



CITY COUNCIL GOALS



July 28th, 2015

STRENGTHEN CR

MAKE BOLD MOVES IN COMMUNITY PLANNING TO RETAIN THE CHARACTER OF NEIGHBORHOODS AND CORRIDORS.

KEY ACCOMPLISHMENTS

1. Adoption of comprehensive code updates including 2015 International Building, Residential, Fire, and Property Maintenance Codes with significant stakeholder input and cooperation.
2. Established Vacant and Neglected Building Ordinance which provides regulatory tools to address unoccupied structures that have a negative impact on the surrounding neighborhood.
3. Core neighborhood housing development:
 - a. Single Family New Construction Program:
 - i. 30 units completed in Q3 & Q4.
 - ii. Property values for new homes completed to date increased from \$13 million pre-flood to over \$24 million.
 - b. Multi-Family New Construction Program:
 - i. 665 total units allocated/470 units completed to date.
 - ii. 215 units completed in Q3 & Q4.
4. SAFE-CR Initiative:
 - a. 77 Nuisance Properties have been identified.
 - b. 441 reports of nuisance activity have been reported.
5. Removal of underutilized and deteriorated infrastructure in Time Check and Czech Village in preparation of greenway, while minimizing the removal of mature trees.

STRENGTHEN CR GOALS

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

UNDERWAY AND LONG-TERM INITIATIVES

1. Historic Preservation Plan in process including an open house and multiple task force meetings.
 - a. Focus on enforceable updates to Chapter 18 of the Municipal Code
 - b. Increase the number of local historic districts
 - c. Consider a non-profit foundation to fund historic preservation activities
2. Zoning Code Update in process; initiating RFP and anticipate implementing outreach strategy in January.
3. Identify resources to create housing programs such as infill new construction/rehabilitation program.
4. Work with Northwest Neighbors Neighborhood Association on Neighborhood Action Plan.
5. Prepare Area Action Plan for the Irish District.

Additional items:

- Expand the number of Neighborhood Associations
- Consider using overlay districts as a tool to ensure quality development in commercial corridors
- Consider a bus tour of recently completed and on-going development projects
- Increased focus on rehabilitation of existing structures (similar to Block by Block effort)



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GROW CR

MAKE BOLD MOVES IN FUTURE PLANNING TO ENCOURAGE SUSTAINABLE CONNECTIONS OF GROWTH AREAS TO EXISTING NEIGHBORHOODS.

KEY ACCOMPLISHMENTS

1. EnvisionCR was adopted as the first new comprehensive plan for the City since 1999.
2. CRYouth program created to provide students with the opportunity to actively participate in City projects.
3. Increasing number of successful events at the McGrath Amphitheater, as well as Convention Center, Arena, and Paramount Theatre.
4. Retained Buxton Company for Retail Market Analysis services:
 - a. Top five national retailers identified for each of four target areas; and
 - b. Preparing guidelines for response to future information requests.
5. Used top 20 national retailer data to create marketing packets for Retail Recruitment Convention at the International Council of Shopping Centers (ICSC) in May.
6. Design of sanitary sewer and water main crossings of Highway 100 to accommodate future utility extensions in this targeted growth area.

GROW CR GOALS

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

UNDERWAY AND LONG-TERM INITIATIVES

1. Assist with a regional Highway 30 study being conducted by the Corridor Metropolitan Planning Organization to identify infrastructure and related costs associated with growth opportunities.
2. Develop annexation plan that incorporates infrastructure and service issues/costs, geographic features, environmental and other land use constraints, and market needs.
 - a. Focus on staff working with counterparts in other jurisdiction to find regional efficiencies.
 - b. Coordinate to share/leverage resources through 28E Agreements/MOU's.
3. Work with adjacent jurisdictions to identify critical natural resources in future growth areas.

Additional items:

- Completion and implementation of Highway 100 Plan.
- Continue to focus on quality of life issues required to attract and retain a highly skilled workforce.
 - Ensure the City offers a range of housing options and locations (particularly in the urban core)
 - Ensure that all housing can take advantage of multi-modal transportation options to get to activities and events offered in the City
- Fill gaps, as needed, in our metro-wide efforts to attract and retain workforce.



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CONNECT CR

CREATE A CULTURE THAT ENHANCES TRANSPORTATION OPTIONS FOR PEDESTRIANS AND CYCLISTS THROUGH COMPLETE STREETS, TRAILS, AND PUBLIC TRANSPORTATION.

KEY ACCOMPLISHMENTS

1. Completed and published 10-year Paving for Progress Street Improvement Plan:
 - a. 150 lane miles of streets; and
 - b. 60% of all citizens within walking distance of a project.
2. Sidewalk and Ramp Repair Program initiated:
 - a. Improves walkability and accommodation of needs of pedestrians with disabilities.
 - b. Focus this year is on Northeast neighborhoods.
3. Complete Streets Policy implemented through projects such as Boyson Road Paving for Progress.
 - a. Show leadership in administration of the Sidewalk Policy to close gaps in the system.
 - b. Complete Streets Policy implementation must use “context sensitive” approach to ensure that only necessary elements are included, elements are not duplicated, and constructed at the appropriate time.
4. Negotiated ADA settlement agreement which is ready for Council consideration.
5. Significant progress made on 1st Avenue resurfacing project. Resurfacing of the section between 34th and 40th Street commencing in August, leveraged an additional \$1.5 million of State and Federal funds.
6. Completed updating pedestrian lights at five intersections to enhance the walking experience.
7. Approved enhanced pedestrian crosswalks for St. Luke’s Hospital and Penford employee entrance.
8. 9% increase in Transit ridership for FY15 to 1,371,105 total trips on the fixed-route bus system.
9. Development of a transit smartphone app allowing riders to track bus arrivals in real time.
10. Phase I of Downtown Wireless project completed, Phase II to begin this summer.

CONNECT CR GOALS

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

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UNDERWAY AND LONG-TERM INITIATIVES

1. Update the City's Comprehensive Trails Plan.
2. Identify and track construction of High Priority Sidewalk Segments per the City's Sidewalk Master Plan.
3. Prepare Corridor Action Plan for Mount Vernon Road.
4. Update Corridor Action Plan for Collins Road, focusing on pedestrian and streetscapes.
5. Support efforts to establish comprehensive Wayfinding Program.
6. Establish a Master Gateway Plan.
 - a. Consider welcome signs along Hwy 30 and Hwy 151.

Additional items:

- Consider lighting during the Comprehensive Trails Plan update.
- Partner with Alliant Energy to complete an analysis of options for street lighting in the City including discussions of ownership, maintenance, and consistency of design in corridors.



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GREEN CR

BUFFER AND CONNECT EXISTING PARKS, TRAILS, AND STREAMS TO BUILD A NATURAL NETWORK IN ADDITION TO REGIONAL COLLABORATIONS AND INDIVIDUAL EFFORTS TO IMPROVE STORMWATER MANAGEMENT, WATER QUALITY, WILDLIFE HABITAT, AND OUTDOOR RECREATION.

KEY ACCOMPLISHMENTS

1. Implementation of the transition plan for incorporating City Forestry and Vegetation Maintenance programs in Parks Operations.
2. Renovation of Green Square underway showcases the private/public partnership.
3. 595 trees planted by Forestry along city streets, along with transplanting of two young oaks from Greene Square to Ellis Park.
4. Concrete recycling – 14,000 tons of concrete removed with Paving for Progress project was crushed for future sub-base material.
5. More than \$6 million in federal funds from the Corridor Metropolitan Planning Organization was allocated (FY2016-FY2019) for Cherokee Trail – connecting proposed Northwest Greenway Park to Linn County’s Morgan Creek Park.
6. Began removal of underutilized and deteriorated infrastructure in Time Check and Czech Village which includes the addition of greenspace and sport practice fields, while minimizing the removal of mature trees.

GREEN CR GOALS

1. Be stewards for the environment, promoting economic and social growth while restoring the relationship between the city and the natural environment.
2. Have the best parks, recreation, and trails system in the region.
3. Lead in energy conservation and innovation.

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UNDERWAY AND LONG-TERM INITIATIVES

1. West Riverfront Park redevelopment between 5-in-1 Dam and 3rd Avenue SW, including:
 - a. Removal of aging infrastructure;
 - b. Installation of new walkways, irrigated turf, lighting, and seating; and
 - c. Completion estimated in later summer/early fall.
2. Complete infrastructure removal and track progress in completing the Greenway Parks Plan.
3. Prepare a Sustainability Plan for iGreenCR initiatives that includes staffing, resources, and priority programs and policies.
 - a. Incentives for developers to include sustainable design elements into designs
 - b. Creation of a Renewable Energy City Purchasing Policy
4. Convert select areas of park turf grass to native prairie or woodland plantings to create wildlife habitat and reduce long-term maintenance.
5. Create a green street policy to improve permeability and stormwater management practices in future development and repairs to advance “green infrastructure”.
6. Prepare the City’s response for arrival of the Emerald Ash Borer including a tree inventory, serum injection, and removal/replacement of publicly owned trees.

Additional items:

- Infrastructure Committee exploring local topsoil policy, in lieu of the State requirement.
- Focus on aesthetics of key corridors, such as 1st Avenue by Lindale Mall, 8th Avenue Bridge, and trees on 33rd Avenue SW.
- Create a maintenance plan to match our transportation network expansion
- Create a non-profit foundation to provide funding for park maintenance



CITY COUNCIL GOALS



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INVEST CR

MAKE CEDAR RAPIDS A DESIRABLE PLACE FOR BUSINESSES TO START, MOVE, AND GROW BY LEVERAGING RESOURCES TO INVEST IN BUSINESS DISTRICTS AND AMENITIES THAT KEEP AND ATTRACT A SKILLED WORKFORCE.

KEY ACCOMPLISHMENTS

1. Expansion of existing Economic Development programs to create the Green Building and Local Match categories.
2. 13 new development projects qualified for the City's Economic Development Programs, representing a mixture of small and large businesses, creating:
 - a. 160 rental units/7 homes;
 - b. 15 new jobs; and
 - c. \$68.6 million in private investment.
3. Development and Building Services successfully coordinating complex development projects, such as CRST Headquarters, Westdale, and United Fire.
4. Successfully resolved development barriers for projects such as Newbo Station and The Depot.
5. Partnership with Iowa State University which creates an Agricultural Bio-Based Industries Research and Extension Liaison position to provide enhanced services to agricultural/bioprocessing industries.
6. City maintained strong financial position demonstrated by the following:
 - a. Moody's affirmed the City's Aa1 rating on outstanding general obligation bonds.
 - b. Certificate of Achievement for Excellence in Financial Reporting for FY14.
 - c. City awarded the Gov't Finance Officers Association of US and Canada the Distinguished Budget Presentation Award for FY15.
7. Staff worked with businesses to authorize seven sidewalk cafés and two parklet locations.
8. Facilitated 44 special events, including road closures for 12 events.

INVEST CR GOALS

1. Expand economic development efforts to support business and workforce growth, market Cedar Rapids, and engage regional partners.
2. Cultivate a skilled workforce by providing cutting-edge training and recruiting talented workers.
3. Reinvest in the city's business corridors and districts.
4. Grow a sustainable diverse economy by supporting existing businesses, fostering entrepreneurship, and targeting industry specific growth.

UNDERWAY AND LONG-TERM INITIATIVES

1. Began review of current regulations regarding sidewalk activities to draft a "Sidewalk Toolkit" that empowers business owners to generate creative ways to use the sidewalk and increase pedestrian engagement.
2. Create an economic development brand (marketing and communication).
3. Create a business expansion and retention program.
 - a. Consider contacting businesses that closed after the flood and invite them to return
4. Create a business advisory board.
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.



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PROTECT CR

PROVIDE QUALITY SERVICES, INCREASE NEIGHBORHOOD SAFETY AND KEEP MOVING FORWARD WITH THE FLOOD MITIGATION SYSTEM.

KEY ACCOMPLISHMENTS

PROTECT CR GOALS

1. Health insurance efficiencies gained:
 - a. Wellmark – Savings in first half of 2015 is \$778,400.
 - b. Health Solutions – 2014 increased participation results in an estimated savings of \$5.5 million.
2. Public Works completed 25% of Matrix performance evaluation report recommendations.
3. Convened an inter-departmental Safety Task Force to improve workplace safety and reduce Worker’s Comp expenditures.
4. Flood Control System Master Plan was adopted which included, alignment, project budget, sequencing and Acquisition & Disposition Policy.
5. Police Department has utilized two new technologies:
 - a. Crime Mapping Program
 - i. Offers citizens access through City’s website.
 - ii. Data used for forecasting criminal activity and planning patrol and district policing response.
 - b. Text-a-Tip – generated 40 anonymously tips
 - i. Allows callers to anonymously report crimes.
 - ii. Intelligence gathered on all tips and 4 arrests have been made.
6. Police Department conducted numerous outreach activities, such as Youth Academies.
7. First K9 Blitz was conducted in May resulting in over 20 drug-related changes/tickets.
8. Since 2014, the Gun Violence Reduction Initiative has taken 165 guns off the street.
9. Through the Investigations, Narcotics and the Safe Streets Task Force, Federal indictments were obtained charging 12 individuals with felony firearms violations.
10. Officers visited Kansas City to evaluate the effectiveness of their violence reduction initiative. Several ideas have been brought back to Cedar Rapids for implementation in effort to address gun violence.
 - a. Strategies that focus on building relationships and enhancing community cooperation.
11. Calendar year 2014 finished with a decrease of Violent Part 1 offenses of 3.84%. The period of January-June 30 (end of FY15) shows a decrease of Violent Part 1 offenses of 4.62%.

1. Protect Cedar Rapids from flooding and other hazards.
2. Manage growth and development to balance costs and serviceability to neighborhoods.
3. Maintain and provide quality services to the community.
4. Demonstrate best practices in building construction.

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UNDERWAY AND LONG-TERM INITIATIVES

1. Kicked off Stormwater Master Plan and Sanitary Sewer Master Plan which will assess future needs and framework to prioritize capital improvement projects.
2. Fire Department continues to seek Center for Public Safety Excellence (CPSE) accreditation which provides national recognition for efficiency.
3. Police Department continues to seek Commission on Accreditation for Law Enforcement Agencies (CALEA) certification.
4. Initiate rezoning of City-owned properties that may be needed for the construction of the Flood Management System and associated infrastructure relocations.



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PROMOTE CR

LEAD REGIONALLY, THINK CEDAR RAPIDS FIRST BY TELLING OUR STORY STRATEGICALLY, EMPHASIZING INTERGOVERNMENTAL RELATIONS, AND BRANDING AND MARKETING THE CITY OF CEDAR RAPIDS.

KEY ACCOMPLISHMENTS

1. Significant progress with inter-governmental initiatives:
 - a. Solid Waste Agency - Completion of Site #1 Master Plan.
 - b. Corridor MPO – Completion of Connections 2040 and organizational improvements including hiring 3 full-time MPO staff members and improving inter-governmental communications through monthly Executive Committee meetings.
2. Developed “50 Reasons to Swim CR” campaign, including radio, movie theater, and social media advertising which resulted in 24% increase in public swim admissions over same period in 2014 and 23% increase in swimming lessons.
3. Police Department successfully launched a revamped Facebook page (4,997 likes) and introduced a Twitter Account (1,172 followers), which had a positive effect on the department’s image in the community.
4. Additional City social media used to engage the public on a number of topics:
 - a. City of Cedar Rapids
 - i. Twitter – 6,399 followers
 - ii. Facebook – 2,326 likes
 - iii. Instagram – 476 followers (initiated May 4, 2015)
 - b. Fire Department
 - i. Twitter – 301 followers
 - ii. Facebook – 3,012 likes
 - c. Parks and Recreation
 - i. Facebook – 3,531 likes
5. Received local, regional and national news exposure for the Middle Cedar Partnership Project and the City’s effort to work with our neighbors to improve soil health, water quality and water quantity.
6. Created and launched overall name and brand for the Flood Control System and actively engaged with residents throughout the discovery and decision-making process using a large variety of communication channels.
7. Hosted Resident Appreciation Day on June 6 at Downtown Farmers Market which brought together employees from departments throughout the City to greet residents, provide information, answer questions, and interact with thousands of citizens.

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UNDERWAY AND LONG-TERM INITIATIVES

1. Update of the City's website.

Additional items:

- Job recruitment is a priority and City should coordinate with the Metro Economic Alliance to avoid gaps in and duplication of efforts.
- Work with the CVB on enhancements, such as:
 - Develop a “premiere event” that is uniquely Cedar Rapids.
 - Create a package for new residents including information on services and events.
- Consider request by the Visual Arts Commission to include “performing arts” as part of City Councils’ approval of the annual work plan.