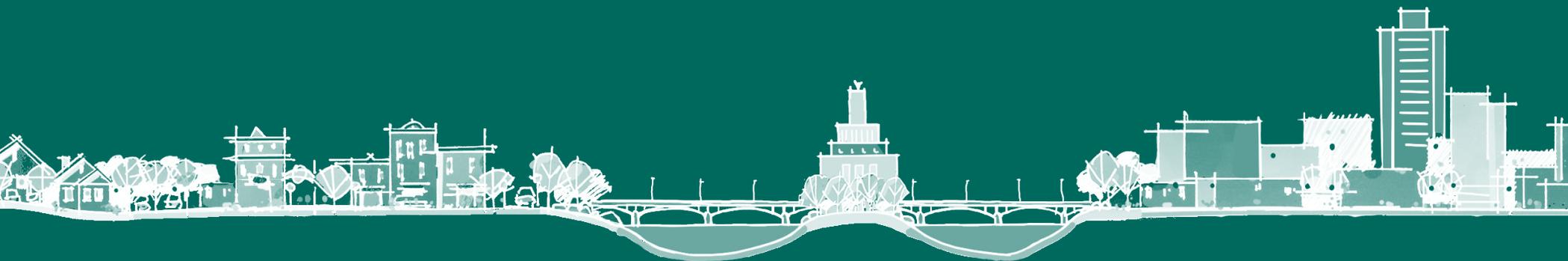




IMPLEMENTATION





IN MEMORY OF GARY KRANSE



1959 – 2014

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

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

In his short time with us, Gary's tenacity and enthusiasm quickly united departments and helped form strong ties with the surrounding community. This collaborative spirit only served to enhance the depth of EnvisionCR's

emerging themes and goals, shaped by those inspired to join the process. His leadership and foresight helped in crafting an inclusive and thoughtful plan shaped by as many participants as possible. We lost Gary far too early; his sudden passing in April of 2014 left a personal void that will be impossible to fill. But his work will continue; not in a binder on a shelf, but in a vision that can be found at the intersection of outreach and community participation. We are committed to seeing this plan used to the fullest, in all areas of City planning and development.

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

Let's pound it out.

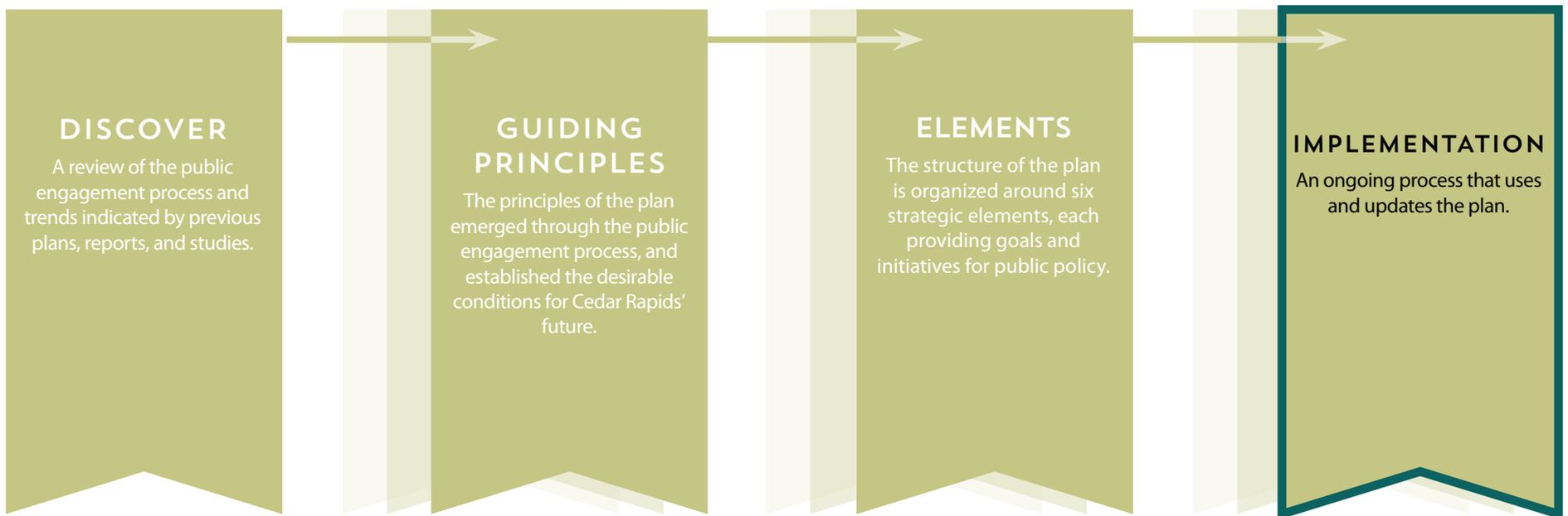


STRUCTURE

THE ORGANIZATION OF THE PLAN

"The plan should be viewed as a dynamic changing document that is used actively by the city."

- Jennifer Pratt, Director of Community Development and Planning



IMPLEMENTING ENVISIONCR

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

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

- **Roles.** This section summarizes the key players involved with achieving the goals of the plan.
- **Plan Update.** This section outlines a process for maintaining the plan and evaluating the EnvisionCR's progress in meeting its goals.
- **Goals and Initiatives.** This section summarizes the policies and actions proposed in EnvisionCR, and presents projected time frames for the implementation of these Initiatives.

ROLES

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

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

Responsibilities: Elected/Appointed Officials

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

Responsibilities: City Staff

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

Plan Evaluation and Review

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

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

- Provide students with a voice in city matters
- Provide students with the opportunity to see how cities prioritize and carry out projects
- Gain input on the needs of youth

City staff will provide City Council with proposed updates identified through the evaluation process. This updated

information can then be utilized during the city's planning and budgeting process as described in the Plan Update section.

PLAN UPDATE

The scope of EnvisionCR is both ambitious and long-term. Each of the many actions and policies described in the plan can contribute to the betterment of the city. Yet, presenting a twenty-year development program at one time can appear daunting. So, the evaluation and review process, described in the previous section, will be done annually. This will provide flexibility to account for changing conditions.

Cedar Rapids should use the plan to define policies, actions, and capital investments for the upcoming year. This effort should be coordinated with Cedar Rapids' existing capital improvement planning and budgeting process, although many of the plan's recommendations are not capital items. This annual process should be completed before the beginning of each budget year.

GOALS AND INITIATIVES

The tables following in this chapter present a concise summary of the **Goals** and **Initiatives** of EnvisionCR. The Goals and Initiatives in Tables 1 - 6 are organized according to their Element.

Type

These Initiatives include various types of efforts:

- **Policy**, which indicate administrative or regulatory actions that support implementation of the plan.
- **Action**, which include specific efforts by the city.
- **Capital**, which include projects that require city funding.

TABLE 1: Plan Evaluation and Review Schedule

Section	4-Year Strategic Program			
	2016	2017	2018	2019
DiscoverCR (Population Change)				Review
StrengthenCR	Update			Review
InvestCR	Update			Review
GrowCR		Update		Review
ConnectCR		Update		Review
GreenCR			Update	Review
ProtectCR			Update	Review

Schedule

A schedule for implementing the Initiatives is shown in the tables. This schedule indicates when the Initiative would begin and is advisory in nature. Updating of the schedule will be part of the Plan Evaluation and Review process. Projects indicated within the first year are policy/action/capital considered to be high priority Initiatives and can be catalysts for other Initiatives.

Lead

Lead represents the leader for the **Initiative**, which is the city but may include coordination with public, private, or non-profit entities. Other city departments that may contribute to accomplishing these Initiatives are listed here as Partners.

References

References direct the user of this plan to review pages in this plan.

AMENDING THE PLAN

To keep EnvisionCR up to date it will be necessary to make amendments to the plan. However, as the foundational document that guides development, most amendments to EnvisionCR should happen annually and through a comprehensive effort to address changes to the community overtime.

- **Future Land Use Map Amendments.** The Future Land Use Map plays a key role in guiding the recommendations and decisions of the City Planning Commission, Board of Adjustment and the City Council. Amendments to the Future Land Use Map may be necessary to accommodate new development which meets the goals of the city but are not permitted by the adopted Future Land Use Map. Amendments should be carefully considered by the City Planning Commission and the City Council and should be based on findings that they support the Guiding Principles and Goals of EnvisionCR. The process to amend the

Future Land Use Map is described in the city's Zoning Ordinance but should generally involve review by City Planning Commission and then a hearing and resolution by City Council.

Public notification should be provided in a manner similar to rezoning applications. Amendments may be initiated by the city as a result of planning initiatives or a review of current development patterns. Amendments to the Future Land Use Map may also be required as part of proposed development.

- **Amendments to Initiatives.** Amendments to the Initiatives table shall be made by resolution of City Council after review and recommendation by the City Planning Commission as part of the Annual Evaluation Process.
- **Text Amendments.** Project-specific text amendments, such as proposed changes to the Guiding Principles, Goals, Elements and Land Use Typology Areas, are discouraged unless done as part of a comprehensive review process.
- **Other Plan Amendments.** Map and text amendments to EnvisionCR may be necessary as part of a city-led planning effort, such as the Neighborhood Action Plans, Master Greenway Plan, Transportation Plan and Comprehensive Trails Plan. If amendments to EnvisionCR are necessary, they shall happen concurrently with the adoption of the plan or plan update.
- **Administrative Changes.** Changes to the document to fix typos or update hyperlinks should be documented and changed administratively by staff but do not require action by City Council.

STRENGTHENCR

Support existing and new neighborhood associations through the development of Neighborhood Action Plans.

		Schedule	Lead	Status	Comments
1.	Track progress of Neighborhood Certification Program work plan projects.	2-3 Years	Lead: Community Development	On-schedule	Lead changed from City Manager's Office.
2.	Provide the neighborhood service delivery program to existing and newly formed neighborhood associations.	Within 1 Year	Lead: Community Development	Started	Lead changed from City Manager's Office. 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 October 2016.

Improve the quality and identity of neighborhoods and key corridors.

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 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	Started	Under review.
5.	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	Change Timeline to "Within 1 Year". RFP issued for consultant services. To be completed by January 2018.
6.	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 the Chapter 32 update.
7.	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	None at this time.
8.	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	Change Timeline to "Within 1 Year". RFP issued for consultant services. To be completed by January 2018.

STRENGTHENCR					
		Schedule	Lead	Status	Comments
Adopt policies that create choices in housing types and prices throughout the city.					
9.	Analyze the zoning and subdivision codes to ensure consistency with federal and state fair housing laws. The analysis will examine: 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	Change Timeline to "Within 1 Year". RFP issued for consultant services. Analysis of zoning code to be completed by January 2018.
Create a city that is affordable and accessible to all members of the community.					
10.	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	Prior year study data used during development of new studies in order to track progress.
11.	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	Completed	Maxfield 2015 Study completed in December of 2015.
12.	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.

GROWCR		Schedule	Lead	Status	Comments
Encourage mixed-use and infill development.					
13.	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	Change Timeline to "Within 1 Year". RFP issued for consultant services. To be completed by January 2018.
Manage growth.					
14.	Coordinate with adjacent jurisdictions to preserve conservation areas identified in the Highway 100 Plan.	4-5 Years	Lead: Community Development Partners: Utilities, Public Works, Parks & Recreation	On-schedule	None at this time.
15.	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.
16.	Study serviceability of infrastructure to growth.	Within 1 Year	Lead: Utilities, Public Works	Started	Utilities performing a water pressure analysis, involved with Hwy 30 Area Study regarding impacts of growth on service. Public Works involved with Hwy 30 Area Study and Hwy 100 Corridor Management Plan regarding sanitary sewer service.
Connect growing areas to existing neighborhoods.					
17.	Identify ways to promote connectivity and accessibility as part of the comprehensive update to the zoning code.	Within 1 Year	Lead: Community Development	Started	Change Timeline to "Within 1 Year". RFP issued for consultant services. To be completed by January 2018.
Communicate and collaborate with regional partners.					
18.	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	None at this time.
19.	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 development of Connections 2040 and the Hwy 30 Area Study.

Green Goals & Initiatives - February 23, 2016 Update

GREENCR					
		Schedule	Lead	Status	Comments
Be stewards for the environment, promoting economic and social growth while restoring the relationship between the city and the natural environment.					
20.	Coordinate with adjacent jurisdictions to identify environmentally sensitive areas in need of protection such as wetlands, habitats, and other areas of biological diversity for inclusion in the Environmental Conservation Overlay.	2-3 Years	Lead: Community Development Partners: Parks & Recreation, Utilities, Public Works	On-schedule	None at this time.
21.	Create a green streets policy that encourages future development and repairs to improve the permeability of the paving system and/or buffering of run-off, as well as a stormwater best management practices cost-share program that elicits community involvement, and thereby advancing “green infrastructure”.	2-3 Years	Lead: Community Development Partners: Public Works	On-schedule	None at this time.
22.	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	Sustainability Coordinator hired.
23.	Explore the development of a water conservation ordinance.	2-3 Years	Lead: Utilities Partners: Community Development	On-schedule	Drought conservation plan already exists. Note the conflict between conservation and revenue.
24.	Build customer capacity to respond to drought conditions through which may include a rebate program, educational campaign, and future updates to the municipal code as part of the green building program.	2-3 Years	Lead: Utilities Partners: Building Services, Facilities, Community Development	Started	Received REAP grant for rebate program for low flow toilets. Maintained educational relationship with lawn care professionals and Kirkwood Community College. Sought feedback from stakeholders on water contingency plan.
Have the best parks, recreation, and trails system in the region.					
25.	Update Parks and Recreation Master Plan to include a needs analysis, gap analysis, evaluation of existing facilities and programs, asset management strategies, and implementation actions.	Beyond 5 Years	Lead: Parks and Recreation	On-schedule	To be done every 10 years.
26.	Develop a city policy to require developers of large residential projects to develop new public parks.	2-3 Years	Lead: Parks and Recreation Partners: Public Works, Utilities, Community Development	On-schedule	None at this time.
27.	Develop Site Master Plans, prior to making improvements, for each of the following signature parks: Noelridge Park, Bever Park, Ellis Park, Jones Park, and Cherry Hill Park.	2-3 Years	Lead: Parks and Recreation	On-schedule	None at this time.
28.	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	Locations identified.
29.	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	None at this time.

GREENCR	Schedule	Lead	Status	Comments
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Have the best parks, recreation, and trails system in the region (...continued).

30.	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.
31.	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	Change schedule to align with Initiative #6 (Modify Chapter 31) from "Within 1 Year" to "2-3 Years".
32.	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	Infrastructure removal using CDBG grant completed in July of 2015. Potential FY17 budget ask for Roundhouse and Skate Park design.

Lead in energy conservation and innovation.

33.	<p>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:</p> <ol style="list-style-type: none"> 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.
34.	<p>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:</p> <ol style="list-style-type: none"> 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 	4-5 Years	Lead: Community Development Partner: Public Works, Utilities	On-schedule	None at this time.

CONNECTCR		Schedule	Lead	Status	Comments
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Provide choices for all transportation users: inter- and intra-city.

35.	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.
36.	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.
37.	Continue to evaluate transit ridership and serviceability to identify opportunities for improvement.	Within 1 Year	Lead: CR Transit Partners: Community Development	Started	Overall ridership is up 9%. Have increased frequency of routes between downtown and Lindale Mall.
38.	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	Started	To be performed by the Corridor MPO and expected to be completed by Parsons Brinckerhof by July of 2016.

Build a complete network of connected streets.

39.	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	These characteristics are the focus of improvements made with the Paving for Progress Program and implementation of the Complete Streets Policy. City-wide analysis of crash information to be completed by mid-2016. Traffic Operations Center to be completed by mid-2016.
40.	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	On-schedule	None at this time.
41.	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.
42.	Prepare a one-way to two-way street conversion plan including implementation schedule.	Within 1 Year	Lead: Public Works Partners: Community Development, Police	Started	Ongoing for plan design and funding options. 2nd and 3rd Avenues SE completed to downtown. Discussions with UP Railroad started.
43.	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	Lead change from Development Services to Community Development and Public Works.

Establish a network of complete streets.

44.	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 Paving for Progress projects. A Complete Streets Checklist is under development to help track and implement improvements.
45.	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.
46.	Retrofit high priority corridors with sidewalks and pedestrian amenities ensuring ADA compliance.	Within 1 Year	Lead: Public Works	Started	Consultant under contract to identify and begin design of curb ramps to satisfy Department of Justice requirements. Segments are being constructed in conjunction with the Paving for Progress Program.

CONNECTCR		Schedule	Lead	Status	Comments
Improve the function and appearance of our key corridors.					
47.	Prepare a corridor action plan for 3rd Street SE.	2-3 Years	Lead: Community Development Partners: Public Works, Utilities, Parks & Recreation	On-schedule	None at this time.
48.	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	None at this time.
49.	Prepare a corridor action plan for 6th Street SW.	Beyond 5 Years	Lead: Community Development Partners: Public Works, Utilities, Parks & Recreation	On-schedule	None at this time.
50.	Prepare a corridor action plan for 16th Avenue SW.	Beyond 5 Years	Lead: Community Development Partners: Public Works, Utilities, Parks & Recreation	On-schedule	None at this time.
51.	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	Streetscapes plan under development by HR Green as part of Hwy. 100 city contract. Overall plan to be completed by December 2016.
52.	Prepare a corridor action plan for Mt. Vernon Road SE.	Within 1 Year	Lead: Community Development Partners: Public Works, Utilities, Parks & Recreation	Started	RFP issued on December 1st for consultant services and proposals are due January 11, 2016. To be completed by October 2016.
53.	Prepare a corridor action plan for Center Point Road NE.	Beyond 5 Years	Lead: Community Development Partners: Public Works, Utilities, Parks & Recreation	On-schedule	None at this time.
54.	Prepare a corridor action plan for Edgewood Road.	Beyond 5 Years	Lead: Community Development Partners: Public Works, Utilities, Parks & Recreation	On-schedule	None at this time.
55.	Establish Master Gateway Plan.	2-3 Years	Lead: Community Development Partners: Public Works, Parks & Recreation	On-schedule	None at this time.
56.	Establish Wayfinding Program.	2-3 Years	Lead: Community Development Partners: Public Works	On-schedule	None at this time.
Support the development of an effective, regional, multi-modal transportation system.					
57.	Support the update of the Corridor MPO Long Range Transportation Plan.	Beyond 5 Years	Lead: Community Development Partners: Public Works	On-schedule	City Staff participated in the development of the 2015 update and will continue to do so.
58.	Adopt the Corridor MPO Long Range Transportation Plan.	2-3 Years	Lead: Public Works Partners: Community Development	On-schedule	None at this time.

CONNECTCR		Schedule	Lead	Status	Comments
59.	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.
60.	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.

INVESTCR		Schedule	Lead	Status	Comments
Expand economic development efforts to support business and workforce growth, market Cedar Rapids, and engage regional partners.					
61.	Develop a retail and services recruitment strategy.	Within 1 Year	Lead: City Manager's Office	Started	Lead change from Development Services to City Manager's Office. Contract with Buxton to identify likely national retail matches. Working with realtors to share city information with national retailers. Using a system to identify market areas for new businesses.
62.	Promote the city's unused fiber optic capacity to attract technology companies.	4-5 Years	Lead: City Manager's Office Partners: Community Development	On-schedule	Lead change from Development Services to City Manager's Office.
63.	Formalize economic development within the city's organizational structure.	2-3 Years	Lead: City Manager's Office	Completed	Lead change from Development Services to City Manager's Office. Economic Development Liaison moved from Development Services to the City Manager's Office. Iowa State University-Cedar Rapids Liaison on board. Economic Development Specialist hired.
64.	Create a business expansion and retention program.	2-3 Years	Lead: City Manager's Office Partners: Community Development	Started	Lead change from Development Services to City Manager's Office. Anticipated completion date of 2016.
65.	Create an economic development brand (marketing and communications).	Within 1 Year	Lead: City Manager's Office	Started	Lead change from Development Services to City Manager's Office. Scope of Work complete and beginning bid process.
Cultivate a skilled workforce by providing cutting-edge training and recruiting talented workers.					
66.	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	Lead change from Development Services to City Manager's Office.
67.	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.
Reinvest in the city's business corridors and districts.					
68.	Promote southwest industrial/airport development.	2-3 Years	Lead: City Manager's Office Partners: Eastern Iowa Airport, Community Development	Started	Lead change from Development Services to City Manager's Office. Held property owner discussions. Super Park (596 acres) site certification received from the state.
69.	Promote core districts through façade program and other improvements.	Within 1 Year	Lead: City Manager's Office Partners: Community Development	Started	Lead change from Development Services to City Manager's Office. Downtown in place and MedQ being contemplated.

INVESTCR		Schedule	Lead	Status	Comments
Grow a sustainable, diverse economy by supporting existing businesses, fostering entrepreneurship, and targeting industry-specific growth.					
70.	Establish guidelines for working with regional partners through Memorandums of Agreement (MOA).	Within 1 Year	Lead: City Manager's Office Partners: Community Development	Completed	Lead change from Development Services to City Manager's Office. In place with Diversity Focus, Economic Development Center (EDC), Iowa Start Up Accelerator, Czech Village Main Street, Small Business Development Center, Cedar Rapids Area Metro Economic Alliance.
71.	Form a regional alliance for marketing efforts.	2-3 Years	Lead: City Manager's Office	On-schedule	Lead change from Development Services to City Manager's Office.
72.	Create a business advisory board.	2-3 Years	Lead: City Manager's Office	On-schedule	Lead change from Development Services to City Manager's Office.

ProtectCR Goals & Initiatives - February 23, 2016 Update

PROTECTCR		Schedule	Lead	Status	Comments
Protect Cedar Rapids from flooding and other hazards.					
73.	Complete community outreach for the Flood Control Project.	Within 1 Year	Lead: Public Works Partners: Community Development, Utilities, Parks & Recreation	Completed	Three open houses were held, with the last one on March 31, 2015.
74.	Adopt alignment for the Flood Control Project.	Within 1 Year	Lead: Public Works Partners: Community Development, Utilities, Parks & Recreation	Completed	City Council adopted on June 23, 2015.
75.	Develop a property acquisition program for the Flood Control Project.	Within 1 Year	Lead: Public Works Partners: Community Development, Utilities, Parks & Recreation	Completed	Approved as part of the Cedar River Flood Control System Master Plan on June 23, 2015.
76.	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 will be ongoing.
77.	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	To be completed by February 2016.
78.	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: As identified in the plan.	On-schedule	None at this time.
79.	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 Authority and will be part of the Middle Cedar River Watershed Authority that is under development.
80.	Develop a Wastewater Collection Master Plan.	2-3 Years	Lead: Public Works Partners: Utilities	Started	Consultant under contract to develop the plan, which is anticipated to be completed by June of 2016. Plan will then be updated annually.
81.	Develop a Watershed Stormwater Drainage Master Plan.	2-3 Years	Lead: Public Works	Started	Consultant under contract to develop the plan, which is anticipated to be completed by June of 2016. Plan will then be updated annually.
Manage growth and development to balance costs and serviceability to neighborhoods.					
82.	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.
83.	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.

PROTECTCR		Schedule	Lead	Status	Comments
Maintain and provide quality services to the community.					
84.	Refine existing stormwater management regulations to enhance clarity and adaptability.	2-3 Years	Lead: Public Works	Started	Some new policies under investigation/development: Top Layer Rule and ERU Stormwater Utility Rate revision.
85.	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	Planning financially.
86.	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.
87.	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.
88.	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.
89.	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.
90.	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.
91.	Obtain Center for Public Safety Excellence (CPSE) certification.	Within 1 Year	Lead: Fire	Started	85% - 90% complete. Will be 100% complete by early 2016.
92.	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.
93.	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: no change in fatalities, PDO up, OWI up, non-investigative up.
94.	Track progress towards increasing the solve rate of crimes per the Cedar Rapids Police Department's Strategic Plan.	Within 1 Year	Lead: Police	Started	Compared to last year: arrests down, warrants issued up, 89 guns confiscated since January, 10 arrests by Safe Streets Task Force (federal charges).
95.	Track progress of Rabies and Microchip clinics per the Cedar Rapids Police Department's Strategic Plan.	Within 1 Year	Lead: Police	Completed	4 microchip and rabies vaccination clinics held (214 vaccinations and 65 microchips).
96.	Improve and enforce department policies and directives per the Cedar Rapids Police Department's Strategic Plan.	Within 1 Year	Lead: Police	Started	97% complete. Will be 100% complete by January 2016.
Demonstrate best practices in building construction.					
97.	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.

