



# MedQUARTER

Regional Medical District

**MASTER PLAN UPDATE** ———™

**APRIL 2024**

# ACKNOWLEDGEMENTS

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- **Eric Griggs** - Chiropractic Health Care Associates
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- **Michelle Jensen** - CarePro Health/Rayser Holdings
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- **Russ Nieland** - Carson Wealth
- **Okpara Rice** - Tanager
- **Brian Steffen** - Rock Valley Physical Therapy
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## MedQ Executive Director

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The City of Cedar Rapids' economy is growing with new cultural institutions, programming, and infrastructure improvements 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. The City continues to emphasize its central medical district, the MedQuarter Regional Medical District as a regional healthcare destination.

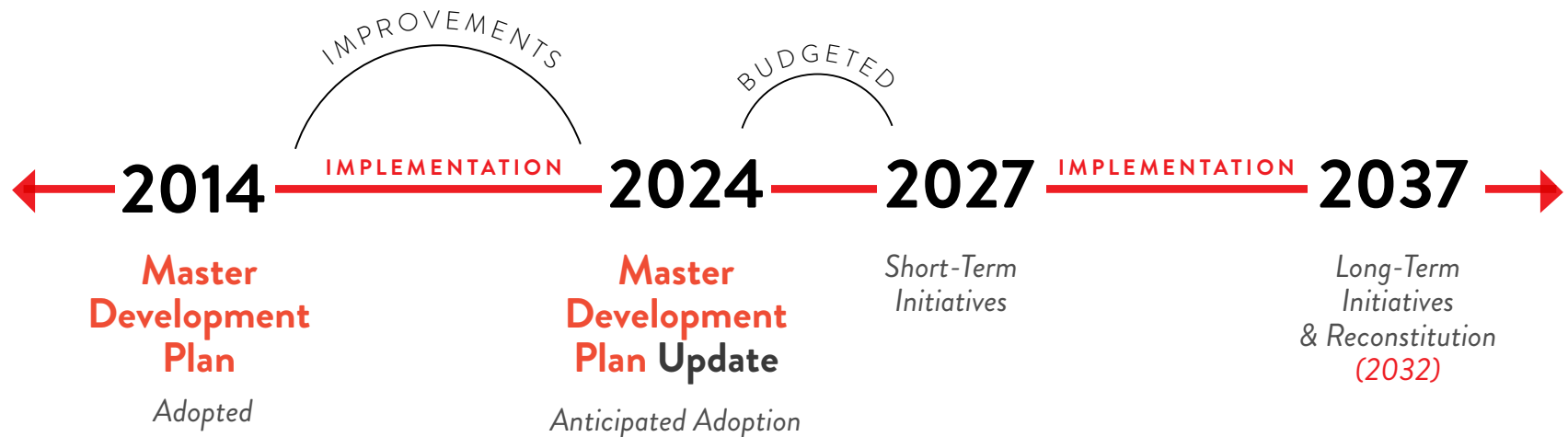
The MedQuarter is located immediately northeast of downtown Cedar Rapids. It was initially conceived as one of nine districts surrounding and including the downtown in the 2007 Vision Cedar Rapids Downtown Framework Plan, where it was envisioned as a dense and well-defined area of medical uses.

The Medical SSMID Commission, initially established in June of 2012 has appointed 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 and subject matter experts.

In April of 2013, the Medical SSMID Commission engaged the Lakota Group team to oversee a master planning process for the MedQuarter. This Plan, which was finalized in 2024, grounded in community and stakeholder support, serves as an update to the 2014 Plan, continuing to 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.

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# 10 YEARS OF REINVESTMENT

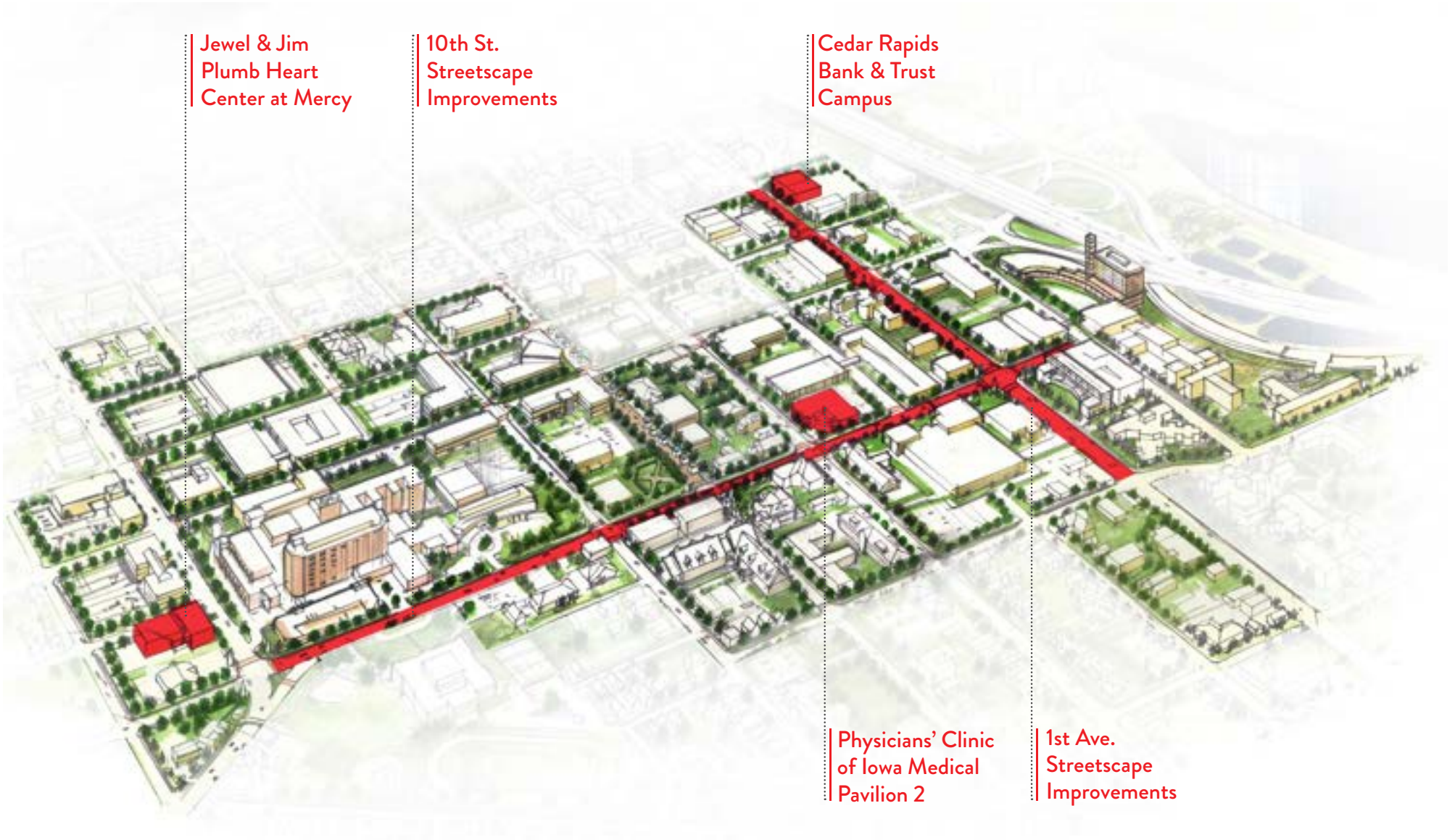
Over the last decade, the MedQuarter Regional Medical District has seen a significant period of reinvestment, guided by the 2014 MedQuarter Development Master Plan. Since 2014, profound transformations have occurred, marked by the construction of three landmark buildings: the Physicians' Clinic of Iowa Medical Pavilion 2, the Jewel & Jim Plumb Heart Center, and the new Cedar Rapids Bank & Trust building. These developments, coupled with significant streetscape enhancements along 10th Street and 1st Avenue, go beyond mere physical redevelopment; they underscore a commitment to boosting the district's overall experience. Impressively, these efforts have amounted to a total reinvestment exceeding 100 million dollars.

Remarkable progress has unfolded through partnerships with the City of Cedar Rapids, a prime collaborator in these endeavors. The City's support and shared vision have been critical in bringing such ambitious projects to life, contributing to the district's continuous growth.

The introduction of the 2024 Plan Update rests on a decade of strategic investment. The past ten years have laid the groundwork for future initiatives. With an ongoing emphasis on collaboration and community input, the district is poised to further its role as a regional destination for health and wellness. The anticipation is high for further enriching this vibrant medical district in the years ahead.

# \$100 MILLION





Jewel & Jim  
Plumb Heart  
Center at Mercy

10th St.  
Streetscape  
Improvements

Cedar Rapids  
Bank & Trust  
Campus

Physicians' Clinic  
of Iowa Medical  
Pavilion 2

1st Ave.  
Streetscape  
Improvements

## SECTION 1

# 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:

## MedQ 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 Bohemia district, the new public library, Alliant Energy PowerHouse, 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 continues expanding on a strong MedQuarter brand.

## MedQ Constraints

- 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 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.

## MedQ 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 institutions and stakeholders can help support MedQuarter area housing development.
- Continued implementation of planned streetscape enhancements can serve as a catalyst for more physical improvements.



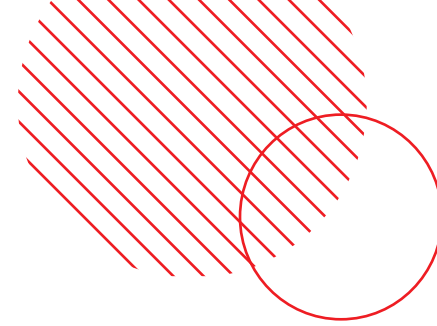
- MedQuarter SSMID is a self-supported improvement district, and as such, can provide MedQuarter with unique advantages for plan implementation and stewardship, including project funding and district business development and recruitment.

## MedQ 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. Transparent communication among district entities will be critical to the continued success of the MedQuarter.
- The MedQuarter lacks high-quality public space, which also lends to the lack of identity in the district.



# GUIDING PRINCIPLES



Four Guiding Principals for the MedQuarter, supported by past planning efforts, guide the master planning update process.

## Deliver a Superior Visitor Experience

The MedQuarter aims to enhance visitor experiences by developing distinct, high-quality public and private spaces, implementing a clear wayfinding system, and creating appealing public open spaces. It focuses on activating these areas with special events, improving security through collaborations, and ensuring continuous high-quality maintenance.

## Improve the Quality of MedQuarter Healthcare Opportunities

Focus on improving healthcare quality through increased collaboration between institutions and attracting top physicians using the MedQuarter brand.

## Actively Promote Economic Development

Establish the MedQuarter as a competitive rural referral center, encourage new business investment, and support local businesses through strong marketing and collaborative efforts with key Cedar Rapids organizations.

## Contribute to the Growth of Cedar Rapids

Respectfully integrate MedQuarter development with adjacent areas, maintain clear public-private sector roles, and enhance the district's unique character to attract medical businesses and ancillary services.





# ELEVATED PATIENT EXPERIENCE

An important goal of this Master Plan Update 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 Update.

To help create this type of environment and to help organize 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.



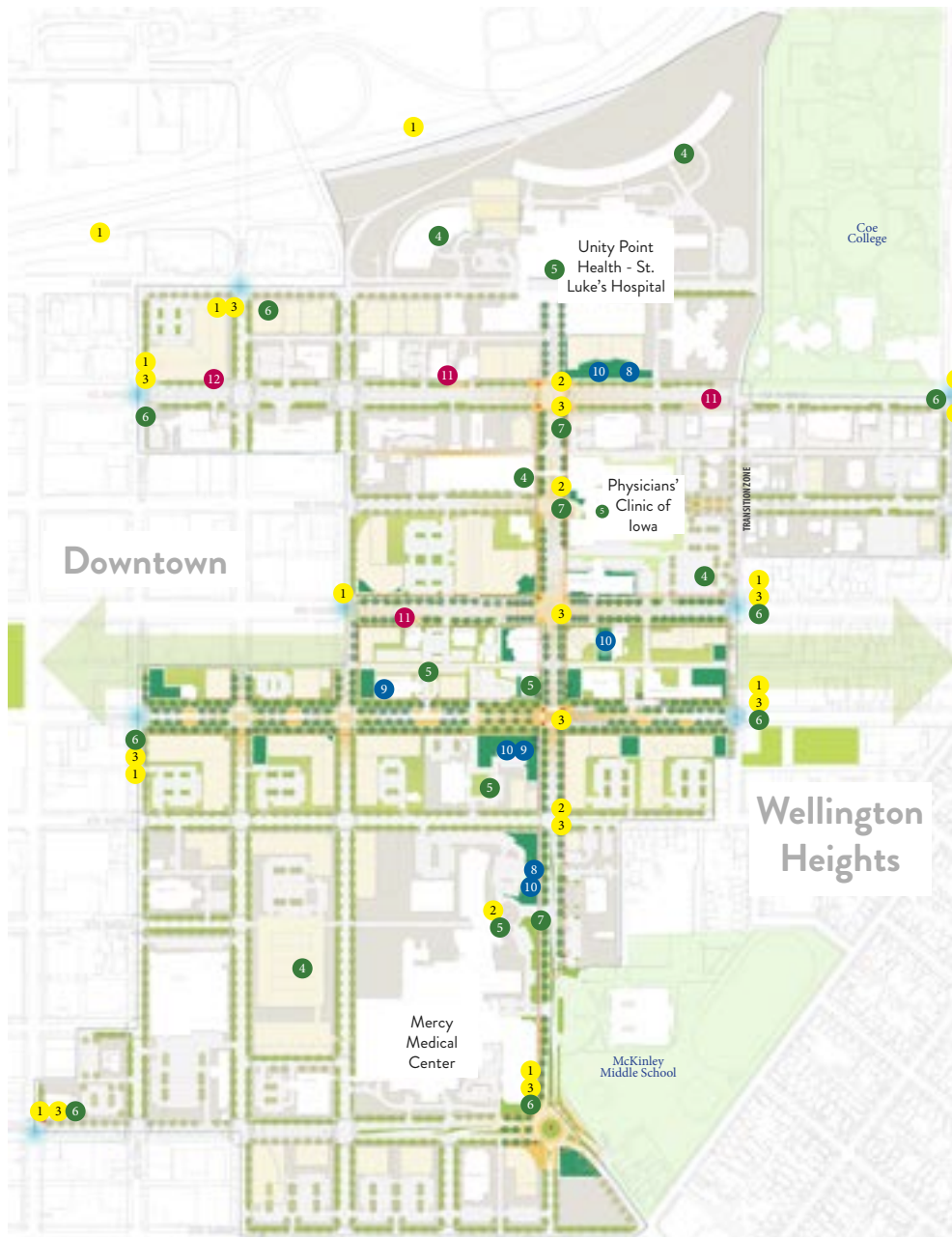
Since many of the experiences relate to land use and the outdoor environment, the template can be easily expanded to the MedQuarter Master Development Plan Update. Of the 21 key experiences identified by the Kaiser study, at least 12 can be applied in the MedQuarter, many in the public realm. Applicable 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/dad?
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?  
Do I need anything else while I am here?

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.

MEDQUARTER REGIONAL MEDICAL DISTRICT





## 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:  
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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?  
Do I need anything else while I'm here?



## SECTION 2

# ENGAGEMENT

From the outset, community involvement has been at the forefront of our planning process, reflecting our commitment to creating a district that truly resonates with the needs and aspirations of those it serves. In the initial stages of the plan update, a comprehensive engagement strategy was employed to gather insights and perspectives from a diverse array of stakeholders. This inclusive approach brought together residents, business owners, healthcare professionals, and other vital members of the community.



*Various cities, most notably within the Midwest, are seeing an increase in households as a result of millennials seeking places with a small-town feel.*



*Downtown Cedar Rapids is struggling with vacancies in office buildings resulting in less day-time population and business sales.*



*The idea of Faith & Medicine can bring another meaning to medicine and holisticness.*



*Specialty stores catering to regular customers, like smoothie shops, have the potential to draw in a substantial clientele.*



*Jason believes that the district is well branded and promoted well. Improvements can always be made but it's headed in the right direction.*



*City leadership sees great potential in a hotel establishment within the MedQuarter District.*



*Open to developing the site, potentially adding a hotel or a community open space. The excess parking on site can be of higher, better use.*



*As we consider community spaces in the MedQuarter District, it is important to factor in safety measures, including visibility, lighting, access, etc.*

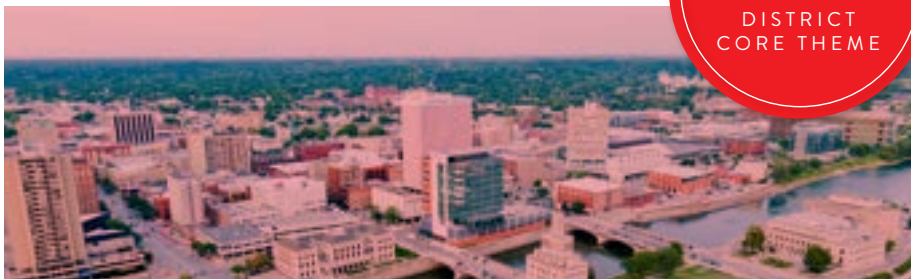
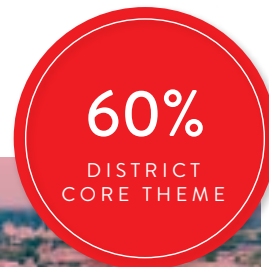


# THEMES

This extensive engagement has led to the identification of nine main themes, each emerging as a critical component in the envisioned future of the MedQuarter. These themes reflect the collective vision of the community, addressing key areas such as healthcare innovation, sustainability, accessibility, economic vitality, and overall community wellness. The MedQuarter Regional Medical District Master Development Plan Update, guided by these themes, charts a path forward that is both ambitious and deeply attuned to the community's needs. Below are the nine themes identified and vetted through the community engagement process, encompassing insights gathered from stakeholder interviews, a stakeholder workshop, a public workshop, and a virtual workshop.

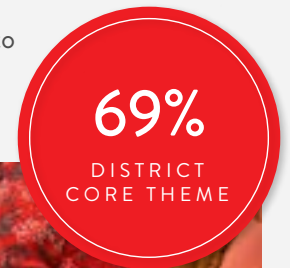
## 1. Population Growth & Demographics

- Desire to develop **housing solutions** and community amenities specifically targeted at MedQuarter's regional employees.
- Adjacent residential neighborhoods **can accommodate** demographic changes.
- Prevent the MedQuarter District from becoming desolate during non-working hours, **through supporting various land uses.**



## 2. Economic Impact & Challenges

- Ensure **efficient land use** and repurpose vacant office spaces.
- **Local businesses are especially vital for the quality of life** considerations that attract younger demographics.
- **Economic diversity is crucial** - The district needs to avoid relying on a single industry.



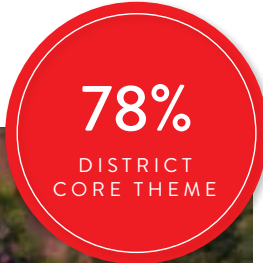
## 3. District Branding & Identity

- Effective **branding could serve multiple functions**, such as improving navigation, enhancing aesthetic appeal, and contributing to a healthier environment.
- A desire for **more directional signage** and **gateway** identifiers within the district.



## 4. Community Health & Wellness

- Maintain and grow a **health-centric environment** that goes beyond medical facilities to include holistic well-being.
- Prioritize **pedestrian infrastructure** to improve overall public health.
- There is a clear call for **more green spaces and amenities.**



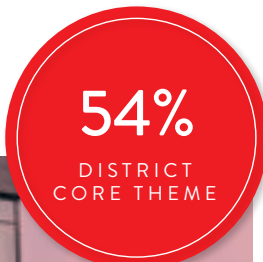
## 6. Collaborations & Partnerships

- Need to continue **fostering positive relationships** between various stakeholders and exploring **partnerships with educational institutions** and beyond.
- Closely **collaborate with organizations that share mutual goals** and interests.



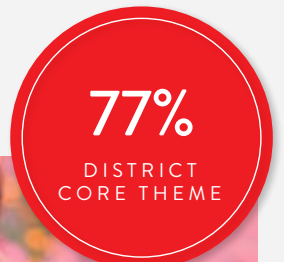
## 5. District Expansion & Funding

- Explore collaborations with nearby entities, prior to the **2032 reconstitution**, including Coe College.
- Seek **funding beyond traditional means** through district expansion.
- Consider funding and grants for infrastructure improvements and **community programs.**



## 7. Safety & Security

- Issues like **homelessness** and the subjective feeling of **safety** are complex challenges that need to be addressed, collaboratively.
- There is a concern about the perception of safety. Ensuring a strong sense of **safety is crucial for attracting and retaining individuals** within the district.





## 8. Programming & Recreation

- Make the district more **lively, accessible, and service-oriented**, through activities contributing to a **healthier, happier community**.
- Food trucks, sports activities, fitness challenges, and much more. **Bring life and fun to the district.**
- Enhance the district through **innovative programming**.



## 9. Talent Retention

- Recognition that retaining skilled professionals and talent within the district can **bring about substantial benefits**.
- A community's success is often closely tied to its ability to attract and retain a **skilled and diverse workforce**.



# USER EXPERIENCE

As part of the comprehensive approach to understanding and integrating community preferences into the development plan update for the MedQuarter Regional Medical District, a Visual Preference Survey was conducted. To gauge interest on the overall MedQuarter experience, participants were shown a series of images depicting various open spaces and urban environments from different locations. The categories and images below, selected to represent a diverse range of designs, layouts, and atmospheres, ranked highest by the Cedar Rapids community. Stakeholders in the MedQuarter District have highlighted the critical role of diverse elements in enhancing the medical district's functionality and appeal:

**Public Space:** They emphasized the need for welcoming public spaces, envisioning areas where the community can gather, enjoy open green spaces, healing gardens, and amenities like fountains, to promote wellness and relaxation.

**Public Art:** The preference for integrating public art was clear, with a focus on creative seating, sculptural art, and pieces that capture the district's unique identity and celebrate the contributions of medical professionals, enriching the visual and cultural experience of the area.

**Urban Design:** Stakeholders stressed the importance of urban design tailored to improve the pedestrian and bicyclist experience. This includes incorporating features such as bump-outs and enhanced crosswalks to ensure safety and encourage active transportation options.

**Placemaking:** They underlined the value of placemaking initiatives, like pop-up shops and additional dynamic art, to inject vitality into the district, creating an environment that attracts residents and visitors, and supports local businesses.

**Wayfinding:** Strengthening the existing wayfinding system was deemed essential, combining identity branding with improved navigation to facilitate easy access to the district's facilities and services, thereby enhancing the overall user experience.

## Public Space



*There is a need for additional parks, particularly along major corridors and areas with high foot traffic.*





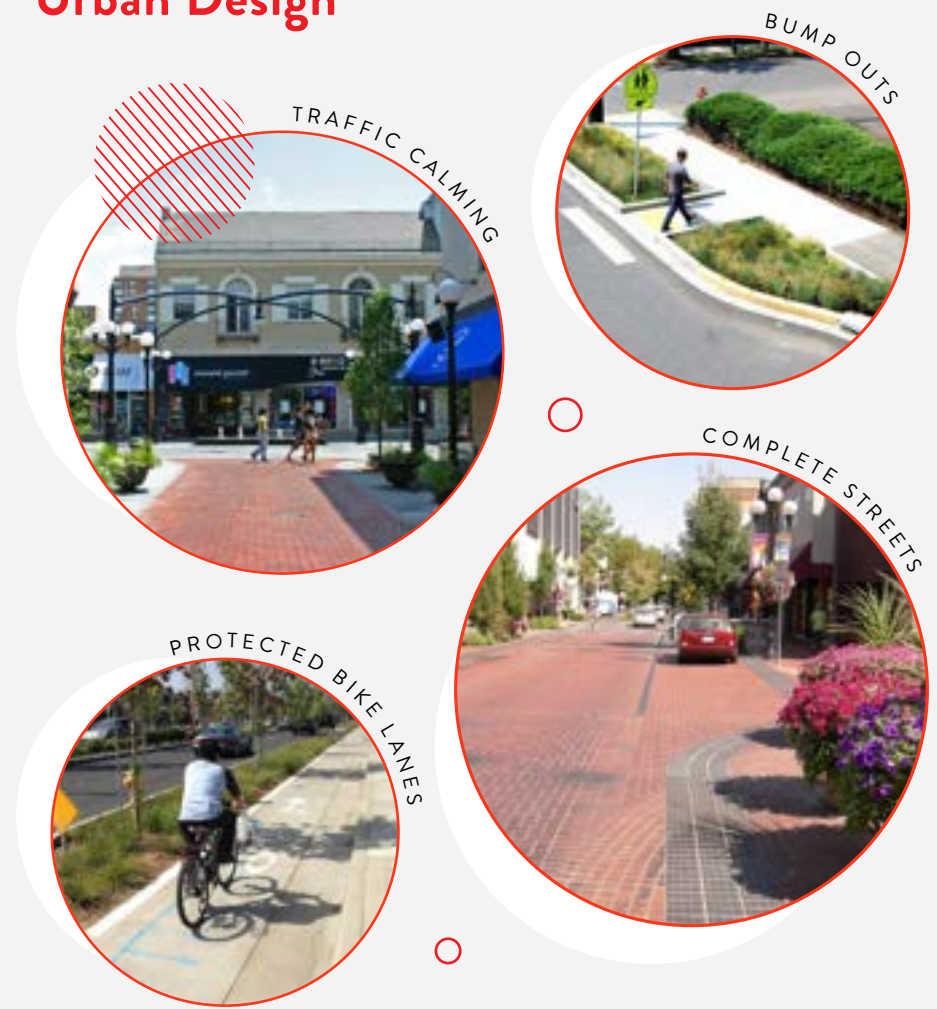
## Public Art



*Decorative streets were mentioned as a way to not just beautify the area, but also to make it safer for people walking around.*



## Urban Design

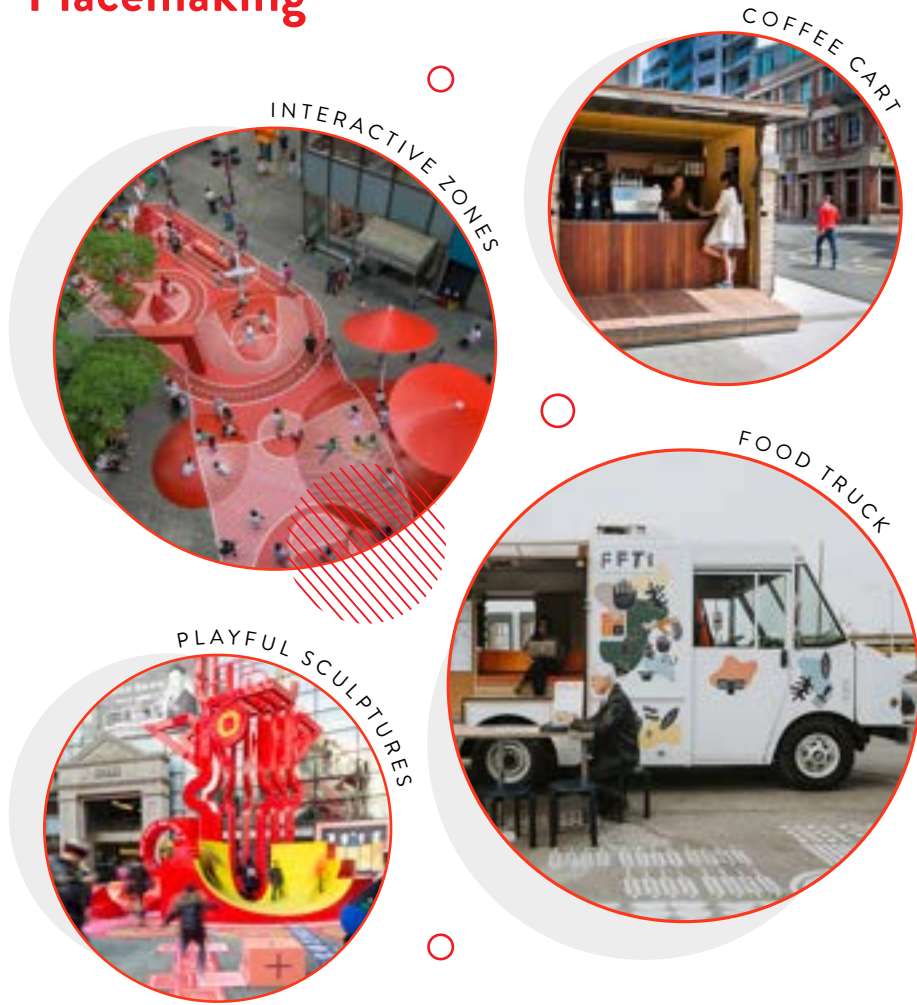


*Narrow the roads to discourage high-speed vehicular traffic, subsequently enhancing public health by promoting walkability.*





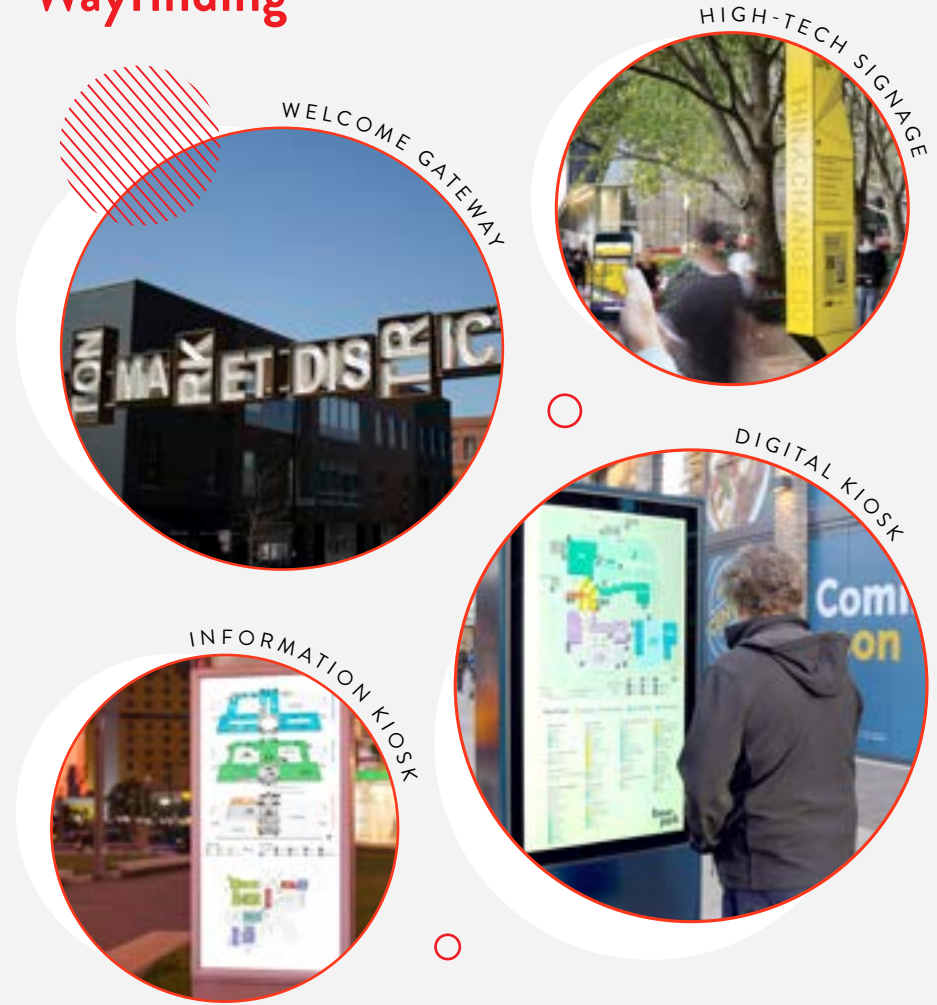
## Placemaking



Coffee carts and food trucks, offered at regular times, can serve the daily needs of the district's residents and visitors.



## Wayfinding



Install gateway signs to delineate the district's boundaries, offering a sense of identity and orientation for visitors and residents alike.







## SECTION 3

# THE PLAN

The MedQuarter Plan Update outlines a strategic approach to the development of the MedQuarter Regional Medical District through five key pillars. Leveraging the 2014 Master Development Plan framework, this Plan Update maintains the structure of the original four pillars and introduces an additional fifth pillar focused on **Community Building**. This new pillar highlights the importance of integrating community engagement and development into the district's overall strategy. Each pillar is designed to encapsulate specific initiatives, with subsequent action steps aimed at realizing these objectives effectively.

The section ahead details each of the five pillars, presenting the initiatives that form the core of the Plan. These initiatives are defined by clear objectives and are accompanied by action steps that facilitate their realization. For each pillar, an introductory overview provides essential information, including an implementation chart that lists priority levels, cost estimates, implementation timeframes, partners, success metrics, and funding opportunities. This structure offers a concise summary of each pillar, giving stakeholders a clear overview of the strategic planning and collaborative effort required to advance the MedQuarter District. Important to note that a distinct section later in the Plan (**Section 4**), however, delves into implementation on a broader scale. This dedicated portion outlines a detailed five-year action plan and an implementation roadmap that spans all five pillars, ensuring a comprehensive strategy for the district's development. This approach ensures that while individual initiatives are outlined within their respective pillars, there is a cohesive and integrated plan for bringing all elements together, highlighting how they interlock and support the overarching goals of the MedQuarter District.



1

POLICY

2

MANAGEMENT & MARKETING

3

APPEARANCE & IDENTITY

4

ACCESS & INFRASTRUCTURE

5

COMMUNITY BUILDING



# MEDQ VISION STATEMENT

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*As the **MedQ**arter progresses in the near future and continues to evolve over time, the district will be nationally recognized as a vibrant, holistic healing hub, seamlessly integrating high-tech, progressive healthcare with the everyday life of Cedar Rapids and the broader region. It will be a dynamic district, known for its eclectic mix of high-quality health services, diverse businesses, and community-oriented spaces. The **MedQ**arter will emphasize safety, cleanliness, and high-quality, low-cost healthcare, making it an inviting destination for residents and visitors alike. Its identity will be further strengthened by its commitment to workforce well-being, community engagement, and sustainable development, making it an ideal place to live, work, heal, and thrive. The **MedQ**arter will not only embody cutting-edge healthcare but also lead in creating a collaborative, inclusive, and green urban environment.*

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To support this vision, recommendations of this Master Plan Update focus on creating a comprehensive “MedQuarter Experience” under five main Pillars that emerged from extensive engagement efforts, shared in the following section.



# POLICY

## PILLAR 1

*The Policy pillar is foundational to the MedQuarter Regional Medical District's vision, emphasizing the importance of strategic frameworks and regulations that foster a conducive environment for healthcare excellence and innovation. This focus area is critical in ensuring that all development and operational activities align with the overarching goals of enhancing the district, healthcare delivery, supporting workforce well-being, and promoting sustainable urban development. By prioritizing policy development, the MedQuarter commits to a future where the district not only thrives as a medical hub but also as a community-centric space that meets the evolving needs of its residents and professionals.*

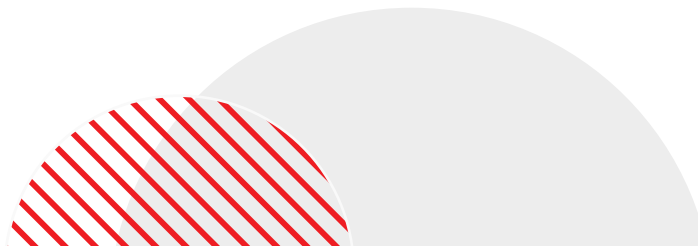
## Initiatives

- 1. Facilitate the City's adoption of the MedQuarter Master Development Plan Update and new five-year action strategies.*
- 2. Encourage workforce well-being in the MedQuarter District.*
- 3. Develop and implement policies to guide the effective management of surplus funds.*
- 4. Revitalize underutilized areas and vacant lots in the MedQuarter District, building up versus out.*
- 5. Embrace eco-friendly initiatives in collaboration with the City of Cedar Rapids' planning department.*
- 6. Collaborate with adjacent landowners to explore district boundary expansion.*
- 7. Assess the childcare needs of healthcare professionals.*

Immediate Term = 2024 or Ongoing | Short Term = 1 to 2 Yrs. (2027 to 2029) | Mid Term = 2 to 5 Yrs. (2029 to 2032) | Long Term = 5 to 10 Yrs. (2032 to 2037)

\$ = \$0 - \$50,000 | \$\$ = \$50,000 - \$100,000 | \$\$\$ = \$100,000 - \$500,000 | \$\$\$\$ = \$500,000 - \$1000,000 | \$\$\$\$\$ = \$1,000,000 +

| INITIATIVE                                   | PRIORITY | COST ESTIMATE | TIMELINE                                | METRICS   | PARTNERS   | FUNDING  |
|--|----------|---------------|---|---|--|--|
| <b>Pillar 1: Policy</b>                      |          |               |   |   |  |  |
| City Adoption of the Development Plan Update | HIGH     | NA            | Immediate Term<br>(Q1-2024)             | Formal Adoption   | City of Cedar Rapids /<br>Planning Consultants                               | -  |
| Encourage Workforce Well-being               | HIGH     | \$            | Short Term<br>(Reassess in 2027)        | Health and Wellness Indicators / Reduced<br>Healthcare Turnover / Participation Rates                 | Local Health Providers / Mental<br>Health Professionals                      | District Funds / State and Federal<br>Grant Funds  |
| Effectively Manage Surplus Funds             | HIGH     | \$            | Immediate Term<br>(Reassess in Q2-2024) | Policy Adoption / Effective<br>Allocation & Reporting / Financial Health                              | SSMID Board Members /<br>Financial Advisors / Legal<br>Experts               | District Funds   |
| Revitalize Underutilized Areas               | MEDIUM   | \$            | Long Term<br>(Reassess in 2032)         | Increased Commercial / Residential<br>Occupancy Rates, Increased<br>Economic Impact                   | Local Developers /<br>City of Cedar Rapids / Property<br>Owners              | City Development Incentive / State<br>Tax Credit Programs                                  |
| Embrace Eco-friendly Initiatives             | MEDIUM   | \$            | Mid Term<br>(Reassess in 2027)          | Number of Green Projects<br>Initiated, LEED Certifications<br>Obtained, Reduced Carbon Footprint      | City of Cedar Rapids /<br>Healthcare Institutions / NGOs /<br>Consultants    | City Development Incentives /<br>Environmental Agencies /<br>Healthcare Institutions       |
| Explore Boundary Expansion                   | MEDIUM   | \$            | Long Term<br>(Reassess in 2030)         | Agreements & Number of Property Owners<br>/ Inclusion of New Areas / Stakeholder<br>Engagement Levels | Adjacent Landowners / Coe<br>College / Consultants / City of<br>Cedar Rapids | District Funds   |
| Assess Childcare Needs                       | ONGOING  | \$            | Immediate Term<br>(Reassess in Q4-2024) | Comprehensive Needs Assessment<br>Completed, Pilot Program Initiated /<br>User Satisfaction Rates     | Consultant / Local Childcare<br>Providers                                    | District Funds for Assessment / State<br>and Federal Grant Funds / Private<br>Partnerships |





## **Initiative 1.** Facilitate the City’s adoption of the MedQuarter Master Development Plan Update and new five-year action strategies.

*The drive to obtain formal adoption reflects a commitment to aligning district strategies with broader urban planning goals. This initiative highlights the importance of collaborating with the City and supporting public processes, ensuring the Plan’s actions are integrated within the City’s broader vision and receive the necessary official recognition and support.*

### **ACTION STEPS:**

1. Obtain formal adoption of the MedQuarter Master Development Plan Update and action strategies from the SSMID.
2. Request the City officially adopt or acknowledge the Master Plan Update.
3. Support the City throughout that public process.



MEDQUARTER REGIONAL MEDICAL DISTRICT

## **Initiative 2.** Encourage workforce well-being in the MedQuarter District.

*In today’s fast-paced world, where work-life balance and mental health are becoming increasingly pivotal, the importance of workforce well-being has been magnified, especially in high-pressure professions like healthcare. MedQuarter can better align with this global shift towards prioritizing employee wellness, recognizing that intentional steps towards well-being are essential. By providing access to mental health resources and promoting physical wellness programs, among other strategies, the goal is to create a supportive environment.*

### **ACTION STEPS:**

1. Where possible, support flexible schedules for the MedQuarter workforce to support the utilization of district amenities.
2. Continue providing access to mental health professionals, including therapists and counselors, for subsidized or free-of-charge therapy sessions, employee assistance programs (EAPs), and access to mental health apps or platforms.
3. Support wellness programs that focus on physical fitness and being active. This can include gym memberships, fitness classes, nutrition counseling, and continued health screenings.



MEDICAL WORKFORCE

### **Initiative 3. Develop and implement policies to guide the effective management of surplus funds.**

*The SSMID acknowledges the need to optimize the use of current and projected surplus funds, enhancing financial sustainability and accountability. The goal is to ensure surplus funds are managed and allocated efficiently, aligning with the broader objectives and needs of the MedQuarter Regional Medical District.*

#### **ACTION STEPS:**

1. Review existing financial policies to identify opportunities for enhancing surplus fund management.
2. Involve key stakeholders such as board members, finance, legal advisors, or others to gather input and suggestions for bylaw revisions.
3. Develop a comprehensive policy for surplus fund management, outlining how surplus funds will be identified, managed, and allocated.
4. Continue to regularly analyze financial reports and conduct forecasting to anticipate and identify potential surplus funds.

### **Initiative 4. Revitalize underutilized areas and vacant lots in the MedQuarter District, building up versus out.**

*This initiative focuses on transforming underutilized spaces in the MedQuarter into vibrant, mixed-use areas. While the SSMID has limited control over privately owned parcels, it can act as a catalyst to encourage developments that blend residential, commercial, and recreational spaces, contributing to lively and inclusive neighborhoods.*

#### **ACTION STEPS:**

1. Continue engaging in collaborative discussions with the City of Cedar Rapids to align district goals with City zoning and land use regulations, ensuring that redevelopment and revitalization efforts are in harmony

with potential urban development objectives.

2. Continue to update land use assessments within the district to identify specific parcels of underutilized land suitable for redevelopment, considering proximity to amenities, transportation access, and community impact.
3. Encourage collaborative mixed-use development projects that incorporate residential, commercial, and recreational spaces within underutilized areas. This approach can optimize land use and create vibrant, inclusive neighborhoods.

### **Initiative 5. Embrace eco-friendly initiatives in collaboration with the City of Cedar Rapids' planning department.**

*Partnering with Cedar Rapids' planning department, this initiative aims to grow eco-friendly practices within the district. From green roofs to permeable surfaces and constructing LEED-certified buildings, the focus is on supporting a sustainable, energy-efficient, and environmentally responsible urban environment.*

#### **ACTION STEPS:**

1. Embrace the climate action plan developed by the City of Cedar Rapids to create a carbon-free environment and community.
2. Promote the use of green roofs and vertical gardens on buildings within the district, not only for their aesthetic appeal but also for their energy efficiency and air purification benefits.
3. Incorporate permeable surfaces, such as permeable pavements and sidewalks, to minimize stormwater runoff and create a greener urban environment.
4. Continue to develop LEED certified and eco-friendly, energy-efficient buildings that serve as beacons of sustainability, showcasing innovative green technologies and practices.

## **Initiative 6.** Collaborate with adjacent landowners to explore district boundary expansion.

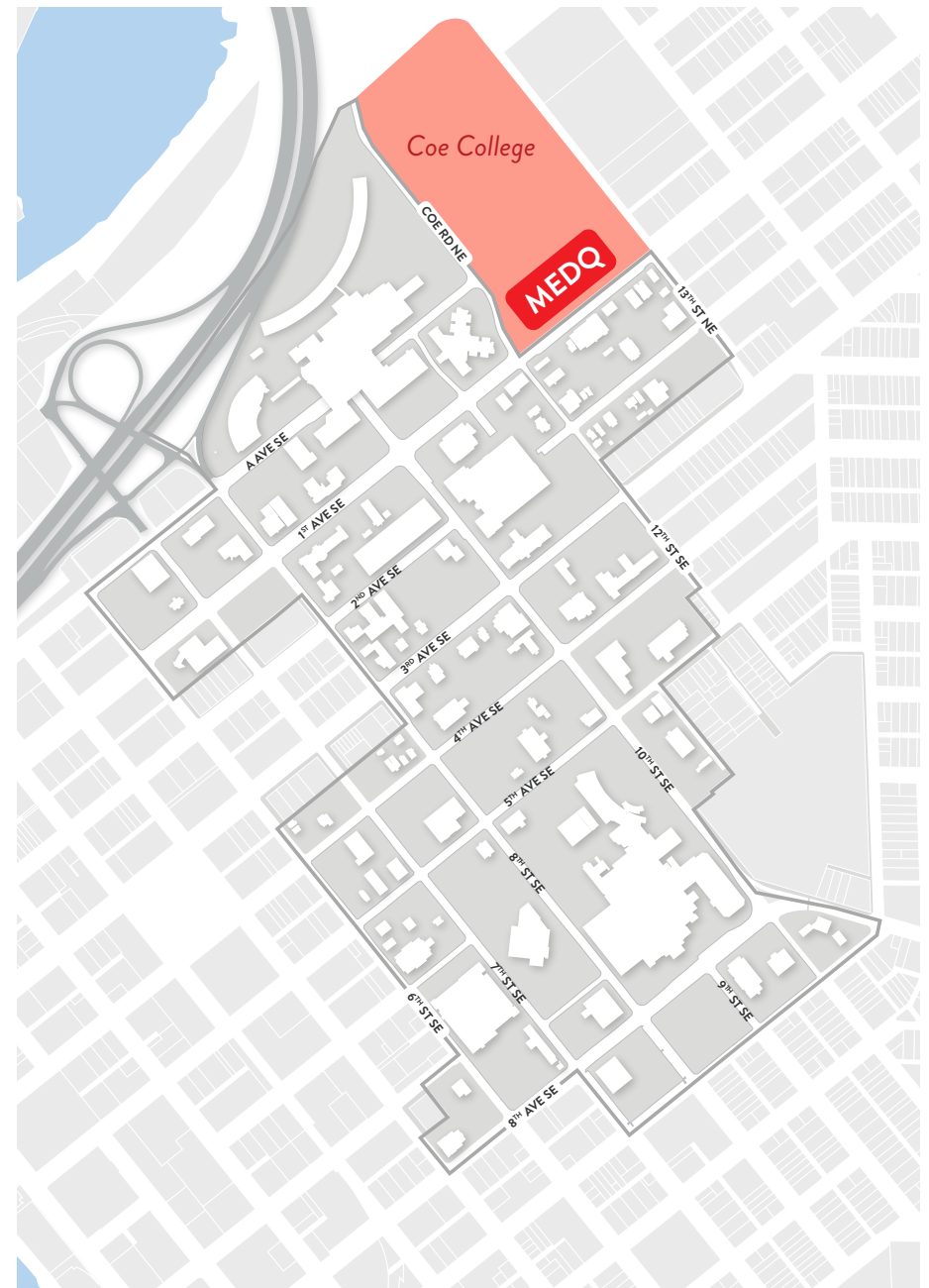
*As the MedQuarter Regional Medical District approaches its reconstitution in 2032, the SSMID should explore the viability of potential district expansion. This involves a detailed analysis of how expanding the district's boundaries could benefit both the MedQuarter and its neighbors. By engaging in dialogue with adjacent landowners and institutions, the SSMID can identify mutually beneficial opportunities, fostering public-private partnerships that are essential for sustainable urban development.*

### **ACTION STEPS:**

1. Collaborate with adjacent landowners to explore potential district expansion opportunities and partnerships.
2. Continue to engage with Coe College to explore potential collaboration opportunities that align with the goals and priorities of both the college and the MedQuarter District. Discuss fiscal impacts to the SSMID and potential synergies with district medical institutions and providers.
3. Expand district financial strategies to ensure growth through public-private partnerships, revenue diversification, and potential further expansion of the district boundary to increase economic sustainability.



COE COLLEGE





## **Initiative 7. Assess the childcare needs of healthcare professionals.**

*Recognizing the critical need for childcare among healthcare professionals, this initiative builds on previous efforts to establish a comprehensive childcare support system. Renewed focus on this need, strongly echoed in stakeholder engagement, addresses the unique challenges healthcare workers face in balancing demanding professional responsibilities with family life. The initiative marks a commitment to assessing and potentially addressing this long-expressed need within the MedQuarter community.*

### **ACTION STEPS:**

1. Collect existing and/or conduct a targeted survey among healthcare employees to refine the understanding of their specific childcare needs. This includes preferred hours (early opening, late closing, overnight care), types of care required (infant, toddler, school-age), and identifying unique challenges faced by healthcare professionals.
2. Review and utilize the district's existing childcare service assessments to avoid redundancy. Focus on expanding these findings specifically for healthcare employees.
3. Forge partnerships with local childcare providers, educational institutions, and community organizations to establish a centralized, jointly managed childcare center within the medical district, or adjacent district.
4. Develop a collaborative management structure for the proposed centralized childcare center, outlining roles and responsibilities of participating institutions and stakeholders.
5. Develop a financial sustainability plan for the pilot childcare program, considering revenue sources, subsidies, and cost-sharing among participating institutions.



# MANAGEMENT & MARKETING

## PILLAR 2

*In the Management & Marketing pillar, the emphasis is on strengthening the operational backbone and enhancing the MedQuarter's market position. This area is pivotal for strengthening the district's cohesive identity to attract patients, healthcare providers, and businesses alike. A strategic approach to management and marketing ensures that the district is recognized as a premier destination for health and wellness, fostering growth and innovation within the healthcare sector. It highlights the importance of collaborative efforts to create a vibrant, health-focused ecosystem that benefits from shared resources, expertise, and opportunities.*

## Initiatives

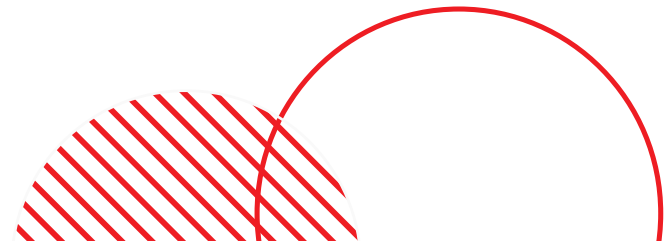
- 1. Diversify business offerings, with an emphasis on health-related businesses, in the MedQuarter District.*
- 2. Establish a not-for-profit MedQuarter Foundation.*
- 3. Collaborate with Local Businesses for hospitality partnerships.*
- 4. Foster collaboration beyond the healthcare environment.*
- 5. Expand cross-institutional collaborations between medical and educational institutions.*
- 6. Implement a comprehensive MedQuarter co-brand integration.*



Immediate Term = 2024 or Ongoing | Short Term = 1 to 2 Yrs. (2027 to 2029) | Mid Term = 2 to 5 Yrs. (2029 to 2032) | Long Term = 5 to 10 Yrs. (2032 to 2037)

\$ = \$0 - \$50,000 | \$\$ = \$50,000 - \$100,000 | \$\$\$ = \$100,000 - \$500,000 | \$\$\$\$ = \$500,000 - \$1000,000 | \$\$\$\$\$ = \$1,000,000 +

| INITIATIVE                                  | PRIORITY | COST ESTIMATE | TIMELINE                                | METRICS  | PARTNERS  | FUNDING   |
|---|----------|---------------|---|--|---|---|
| <b>Pillar 2: Management &amp; Marketing</b> |          |               |   |  |   |   |
| Diversifying Business Offerings             | HIGH     | \$\$\$        | Mid Term<br>(Reassess in 2030)          | Diversity of Business Types /<br>Increased Foot Traffic and<br>Economic Activity                 | Entrepreneurs / Local<br>Businesses / Property Owners /<br>CR Economic Metro Alliance | Economic Development Funds/<br>University of Iowa Entrepreneurial<br>Management Program |
| MedQuarter Foundation Establishment         | HIGH     | \$            | Immediate Term<br>(Reassess in Q4-2024) | Successful Registration and Launch of the<br>Foundation / Amount of Funds Raised                 | SSMID Board Members / Legal<br>Advisors   | District Funds /<br>Fundraising Events / In-Kind<br>Donations                           |
| Collaboration with Local Businesses         | MEDIUM   | \$            | Mid Term<br>(Reassess in 2030)          | Partnership Agreements / Increased<br>Patronage of Businesses                                    | Local Businesses / CR Metro<br>Economic Alliance / Cedar<br>Rapids Tourism            | District Funds / Partnering<br>Businesses Contributions                                 |
| Collaboration Beyond Healthcare             | MEDIUM   | \$            | Long Term<br>(Reassess in 2028)         | Number of Collaborative Projects Initiated /<br>Documented Improvements in Community<br>Services | Educational Institutions /<br>Religious Institutions / Food<br>Security Organizations | Operational Budget / Partnering<br>Institution Contributions                            |
| Cross-Institutional Collaboration           | LOW      | \$            | Long Term<br>(Reassess in 2028)         | Successful Implementation of Joint<br>Programs / Feedback from Participants and<br>Institutions  | SSMID Board Members /<br>Medical & Educational<br>Institutions                        | Institutional Budgets /<br>District Funds   |
| MedQuarter Co-Brand Integration             | ONGOING  | \$\$ - \$\$\$ | Short Term<br>(Reassess in 2027)        | Consistency in Branding Across the<br>District / Enhanced District Visibility                    | Local Businesses /<br>Marketing Agencies / Web<br>Developers                          | District Funds  |





## **Initiative 1. Diversify business offerings, with an emphasis on health-related businesses, in the MedQuarter District.**

*Aiming to create a vibrant, economically resilient district, this initiative involves attracting a diverse range of businesses, with a special focus on health-related enterprises. The goal is to revitalize the district with unique offerings like mobile smoothie shops and wellness boutiques, and to develop business incubator programs, thereby increasing pedestrian activity and overall district appeal.*

### **ACTION STEPS:**

1. Continue to actively attract and accommodate a diverse range of businesses, including retail, dining, and entertainment, to create a vibrant and economically resilient district, while considering the repurposing of vacant office spaces into mixed-use developments.
2. Attract unique health-oriented businesses, such as mobile smoothie shops and holistic wellness boutiques, to offer employees, residents, and visitors access to innovative products and services that promote well-being.
3. Foster retail opportunities that not only revitalize the streetscape but also actively increase pedestrian activity, thereby enhancing the overall vibrancy and appeal of the district.
4. Develop business incubator programs to support startups and entrepreneurs in the healthcare and wellness sectors.
5. Foster collaborations between district property owners and area businesses to support new start up business operations, considering short-term rentals.

## **Initiative 2. Establish a not-for-profit MedQuarter Foundation.**

*Currently, the SSMID lacks the structure to directly apply for grants or hold a 501(c)(3) status. The establishment of the not-for-profit MedQuarter Foundation represents a strategic move to enhance the district's ability to pursue grants and contributions. The MedQuarter Foundation should seek funds and contributions that are distinct from those pursued by individual medical institutions within the MedQuarter.*

### **ACTION STEPS:**

1. Clearly articulate the goals, philosophy, and mission statement of the MedQuarter Foundation.
2. Assemble a dedicated Board of Directors to oversee the Foundation's activities.
3. Develop the governing bylaws that will guide the operations and decision-making processes of the Foundation.
4. Officially register the MedQuarter Foundation as a not-for-profit organization with the State of Iowa, and file for not-for-profit status with the IRS to gain federal recognition.
5. Identify and prioritize key funding areas to guide the Foundation's financial allocations.

### **Initiative 3. Collaborate with Local Businesses for Hospitality Partnerships.**

Although the majority of patients in the MedQuarter District are regional, reflecting the district's emphasis on urgent care and responsive services over extended stays, initiatives for cross-marketing with hotels and restaurants are still of significant importance. Creating partnership agreements, including rewards programs, is aimed at boosting the district's allure not just for regional patients but also for visitors and healthcare professionals. This approach intends to foster a more welcoming and convenient environment.

#### **ACTION STEPS:**

1. Continue to cross-market with local businesses, including local hotels and restaurants for partnership opportunities.
2. Develop partnership agreements, such as rewards programs, with Cedar Rapids businesses including hotels, for offering special rates and services.
3. Evaluate the need and benefits to market and communicate hospitality offerings to patients, visitors, and healthcare professionals.



CRAFT'D COFFEE SHOP



### **Promoting Brand through Partnerships**

Within the Texas Medical Center (TMC) in Houston, hospitality partnerships play a vital role in enhancing the experience of patients, their families, and healthcare professionals. TMC collaborates with local hotels to provide special rates and packages tailored to those seeking medical treatment. These offerings often include convenient shuttle services to and from TMC facilities and amenities designed to cater to the needs of medical travelers. Additionally, TMC partners with nearby restaurants to extend dining discounts to patients and visitors, ensuring access to nourishing meals and accommodating specific dietary requirements. To facilitate transportation for patients and visitors, TMC works with transportation companies to offer discounted rates, providing convenient and cost-effective options for traveling to and from medical appointments. These hospitality partnerships reflect TMC's commitment to providing comprehensive support beyond medical care, ensuring a comfortable and seamless experience for all involved.

#### **CASE STUDY - TEXAS MEDICAL CENTER**

## **Initiative 4.** Foster collaboration beyond the healthcare environment.

*This initiative seeks to establish partnerships with key sectors that intersect with healthcare, such as housing, transportation, and food security. By actively engaging with organizations in these sectors, the goal is to create a more holistic approach to health, ensuring that policies and practices within the district consider the broader determinants of well-being.*

### **ACTION STEPS:**

1. Identify key sectors that intersect with healthcare, such as housing, transportation, and food security, and actively seek partnerships with organizations in these sectors.
2. Promote the concept of “Health in All Policies” within the district to prioritize well-being in decision-making processes.
3. Enhance collaborations with local educational institutions, including work-study programs, apprenticeships, and community education programs.
4. Continue to explore “Faith & Medicine” programs with religious institutions, focusing on holistic health, end-of-life care, and mental health support.



HEALTH & WELLBEING



## **Faith & Health**

*Baylor Scott & White Health, one of the largest healthcare systems in Texas, partners with local churches in the Dallas area to address healthcare disparities and promote wellness. One successful collaboration is the “Faith in Action” program, where healthcare professionals from Baylor Scott & White Health provide health screenings, preventive care, and health education sessions in church settings. These events offer vital healthcare services to uninsured or underinsured individuals and empower them to take charge of their health. Additionally, Baylor Scott & White Health works with churches to promote mental health awareness. Together, they organize workshops and support groups that address the mental health needs of the community. The goal is to reduce stigma, provide resources, and create a compassionate, supportive environment for individuals facing mental health challenges.*

### **CASE STUDY - BAYLOR SCOTT & WHITE HEALTH + DALLAS CHURCHES**



## **Initiative 5.** Expand cross-institutional collaborations between medical and educational institutions.

*Committed to elevated patient care and educational excellence, the SSMID should encourage an environment that fosters mutual support and shared learning. The expansion of affiliated residency programs is a key aspect of this initiative, aimed at providing residents with a broad spectrum of clinical experiences. This not only enhances the training and skills of new medical professionals but also fosters a more collaborative environment within the MedQuarter.*

### **ACTION STEPS:**

1. Explore expanding the affiliated residency programs to foster increased collaboration, providing residents with diverse clinical experiences while maintaining a structured training program.
2. Promote a culture of openness and information sharing among MedQuarter institutions to discuss current and future plans, challenges, and opportunities for collaboration.
3. Continuously explore additional avenues for cross-collaboration and mutual support within the framework of the MedQuarter District.



MEDICAL RESIDENTS



## **Medical Residency Collaboration Program**

*The Texas Medical Center (TMC) in Houston, Texas, serves as a leading example of successful collaboration in medical residency programs. TMC is home to numerous prestigious hospitals, including MD Anderson Cancer Center and Houston Methodist Hospital. Through collaborative agreements among member institutions, medical residents and interns have the opportunity to rotate between these facilities for their training and education. This approach provides residents with a comprehensive training experience, exposure to various medical specialties, and access to cutting-edge research. Each year, hundreds of medical residents benefit from this collaborative model, making TMC a standout in fostering excellence in medical education and healthcare.*

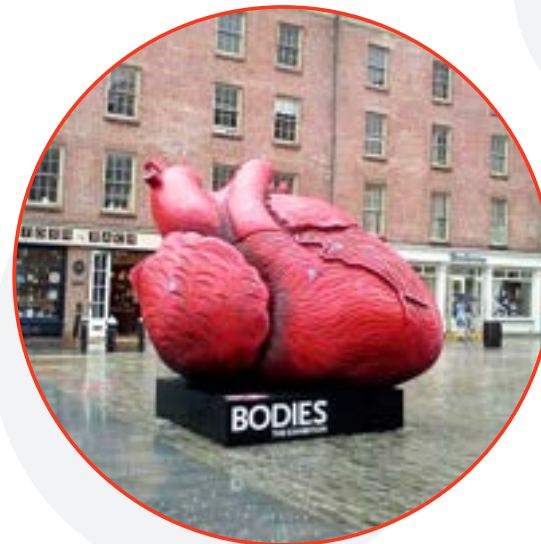
### **CASE STUDY - TEXAS MEDICAL CENTER**

## **Initiative 6.** Implement a comprehensive MedQuarter co-brand integration.

*This initiative focuses on creating a cohesive visual identity for the MedQuarter. By updating district design guidelines and integrating branding elements into urban design, streetscapes, and public spaces, the aim is to establish a unified and recognizable district image. Collaboration with local businesses to adopt this branding will further reinforce the district's identity across various platforms, including digital marketing efforts.*

### **ACTION STEPS:**

1. Update or create district design guidelines to ensure a cohesive and consistent visual identity throughout the district.
2. Incorporate the district's branding elements, such as colors, logos, and themes, into future urban design and streetscape improvements, including public spaces, street furniture, and landscaping.
3. Review existing signage and public spaces within the district to identify opportunities for further brand integration, including wayfinding signage, public art installations, and more.
4. Collaborate with local businesses and property owners to encourage the adoption of the district's branding elements in their own signage and storefronts, creating a unified and recognizable environment.
5. Encourage MedQuarter entities to maintain consistent brand messaging across all communications, including signage, promotional materials, and digital platforms.
6. Continue to maintain and improve the MedQuarter website as a central hub for information, updates, and resources related to the district's services, amenities, and events.
7. Consider creating and managing social media platforms or other digital channels to increase online exposure and facilitate virtual marketing campaigns.



## TIPS FOR SMALL BUSINESSES

### Co-branded Materials

Mix MedQ's brand with yours on flyers, menus, and other promotional items to show you're part of MedQ.

### Storefront Signage

Use banners and signs with MedQ's logo and colors at your shop. It attracts attention and shows you're with MedQ.

### Digital Presence

Add MedQ's brand to your website, social media, and emails to boost your online connection to MedQ.

### In-Store Displays

Set up displays showing you're part of MedQ, especially with health and wellness products or services to draw in customers.

### Event Sponsorship and Participation

Join or sponsor MedQ events with MedQ branding on your materials. It shows you're actively involved with MedQ.

## DEVELOP UNIQUE MEDQ MESSAGING & BRAND EXTENSION







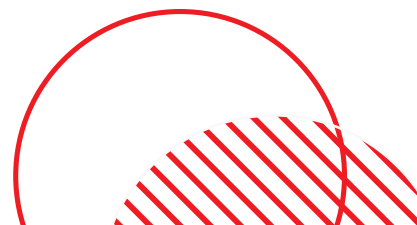
# APPEARANCE & IDENTITY

## PILLAR 3

*The Appearance & Identity pillar focuses on cultivating a distinct and welcoming environment that reflects the MedQuarter's commitment to health, accessibility, and community. Enhancing the physical landscape and urban design plays a crucial role in strengthening and enhancing the sense of place, ensuring that it is both functional and inspiring. This pillar underscores the importance of thoughtful urban design and planning in promoting well-being, encouraging active lifestyles, and fostering a strong community identity. It's about making the MedQuarter not just a place to visit, but a place to belong.*

## Initiatives

1. *Enhance gateway signage and boundary definition.*
2. *Establish green corridors to Downtown and other local districts.*
3. *Create and program interactive community green spaces.*
4. *Develop walking and biking greenways throughout the district to encourage active living and recreation.*
5. *Enhance ADA accessibility and inclusivity within the MedQuarter District.*
6. *Enhance property values through targeted improvements to the district's built environment.*
7. *Continue to enhance the MedQuarter signage and wayfinding program.*
8. *Design & implement MedQuarter streetscape improvements.*
9. *Continue to implement and promote surface parking lot landscape buffer program.*



Immediate Term = 2024 or Ongoing | Short Term = 1 to 2 Yrs. (2027 to 2029) | Mid Term = 2 to 5 Yrs. (2029 to 2032) | Long Term = 5 to 10 Yrs. (2032 to 2037)

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| INITIATIVE  | PRIORITY | COST ESTIMATE           | TIMELINE                             | METRICS   | PARTNERS   | FUNDING  |
|---|----------|-------------------------|--------------------------------------|---|--|--|
| <b>Pillar 3: Appearance &amp; Identity</b>                      |          |                         |                                      |   |  |  |
| Enhance Gateway Signage   | HIGH     | \$\$ - \$\$\$ +         | Short Term<br>(Reassess in 2027)     | Visually Impactful Gateways / Public Recognition and Appreciation   | City of Cedar Rapids / Design Consultants  | City of Cedar Rapids / District Funding  |
| Establish Green Corridors                                       | HIGH     | \$\$\$ - \$\$\$\$\$ +   | Long Term<br>(Reassess in 2032)      | Creation of Green Corridors /Increased Pedestrian Traffic & Usage Rates / Community Health Improvement      | City of Cedar Rapids / Design Consultants  | Environmental Grants / Community Benefit Grants  |
| Interactive Community Green Spaces                              | HIGH     | \$\$\$ - \$\$\$\$\$ +   | Immediate Term<br>(Reassess in 2025) | Utilization of Spaces / Positive Community Feedback / Diversity of Interactive Elements                     | City of Cedar Rapids / Property Owners / Design Consultants                                | Private Donations / State and Federal Grant Funding                                    |
| Develop Walking & Biking Paths                                  | MEDIUM   | \$\$\$ +                | Long Term<br>(Reassess in 2032)      | Usage Rates of Trails & Greenways / Community Health Improvement  | Local Health Organizations / Biking Communities / City of Cedar Rapids                     | Health and Wellness Grants / City Infrastructure Projects / Private Partnerships       |
| Enhance ADA Accessibility and Inclusivity                       | MEDIUM   | Integrated              | -                                    | Compliance with ADA Standards / Positive Feedback from Disability Advocacy Groups / Increased Accessibility | Disability Advocacy Groups / City of Cedar Rapids/ Design Consultants                      | ADA-specific Grants / City of Cedar Rapids Infrastructure Projects / Private Donations |
| Enhance Property Values / Support Private Property Enhancements | LOW      | \$ - \$\$               | Long Term<br>(Reassess in 2032)      | Increased Property Values / Successful Implementation of Beautification Projects / Business Attraction      | City of Cedar Rapids / Property Owners / Local Business Owners / City Development Agencies | City Development Incentives / State Tax Credit Programs / Private Investments          |
| MedQuarter Signage & Wayfinding Program                         | ONGOING  | \$\$ - \$\$\$ +         | Mid Term<br>(Reassess in 2026)       | Improved Navigation and Visitor Experience  | City of Cedar Rapids / Design Consultants  | City of Cedar Rapids / District Funding  |
| Design & Implement Streetscape Improvements                     | ONGONG   | \$\$\$\$ - \$\$\$\$\$ + | Mid Term<br>(Reassess in 2026)       | Aesthetic Improvement / Increased Pedestrian Traffic  | City of Cedar Rapids / Design Consultants  | City Infrastructure Projects / Private Partnerships                                    |
| Implement Surface Parking Landscape Buffers                     | ONGOING  | Integrated              | -                                    | Aesthetic Improvement of Parking Areas / Environmental Benefits / Community Satisfaction                    | City of Cedar Rapids / Design Consultants  | City Infrastructure Projects / Private Partnerships                                    |







**GATEWAY SIGNAGE**

- 1** GATEWAY SIGN
- 2** ILLUMINATION
- 3** IMPROVED CROSSWALK



**LANDMARK SIGNS**

- 1** LANDMARK SIGN
- 2** ILLUMINATION
- 3** IMPROVED CROSSWALK

## **Initiative 2.** Establish green corridors to Downtown and other local districts.

*The creation of green corridors is a step towards integrating natural elements into the urban fabric of the MedQuarter. These corridors are envisioned as tranquil, green pathways that connect the district and offer a refreshing change of pace from the urban environment, promoting wellness and environmental consciousness.*

### **ACTION STEPS:**

1. Design and establish interconnected green corridors along major arteries, leading from the MedQuarter District to downtown Cedar Rapids, to complement the Downtown Vision Plan. Consider features such as native plants, soothing water features, and meditation gardens, providing a calming and refreshing path for pedestrians and cyclists.
2. Collaborate with landscape architects to enhance the green corridors with native planting and other natural features.
3. Implement a “Gallery Without Walls” program to showcase art installations throughout the district, such as living sculptures, interactive sound gardens, and other forms of artwork, promoting sensory engagement and mental well-being while adding artistic and environmental value.



GREENWAY



## **Gallery Without Walls**

*Lake Oswego, Oregon, is home to the “Gallery Without Walls” public art program, a remarkable initiative that transforms the City into an open-air art gallery. This innovative project seamlessly integrates art into the urban environment by placing sculptures and other artworks throughout the City’s downtown and lakefront areas. These carefully selected artworks not only enhance the visual appeal of Lake Oswego but also engage and enrich the community. The program invites artists to submit their works for consideration, fostering a sense of local ownership and pride. Visitors and residents alike can enjoy a diverse range of sculptures, paintings, and installations as they stroll through the City, making Lake Oswego a prime example of how public art can be a vibrant part of a community’s identity and urban design.*

### **CASE STUDY - LAKE OSWEGO**



## 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.

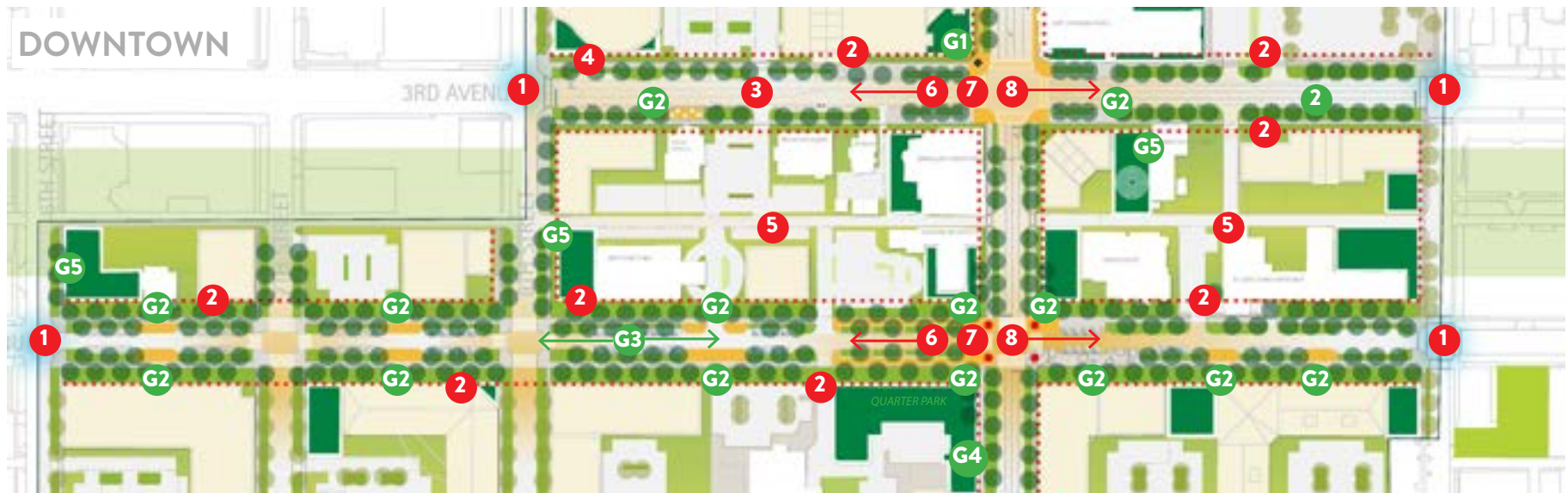
Proposed MedQuarter Greenway Zone land uses are characterized primarily by medical-related uses.

- 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.
- 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:

- G1 Bike kiosk and fix station
- G2 Greenway node (sculpture, special signage, wellness installation opportunity)
- G3 Seasonal special event / festival space (4th Avenue)
- G4 Potential central green space
- G5 Potential green pocket park





### **Initiative 3.** Create and program interactive community green spaces.

The emphasis on developing interactive community green spaces has been a consistent priority for MedQuarter stakeholders, first emerging during the 2014 planning process and resurfacing with renewed importance in 2024. This initiative is centered around creating spaces that not only foster community engagement but also offer serene settings for relaxation and social interaction. With an understanding of the often-high costs associated with such developments, the SSMID can consider a strategic, placemaking approach. This approach involves starting with minimal yet impactful improvements to test public response, eventually leading to more significant investments in the future.

#### **ACTION STEPS:**

1. Design and implement outdoor café at Physicians’ Clinic of Iowa Medical Pavilion in partnership with property owner and coffee shop owner. Utilize Façade Improvement Grant funding to support.
2. Develop and program a community pocket park on the southern corner of 10th St. and 4th Ave., fronting 10th St.
3. Develop and program unique meditation gardens within the MedQuarter District, featuring elements such as Zen gardens, native plants, and calming water features. This can entail enhancements to the existing MedQ Park on 3rd Ave. and 8th St.
4. Explore the installation of a distinctive landmark within the district to improve the sense of place, such as a state-of-the-art sculpture or open space.
5. Consider developing a children’s play area or a green playground to enhance the district’s family-friendly amenities.
6. Ensure open spaces meet community needs, featuring ramps, seating areas, shade structures, and more.
7. Collaborate with landscape architects and designers to advance and implement open space enhancements.



### **Mayo Park Open Space**

Mayo Clinic in Rochester, Minnesota, features Mayo Park, a large open space adjacent to the Gonda Building. This expansive green area features meticulously landscaped gardens, abundant seating options, serene water features including fountains and ponds, occasional public art installations, and inviting pathways, creating a serene and healing environment for patients, visitors, and staff alike. The park offers a place for relaxation, reflection, and outdoor activities, contributing to the overall well-being of those within the Mayo Clinic campus. It’s a tranquil oasis designed to enhance the patient’s experience and provide respite in a natural and aesthetically pleasing setting.

#### **CASE STUDY - MAYO CLINIC**



### MEDQ PARK ON 3RD

1 MURAL / PUBLIC ART

4 SEATING AREA

2 PERMEABLE PAVERS

5 IMPROVED VEGETATION

3 SAIL SHADE STRUCTURE

6 BRANDING INTEGRATION & LIGHT





**PHYSICIANS' CLINIC OF IOWA OUTDOOR CAFE CONCEPT**

- 1** CAFE EXTENSION AND PAVING
- 4** PROTECTIVE BOLLARDS WITH LIGHTING

- 2** SIDEWALK TRANSITION & VEGETATION
- 5** IMPROVED CROSSWALK

- 3** OUTDOOR FURNITURE
- 6** CAFE BRAND RECOGNITION





**OPEN SPACE CONCEPT AT 4TH AVE. AND 10TH ST.**

**1** PLAZA W/ OUTDOOR SEATING

**2** FOOD TRUCK AREA

**3** IMPROVED HARDSCAPE & LANDSCAPE

**4** GREEN OPEN SPACE

**5** STREET PAVING TREATMENT

**6** IMPROVED CROSSWALK

## **Initiative 4.** Develop walking and biking greenways throughout the district to encourage active living and recreation.

*Promoting active living, walking and biking trails are envisioned to do more than promote physical health within the district; it's strategically planned to potentially connect with existing and planned bikeways and pedestrian pathways leading to Downtown Cedar Rapids. This forward-thinking approach aligns with catalytic connectivity projects outlined in the Cedar Rapids Downtown Vision Plan, aiming to foster seamless and engaging mobility between the MedQuarter and nearby areas.*

### **ACTION STEPS:**

1. Create a "MedQuarter Fitness Trail" along the greenway connections that features exercise stations or workout equipment at specific intervals.
2. Implement a bike-sharing program within the district, providing easy access to bicycles for employees, residents, and other users.
3. Install informational signage along walking and biking trails to educate users about the district's history, landmarks, and points of interest.



WALKING & BIKING TRAIL

## **Initiative 5.** Enhance ADA accessibility and inclusivity within the MedQuarter District.

*In a district where healthcare is a primary function, the importance of such inclusivity cannot be overstated. It's about more than just compliance with standards; it's about genuinely understanding and meeting the varied needs of those who rely on the district's facilities and services. The goal is to create a space where accessibility barriers are minimized, allowing for a seamless and dignified experience for all visitors and residents, thereby reinforcing the MedQuarter's role as a compassionate, caring hub within the community.*

### **ACTION STEPS:**

1. Conduct a comprehensive accessibility assessment of all public spaces within the MedQuarter District, including sidewalks, parks, and healthcare facilities, to identify areas requiring improvements.
2. Prioritize sidewalk and curb upgrades, ensuring that they meet ADA requirements. Address any issues related to uneven surfaces, ramps, and accessibility at crosswalks.
3. Develop educational programs and materials to inform residents, businesses, and healthcare facilities about ADA requirements and the importance of creating an inclusive environment.
4. Encourage all district events to incorporate ADA-friendly features, such as accessible seating.
5. Partner with local and regional disability advocacy groups and organizations to gain insights, feedback, and support in enhancing ADA accessibility and inclusivity within the MedQuarter District.
6. Conduct an annual review of the district's progress in improving ADA accessibility, making necessary adjustments based on feedback and evolving ADA standards.

## **Initiative 6.** Enhance property values through targeted improvements to the district's built environment.

Improving the built environment of the MedQuarter goes hand-in-hand with enhancing its economic vibrancy. This initiative looks to leverage aesthetic and functional improvements in the district to attract businesses and investments, thereby uplifting the overall value and appeal of the area.

### **ACTION STEPS:**

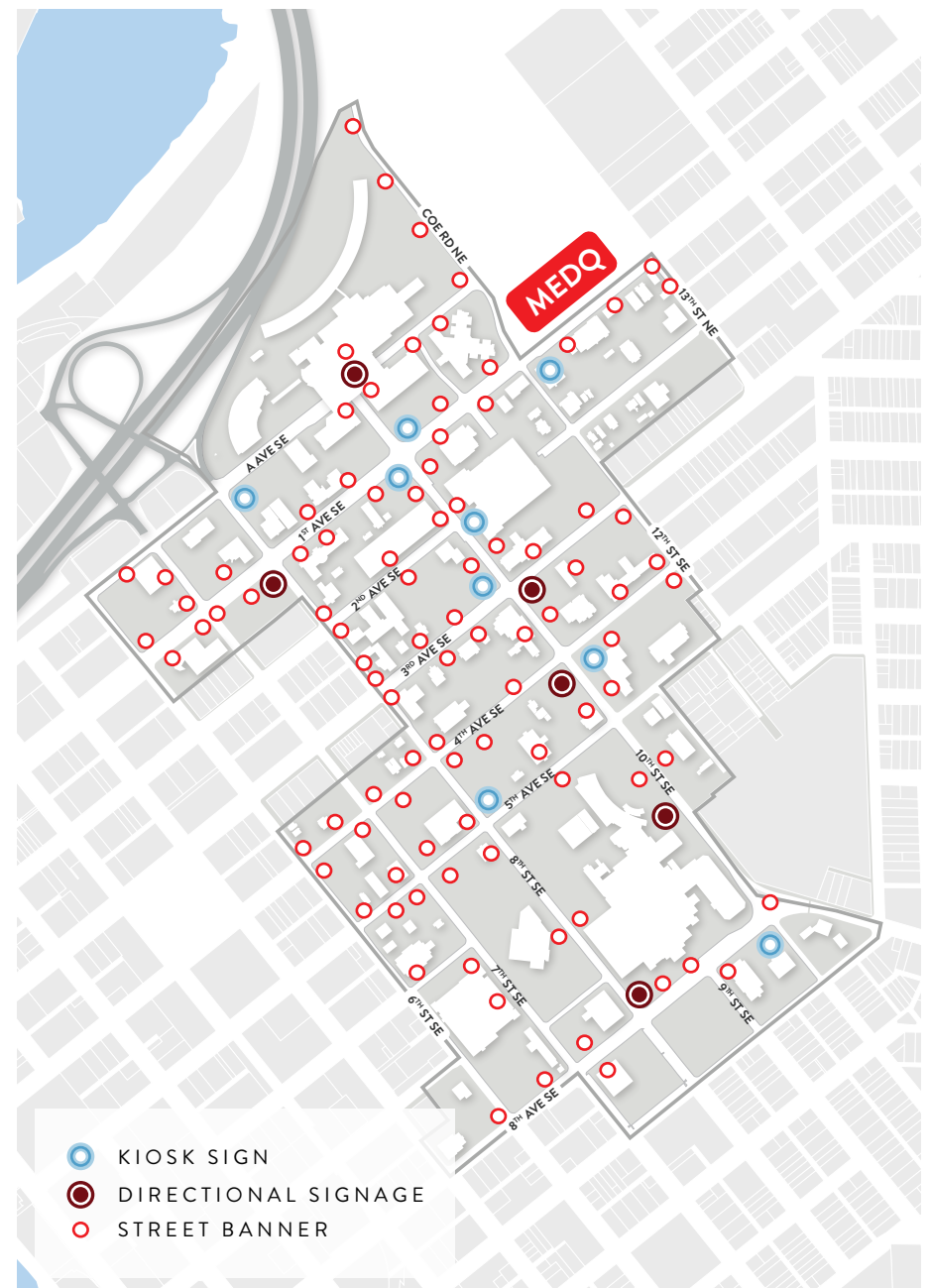
1. Implement beautification projects, such as streetscape enhancements, façade improvements, and public art installations, to increase property values and attract businesses.
2. Establish development incentives to encourage property owners to invest in upgrades and enhancements, such as building renovations, energy-efficient features, and sustainable landscaping.

## **Initiative 7.** Continue to enhance the MedQuarter signage and wayfinding program.

Building on the substantial progress already made, further expansion of the signage system intertwines design with functionality, becoming a vital element of the district's landscape. This ongoing effort ensures the district remains navigable and its character distinctly highlighted, contributing to a cohesive and engaging urban experience.

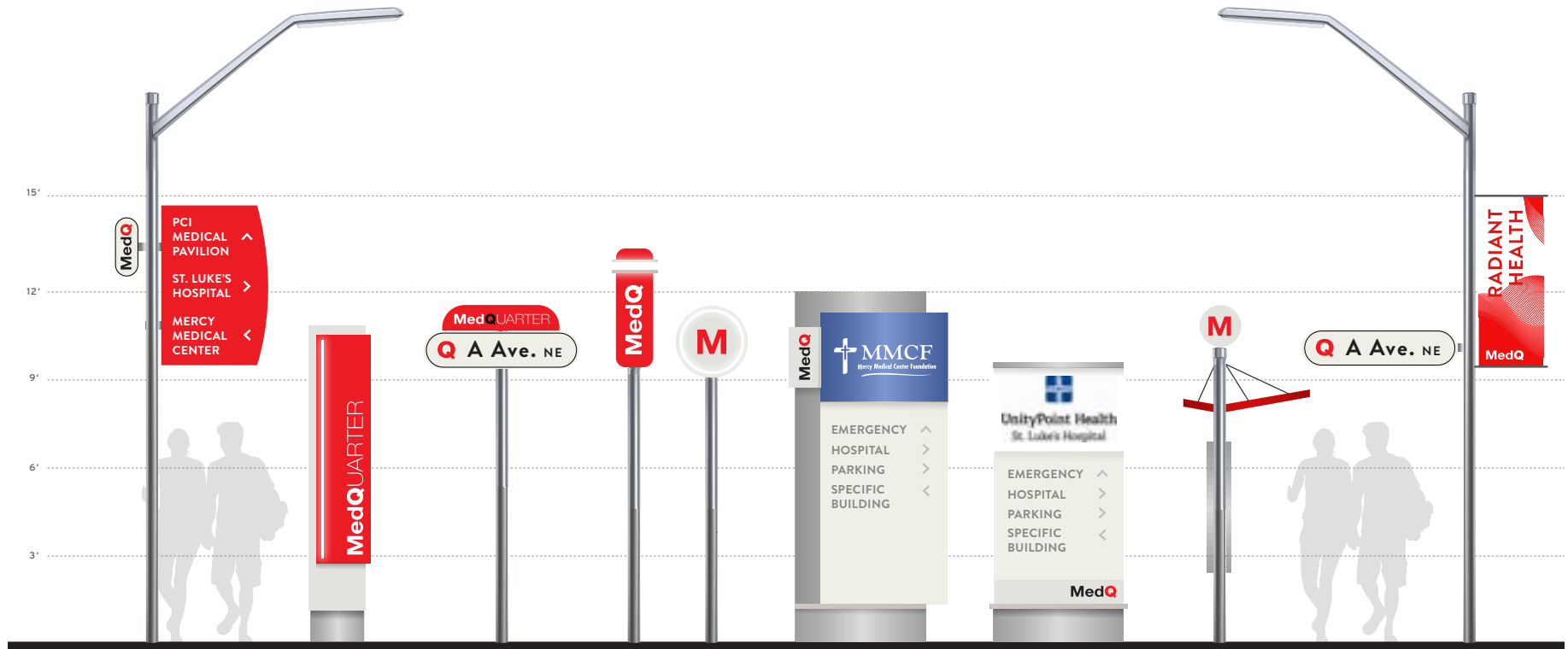
### **ACTION STEPS:**

1. Continue to work within the City's approval process for any additional signage and wayfinding installations.
2. Regularly assess and refine the signage and wayfinding, ensuring that the design and purpose aligns with MedQuarter Design Standards.
3. Continue the design and engineering of signage and wayfinding elements.
4. As needed, define the scope of work and issue a Request for Proposal (RFP) for the additional signage and wayfinding.





## MEDQUARTER SIGNAGE FAMILY



### Directional Signage

Pole mounted directional signage directs travelers to major anchors and orients them to the overall district layout.

### Major Gateway Signage

Gateway element confirms arrival to the MedQuarter and denotes district boundaries.

### Branded Street Signs

Street signs enhance navigation, clearly marking pathways and identifying zones.

### Illuminated Signage

Illuminated signage combines safety and branding, offering visibility in with distinctive, lit branding elements.

### Building Identifier

Building Identifiers highlight building name/address and facility locations. This signage also denotes primary building entrances.

### Pedestrian Kiosk

Information signage and district map communicates nearby businesses and retail establishments.

### Street Banner

Street Banners elevate the MedQuarter's story, weaving brand narrative and visual identity throughout the district.

## **Initiative 8. Design and implement MedQuarter streetscape improvements.**

*Building on the recent enhancements, the continued focus of the streetscape improvement initiative is to further elevate the MedQuarter into an even more vibrant and inviting district. By continuously enhancing public realms, including sidewalks to street furniture, the initiative aims to maintain and amplify an environment that is both aesthetically pleasing and functional. It is crucial to maintain the cohesiveness of these streetscape improvements while also incorporating amenities and features that cater to community needs, ensuring increased functionality and relevance in every aspect of the urban landscape.*

### **ACTION STEPS:**

1. Maintain ongoing coordination with the City's Paving for Progress initiative.
2. Clearly define the scope of work for upcoming streetscape improvements and issue a Request for Proposal (RFP) for a comprehensive Streetscape Plan.
3. Create and finalize the Streetscape Design Development & Phasing Plan, ensuring it aligns with MedQuarter Design Standards.
4. Approve and allocate budgets for additional streetscape projects, with a specific focus on enhancing 10th Street and 4th Avenue.
5. Continue the design and engineering work for forthcoming streetscape improvements.

## **Initiative 9. Continue to implement and promote surface parking lot landscape buffer program.**

*Building on the efforts already underway, the landscape buffer program for surface parking lots in the MedQuarter is about consistently encouraging this aesthetic integration with any new development or urban design improvements. By actively collaborating with property owners, the initiative fosters a shared vision for creating more visually appealing and environmentally friendly spaces. This cooperative approach ensures that even the most functional areas contribute positively to the district's overall ambiance.*

### **ACTION STEPS:**

1. Maintain coordination with the City's Paving for Progress initiatives to discuss parking lot landscape buffers.
2. Continue to identify and approve sites for surface parking lot landscape buffers along major corridors.
3. Develop the design and engineering plans to implement improvements, coordinating with anticipated streetscape enhancements.



SURFACE PARKING SCREENING

# ACCESS, CIRCULATION & INFRASTRUCTURE

## PILLAR 4

*Access, Circulation & Infrastructure are essential for ensuring that the MedQuarter is easily navigable and accessible to everyone, highlighting the district's commitment to inclusivity and convenience. This pillar focuses on developing a robust infrastructure that supports efficient transportation and connectivity, essential for a thriving medical district. Improving access and circulation underscores the MedQuarter's dedication to creating an environment that supports the health and safety of its users, making healthcare services more reachable, and enhancing the overall user experience.*

## Initiatives

1. *Continue to enhance pedestrian safety in the MedQuarter District.*
2. *Enhance physical security measures in the MedQuarter District.*
3. *Implement district wide surveillance and communication tools.*
4. *Create a parking management strategy.*
5. *Advocate for downtown circulator and other local and regional transit options.*
6. *Evaluate district wide Wi-Fi.*
7. *Advocate for burial of overhead utilities.*
8. *Advocate for implementation of "complete street" type roadway improvements.*



Immediate Term = 2024 or Ongoing | Short Term = 1 to 2 Yrs. (2027 to 2029) | Mid Term = 2 to 5 Yrs. (2029 to 2032) | Long Term = 5 to 10 Yrs. (2032 to 2037)

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| INITIATIVE  | PRIORITY | COST ESTIMATE | TIMELINE                         | METRICS  | PARTNERS   | FUNDING   |
|---|----------|---------------|----------------------------------|--|--|---|
| <b>Pillar 4: Access, Circulation &amp; Infrastructure</b> |          |               |                                  |  |  |   |
| Pedestrian Safety Enhancement                             | HIGH     | \$\$\$ +      | Short Term<br>(Reassess in 2027) | Reduced Pedestrian Accidents / Enhanced Street Lighting Effectiveness / Community Satisfaction                     | City of Cedar Rapids Public Works / Design Consultants   | City Infrastructure Projects / Private Partnerships               |
| Physical Security Measures                                | HIGH     | \$\$\$ +      | Mid Term<br>(Reassess in 2029)   | Reduction in Crime Rates / Successful Implementation of CPTED Principles / Positive Community Perception of Safety | City of Cedar Rapids Public Works and Public Safety / Urban Security Firms / Community Organizations | Security Grants / District Funds / Private Partnerships           |
| Surveillance and Communication Tools                      | MEDIUM   | \$\$\$ +      | Mid Term<br>(Reassess in 2029)   | Effective Surveillance Coverage Active Community Participation / Quicker Response to Safety Concerns               | Technology Companies / Property Owners / Community Organizations                                     | Security Grants / District Funds / Private Partnerships           |
| Parking Management Strategy                               | MEDIUM   | \$ - \$\$ +   | Mid Term<br>(Reassess in 2029)   | Improved Parking Efficiency / Reduced Traffic Congestion / Positive Feedback from Patients and Users               | City of Cedar Rapids / Parking Solution Firms  | Parking Revenue   |
| Downtown Circulator and Transit Options                   | LOW      | \$\$\$\$\$ +  | Long Term<br>(Reassess in 2032)  | Successful Implementation of a Circulator / Increased Ridership / Improved Transit Accessibility                   | Local Transportation Agencies / City of Cedar Rapids / Disability Advocacy Groups                    | Public Transportation Grants                                      |
| District-Wide Wi-Fi                                       | LOW      | \$\$\$        | Long Term<br>(Reassess in 2032)  | Successful Network Implementation / High Usage Rates / Positive User Feedback                                      | City of Cedar Rapids IT Department / IT Service Providers  | Private Partnerships  |
| Burial of Overhead Utilities                              | ONGOING  | Integrated    | -                                | Improved Aesthetics  | Property Owners / Utilities Companies / City of Cedar Rapids Public Works                            | City Infrastructure Projects / Potential State and Federal Grants |
| Complete Street Roadway Improvements                      | ONGOING  | \$\$\$\$\$ +  | Long Term<br>(Reassess in 2032)  | Improved Roadway Functionality / Increased Pedestrian and Cyclist Safety / Positive Community Feedback             | City of Cedar Rapids Public Works / Design Consultants   | City Infrastructure Projects / Transportation Grants              |



## **Initiative 1.** Continue to enhance pedestrian safety in the MedQuarter District.

*In response to the overwhelming concerns raised about pedestrian safety in the MedQuarter, this initiative emphasizes creating a safer and more accessible environment for pedestrians. Key urban design improvements can be taken with the urgent objective of elevating pedestrian safety, addressing the concerns voiced by the community, and ensuring that walking within the district is safe, but more importantly a pleasant experience for all.*

### **ACTION STEPS:**

1. Install clearly marked crosswalks at key intersections on 10th Street.
2. Ensure the installation of pedestrian signal buttons at crosswalks to allow pedestrians to stop vehicle traffic when needed.
3. Implement traffic calming measures such as speed bumps, raised crosswalks, or narrower lanes to slow down vehicle traffic along 10th Street.
4. Improve street lighting to enhance visibility for both pedestrians and drivers, particularly during nighttime hours.
5. Ensure that sidewalks are well-maintained, free from obstacles, and ADA-compliant for easy pedestrian access.



## **Initiative 2.** Enhance physical security measures in the MedQuarter District.

*Enhancing physical security measures involves partnering with local law enforcement for regular security assessments and integrating Crime Prevention Through Environmental Design (CPTED) principles. This initiative also explores the installation of emergency communication systems and smart street lighting to foster a secure and responsive environment within the MedQuarter.*

### **ACTION STEPS:**

1. Continue to partner with local law enforcement agencies to conduct routine security assessments and vulnerability analyses of the district. Use these assessments to inform the implementation of physical security improvements.
2. Collaborate with urban planners and designers to incorporate Crime Prevention Through Environmental Design (CPTED) principles into the district's physical layout. This includes designing spaces that deter illicit activity through factors like natural surveillance, proper lighting, and clear sightlines.
3. Explore the installation of emergency call boxes, intercom systems, and smart street lighting in key locations throughout the district, allowing enhanced visibility and more responsive assistance.



## **Initiative 3.** Implement district wide surveillance and communication tools.

*In the context of a medical district like the MedQuarter, where the safety and well-being of patients, staff, and visitors are paramount, the implementation of a network of security cameras and community-based safety programs is critically important. This significance is further heightened by the increasing issues of homelessness and substance abuse in the district, which can contribute to undesired and suspicious activities.*

### **ACTION STEPS:**

1. Install a network of security cameras in public areas, parks, key intersections, and parking lots to monitor and deter illicit activities.
2. Develop a neighborhood watch program that encourages residents, employees, and visitors to actively participate in monitoring and reporting suspicious activities. Provide training and resources to participants and establish a clear communication channel with law enforcement.
3. Establish a dedicated mobile app or online platform for community members to report safety concerns, suspicious activities, or hazards in real-time. Implement a user-friendly interface and ensure quick response times.
4. Develop a real-time system for district wide emergency notifications that can effectively alert registered users, including visitors and employees, in the case of emergencies such as active shootings or illicit activities.



## **Initiative 4. Create a parking management strategy.**

*The development of a parking management strategy in the MedQuarter is driven by two key considerations. First, it addresses the need to optimize land use within the district, emphasizing active uses over extensive parking areas. This involves assessing the potential of a parking management fund and exploring the feasibility of a district-wide valet service, which can contribute to a more efficient use of space. Secondly, the strategy focuses on enhancing patient experience by ensuring convenient, efficient, and reliable parking.*

### **ACTION STEPS:**

1. Evaluate potential benefits of a parking management fund, considering its financial implications and the advantages it could offer.
2. Examine the feasibility and advantages of implementing a district-wide valet service, with a one-stop navigation hub, to enhance parking convenience and efficiency for all district users.
3. Create shared parking agreements between various institutions and businesses within MedQuarter.
4. Draft parking policy prioritizing surface parking for employees and structured parking for patients and visitors.
5. Assess the potential benefits of creating designated employee parking zones to streamline parking access for staff and reduce competition for patient and visitor parking spaces.
6. Monitor, inventory, and track parking usage. Utilize data-driven insights to make informed decisions regarding parking management strategies.

## **Initiative 5. Advocate for downtown circulator and other local and regional transit options.**

*The MedQuarter plays a crucial role as an advocate and supporter for the creation of a downtown circulator and the enhancement of local and regional transit options. While not the primary entity to establish the circulator, the MedQuarter is committed to collaborating with City agencies and stakeholders to support this initiative. The goal is to ensure that these transit systems are accessible, user-friendly, and well-integrated with existing networks, thereby significantly improving accessibility and connectivity within the MedQuarter.*

### **ACTION STEPS:**

1. Continue coordinating efforts with City agencies to maximize the benefits of a potential local downtown circulator, as well as other forms of transit.
2. Advocate for the inclusion of accessible features such as low-floor buses, wheelchair ramps, and clear signage at circulator stops.
3. Advocate for the seamless integration between the circulator and existing local transit systems, making transfers easy for passengers.
4. Support and promote other transit initiatives such as ride sharing.



CINCINNATI DOWNTOWN CIRCULATOR

## **Initiative 6. Evaluate district wide Wi-Fi.**

*Implementing a district-wide Wi-Fi network in the MedQuarter can significantly enhance the experience for visitors and patients by providing easy access to online services, district information, and digital wayfinding solutions. Additionally, a well-implemented Wi-Fi infrastructure can act as the foundation for various smart City initiatives, such as enhanced security systems, environmental monitoring, and intelligent traffic management, thereby contributing to the district's overall efficiency, safety, and modernization.*

### **ACTION STEPS:**

1. Assess the costs and benefits of implementing district-wide Wi-Fi, considering factors such as improved connectivity.
2. Coordinate potential Wi-Fi improvements with streetscape enhancements.
3. Coordinate with IT staff from District institutions to gather insights and expertise regarding the technical feasibility and requirements of implementing Wi-Fi.
4. Prioritize data security and user privacy by evaluating and implementing necessary safeguards for the Wi-Fi network.

## **Initiative 7. Advocate for burial of overhead utilities.**

*The initiative to advocate for the burial of overhead utilities is driven by considerations of aesthetics, safety, and long-term maintenance savings. Coordinating with the City and utility companies, this initiative assesses the practicality and benefits of burying utilities, aligning it with ongoing infrastructure projects for efficiency.*

### **ACTION STEPS:**

1. Maintain ongoing coordination with the City, utility companies, and relevant stakeholders to advocate for the burial of overhead utilities.
2. Evaluate the costs and benefits of burying overhead utilities, considering factors such as aesthetics, safety, and long-term savings.
3. Explore opportunities to coordinate the burial of utilities with infrastructure projects and other MedQuarter development initiatives to maximize efficiency and minimize disruption.

## **Initiative 8. Advocate for implementation of “complete street” type roadway improvements.**

*Continuously advocating for “complete street” roadway improvements promotes a more integrated and versatile transportation network. In collaboration with the City of Cedar Rapids, this initiative involves assessing and integrating bike and pedestrian routes, aiming to create a comprehensive transportation system that is safe, efficient, and user-friendly for all modes of travel.*

### **ACTION STEPS:**

1. Maintain active collaboration with the City of Cedar Rapids.
2. Support the integration of City bike and pedestrian routes and systems into the MedQuarter District, fostering a more comprehensive transportation network.
3. Continuously evaluate the costs and benefits associated with “complete street” improvements.
4. Explore opportunities to coordinate with infrastructure projects and other MedQuarter development initiatives for enhanced synergies.

# COMMUNITY BUILDING

## PILLAR 5

*Community Building is at the heart of the MedQuarter's mission, reflecting its dedication to creating a supportive and engaged community. This pillar emphasizes the importance of fostering and growing connections among residents, healthcare professionals, and visitors, enriching the district's social fabric. Through community-building efforts, the MedQuarter aims to enhance the quality of life for all who interact within the district, promoting a culture of health, wellness, and mutual support. It's about transforming the district into a vibrant, inclusive community where everyone can thrive.*

## Initiatives

- 1. Develop a robust community building initiative through collaboration and engagement with adjacent neighborhoods.*
- 2. Collectively aim to increase workforce housing availability and affordability.*
- 3. Host recreational and entertainment events and activities, cultivating vibrant community engagement, collaborating with local and regional partners.*
- 4. Host health and wellness programming, including district wide fitness challenges and sports activities, through local and regional partnerships.*
- 5. Continue acknowledging and identifying resources needed to address rising mental health and dependency issues in the community.*



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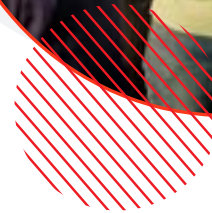
| INITIATIVE  | PRIORITY | COST ESTIMATE | TIMELINE                                  | METRICS   | PARTNERS   | FUNDING   |
|---|----------|---------------|---|---|--|---|
| <b>Pillar 5: Community Building</b>                     |          |               |   |   |  |   |
| Robust Community Building Initiative                    | HIGH     | \$            | Immediate Term<br>(Reassess in Q4 - 2024) | Level of Community Engagement / Successful Collaborations / Positive Feedback from Adjacent Neighborhoods     | City of Cedar Rapids / Neighborhood Associations / Community Groups  | District Funding  |
| Increase Workforce Housing Availability & Affordability | MEDIUM   | \$\$          | Long Term<br>(Reassess in 2035)           | Number of Affordable Housing Units Developed / Occupancy Rates / Employee Participation in Housing Incentives | City of Cedar Rapids / Housing Developers / Affordable Housing Organizations / Healthcare Institutions               | City Development Incentives / Contributions from Housing institutions / Grants for Affordable Housing |
| Recreation and Entertainment Events                     | LOW      | \$\$          | Long Term<br>(Reassess in 2032)           | Attendance Rates / Diversity of Events / Community Satisfaction / Repeat Participation                        | Event Organizers / Local Vendors / Cultural groups   | Sponsorships, Event fees  |
| Health and Wellness Programming                         | LOW      | \$            | Long Term<br>(Reassess in 2032)           | Participation Rates / Community Health Improvement / Diversity of Programs Offered                            | Fitness Clubs / Local Sports Organizations / Healthcare institutions   | Health and Wellness Grants / Sponsorship from Local Businesses / Participation & Event Fees           |
| Addressing Mental Health and Dependency Issues          | ONGOING  | \$            | Immediate Term<br>(Reassess in Q4 - 2024) | Reduction in Homelessness and Dependency Issues / Community Feedback on Mental Health Support                 | City of Cedar Rapids / Linn County / Healthcare Institutions / Social Service Agencies / Philanthropic Organizations | Philanthropic Donations, Emergency Solution Grants / Partnerships with Healthcare Providers           |

## **Initiative 1. Develop a robust community building initiative through collaboration and engagement with adjacent neighborhoods.**

*Fostering a positive and collaborative relationship with nearby neighborhoods and continuing to acknowledge the importance of harmonious coexistence and mutual growth is critical. This initiative aims to maintain a smooth and healthy transition between the bustling MedQuarter and the surrounding residential areas. Through intentional and ongoing engagement with adjacent neighborhoods, the SSMID is committed to understanding and incorporating the perspectives and aspirations of its close neighbors.*

### **ACTION STEPS:**

1. Expand the Executive Director role or appoint a Community Liaison Officer to attend neighborhood meetings and facilitate regular communication and collaboration between the district and adjacent neighborhoods.
2. Organize joint community workshops and events to engage with residents of adjacent neighborhoods and gather input on community integration and opportunity efforts.
3. Explore shared infrastructure efficiencies between the district and adjacent neighborhoods.



## **Initiative 2.** Collectively aim to increase workforce housing availability and affordability.

*Increasing workforce housing availability and affordability in the MedQuarter primarily revolves around facilitating critical conversations and identifying shared benefits in implementing such projects. The district, while not directly implementing this initiative, plays a crucial role in creating opportunities for dialogue among local and regional housing providers. By identifying potential land parcels and advocating for the establishment of an affordable housing fund, the MedQuarter serves as a catalyst, bringing together different stakeholders to explore housing solutions that are in line with the community's needs.*

### **ACTION STEPS:**

1. Identify and assess land availability for potential housing developments.
2. Prioritize land parcels based on proximity, zoning, and community input, as well as alignment with the Downtown Vision Plan.
3. Collaborate with local and regional affordable housing providers.
4. Establish an affordable housing fund, supported by contributions from MedQuarter member institutions.
5. Explore offering financial incentives to employees who choose to live in designated affordable housing units within or adjacent to MedQuarter.
6. Consider developing a MedQuarter Housing Development Corporation to collaborate and advance housing developments.



## **Housing Coalition**

*TMC tackled its workforce housing needs by forming a coalition with local hospitals, universities, and institutions, leading to a collaborative housing initiative. With funding from various sources, including grants and contributions from member institutions, TMC developed a range of accessible, affordable housing options close to the medical center, focusing on creating mixed-income communities. TMC also prioritized community engagement, working with local government and neighborhood associations to align the initiative with community development goals. Success metrics, including occupancy rates and workforce retention, were used to monitor the initiative's impact, with TMC committed to ongoing investment and adaptation of their housing strategy to meet changing needs, ensuring the sustainability of the initiative.*

### **CASE STUDY - TEXAS MEDICAL CENTER**



### **Initiative 3.** Host recreational and entertainment events and activities, cultivating vibrant community engagement, collaborating with local and regional partners.

*Hosting recreational and entertainment events requires the MedQuarter to work closely with local and regional partners. While the district sets the framework for such events, its success relies on collaborating with event experts and local vendors, underscoring the district's role in creating vibrant community engagement through partnerships.*

#### **ACTION STEPS:**

1. Explore potential partnerships with the Downtown District, Economic Alliance, or other suitable event coordination experts.
2. Identify goals and objectives for MedQuarter programming series, aligning with current and future user needs and preferences.
3. Establish an online platform or mobile app for event listings, registration, and real-time community engagement.
4. Collaborate with local vendors to host seasonal or weekly pop-up markets and food events within the district, celebrating healthy and diverse culinary experiences.
5. Identify desired programming, including unconventional wellness activities like puppy yoga, outdoor drum circles, and stargazing sessions to foster a sense of wonder and playfulness in the community.
6. Promote cultural diversity and inclusivity by hosting multicultural events and celebrations.



**Initiative 4.** Host health and wellness programming, including district wide fitness challenges and sports activities, through local and regional partnerships.

*Health and wellness programs, including fitness challenges and sports activities, is similarly anchored in partnerships with local sports clubs and healthcare institutions. The district’s role in organizing and promoting these activities highlights its commitment to community health and wellness, achieved through collaborative efforts.*

**ACTION STEPS:**

1. Organize a “MedQuarter Fitness Month” where participants can join fitness challenges and track their progress.
2. Organize regular events that promote active living and raise awareness about substance dependency, such as charity runs, where participants can run, walk, or bike a designated distance to support vulnerable populations.
3. Create incentives for participation in fitness challenges, such as prizes or other forms of recognition.
4. Collaborate with local sports clubs or organizations to host community sports tournaments and events.
5. Establish a district sports league with teams representing different healthcare institutions, fostering friendly competition and camaraderie.
6. Implement a rewards system for participants who achieve specific fitness milestones, encouraging long-term engagement.



## Health & Wellness Programming

*The Memphis Medical District Collaborative (MMDC) in Tennessee takes steps to promote an active and engaged community within the district. They organize events like “Hike the District,” where people are encouraged to explore the district by walking and enjoy its amenities. Additionally, MMDC supports initiatives like “Bike to Work Day,” which encourages using bicycles as an alternative and eco-friendly mode of transportation to work. These efforts aim to create a vibrant and connected community in the Memphis Medical District.*

### CASE STUDY - MEMPHIS MEDICAL DISTRICT

## **Initiative 5.** Continue acknowledging and identifying resources needed to address rising mental health and dependency issues in the community.

*Addressing the escalating mental health and dependency challenges is an enduring initiative within the MedQuarter, with healthcare institutions and the City of Cedar Rapids already deeply engaged in this endeavor. Recognizing that there is always room for further progress, the SSMID can play a vital role in amplifying this initiative, not as a direct implementer, but as a facilitator that brings diverse voices and perspectives to the table.*

### **ACTION STEPS:**

1. Collaborate with the City of Cedar Rapids, local philanthropic organizations, businesses, and community members to create a homelessness fund.
2. Continue collaborations with local healthcare providers, mental health organizations, and substance addiction treatment centers to ensure that unstable individuals have access to necessary services.
3. Consider offering on-site healthcare screenings and counseling services, providing a more holistic and supportive environment, and recognizing that unstable individuals often require immediate access to healthcare and counseling services.
4. Establish a collaborative task force or working group comprised of representatives from the MedQuarter District, the City of Cedar Rapids, local shelters, houses of faith, and social service agencies to address mental health and dependency issues in the district.
5. Explore partnerships with existing service providers in the area to ensure proper referrals to shelters, food programs, addiction recovery services, and mental health counseling.



## **Addressing Dependency Issues**

*The University of California, San Francisco (UCSF), in partnership with San Francisco General Hospital (SFGH), tackles homelessness by improving healthcare access for vulnerable populations. Through clinical rotations and volunteer efforts, UCSF medical students and residents provide vital care and social services to the homeless. A key initiative, the Street Medicine Program, offers direct medical services on the streets, connecting homeless individuals with resources and building trust within the community. UCSF's advocacy efforts aim to enhance housing security and healthcare access, leading to better health outcomes, fewer emergency room visits, and contributions to policies addressing homelessness and health disparities in San Francisco.*

### **CASE STUDY - UNIVERSITY OF CALIFORNIA**





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## SECTION 4

# IMPLEMENTATION

The implementation chapter of this Master Plan Update outlines a carefully crafted roadmap for the next five years, developed through a strategic process to ensure the MedQuarter District's growth is both visionary and achievable. The development of this action plan commenced with the meticulous grouping of initiatives according to their designated timelines—Immediate-term, Short-term, and Mid-Term—across the Plan's five pillars. This organization facilitated a clear visualization of the necessary sequence of actions and identified which initiatives could proceed in parallel or required a specific order.

Priority setting and planning followed, with initiatives arranged to maximize resource utilization and impact. Further sequencing within each timeframe was influenced by factors such as ease of implementation, cost implications, and each initiative's priority level, leading to a structured order of operations. A sequencing of action items supporting each initiative accompanies this chapter, serving as a rationale for the placement of each initiative within the timeline, functioning as a workbook for the SSMID Commission.

Acknowledging the dynamic nature of development, a flexible approach was integrated into the planning process. A quarterly-based timeline was established for each strategy, offering the agility to respond to unforeseen challenges and opportunities, ensuring the Plan's continued relevance and responsiveness.

Visualizing the roadmap, a graphic timeline was developed. This visualization makes the roadmap accessible and engaging to a wide audience, summarizing the strategic vision for the district's development. The budgets for 2025 and 2026 have already been approved, leading to short-term and mid-term initiatives to commence in 2027 with the onset of a new budget cycle. This timing still ensures that foundational work and immediate priorities set in 2024 are addressed first, allowing for a seamless transition to more extensive projects in the subsequent phases.

Within the roadmap timeline, major initiatives that were approved before this Master Plan Update and are scheduled for 2025 and 2026 are distinctly highlighted in **blue**. This color coding serves to differentiate them from the immediate initiatives set for 2024, as well as other short-term and mid-term initiatives proposed in this Plan, which are marked in **red**.

The following section provides a rationale behind why certain initiatives were prioritized over others in sequencing - even though all of them belong to the same timeframe. This is categorized by Timeframe following the roadmap sequence presented below.

Why **First?**  
Why Second?  
Why Last?



# ROADMAP RATIONALE

## Immediate-Term Initiatives

### **P1. Initiative 1. Facilitate the City's adoption of the MedQuarter Master Development Plan Update and new five-year action strategies.**

*Why First:* This foundational initiative sets the stage for all subsequent projects by establishing a clear, updated roadmap for the district's development. Starting here ensures all stakeholders are aligned with the district's vision and goals.

### **P1. Initiative 3. Develop and implement policies to guide the effective management of surplus funds.**

*Why Second:* With a clear strategic plan in place, the next logical step is to ensure financial resources are managed effectively. This initiative directly impacts the district's ability to fund future projects, including those listed here. By establishing policies for surplus management early, the district ensures that financial resources are allocated efficiently, supporting immediate and longer-term initiatives.

### **P2. Initiative 2. Establish a not-for-profit MedQuarter Foundation.**

*Why Third:* With strategic and financial frameworks in place, establishing a foundation can provide a robust structure for fundraising, partnerships, and more. This foundation can serve as a vehicle for securing and managing funds from various sources, including fundraising events and in-kind donations, thus supporting the financial sustainability of subsequent initiatives.

### **P5. Initiative 1. Develop a robust community building initiative through collaboration and engagement with adjacent neighborhoods.**

*Why Fourth:* Engaging with and securing the support of adjacent neighborhoods early in the process can galvanize community support, enhance collaborative efforts, and ensure that visioning efforts are inclusive and reflective of community needs. This initiative can also leverage the foundational work done by the previous initiatives, applying strategic and financial frameworks to community engagement efforts.

### **P1. Initiative 7. Assess the childcare needs of healthcare professionals.**

*Why Fifth:* This initiative, while ongoing, is critical for supporting healthcare professionals in the district. By placing it after establishing foundational strategies, financial policies, and community support structures, the district can ensure there are adequate resources and partnerships in place to effectively assess and potentially address childcare needs, leveraging private partnerships to fund the assessment and subsequent solutions.

### **P5. Initiative 5. Continue acknowledging and identifying resources needed to address rising mental health and dependency issues in the community.**

*Why Last:* Given the dynamic nature of this topic and the potential for new initiatives from the City of Cedar Rapids or other entities, a flexible approach is crucial. By the time this initiative is fully activated, earlier efforts in strategic planning and community engagement may have already begun to reshape the landscape. Consequently, this can enable a more informed and comprehensive approach to tackling mental health and dependency issues, leveraging established partnerships with organizations, providers, and community groups to create meaningful change.

### **P3. Initiative 3. Create and program interactive community green spaces.**

*Given the opportunity to develop small-scale tactical open spaces in the interim, this initiative can be initiated in the immediate term and continued over time.*



### Infrastructure Improvement Projects

For 2025 and 2026, the focus will be on implementing major infrastructure projects already funded, including enhancements on 8th Avenue and 10th Street, and improvements along A Avenue NE within the MedQuarter. Given the significant investment and the expected impact of these projects on urban connectivity and community improvement, new proposed initiatives will be **deferred to 2027**. This approach ensures resources are efficiently allocated to complete these critical projects, justifying the postponement of other proposals to prioritize successful execution of current commitments.

## Short-Term Initiatives

### P3. Initiative 3. Create and program interactive community green spaces.

**Why First:** The readiness of property owners to collaborate and the potential for immediate transformation of the spaces make this initiative a prime candidate to start and offers a unique opportunity to quickly activate the district. While it's a relatively high-cost initiative, the visibility of the projects and impact could also stimulate further private and public investment in the district.

### P1. Initiative 2. Encourage workforce well-being in the MedQuarter District.

**Why Second:** This initiative, with its relatively low cost (5K to 20K), remains critical for immediate impact. It can be deployed swiftly to support healthcare workers, utilizing partnerships with healthcare organizations and mental health professionals. Its implementation can run concurrently with early stages of green space development planning, reinforcing the district's commitment to health and wellness and workforce well-being.

### P3. Initiative 1. Enhance gateway signage and boundary definition.

**Why Third:** Enhancing gateway signage not only solidifies the district's identity but also distinguishes it from neighboring areas, crucial for increasing visibility and establishing a distinctive brand presence. By starting this process early and installing one or two gateways initially, the district can gauge the effort and

resources required for broader implementation. This approach not only aids in better planning and resource allocation but also immediately boosts the district's appeal and navigability, laying a strong foundation for subsequent efforts.

### P4. Initiative 1. Continue to enhance pedestrian safety in the MedQuarter.

**Why Fourth:** While enhancing pedestrian safety in the MedQuarter is undoubtedly a critical priority, its placement as the fourth initiative reflects a strategic approach to district development. The necessity of extensive planning, coordination with multiple stakeholders, and the significant financial investment (ranging from 100K to 300K+) means that this initiative necessitates a solid foundation. This sequencing allows for the integration of safety measures into the evolving urban fabric, leveraging the progress made in earlier initiatives to create a comprehensive and effective pedestrian safety strategy.

### P2. Initiative 6. Implement a comprehensive MedQuarter co-brand integration.

**Why Last:** Considering the district already has a well-established brand, this ongoing initiative (costing 50K to 150K) can afford to be positioned later in the sequence. This allows the district to focus on tangible, impactful projects that enhance physical and community spaces first. The co-branding efforts can then be designed to reflect and promote these physical transformations and community initiatives, potentially integrating new elements or partnerships that arise from earlier projects.

## Mid-Term Initiatives

### **P.1 Initiative 5. Embrace eco-friendly initiatives in collaboration with the City of Cedar Rapids' planning department.**

**Why First:** Starting with eco-friendly initiatives offers a strategic advantage. Despite being a medium priority, the low cost represents an opportunity for quick and impactful implementation. This initiative, a low-hanging fruit, can effectively set a precedent for sustainability within the district. Developing a framework for green practices early on establishes environmental responsibility as a core principle and ensures that the district's more intensive physical improvements align with broader environmental goals from the beginning.

### **P2. Initiative 1. Diversify business offerings, with an emphasis on health-related businesses, in the MedQuarter District.**

**Why Second:** Enriching the district's economic landscape by supporting health-related businesses stimulates economic growth and innovation and aims to create a more resilient and multifaceted business ecosystem. Leveraging partnerships with local entrepreneurs, medical institutions, and economic development organizations is key to realizing this vision.

### **P2. Initiative 3. Collaborate with local businesses for hospitality partnerships.**

**Why Third:** Building hospitality partnerships enhances the district's appeal and supports local businesses, creating a welcoming atmosphere for visitors and residents alike. This initiative complements business diversification, contributing to a robust local economy and community engagement.

### **P3. Initiative 7. Develop and implement MedQuarter signage and wayfinding program.**

**Why Fourth:** Positioning this initiative as fourth in our mid-term roadmap recognizes its role as an ongoing effort, where prior progress allows for some flexibility in timing. This initiative, integral to placemaking, can be effectively addressed simultaneously with streetscape improvements, as both contribute to a cohesive aesthetic and functional landscape. Their concurrent development ensures that signage and wayfinding seamlessly integrate with the broader vision for the district, making the area more welcoming and safe, and reinforcing the MedQuarter's unique identity.

### **P3. Initiative 8. Design & implement MedQuarter streetscape improvements.**

**Why Fifth:** Streetscape improvements require strategic planning, taking into account the initiative's comprehensive nature and higher cost. This approach allows for the earlier planning and potential implementation of the signage and wayfinding program, should there be initial constraints in securing the necessary funding for the more extensive streetscape enhancements. By advancing the signage efforts, the district can immediately begin to enhance its identity and navigability, providing immediate benefits. This strategy ensures that even with funding challenges, progress in revitalizing the district's physical environment continues, laying the groundwork for the more comprehensive enhancements to follow.



**P4. Initiative 2. Enhance physical security measures in the MedQuarter District.**

**Why Sixth:** Given the evolving nature of security technologies and strategies, focusing on physical security measures later in the development process allows for the adoption of the latest and most effective solutions. This timing considers that the need for security might evolve, and future advancements could offer new ways to ensure safety, making the district's approach adaptable to the latest trends.

**P4. Initiative 4. Create a parking management strategy.**

**Why Seventh:** Placing this initiative seventh aligns with a strategic view towards the evolving needs of the MedQuarter District. As the district undergoes transformations in identity, navigability, and aesthetics, the current perspective on parking management is to consider it a back burner issue. The urban landscape's evolution might naturally alleviate some of the pressing parking concerns, making this medium-priority initiative more suitable for reassessment towards the end of 2030. This approach allows the district leadership to prioritize immediate enhancements while keeping the parking strategy flexible and responsive to the district's changing dynamics and needs.

**P4. Initiative 3. Implement district wide surveillance and communication tools.**

**Why Last:** Implementing surveillance and communication tools as a final step allows the district to leverage the latest technological advancements in security and monitoring. By this stage, the sense of safety may have already been enhanced through placemaking efforts, and the district can select the most appropriate and innovative tools to complement the established environment, ensuring a secure, well-monitored district that adapts to current needs and future trends.





2024 IMMEDIATE-TERM

Q 2

Q 3

Q 4

P 1

**Initiative 1.** City Adoption of the Development Plan Update



**Initiative 3.** Effectively Manage Surplus Funds



**Initiative 7.** Assess Childcare Needs



P 2

**Initiative 2.** MedQuarter Foundation Establishment



P 3

**Initiative 3.** Community Green Space



P 4

**Infrastructure Improvement Projects** 8th Ave. & 10th St. Roundabout

*already committed and funded*

P 5

**Initiative 1.** Robust Community Building Initiative



**Initiative 5.** Mental Health



2025

Q 1

Q 2

Q 3

Q 4

P 1

P 2

P 3

**Initiative 3. Community Green Space**

P 4

**Infrastructure Improvement Projects** 8th Ave. | 10th St. | Mt. Vernon Rd. SE

*already committed and funded*

P 5

2026

Q 1

Q 2

Q 3

Q 4

P 1

P 2

P 3

**Initiative 3.**  OPEN SPACE (4TH AVE. & 10TH ST.) | ONGOING

P 4

**Infrastructure Improvement Projects** A Ave. NE | 7th St. to 10th St.

*already committed and funded*

P 5



**2027 SHORT-TERM**

**Q1**

**Q2**

**Q3**

**Q4**

P1

**Initiative 2.** *Encourage Workforce Well-being*

**ONGOING**

P2

P3

**Initiative 1.** *Enhance Gateway Signage*

P4

**Initiative 1.** *Pedestrian Safety Enhancements (10th St.)*

P5

2028 SHORT-TERM

Q1

Q2

Q3

Q4

P1

P2

**Initiative 6.** *MedQuarter Co-Brand Integration*

ONGOING

P3

**Initiative 1.**

ONE SIGN | ONGOING

P4

**Initiative 1.**

MARKED CROSSWALKS

SAFETY BUTTONS | ONGOING

P5

2029 MID-TERM

Q1

Q2

Q3

Q4

P1

**Initiative 5.** Embrace Eco-friendly Initiatives

ONGOING

P2

**Initiative 1.** Diversify Business Offerings

HEALTH-RELATED BUSINESSES

**Initiative 3.** Collaborations with Local Businesses

ONGOING

P3

**Initiative 7.** MedQuarter Signage & Wayfinding

**Initiative 8.** MedQuarter Streetscape Improvements

P4

**Initiative 1.**

TRAFFIC CALMING MEASURES

P5



2030 MID-TERM

Q1

Q2

Q3

Q4

P1

**Initiative 6. Explore Boundary Expansion**

PREPARE FOR SSMID RENEWAL CAMPAIGN

P2

**Initiative 1.**

INCUBATOR | ONGOING

P3

**Initiative 7.**

ONGOING

**Initiative 8.**

ONGOING

P4

**Initiative 2. Physical Security Measures**

ONGOING

**Initiative 4. Parking Management Strategy (Reassess)**

**Initiative 3. District-Wide Surveillance**

ONGOING

P5

**MedQ**

