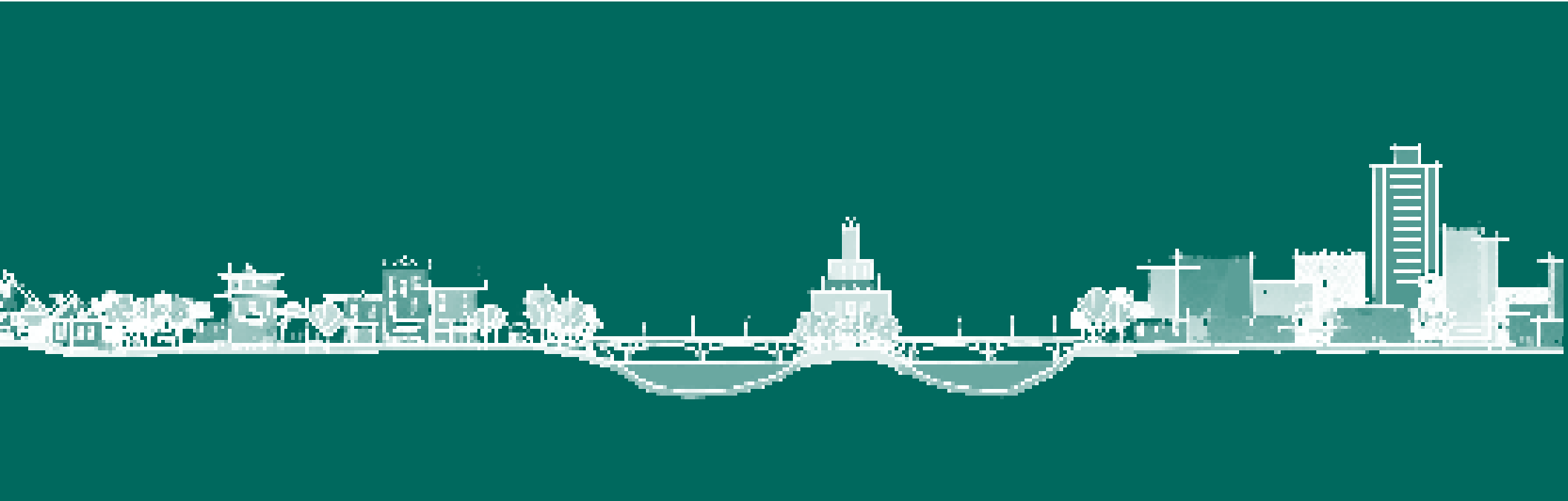


EnvisionCR



INITIATIVES EVALUATION & REVIEW



CITY PLANNING COMMISSION REVIEW & RECOMMENDATION - 3/16/17
CITY COUNCIL REVIEW & APPROVAL - 3/28/17

THE PURPOSE OF THIS DOCUMENT IS TO PROVIDE A SUMMARY UPDATE TO CITY COUNCIL ON THE IMPLEMENTATION OF ENVISIONCR. AS A PUBLIC DOCUMENT, THIS CAN ALSO BE USED BY CITY STAFF OR THE PUBLIC FOR THE SAME PURPOSE.

ENVISIONCR CAN BE VIEWED AT

WWW.CITYOFCR.COM/COMPREHENSIVEPLAN

PLEASE CONTACT COMMUNITY DEVELOPMENT WITH
QUESTIONS ABOUT ENVISIONCR OR THIS REPORT.
319-286-5041



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ENVISIONCR

INITIATIVES EVALUATION AND REVIEW PROCESS

The annual review of the EnvisionCR Initiatives is the time to examine and report on the progress the City is achieving in implementing EnvisionCR. In addition, the outcome of planning efforts such as the recently adopted Mt. Vernon Road Corridor Action Plan, are also reviewed at this time. The timing of this review is crucial as it serves as a reminder to City Departments to consider them in the development of their annual budgets.

The process begins in July by meeting with the individual departments that are leads on the Initiatives and discussing progress made to date on each. The status of each Initiative is reviewed and updated accordingly along with comments that provide additional information on the status. Completed Initiatives are marked for removal and new ones are identified for addition.

New this year are a few changes to the format of the Initiatives tables to aid in reviewing and updating. The first is a renumbering of the Initiatives based on individual Elements instead of the order that they appear in the plan. This will allow for easier updating over time when Initiatives are completed, added, or when goals are changed. Initiative numbers now begin with the name of the Element first then their order of appearance within the specific Element. For example, the third Initiative discussed in GrowCR will be GrowCR #3. The second change is to remove the number designation of completed Initiatives and move them to the bottom of the list in the appropriate table. Instead of scanning through the table to find completed Initiatives, one needs only look towards the end of the table. Initiatives that were replaced can also be found at the end of the table.

This was the first year that Initiatives were added during the review process. Of the six new additions, three are completely new and three are a result of further refining two other Initiatives. The three new ones are a workforce study of the Police Department, the acquisition of an off-site evidence storage facility for the Police Department, and a feasibility study for the creation of a regional transit authority. Two new Initiatives were created to replace one related to the City's efforts to become more sustainable in how it uses its resources to provide services to its citizens. And the final new one consolidates all of the Initiatives for creating Corridor Action Plans into one to allow for more flexibility and coordination with other City projects and activities.

Modifications to the Initiatives are noted in the tables at the end of this document and presented to the City Planning Commission for review and recommendation of approval to the City Council, after which they become official.



INITIATIVE SUMMARY

Current Status - 2017

92 Total Initiatives

- Began with 91
- Completed 5
 - Added 6
- 56 have started
- 36 are on-schedule

History

91 Initiatives - 2016

- Completed 6 from 2015

97 Initiatives - 2015

2016 COMPLETED INITIATIVES

Within 1 Year

- o Former #52 - Prepare corridor action plan for Mt. Vernon Road SE.

2-3 Years

- o Former #4 - Develop a Planning Program to identify areas in need of more specific planning initiatives, such as Neighborhood Action & Corridor/ Area Action Plans; and Study areas. Future planning initiatives should engage a variety of stakeholders, analyze transportation needs and recommend improvements that promote a multimodal transportation system, and identify utility needs and recommend improvements.
- o Former #80 - Develop a Wastewater Collection Master Plan.
- o Former #81 - Develop a Watershed Stormwater Drainage Master Plan.

4-5 Years

- o Former #38 - Perform a comprehensive transit study that includes an analysis of a mini-hub system at Lindale Mall and Westdale.

City Manager's Office

- o Created City Business Retention and Expansion Survey Tool, conducted visits, and published report on City website.
- o Retail attraction implementation: Direct outreach to local real estate developers providing market data & analysis performed through use of Buxton SCOUT on an as needed basis. Marketing communications with twenty seven prospects in 2016. Two new brands and three total stores have committed to the market. Expansion of one brand with two additional locations in the pipeline.
- o Provided quarterly reports and had first annual report to City Council from Economic Development Organizations guided by MOA's.
- o Engaged economic development marketing consultants to begin the CR economic development marketing and branding initiative.

Community Development

- o Updated local preferences for the Section 8 Housing Choice Voucher Program (HCV), which resulted in more homeless families being able to find stable housing.
- o Opened HCV waiting list and accepted 1,321 applications in one day by coordinating with local social service providers and the Continuum of Care.
- o 79 single family homes completed through the ROOTs program.
- o 38 multi-family units created through the Multi-family New Construction program.
- o Completed update to EnvisionCR Elements InvestCR and StrengthenCR.
- o Completed the Mt. Vernon Road Corridor Action Plan.
- o Began ReZone Cedar Rapids (update to Chapter 32 - Zoning Code).
- o Began the Northwest Neighborhood Action Plan.

CR Transit

- o Launched a new mobile application that allows users to view bus routes on their smartphone or other mobile device, track buses in real time, and view or text to determine when the next bus will arrive at their location. Transit users can view the service and download the app at www.ridecrt.com.
- o Issued a purchase order for two new replacement buses for the fixed-route transit service.
- o Issued purchase orders for four new replacement buses for our paratransit service contract with Linn County LIFTS.
- o Purchased one new replacement bus for our after-hours transit service contract with Horizons/NTS.
- o Collaborated with Corridor MPO staff on the completion of the 2016 Corridor MPO Transit Study.



Development Services

- o Aided in development of ReZone Cedar Rapids.

Parks & Recreation

- o Park turf conversions to native woodland or prairies at Bever, Ellis, Noelridge, Sac & Fox, and other parks. Began 1,000 Acre Pollinator Initiative.
- o Property acquisitions for Greenway Park Development.

Police

- o Recruited and hired 11 new officers.
- o Began implementation of Automated License Plate Readers (ALPRs).
- o Completed installation of Police Department front desk security glass.
- o Completed Phase 2 improvements to the firearms range.

Fire

- o Continued implementation of the Remembering When Program through the National Fire Protection Association (NFPA).
- o Introduced an additional Captain to the Fire Marshalls Office for arson investigation.



Public Works

- o Approximately 10 linear miles of pavement improvements were completed during 2016 as part of the City's Paving for Progress program. This year marked the third construction season of the program and included an investment of \$18.4M and the completion of 28 streets.
- o Completed construction of C Avenue NE between Collins Road and Blairs Ferry Road. This project included significant collaboration with Rockwell Collins.
- o City Council adoption of Sanitary sewer and Stormwater Master Plans, which is the City's guide for these capital improvement programs and additional policy development.
- o 18th Street SW Extension – Completed the construction of this new connection between Wilson Avenue SW and 16th Avenue SW allowing for infill development.
- o Constructed approximately 650 ADA compliant curb ramps during 2016 as part of the effort to satisfy the requirements of the ADA Settlement Agreement with the United States Department of Justice. This effort is increasing accessibility across the City.
- o Completed FEMA funded sanitary sewer projects that were related to the 2008 flood recovery effort.
- o Traffic Operations Center. Completed Traffic Operations Center by incorporating a video display wall, integrating all signalized intersections on the city's fiber network. We also integrated 70 observation cameras on the transportation network, which were used as needed during the flood of 2016.
- o Bike Lanes. Added 4.3 miles of on-street bikeways. Total miles have grown from 1.3 miles in 2010 to 22.1 miles in 2016.
- o Pavement Marking. Completed 1.55 million linear feet of pavement marking. Largest amount of striping completed since the year 2009.

Utilities

- o Continued work on J Ave Plant Phase 1 improvements.
- o Completed WPC Permanent Repairs – Package 3 (last of the WPC flood recovery projects).
- o Completed demolition of the Kirkwood Standpipe.
- o Commenced construction of WPC Chlorine Facility Improvements.
- o Improved management of nuisance mowing program with additional staff oversight and clarifying expectations to the selected vendor.
- o Initiated City contract directly with local recycling materials handler, which should reduce costs from previous combined program through Linn County/Cedar Rapids Solid Waste Agency.
- o Completed comprehensive study of nitrate treatment options and alternative supplies of source water, and will now determine next steps, including pilot testing of several potential treatment options.
- o Odorous air treatment project contract has been awarded.
- o Continued development of a comprehensive Sustainability Program and began thorough evaluation of STAR Communities as a possible community assessment program with the loss of ICMA Insight assessment tool.
- o Investigated and implemented semi-automated total phosphorus determinations in anticipation of increased monitoring requirements and nutrient reduction initiatives



ENVISIONCR

2017 ACTIVITIES

City Manager's Office

- o Create Flood 2016 Survey tool and publish flood economic impact survey report. Create Jobs and Small Business Recovery Fund program.
- o Launch ED marketing website and recruitment collateral.
- o Create business advisory board and begin planning for ED Strategy update.
- o Begin Joint Workforce Strategy.
 - Research and report CR Workforce Climate study.
 - Develop supplemental Survey tool for FY 19 business retention visits.

Community Development

- o Complete the Northwest Neighborhood Action Plan.
- o Complete ReZone Cedar Rapids (update to Chapter 32 – Zoning Code).
- o Collaborate with Four Oaks and the Affordable Housing Network to utilize their grant funding to assist homeless and disabled families afford rental deposit fees, which has been identified as a barrier to housing.
- o Begin the College District Area Action Plan.
- o Complete the update to EnvisionCR Elements GrowCR and ConnectCR.

CR Transit

- o Implementation of route and schedule changes in June 2017.
- o Inclusion of route and schedule information on Google Transit.
- o Explore the possibility of the creation of a regional transit authority for the metro area.

Development Services

- o Analyze processes to improve efficiencies and internal/external customer service.
- o Participate in ReZone Cedar Rapids.
- o Hold workshops/training for staff on ReZone Cedar Rapids.



Fire

- o Anticipated accreditation from the Center for Public Safety Excellence, which is a nationally recognized achievement of best practices, in August.

Parks & Recreation

- o Additional property acquisitions for Greenway Park Development.
- o Additional prairie and forest restoration in select park and open space properties. Continue work on 1,000 Acre Pollinator Initiative.

Police

- o Upgrade to Police Department's Record Management System (RMS).
- o Implementing the Voice Recognition system to free up staff time for other duties and to improve the quality of our reports.
- o Continue acquisition of Body Cameras.
- o Complete Police Department parking lot replacement and carpet replacement.
- o Continue officer hiring process.
- o Complete Phase 3 improvements to the firearms range (Spring 2017).



Utilities

- o Delay by Iowa DNR has provided more time to continue comprehensive study of nutrient treatment options and next generation solids handling equipment during 2016 and this effort will continue in 2017.
- o Complete work on J Ave Plant Phase 1 improvements.
- o Conduct airborne geophysical survey of the Cedar River alluvial aquifer in cooperation with the USGS.
- o Commence construction of the Kirkwood Elevated Tank.
- o Bid and commence construction of J Ave Plant Phase 2 improvements.
- o Commence construction of WPC Odor Control Upgrades project.
- o Complete construction of Horizontal Collector Well Number 5.
- o Commence design study for WPC and J Avenue Laboratory renovations.



Public Works

- o Development and adoption of a workable program to address private sources of excess water into the sanitary sewer system, which will reduce the need for capacity improvements and reduce the risk of sanitary sewer backups.
- o Improve the City's National Flood Insurance Community Rating to lower flood insurance premiums for the community.
- o Complete the design and complete utility relocations for the Collins Road NE project from east of Northland Avenue to Twixt Town Road. The project is scheduled to bid in late 2017 with construction beginning in the spring of 2018.
- o Continue to improve the ADA compliance of curb ramps in the City in order to meet the requirements of the ADA Settlement Agreement with the United States Department of Justice.
- o Complete design of the initial phases of the Cherokee Trail which will eventually connect Morgan Creek Park to the Cedar Lake area.
- o 2-way conversion. Conversion of 2nd Avenue SW and SE; 3rd Avenue from 1st Avenue through downtown; 4th and 5th Avenue near the library.
- o Quiet Zone. Construction of railroad lights and gates from 1st Avenue E to 5th Avenue SE in the downtown area. This work will allow the creation of a quiet zone and is necessary for the conversion to 2-way traffic.
- o Signalized intersections. Upgrading the electronics at all of the city's 210 signalized intersections including the central software. Staff is updating the basic signal timing for each intersection. The new signal system software will aid in improving City Staff's ability to monitor traffic and change traffic signal timings remotely.
- o Updating timing on arterials. Staff will be updating the signal timing on 10th street SE through I-380 interchange at 7th/8th Street.

| STRENGTHENCR | | Schedule | Lead | Status | Comments |
|---|---|-----------------|---|---------------|---|
| Support existing and new neighborhood associations through the development of Neighborhood Action Plans. | | | | | |
| 1. | Track progress of Neighborhood Certification Program work plan projects. | 2-3 Years | Lead: Community Development | On-schedule | This is an ongoing activity. |
| 2. | Provide the neighborhood service delivery program to existing and newly formed neighborhood associations. | Within 1 Year | Lead: Community Development | Started | This is an ongoing activity. |
| 3. | Work with existing and new neighborhood associations to develop Neighborhood Action Plans. | 2-3 Years | Lead: Community Development Partners: Police, Public Works, Utilities, Parks & Recreation | Started | Northwest Neighborhood Action Plan to be completed by Spring of 2017. |
| Improve the quality and identity of neighborhoods and key corridors. | | | | | |
| 4. | 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. | Within 1 Year | Lead: Community Development, Development Services Partners: Utilities, Parks & Rec, Public Works | Started | First public meeting for ReZone Cedar Rapids held in June of 2016. To be completed by Summer of 2018. |
| 5. | 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. | 2-3 Years | Lead: Community Development, Development Services Partners: Public Works | On-schedule | Will be started during or after completion of ReZone Cedar Rapids (Chapter 32 update). |
| 6. | Create a green building program that facilitates projects that incorporate green building and low-impact development features. | 4-5 Years | Lead: Community Development Partners: Public Works, Building Services | On-schedule | ReZone Cedar Rapids will examine incorporation into Chapter 32. |
| 7. | Amend the requirements for urban agricultural to allow for more flexibility, such as gardens in the right-of-way and front yards; allow bee keeping in certain zoning districts. | Within 1 Year | Lead: Community Development | Started | To be completed by Summer of 2018. |

| STRENGTHENCR | | | | | Schedule | Lead | Status | Comments |
|--|---|---------------|---|-------------|---|-------------|---------------|-----------------|
| Adopt policies that create choices in housing types and prices throughout the city. | | | | | | | | |
| 8. | Analyze the zoning and subdivision codes to ensure consistency with federal and state fair housing laws. The analysis will examine: <ol style="list-style-type: none"> 1. The definition of "Family" to ensure consistency with state and federal fair housing laws 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 3. Any other policies that are inconsistent with state and federal fair housing laws | Within 1 Year | Lead: Community Development Partners: Civil Rights | Started | Analysis of zoning code to be completed by Summer of 2018. | | | |
| Create a city that is affordable and accessible to all members of the community. | | | | | | | | |
| 9. | 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 (Adopted October, 2014), or any future updates to the study. | Within 1 Year | Lead: Community Development | Started | Market analysis updated in December of 2016 to establish current needs. This is an annual activity. | | | |
| 10. | Update housing study regularly, to be determined by volume of housing production, to measure absorption and continued demand (every 1-5 years). | 4-5 Years | Lead: Community Development | Started | The annual Maxfield study was completed in December of 2016. This is an annual activity. | | | |
| 11. | 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. | 2-3 Years | Lead: Community Development | On-schedule | None at this time. | | | |
| Completed Initiatives. | | | | | | | | |
| | Develop a Planning Program to identify areas in need of more specific planning initiatives, such as Neighborhood Action & Corridor/Area Action Plans; and Study areas. Future planning initiatives should engage a variety of stakeholders, analyze transportation needs and recommend improvements that promote a multi-modal transportation system, and identify utility needs and recommend improvements. | 2-3 Years | Lead: Community Development Partners: Development Services, Utilities, Parks & Rec, Public Works, Police, Fire | Completed | None at this time. | | | |

GrowCR Goals & Initiatives - March 28, 2017 Update

| GROWCR | | | | | Schedule | Lead | Status | Comments |
|--|--|---------------|---|-------------|--|-------------|---------------|-----------------|
| Encourage mixed-use and infill development. | | | | | | | | |
| 1. | 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 | Started | To be completed by Summer of 2018. | | | |
| Manage growth. | | | | | | | | |
| 2. | Coordinate with adjacent jurisdictions to preserve conservation areas identified in the Highway 100 Plan. | 2-3 Years | Lead: Community Development Partners: Utilities, Public Works, Parks & Recreation | On-schedule | Changed Schedule from "4-5 Years" to "2-3 Years". | | | |
| 3. | Work with adjacent jurisdictions to identify conservation areas in future growth areas. | 2-3 Years | Lead: Community Development Partners: Parks & Recreation | On-schedule | None at this time. | | | |
| 4. | Study serviceability of infrastructure for contiguous growth and resilience. | Within 1 Year | Lead: Utilities, Public Works | Started | Added "contiguous" and "resilience" to the Initiative name. | | | |
| Connect growing areas to existing neighborhoods. | | | | | | | | |
| 5. | Identify ways to promote connectivity and accessibility as part of the comprehensive update to the zoning code. | Within 1 Year | Lead: Community Development | Started | To be completed by Summer of 2018. | | | |
| Communicate and collaborate with regional partners. | | | | | | | | |
| 6. | Develop an annexation plan that incorporates infrastructure and service issues and costs, geographic features, environmental and other land use constraints, and market needs. | 2-3 Years | Lead: Community Development Partners: Development Services, Public Works, Utilities | On-schedule | Development of Strategic Growth Plan will help inform annexation plan. | | | |
| 7. | 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 | Started | Participated in Cedar Rapids Community School District's Long Range Plan update. | | | |

Green Goals & Initiatives - March 28, 2017 Update

GREENCR

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

| | Schedule | Lead | Status | Comments |
|----|---------------|--|-------------|---|
| 1. | 2-3 Years | Lead: Community Development Partners: Parks & Recreation, Utilities, Public Works | On-schedule | None at this time. |
| 2. | 2-3 Years | Lead: Community Development Partners: Public Works | On-schedule | None at this time. |
| 3. | Within 1 Year | Lead: Utilities | Started | New Initiative. SIC members confirmed, first meeting scheduled; name of series is "Sustainable City Talks", first session scheduled. |
| 4. | Within 1 Year | Lead: Utilities | Started | New Initiative. Idling policy passed; waste audit and Zero Waste building implemented; green cleaning program started. |
| 5. | 2-3 Years | Lead: Utilities Partners: Community Development | On-schedule | Drought conservation plan already exists. |
| 6. | 2-3 Years | Lead: Utilities Partners: Building Services, Facilities, Community Development | Started | Continue rebate program for low flow toilets using grants and city funds. Continue to maintain educational relationship with lawn care professionals and Kirkwood Community College. Received multiple Trees Forever grants for plantings at Utilities Department facilities. |

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

| | | | | |
|----|----------------|--|-------------|----------------------------|
| 7. | Beyond 5 Years | Lead: Parks and Recreation | On-schedule | To be done every 10 years. |
| 8. | 2-3 Years | Lead: Parks and Recreation Partners: Public Works, Utilities, Community Development | On-schedule | None at this time. |
| 9. | 2-3 Years | Lead: Parks and Recreation | On-schedule | None at this time. |

GreenCR Goals & Initiatives - March 28, 2017 Update

| GREENCR | | | | | Schedule | Lead | Status | Comments |
|---|--|---------------|--|-------------|---|------|--------|----------|
| Have the best parks, recreation, and trails system in the region (...continued). | | | | | | | | |
| 10. | Convert select areas of park turfgrass to native prairie or woodland plantings to create wildlife habitat and reduce long-term maintenance costs. | 2-3 Years | Lead: Parks and Recreation | Started | Began 1,000 Acre Pollinator Initiative (five-year timeframe) in coordination with the Monarch Research Project, Linn County, and the cities of Marion and Hiawatha. Received Iowa DNR REAP grant for plantings. | | | |
| 11. | 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. | Within 1 Year | Lead: Public Works Partners: Parks and Recreation, Community Development | Started | City staff are having interdepartmental discussions on long term maintenance of the trail system including trail bridges. | | | |
| 12. | Develop a land acquisition strategy for new parks and expansion of existing parks. | 4-5 Years | Lead: Parks and Recreation Partners: Public Works, Utilities, Community Development | On-schedule | None at this time. | | | |
| 13. | Identify ways to incorporate parks and open space into new subdivisions as part of the update to the subdivision code. | 2-3 Years | Lead: Community Development | On-schedule | None at this time | | | |
| 14. | Complete infrastructure removal and track progress in completing short term projects of the Cedar Rapids Greenway Parks Plan. | Within 1 Year | Lead: Parks and Recreation Partners: Utilities, Public Works | Started | Potential FY19 budget ask for Roundhouse and Skate Park design. | | | |
| Lead in energy conservation and innovation. | | | | | | | | |
| 15. | Prepare a municipal Climate Action 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: 1. Develop municipal greenhouse gas emissions inventory 2. Identify a greenhouse gas emissions reduction target 3. Identify measures for reducing emissions to reach the identified target and outline an approach for implementation and financing | 2-3 Years | Lead: Community Development Partner: Public Works, Utilities | On-schedule | None at this time. | | | |
| 16. | Prepare a community-wide Climate Action 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: 1. Develop a community-wide greenhouse gas emissions inventory 2. Identify a greenhouse gas emissions reduction target 3. Identify measures for reducing emissions to reach the identified target and outline an approach for implementation and financing | 2-3 Years | Lead: Community Development Partner: Public Works, Utilities | On-schedule | Change Schedule from "4-5 Years" to "2-3 Years". | | | |
| Replaced Initiatives. | | | | | | | | |
| | Prepare a Strategic Plan for iGreenCR initiatives that includes staffing, resources, and priority programs and policies. | Within 1 Year | Lead: Utilities Partners: Fleet, CR Transit, Facilities, Building Services, Parks & Rec, Community Development, City Manager's Office | Started | To be replaced by GreenCR Initiatives 3 and 4. | | | |

| CONNECTCR | | Schedule | Lead | Status | Comments |
|---|--|----------------|--|-------------|--|
| Provide choices for all transportation users: inter- and intra-city. | | | | | |
| 1. | Update the city's Comprehensive Trails Plan to: 1. Review existing and planned network 2. Identify completed projects 3. Confirm planned projects 4. Evaluate existing off- and on-street facilities | 2-3 Years | Lead: Public Works Partners: Community Development, Parks & Recreation | On-schedule | Update to the network map approved by City Council on May 26, 2015. Several trail projects identified in the network map are at various stages of design and construction. |
| 2. | Identify and track construction of High Priority Sidewalk Segments per the city's Sidewalk Master Plan. | Within 1 Year | Lead: Public Works Partners: Community Development | Started | When possible segments are constructed in conjunction with the Paving for Progress Program. |
| 3. | Continue to evaluate transit ridership and serviceability to identify opportunities for improvement. | Within 1 Year | Lead: CR Transit Partners: Community Development | Started | Will be increasing peak need frequency to 15 minutes on the 1st Avenue East corridor in June 2017. |
| 4. | Investigate the creation of a regional transit authority. | Within 1 Year | Lead: CR Transit Partners: Community Development | On-schedule | New Initiative. To be performed by the Corridor MPO. |
| Build a complete network of connected streets. | | | | | |
| 5. | Prepare functional improvements for intersections and corridors experiencing low level of service, high crashes, and poor access across all modes. | Within 1 Year | Lead: Public Works Partners: Utilities, Police | Started | <ul style="list-style-type: none"> • As part of the Traffic Operations Center (TOC), all traffic signals were connected to the city's network. • 50 intersections updated and should complete all 210 intersections by the end of 2017 allowing for city-wide monitoring, 24/7 notification of malfunctions, and ability to update timing remotely through the TOC. • Work plan related to updating signal timing will be delivered by the first of March. • City is participating in a county-wide effort focused on reducing severity and fatalities on Linn County roads including city streets. • Traffic engineering and analysis studies are being done for all Paving for Progress, Capital Improvement Program (CIP) projects, proposed developments, and other changes to the transportation network. • Traffic Engineering has completed 99 intersection counts, which document vehicular, pedestrian, and bicycle activity. |
| 6. | Complete the Cedar Rapids portion of Tower Terrace Road, and support completion of this multi-jurisdictional project. | Beyond 5 Years | Lead: Public Works Partners: Utilities | Started | Development of the segment of Tower Terrace Road between C Avenue NE and Alburnett Road is underway. The project requires the completion of an Environmental Assessment which should be complete in late 2017. Current schedule for construction of this segment is 2019 – 2020 pending available funding. |

| CONNECTCR | | Schedule | Lead | Status | Comments |
|--|--|---------------|--|-------------|--|
| Build a complete network of connected streets. | | | | | |
| 7. | Continue to support the Highway 100 Project. | Within 1 Year | Lead: Public Works Partners: Utilities, Community Development | Started | City Staff are part of the Project Management Team. The City partnered with the Iowa DOT on a ribbon cutting ceremony and bike ride/run/walk for the opening of a section of Highway 100 from Edgewood Road to Covington Road. A City project is currently under development to improve E Avenue from Hwy 100 to Stoney Point Road NW. |
| 8. | Prepare a one-way to two-way street conversion plan including implementation schedule. | Within 1 Year | Lead: Public Works Partners: Community Development, Police | Started | Several conversions will occur during the 2017 construction season; including portions of 2nd Ave SE and 3rd Ave SW. Conversion of one-to two-way operations is scheduled by the end of 2019. Conversations are ongoing with the UP Railroad on the 4th Street SE railroad corridor. |
| 9. | Develop standards for street connectivity as part of the update of Chapter 31 (Subdivisions) of the Municipal Code. | 2-3 Years | Lead: Community Development, Public Works Partners: Development Services | On-schedule | Will be started during or after completion of the Chapter 32 update. |
| Establish a network of complete streets. | | | | | |
| 10. | Identify and track Complete Streets elements incorporated into city utility and infrastructure projects. | Within 1 Year | Lead: Public Works Partners: Community Development, Utilities | Started | Complete Streets improvements are considered during the development of all roadway projects. A Complete Streets Checklist has been developed and implemented to track improvements. |
| 11. | Sign and mark streets for bicyclists per the Complete Streets Policy. | Within 1 Year | Lead: Public Works | Started | Included as part of Paving for Progress and other CIP projects. |
| 12. | Retrofit high priority corridors with sidewalks and pedestrian amenities ensuring ADA compliance. | Within 1 Year | Lead: Public Works | Started | Large sidewalk infill project was completed during the 2016 construction season. Nearly 650 curb ramps were upgraded to meet ADA compliance during the 2016 construction season. Nearly 3,000 additional curb ramps upgrades are currently in design and are scheduled to be completed by 2019. |
| Improve the function and appearance of our key corridors. | | | | | |
| 13. | 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. | 2-3 Years | Lead: Community Development Partners: Public Works, Utilities, Parks & Recreation | On-schedule | This new Initiative combines all of the identified Corridor Action Plans into one to allow for greater flexibility and coordination with other City activities. |
| 14. | Establish Master Gateway Study. | Within 1 Year | Lead: Community Development Partners: Public Works, Parks & Recreation | On-schedule | Change from a "plan" to a "study" and Schedule from "2-3 Years" to "Within 1 Year". |

| CONNECTCR | | Schedule | Lead | Status | Comments |
|--|--|----------------|--|-------------|--|
| Improve the function and appearance of our key corridors. (continued) | | | | | |
| 15. | Establish Wayfinding Program. | 2-3 Years | Lead: Public Works | Started | Phase 1 has started and is focused on MedQ, Czech-New Bo, Downtown, and Kingston Village. Lead change to Public Works. |
| Support the development of an effective, regional, multi-modal transportation system. | | | | | |
| 16. | Support the update of the Corridor MPO Long Range Transportation Plan. | Beyond 5 Years | Lead: Community Development Partners: Public Works | On-schedule | Next update due in 2020. |
| 17. | Adopt the Corridor MPO Long Range Transportation Plan. | 2-3 Years | Lead: Public Works Partners: Community Development | On-schedule | None at this time. |
| 18. | Develop the city's Transportation Plan consistent with the goals of the Corridor MPO's Long Range Transportation Plan. | 2-3 Years | Lead: Community Development Partners: Public Works, CR Transit, Utilities | On-schedule | None at this time. |
| 19. | 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. | 2-3 Years | Lead: Public Works Partners: City Manager's Office | On-schedule | None at this time. |
| Replaced Initiatives. | | | | | |
| | Prepare a corridor action plan for 3rd Street SE. | 2-3 Years | Lead: Community Development Partners: Public Works, Utilities, Parks & Recreation | On-schedule | Removed and combined into ConnectCR Initiative #13. |
| | Prepare a corridor action plan for 1st Avenue Corridor and Williams Boulevard SW. | 2-3 Years | Lead: Community Development Partners: Public Works, Utilities, Parks & Recreation | On-schedule | Removed and combined into ConnectCR Initiative #13. |
| | Prepare a corridor action plan for 6th Street SW. | Beyond 5 Years | Lead: Community Development Partners: Public Works, Utilities, Parks & Recreation | On-schedule | Removed and combined into ConnectCR Initiative #13. |
| | Prepare a corridor action plan for 16th Avenue SW. | Beyond 5 Years | Lead: Community Development Partners: Public Works, Utilities, Parks & Recreation | On-schedule | Removed and combined into ConnectCR Initiative #13. |
| | Update corridor action plan for Collins Road NE with focus on pedestrians and streetscapes. | Within 1 Year | Lead: Community Development Partners: Public Works, Utilities, Parks & Recreation | Started | Removed and combined into ConnectCR Initiative #13. |
| | Prepare a corridor action plan for Center Point Road NE. | Beyond 5 Years | Lead: Community Development Partners: Public Works, Utilities, Parks & Recreation | On-schedule | Removed and combined into ConnectCR Initiative #13. |
| | Prepare a corridor action plan for Edgewood Road. | Beyond 5 Years | Lead: Community Development Partners: Public Works, Utilities, Parks & Recreation | On-schedule | Removed and combined into ConnectCR Initiative #13. |

| CONNECTCR | | Schedule | Lead | Status | Comments |
|--|---------------|---|-----------|--|----------|
| Completed Initiatives. | | | | | |
| Perform a comprehensive transit study that includes an analysis of a mini-hub system at Lindale Mall and Westdale. | 4-5 Years | Lead: CR Transit Partners: Community Development | Completed | Plan on implementing budget neutral recommendations from the study in June 2017. | |
| Prepare a corridor action plan for Mt. Vernon Road SE. | Within 1 Year | Lead: Community Development Partners: Public Works, Utilities, Parks & Recreation | Completed | Adopted by City Council on January 24, 2017. | |

| INVESTCR | | Schedule | Lead | Status | Comments |
|---|---|----------------|---|---------|---|
| Expand economic development efforts to support business and workforce growth, market Cedar Rapids, and engage regional partners. | | | | | |
| 1. | Develop a retail and services recruitment strategy. | Within 1 Year | Lead: City Manager's Office | Started | Three year contract with Buxton, signed in 2015, provides top 20 matches for national retailers. Cold calling on identified matches. Two national chains new to the area have announced locations in Cedar Rapids and third existing has announced expansions. Also provides access to analytics tool (SCOUT), which will be used in developing local plans for entrepreneurs in key neighborhoods. Working with local developers and real estate agents to identify prospects. |
| 2. | Promote the city's unused fiber optic capacity to attract technology companies. | 4-5 Years | Lead: City Manager's Office Partners: Community Development | Started | Working with ImOn and Brand Acceleration to gather information on the capacity of dark fiber (unused fiber optic capacity). |
| 3. | Create a business expansion and retention program. | 2-3 Years | Lead: City Manager's Office Partners: Community Development | Started | Hired Economic Development Specialist in November of 2015. Created business retention survey tool. Delivered first annual report to City Council in June of 2016. Next annual report due in June of 2017. |
| 4. | Create an economic development brand (marketing and communications). | Within 1 Year | Lead: City Manager's Office | Started | Selected Brand Acceleration for CR Marketing Strategy. Held focus groups in March of 2016. Completed strategic brief, copy writing for website and marketing materials, and updated logo and tagline. Economic Development website, and marketing and communication tools to be completed in March of 2017. |
| Cultivate a skilled workforce by providing cutting-edge training and recruiting talented workers. | | | | | |
| 5. | 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 | Working with area employers and developers on understanding workforce housing needs. Pilot with Rockwell Collins on engaging employees in community leadership and activities (beginning March of 2017). Continued leadership on Advisory Board for Workforce Revolution Conference and Employee Resource Group Consortium. Survey of local workforce challenges and demographic report (due in 2018). |
| 6. | Develop and implement a citywide Wi-Fi network to support entrepreneurship, job skills, educational opportunities, and innovation. | Beyond 5 Years | Lead: Information Technology Partners: Community Development, Development Services | Started | Phase 1 (downtown) completed. |

| INVESTCR | | | | | |
|---|---|-----------------|---|---------------|--|
| | | Schedule | Lead | Status | Comments |
| Reinvest in the city's business corridors and districts. | | | | | |
| 7. | 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 Metro Economic Alliance on creating strategy for business attraction and mapping of current state infrastructure. Working with Brand Acceleration and the Eastern Iowa Airport on marketing of the Super Park. Promoting marketing materials. Working with Alliant Energy and Iowa Economic Development Authority on a multimodal and megapark concept. |
| 8. | Promote core districts through façade program and other improvements. | Within 1 Year | Lead: City Manager's Office Partners: Community Development | Started | MedQ façade improvement program established. Creation of CR Micro Loan to encourage more small businesses to locate in City's core. Increased Micro Loan funding to \$150,000 due to success of first year. |
| Grow a sustainable, diverse economy by supporting existing businesses, fostering entrepreneurship, and targeting industry-specific growth. | | | | | |
| 9. | Form a regional alliance for marketing efforts. | 2-3 Years | Lead: City Manager's Office | Started | Regional strategy efforts for Market Street Regional Visioning Strategy on hold. City serving on Technical Committee for Market Street Regional Visioning Strategy 2016. |
| 10. | Create a business advisory board. | 2-3 Years | Lead: City Manager's Office | On-schedule | None at this time. |

ProtectCR Goals & Initiatives - March 28, 2017 Update

| PROTECTCR | | Schedule | Lead | Status | Comments |
|--|---|-----------------|--|---------------|---|
| Protect Cedar Rapids from flooding and other hazards. | | | | | |
| 1. | Coordinate the use of Flood Mitigation Program funds for the Flood Control Project. | Within 1 Year | Lead: Public Works Partners: Community Development, Finance | Started | This is an ongoing activity. |
| 2. | Amend the Future Land Use Map to reflect planned land use based on the adopted flood control alignment. | Within 1 Year | Lead: Community Development Partners: Development Services | Started | None at this time. |
| 3. | Identify and track completion of Priority One Level Cedar Rapids Mitigation Strategies from the Linn County Multi-Jurisdictional Hazard Mitigation Plan. | Beyond 5 Years | Lead: Fire | On-schedule | Fire Department is the new lead in terms of coordinating. Public Works, Utilities, Parks & Rec, and Police are responsible for actual implementation. |
| 4. | 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. | 2-3 Years | Lead: Public Works Partners: Utilities, Parks & Recreation | Started | The City is member of the Indian Creek Watershed Management Authority (ICWMA) and the Middle Cedar Watershed Management Authority (MCWMA). ICWMA Watershed Masterplan published in 2015 and adopted by the City. MCWMA formed in 2016 and will be developing a watershed masterplan. |
| Manage growth and development to balance costs and serviceability to neighborhoods. | | | | | |
| 5. | 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. | 2-3 Years | Lead: Utilities, Public Works | Started | Utility Department continues to perform this task. |
| 6. | 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. | Within 1 Year | Lead: Public Works | Started | Ongoing as part of implementation of the "Operations Review of the Public Works Department" report recommendations. |
| Maintain and provide quality services to the community. | | | | | |
| 7. | Refine existing stormwater management regulations to enhance clarity and adaptability. | 2-3 Years | Lead: Public Works | Started | Two important policies were adopted by the City Council in 2016: Top layer rule and New Stormwater Utility Rate (ERU). A larger scale cost share program was developed and is available to encourage construction and maintenance of stormwater best management practices (BMPs) on private sites. City staff is also looking for opportunities to implement stormwater BMPs on CIP projects. |
| 8. | Replace outdated facilities (Ambroz Recreation Center, Bender Pool, Parks Maintenance, Twin Pines Clubhouse, Ellis Clubhouse, and Gardner Clubhouse) with modern and sustainable facilities. | 4-5 Years | Lead: Parks & Recreation | Started | NW Rec Center (opened 8/25/16) replaces Time Check and Ambroz recreation centers. |
| 9. | Adopt standards and practices across the department to maximize employee capabilities per the Cedar Rapids Fire Department Strategic Plan. | Within 1 Year | Lead: Fire | Started | On-track. |

ProtectCR Goals & Initiatives - March 28, 2017 Update

| PROTECTCR | | Schedule | Lead | Status | Comments |
|------------------|---|-----------------|--------------|---------------|---|
| 10. | 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. | Within 1 Year | Lead: Fire | Started | On-track. |
| 11. | Identify, evaluate, and acquire technology, equipment, and facilities to improve infrastructure and service delivery per the Fire Department Strategic Plan. | Within 1 Year | Lead: Fire | Started | On-track. |
| 12. | 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 per the Cedar Rapids Fire Department Strategic Plan. | Within 1 Year | Lead: Fire | Started | On-track. |
| 13. | Analyze and define its organizational structure to reflect best practices in areas of staffing, operations, and equipment per the Cedar Rapids Fire Department Strategic Plan. | Within 1 Year | Lead: Fire | Started | On-track. |
| 14. | Obtain Center for Public Safety Excellence (CPSE) certification. | Within 1 Year | Lead: Fire | Started | 85% - 90% complete. Will be 100% complete by late summer/early fall of 2017. |
| 15. | Obtain the Commission on Accreditation for Law Enforcement Agencies (CALEA) certification per the Cedar Rapids Police Department's Strategic Plan. | 2-3 Years | Lead: Police | Started | Applying and purchasing the certification. |
| 16. | Conduct targeted traffic enforcement to increase traffic safety per the Cedar Rapids Police Department's Strategic Plan. | Within 1 Year | Lead: Police | Started | Compared to last year: fatalities reduced to zero, Property Damage Only crashes up, OWI down. |
| 17. | Track progress towards increasing the solve rate of crimes per the Cedar Rapids Police Department's Strategic Plan. | Within 1 Year | Lead: Police | Started | 81 guns confiscated by Uniform Patrol Division in FY16. 19 indictments on Federal firearms charges by Safe Streets Task Force. Compared to last year: arrests down, warrants issued up, |
| 18. | Improve and enforce department policies and directives per the Cedar Rapids Police Department's Strategic Plan. | 2-3 Years | Lead: Police | Started | CALEA certification required to be 100% complete. Schedule changed to 2-3 Years from Within 1 Year. |
| 19. | Prepare a workforce study of the Police Department | Within 1 Year | Lead: Police | Started | New Initiative. Optimization and efficiency study of police services. To be completed within one year. |
| 20. | Acquisition of a long-term, off-site evidence storage facility. | Within 1 Year | Lead: Police | On-schedule | New Initiative. |

Demonstrate best practices in building construction.

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|-----|---|-----------|--------------------------------------|-------------|--------------------|
| 21. | Use sustainable practices for the maintenance, rehabilitation, and construction of public facilities prior to adoption of a green building program. | 2-3 Years | Lead: City Manager's Office, Finance | On-schedule | None at this time. |
|-----|---|-----------|--------------------------------------|-------------|--------------------|

Completed Initiatives.

| | | | | | |
|--|--|-----------|--|-----------|--|
| | Develop a Wastewater Collection Master Plan. | 2-3 Years | Lead: Public Works Partners: Utilities | Completed | The Sanitary Sewer Master Plan was adopted by City Council on November 1, 2016. This plan will be a "living" document that will be updated annually. |
| | Develop a Watershed Stormwater Drainage Master Plan. | 2-3 Years | Lead: Public Works | Completed | The Stormwater Master Plan was adopted by City Council on November 1, 2016. This plan will be a "living" document that will be updated annually. |

