



Cedar Rapids Medical Self-Supported Municipal Improvement District Commission

# Med**Q**UARTER

Regional Medical District™

## Master Development Plan

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Prepared by:

**THE LAKOTA GROUP**

Wilson Healthcare Design Group

BSA LifeStructures

S.B. Friedman & Company

Anderson Bogert

# ACKNOWLEDGEMENTS

## MEDICAL SSMID COMMISSION MEMBERS

John Albert, Jr., Citywide Cleaners, Inc. (Vice Chair)  
Tim Charles, President and C.E.O., Mercy Medical Center  
Richard Cooley, Ausadie Building  
Michelle Jensen, CarePro Health Services  
Kathy McCauley, Kathy's Pies  
Mary Meisterling, Alliant Energy/IPL and Cedar Rapids Community School District  
Melanie O'Donnell-Olson, Phelan's Interiors (retired)  
Dr. Julie Sterling, Family Medicine Specialists, P.C.  
Michael Sundall, C.E.O., Physician's Clinic of Iowa, P.C.  
Dr. Julianne Thomas, Group 411 and 10th Street Medical Building  
Ted Townsend, Jr., President and C.E.O., UnityPoint Health - St. Luke's Hospital (Chair)  
Philip Wasta, Tallgrass Business Resources  
Marcie Watson, First Lutheran Church, ELCA

## MASTER DEVELOPMENT PLAN STEERING COMMITTEE

John Albert, Jr., Citywide Cleaners, Inc. (Committee Chair)  
Tim Charles, President and C.E.O., Mercy Medical Center  
Richard Cooley, Ausadie Building  
Mike Easley, UnityPoint Health - St. Luke's Hospital  
Gordon Epping, First Lutheran Church, ELCA  
Michelle Jensen, CarePro Health Services  
Angie Kuhn, C.O.O., Physicians' Clinic of Iowa, P.C.  
Kathy McCauley, Kathy's Pies  
Mary Meisterling, Alliant Energy/IPL and Cedar Rapids Community School District  
Melanie O'Donnell-Olson, Phelan's Interiors (retired)  
Annie Obrecht, Mercy Medical Center  
Richard Pankey, Riley's Cafe  
Dr. Julie Sterling, Family Medicine Specialists, P.C.  
Michael Sundall, C.E.O., Physician's Clinic of Iowa, P.C.  
Dr. Julianne Thomas, Group 411 and 10th Street Medical Building  
Ted Townsend, Jr., President and C.E.O., UnityPoint Health - St. Luke's Hospital (Chair)  
Philip Wasta, Tallgrass Business Resources  
Marcie Watson, First Lutheran Church, ELCA  
Jason Willis, Mercy Medical Center  
Sarika Bhakta, Cedar Rapids Metro Economic Alliance  
Doug Neumann, Cedar Rapids Metro Economic Alliance

# TABLE OF CONTENTS

<b>STATE OF THE DISTRICT</b>	<b>1</b>
MEDQUARTER TODAY	2
PROJECT GOALS AND OBJECTIVES	3
<b>MEDQUARTER VISION</b>	<b>5</b>
AN ELEVATED PATIENT EXPERIENCE	6
AN OVERALL WELLNESS EXPERIENCE	8
<b>MEDQUARTER MASTER DEVELOPMENT PLAN</b>	<b>11</b>
LAND USE FRAMEWORK	12
ACCESS AND CIRCULATION FRAMEWORK	13
APPEARANCE AND IDENTITY FRAMEWORK	14
BUILDING MASSING, DENSITY, AND CHARACTER	15
OPEN SPACE	16
STREET HIERARCHY	18
SIGNATURE STREETS	19
COMMUNITY STREETS	20
SERVICE AND ACCESS STREETS + ALLEYWAYS	21
SIGNAGE + GATEWAYS	23
SECONDARY SIGNAGE ELEMENTS	25
CULTURAL RESOURCES	26
MEDQUARTER 2034	29
MEDQUARTER GREENWAY	30
1ST AVENUE CORRIDOR	32
10 STREET CORRIDOR	34
TRANSITION ZONES	35
<b>IMPLEMENTATION</b>	<b>37</b>
POLICY INITIATIVES	39
MANAGEMENT AND MARKETING INITIATIVES	43
APPEARANCE AND IDENTITY INITIATIVES	47
ACCESS, CIRCULATION, AND INFRASTRUCTURE INITIATIVES	51
<b>FIVE-YEAR ACTION STRATEGY</b>	<b>53</b>
FIVE-YEAR POLICY, MANAGEMENT, AND MARKETING INITIATIVES	54
FIVE-YEAR APPEARANCE AND IDENTITY INITIATIVES	56
FIVE-YEAR ACCESS, CIRCULATION, AND INFRASTRUCTURE INITIATIVES	60

# STATE OF THE DISTRICT



Five years after the Flood of 2008, the City of Cedar Rapids, Iowa is well on its way to a full recovery. The City's economy is growing, new cultural institutions, programming, and facilities have been implemented, and City leadership is supporting a number of planning initiatives to help ensure the City's growth as a regional destination for residents, employers, and visitors. One such initiative, the subject of this report, is the master planning for the City's central medical district, the MedQuarter Regional Medical District.

The MedQuarter is located immediately northeast of downtown Cedar Rapids. It was initially conceived as one of nine districts surrounding and including the downtown in the 2007 Vision Cedar Rapids Downtown Framework Plan prepared by JLG Architects. The 2007 plan envisioned the Medical District as a dense and well-defined district of medical uses.

Following the 2008 Flood, which forced many evacuations and caused significant damage, the City of Cedar Rapids undertook extensive planning efforts to ensure that the City emerged from flood recovery efforts as a greater city than ever before. The planning efforts included detailed neighborhood plans, completed by Sasaki Associates at the end of 2008. In 2012, JLG Architects completed an update to their Downtown Framework Plan, expanding the geographic area covered and re-prioritizing plan goals and objectives. Every major planning effort completed by and for the City of Cedar Rapids since the 2007 Downtown Framework Plan has recommended the formation of a well-defined medical district next to downtown.

To kick start this effort, in November of 2009 a steering committee was formed to vet and guide the process of initiating a Medical SSMID. A petition campaign took place in early 2011, and at the end of April of the same year the Cedar Rapids City Council unanimously approved the SSMID petition. Following a June 2011 public hearing, the City Council approved establishing a Medical District that September. In January 2012, Mayor Corbett appointed a Medical SSMID Commission. The Medical SSMID Commission held its first meeting on February 8, 2012.

The Medical SSMID Commission has established a number of sub-committees focusing on a range of initiatives, including: marketing and branding, district services, and master planning. These subcommittees include appointed SSMID Commission members, as well as other selected MedQuarter stakeholders. In 2010 the Marketing and Branding Steering Committee worked with J.W. Morton and Associates to develop a brand for the district, officially naming the district MedQuarter Regional Medical District, the SSMID Commission adopted the brand in 2012.

In April of 2013, the Medical SSMID Commission engaged the Lakota Group team to oversee a master planning process for the MedQuarter. This plan, grounded in community and stakeholder support, will guide future development in the MedQuarter, helping the MedQuarter establish itself as a recognized destination for high quality healthcare that addresses the needs of both visitors and Cedar Rapidians.

### **This Master Development Plan:**

- **Defines goals and objectives for the MedQuarter**
- **Defines a shared community vision for the MedQuarter**
- **Defines a bold **FIVE-YEAR** action strategy**

## MEDQUARTER TODAY

Through the observations and analysis undertaken during the State of the District project phase, which covered physical conditions, market conditions, and stakeholder feedback, the project team has developed a list of MedQuarter strengths, weaknesses, opportunities, and threats:

- Strengths are characteristics that are assets and competitive advantages
- Weaknesses are characteristics that constrain potential and are likely to remain.
- Opportunities are favorable circumstances that can serve as the basis for growth, and
- Threats are circumstances that can either undermine or impede the MedQuarter growth.
- These observations reflect existing MedQuarter conditions, and will help to inform the recommendations of the upcoming MedQuarter Visioning phase.

### MedQuarter Strengths

- MedQuarter is one of Cedar Rapids' major job centers.
- MedQuarter is a regional medical destination.
- MedQuarter's proximity to downtown lends it the ability to leverage key amenities including theatres, restaurants and retail, the New Bo district, the new public library, U.S. Cellular Arena, local museums, and other attractions.
- The City's application of TIF, support of the SSMID, and approval of suitable new development reflect the City's commitment to MedQuarter improvements and local business growth.
- The City and the district's property and business owners, through an established Medical District SSMID Commission and

associated sub-committees, are working in partnership to enhance business in the MedQuarter.

- MedQuarter has market characteristics and traffic counts that enable interest by developers and retailers.
- The MedQuarter SSMID Commission has developed, and is implementing, a strong MedQuarter brand platform.
- Existing surface parking in the MedQuarter is ample, and conveniently serves MedQuarter customers and patients.

### MedQuarter Weaknesses

- Potential for investment opportunities within the MedQuarter is in some ways restricted by property ownership. A large portion, close to two-thirds, of MedQuarter's land is owned by the two largest medical institutions in the district - St. Luke's and Mercy Medical Center. Ownership of property that is not controlled by St. Luke's and Mercy Medical Center is fragmented and will require efforts by investors to assemble and redevelop.
- Because of high land prices driven by proximity to major medical institutions, the potential for market-rate residential development within the MedQuarter is limited. Residential developers are not willing to pay as much for land as are to office and medical users.
- Certain developments are poorly situated on their sites, some strip centers look out dated, and several areas are in disrepair.
- A large proportion of land within the MedQuarter is dedicated to surface parking. Currently, the surface lots provide a convenient

parking option for out of town customers. However, in the future, the dedication of a large amount of land to surface parking may reduce investment opportunities in the district.

### MedQuarter Opportunities

- Creating design standards will improve future development.
- Further focused, collaborative marketing efforts can strengthen MedQuarter's reputation as medical destination.
- MedQuarter's existing historic building stock can be leveraged to help define district character.
- Strategic partnerships between MedQuarter institutions and other stakeholders can help support MedQuarter area housing development.
- Implementation of planned streetscape enhancements can serve as a catalyst for more physical improvements.
- MedQuarter SSMID is a self-supported improvement district, and as such, can provide MedQuarter with unique advantages for plan implementation and stewardship, including project funding and district business development and recruitment.

### MedQuarter Threats

- Lack of continuity between institutional uses and businesses along with vacancies create a series of disjointed destinations throughout the MedQuarter.
- MedQuarter is perceived by some as unsafe and insecure.

- At times, competition between MedQuarter entities strains relationships and challenges the ability to work together towards common goals. Straightforward communication among district entities will be critical to the success of the MedQuarter.
- Local regulations, including zoning regulations, and processes do not currently support the vision for MedQuarter business development and physical appearance.
- Roles for MedQuarter stewards (including the SSMID Commission and the Economic Alliance), will evolve as the Medical SSMID matures. There is currently no entity solely responsible for business recruitment within the district. In the future, a dedicated staff person or organization should be considered to fill this role.
- The MedQuarter lacks high-quality public space, which also lends to the lack of identity in the district.

## PROJECT GOALS AND OBJECTIVES

Four goals for the MedQuarter, supported by past planning efforts, guide the master planning process. These goals are relevant to MedQuarter economic development, MedQuarter hospitality and cultural aspirations, MedQuarter functionality, and the MedQuarter's role in the City of Cedar Rapids' growth and development.

### **Deliver a superior visitor experience**

- Establish a distinct MedQuarter through the implementation of high-quality improvements within the public right of way and the encouragement of high-quality improvements on private property.
- Clearly identify the location of the MedQuarter within the City of Cedar Rapids, and implement a coordinated and comprehensive wayfinding system within the MedQuarter to sequence visitors to their destinations.
- Create signature public open space that is a destination and contributes to the healing environment of the district and is a destination in its own right
- Plan for special programming opportunities within the MedQuarter that activate the public realm.
- Enhance security within the MedQuarter through public and private sector collaborations, to help encourage a 24-hour district.
- Improve maintenance within the MedQuarter through both public and private contributions to help ensure a consistent high-quality character now and in the future.

### **Improve the quality of MedQuarter healthcare opportunities**

- Increase collaboration of services between institutions within the MedQuarter.
- Leverage the MedQuarter brand to help draw top quality physicians to district healthcare institutions.

### **Actively promote economic development**

- Promote the MedQuarter as a major rural referral center, competitive with other regional medical centers.
- Promote investment and creation of new businesses within the MedQuarter, and, once new businesses are established, effectively leverage the positive impacts of new development to benefit the entire district.
- Collaborate on economic development initiatives with City of Cedar Rapids, Cedar Rapids Downtown SSMID, Cedar Rapids Metro Economic Alliance, Entrepreneurial Development Center and neighborhood associations.
- Support growth of local independent businesses by attracting more patients and customers to healthcare-oriented businesses in the MedQuarter through strong, coordinated marketing, branding, and communication efforts.

### **Contribute to the growth of Cedar Rapids**

- Respectfully integrate MedQuarter development with adjacent neighborhoods and districts
- Clearly define the role of public and private sector interests and continue to strengthen private-sector control and accountability to carry out enhanced public services.
- Elevate the MedQuarter and the City as a whole by establishing a unique district character and environment attractive in the recruitment and retention of medical business and ancillary uses.

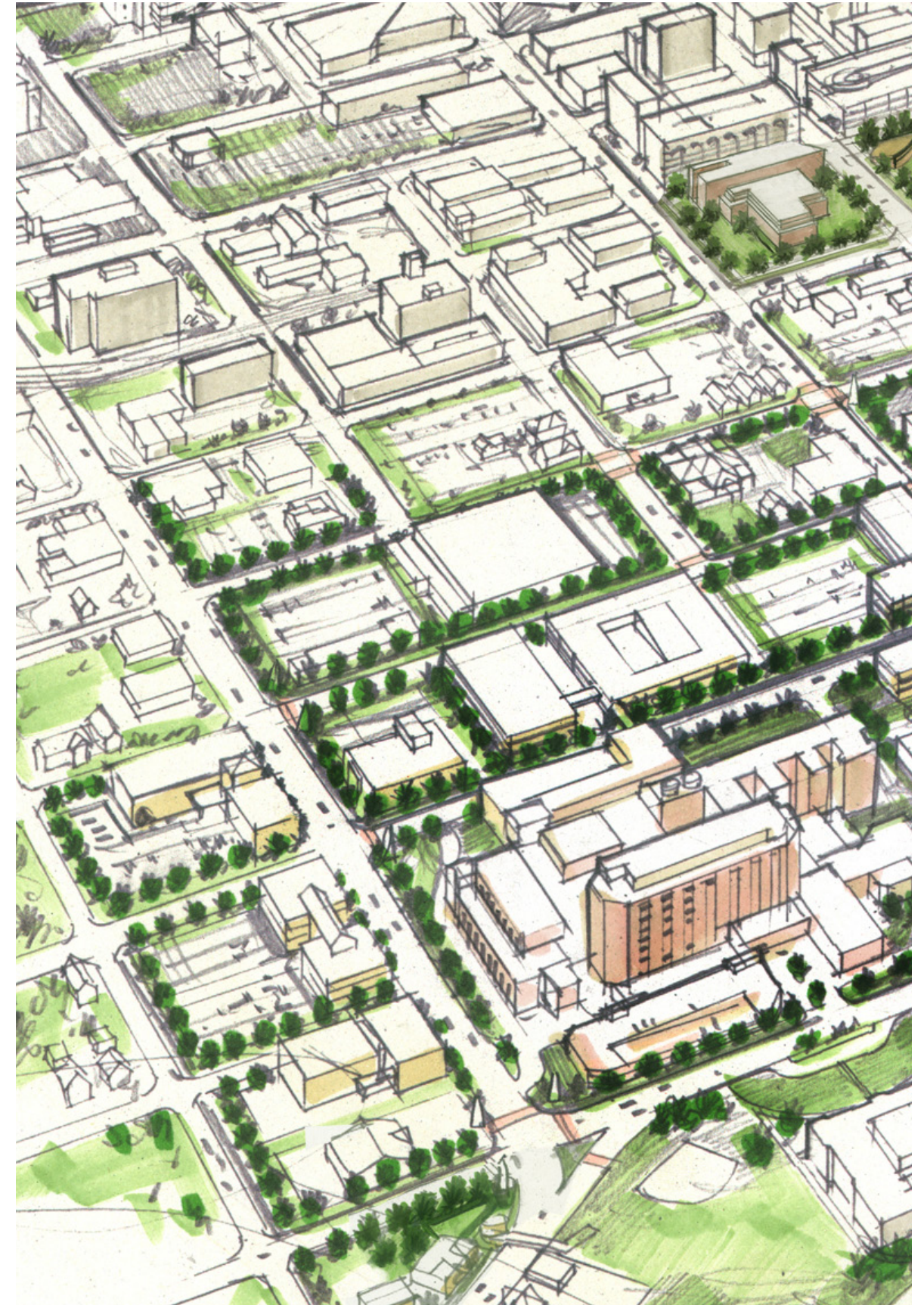
# MEDQUARTER VISION

At the onset of the State of the District project phase, a vision statement was composed to help guide this process:

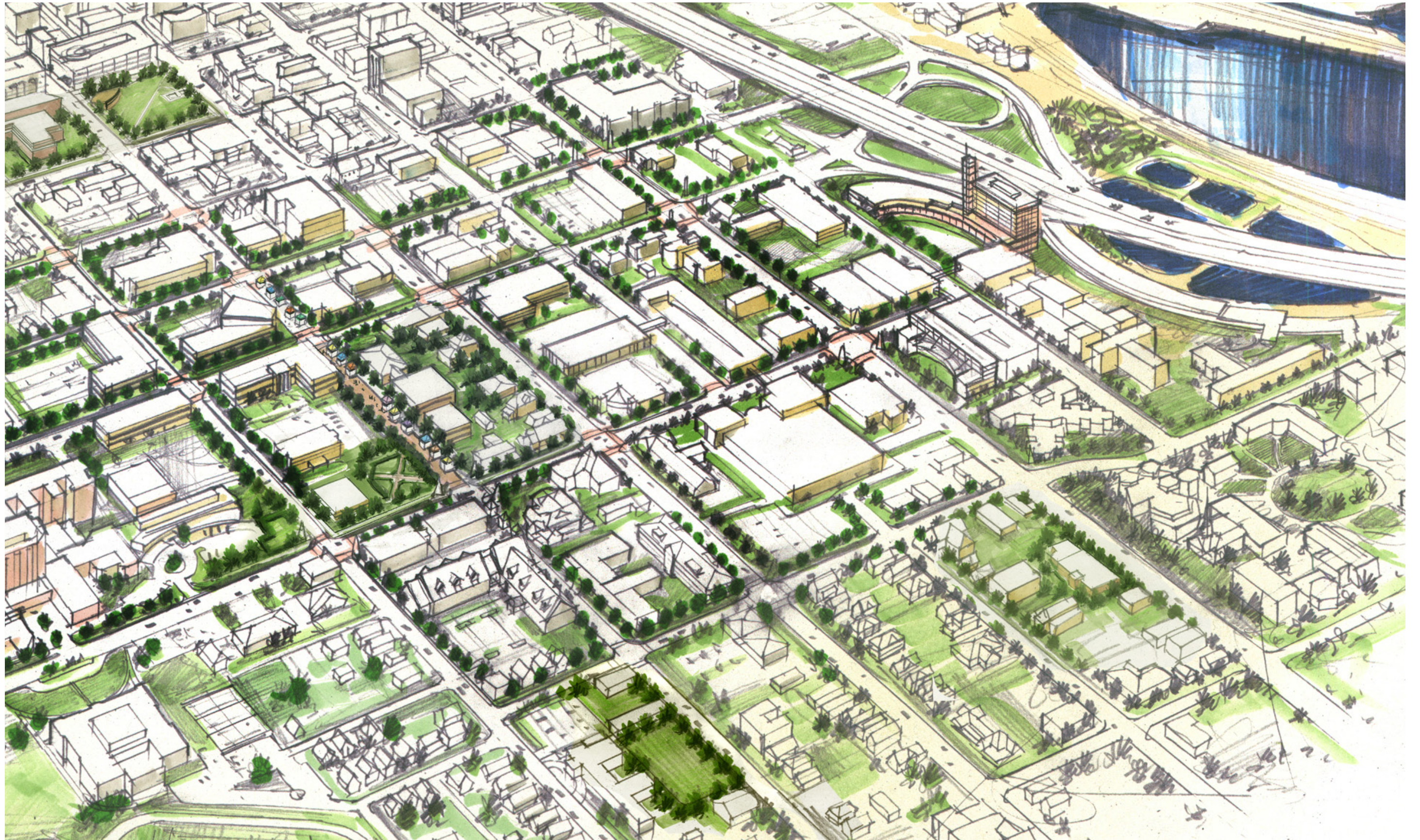
By 2032, the MedQuarter will be nationally recognized as a... high-tech, progressive, cutting edge, coordinated, vibrant, campus-like, eclectic, holistically healing, highly collaborative, clean, safe, open, high quality, and consistently branded... destination to live, work, and heal that delivers high-quality, low-cost health care.

To support this vision, recommendations of this master plan focus on creating a comprehensive “MedQuarter Experience.” The MedQuarter Experience conveys a consistent message of convenient, progressive, active, and holistic health and wellness to visitors, employees, and community residents.

The MedQuarter is a place that provides *facilities and services* that help people to get well, and an *environment* that encourages people to stay well. The MedQuarter provides both an *elevated patient experience* and an *overall wellness experience* to all visitors and MedQuarter employees.







## AN ELEVATED PATIENT EXPERIENCE

An important goal of this Master Plan is to “create a superior visitor experience” with a special focus on the patient experience. Creating a hospitable and easy to navigate environment for patients was a priority in establishing the recommendations of this Master Plan.

To help create this type of environment and to help organize master plan recommendations, the project team looked to a model developed by Kaiser Permanente. Through years of consumer research, Kaiser identified 21 patient touch points, the critical experiences or key moments in a patient’s health care journey. When these touch points are properly addressed, a positive patient experience is created, and patient satisfaction is boosted.

### CASE STUDY: KAISER PERMANENTE’S TOTAL HEALTH ENVIRONMENT

“In 2007, Kaiser Permanente set out to understand the needs, emotions, and outlook on health of their members. They launched a methodical research initiative that covered all eight regions of the country where Kaiser Permanente operated - at their hospitals, medical office buildings, and even competitor facilities. It involved walk-throughs, interviews, observational studies, and workshops with various constituents. The research revealed some key themes regarding needs expressed by members with regard to information, clinical care delivery, service, and facilities. They found that information, whether through technology or communication from providers, boosted satisfaction; lack of control or caring made for dissatisfied members. Service and relationships trumped everything, but basics such as cleanliness and convenience were important.

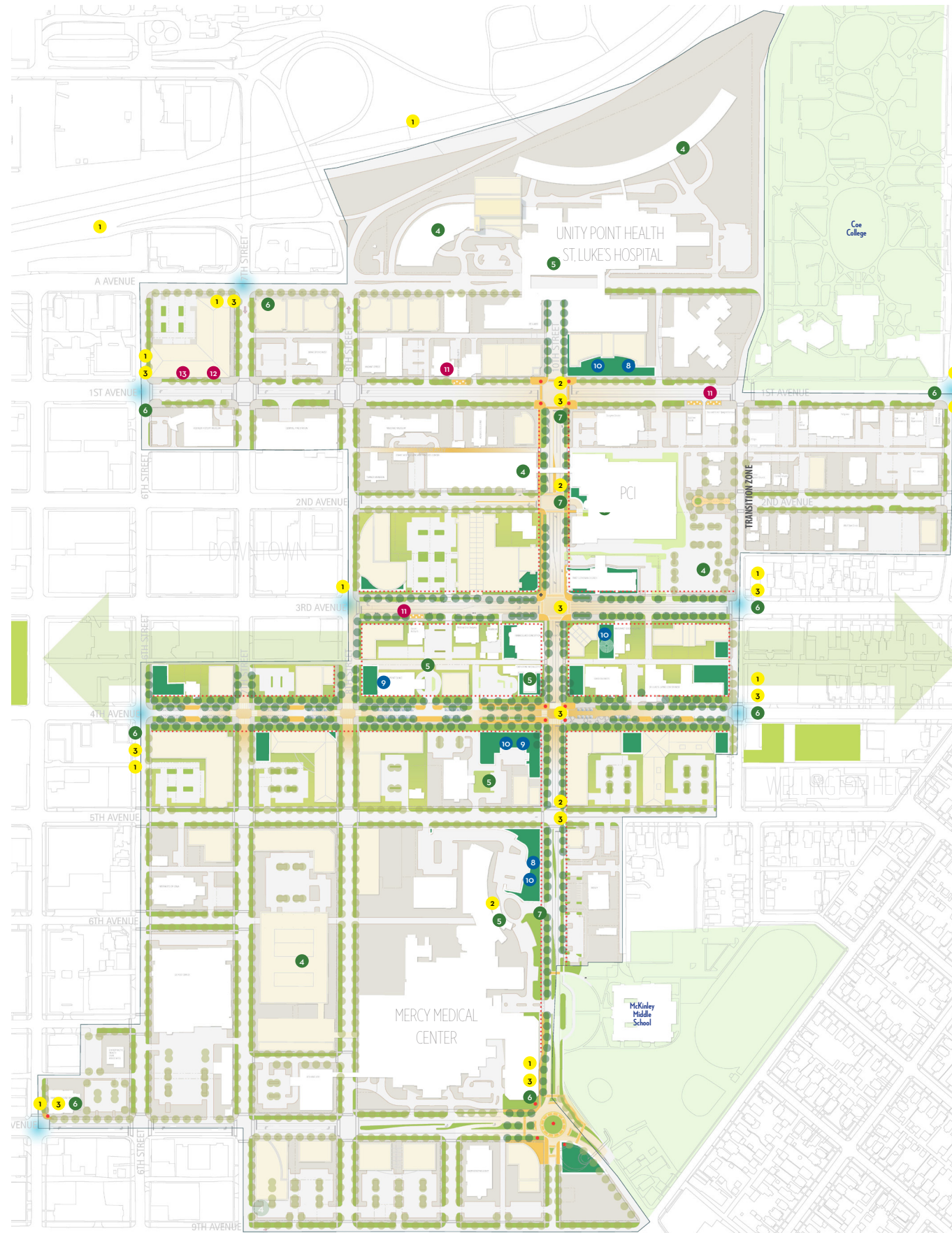
This data was synthesized into a list of *21 key experiences* - or patient touch points - in the hospital that were meant to create a healing environment and bring about faster healing, reduced stress and anxiety, and greater calm and serenity. They include everything from the freeway exit signage, to parking, to the waiting areas, to outdoor spaces, staff rest areas, on-site farmers’ markets, cafes, and of course, the patient room and exam room.”

ANANTH, SITA. KAISER PERMANENTE’S TOTAL HEALTH ENVIRONMENT. EXPLORE (NY). 2008; 6; 269 – 270.

Since many of the experiences relate to land use and the outdoor environment, the template can be easily expanded to the MedQuarter Master Development Plan. Of the 21 key experiences identified by the Kaiser study, at least 12 can be applied in the MedQuarter, many in the public realm. Applicable touch points include:

1. Distance read: How do I get to my facility?
2. Site entry: Am I at the right place?
3. Site orientation: Which way do I go now?
4. Parking: Where is an empty spot?
5. Drop off / pick up: Where can I meet you after I park?
6. Getting to the facility: Where am I going and how do I get there?
7. Exterior entrance: Which facility should I go to?
8. Staff spaces: Where can I take a break?
9. Waiting: Where can I go play mom?
10. Outdoor spaces: Where can I escape and relax?
11. Café: Where can I grab a bite to eat and chat?
12. Retail: Where can I get some flowers for my wife?

Addressing the touch points successfully involves the implementation of many of the master plan elements discussed in this report. Signage and wayfinding strategies address distance read, site entry, site orientation. The open space strategy ensures that there are opportunities for staff spaces, waiting, and outdoor spaces throughout the MedQuarter. The land use strategy ensures a mix of uses providing opportunities for patients like cafes and shops. Even materials and finishes of building materials play a role in creating the well-planned patient environment. All of these components contribute to both an elevated patient experience and an environment that encourages overall wellness.



## PATIENT TOUCH POINTS

- 1** *Distance Read:*  
How do I get to my facility?
- 2** *Site Entry:*  
Am I in the right place?
- 3** *Site Orientation:*  
Which way do I go now?
- 4** *Parking:*  
Where is an empty spot?
- 5** *Drop Off / Pick Up:*  
Where can I meet you after I park?
- 6** *Getting to the Facility:*  
Where am I going and how do I get there?
- 7** *Exterior Entrance:*  
Which facility should I go to?
- 8** *Staff Spaces:*  
Where can I take a break?
- 9** *Waiting:*  
Where can I go play mom?
- 10** *Outdoor spaces:*  
Where can I escape and relax?
- 11** *Cafe:*  
Where can I grab a bite to eat and chat?
- 12** *Retail:*  
Where can I get some flowers for my wife?
- 13** *Retail:*  
Do I need anything else while I'm here?

**Patient Touch Points** Concept sketch of how patient touch points might be applied to the MedQuarter Master Development plan to help improve the MedQuarter patient experience.

## AN OVERALL WELLNESS EXPERIENCE

Beyond the patient experience, the MedQuarter seeks to provide all patients, visitors, and employees with an environment that encourages overall wellness. The MedQuarter environment will promote wellness through the built environment by addressing physical, emotional, intellectual, and spiritual well-being for all visitors through its amenities, materials, and messaging. Principles of evidence based design for healthcare are applied and incorporated into the MedQuarter campus experience in order to improve patient and staff well-being, patient healing time, stress reduction and safety. The MedQuarter Greenway implements the following principles in order to express a commitment to happier, healthier patients, staff, and visitors:

- Encourage plant-rich environments
- Provide a variety of activity experiences
- Provide universal accessibility
- Provide access to cultural resources
- Provide a variety of sensory experience
- Promote healthy and active lifestyle
- Provide access to quiet, contemplative spaces
- Foster a safe, secure, and comfortable environment

Many elements that will contribute to the MedQuarter experience already exist, including the new MedQuarter brand, the Grant Wood Cultural District, and a number of faith-based institutions.



**Encourage plant-rich environments** Just three to five minutes spent looking at views dominated by trees, flowers, or water can begin to reduce anger, anxiety, and pain, and to induce relaxation

**Provide a variety of activity experiences** Protecting some of the existing historic structures will help contribute to the District's overall architectural character. The MedQuarter still boasts several historic buildings and cultural institutions.



**Provide universal accessibility** Barrier free access benefits everyone. Universal design is subtle when done correctly, and promotes social interaction. People who interact socially report fewer colds, lower blood pressure, and lower heart rates.



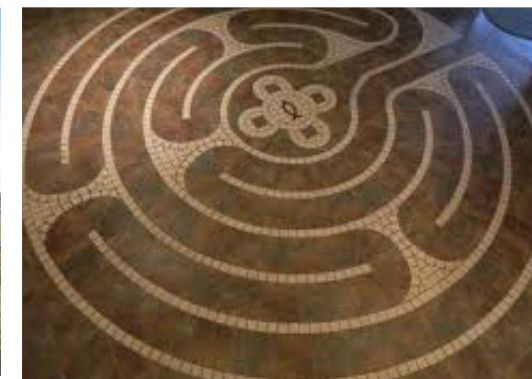
**Provide access to cultural resources** Participating in cultural activities is significantly associated with good health, good satisfaction with life, low anxiety, and low depression.

**Provide a variety of sensory experiences** The sound of running water can relax your mind, even lowering tension in joints and muscles.



**Promote healthy and active lifestyles** People that exercise as little as 15 minutes of exercise per day live about 15% longer than those who do not.

**Provide access to quiet, contemplative spaces** Access to quiet places where individuals can go to find peace promotes wellness and healing.



# MEDQUARTER MASTER DEVELOPMENT PLAN



The MedQuarter Master Development Plan strategy focuses on the creation of a strong public realm. Recommendations for open space, streets, and public spaces, guided by a series of sound design standards, create a flexible framework within which future private development may occur in a variety of formats.

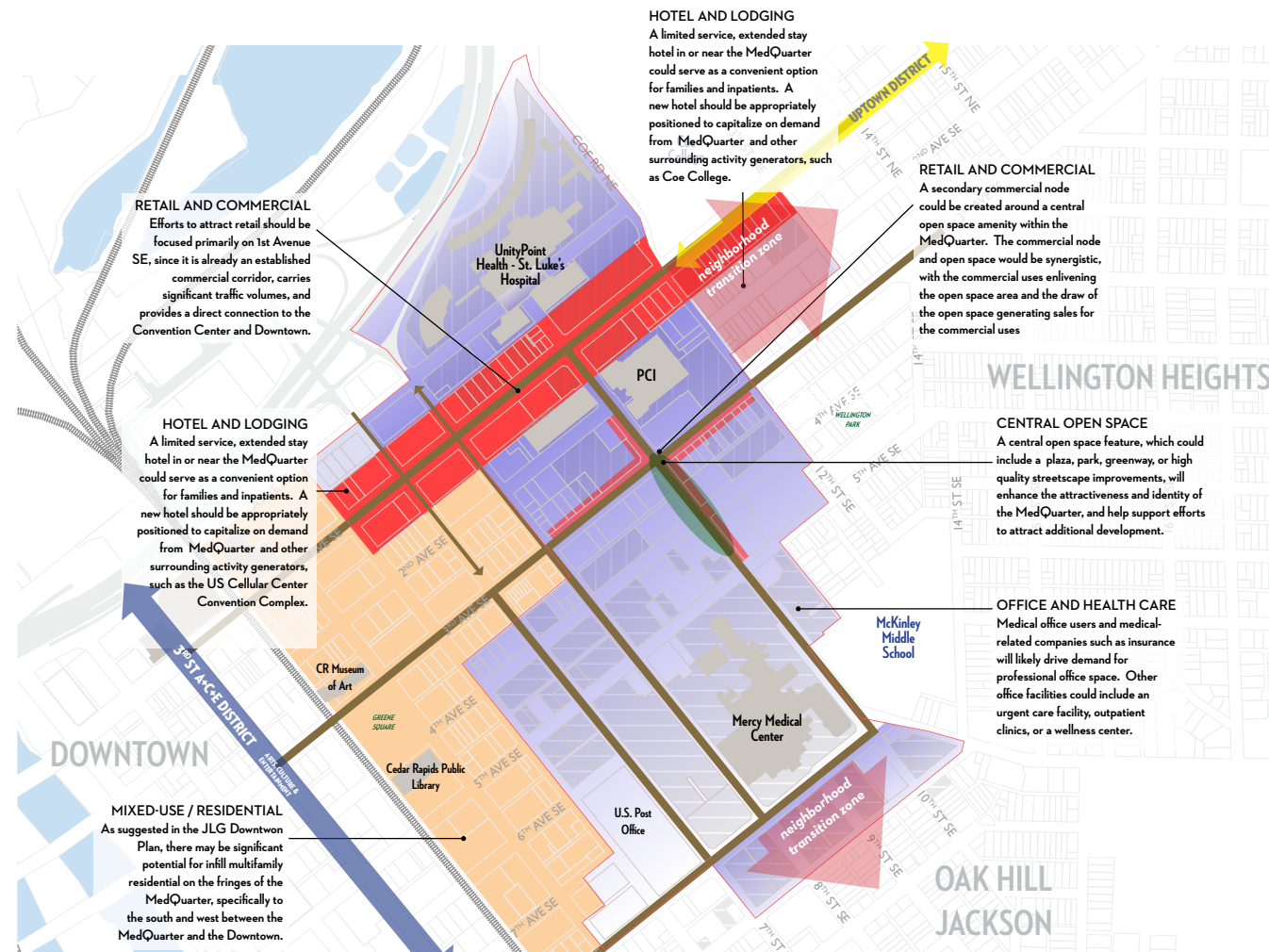
The Master Development Plan is comprised of three different strategies or frameworks:

- A Land Use Framework defines a mix of land uses for different sub-areas of the MedQuarter.
- An Access and Circulation Framework defines how different modes of transportation should move through the MedQuarter, with a focus on legibility and easy access to facilities via all different modes of transportation.
- An Appearance and Identity Framework defines urban design recommendations for the MedQuarter, addressing building massing, the integration of public open space, the scale of streets, the location of gateways, and signage.

These frameworks were each established adhering to a set of design principles that support both an elevated patient experience and an overall wellness experience. Design principles include:

- Provide high quality public space and a connected open space system
- Provide pedestrian-friendly, universally-accessible streets
- Engage cultural resources
- Support a variety of uses
- Encourage buildings that engage the street and public spaces
- Provide strong connections between indoor and outdoor spaces
- Provide strong connections to surrounding neighborhoods
- Provide convenient and plentiful parking

# LAND USE FRAMEWORK



The MedQuarter land use strategy designates and regulates the use of land in order to improve MedQuarter's physical, economic, and social efficiency. The land uses deemed viable by the project team's market analyst during the State of the District project phase have been organized into a framework of development zones – the Health Care Core, the 1st Avenue Retail Corridor, the MedQuarter Greenway Zone, and three Transition Zones.

## Health Care Core

Medical office users and medical related companies such as insurance will likely drive demand for professional office space within the MedQuarter going forward as anticipated changes in health care may lead to greater demand for outpatient clinics, office space for insurance and third-party payment processors, updated medical office space, and wellness centers.

The MedQuarter's health care core, focused around the 10th Street corridor and the MedQuarter Greenway, will accommodate healthcare related uses going forward. This centralized location provides great potential for synergies with all major MedQuarter institutions.

## MedQuarter Greenway Zone

A greenway created by 30-foot setbacks on each side of 4th Avenue will provide space for pocket parks and other wellness-oriented spaces, enhance the attractiveness and identity of the MedQuarter, and create an attractive environment for future redevelopment. Proposed MedQuarter Greenway Zone land uses are characterized primarily by medical-related uses. However, a

secondary commercial node could be created proximate to the greenway. The commercial node and open space would be synergistic, with the commercial uses enlivening the open space area and the draw of the open space generating sales for the commercial uses.

## 1st Avenue Retail Corridor

The MedQuarter incorporates a portion of 1st Avenue that serves as the primary retail corridor for downtown Cedar Rapids. During interviews, stakeholders expressed an interest in additional restaurant, convenience services, and retail to serve medical staff, patients, and visitors to the MedQuarter. In addition, increased conference and event attendance due to the recent renovation of the Cedar Rapids Events Center will likely drive demand for additional restaurant and retail options along 1st Avenue.

## Neighborhood Transition Zones

Neighborhood transition zone land uses are characterized by medical office or institutionally sponsored residential uses such as institutionally supported employee housing and institutionally supported senior-oriented continuing care retirement communities.



## ACCESS AND CIRCULATION FRAMEWORK

Safe and convenient access and circulation - for people, bikes, cars, busses, and trucks - in and around the MedQuarter will contribute positively to the MedQuarter experience. "Complete street" principles (planning, designing, operating, and maintaining roadways with all modes of transportation and users in mind) are currently being implemented through roadway improvements throughout the City, and will help to improve safety and convenience throughout the MedQuarter.

### **Pedestrian Routes**

In line with recent City "complete street" initiatives, walkability and pedestrian accessibility should be prioritized throughout the MedQuarter. Pedestrian amenities are included throughout the master plan, and the highest level of pedestrian amenities are included on signature streets.

### **Bike Routes**

Also in line with City "complete street" initiatives, accommodations for bikes will remain a priority for the City of Cedar Rapids throughout the term of this Master Plan. As a mode of transportation that contributes to a healthy lifestyle, bike travel should be encouraged throughout the MedQuarter through the implementation of bike parking areas, marked bike routes, and potentially a bike rest station.

### **Truck Routes**

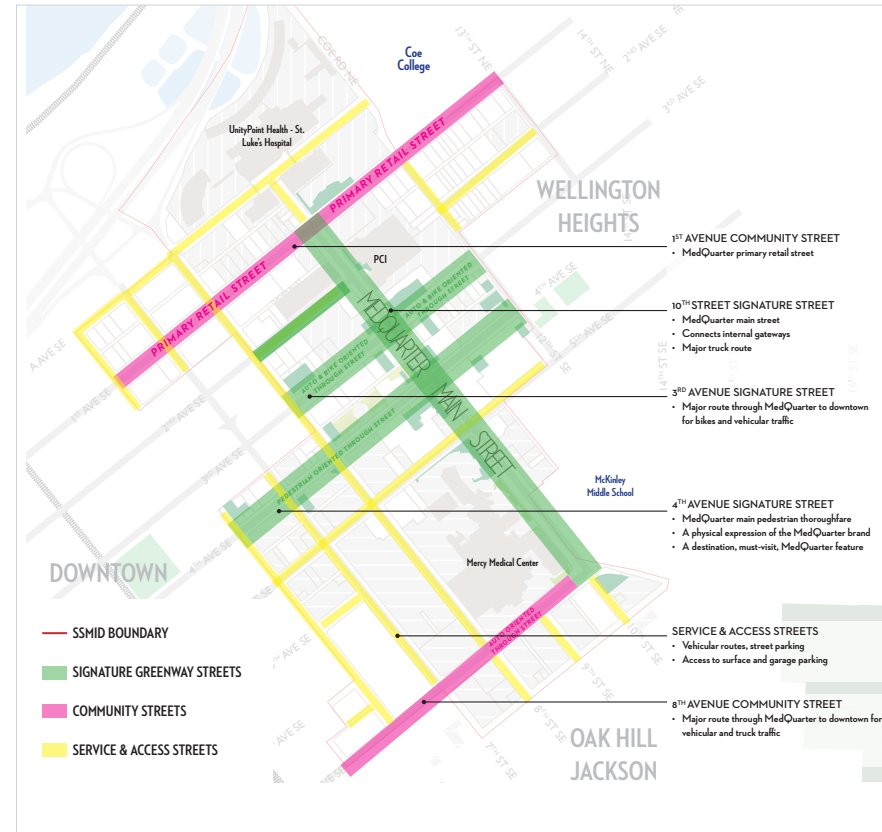
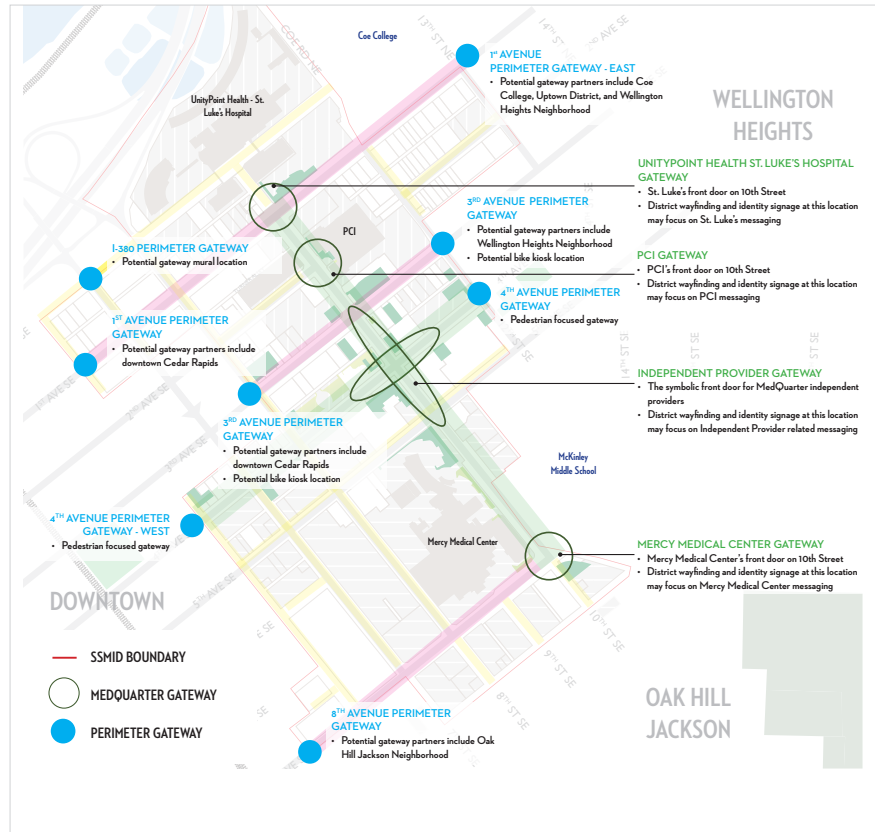
Currently, 1st Avenue, 8th Avenue, and 10th Street are designated truck routes within the MedQuarter boundary. As MedQuarter roadways are improved by the City, through programs such as Paving for Progress, it is recommended that the truck route be moved off of 10th Street. Minimizing truck traffic off of 10th Street will improve the street's pedestrian environment.

### **Downtown Transportation Circulator**

In 2008, the City Manager for Cedar Rapids first identified a Downtown Transportation Circulator Project as a potential component of the City's Disaster Recovery Plan. The Circulator would tie downtown businesses with MedQuarter businesses and hospitals and surrounding residential neighborhoods. The Circulator idea was included in the 2009 Neighborhood Planning Process recommendations.

Conversations between the Project Team and City staff that have occurred throughout this process indicate that the Downtown Transportation Circulator Project may initiate during the term of this Master Plan. If so, the MedQuarter SSMID should be proactive in ensuring routes and stops are conveniently and logically situated to serve MedQuarter visitors and employees.

# APPEARANCE AND IDENTITY FRAMEWORK



The MedQuarter Appearance and Identity Framework defines urban design recommendations for the MedQuarter. The Appearance and Identity Framework addresses:

- Building Massing, Density, and Character
- Open Space
- Street Hierarchy, including standards for signature streets, community streets, service and access streets, and alleyways
- Signage, including primary signage elements, gateways, and secondary signage elements
- Integration of cultural assets

Applying these recommendations for urban design will enhance the overall visitor and patient experience by improving the physical character of the MedQuarter.

### **Building Massing, Density, and Character**

Each MedQuarter sub-area will exhibit different urban design and density characteristics. Density will be highest in the health-care core. Density and height will transition downward from the northern and western (abutting the downtown) district boundary towards the residential neighborhoods to the south and west.

To preserve the pedestrian scale of the district while accommodating higher density levels, new buildings should be carefully massed. Variations in rooflines should be used to help add interest to buildings and reduce the massive scale of large buildings close to the street. Buildings should maintain a relationship with adjacent structures to create building “street walls” along streets, drives, and sidewalks. Buildings should be oriented towards the street, with main entrances and windows facing the street frontage, and should be placed close to streets, drives, and other buildings. Building entrances should be designed so that doors and vestibules are easily seen by shoppers and visitors from the sidewalk. In addition, plazas and pocket parks should be used to help break up the mass of each block, and provide engaging spaces for MedQuarter patients, visitors, and employees.

Distinctive architecture will reinforce the district’s visual identity, and enhance the character of the MedQuarter for pedestrians and motorists. A range of architectural styles is preferred within the MedQuarter.



**Building Massing** Buildings set close to the sidewalk help to provide a more comfortable pedestrian environment than buildings set farther back.



**Open Space**

Public open space is an important component of this plan. Development and programming of public open space will contribute greatly towards the creation of the MedQuarter experience. Because of existing conditions, including land ownership, the possibility of assembling enough land to build a traditional central park within the MedQuarter is unlikely during the term of this Master Development Plan. Fortunately, many open space initiatives can be accomplished in the public right of way. Additionally, as redevelopment occurs, small pocket parks and plazas within individual developments may become available to provide additional public open space.

Open space within the MedQuarter should be concentrated within the new MedQuarter Greenway. The Greenway is located central to the MedQuarter, including the 3rd Avenue and 4th Avenue right of ways, a landscape setback running along each of these roadways, and any private land that may become available in the future, through sale, gift, or donation, for public open space development.

The Greenway will be comprised of two types of public open space: high quality improvements within the public right of way and pocket parks. Both types of open space will contain elements that contribute to a high-quality patient experience and an overall wellness experiences.

Both the 3rd Avenue and 4th Avenue right of ways provide opportunities for the implementation of MedQuarter Greenway elements. In addition to available right of way, a landscape setback (10' along 3rd Avenue and 30' along 4th Avenue) is recommended to provide more space for improvements, and allow for a plant-rich environment.

Improvements within these roadway corridors, sometimes in conjunction with a pocket park or small green, will occur at “greenway nodes.” Greenway nodes should provide variety of both sensory experience and physical experience along the length of the Greenway. Recommended node types include:

- *Garden nodes.* Research shows a positive correlation between plants and an individual’s well-being. Exposure to a natural environment has been linked to a shorter post-operative stays, less use of potent drugs, and better attitudes. The thoughtful design of the planting will be very important from both an aesthetic standpoint and a maintenance conscious standpoint.
- *Public art nodes.* Participating in cultural activities is significantly associated with good health, good satisfaction with life, low anxiety, and low depression. Incorporating public art in the MedQuarter Greenway, including sculptures and murals, will provide an easily accessible cultural experience to MedQuarter patients, visitors, and staff. Small performance spaces could also be integrated into the public art nodes. Grant Wood’s history in the MedQuarter provides a particularly apt

opportunity for a public art theme.

- *Sensory experience nodes.* Variety in sensory experience is a key component of healing garden design. Just three to five minutes spent looking at views dominated by trees, flowers, or water can begin to reduce anger, anxiety and pain, and to induce relaxation. These principles can be applied to the design of the MedQuarter Greenway.
- *Contemplative nodes.* These areas provide an opportunity to address the spiritual side of overall wellness, and could even be located near the two churches at the intersection of 3rd Avenue and 10th Street. Public amenities could include a labyrinth or garden, providing a place for patients, employees, and visitors a place for quiet reflection.
- *Respite nodes.* Seating areas for Greenway-users will provide a place to rest, eat lunch, or just enjoy the outdoors. Exposure to sunlight for 15 minutes per day helps the body produce healthy amounts of Vitamin D, which lowers the risk of many cancers.
- *Activity nodes.* Activity nodes will include elements that encourage visitors of all ages to be active. Activity nodes could include elements that encourage activity at the node itself, like a play structure (small play ground or adult sized swings), or activity nodes could include messaging or equipment that helps people be active generally (walking / jogging maps, or a bike kiosk that includes regional trail maps, access to drinking water, or a bike “fix-station” with bike tools and an air pump).

Special signage and wellness messaging, in addition to the basic program of signage and wayfinding elements, will be an important contributor to the MedQuarter Greenway environment. These “secondary” signage elements may include:

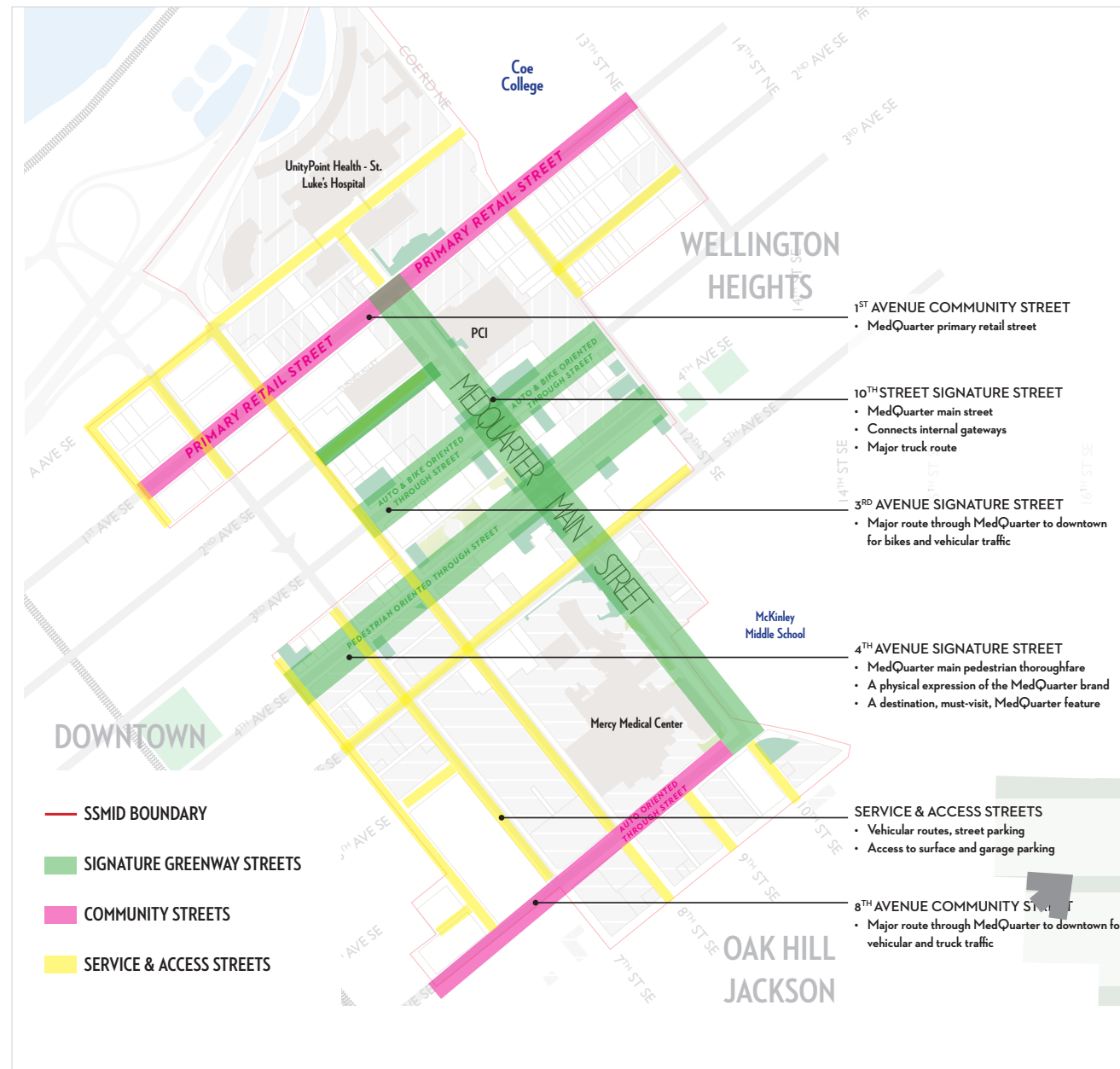
- Signs with special wellness messaging.
- Games, trivia, or fun facts.
- Mile markers and route maps for walkers and runners.
- MedQuarter independent provider recognition plaques or pavers.
- Directional signage pointing out routes or proximity to nearby cultural institutions including Greene Square, downtown Cedar Rapids, Cedar Rapids Public Library, the Grant Wood Studio, the Masonic Museum, and the Louis Sullivan-designed St. Paul’s United Methodist Church and other
- Signs detailing the history of the District, or highlighting historically significant structures within the District.

In addition to physical improvements, programming the new open space with events and activities will help contribute to its overall success.

Programming activities might include:

- Walking clubs or fun runs
- Farmer’s markets
- Health fairs or festivals
- Music performance series
- Movies in the park events

The MedQuarter Greenway, the heart of the MedQuarter District, should provide a strong expression of the MedQuarter brand promise to patients, visitors, and employees.



### Street Hierarchy

Streets and the public right of way within the MedQuarter will become an integral part of the MedQuarter’s public open space, fostering a high-quality pedestrian environment and connecting the MedQuarter Greenway and pocket greens as they develop. To help provide a logical framework of streets to MedQuarter visitors – assisting with district wayfinding – the Master Plan uses three street designations:

- Signature Streets
- Community Streets
- Service and Access Streets
- Alleyways

Streets within the MedQuarter were categorized based on function, location, and traffic volume.

### Signature Streets

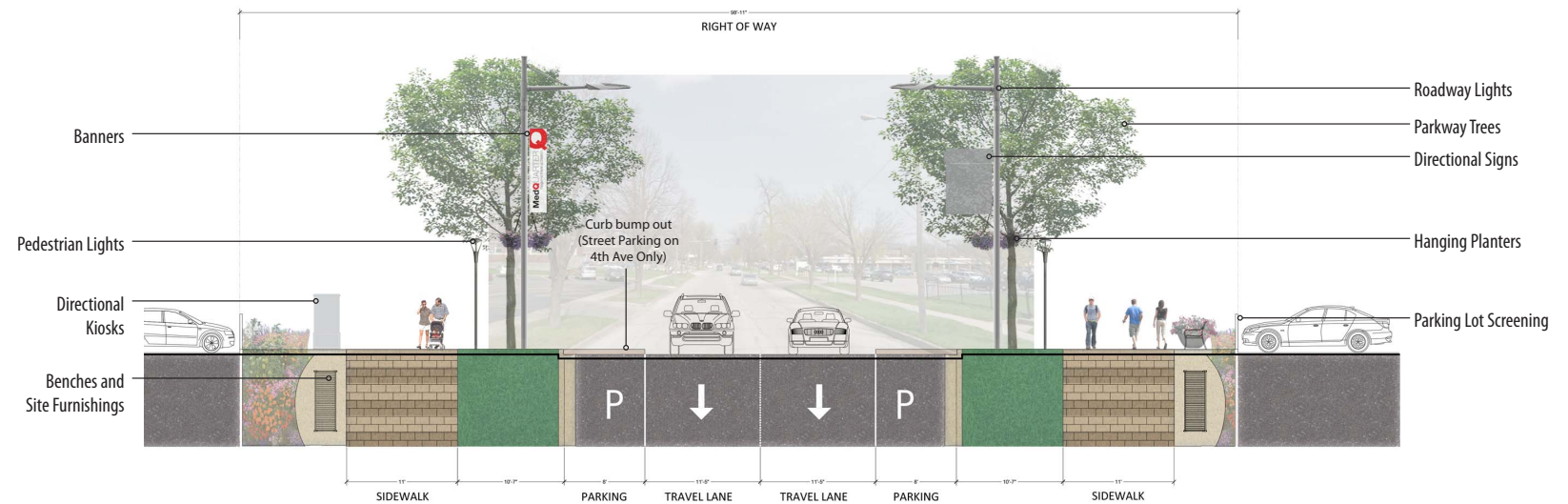
10th Street, 2nd Avenue, 3rd Avenue, and 4th Avenue are identified as MedQuarter signature streets, which serve as an important internal connectors.

As signature streets, 10th Street, 2nd Avenue, 3rd Avenue, and 4th Avenue should:

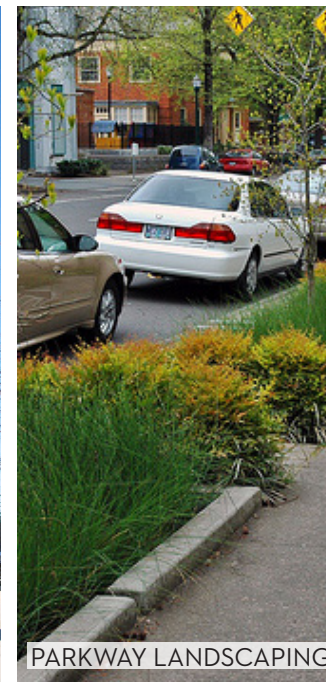
- Provide the highest pedestrian level of service.
- Provide the highest investment in specialty materials and furnishings.
- Provide the strongest communication of MedQuarter brand through streetscape design elements.

To accomplish this, the signature streets should accommodate the following design features:

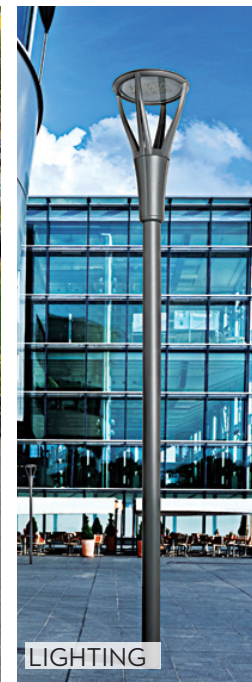
- Orientation of building front doors towards the street.
- Landscape setbacks (30' along 4th Avenue, 10' along 10th Street, 2nd Ave and 3rd Avenue)
- Limited or consolidated curb cuts / parking lot access points
- Upgraded streetscape finishes and furnishings
- Pedestrian and roadway lighting
- Greenway nodes / pocket greens
- Full signage package
- Wide sidewalks (12' along 4th Avenue, 10' along 10th Street, 6' along 2nd Avenue and 3rd Avenue)
- Traffic calming devices such as curb bump outs
- Landscape improvements and screening along the frontages of existing parking lots.



DISTRICT GATEWAYS



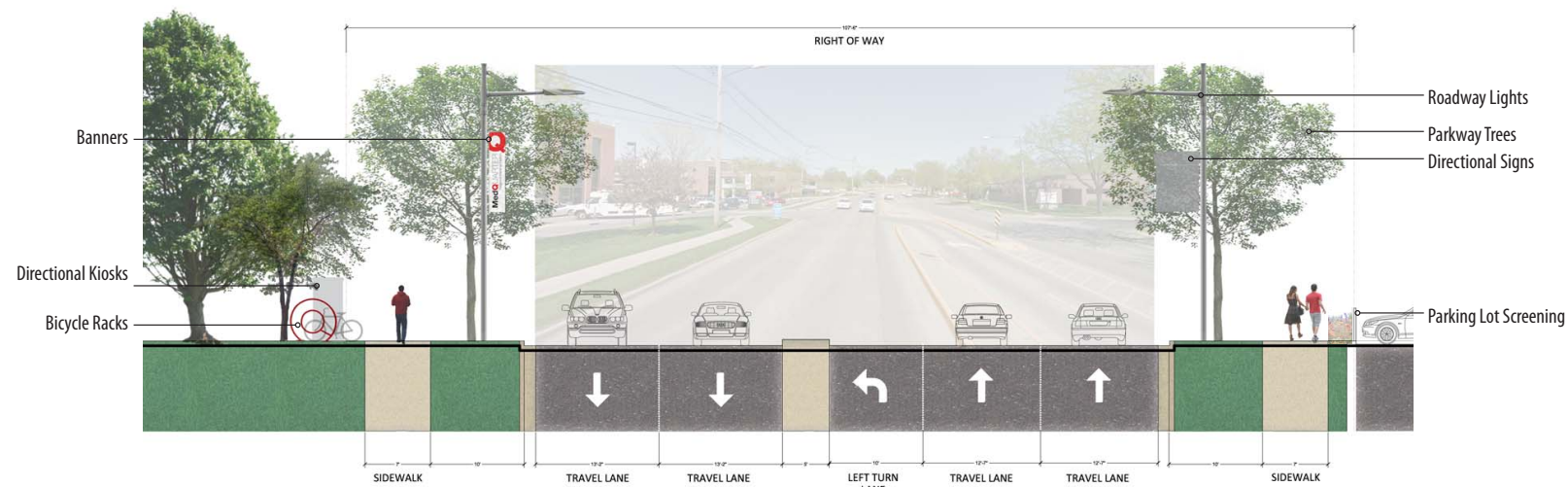
PARKWAY LANDSCAPING



LIGHTING



DECORATIVE CONCRETE



### Community Streets

1st Avenue and 8th Avenue are identified as MedQuarter community streets. These streets carry a relatively high amount of vehicular traffic, and are the main arteries connecting the District to both downtown and greater Cedar Rapids.

As community streets, roadways will accommodate a range of traffic types (bikes, pedestrians, cars, busses, and in some cases trucks). Community streets:

- Provide a high pedestrian level of service, serving a variety of MedQuarter businesses
- Represent a mid-level investment in specialty materials and furnishings
- Include higher investment vehicular and bike signage, and a mid-level investment in pedestrian signage

To accomplish this, the community streets will accommodate the following design features:

- Upgraded streetscape finishes and furnishings
- Pedestrian and roadway lighting
- Partial signage package
- Wide sidewalks (10')
- Traffic calming devices such as curb bump outs
- Landscape improvements and screening along the frontages of existing parking lots.



DIRECTIONAL KIOSKS



BICYCLE AMENITIES ON 3RD AVE SE



SITE FURNISHINGS

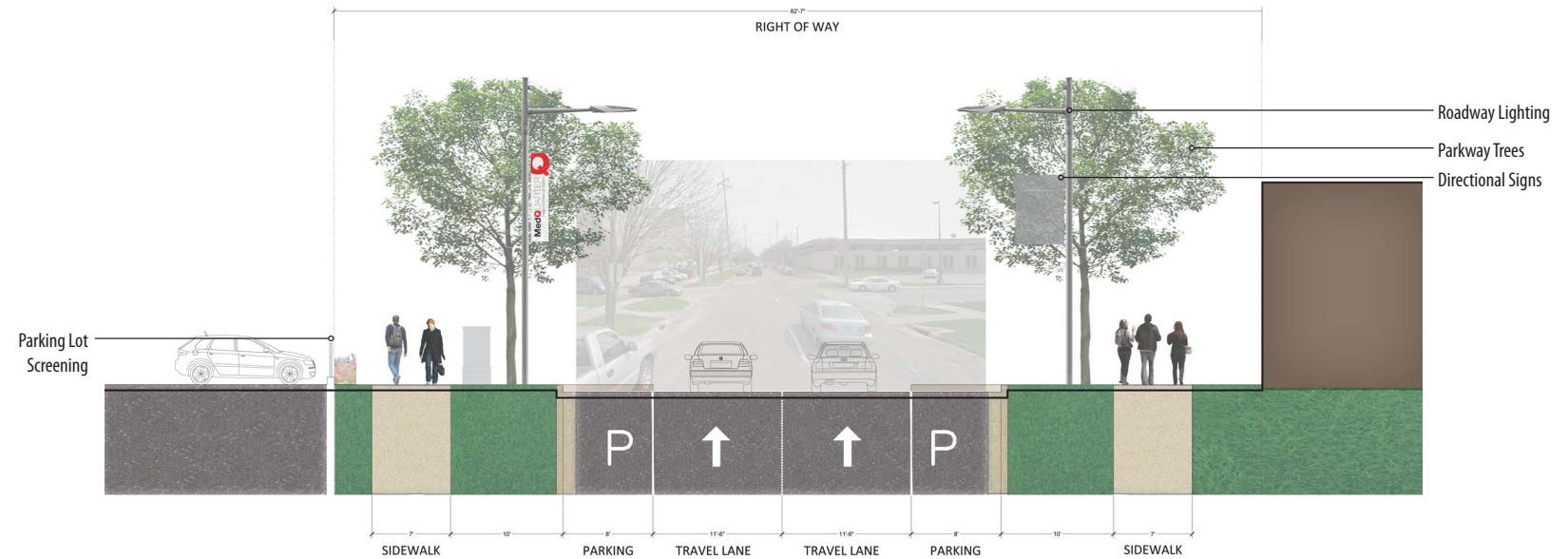


### Service and Access Streets

Service and access streets within the MedQuarter include: Avenue A, 6th Street, 7th Street, 5th Avenue, 6th Avenue, 9th Avenue, 12th Street, and 13th Street.

The service and access streets will accommodate the following design features:

- Limited upgraded streetscape finishes
- Roadway lighting
- Partial signage package
- Standard width sidewalks (6')
- Landscape improvements and screening along the frontages of existing parking lots.



### Alleyways

Many properties in the MedQuarter are served by alleyways. Alleys provide convenient access to parking and service areas. The existing condition and appearance of many of these alleys is poor. As improvements are implemented throughout the MedQuarter, alleyway improvements should be considered as well.

- Alleys, like streets, should be well-lit with glare on surrounding properties minimized.
- Parking areas accessed from alleys should be buffered with landscape islands to help contribute to attractiveness and guide vehicular circulation.
- Loading, trash, and utility areas should be enclosed and screened from view. Screening materials should complement materials used on adjacent buildings, and be effective in every season.
- Sharing of loading, trash, and utility areas among businesses shall be considered for ease of maintenance, to reduce land needed for such functions, and to improve the visual quality of the site.



**Interstate Directional - Distance Read**

Signage denotes MedQuarter as a regional destination and guides travelers to the appropriate exit. Signage also advertises MedQuarter's major anchors.



**Major Gateway - Site Entry**  
Gateway element confirms arrival to the MedQuarter and denotes district boundaries.

**District Wayfinding - Site Orientation**  
Pole mounted directional signage directs travelers to major anchors and orients them to the overall district layout.

**Institutional Wayfinding - Parking + Drop Off / Pick Up**  
Monument signage directs travelers to primary parking locations and drop off / pick up locations for institutions.

**Building Identity - Facility + Entrance**  
Monument signage identifies building name/address and facility locations. This signage also denotes primary building entrances.

**Shared Space Identity - Staff, Waiting + Outdoor Spaces**  
Signage identifies shared spaces for breaks, waiting, play, relaxation or escape.

**Pedestrian Kiosk - Cafe + Retail**  
Information signage and district map communicates nearby businesses and retail establishments.

**Banner and Street Sign - Site Entry + Site Orientation**  
Signage confirms arrival into the MedQuarter and denotes district boundaries. Signage also orients travelers to street names and locations.

## Signage

A family of signage and wayfinding elements will be a critical to the success of this master plan. District signage will both contribute to an elevated patient experience as well as help to communicate a message of overall wellness. Well-designed, thoughtful signage will serve a number of functions:

- Signage elements will help patients and visitors navigate through all of the “patient touch points,” from exiting the freeway to finding drop-off areas and parking lots to finding a café for lunch.
- Signage elements will present a highly visible brand statement to everyone passing through the district.
- Signage elements will communicate special wellness-related messaging, reinforcing the relationship of the MedQuarter brand with the concept of overall wellness.

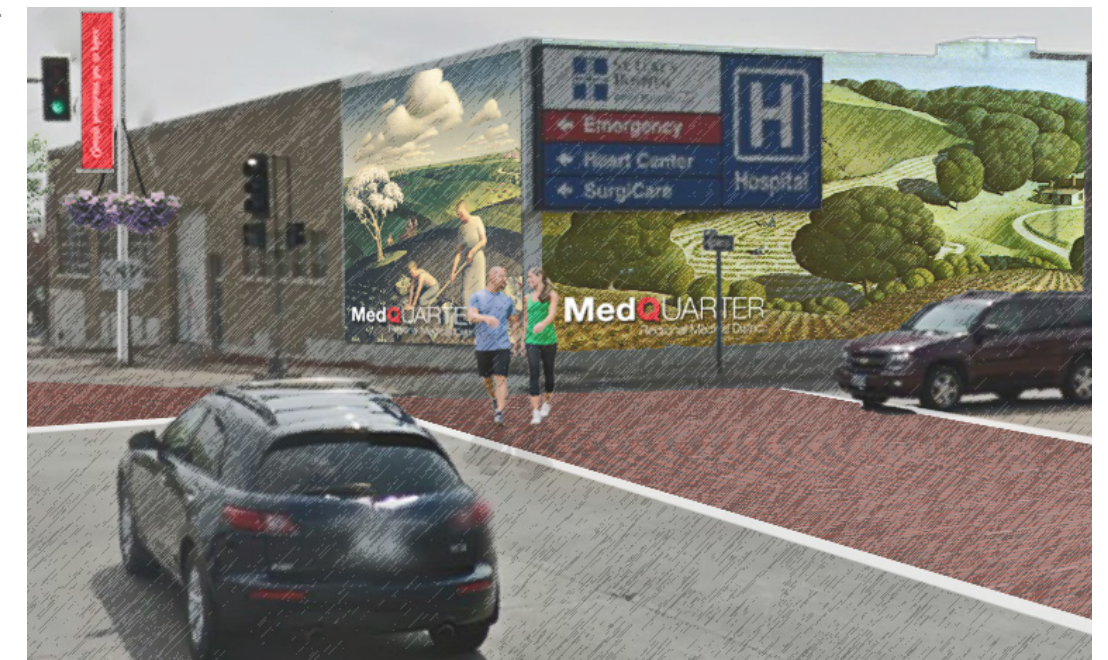
Different types of signs are appropriate for different locations within the MedQuarter. A full range of signage is recommended to be implemented in the MedQuarter, including:

- *Interstate directional signs* – Signage that denotes MedQuarter as a regional destination and guides travelers to the appropriate exit. Signage may also advertise major MedQuarter commercial anchors.
- *Gateway signs* – Elements that confirm arrival to the MedQuarter and denote MedQuarter boundaries.
- *Banners and Street Signs* – Signage that confirms arrival into the MedQuarter and denotes district boundaries. Signage also orients travelers to street names and locations.
- *District wayfinding signs* – Pole mounted directional signage that directs travelers to major anchors and orients them to the overall district layout.
- *Institutional wayfinding signs* – Monument signage that directs travelers to primary parking locations and drop off / pick up locations for MedQuarter institutions.
- *Building identity facility and entrance signs* – Monument signage, scaled slightly small than the institutional wayfinding signage that identifies building name, address, facility locations, and tenants. This signage also denotes primary building entrances.
- *Shared space / open space identity signage* – Signage that identifies and denotes public open spaces used for breaks, waiting, play, relaxation, or escape.
- *Pedestrian kiosk* – Informational signage that could display district maps, a district bulletin board, or advertise nearby businesses and retail establishments.

## Gateways

Gateways are recommended to be implemented at all major MedQuarter points of arrival. Two types of gateways are recommended for the MedQuarter, as part of the overall signage and wayfinding program:

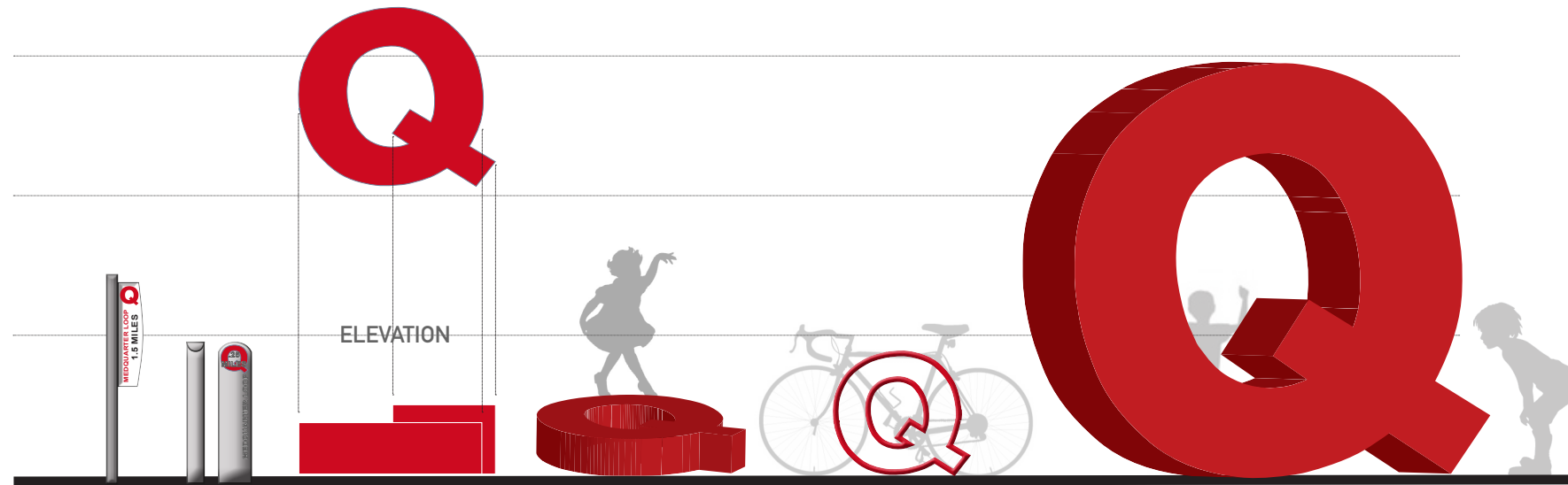
- Primary gateways identify key entrances to the MedQuarter with an appropriate but dramatically scaled impression. Primary gateways could include MedQuarter signage or a large public art installation such as a sculpture or mural.
- Secondary gateways identify entrances to the MedQuarter at a more pedestrian scale.



**Cultural resources** Protecting some of the existing historic structures will help contribute to the District's overall architectural character. The MedQuarter still boasts several historic buildings and cultural institutions.



PLAN VIEW



ELEVATION

**MedQuarter Loop  
Mile Marker -  
Staff, Waiting +  
Outdoor Spaces**  
Signage identifies  
MedQuarter  
Loop and denotes  
mileage for  
distance walks.

**MedQuarter "Q"  
Bench -  
Staff, Waiting +  
Outdoor Spaces**  
Whimsical bench  
that incorporates  
the district  
brand and  
encourages play  
and interaction.

**MedQuarter "Q"  
Bike Rack -  
Site Entry + Parking**  
Custom bike racks  
incorporates the  
district brand,  
directs bike parking  
for cyclist and  
encourages an  
active and healthy  
lifestyles.

**MedQuarter "Q"  
Public Art -  
Site Orientation +  
Shared Spaces**  
Whimsical and  
interactive public  
art piece that  
incorporates the  
district brand,  
encourages play  
and becomes  
a wayfinding  
landmark.

### Secondary Signage Elements

In addition to the basic wayfinding elements listed above, a family of “secondary signage” elements should be implemented along Signature Streets and in the MedQuarter Greenway. Secondary Signage includes art, imagery, or messaging that reinforces the MedQuarter message of overall wellness. Secondary signage elements could include:

- Public Art – Sculpture or murals could serve as an effective district identifier. Sculpture could be donated to the MedQuarter through a public art program, or even commissioned in the form of the MedQuarter “Q.”
- Interpretive signage – Signage that tells stories of MedQuarter history and culture.
- Public service messaging / wellness messaging – A campaign of wellness messages, encouraging healthy endeavors such as fitness, healthy eating, learning, laughing, kindness, etc. – could be implemented on permanent or temporary signage, and could be changed out seasonally.
- MedQuarter mile markers – signage that identifies distances along the “MedQuarter Loop,” the planned walking loop encompassing the MedQuarter Greenway.

MedQuarter businesses should be encouraged to incorporate both signage families on their sites and in their facilities.



**Culture, History and Values Exhibits**  
 - Facility + Site Orientation,  
 Shared Spaces, Cafe and Retail  
 Public art exhibits profile district culture, history and values as inspiration for well balanced lifestyles.



**Cultural resources** Protecting some of the existing historic structures will help contribute to the District's overall architectural character. The MedQuarter still boasts several historic buildings and cultural institutions.

**Cultural Resources**

Protecting some of the existing historic structures will help contribute to the District's overall architectural character. The MedQuarter, while now overwhelmingly home to major medical institutions, other medical providers, and commercial and other institutional users, still boasts several historic buildings and cultural institutions. These cultural resources are all that remain of what was once a well- to-do residential neighborhood that began to give way to highways, factories and institutions over the last 50-80 years.

There are six buildings in the MedQuarter that are listed on the National Register of Historic Places: The Douglas House (including the Grant Woods Studio), Averill House, Ausadie Building, Calder Houses, and formerly the Brewer House. The Brewer House has recently moved out of the MedQuarter, as Mercy Hospital recently sold it for \$1 to a couple who will restore at a site outside of the MedQuarter.

The Grant Woods Studio, Turner and Masonic Lodges are near enough to each other to create something of a cluster of cultural resources, and are in fact part of the Grant Wood Cultural District that extends west through Downtown and across the river to the new amphitheater site; and, arguably the two houses and the Baptist Church behind PCI do as well. However, there has not been enough historic or cultural properties in close proximity for the City to create a locally designated historic district.

While some of these cultural resources will no doubt remain in place for current or new uses, some, like the Brewer House, may no longer be best suited for the MedQuarter district. In such cases it may be necessary to consider alternatives such as selling the structure for relocation, or in some cases, demolition.

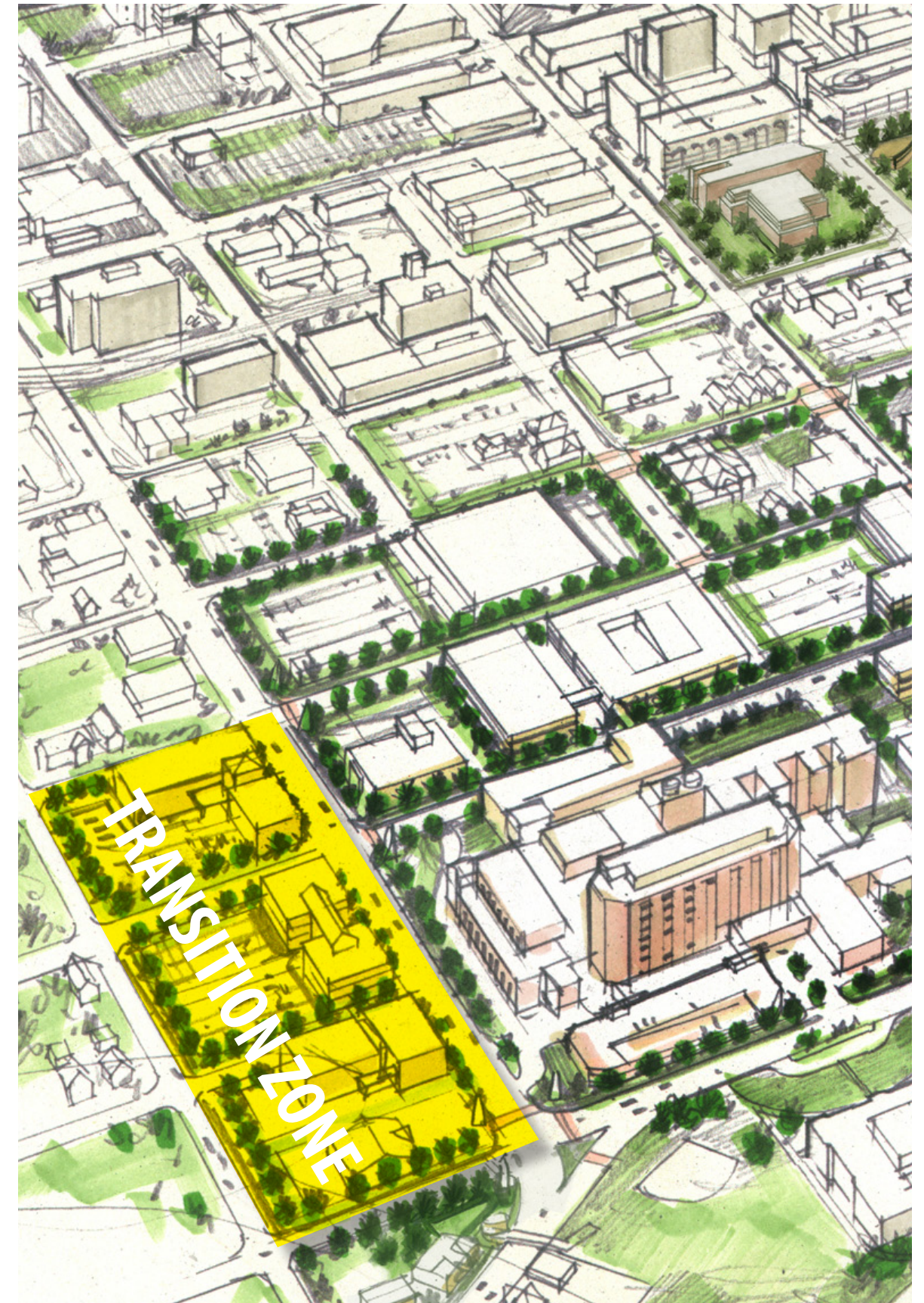


**Cultural resources** When buildings cannot remain on site, moving buildings can serve as a good alternative for preservation.

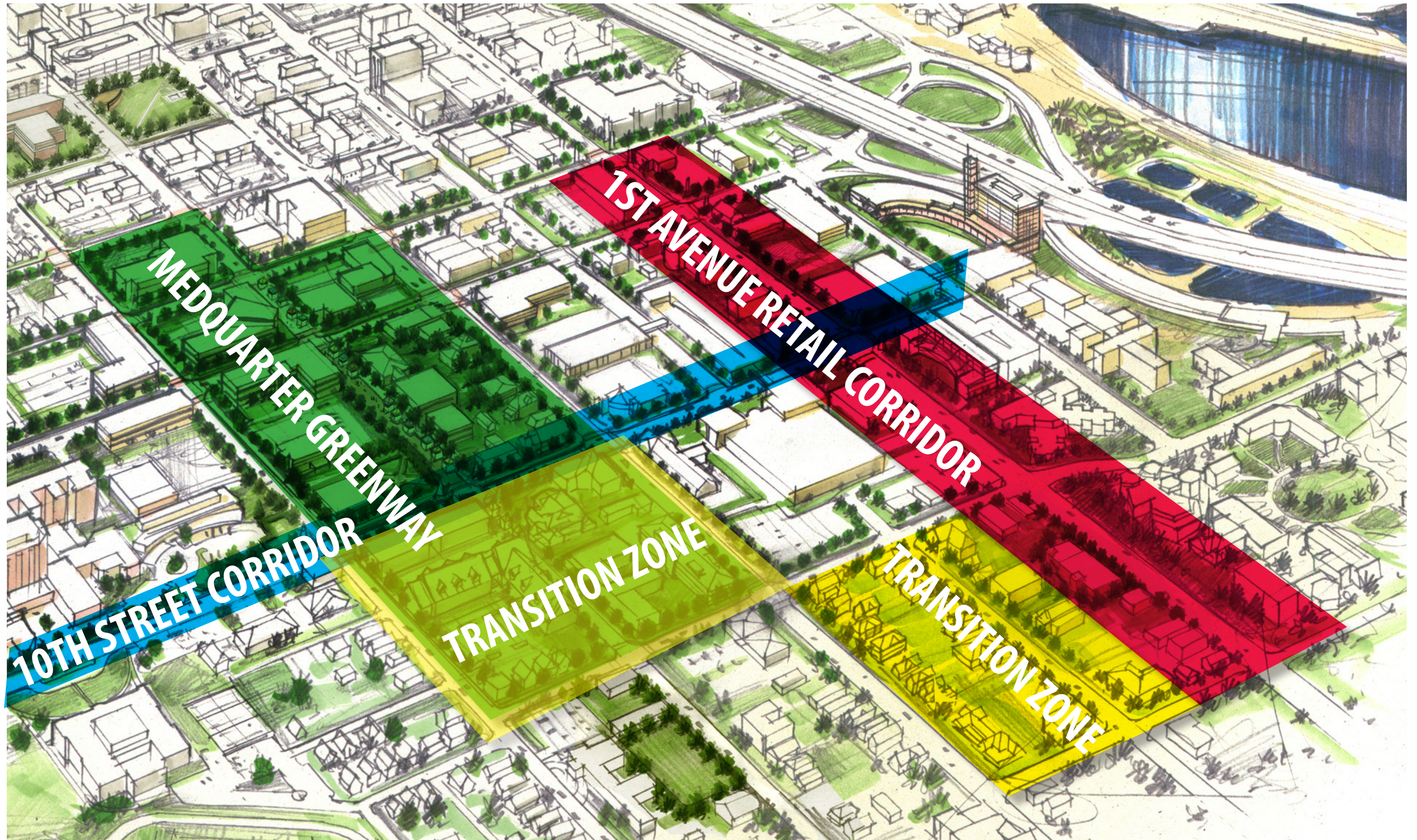
## MEDQUARTER 2034

To help test recommendations for design standards and zoning modifications, a hypothetical development scheme was put together to help the project team, SSMID Commission members, and the general public understand what the MedQuarter might look like in the year 2034, when fully built out according to guidelines set forth by this plan.

It is important to note that the development schemes illustrated herein do not necessarily reflect the development plans of any MedQuarter institution.







## MEDQUARTER GREENWAY

A greenway created by 30-foot setbacks on each side of 4th Avenue will provide space for pocket parks and other wellness-oriented spaces, enhance the attractiveness and identity of the MedQuarter, and create an attractive environment for future redevelopment.

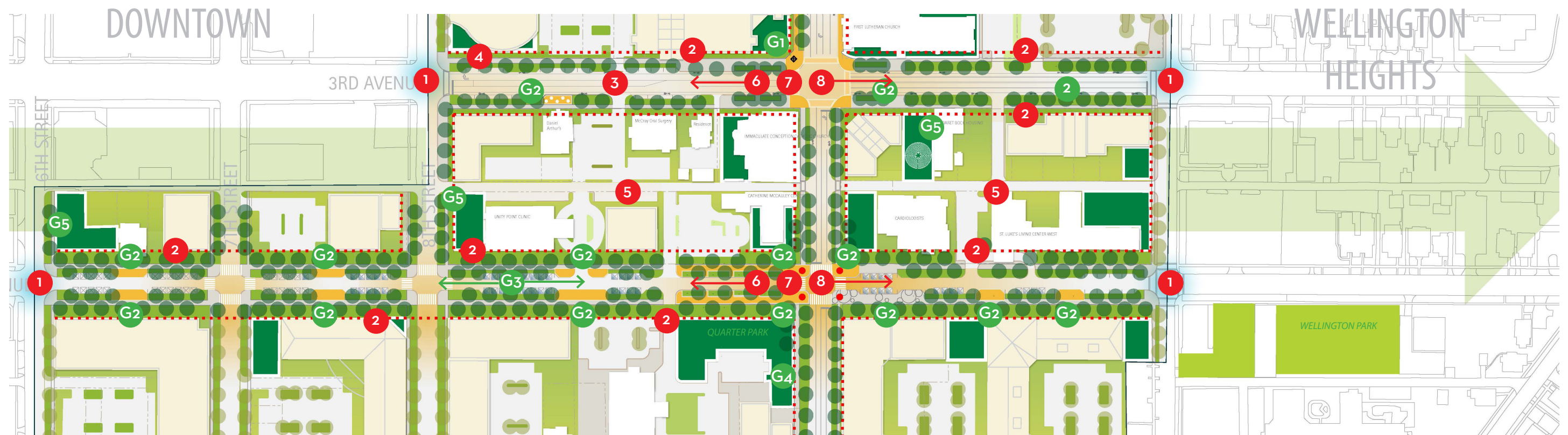
Proposed MedQuarter Greenway Zone land uses are characterized primarily by medical-related uses. However, a secondary commercial node could be created proximate to the greenway. The commercial node and open space would be synergistic, with the commercial uses enlivening the open space area and the draw of the open space generating sales for the commercial uses.

1. MedQuarter Gateway
2. 30' required landscape setback for new buildings along 4th Avenue, 10' landscape setback required along 3rd Avenue, build-to line encouraged. No height restriction for new buildings, pedestrian scale frontage encouraged
3. Dedicated bike lanes (two-way)
4. 10' sidewalk with planted parkway and curb bump outs, sidewalk cafes encouraged along 3rd Avenue.
5. Alley improvements
6. "MedQuarter-style" roadway and pedestrian lighting.

7. Signage: banners, directional signs, informational kiosks
8. Furnishings: benches, bike racks, litter receptacles

Special Greenway Elements (green call-out):

1. Bike kiosk and fix station
2. Greenway node (sculpture, special signage, wellness installation opportunity)
3. Seasonal special event / festival space (4th Avenue)
4. Potential central green
5. Potential pocket green





**3rd Avenue** Looking southwest, towards downtown - existing condition

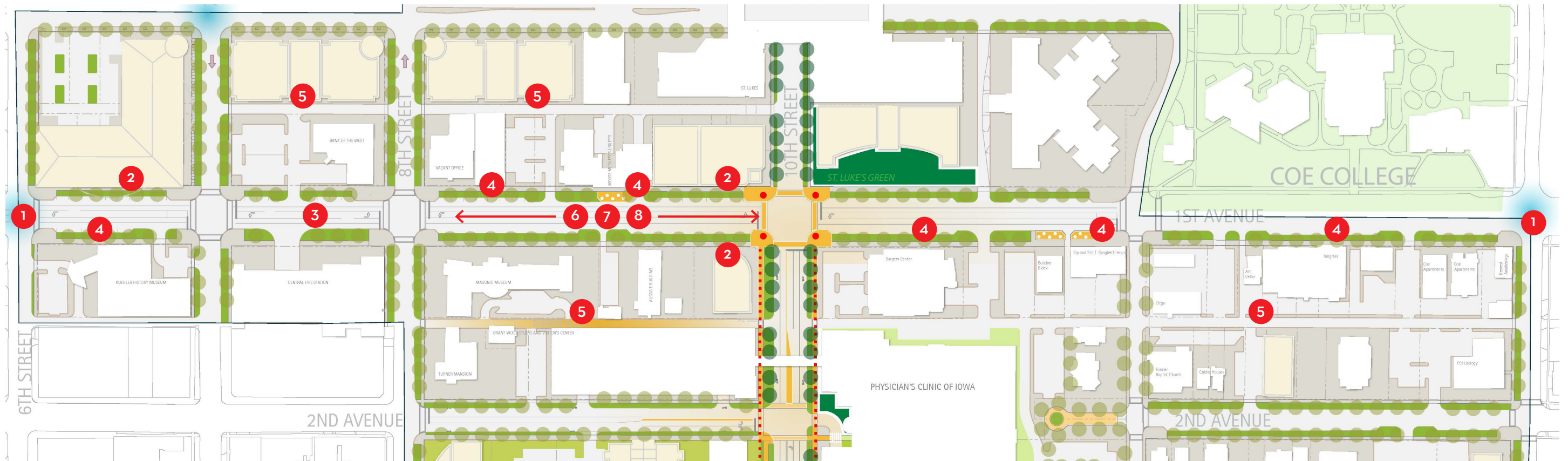
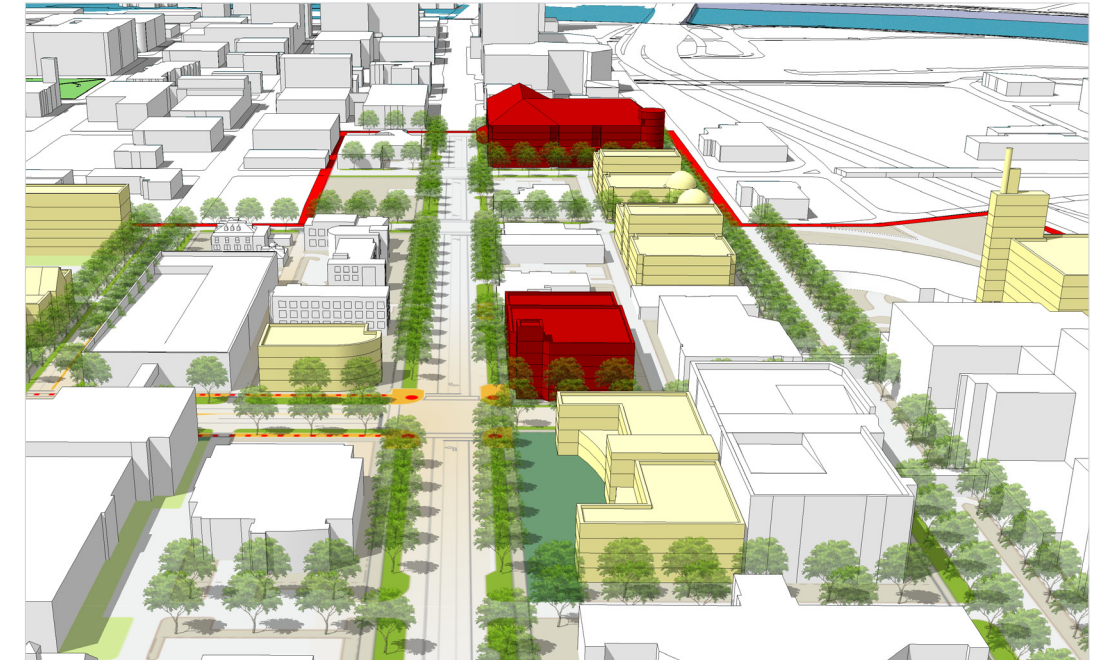


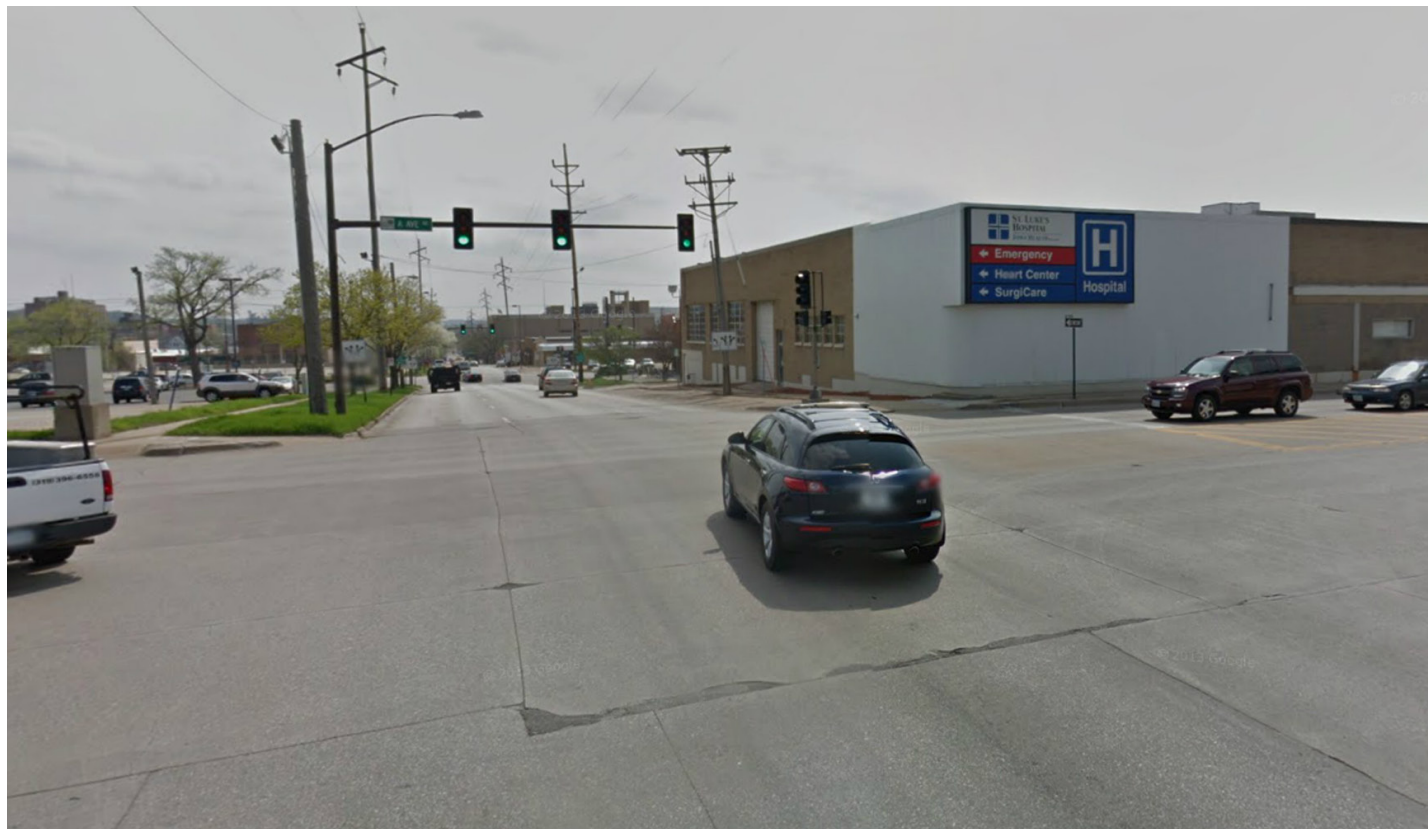
**3rd Avenue** Looking southwest, towards downtown - proposed condition

## 1ST AVENUE CORRIDOR

The MedQuarter incorporates a portion of 1st Avenue that serves as the primary retail corridor for downtown Cedar Rapids. During interviews, stakeholders expressed an interest in additional restaurants, convenience services, and retail to serve medical staff, patients, and visitors to the MedQuarter. In addition, increased conference and event attendance due to the recent renovation of the Cedar Rapids Events Center will likely drive demand for additional restaurant and retail options along 1st Avenue. Improvements appropriate to the 10th Street corridor are illustrated on the plan at the right.

1. MedQuarter Gateway
2. No required setback for new buildings, build-to line encouraged. No height restriction for new buildings, pedestrian scale frontage encouraged.
3. Dedicated bike lanes (planned).
4. 10' sidewalk with planted parkway and curb bump outs, sidewalk cafes encouraged.
5. Alley improvements.
6. "MedQuarter-style" roadway and pedestrian lighting.
7. Signage: banners, directional signs, informational kiosks.
8. Furnishings: bike racks, litter receptacles.





7th Street Looking south - existing condition



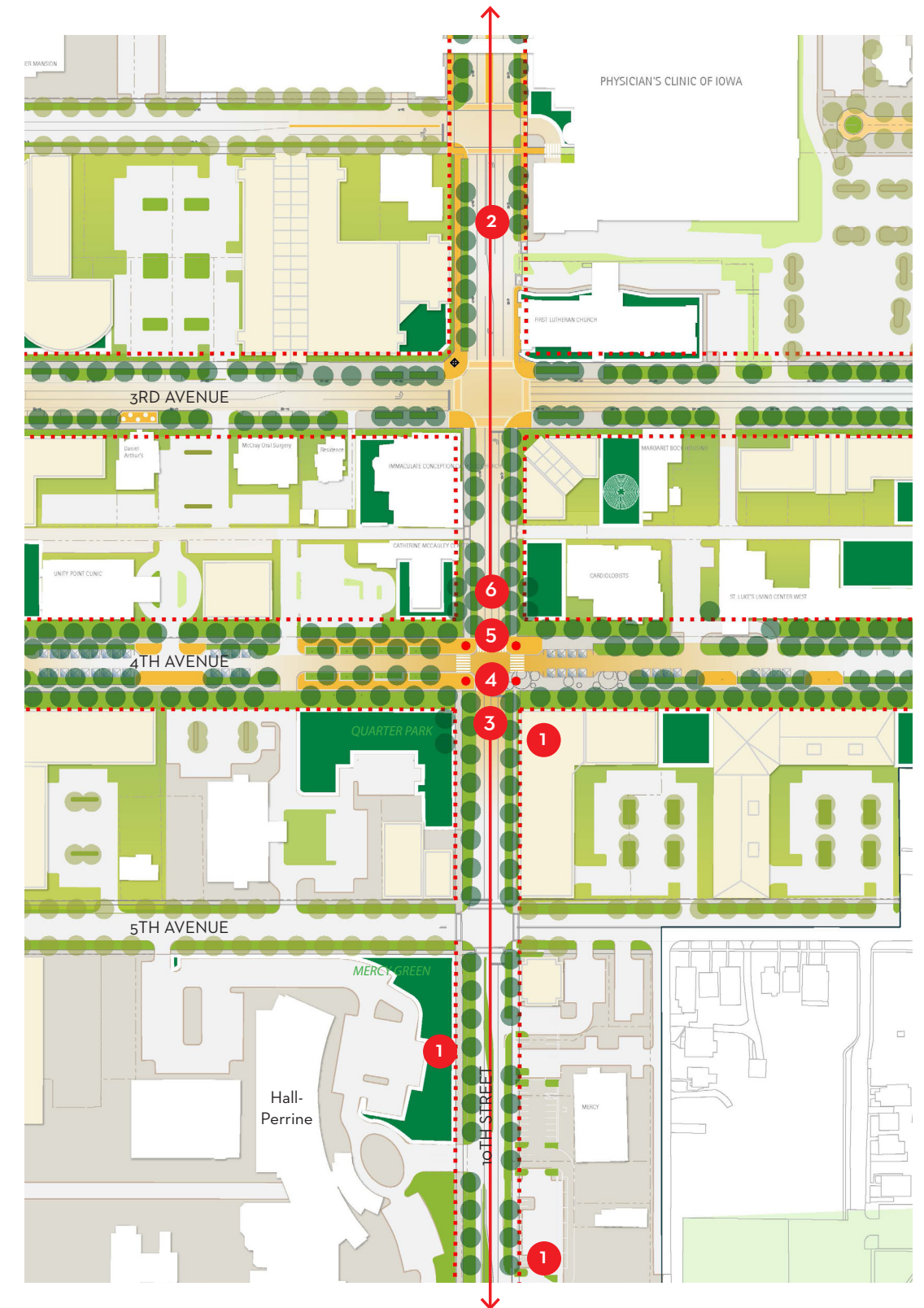
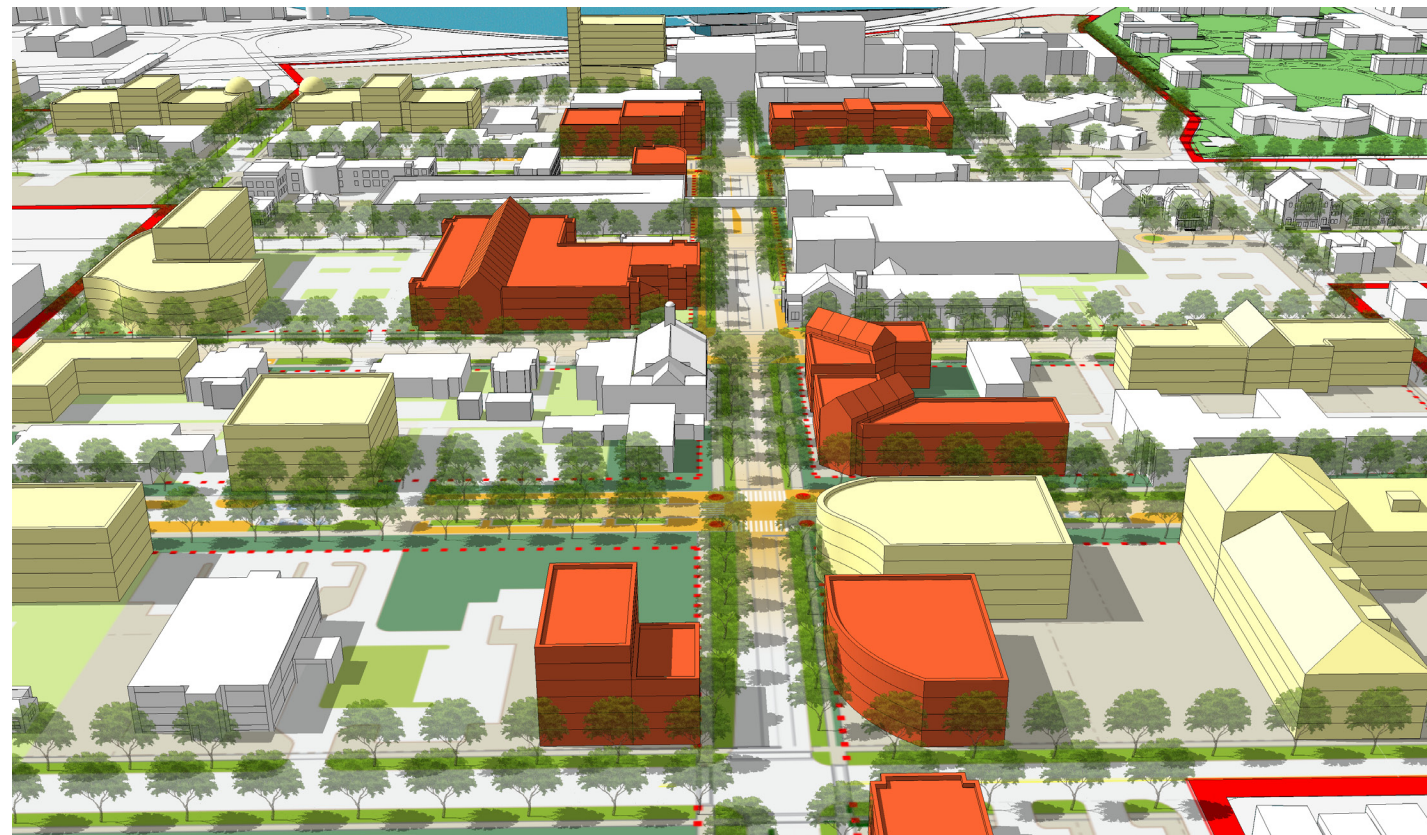
7th Street Looking south - proposed condition

## 10TH STREET CORRIDOR

New development in the medical core along 10th Street will establish the corridor as a signature street of the MedQuarter Regional Medical District. Improvements appropriate to the 10th Street corridor are illustrated on the plan at the right.

1. 10' required landscape setback for new buildings, build-to line encouraged. No height restriction for new buildings, front door and pedestrian scale frontage encouraged to face 10th Street.
2. Bike route, shared lanes marked with sharrows.
3. 10' sidewalk with planted parkway, extension of 10th Street streetscape south to 8th Avenue.
4. "MedQuarter-style" roadway and pedestrian lighting.

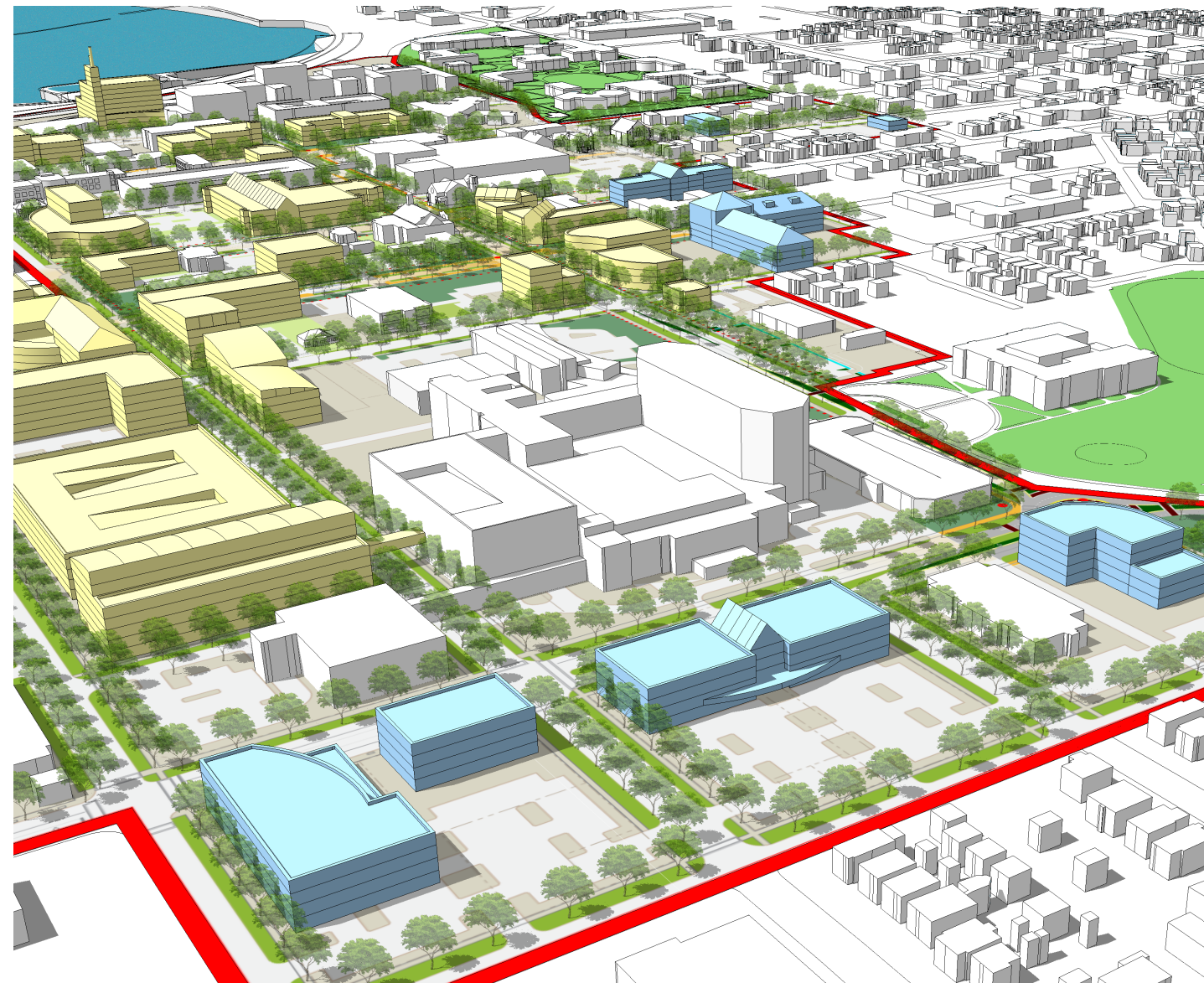
5. Signage: banners, directional signs, informational kiosks, signs with wellness messaging.
6. Furnishings: benches, bike racks, litter receptacles.



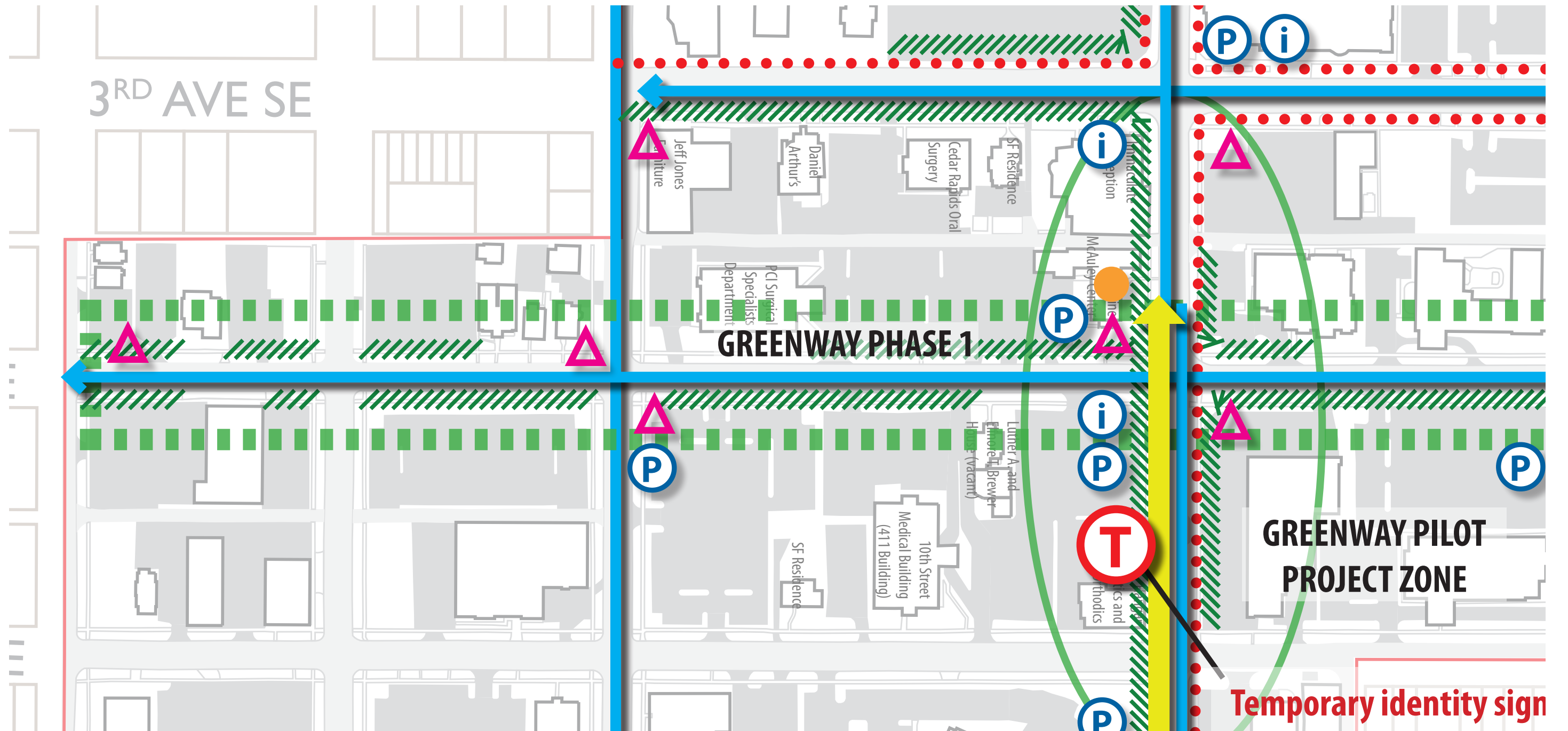
## TRANSITION ZONES

To allow for a transition from the MedQuarter district to the surrounding residential areas, we recommend that future development in the three Neighborhood Transition Zones be in structures of a residential character and a maximum of three stories in height.

Neighborhood transition zone land uses are characterized by medical office or institutionally sponsored residential uses. In MedQuarter Institutionally supported employee housing, institutionally supported senior-oriented continuing care retirement communities.



# IMPLEMENTATION





MedQuarter Master Development Plan implementation has been broken down into a series of 20 implementation initiatives, listed on the following pages. Initiatives have been categorized as:

- Policy Initiatives
- Management and Marketing Initiatives
- Appearance and Identity Initiatives
- Access, Circulation, and Infrastructure Initiatives

Each initiative is assigned a priority level, responsible parties for completion, potential funding sources and action items / key tasks for accomplishment.

# POLICY

Policy initiatives will create a legal framework supporting the MedQuarter Master Plan recommendations.

Initiative	Priority:	Responsible Parties:	Potential Funding Sources:	Action Items / Key Tasks:
<p>Initiative 1:</p> <p>Facilitate the City’s adoption of the MedQuarter Master Development Plan</p>	High	Medical SSMID Commission District Manager City Planning Staff	City resources	<ol style="list-style-type: none"> <li>Obtain formal adoption of the MedQuarter Master Plan from the SSMID</li> <li>Request the City officially adopt or acknowledge the Master Plan</li> <li>Support the City throughout that public process</li> </ol>
<p>Initiative 2:</p> <p>Refine and Finalize MedQuarter Design Standards</p>	High	Medical SSMID Commission District Manager City Planning Staff Option Planning/Design consultant	SSMID Funds City support (TIF)	<ol style="list-style-type: none"> <li>Finalize MedQuarter Design Standards</li> <li>Initiate and cooperate with City approval process</li> </ol>
<p>Initiative 3:</p> <p>Initiate City Process to Create Zoning Overlay</p>	High	Medical SSMID Commission District Manager Planning/Design consultant Land Use/ Zoning Counsel	SSMID Funds City support (TIF)	<ol style="list-style-type: none"> <li>Coordinate with City to draft overlay ordinance</li> <li>Coordinate with City to adopt overlay ordinance</li> </ol>

## POLICY INITIATIVES

Implementing this MedQuarter Master Plan begins with policy initiatives. Correlating the underlying legal framework with the recommendations of this Master Plan will help to ensure future development will reflect the vision of this Master Plan. The three essential policy initiatives are incorporating the Master Plan into the City's overall plan, finalizing new MedQuarter design standards, and creating the new MedQuarter Overlay District.

### **Initiative 1: Facilitate the City's adoption of the MedQuarter Master Plan**

The City of Cedar Rapids is currently updating their Comprehensive Plan. To formalize a partnership with the City in MedQuarter improvements, the MedQuarter Master plan should be officially adopted, and possibly included as part of the City's Comprehensive Plan.

Tasks anticipated as necessary for completion:

1. Obtain formal adoption of the MedQuarter Master Plan from the SSMID
2. Request the City officially adopt the MedQuarter Master Plan, possibly as part of the City's Comprehensive Plan, through an amendment to the 2009 Creation of the Medical District Memorandum of Understanding, or through the creation of a new Memorandum of Understanding between the City and the MedQuarter SSMID Commission.
3. Support the City throughout that public process

### **Initiative 2: Refine and finalize MedQuarter Design Standards**

To facilitate high quality new development design as well as the appropriate rehabilitation of existing buildings in the MedQuarter, it is recommended that a comprehensive set of MedQuarter Design standards be adopted by the City and incorporated in the new MedQuarter Overlay District. The design standards should be well illustrated and incorporate the following elements:

- Introduction – how to use the design standards to achieve MedQuarter planning and design goals
- Process overview – a summary of the key steps for municipal design review
- New development design – guidelines for the architectural design of new development, (including building massing, orientation, design, parking, circulation, landscaping, lighting and signage) that strive to ensure a high-quality environment while also taking into account their practical and financial implications
- Building rehabilitation – guidelines for the repair and maintenance of existing building materials, façade and storefront rehabilitation, awnings and signage
- Streetscape and urban design – design standards for MedQuarter streetscapes and pedestrian enhancements
- Sustainable design – recommendations and guidelines for incorporating sustainable design features and alternative energy equipment in both new and existing buildings.
- Development checklist – a checklist that determines whether a potential development project meets the guidelines for development review purposes

As is the case for other City overlay districts, the design review process would be administered by the MedQuarter Design Review Technical Advisory Committee (DRTAC) with development proposals going first to the DRTAC and, in most cases, then to the City Planning Commission, before approval by the appropriate City body.

Based upon input received through the Master Plan community engagement process, an initial draft of design standards has been attached as part of the appendix of this Master Plan. Finalizing the design standards should be a medium to high priority project involving the City's Plan Commission and staff, and be assisted by the SSMID Commission and Economic Alliance (or other management entity). This process may take a number of months and should include the following steps:

- Assessment of the existing MedQuarter character and architecture
- Vetting the draft guidelines with the community, the SSMID Commission and other stakeholder groups
- Adoption of final MedQuarter Design standards by the City and its Planning Commission.
- Linking the guidelines to future streetscape and other public space initiatives, building improvement programs and development projects that may be City-sponsored or financed with federal or other funds.

Tasks anticipated as necessary for completion:

1. Finalize MedQuarter Design Standards
2. Initiate and cooperate with City approval process

### **Initiative 3: Initiate City Process to Create Zoning Overlay**

As identified in the State of the District Report, there are seven different zoning classifications within the district, most of which will not currently allow for development that would achieve the desired land use mix, physical form and site/building design envisioned and recommended in this Master Plan. Rather than attempt the rezoning of each parcel, however, we recommend maintaining the existing underlying zoning and adopting a new MedQuarter Overlay District which would limit the amount of parking permitted in a development, create a Neighborhood Transition Zone to reduce density and height in certain areas adjacent to residential neighborhoods, and institute new MedQuarter District Design Standards.

The seven zoning classifications represented in the MedQuarter are: C-3 Regional Commercial, O-S Office/Service, R-MF2 Multiple Family Residence, C-1 Mixed Neighborhood Convenience, C-2 Community Commercial, C-4 Central Business and PUB Public. Of these zoning districts, C-4 offers the most flexibility for developing an urban medical district that encourages density and a mix of uses. Intended to accommodate retail, office, service and residential uses that are characteristic of the “downtown” areas of the City, the C-4 zone does not require a minimum lot area, has no height maximum, and permits important uses such as Assisted Living, Retirement Homes, Hospital or Sanitarium, office/business uses, hotel/motel uses, and of course dental, optical, medical laboratories and health

care facilities. The O-S zoning designation, which currently serves Mercy Medical Center and St. Luke’s, is appropriate for a hospital campus and single user site, but it does not allow residential, neighborhood retail or restaurant uses of any kind, and it requires substantial setbacks that hinder the creation of a walkable, urban environment, especially if applied to smaller lots.

Given the limitations of some of the zoning classifications located within the MedQuarter, it seems likely that, over time, individual owners may seek to rezone their properties to C-4. In the meantime, creating a new MedQuarter Overlay District that aligns with the SSMID boundaries will set the standards for future development in accordance with the vision of the Master Plan. The mechanism of an overlay district is also a familiar one in Cedar Rapids, which has a number of existing overlay districts.

Elements of the MedQuarter Overlay District may include the following:

- *Create Neighborhood Transition Zones.* To allow for a transition from the MedQuarter district to the surrounding residential areas, we recommend that future development in the three Neighborhood Transition Zones be in structures of a residential character and a maximum of three stories in height.
- *Reduce parking in the district.* The usage study described in the State of the District Report indicated that the businesses served by existing MedQuarter parking lots have a surplus of parking, and that sufficient parking is available throughout the MedQuarter even

when parking lot usage is at a maximum under current demand. This is consistent with the input from stakeholders, many of whom think that the amount of surface parking negatively impacts the aesthetic character of the district. The City understands that traditional parking requirements can hinder the development of walkable, pedestrian-friendly areas, and has exempted downtown developments in the C-4 district from having to provide accessory off-street parking. Parking can be reduced in the overlay district either by further reducing the minimum parking requirements or by imposing maximum parking standards.

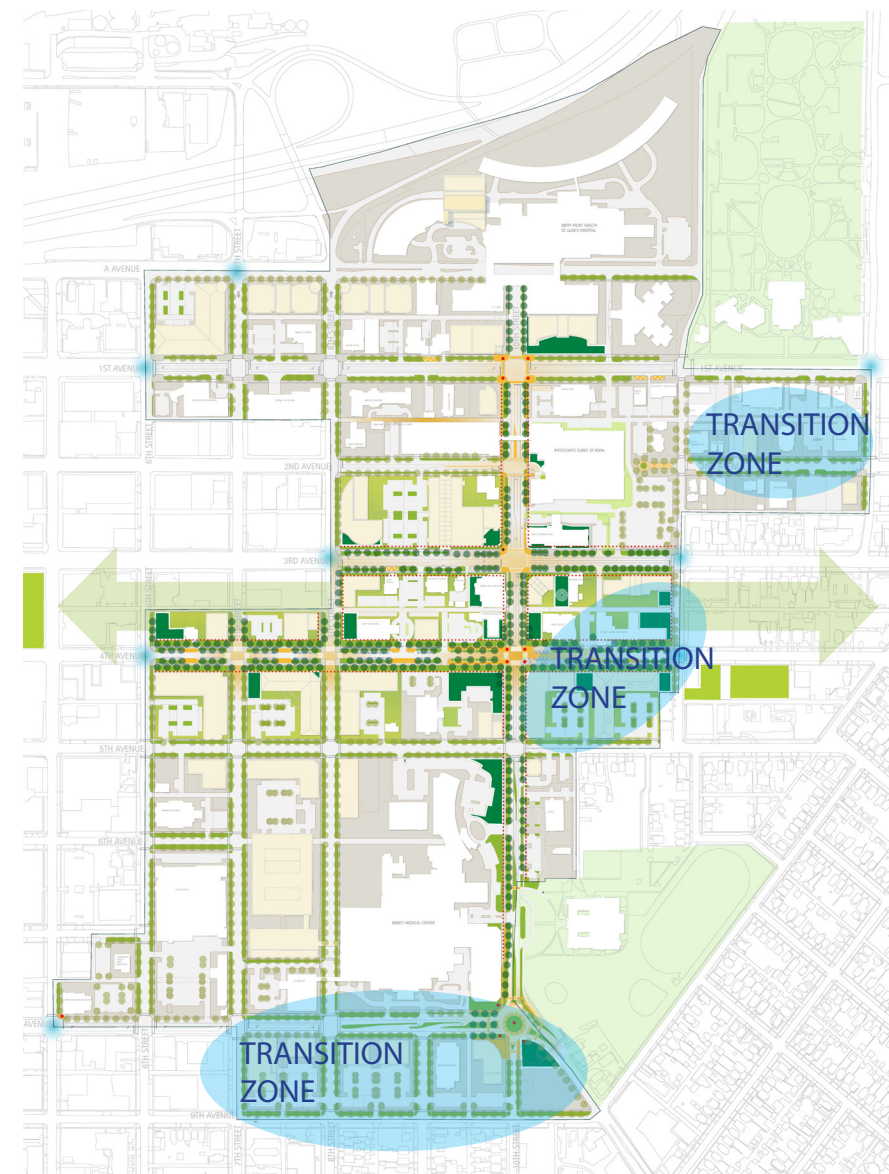
- *Appoint a Design Review Technical Advisory Committee (DRTAC).* A DRTAC should be appointed to review development proposals, helping to ensure improvements within the district are consistent with MedQuarter Design Standards. All projects going through a land development or permit process will be forwarded to the DRTAC as part of the normal project review process. This is consistent with the City’s process for other overlay districts.
- *Create Setbacks.* A key element of the appearance and identity strategy of this Master Plan is creating a MedQuarter Greenway along 4th Avenue. This pedestrian-oriented Avenue will be a gateway to the district and a physical expression of the MedQuarter brand, implementing principles of Evidence Based Design for healthcare in order to improve patient and staff well-being, patient healing time, stress reduction and safety. It will ensure the protection of the Greenway and to provide space for the plant-rich environment

with opportunities for active uses, universal accessibility and public art, the MedQuarter Overlay District should require a 30-foot setback on both sides of 4th Avenue through the length of the district. In addition, in order to create a sense of identity and place on two other important streets, the MedQuarter Overlay District should include a 10-foot setback on both sides of 10th Street from 1st Avenue to 8th Avenue and on both sides of 3rd Avenue through the length of the district.

The MedQuarter Overlay District must also contain and establish new MedQuarter District Design standards.

Anticipated tasks for implementation:

1. Coordinate with City to draft overlay ordinance
2. Coordinate with City to adopt overlay ordinance



# MANAGEMENT & MARKETING

\$\$\$\$\$	<b>Initiative 4:</b> Engage Dedicated District Management Entity or Support Staff	<b>Priority:</b> High	<b>Responsible Parties:</b> SSMID Commission Leadership	<b>Funding Sources:</b> SSMID Funds	<b>Action Items / Key Tasks:</b> <ol style="list-style-type: none"> <li>1. Identify marketing and management responsibilities/roles</li> <li>2. Draft concise scope of work &amp; required skill sets for potential MedQuarter management entity</li> <li>3. Search for MedQuarter management entity candidates (RFP)</li> <li>4. Evaluate candidates and interview</li> <li>5. Hire management entity or staff</li> </ol>
\$\$\$\$\$	<b>Initiative 5:</b> Build the MedQuarter Branding & Marketing Campaign	<b>Priority:</b> Medium	<b>Responsible Parties:</b> District Manager SSMID Marketing Subcommittee Graphic Design Consultants Advertising Consultants	<b>Funding Sources:</b> SSMID Funds	<b>Action Items / Key Tasks:</b> <ol style="list-style-type: none"> <li>1. Continue to support and enhance implementation of MedQuarter branding campaign</li> <li>2. Encourage / mandate consistent brand messaging among MedQuarter entities</li> <li>3. Enhance, maintain, and manage the MedQuarter website</li> <li>4. Launch and maintain a social media marketing program</li> <li>5. Cross-market with organizations that promote healthy lifestyles</li> </ol>
\$\$\$\$\$	<b>Initiative 6:</b> Develop strategies to attract targeted supporting retail and recreation land uses to MedQuarter	<b>Priority:</b> Medium	<b>Responsible Parties:</b> District Manager Development Consultant Real Estate/Development Community	<b>Funding Sources:</b> SSMID Funds City grants Economic Alliance	<b>Action Items / Key Tasks:</b> <ol style="list-style-type: none"> <li>1. Identify funding / incentive possibilities</li> <li>2. Identify, monitor and regularly update list of targeted redevelopment sites</li> <li>3. Create specific targeted or focused marketing materials</li> <li>4. Target appropriate companies / sectors through trade organizations or development groups</li> <li>5. Work with owners of targeted redevelopment sites to ensure a range of options are explored</li> <li>6. Facilitate entitlement process with City</li> </ol>
\$\$\$\$\$	<b>Initiative 7:</b> Establish Not For Profit MedQuarter Foundation	<b>Priority:</b> Low	<b>Responsible Parties:</b> SSMID Commission Leadership District Manager Legal Counsel	<b>Funding Sources:</b> SSMID Funds Private donations Institutions	<b>Action Items / Key Tasks:</b> <ol style="list-style-type: none"> <li>1. Identify Foundation goals and fundamental policy/philosophy/mission statement</li> <li>2. Establish a Board of Directors</li> <li>3. Establish Foundation bylaws</li> <li>4. Possible MOU with City or SSMID Commission</li> <li>5. File as a not for profit organization with the State of Iowa</li> <li>6. File for not for profit status with the IRS</li> <li>7. Identify key funding priorities</li> </ol>
\$\$\$\$\$	<b>Initiative 8:</b> Establish a District-Wide Schedule of Events, Programs, Activities and Educational Seminars	<b>Priority:</b> Low	<b>Responsible Parties:</b> District Manager Economic Alliance City Staff (Planning/Marketing) Local partnerships/agencies National agencies or institutions	<b>Funding Sources:</b> SSMID Funds City grant program Other area agencies/institutions Other foundation grants	<b>Action Items / Key Tasks:</b> <ol style="list-style-type: none"> <li>1. Establish a MedQuarter programming committee (SSMID sub-committee)</li> <li>2. Identify goals and objectives for MedQuarter programming series</li> <li>3. Identify desired programming for indoor and outdoor spaces.</li> <li>4. Identify funding sources</li> <li>5. Establish annual calendar of events</li> </ol>
\$\$\$\$\$	<b>Initiative 9:</b> Establish District-Wide "MedQuarter Patient Concierge Service"	<b>Priority:</b> Low	<b>Responsible Parties:</b> District Manager Economic Alliance City Staff District Institutions Legal Counsel	<b>Funding Sources:</b> SSMID Funds District Institutions	<b>Action Items / Key Tasks:</b> <ol style="list-style-type: none"> <li>1. Develop a coordinated one-stop District navigation point.</li> <li>2. Provide ability to check appointments, schedule events, find services</li> <li>3. Make available to all patients, visitors and employees</li> <li>4. Create MedQuarter Concierge Service "App"</li> </ol>

## MANAGEMENT AND MARKETING INITIATIVES

To be successful in achieving its district vision, the MedQuarter must not only plan for the future, but it must actively manage for that future. The Master Plan identifies many changes over the coming years, in the district’s physical infrastructure, in businesses operating there, and in the activities of the people we hope to attract. While the SSMID will provide the governance of and direction for the MedQuarter, it needs the help of an organization dedicated to marketing and branding, public space maintenance, economic and community development, ongoing communications with stakeholders, and advocacy to the community at large.

### **Initiative 4: Engage a dedicated management entity or support staff**

Currently the Cedar Rapids Metro Economic Alliance (the Economic Alliance) provides many of these services under both a professional services agreement and, more recently, a maintenance agreement with the SSMID. Working with the SSMID, the Economic Alliance has recently launched a website for the MedQuarter, [www.themedquarter.com](http://www.themedquarter.com), which will be an important vehicle for communicating with the public as well as branding the district. As an organization composed of the former Cedar Rapids Area Chamber of Commerce, Cedar Rapids Downtown District and Priority One, the Economic Alliance brings the core functions of business support, economic development, community development and public policy to the MedQuarter as well as to other parts of the downtown and the greater Cedar Rapids region.

It is important to note that the MedQuarter management program will substantially expand as implementation of the Master Plan gains steam. The following responsibilities, for example, are likely to require increased effort:

- Serving as an effective liaison between the City and the SSMID and other property/business owners.
- Regularly meeting with SSMID to discuss specific business needs and marketing opportunities.
- Promoting MedQuarter as a destination for medical and related services and keeping the region informed on the progress of revitalization efforts through ongoing marketing activities.

- Collaborating with the City and other entities on behalf of the SSMID in recruiting new businesses and developers to the MedQuarter district. It should be noted that at times the MedQuarter district will be in competition with other areas in the Cedar Rapids downtown and overall region for these businesses.
- Collaborating with the City to facilitate building and site improvements for property owners and merchants, all in coordination with the SSMID.
- Acting as a liaison and “trouble shooter” between the City, SSMID, contractors and MedQuarter businesses to help minimize the impacts of streetscape and public space construction.
- Providing for efficient maintenance and snow removal services for MedQuarter public spaces and streetscapes.

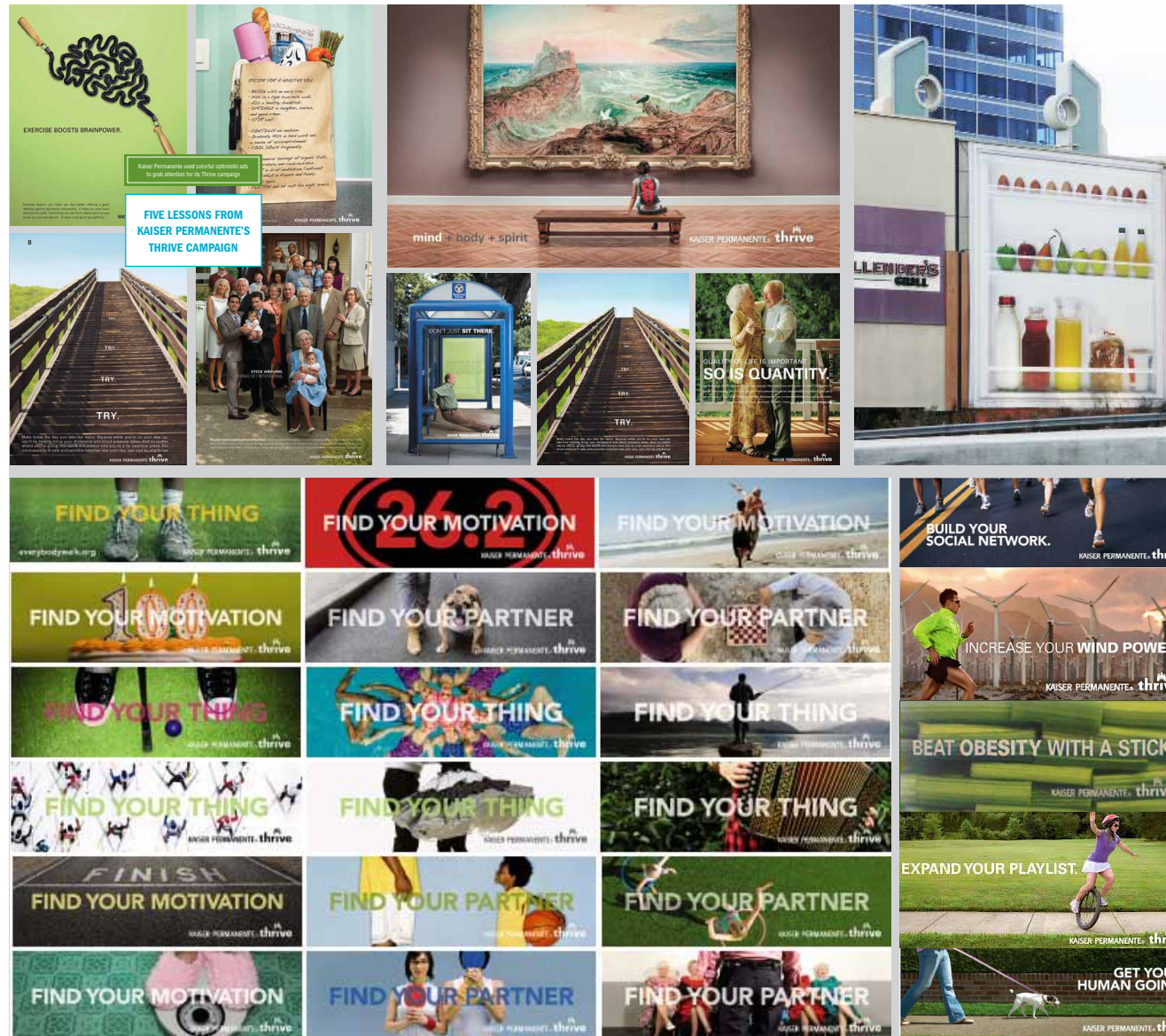
To more efficiently manage the implementation of the MedQuarter Master Plan, we recommend hiring a full-time manager solely dedicated to leading the MedQuarter’s operations and revitalization advocacy efforts, including the responsibilities listed above. The manager must work closely with the SSMID Commission, the City, and the Economic Alliance on issues related to overall downtown. The manager must be inspirational and effective in leading the day-to-day operations and implementation of all policies and initiatives of the SSMID and the SSMID Commission, and must work closely with SSMID committees and their chairpersons. The current committees are Master Development Plan Steering Committee, Marketing and Branding Committee, and District Services Committee, but it may be wise to create

additional committees responsible for Budget/Administration, Business Retention, and Site/Building Improvement.

To be a strong implementation partner, the Economic Alliance--or any other organization that may serve in this role in the future--must have the organizational capacity (including staff, budget and other resources) to be the SSMID’s “boots on the ground,” working directly with local property and business owners towards business development and project implementation.

Tasks anticipated as necessary for project completion:

1. Identify marketing and management responsibilities/roles
2. Draft concise scope of work and required skill sets for potential District management entity
3. Search for MedQuarter management entity candidates (RFP)
4. Evaluate candidates, and interview
5. Hire management entity or staff



**Wellness Messaging** Example of wellness-oriented messaging used in a hugely successful Kaiser Permanente marketing campaign

**Initiative 5: Build the MedQuarter branding and marketing campaign**

MedQuarter marketing materials should be developed with the brand identity. These should include hard copy materials such as letterhead and brochures, as well as social networking materials.

Tasks anticipated as necessary for project completion:

1. Continue to support and enhance implementation of MedQuarter branding campaign
2. Encourage / mandate consistent brand messaging among MedQuarter entities
3. Enhance, maintain, and manage the MedQuarter website
4. Launch and maintain a social media marketing program
5. Cross-market with organizations that promote healthy lifestyles (fitness, healthy food options, education, spirituality, etc.)



**Initiative 6: Develop strategies to attract targeted supporting retail and recreation land uses to MedQuarter**

As Master Plan implementation begins, efforts should be made to attract new commercial and medical users to the District. This will help foster a mix of contributing land uses within the District (important to the patient experience). New users may also contribute revenue to the SSMID. Tasks anticipated as necessary for project completion:

1. Identify funding / incentive possibilities
2. Identify, monitor and regularly update a list of targeted redevelopment sites
3. Create specific targeted or focused marketing materials
4. Target appropriate companies / sectors through trade organizations or development groups
5. Work with owners of targeted redevelopment sites to ensure a range of options are explored
6. Facilitate entitlement process with City

**Initiative 7: Establish a not for profit MedQuarter Foundation**

As improvement initiatives gain momentum, members of the public may become interested in donating to MedQuarter initiatives. Alternately, some initiatives may require more funding resources than the Medical SSMID can afford to allocate out of their regular budget. In either case, a dedicated MedQuarter Foundation can receive donations of funds, land, or even public art, and help to raise revenues for improvements.

Tasks anticipated as necessary for project completion:

1. Identify Foundation goals and fundamental policy/philosophy/mission statement
2. Establish a Board of Directors
3. Establish Foundation bylaws
4. Establish MOU with City or SSMID Commission
5. File as a not for profit organization with the State of Iowa
6. File for not for profit status with the IRS
7. Identify key funding priorities

**Initiative 8: Establish a District-wide schedule of events, programs, activities and educational seminars**

A varied schedule of programs and events will help activate outdoor spaces and build the MedQuarter brand. Tasks anticipated as necessary for project completion:

1. Establish a MedQuarter programming committee (committee of the SSMID commission, working with marketing committee)
2. Identify goals and objectives for MedQuarter programming series
3. Identify desired programming for indoor (lectures, seminars, fitness classes, healthy eating initiatives) and outdoor (festivals, farmer's markets, concerts and performances) spaces.
4. Identify funding sources
5. Establish annual calendar of events

**Initiative 9: Establish a district-wide "MedQuarter Concierge Service"**

A web or phone-operator based concierge system, a one-stop-shop for appointments and reservations within the MedQuarter, would provide convenience to patients and visitors. Tasks anticipated as necessary for project completion:

1. Develop a coordinated one-stop MedQuarter navigation point (web-based and bricks and mortar)
2. Provide ability to check appointments, schedule events, find services
3. Make available to all patients, visitors, and employees
4. Create MedQuarter concierge "app"

# APPEARANCE & IDENTITY

## Initiatives

<p>\$\$\$\$</p> <p><b>Initiative 10:</b></p> <p>Develop and Implement MedQuarter Signage and Wayfinding Program</p>	<p><b>Priority:</b></p> <p>High</p>	<p><b>Responsible Parties:</b></p> <p>Medical SSMID Commission District Manager City Planning Staff/Transportation Iowa DOT Planning/Design consultant Signage fabricators</p>	<p><b>Funding Sources:</b></p> <p>SSMID Funds City support (TIF)</p>	<p><b>Action Items / Key Tasks:</b></p> <ol style="list-style-type: none"> <li>1. Coordinate temp signage &amp; banner installation with Economic Alliance (banner program PH 1)</li> <li>2. Undergo City approval process for temp signage &amp; banner installation</li> <li>3. Install banner program PH 1 and temp signage</li> <li>4. Define scope of work and issue RFP for Signage and Wayfinding Plan</li> <li>5. Complete Signage and Wayfinding Plan following MedQuarter Design Standards</li> <li>6. Design and engineer signage and wayfinding elements</li> <li>7. Approve and budget for Phase 1 signage and wayfinding projects</li> <li>8. Undergo City approval process</li> <li>9. Construct Phase 1A signage and wayfinding projects</li> <li>10. Construct Phase 1B signage and wayfinding projects</li> <li>11. Budget for future phases</li> </ol>
<p>\$\$\$\$</p> <p><b>Initiative 11:</b></p> <p>Design &amp; construct MedQuarter Gateway Enhancements</p>	<p><b>Priority:</b></p> <p>High</p>	<p><b>Responsible Parties:</b></p> <p>Medical SSMID Commission District Manager City Planning Staff/Transportation Iowa DOT Planning/Design consultant Engineering Consultant/Surveyor Real Estate Counsel</p>	<p><b>Funding Sources:</b></p> <p>SSMID Funds City support (TIF) Foundation Funding Private Development</p>	<p><b>Action Items / Key Tasks:</b></p> <ol style="list-style-type: none"> <li>1. Identify and approve sites for Phase 1 gateways (as part of signage plan)</li> <li>2. Design and engineer Phase 1 gateway enhancements (as part of signage package)</li> <li>3. Approve and budget for Phase 1 gateways</li> <li>4. Undergo City approval process</li> <li>5. Obtain easements, if necessary</li> <li>6. Construct Phase 1A Gateway Enhancements</li> <li>7. Construct Phase 1B Gateway Enhancements</li> <li>8. Budget for future phases</li> </ol>
<p>\$\$\$\$</p> <p><b>Initiative 12:</b></p> <p>Design &amp; Implement MedQuarter Open Space / Greenway Program</p>	<p><b>Priority:</b></p> <p>High</p>	<p><b>Responsible Parties:</b></p> <p>Medical SSMID Commission District Manager City Planning Staff/Public Works Engineering &amp; Design Consultants Iowa DOT (as required) Adjacent property owners</p>	<p><b>Funding Sources:</b></p> <p>SSMID Funds City support (TIF) Foundation Funding Private Developments State/Local Grants</p>	<p><b>Action Items / Key Tasks:</b></p> <ol style="list-style-type: none"> <li>1. Coordinate with City's Paving for Progress work (will affect project phasing)</li> <li>2. Define scope of work and issue RFP for Greenway / Open Space Plan</li> <li>3. Complete Greenway Design Development &amp; Phasing Plan following MedQuarter Design Standards</li> <li>4. Designate, approve, and budget for pilot project site (pocket park and 4th Ave improvements)</li> <li>5. Design and engineer pilot project</li> <li>6. Begin grant and capital campaign</li> <li>7. Establish Greenway public art program</li> <li>8. Undergo City approval process</li> <li>9. Construct 4th Avenue Greenway Phase 1</li> <li>10. Construct "Quarter Park" pilot project</li> <li>11. Budget for future phases</li> </ol>
<p>\$\$\$\$</p> <p><b>Initiative 13:</b></p> <p>Design &amp; Implement MedQuarter Streetscape Improvements</p>	<p><b>Priority:</b></p> <p>Medium</p>	<p><b>Responsible Parties:</b></p> <p>Medical SSMID Commission District Manager City Planning Staff/Public Works Engineering &amp; Design Consultants Iowa DOT (as required)</p>	<p><b>Funding Sources:</b></p> <p>SSMID Funds City Programs City support (TIF) Private Development State/Local Grants</p>	<p><b>Action Items / Key Tasks:</b></p> <ol style="list-style-type: none"> <li>1. Coordinate with City's Paving for Progress work (will affect project phasing)</li> <li>2. Define scope of work and issue RFP for Streetscape Plan</li> <li>3. Complete Streetscape Design Development &amp; Phasing Plan per MedQuarter Design Standards</li> <li>4. Approve and budget for Phase 1 streetscape projects (4th Avenue, 10th Street, 3rd Avenue)</li> <li>5. Design and engineer Phase 1 streetscape improvements</li> <li>6. Undergo City approval process</li> <li>7. Construct Phase 1 streetscape improvements</li> <li>8. Budget for future phases</li> </ol>
<p>\$\$\$\$</p> <p><b>Initiative 14:</b></p> <p>Implement Surface Parking Lot Landscape Buffer Program</p>	<p><b>Priority:</b></p> <p>Low</p>	<p><b>Responsible Parties:</b></p> <p>Medical SSMID Commission District Manager City Planning Staff/Public Works Landscape/Architectural Consultant</p>	<p><b>Funding Sources:</b></p> <p>SSMID Funds City support (TIF) Private Development District Institutions/Land Owners</p>	<p><b>Action Items / Key Tasks:</b></p> <ol style="list-style-type: none"> <li>1. Coordinate with City's Paving for Progress work (will affect project phasing)</li> <li>2. Designate and approve Phase 1 improvement sites (lining 4th Avenue)</li> <li>3. Design and engineer Phase 1 improvements (in conjunction with streetscape improvements)</li> <li>4. Undergo City approval process</li> <li>5. Construct Phase 1 improvements</li> <li>6. Budget for future phases</li> </ol>

## APPEARANCE AND IDENTITY INITIATIVES

Appearance and identity initiatives identify tasks necessary to accomplish a range of physical improvements that will reinforce the MedQuarter brand and elevate the overall patient experience.

### **Initiative 10: Develop and Implement MedQuarter Signage and Wayfinding Program**

Both the signage and wayfinding initiative and the gateway enhancements initiative require the completion of a Signage Master Plan. The Signage Master Plan, developed with input from the SSMID and other key stakeholders, will provide the consistent branding necessary to convey the MedQuarter experience. Such signage will be highly visible at the key MedQuarter gateways and at other points as identified on the sign location plan. After implementation of the first phase of signage and wayfinding projects, the budget for further implementation should be established and pursued.

Tasks anticipated as necessary for completion of Phase 1 improvements:

1. Coordinate banner installation with Economic Alliance
2. Coordinate with Downtown Signage Master Plan via Economic Alliance
3. Define scope of work and issue RFP for Signage and Wayfinding Master Plan
4. Complete Signage and Wayfinding Master Plan following MedQuarter Design Standards
5. Design and engineer signage and wayfinding elements
6. Approve Phase 1 signage and wayfinding projects
7. Undergo City approval process

8. Construct Phase 1 signage and wayfinding projects
9. Budget for future phases

### **Initiative 11: Design and implement Gateway Elements**

Tasks anticipated as necessary for completion:

1. Complete Signage and Wayfinding Master Plan following MedQuarter Design Standards
2. Complete Streetscape Master Plan following MedQuarter Design Standards
3. Identify and approve sites for Phase 1 gateways
4. Obtain easements, if necessary
5. Design and engineer Phase 1 gateway enhancements (as part of signage package)
6. Undergo City approval process
7. Construct Phase 1 Gateway Enhancements
8. Budget for future phases

### **Initiative 12: Design and implement MedQuarter Open Space / Greenway Program**

The open spaces and greenway improvements envisioned in this master plan include both public improvements as well as improvements located on privately held land within the landscape setbacks, particularly the 30-foot setbacks on 4th Avenue. These improvements would require site evaluation studies and subsequent design and engineering and could be financed by grants and a capital campaign.

Tasks anticipated as necessary for completion:

1. Coordinate with City's Paving for Progress work (will affect project phasing)
2. Define scope of work and issue RFP for Greenway Master Plan
3. Complete Greenway Master Plan following MedQuarter Design Standards
4. Designate, approve, and budget for pilot project site (pocket park and 4th Ave improvements)
5. Design and engineer pilot project
6. Undergo City approval process
7. Begin grant and capital campaign
8. Establish Greenway public art program
9. Construct pilot project
10. Budget for future phases

**Initiative 13: Design and Implement MedQuarter Streetscape Improvements**

The MedQuarter Streetscape Master Plan must be completed and phased. Timing of streetscape improvements should be coordinated with other infrastructure projects and in some cases with larger private developments.

In particular, roadway improvements through the Paving for Progress initiative should be encouraged. Paving for Progress is a new program to repair city streets using some \$180 million to be raised over 10 years from the renewal of the City's one percent local option sales tax. The Paving for Progress initiative will also convert streets from one-way traffic to two-way traffic. Among the first streets to be improved is Fourth Avenue SE, from Sixth Street to 19th Street SE, identified as a "signature street" in this master plan. This project will include pavement repair/overlay curb repairs and upgrades to handicap ramps. In addition, this portion of Fourth Avenue SE will be converted from one-way to two-way traffic, in keeping with the recommendations made in this plan. Streetscape improvements must go through design and engineering and budgeting for Phase I improvements.

Tasks anticipated as necessary for completion:

1. Coordinate with City's Paving for Progress work (will affect project phasing)
2. Define scope of work and issue RFP for Streetscape Master Plan
3. Complete Streetscape Master Plan following MedQuarter Design Standards
4. Approve Phase 1 streetscape projects (4th Avenue, 10th Street, 3rd Avenue)

5. Design and engineer Phase 1 streetscape improvements
6. Undergo City approval process
7. Construct Phase 1 streetscape improvements
8. Budget for future phases

**Initiative 14: Implement Surface Parking Lot Landscape Buffer Program**

Today, surface parking lots comprise a very large proportion of MedQuarter land. While some lots are well-used necessities for MedQuarter users, some lots are underutilized, sitting on sites waiting for future redevelopment by a major MedQuarter institution or other district land owner.

To help improve the appearance of existing lots, high-quality landscape screening – using a treatment that is uniform throughout the MedQuarter - should be applied to all existing surface parking lots.

Tasks anticipated as necessary for completion:

1. Coordinate with City's Paving for Progress work (will affect project phasing)
2. Designate and approve Phase 1 improvement sites (lining 4th Avenue)
3. Design and engineer Phase 1 improvements (in conjunction with streetscape improvements)
4. Undergo City approval process
5. Construct Phase 1 improvements
6. Budget for future phases



# ACCESS, CIRCULATION, & INFRASTRUCTURE

## Initiatives

\$\$\$\$\$	<b>Initiative 15:</b> Create Parking Management Strategy	<b>Priority:</b> High	<b>Responsible Parties:</b> District Manager Parking Consultant City Planning Staff	<b>Funding Sources:</b> SSMID Funds Grants	<b>Action Items / Key Tasks:</b> 1. Evaluate potential benefit of parking management fund 2. Evaluate benefit of district-wide valet service 3. Create shared parking agreements within the MedQuarter 4. Draft parking policy prioritizing surface parking for patients / visitors and structured parking for employees 5. Evaluate benefit of employee parking zones 6. Monitor, inventory and track parking usage
\$\$\$\$\$	<b>Initiative 16:</b> Re-Route Truck Traffic off of 10th Street	<b>Priority:</b> High	<b>Responsible Parties:</b> District Manager City Staff/Public Works/Transportation Iowa DOT Engineering (Traffic/Civil) Consultant	<b>Funding Sources:</b> City Capital Improvement Funds State Funding	<b>Action Items / Key Tasks:</b> 1. Request and support City process to change truck route 2. Coordinate with City's Paving for Progress work 3. Promote rerouting of 10th St. truck traffic through or around MedQuarter 4. Identify alternative routes, benefits and costs
\$\$\$\$\$	<b>Initiative 17:</b> Advocate for burial of overhead utilities	<b>Priority:</b> High	<b>Responsible Parties:</b> City Staff/Public Works District Manager Private Development/Ownership	<b>Funding Sources:</b> City Capital Improvement Funds City support (TIF) Private development Energy grants	<b>Action Items / Key Tasks:</b> 1. Coordinate with City's Paving for Progress work 2. Evaluate costs and benefits 3. Coordinate with infrastructure or other MedQuarter development opportunities
\$\$\$\$\$	<b>Initiative 18:</b> Advocate for implementation of "complete street" type roadway improvements	<b>Priority:</b> High	<b>Responsible Parties:</b> District Manager City Staff/Public Works/Transportation	<b>Funding Sources:</b> City Capital Improvement Funds City support (Paving for Progress or TIF) Private development	<b>Action Items / Key Tasks:</b> 1. Coordinate with City's Paving for Progress work 2. Coordinate, support and integrate city bike & pedestrian routes/systems into and within District 3. Evaluate costs and benefits 4. Coordinate with infrastructure or other MedQuarter development opportunities
\$\$\$\$\$	<b>Initiative 19:</b> Advocate for Downtown Circulator & Other Local and Regional Transit Options	<b>Priority:</b> Medium	<b>Responsible Parties:</b> District Manager City Planning Staff	<b>Funding Sources:</b> Grants	<b>Action Items / Key Tasks:</b> 1. Coordinate with City agencies to maximize benefit of the planned local downtown circulator. 2. Support and promote other transit initiatives such as ride sharing
\$\$\$\$\$	<b>Initiative 20:</b> Evaluate District-Wide Wi-Fi	<b>Priority:</b> Low	<b>Responsible Parties:</b> District Manager City Staff IT Consultant District Members (IT in-house)	<b>Funding Sources:</b> SSMID Funds City Capital Improvement Funds Foundation Funding Grants	<b>Action Items / Key Tasks:</b> 1. Evaluate costs and benefits 2. Coordinate with streetscape improvement schedule 3. Coordinate with District institutions IT staff

## ACCESS, CIRCULATION, AND INFRASTRUCTURE INITIATIVES

### **Initiative 15: Create parking management strategy**

Develop parking guidelines for developers that address the appearance of future parking but also attempt to limit the amount of surface parking in the district, bolstered by real efforts to maximize the use of existing parking spaces, to assess parking fees and restrictions as appropriate, and to encourage other forms of transit such as bicycling, walking and the circulator.

Tasks anticipated as necessary for completion:

1. Evaluate potential benefit of parking management fund
2. Evaluate benefit of district-wide valet service
3. Create shared parking agreements within the MedQuarter
4. Draft parking policy that prioritizes surface parking for patients / visitors and structured parking for employees (medical uses)
5. Evaluate benefit of employee parking zones
6. Monitor, inventory and track parking usage

### **Initiative 16: Re-route truck traffic off of 10th Street**

The truck routes in Cedar Rapids are designated by ordinance so it would take an ordinance revision, by the City Council. Attached is the map. The routes do not change very often due to resistance from property owners located along the proposed route, but it may be possible where property owners are amenable to the change.

The first step towards the re-route would be for the Medical SSMID Commission to make a formal request to the City to investigate the change.

The City should recommend an alternate route, ideally moving truck traffic out of the MedQuarter completely.

Tasks anticipated as necessary for completion:

1. Request and support City process to change truck route
2. Coordinate with City's Paving for Progress work
3. Promote rerouting of 10th St. traffic through or around MedQuarter
4. Identify alternative routes, benefits and costs

### **Initiative 17: Advocate for burial of overhead utilities**

Burying overhead utility lines would improve MedQuarter aesthetics. Some utilities will voluntarily bury lines in tandem with road work, while others may require a fee for burial. Tasks anticipated as necessary for project completion:

1. Coordinate with Paving for Progress work
2. Evaluate costs and benefits
3. Coordinate with infrastructure or other MedQuarter development opportunities

### **Initiative 18: Advocate for implementation of "complete street" type roadway improvements**

Tasks anticipated as necessary for completion:

1. Coordinate with City's Paving for Progress work
2. Evaluate costs and benefits
3. Coordinate with infrastructure or other MedQuarter development opportunities

### **Initiative 19: Advocate for Downtown Circulator & other local and regional transit options**

Tasks anticipated as necessary for completion:

1. Coordinate with City agencies to maximize the benefit of the planned local downtown circulator
2. Coordinate, support and integrate City bike and pedestrian routes/systems into and within MedQuarter
3. Support and promote other transit initiatives such as ride sharing.

### **Initiative 20: Evaluate District-wide Wi-Fi service**

Providing Wi-Fi throughout the district would provide a valuable service to visitors and employees.

Tasks anticipated as necessary for project completion:

1. Evaluate costs and benefits
2. Coordinate with streetscape improvement schedule
3. Coordinate with MedQuarter institutions' IT staff

# FIVE-YEAR ACTION STRATEGY

## YEAR 1 (FY 2014 - 2015)

### Projected Planning Initiatives:

- Plan adoption
- Design standards
- Zoning modifications
- Management entity engagement
- Brand expansion
- Signage plan design development
- Streetscape design development

### Projected Construction Initiatives:

- Quick start signage, gateways, and banners
- Phase 1 gateway and signage construction

## YEAR 2 (FY 2015 - 2016)

### Projected Planning Initiatives:

- Brand expansion
- Development site marketing and promotion
- Open Space / greenway design development

### Projected Construction Initiatives:

- Phase 1 gateway and signage construction
- Phase 1 streetscape construction

## YEAR 3 (FY 2016 - 2017)

### Projected Planning Initiatives:

- Brand expansion
- Development site marketing and promotion
- Parking strategy

### Projected Construction Initiatives:

- Phase 1 gateway and signage construction
- Phase 1 streetscape construction
- Phase 1 open space / greenway construction

## YEAR 4 (FY 2017 - 2018)

### Projected Planning Initiatives:

- Brand expansion
- Development site marketing and promotion
- Budgeting for future construction phases

### Projected Construction Initiatives:

- Phase 1 gateway and signage construction
- Phase 1 streetscape construction
- Phase 1 open space / greenway construction

## YEAR 5 (FY 2018 - 2019)

### Projected Planning Initiatives:

- Brand expansion
- Development site marketing and promotion
- Budgeting for future construction phases

### Projected Construction Initiatives:

- Phase 1 gateway and signage construction
- Phase 1 streetscape construction



Working closely with the SSMID Commission and Master Plan Committee, the project team has put together a 5-year action strategy. The strategy considered all of the implementation initiatives of this plan in terms of resources (monetary and management) assumed to be available to the MedQuarter SSMID over the next five fiscal years. It is intended to serve as a guide for investment in the short term, recommending high-impact visible projects that will help build momentum for the entire 30-year term of this Master Development Plan.

11 of the total 20 Master Development Plan initiatives are slated to be accomplished, at least in part, over the course of the next five years. This includes four out of the five proposed Appearance and Identity initiatives, all of which when implemented will serve as highly-visible symbols of MedQuarter progress.

# FIVE-YEAR POLICY, MANAGEMENT, AND MARKETING INITIATIVES

		FY 2014 - 2015												FY 2015 - 2016											
		J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
<b>Policy initiatives</b>																									
\$\$\$\$\$	<b>Initiative 1: Facilitate the City's adoption of the MedQuarter Master Plan</b>	<ol style="list-style-type: none"> <li>Request the City officially adopt or acknowledge the Master Plan</li> <li>Support the City throughout that public process</li> </ol>																							
\$\$\$\$\$	<b>Initiative 2: Refine and Finalize MedQuarter Design Standards</b>	<ol style="list-style-type: none"> <li>Finalize MedQuarter Design Standards</li> <li>Initiate and cooperate with City approval process</li> </ol>																							
\$\$\$\$\$	<b>Initiative 3: Initiate City Process to Create Zoning Overlay</b>	<ol style="list-style-type: none"> <li>Coordinate with City to draft overlay ordinance</li> <li>Coordinate with City to adopt overlay ordinance</li> </ol>																							
<b>Management &amp; Marketing Initiatives</b>																									
\$\$\$\$\$	<b>Initiative 4: Engage Dedicated District Management Entity or Support Staff</b>	<ol style="list-style-type: none"> <li>Identify marketing and management responsibilities/roles</li> <li>Draft concise scope of work &amp; required skill sets for management entity</li> <li>Search for MedQuarter management entity candidates (RFP)</li> <li>Evaluate candidates and interview</li> <li>Hire management entity or staff</li> </ol>																							
\$\$\$\$\$	<b>Initiative 5: Build and expand MedQuarter Branding &amp; Marketing Campaign</b>	<ol style="list-style-type: none"> <li>Develop MedQuarter branding campaign expansion strategy (print, web, etc).</li> <li>Establish brand design standards to encourage consistent brand messaging among MedQuarter entities</li> <li>Launch and maintain a social media marketing program</li> <li>Develop program to cross-market with organizations that promote healthy lifestyles</li> </ol>																							
\$\$\$\$\$	<b>Initiative 6: Develop strategies to attract targeted supporting land uses to MedQuarter</b>	<ol style="list-style-type: none"> <li>Identify funding / incentive possibilities</li> <li>Identify, monitor and regularly update list of targeted redevelopment sites</li> <li>Create specific targeted or focused marketing materials</li> <li>Target appropriate companies / sectors through trade organizations or development groups</li> <li>Work with owners of targeted redevelopment sites to ensure a range of options are explored</li> </ol>																							

FY 2016 - 2017												FY 2017 - 2018												FY 2018 - 2019											
J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J

The MedQuarter SSMID fiscal year runs from July 1st through June 30th of each year.

The projected duration of each initiative is indicated in dark grey. The projected duration of tasks associated with each initiative is indicated in light grey.

An estimated order of magnitude description of project cost is indicated by the dollar sign noted to the left of each initiative:

- \$\$\$\$\$ \$0 - \$100,000
- \$\$\$\$\$ \$100,000 - \$500,000
- \$\$\$\$\$ \$500,000 - \$1,000,000
- \$\$\$\$\$ \$1,000,000 - \$5,000,000
- \$\$\$\$\$ \$5,000,000+

Policy, Management, and Marketing Initiatives not included in 5-year action strategy at this time:

- Initiative 7: Establish Not For Profit MedQuarter Foundation<sup>1</sup>
- Initiative 8: Establish a District-Wide Schedule of Events, Programs, Activities and Educational Seminars
- Initiative 9: Establish District-Wide "MedQuarter Patient Concierge Service"

<sup>1</sup>As an alternative to forming an independent MedQuarter foundation, there may be opportunities to partner with the Greater Cedar Rapids Community Foundation on fund-raising efforts. A relationship with GRCRF should be pursued by the MedQuarter SSMID Commission.

# FIVE-YEAR APPEARANCE AND IDENTITY INITIATIVES

## Appearance & Identity Initiatives

**\$\$\$\$ Initiative 10: Develop and implement MedQuarter signage and wayfinding program**

1. Install **temporary\*** signage, gateways, wayfinding, and Phase 1 banner installation
2. Coordinate with Downtown Signage Master Plan via Economic Alliance
3. Define scope of work and issue RFP for Signage and Wayfinding Plan
4. Complete Signage and Wayfinding Plan following MedQuarter Design Standards
5. Design and engineer signage and wayfinding elements
6. Approve and budget for Phase 1 signage and wayfinding projects
7. Undergo City approval process
8. Construct Phase 1 signage and wayfinding projects
9. Budget for future phases

**\$\$\$\$ Initiative 11: Design & construct MedQuarter gateway enhancements**

1. Identify and approve sites for Phase 1 gateways (as part of signage plan)
2. Design and engineer Phase 1 gateway enhancements (as part of signage package)
3. Approve and budget for Phase 1 gateways
4. Undergo City approval process
5. Obtain easements, if necessary
6. Construct Phase 1 Gateway Enhancements
7. Budget for future phases

FY 2014 - 2015													FY 2015 - 2016												
J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J		
[Activity 10 Row 1]													[Activity 10 Row 1]												
[Activity 10 Row 2]													[Activity 10 Row 2]												
[Activity 10 Row 3]													[Activity 10 Row 3]												
[Activity 10 Row 4]													[Activity 10 Row 4]												
[Activity 10 Row 5]													[Activity 10 Row 5]												
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[Activity 10 Row 8]													[Activity 10 Row 8]												
[Activity 10 Row 9]													[Activity 10 Row 9]												
[Activity 11 Row 1]													[Activity 11 Row 1]												
[Activity 11 Row 2]													[Activity 11 Row 2]												
[Activity 11 Row 3]													[Activity 11 Row 3]												
[Activity 11 Row 4]													[Activity 11 Row 4]												
[Activity 11 Row 5]													[Activity 11 Row 5]												
[Activity 11 Row 6]													[Activity 11 Row 6]												
[Activity 11 Row 7]													[Activity 11 Row 7]												

\*Temporary signage includes building-mounted banners, billboards, or other temporary signage used to promote the MedQuarter brand prior to the installation of Phase 1 signage and wayfinding projects.

FY 2016 - 2017												FY 2017 - 2018												FY 2018 - 2019											
J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J

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\$\$\$\$\$ \$500,000 - \$1,000,000

\$\$\$\$\$ \$1,000,000 - \$5,000,000

\$\$\$\$\$ \$5,000,000+

Appearance and Identity Initiatives not included in 5-year action strategy at this time:

- Initiative 14: Implement Surface Parking Lot Landscape Buffer Program

# FIVE-YEAR APPEARANCE AND IDENTITY INITIATIVES

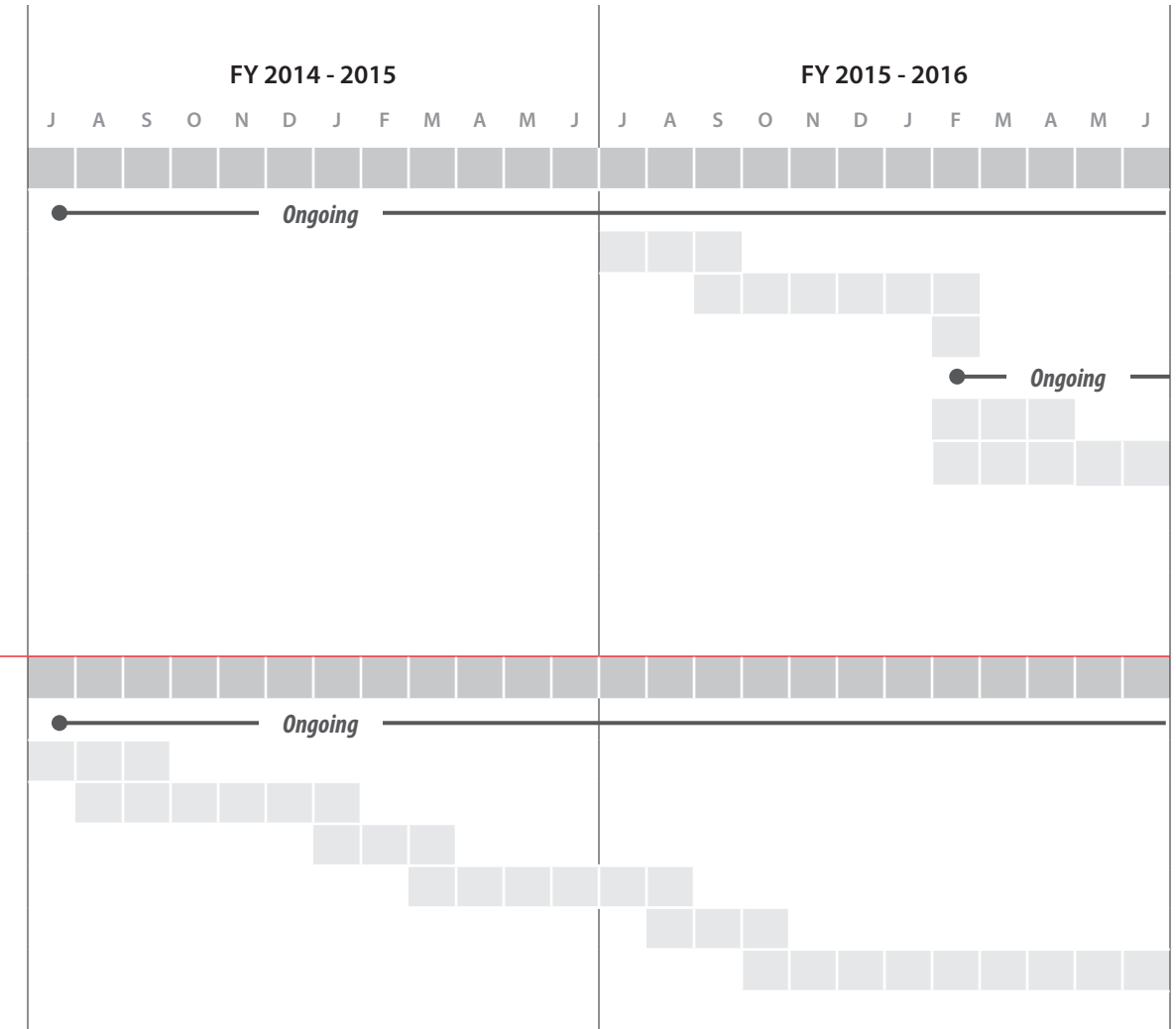
## Appearance & Identity Initiatives

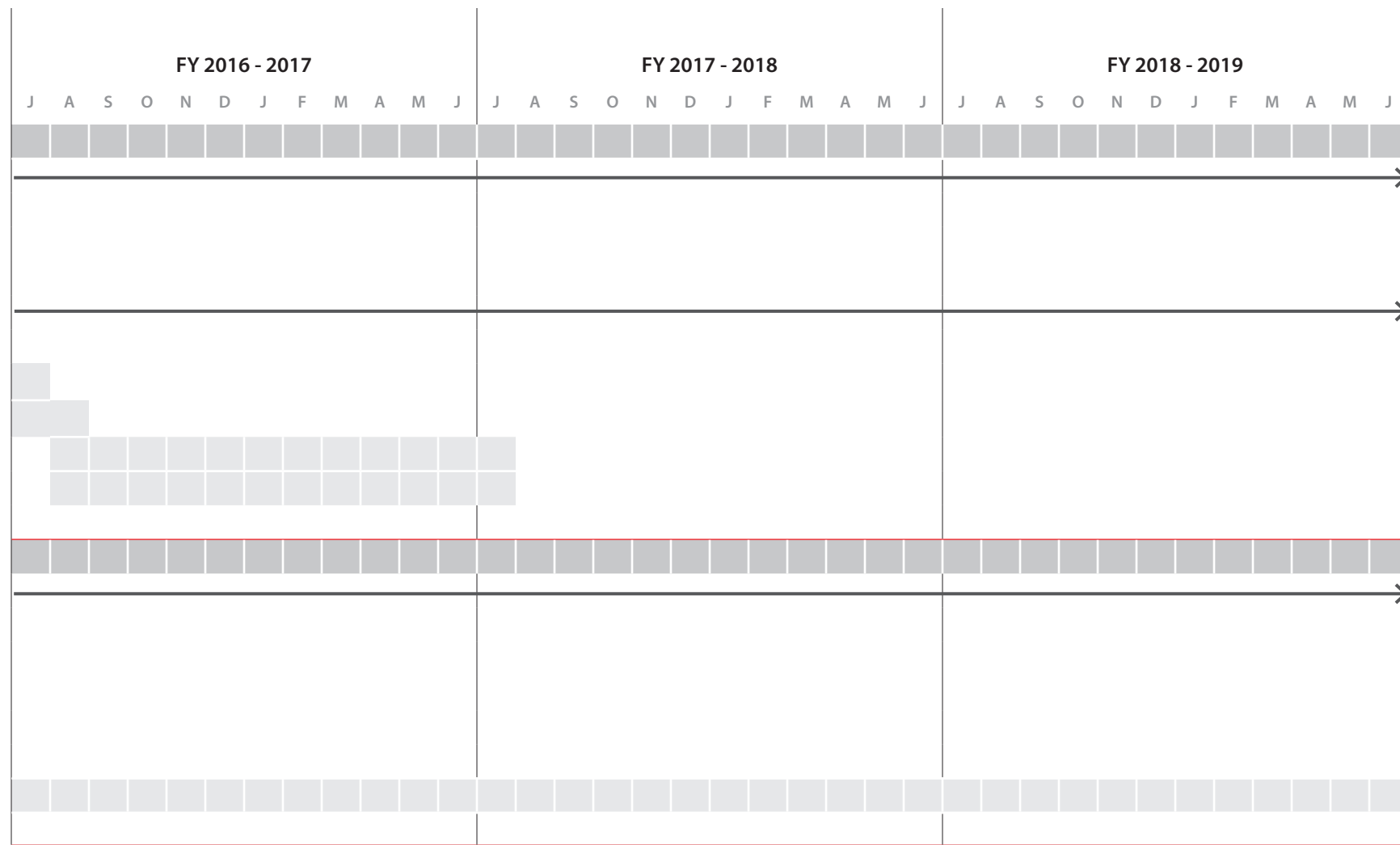
### Initiative 12: Design & Implement MedQuarter Open Space / Greenway Program

1. Coordinate with City's Paving for Progress work (will affect project phasing)
2. Define scope of work and issue RFP for Greenway / Open Space Plan
3. Complete Greenway Design Development & Phasing Plan following MedQuarter Design Standards
4. Designate, approve, and budget for pilot project site (pocket park and 4th Ave improvements)
5. Begin grant and capital campaign
6. Establish Greenway public art program
7. Design and engineer pilot project
8. Undergo City approval process
9. Construct 4th Avenue Greenway Phase 1
10. Construct "Quarter Park" pilot project site
11. Budget for future phases

### Initiative 13: Design & Implement MedQuarter Streetscape Improvements

1. Coordinate with City's Paving for Progress work (will affect project phasing)
2. Define scope of work and issue RFP for Streetscape Plan
3. Complete Streetscape Design Development & Phasing Plan per MedQuarter Design Standards
4. Approve and budget for Phase 1 streetscape projects (4th Avenue, 10th Street, 3rd Avenue)
5. Design and engineer Phase 1 streetscape improvements
6. Undergo City approval process
7. Construct Phase 1 streetscape improvements
8. Budget for future phases





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- \$\$\$\$\$ \$5,000,000+





Appearance and Identity Initiatives not included in 5-year action strategy at this time:

- Initiative 14: Implement Surface Parking Lot Landscape Buffer Program

## FIVE-YEAR ACCESS, CIRCULATION, AND INFRASTRUCTURE INITIATIVES

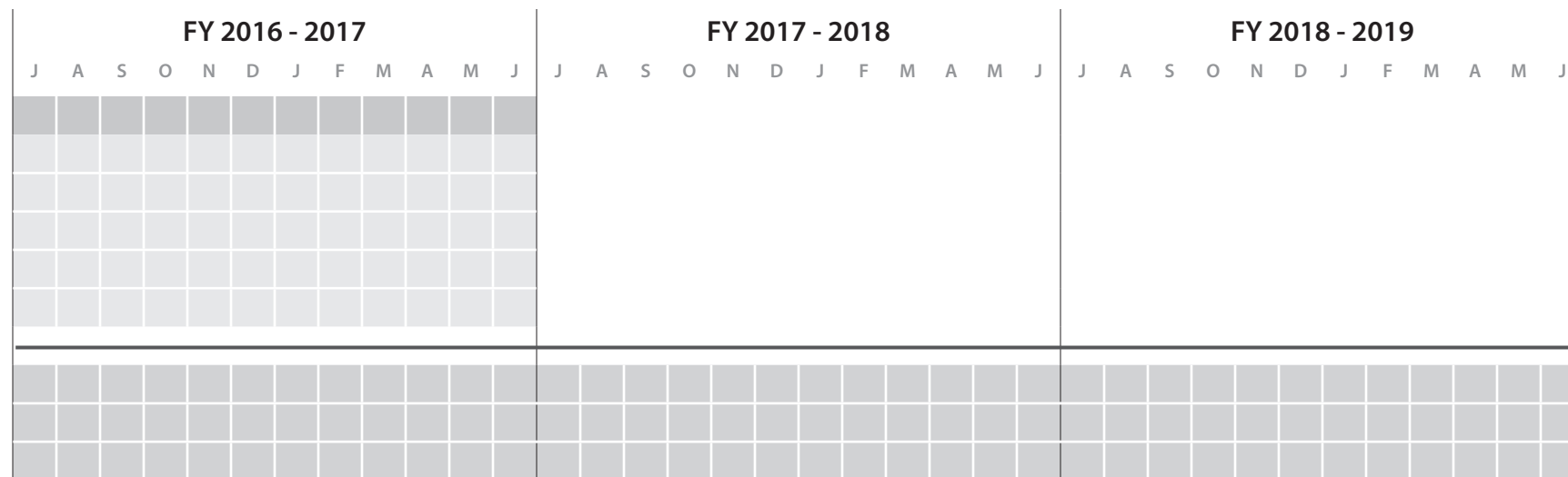
### Access, Circulation, and Infrastructure

- \$\$\$\$\$ **Initiative 15: Create Parking Management Strategy**
  1. Evaluate potential benefit of parking management fund
  2. Evaluate benefit of district-wide valet service
  3. Create shared parking agreements within the MedQuarter
  4. Draft parking policy prioritizing surface parking for patients / visitors and structured parking for employees
  5. Evaluate benefit of employee parking zones
- \$\$\$\$\$ **Initiative 18: Advocate for implementation of “complete street” type roadway improvements**
  1. Coordinate with City’s Paving for Progress work
  2. Evaluate costs and benefits
  3. Coordinate with infrastructure or other MedQuarter development opportunities

FY 2014 - 2015												FY 2015 - 2016											
J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
 <span style="margin-left: 100px;"><i>Ongoing</i></span>																							
																							

\*Paving for Progress projects anticipated within the MedQuarter within the next 5 years include (but are not necessarily limited to) improvements on 4th Avenue, 7th Street, and 8th Street.





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- \$\$\$\$\$ \$1,000,000 - \$5,000,000
- \$\$\$\$\$ \$5,000,000+

Access, Circulation, and Infrastructure Initiatives not included in 5-year action strategy at this time:

- Initiative 16: Re-route truck traffic off of 10th Street
- Initiative 17: Bury overhead utilities
- Initiative 19: Advocate for downtown circulator
- Initiative 20: Evaluate district-wide Wi-Fi service<sup>1</sup>

<sup>1</sup>A pilot public Wi-Fi program is currently being evaluated by the City. The MedQuarter SSMID Commission should evaluate opportunities to partner with the City in this effort in the future.