Many Cedar Rapids neighborhoods are in a unique position to make dramatic improvements as the city plans, reinvests and rebuilds from the 2008 flood. These plans and reinvestment strategies will re-shape the whole city. All neighborhood residents were encouraged to participate in the process.
This letter is to recognize all those who participated in the Neighborhood Planning Process (NPP) and made it successful. A critical element in disaster recovery is to create a plan to follow. Between the months of January and May 2009, over 1,200 of the City’s residents dedicated 6,000 hours of their time planning for their kids and their kids’ kids futures; some, while still rebuilding from the flood. Over 70 members of the City’s staff, from administrative assistants to department directors, volunteered their weekends and evenings to facilitate discussions and organize the meetings. I would like to thank all of you who took the time to make such an incredible contribution to the future of our City.

The City of Cedar Rapids began the Neighborhood Planning Process in January 2009 immediately following a comprehensive planning process for a new flood management strategy. Both planning processes were a result of the record flooding that occurred in June 2008. The NPP was designed based on benchmark communities recognized for their high quality neighborhood planning activities and was tailored to incorporate elements specific to Cedar Rapids’ unique situation. Under normal circumstances, a community commits to creating one neighborhood plan in a four to six month period. The NPP, through the dedication of residents and staff, was able to create a plan for 10 neighborhoods in four short months. The process ensured transparency and secured broad public participation in the development of the framework plan for reinvestment. A citizen-led Steering Committee was appointed to ensure the process remained focused on the goals that were originally established. By the end of the NPP, the Community had created a framework plan for reinvestment and action steps to accomplish this plan that will be implemented over the next 10 to 15 years.

Recovering from a natural disaster of the magnitude experienced by the City of Cedar Rapids and its residents is neither a quick or easy process. However, Cedar Rapids residents have shown their dedication to a successful future for the City through the tireless effort in the creation of this plan. We thank all of those who helped to ensure a great future for our City.

Sincerely,

Kay Halloran, Mayor
City of Cedar Rapids
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THE NEIGHBORHOOD PLANNING PROCESS FRAMEWORK PLAN

City Vision

In June 2008 an extreme flood inundated the City of Cedar Rapids, cresting nearly 12 feet above the prior flood of record, impacting many neighborhoods and a significant portion of downtown. The flood inundated 10 square miles of the city, damaged 7,200 parcels, and caused the evacuation of 20,000 people. Since that time, the City and its citizens have mobilized to create a plan for reinvestment and recovery. At the heart of the planning process is a desire to ensure that Cedar Rapids will not only recover from the flood and be better, but greater.

The City’s vision statement underscores the unique nature of the Neighborhood Planning Process that brought the community together:

“Cedar Rapids is a vibrant urban hometown—a beacon for people and businesses invested in building a greater community for the next generation.”

This document describes the efforts of the City of Cedar Rapids, its residents and its business people, to craft a vision for neighborhood reinvestment following the flood and a plan to make this vision possible.

Purpose of the Plan

Flood recovery planning began in June 2008 to create a Framework Plan for Reinvestment and Revitalization. Since the adoption of the plan in November 2008, the four-month Neighborhood Planning Process (NPP) has built on the Reinvestment and Revitalization Plan by developing Area Plans and Action Plans for each of the flood-impacted neighborhoods. The process grouped the ten flood-affected neighborhoods by geographical area: North, Central, and South. The objective of delineating the three overlapping areas was to keep the river as the heart of the community, accommodate shared interests, and effectively coordinate a cohesive plan. The goal of the process was to:

- Promote leadership and neighborhood governance: Encourage leadership building and improved communication between the City and community to create stronger neighborhoods
- Establish Area Plans and Action Plans for each neighborhood (North, Central, South): Create a detailed set of actions for reinvesting in our neighborhoods and meeting our vision
- Develop community goals and an evaluation framework: Create a framework for evaluating proposals and plans to ensure adherence to community goals

Ultimately, these plans will guide the City and its partners in reinvestment over the next ten to fifteen years.
Public Participation Timeline

City-wide Workshops and Area Meetings brought the community together to create the Framework Plan

Kick-off
January 10th

To introduce the Neighborhood Planning Process, identify desired goals and outcomes, and to discuss how planning for sustainability can benefit Cedar Rapids.

Workshop 1
January 31st

To share and discuss ideas about rebuilding each neighborhood; learn about neighborhood connectivity and housing options and determine the opportunities and constraints of rebuilding each neighborhood.

Area Meeting 1
February 10th

To focus on key characteristics of each area, and identify assets and opportunities for improvements in each neighborhood.

Area Meeting 2
February 24th

To establish evaluation criteria for the reinvestment plan and to discuss neighborhood connectivity, open space, housing and business revitalization expectations.

Sustainability
Community Goals
Community Governance

PURPOSE

Great Neighborhoods
Visual Preferences
Barriers to Housing

TOPICS

COMMUNITY GOALS

ELEMENTS OF A GREAT NEIGHBORHOOD

ASSETS AND OPPORTUNITIES

CONFIRMATION OF OPPORTUNITIES

CONCEPTS
Workshop 2  
March 21st  
- Transportation Scenarios  
- Evaluation Criteria  

To focus on key characteristics of each area, identify assets and opportunities for improvements in each neighborhood, discuss scenarios for future development and determine evaluation criteria to assess them.

Area Meeting 3  
March 31st  
- Scenario Evaluation  
- Preferred Scenarios  

To evaluate scenarios developed using sustainability best practices and feedback on the previous opportunities and scenarios. Preferred scenarios were refined for each area based on feedback from the revised scenarios.

Workshop 3  
April 25th  
- Preferred Framework  
- Action Plan  

To review the preferred framework plan and introduce urban design principles and the action plan.

Area Meeting 4  
May 5th  
- Action Plan Confirmation  
- Community Governance  

To review feedback and confirm the final framework plan; introduce the action plan concept as a draft; review the Neighborhood Planning Process and its results; and provide an overview of the next steps.
Organization of the Neighborhood Planning Process

1 GOALS Identification of Issues

On January 10th and 31st, the community participated in a series of goal setting exercises to identify and confirm the issues for the plan to address. Eleven common goals were identified and then synthesized into the “five key elements of a great neighborhood,” which served to guide the Neighborhood Planning Process. These key elements are Sustainability, Connectivity, Identity, Diversity, and Vibrant Centers.

2 IDEAS and Opportunities

On February 10th and 24th, the community explored the assets and opportunities for change in their neighborhoods. They agreed that the final plan should build on community strengths, including distinctive people and places, a diversity of businesses, the family-friendly character of the neighborhoods and a variety of open spaces.

Evaluation Criteria were then established: The March 21st presentation highlighted planning “best practices” as a means to develop evaluation criteria. These criteria would allow the community to assess how scenarios fulfilled the stated goals.

Evaluation Criteria Established

On February 24th, evaluation criteria were established. Evaluation criteria are a benchmark or standard against which the community can measure future proposals for development. Building upon the City’s five keys to successful development, the criteria that will be used to evaluate future projects was created from a combination of the community’s goals, area feedback priorities, and elements of great neighborhoods. The community will use the evaluation criteria to assess the benefits and challenges associated with future projects.
3 SCENARIOS Combinations of Ideas
On March 21st, three alternative scenarios were introduced that explored different ways to meet the Community Goals. These scenarios tested how and where to focus reinvestment along the river, strengthen the connections between neighborhoods and reinforce connections across the River.
On March 31st refined scenarios were presented that integrated community feedback, market projections and sustainability best practices for each area. On March 31st, the community applied the evaluation criteria to assess scenarios and their adherence to community goals.

4 AREA PLAN Preferred Scenario
On April 25th, residents selected a preferred alternative that merged the strongest elements of each scenario to create a unified vision for future reinvestment. With a roadmap for the future, the community sat down once more to outline which actions would be necessary to bring their vision to life.

5 ACTION PLAN Prioritized Actions and Funding
On May 5th, members of the community reviewed the final Area Plans and discussed implementation of the Action Plan. The Action Plan is a living document that will adapt over time for the changing needs of the community, and will require the cooperation of public agencies, residents and businesses. It is organized by the five over-arching plan elements and describes how action items will support each of the goals and initiatives.
On May 13th, the City Council approved the Area Plans and supporting Action Plan, marking the beginning of a new phase in Cedar Rapids' history.
Collectively, the three Area Plans—North, Central and South—embody a compelling vision for reinvestment and recovery in Cedar Rapids over the next fifteen years. They envision a sustainable Cedar Rapids characterized by strong pedestrian, transit and vehicular connections between downtown, the neighborhoods and the Cedar River, with a network of diverse open spaces in between. The Plans also envision reconstructed neighborhoods that promote diversity and vibrancy, and provide a variety of housing types for a range of ages. Finally, they envision a City that provides a wide range of economic opportunity for its residents, as well as thriving arts, culture and entertainment destinations.

The following section outlines the goals and the initiatives for each of the five major plan elements shown at right. The goals emphasize the high-level vision for the plan, while the initiatives represent tangible steps which the City and the community can take to realize these goals.

## Goals and Evaluation Framework

Goals are general guidelines that direct the long-term vision for the Cedar Rapids community.

### COMMUNITY GOALS

The community and the City worked together to develop the following goals for the Neighborhood Planning Process:

- Provide accessible transportation options
- Promote green space as a central amenity
- Construct sustainable infrastructure
- Maintain vibrant neighborhoods
- Meet multi-generational needs
- Provide affordable housing
- Encourage economic vitality
- Support art, culture and entertainment opportunities
- Create exciting downtown destinations
- Encourage citizen-directed planning
- Uphold economically feasible planning

These 11 goals were grouped into five overarching categories— the plan elements listed below—to be used to support the community goals throughout the process.

Ultimately, successful reinvestment will depend on the continued collaboration of public and private sectors and the community, and will meet the City’s five keys to successful development:

- Consistent with Community Goals
- Neighborhood Support
- Financial Feasibility
- Market Feasibility
- Experienced Development Team to Implement Projects

### Plan Elements

#### Transportation and Connectivity

1. To create accessible transportation options

#### Open Space and Recreation

1. To promote green space as a central amenity for all residents
2. To construct sustainable infrastructure

#### Arts and Culture

1. To support art, culture and entertainment opportunities
2. To create exciting downtown destinations

#### Neighborhood Reinvestment

1. To maintain vibrant neighborhoods
2. To meet multi-generational needs
3. To provide affordable housing

#### Business Reinvestment

1. To maintain vibrant neighborhoods
2. To encourage economic vitality
Transportation and Connectivity

Goals
1. Create accessible transportation options

Initiatives
Enhance the pedestrian environment through active and pleasant building storefronts as well as streetscape improvements such as complete street standards and street amenities such as trees, signage and lighting.

Increase use of public transit by making bus service more accessible and comfortable—particularly by improving bus routes, schedules and amenities—and by creating an Intermodal Transportation Facility (ITF) downtown. Change the public mindset through education about transit and study other future mass transit options such as commuter rail.

Relieve circulation challenges and congestion through improved street connections. Amongst others, this will include reconnecting Ellis Boulevard and Sixth street, converting some downtown one-way streets to allow two-way traffic, and extending Fifth Street across the river toward C Street. Further study of traffic flows is needed.

Conduct a comprehensive downtown parking management plan to manage the parking supply, address concerns about parking needs for all users and the poor condition of the parkades, and to assess the amount of land dedicated to surface parking.
Cedar Rapids Neighborhood Planning Process

Levee
Reinvestment Area
Parks
Bike Route
New Trail
Open Space and Recreation

OPEN SPACE AND RECREATION

- LEVEE
- BIKE ROUTE
- NEW TRAIL
- TRAIL
- REINVESTMENT AREA
- PARKS
Open Space and Recreation

Goals
1. Promote green space as a central amenity for all residents
2. Construct sustainable infrastructure

Initiatives
Design the greenway and start implementation by acquiring property and constructing the levee and floodwall.

Prioritize a continuous trail system to stitch together neighborhoods and green spaces. Conduct detailed studies to plan for trails and bike lanes, and define relevant design standards. Raise funding for trail implementation and the purchase of amenities such as lighting and benches.

Develop new parks and community facilities to serve the City residents and the regional population, including new community centers, major regional indoor and outdoor recreation facilities, an amphitheater, as well as continued support for new neighborhood parks and playgrounds.

Develop a long term comprehensive park strategy by updating the Parks and Recreation Master Plan and by implementing park projects. Engage the public through collaboration, communication and community volunteer events.

Strategically maintain and improve existing parks with landscaping, restrooms, picnic facilities and parking.

Celebrate the Cedar Rapids community by hosting riverfront and neighborhood outdoor events throughout the year.
Arts and Culture

Goals
1. Support arts, culture, and entertainment opportunities
2. Maintain vibrant neighborhoods
3. Create exciting downtown destinations

Initiatives

Strengthen Third Avenue as a civic arts corridor capitalizing on the existing Museum of Art, rehabilitation of the Paramount Theater, and use the expanded Greene Square Park for a variety of civic events.

Complement the Third Avenue corridor by devoting Third Street to the community arts and connecting downtown assets to New Bohemia by building on existing arts programs and encouraging a more grassroots feel of unique galleries, studio spaces, and eclectic shops.

Expand Greene Square Park between Third Avenue and Fifth Avenue with a complementary civic focus and new development opportunities on the South and Southeast sides.

Enhance the New Bohemia historic district and nearby Czech Village by strengthening bridge connections across the river and implementing plans for improvements.

Protect the City’s existing community assets through public awareness campaigns, signage and restoration of existing facilities.

Plan for new art and cultural events and additional event space venues for all generations.

EVENT SPACES THROUGHOUT THE CITY

ST. WENCESLAUS WILL BE CONNECTED TO THE NEW BOHEMIA ARTS DISTRICT

ARTS DISTRICT (PORTLAND, OR)
Neighborhood Reinvestment

Goals
1. Maintain vibrant neighborhoods
2. Meet multi-generational needs
3. Provide affordable housing

Initiatives
Preserve the existing character of each neighborhood through housing reinvestment, protection of historic buildings, use of traditional materials and creation of affordable housing.

Focus housing reinvestment near neighborhood centers including along Ellis Boulevard, Sixth Street in Taylor, Czech Village, New Bohemia and Sinclair, Third Street and the West Bank.

Leverage the inherent potential and widespread community support for infill housing on underutilized land to achieve a significant residential increase in the Downtown.

Develop a multi-pronged strategy for implementation that is transparent and communicative, encourages reinvestment and prioritizes public safety and well being.

Create urban design principles that support a diversity of uses, multi-generational neighborhoods and appropriate character as new development occurs.

Provide incentives for reinvestment that have a demonstrated public purpose by minimizing risk to developers, identifying funding sources, streamlining the permitting process and balancing neighborhood and developers’ desires.
Business Reinvestment

Goals
1. Maintain vibrant neighborhoods
2. Encourage economic vitality

Initiatives
Strengthen neighborhood centers by promoting a diverse array of local businesses that would be accessible to all modes of transportation, and where possible, housed in “live-work” mixed-use buildings.

Enrich the Downtown core by introducing active uses along the Downtown Riverfront and by diversifying the West Bank with a mix of business uses that complement its residential character.

Create a cohesive vision for the Medical District by focusing on the synergies between the existing uses and by encouraging new development to be pedestrian friendly.

Target the development of new specialty venues that draw in a regional population.

Determine necessary zoning and land use changes and adopt urban design principles that clarify standards for new and existing businesses, improve the public realm and integrate green infrastructure.

Provide incentives for reinvestment by minimizing risk to developers, identifying funding sources, streamlining the permitting process, keeping lines of communication open and balancing neighborhood and developers’ desires.

MAKE DESIGN GUIDELINES FOR A COMFORTABLE PEDESTRIAN ENVIRONMENT (PORTLAND, OR)

CZECH VILLAGE IS AN EXISTING NEIGHBORHOOD CENTER

THE DOWNTOWN CORE FEATURES HIGH RISE COMMERCIAL BUILDINGS
Implementation Strategy

The Implementation Strategy for the Neighborhood Planning Process includes the finalization of the Action Plan, Community Updates, the ongoing work with the Army Corps of Engineers on the Flood Management Strategy, the Public Facilities and Parks and Recreation Master Plan, and the advancement of the Urban Design Principles. Throughout the implementation process, the public will be invited to give input at Open Houses, some of which are listed below.

The Action Plan

The Neighborhood Reinvestment Plan provided a vision for the future of the neighborhoods, whereas the Action Plan will continually refine the Area Plan elements into initiatives, and assign a timeline for implementation.

On May 13th, 2009 the Cedar Rapids City Council unanimously voted to adopt the Neighborhood Reinvestment Plan. Moving forward, the refined Action Plan developed by the City and the community will act as the tool to guide the implementation of the Neighborhood Reinvestment Plan.

On June 15th, the initial Action Plan was unveiled to the community. The Action Plan will be finalized by City Departments over the coming months.

The Action Plan includes the following elements:

- List of overall **Area Plan Elements**
- List of **Initiatives** within each Area Plan Element
- List of individual **Action Items** to achieve Initiatives
- **Timetable** for completion of each action item
- **Roles** and responsibilities for each action item
- **Status** of each action item

The community provided input on each of these elements, including roles and responsibilities, while the City developed a timetable for the condensed action items. Timing may be dependent on factors such as funding or phasing where some actions must occur before others. The status of an action item will be updated by City Departments on an on-going basis.

Overview of Action Plan Elements

<table>
<thead>
<tr>
<th>Area Plan Elements</th>
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<tbody>
<tr>
<td>... were established during Phase 1 and in Focus Groups.</td>
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<table>
<thead>
<tr>
<th>Initiatives</th>
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<tr>
<td>... were developed from community feedback throughout the Neighborhood Planning Process (January through April 2009)</td>
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<tr>
<th>Action Items</th>
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<tbody>
<tr>
<td>... came from community feedback and a brainstorming session on April 25 and May 5, 2009 (a combined 700 ideas were generated); the City has grouped these ideas and condensed them into action items</td>
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<thead>
<tr>
<th>Timetable</th>
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<tr>
<td>... is developed by City Departments for the condensed action items. Timing may be dependent on factors such as funding or phasing where some actions must occur before others</td>
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<thead>
<tr>
<th>Roles</th>
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<tr>
<td>... were gathered from Community input at the April 25 and May 5th work sessions; City Departments will continue to develop the list of roles</td>
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<tr>
<th>Status</th>
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<tbody>
<tr>
<td>...will be updated by City Departments on a continual, on-going basis</td>
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</table>
What is an Action Plan?

An Area Plan provides the overall vision for the future of the neighborhoods, whereas an Action Plan breaks the Area Plan elements into a set of initiatives to accomplish community goals, and assigns a timeline for implementation. The community’s ideas and feedback are summarized into groups and then into action items.

The Action Plan will be a living document which will constantly evolve as items are completed or new needs arise. A preliminary plan was ratified at the May 13th presentation to the City Council.

How ideas are grouped into Action Items

<table>
<thead>
<tr>
<th>Area Plan Elements</th>
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<tbody>
<tr>
<td>• Find funding for trails</td>
</tr>
<tr>
<td>• Provide safe trails from homes to schools</td>
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<tr>
<td>• Identify public financing for the trail system</td>
</tr>
<tr>
<td>• Seed funding for trails</td>
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Combined into Action Item:
| • Create a citywide Comprehensive Trails Plan to address needs |

Action Plan Timeline

- May 13th, 2009 – City Council will consider the extending the Steering Committee to provide outreach and oversight
- June 15th – Action Plans publicized online
- November 2009 – Open house to show progress to date
- May 2010 – Open house to show progress to date

Community Updates

The community will be invited to participate in regularly scheduled Open Houses on the progress of the Neighborhood Planning Process and Action Plan.

<table>
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<tr>
<th>Community-wide Open House</th>
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<tbody>
<tr>
<td>November 2009</td>
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<tr>
<td>Status update</td>
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<tr>
<th>Community-wide Open House</th>
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<tbody>
<tr>
<td>November 2010</td>
</tr>
<tr>
<td>Status update</td>
</tr>
</tbody>
</table>
Public Facilities and Parks and Recreation

A series of Open Houses are scheduled through the summer and fall of 2009 to plan for the future of the City’s flood-impacted public facilities as well as the Parks and Recreation System. The City has combined these public participation processes to guide the most efficient use of community facilities and parks and recreation facilities and programs to meet the needs of the community today and for the next generation.

More than 300 City facilities were damaged in the flood, including many large customer service buildings such as the Veterans Memorial Building, main library, public works building, central fire station and the animal control facility. During this series of Open Houses, residents will be able to examine several options for rebuilding public facilities.

Cedar Rapids Parks and Recreation department needs input to review its master plan findings to date and assist with making recommendations for future growth of the parks and recreation system. The Greenway Master Plan is being developed as a part of the Parks and Recreation Master Plan. The public will envision the Greenway in the context of creating sustainable open space and recreation in Cedar Rapids. Feedback gathered in the Open Houses will help to refine the action plans developed during the Neighborhood Planning Process.

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**Community Facilities and Parks & Recreation Open Houses**

1. June 23, 2009, Crowne Plaza, 4-7 PM: Overview of Process, for public feedback
2. August 18, 2009, Crowne Plaza, 4-7 PM, and August 19, 11 AM-1 PM: Options for Public Facilities and Parks and Recreation, for public feedback
3. October 6, 2009, Crowne Plaza, 4-7 PM, and October 7th, 11:30 AM - 1:30 PM: Draft Master Plan, for public feedback

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*View from the landfill, looking north. Future plans include cleaning and naturalizing the landfill, or converting it to a park.*

*As part of improving connectivity and increasing recreation options, the existing trail network will be extended.*
The Greenway will include recreation fields similar to the existing soccer fields at Tuma Park.

Vibrant urban districts like the Clifton Gaslight District in Cincinnati, Ohio could be models for Cedar Rapids’ urban areas.

Army Corps Feasibility Study

The Army Corps of Engineers are now in the process of a feasibility study to test the economic, cultural and environmental impacts of the City’s preferred Flood Management Strategy developed during Phase One of the River Corridor Redevelopment Plan. In addition to ongoing review of progress with the City and County, the Army Corps of Engineers are also holding a series of public Open Houses throughout the Summer and Fall of 2009 and the Spring of 2010.

Urban Design Principles

Develop Urban Design Principles to guide development in reinvestment areas, and lead to updated zoning and Comprehensive Plan Update

Schedule for Urban Design Principles

To create a cohesive feel and identity for the city, the next piece of the Neighborhood Planning Process will be Urban Design Principles. The vision for Cedar Rapids includes a mix of uses and housing types to serve a wide population, so a range of types and scales of housing and business structures will be considered. For residential, standard types could include detached residential, attached residential, and mid-rise urban housing. Neighborhood Centers can include low-scale commercial, mixed-use (commercial and residential), and mid- to high-rise commercial and residential.

- The process will be determined over the summer of 2009
- Meetings to determine needs and topics, solicit public feedback, and approve the Guidelines will occur in the fall and winter of 2009
Neighborhood Planning Process

Framework Map

EXISTING PARK
GREENWAY
LEVEE
FLOOD WALL
ACTIVITY CENTER/BUILDING PRESENCE
COMMUNITY LANDMARK

REINVESTMENT FOCUS:
BUSINESS
MIXED-USE
HOUSING
ART, CULTURE AND COMMUNITY ASSETS
MEDICAL DISTRICT