IMPLEMENTATION
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.
"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
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.
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.