code (HUC)-12 watersheds.	FY21	Existing

GOAL 3. PARKS | Implement park and green space best practices to improve biodiversity and public health

A. Objective | Partner with Monarch Research Project, Linn County, and other partners on 1,000 Acre Pollinator Initiative. Plant 325 additional acres of prairie on City property by FY21.

1.	Create assessment of currently mowed City-owned land for opportunities for higher uses (e.g. prairie, trails, gardens, etc.).	FY21	New
2.	Create native plant purchasing policy for Parks, City facilities, and right-of-way projects and requirements for new construction and renovation (e.g. plant palette guidelines, consider "keystone species").	FY21-FY22	New

Goal 3. Parks (continued)

B. Objective | Reduce use of pesticide applications on City properties 5% from FY19 baseline by FY22.

1.	Create baseline for pesticide applications on City properties and enhance objective if appropriate.	FY21	New
2.	Create Integrated Pesticide Management (IPM) strategic plan for City properties focused on targeted applications, with considerations of location, public interaction, and effectiveness.	FY21	New
3.	Require grounds maintenance contractors to utilize IPM strategies on City grounds.	FY22	New
4.	Develop and execute volunteer opportunities to assist with invasive species identification and control.	FY22	New

GOAL 1. AFFORDABLE HOUSING | Connect citizens to community resources and increase affordable housing opportunities

A. Objective | Pursue partnerships to leverage funding in order to produce new or improve existing housing that is affordable, for all income levels.

1.	Partner with Neighborhood Finance Corporation to leverage public/private dollars to increase investment in existing housing stock.	Annual	Existing
2.	Partner with nonprofits to rehabilitate existing housing stock in City's core neighborhoods.	Annual	Existing
3.	Provide public education to increase affordable housing awareness and support.	Annual	Existing

B. Objective | Increase public awareness of community resources.

1.	Hold a public event to engage citizens and increase awareness of community resources.	Annual	Existing
2.	Engage large employers within the City and provide resource information.	Annual	Existing

C. Objective | Pursue partnerships to increase shelter services and provide resources to those experiencing homelessness.

1.	Partner with Linn County and social service agencies to provide an overflow shelter.	Annual	Existing
2.	Partner with Linn County and social service agencies to create a day center with resources for those experiencing homelessness.	Annual	Existing

GOAL 2. HISTORIC PRESERVATION | Preserve and reuse historic structures and sites to retain history, heritage, and community character

A. Objective | Increase number of historic-designated properties in Cedar Rapids.

1.	Develop style guide for Czech Village/New Bohemia district to educate developers on historic context and important neighborhood characteristics.	FY21, FY22	New
2.	Quantify and report on economic impacts of historic districts and properties.	FY21	New
3.	Provide grant assistance to low income homeowners to renovate their historic properties.	FY21, FY22	New

DEVELOPMENT

		SCHEDULE	NEW / EXISTING
Goal 2. Historic Preservation (continued)			
4.	Promote energy- and water-efficiency programs through Historic Preservation and Affordable Housing divisions.	FY21, FY22	New
5.	Continue surveying areas for potential historic significance and eligibility for national register.	FY21, FY22	Existing
6.	Promote opportunity to investigate and apply properties for national registry designation.	FY21, FY22	New

GOAL 3. RESILIENCE | Grow resilience to environmental hazards and intensifying climate

A. Objective | Complete climate risk and environmental justice assessments and incorporate into planning efforts.

1.	<p>Identify climate risks and adaptation efforts concurrent with greenhouse gas inventory:</p> <ul style="list-style-type: none"> • Increased rainfall intensity resulting in localized and flash flooding, • Increased heat events resulting in possible power outages and heat casualties, • Increased risk of ice storms resulting in power outages, • Decreased air quality and impact on health and welfare of citizens, • Increase in vector-borne illnesses, and • Impacts on local agricultural economy. <p>Assess the negative impacts to the City of Cedar Rapids for each of the climate risks identified. Identify locations and populations that have been — or will be — affected, and determine the City's response to mitigate and adapt.</p>	FY20-FY21	New
2.	Complete environmental justice assessment.	FY22	New

GOAL 4. ECONOMIC DEVELOPMENT | Build upon investments in targeted industries, core neighborhoods, and immigrant population workforce to enhance economic strength, quality of life, and vibrancy

A. Objective | Through the ISU-Cedar Rapids Partnership, advance an industrial symbiosis approach to growth, where waste streams from one industry become raw materials for others, to help concentrate the Food Manufacturing and Bioprocessing Cluster in Cedar Rapids.

1.	Monitor total number of applied research projects initiated by ISU staff ensuring work happens at a least a rate of two (2) projects per year, for five (5) projects in total.	Annual	Existing
2.	Conduct at least two Food Safety Roundtable meetings per year, for five meetings in total.	Annual	Existing
3.	Update Cedar Rapids Food and Bioprocessors Manufacturing Report.	FY20-FY22	Existing
4.	Submit four applications for project funding through the partnership.	FY20-FY22	New

B. Objective | Plan for greater integration of immigrants and refugees into the Cedar Rapids labor market.

1.	Implement 75% of recommended initiatives identified in the Gateways for Growth (G4G) action plan to a level of half complete or higher by FY22.	FY20-FY22	Existing
2.	Track how many employers report beneficial outcomes through the G4G planning process by FY22.	FY22	Existing

C. Objective | Assist companies, particularly in identified target industries, to locate or expand; increase levels of higher-wage & higher-skilled jobs to positively influence conditions necessary to improve income for all residents.

1.	Report the number of business expansions and new businesses each fiscal year.	Annual	Existing
2.	Report the number of jobs created and retained, and the wages created by incentivized jobs each fiscal year.	Annual	Existing
3.	Market and direct growth where adequate public facilities and infrastructure are located.	Annual	Existing

DEVELOPMENT

SCHEDULE

NEW / EXISTING

Goal 4. Economic Development (continued)

D. Objective | Focus redevelopment and revitalization efforts, planning, and incentives in the City's core districts.

1.	Report the number of new housing units created, including market segment (affordable, market rate, etc).	Annual	Existing
2.	Report on the number of new projects, total investment, and project type for projects in the Core Districts.	Annual	Existing
3.	Report the demand and segmentation of housing need in the City through an annual comprehensive housing market analysis.	Annual	Existing

GOAL 1. SOCIAL COHESION & HEALTH | Grow community health and neighborhood connectedness

A. Objective | Increase the number of those positively rating their “Neighborhood as a place to live” on the National Community Survey to 80% by FY22.

1.	Identify and improve on existing resources that promote and public and publish the inventory of social networks, social opportunities, and groups.	FY21, FY22	New
2.	Continue development of area action plans.	Annual	Existing
3.	Track and increase Neighborhood Association average attendance.	FY21	New
4.	Introduce regular attendance of Civil Rights staff at Neighborhood Association meetings with aim to increase Civil Rights Commission outreach.	FY21, FY22	New
5.	Provide support to certified neighborhoods on how to use available budgets.	FY21, FY22	New
6.	Provide public outreach on how to form new Neighborhood Associations.	Annual	Existing
7.	Provide public outreach to encourage participation on NextDoor social network.	Annual	Existing
8.	Develop plan to measure and grow volunteer engagement in select volunteer opportunities (e.g. One Bag Challenge, tree plantings, bike rides, etc.).	FY21	New
9.	Create assessment of opportunities to create Neighborhood Association (NA) environmental- and social-programming and share recommendations to NAs.	FY21 or FY22	New
10.	Pilot centralized system for tracking and reporting on public input event attendance. Grow attendance with more robust representation of the community.	FY20-21	New

GOAL 2. DIVERSITY, EQUITY, AND INCLUSION | Diversify representation in City staff and equity in program delivery

A. Objective | Continue to increase diversity in staff and leadership positions to better reflect community.

1.	Baseline community diversity for purpose of comparing against demographic of City organization.	FY21	New
2.	Track diversity of applicant pool, individuals hired, and overall makeup of City staff.	Annual	New
3.	Complete Diversity and Inclusiveness assessment to identify strategies for improvement.	FY20	New
4.	Train staff on processes and practices that reduce personal bias in recruitment and hiring.	Annual	Existing
5.	Develop plan to strengthen organizational culture around diversity, equity, and inclusion.	FY22	New

B. Objective | Identify at least five new opportunities per year to advance equity, inclusion, and equal access to programs, services, and facilities.

1.	Train and encourage staff to utilize the Social Equity Impact Assessment to examine City program and service impacts on underserved populations. Identify opportunities to provide more accessible, inclusive, and equitable programming, services, and amenities.	Annual	Existing
2.	Create assessment and strategy for communications to an ESL population and training for City staff to utilize.	FY22	New
3.	Recruit residents of diverse cultural backgrounds for Boards & Commissions membership. Track demographics of Boards & Commissions applicants and appointees.	FY21, FY22	New
4.	Conduct local public education campaigns regarding civil and human rights (e.g. the complaint-filing process).	Annual	Existing
5.	Create highly visible opportunities for residents to communicate to City staff about discrimination.	Annual	Existing

C. Objective | Increase participation of low-income, youth, and elderly populations in recreation programming 5% from FY20 baseline by FY22.

1.	Continue Financial Assistance Program to assist low-income users of Parks & Recreation programming and services.	Annual	Existing
2.	Track participation of low-income, youth, and elderly populations in recreation programming.	Annual	New

GOAL 3. ARTS & LITERACY | Champion and celebrate literacy, art, and youth

A. Objective | Increase the percentage of Cedar Rapids residents rating “cultural/arts/music activities” as excellent or good on the National Community Survey to 75% by FY22.

1.	Develop Public Arts Master Plan incorporating environmental, equity, and economic focuses and an inclusive public engagement process.	FY22	New
2.	Support sustainability-focused art project or event annually.	Annual	Existing
3.	Provide support to Visual Arts Commission on how to include equity into master plan and assist with execution in public engagement process.	FY22	New
4.	Incorporate arts into Eco Fest programming.	Annual	Existing
5.	Develop plan to strengthen organizational culture around diversity, equity, and inclusion.	FY22	New

B. Objective | Implement literacy-focused art or messaging on 10 City-owned facilities and sites by FY22.

1.	Create proposal (and implement if feasible) to install literacy-focused art or signage (near native plantings, trees, bus stops, etc.) to improve learning and engagement.	FY22	New
2.	Create assessment (and implement if feasible) for City to collaborate in literacy engagement through community organizations (e.g. Reading into Success).	FY21	New

GOAL 4. HEALTHY FOOD | Increase food health and availability

A. Objective | Increase organizations participating in food growing and recovery 10% by FY22.

1.	Participate (with staff time) in Linn County Food Systems Council's food assessment.	FY20	Existing
2.	Compile and provide urban agriculture development (e.g. community gardens, private gardens, bee-keeping, etc.) information and resources to residents.	FY21	New
3.	Create proposal (and implement if feasible) for food growing and food-waste-recovery efforts.	FY22	New
4.	Convene stakeholders to discuss food waste reduction opportunities, focusing on food recovery and donation.	FY21	New
5.	Assess and prioritize City-owned properties (buildings, parks, vacant lots, right of way) for higher use opportunities (prairie, edible landscaping, gardens, tree cover, etc.).	FY21	New
6.	Promote consumption of existing edible landscaping using signage and additional outreach.	Annual	Existing

B. Objective | Achieve 30% nutritious food availability at City-owned sites and facilities by FY22.

1.	Track and increase percentage of healthy foods (identified by NEMS tool) available at concessions (parks and pools).	FY21, FY22	Existing
2.	Develop strategy for marketing, contracting, and piloting healthy food at City-run concessions.	FY21	New

C. Objective | Achieve 50% healthy food served at City events.

1.	Conduct education and outreach on City's existing Healthy Workplace/Nutrition Personnel Policy 7.14.	FY21, FY22	New
2.	Create and annually update internal guidelines to assist those making purchases to select catering vendors which fulfill City's health and waste-reduction goals.	FY21	New
3.	Update existing policies to include focus on and guidelines for waste reduction.	FY21	New

GOAL 5. ACTIVE TRANSPORTATION | Foster a transportation network which cultivates an inclusive and healthy community

A. Objective | Achieve American Community Survey bike/walk/transit commute rate of 6% for residents by FY22.

1.	Report annually on bike-share performance metrics.	Annual	Existing
2.	Create assessment of opportunities to promote bike incentives to City staff and community (and implement if feasible).	FY21	New
3.	Conduct bike traffic measurements to assess before-and-after impacts of new bicycle facilities.	Annual	New
4.	Conduct annual measurements of bike traffic on Cedar Lake trail, 3rd Street SE, 3rd Avenue SE.	Annual	New
5.	Report local Safe Routes to School data annually, capturing all modes of transportation.	Annual	Existing
6.	Identify and reduce gaps in sidewalk, trail, and on-street bikeway facilities.	Annual	Existing
7.	Create assessment of opportunities (and implement if feasible) to use and promote federal transit incentives for City staff and local businesses.	FY21, FY22	New
8.	Maintain League of American Bicyclists' Bicycle-Friendly Community Bronze designation, and earn Silver designation.	FY22	Existing
9.	Continue annual active transportation education and outreach efforts (e.g. need-based cycling, Bike to Work Week, Move More Week, safety gear giveaways, free student transit, et al).	Annual	Existing
10.	Conduct annual assessment for need-based cycling behavior.	Annual	Existing
11.	Increase number of City worksites designated as League of American Bicyclists' Bicycle-Friendly Businesses.	Annual	New
12.	Report pedestrian and bicyclist crashes annually. Identify and improve safety opportunities.	Annual	Existing
13.	Regularly maintain and update Comprehensive Trails Plan.	Annual	Existing

COMMUNITY

		SCHEDULE	NEW / EXISTING
Goal 5. Active Transportation (continued)			
14.	Expand and promote access to transit, emphasizing youth, elderly, students, and low-income populations.	Annual	Existing
15.	Implement Walk Friendly Community Report Card next steps.	Annual	Existing
16.	Promote Cedar Rapids' AARP Livability Index overall score of 60. Enhance livability in neighborhoods with low scores.	Annual	New
17.	Join AARP/WHO Network of Age-Friendly Cities and Communities program.	FY20	New
18.	Conduct pedestrian traffic measurements to assess before-and-after impacts of new sidewalks.	Annual	New
19.	Conduct outreach and education on crosswalk safety.	FY21, FY22	Existing

GOAL 6. STUDENT LEARNING | Empower student education and City-connectedness

A. Objective | Coordinate professional speaker opportunities, field trips, and class research projects with 500+ college students per year by FY22.

1.	Coordinate annual meetings with local college faculty to discuss City staff available for presentations to classes, available internships, and potential research projects.	FY21, FY22	New
2.	Maintain updated list of possible iGreenCR Action Plan research projects on City website.	FY21, FY22	New
3.	Coordinate local college class field trips to observe City operations and services.	FY21, FY22	New

B. Objective | Coordinate staff presentations to 500+ K-12 students in FY22.

1.	Coordinate and increase City staff participation in K-12 professional speaker days.	FY21, FY22	New
2.	Support Cedar Rapids Community School District's Green Teams with time, expertise, and other resources where possible.	FY21, FY22	New
3.	Coordinate iGreenCR Action Plan presentation annually for local school boards.	FY21, FY22	New

APPENDIX

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APPENDIX

STAR ASSESSMENT RESULTS

59%	40%	87%	76%	52%	75%	66%	85%
Built Environment	Climate & Energy	Economy & Jobs	Education, Arts & Community	Equity & Empowerment	Health & Safety	Natural Systems	Innovation & Process
Ambient Noise & Light	Climate Adaptation	Business Retention & Development	Arts & Culture	Civic Engagement	Active Living	Green Infrastructure	Best Practices & Processes
Community Water Systems	Greenhouse Gas Mitigation	Green Market Development	Community Cohesion	Civil & Human Rights	Community Health	Biodiversity & Invasive Species	Exemplary Performance
Compact & Complete Communities	Greening the Energy Supply	Local Economy	Educational Opportunity & Attainment	Environmental Justice	Emergency Management & Response	Natural Resource Protection	Local Innovation
Housing Affordability	Energy Efficiency	Quality Jobs & Living Wages	Historic Preservation	Equitable Services & Access	Food Access & Nutrition	Outdoor Air Quality	Good Governance
Infill & Redevelopment	Water Efficiency	Targeted Industry Development	Social & Cultural Diversity	Human Services	Health Systems	Water in the Environment	
Public Parkland	Local Govt GHG & Resource Footprint	Workforce Readiness	Aging in the Community	Poverty Prevention & Alleviation	Hazard Mitigation	Working Lands	
Transportation Choices	Waste Minimization				Safe Communities		

COHESION OF STAR COMMUNITIES & iGREENCR ACTION PLAN ELEMENTS

RESOURCES

- Climate & Energy
- Innovation & Process

NATURE

- Built Environment
- Natural Systems
- Innovation & Process

DEVELOPMENT

- Built Environment
- Economy & Jobs
- Climate & Energy
- Equity & Empowerment
- Innovation & Process

COMMUNITY

- Built Environment
- Education, Arts & Community
- Health & Safety
- Equity & Empowerment
- Innovation & Process




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