

*Cedar Rapids, Iowa*

*Recovery and Reinvestment Coordinating Team (RRCT)*

# **Progress Report**

## **Flood Recovery**

**June 13, 2008 – December 13, 2008**

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# IMMEDIATE COORDINATED RESPONSE

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## **The Flood**

In June 2008, record floods besieged communities throughout the Midwestern United States. And among the many communities that suffered flood-related damage, Cedar Rapids, Iowa was by far the most severely devastated. The cost and damage statistics from flood waters that reached 31.12 feet above flood level and covered 10 square miles of the city are staggering. The recovery costs are estimated to be as much as \$5 billion dollars and it will take as long as 15 years to complete the demolition, reconstruction, and installation of adequate flood protection for the neighborhoods and downtown business district.

## **Immediate Response** (*Protection and Safety*)

First and foremost - no lives were lost! In the first few days after the flood, the City, County and community agencies were almost entirely focused on emergency response efforts. The City Police and Fire Departments, County Sheriff Department and hundreds of community volunteers mobilized to evacuate residents from flood-affected neighborhoods, close roads, secure properties, protect wells, relocate critical city functions (City Hall, Fire, Police, Jail, Courthouse, School Administration, and County Administration). An emergency 2-1-1 response line was enhanced; a centralized website, [cooridorrecovery.org](http://cooridorrecovery.org), was put into place; continuing media updates were provided; a daily flood-related newsletter was developed; and neighborhood meetings provided information and resources to flood-affected residents and businesses. Once these mechanisms were all put in place, efforts quickly migrated from response to recovery.

## **Coordination** (*Formation of the RRCT*)

Early on, it was recognized that no single group or organization could manage the magnitude and complexity of flood recovery efforts. The immediate need for a cooperative leadership effort was the impetus to form the Recovery and Reinvestment Coordinating Team (RRCT). The original team consisted of community leaders who represent a full range of community interests which include: The Chamber of Commerce; non-profit human service groups; arts and cultural interests; the Downtown Business District; schools; workforce housing; neighborhood association; organized labor; city government; county government and legislative interests. Since it's inception, this group of leaders has expanded to include Landlords of Linn County and the Small Business Recovery Task Force.

## Community Cooperation

The RRCT met daily for the first two months to share, discuss and cooperatively resolve urgent and strategic issues and problems. This coordinating team embraced a spirit of trust and cooperation for the good of the greater Cedar Rapids community, not the individual. While the participating groups are diverse, self-serving interests are left at the door. Discussions have sometimes been lively, but the results have been collegial and solutions supported for the good of the whole. Underlying the efforts of the RRCT leadership is the implicit belief that the community recovers, rebuilds and thrives anew; the respective RRCT member organizations will also recover better and stronger than before the flood.

## QUICK FACTS

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- 31.12 Feet – Crest (11.12 feet over the previous record of 20 feet)
- 10 square miles (14%) of the city
- More than 80,000 tons of debris has been removed to local landfills
- 18,623 estimated persons in flood impacted area
- 120 families in flood-impacted area
- 1,360 estimated job-loss as a result of the flood
- 7,198 flood-affected parcels of land (5,390 residential)
- 3 of 4 collector wells disabled by the flood
- Cedar Rapids residential valuation tax loss is estimated to be \$81.7 million
- The Cedar Rapids Wastewater Pollution Control Facility (WPCF) was completely flooded and disabled. The functionality was back up in less than a month and in less than three months this facility was completely back online.
- Throughout the flood and through recovery, Cedar Rapids was able to provide uninterrupted city services to the unaffected portions of the community.

# RECOVERY

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The following report summarizes the progress made by the cooperative efforts of the RRCT during the first six months of flood recovery: June 13, 2008 – December 12, 2008.

## HOUSING

The Affordable Housing Network has worked with the City to provide information and help coordinate housing for displaced individuals and families impacted by the flood. They have provided people and process support to facilitate the intake and distribution of Jumpstart (State) and Community Development Building Grants (CDBG - Federal) funds to qualified flood-affected homeowners. The complexity of funding programs required a very coordinated effort among several interests to ensure an accurate, measurable, streamlined and on-going solution for what will be a long recovery process for the city and its neighborhoods.

The Replacement Housing Task Force was formed to review and make recommendations to the RRCT for discussion, agreement and resolution to be put forth to the City Council about housing recovery and reinvestment options. Considerations for rehabilitating and replacement housing include: compliance with safety and building code requirements; affordability; sustainability; over-all quality; and neighborhood needs and fit for new and redevelopment housing.

- Initial damage assessments were made and properties were placarded according to the severity of damage and structural integrity.
- A post-flood study identified a short term rental housing need for 2,195 units and long-term needs for 420 owner-occupied homes.
- The Affordable Housing Network and Linn Area Long-Term Recovery Coalition have identified 2,100 substantially damaged, owner-occupied homes that will require rehabilitation work or may need to be acquired.
- The City, Affordable Housing Network and human service agencies coordinated efforts with the Federal Emergency Management Agency (FEMA), to register flood victims and offer assistance for temporary housing. There are approximately 470 families living in FEMA supplied mobile homes.
- An intake system has been developed to register interested homeowners for State Jumpstart and Federal Community Development Building Grant (CDBG) funding.
- Third party administrative staff have been trained and put into place to help with individual consultations for flood recovery funding options.
- As of November 1, 2008, 317 rental housing units and 11 owner-occupied homes have been approved for development and construction.
- As of November 22, 2008, 1,519 applications for housing assistance have been gathered, and 300 have been funded. By January 1, 2009, all 1,519 applications

and properties will be assessed. The primary obstacles for immediate success will be winter weather and cash flow.

- A combined total of \$21.72 million in State funds (Jump Start) and Federal funds (CDBG) have been designated for distribution for housing rehabilitation, mortgage assistance and mortgage down payment assistance.
- An additional \$8.9 million dollars of funds have been obligated to Cedar Rapids and will be distributed to appropriate groups as it arrives.

Challenges and obstacles include: securing adequate Federal, State and local funding to support property rehabilitation, property acquisition, the construction of appropriate affordable workforce housing and neighborhood planning.

## **RENTAL HOUSING**

Progress has been made to begin to support and restore rental housing in the flood-affected neighborhoods. The State of Iowa amended the Action Plan utilizing Supplemental Community Development Block Grant Disaster Recovery Funding from the Supplemental Appropriations Act to explicitly include landlords within the housing repair/rehabilitation, homebuyer assistance, and interim mortgage assistance activity.

We continue to gather data from flood-impacted landlords to better define the scope of assistance needed. An initial survey indicated that many landlords were faced with a choice of finding private funding for rebuilding or walking away from their properties. A more in-depth survey is now posted at the Corridor Recovery website. Plans are underway with the city to build a more accurate list of flood impacted non-owner occupied residential properties and provide analysis of the survey information.

Activities since June 13<sup>th</sup>:

- Work with several local organizations immediately after the flood to find housing for those who lost their homes
- Hosted informational rental meetings in July for flood-impacted landlords
- Hosted an information meeting on legal resources, mold abatement, and help landlords with clean up questions.
- Developed an initial flood-impacted landlord survey
- Met with neighborhood and community support groups
- Discussed rental housing needs with the governor, state representatives and senators
- Information distributed through Landlords of Linn County meetings, e-mails, websites and local media
- Developing a more in-depth flood impacted landlord survey hosted at Corridor Recovery website

## BUSINESS

The Cedar Rapids Chamber of Commerce and Downtown District partnered with the City of Cedar Rapids to provide information and support for employers impacted by the flood. The Small Business Administration (SBA) and FEMA provided support for these needs. The Chamber created a Jobs and Small Business Recovery Fund, and with \$3 million in matched funds from the City, distributed \$5.4 million to small businesses in need of recovery assistance. The Chamber also provided the structural support to facilitate the intake and distribution of Jumpstart (State) and CDBG (Federal) funds to qualified flood-affected businesses. The complexity of funding programs required a coordinated effort between several interests to ensure an accurate, measurable, streamlined and on-going solution for what will be a long recovery process for the business community.

Additional coordination of business recovery includes the formation of a Small Business Taskforce which works with a variety of business leaders and resources to advocate for the expedited and viable recovery of local small businesses. This includes working with the Entrepreneurial Development Center (EDC) and the Small Business Development Corporation (SBDC).

The following list demonstrates the progress made to help with the recovery of business, jobs and employers in the Cedar Rapids community:

- Initiated and coordinated skywalk reconnaissance to retrieve business equipment and information on the weekend of the flood
- Developed and implemented a successful “Adopt-A-Business” program
- Established Job and Small Business Recovery Fund. As of December 10, 280 checks have been distributed totaling \$5,105,350.
- Coordinated Federal Lobbying trip to DC
- Marion Chamber of Commerce organized fundraising over the July fourth weekend. The Floodstock 2008 flood relief benefit concert raised \$100,000 to benefit local flood relief and recovery efforts in Linn County.
- Provided an Internet kiosk for businesses to use in the absence of Internet connection because of flood damage
- Distributed free “Open For Business” signs to indicate business status post-flood
- Implemented a regular e-mail communication with flood affected members and non-member businesses to keep them informed about business flood recovery efforts
- Coordinated several visits from state and federal officials (Governor, Senators, members of Congress, Speaker of the House, Presidential candidates, et al)
- Compiled list of flood-affected businesses through registration forms
- Developed and helped implement Jump Start flood recovery assistance programs
- Collaborated with the City and Corridorrecovery.org to provide unified communications, a source for Business funding applications, and status reports
- Created video for the Chamber of Commerce annual meeting to tell the flood recovery story (past, present and future) of the business community
- Developed and hosted free Back-to-Business and Heartland Tax Relief Disaster Package seminars for businesses

- Provided free space for many community organizations to use in lieu of meeting space lost in the flood
- Have provided flexible work space for multiple flood assistance positions at the Chamber
- Conduct ongoing research for resources and funding assistance to help the business community recover from the flood
- Worked with the City and State to administer State Jump Start business funding as well as Federal CDBG funds for business recovery

## **THE DOWNTOWN DISTRICT**

The Downtown District has focused on the services and infrastructure of downtown during recovery and reinvestment, along with its traditional role of downtown promotion, advocacy, planning and events. While partnering with others on individual business advocacy, arts & culture, downtown residential and other aspects of downtown, the specific focus of the CRDD has been to restore and improve a downtown environment in which all of those things will be successful in the long term.

- About 75 percent of businesses have returned
- Significant progress on train traffic, but solution still lacks a funding source
- Parking system has reopened with numerous improvements to pricing strategy, capacity management
- Temporary repairs have been made to streetscape, with extensive improvements planned for 2009.
- “Rebuild Downtown” campaign w/ newspaper and radio ads, banners, a Web site and other promotional strategies to bolster excitement about who has returned and to inspire more to come downtown.
- August 2, 2008 marked the return of Downtown Farmers’ Market which drew a record crowd of 9,600.
- Involvement in neighborhood planning, flood mitigation open houses and other City-led processes.
- On Dec. 6, the Downtown District hosted the largest Fire & Ice festival in the 25-year history of the event is being held downtown.



## ARTS AND CULTURE

The arts and cultural community was devastated by the flood. The following iconic buildings and organizations suffered a range of damage from minor flooding to almost complete devastation: Mother Mosque of America, Czech & Slovak National Museum & Library, African American Historical Museum and Cultural Center, Theatre Cedar Rapids, Paramount Theater; Legion Arts (CSPS), Science Station, and the Cedar Rapids Museum of Art. The loss of these facilities, and many others, translates directly into loss of patronage and revenue, not to mention a very important part of the cultural heritage and fabric within our community.

The immediate tasks of flood recovery, property recovery, maintenance of operations (to varying degrees), and planning for the future imposed a significant burden on the staff, volunteers and boards of directors for these groups. Rehearsal facilities and schedules, performance options, exhibits and exhibit schedules, ticket holders and patrons all needed to be accommodated.

It was understood the priorities for arts and culture would be secondary to issues of safety, housing, business, jobs and infrastructure for the community. However the long-term importance of Arts and Culture has not been overlooked.

The following progress update is for each specific Arts and Cultural interest:

- **African American Museum** – The African American Museum returned administrative functions to the second floor of museum; continued statewide programming; will have a new temporary exhibit open on January 17, 2009; and utilizes local libraries and Westdale Mall for program space
- **Cedar Rapids Museum of Art** – Saved the artwork in harms way from flood damage; cleaned out and rebuilt the basement storage area for collected artwork; presented photographic exhibit in main gallery with record setting attendance; will re-open second floor gallery in 2009. Hosted multiple events including SPT performances in the auditorium
- **Cedar Rapids Symphony - Orchestra Iowa** – is rebuilding the Symphony Center and School with spring opening planned; the administrative and box office was relocated in the Grant Wood House; Opened Masterworks Series at Bruce More; Rescheduled several concerts for Sinclair Auditorium at Coe College and also in Iowa City; Will perform a final concert at Kernels Stadium in May
- **Indian Creek Nature Center** – Grounds were not severely damaged so some programming is occurring; staff and volunteers continue to work on the building which is gutted, dry and clean but not usable; offices are operating on the second floor
- **National Czech and Slovak Museum and Library** – Which was totally flooded, opened a small exhibit and museum store at Lindale Mall; the administrative office has relocated to Frank N. Magid Associates in Marion; Board has begun a strategic planning process and is exploring options to rebuild the original museum for programs and rentals

- **Science Station** – Moderately flooded; presented dinosaur exhibit at Lindale Mall and held summer science camps at Westminster Presbyterian Church; the Board of Directors will launch a strategic planning effort
- **Theatre Cedar Rapids** – Theatre Cedar Rapids suffered total loss of their building, costumes and props, and vast amounts of equipment; they have relocated their administrative operations to the Grant Wood House; they have creatively relocated several performance venues and continued presentation of their season – locations include McKinley Middle School and LinnMar High School before renovating the former Plaza Theatre at Lindale for the duration of this season; TCR is preparing to rebuild and renovate original building.
- **Cedar Rapids Opera Theatre** which amounts two productions annually at TCR is seeking other venues.

## SCHOOLS

The Cedar Rapids Community School District consists of 34 schools and provides education for nearly 17,000 students in the Cedar Rapids metropolitan area. The school district sustained flood damages of over \$30 million to its facilities. Four administrative/support operations buildings and Taylor Elementary School were damaged, and all previously housed services were moved to other buildings for the 2008-09 school year. Taylor will be repaired and re-activated for the 2009-10 school year. The Transportation Center and Harrison Elementary School sustained damage and were soon returned to useable condition.

The Cedar Rapids Community School District immediately established the following flood recovery priorities:

1. Design/construct permanent facilities for all CRCSD administrative services and support operations impacted by flood
2. Reactivate Taylor Elementary School
3. Revitalization of flood-impacted neighborhoods

With these priorities guiding the way, the School Board, staff and administrators have worked diligently on flood recovery efforts with minimal impact on students while maintaining the high standards of excellence that make the Cedar Rapids school system a vital and successful part of our community and quality of life.

Here is a summary of progress made by the schools:

- Cleaned and removed debris from impacted CRCSD facilities – 95% complete
  - Comprehensive document recovery and restoration process is underway
  - Creation of FEMA project worksheets (PW) quantifying all flood-related losses continues. All FEMA required PW's to be complete by April 2009
  - Total estimated losses to date are \$33.5 million with project worksheets totaling \$6.7 million completed to date
  - Total flood recovery actual expenditures to date \$5.3 million

- Taylor Elementary design complete with construction set for January 2009
- Support services for Taylor Elementary students and families remain active
- 1800 flood-impacted students found and enrolled in district schools

## COUNTY

Ten County buildings were damaged by the flood including: the Administrative Office Building, AOB Annex, Correctional Center, County Courthouse, Elections Depot, Mott Building, Options of Linn County, Sheriff's Office, Witwer Building and the youth shelter. Estimated losses to Linn County government are over \$60 million. The entire city of Palo was underwater. More than 600 properties and 86 farms were damaged in Linn County outside the Cedar Rapids city limits.

Linn County has partnered with other community interests to form the Economic Planning and Reinvestment Corporation (EPRC). They are also represented on the Recovery and Reinvestment Coordinating Team (RRCT) to promote coordination of recovery efforts and help with the economic rebound from the flood. In addition, Linn County participates on cooperative legislative initiatives to obtain funds for disaster impacted businesses and individuals, housing, and economic recovery.

Linn County has reestablished government services in temporary facilities and is moving forward on efforts to establish permanent locations and to reoccupy existing physical structures including the County Courthouse and Correctional Center. Cooperation with FEMA and State assistance has been good. Recovery efforts on buildings are moving forward in compliance with FEMA timelines. And initial partnerships such as EPRC are gaining momentum.

Linn County progress includes:

- County operations reestablished in temporary facilities
- Services restored for physically- and mentally-challenged clients
- County building inspectors assisting Palo residents
- Courthouse partially reoccupied
- Correctional Center restoration in design phase
- Participation in RRCT, EPRC, and cooperative legislative initiatives
- Assisted with rescue operations in Palo and Cedar Rapids
- Conducted more than 1000 total damage assessments in unincorporated Linn County and Palo
- Pursuing Hazard Mitigation Grant Program Voluntary Acquisition funding for residents of unincorporated Linn County who suffered substantial damage from the flood
- Repaired several major roads and bridges that were damaged by the flood
- Assisted in the repair of river walls on May's Island
- Layout in some temporary facilities has improved customer service
- Staff expanded voting hours and added two voting locations for the November elections

## HUMAN SERVICES

United Way of East Central Iowa represents 42 nonprofit human service organizations as a member of the Recovery and Revitalization Coordinating Team and works in partnership with the Linn County Nonprofit Resource Center, The Greater Cedar Rapids Community Foundation, Hall Perrine Foundation, and the Linn Area Long Term Recovery Coalition to achieve the following goals:

- Assist and support nonprofit organizations impacted by the flood in their recovery efforts.
- Advocate for the following target population(s): flood-affected, vulnerable individuals and families who are low-income, ineligible for other resources, elderly; disabled or ill.
- Address and develop community resources to meet ongoing human services needs: safe, affordable, secure housing, emotional, financial, and spiritual needs, basic needs including food, clothing and household goods.

These goals are achieved in the following ways:

1. Facilitated discussions regarding nonprofit facility needs and coordinating legislative requests for funding for the nonprofit sector.
2. The formation and chairing of the Linn Area Long Term Recovery Coalition (LALTRC): A collaborative group of over 45 agencies, government and faith-based organizations working to assure all vulnerable individuals and families recover safe, affordable secure housing and have access to community resources. The goals of the organization include: 1) strengthen area-wide ongoing disaster coordination; 2) share information; 3) advocate for the most vulnerable; 4) simplify access to service; and 5) jointly resolve disaster-caused human recovery needs. The LALTRC consists of many planning committees which include Community Assessment, Volunteer and Construction Coordination, Recovery Advocates, Counseling Services (mental health and financial), Spiritual Care and Donations
3. Development of a team of human service providers (local, county, state) to develop and track human services data and trends
4. Coordinate private and public Flood Relief Funds with other community partners and distribute money to nonprofit agencies

Summary of progress:

- The 2-1-1 call center has fielded more than 48,000 calls, including calls for flood assistance and Jumpstart registration
- All flood-impacted nonprofits are relocated and providing services in temporary locations
- 4 walk-in information centers established throughout the community in June and July

- Approximately 10,000 hours of mental health counseling provided through Project Recovery
- Financial Counseling services enhanced and additional counselors hired in July
- Volunteer Center opened in July, over 200,000 hours of volunteer time logged
- Linn Area Long Term Recovery Coalition is formed in July
- 1,292 families completed the Community Needs Assessment in August
- Community Resource Guide published in September
- 500+ families prioritized for Jump Start interviews
- LALTRC coordinates services and referrals with Affordable Housing Network team
- Eight Days of Hope assists more than 140 homeowners with priority construction needs in October
- Case Advocate Supervisor and four recovery advocates hired
- Case/Recovery Advocates have made contact with over 1000 residents
- Linn Area Long Term Recovery Coalition received over \$1 million in cash for home rebuild and Recovery Advocates staff
- Opening of Community Recovery Center to coordinate volunteer rebuilding activities, case advocacy services for flood survivors, community donations and construction materials
- Mapping project begins in November with the City and neighborhood leaders to create a visual tool that identifies status of properties and areas needing attention
- Voucher system and skilled volunteer labor pool established
- Construction Coordinator hired in November
- Abbe Community Mental Health Center received a \$3 million grant for statewide Project Recovery Program
- Major Flood Funds (UWECI – United Way of East Central Iowa, GCRCF – Greater Cedar Rapids Community Foundation, Rockwell, Alliant, AEGON) total \$8.7M
  - Total funds distributed to nonprofits to date = \$2,721,854
  - UWECI Flood Fund = \$1,246,453 (\$691,846 already distributed)

## **LOOKING AHEAD**

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### **FLOOD PROTECTION**

During September and October hundreds of residents and business people attended a series of three progressive River Corridor open houses to provide feedback on the Framework for Reinvestment and Revitalization. These open houses and ensuing public discussions helped shape the final flood protection plan adopted by the Cedar Rapids City Council in November. Approval of this plan concluded a five-month study of flood-control options and reinvestment and revitalization needs in flood-impacted area.

The approved river corridor flood protection plan has been submitted to the U.S. Army Corps of Engineers for detailed study, cost-benefit analysis and approval. The study, which may take 18 to 24 months to complete and approve, will qualify Cedar Rapids for Federal funding for flood protection measures, including the creation of riverfront green spaces, the construction of levees and floodwalls and re-alignment of infrastructure such as roads and utilities.

### **THE NEIGHBORHOOD PLANNING PROCESS**

Part of the flood recovery and planning process involved an extensive series of River Corridor Redevelopment Planning open house meetings. During these public meetings, residents and businesses were presented with a series of redevelopment plans and options for input and feedback. As a result of these meetings the Cedar Rapids City Council was able to identify a flood management framework.

**The River Corridor Redevelopment Plan** accomplishes some preliminary goals:

- Provides flood protection plans for neighborhoods, homes and businesses.
- Outlines neighborhood boundaries and landmarks
- Establishes historic and cultural priorities
- Provides sustainable redevelopment guidelines
- Demonstrates “connectivity” for the city, businesses and communities.

With the River Corridor Recovery Plan in place, the Neighborhood Planning Process can begin. This planning process will be a series of neighborhood meetings and discussions to address necessities and amenities for quality of life, including a variety of housing options, transportation and connectivity, business vitality, arts and cultural opportunities, open space and accessible public facilities.

**The Neighborhood Planning Process will:**

- Encourage greater civic engagement
- Allow for a stronger public voice for neighborhoods
- Encourage neighborhoods to work together
- Gives neighborhood organizations ownership over plan content
- Enable neighborhood leadership development

The Neighborhood Planning Process will encompass three flood-affected areas of Cedar Rapids, which includes seven neighborhoods:

- North River Area – Time Check & Ellis Harbor (Northwest)
- Downtown Area – Taylor Area, Downtown, Medical District (Near Downtown)
- South River Area – Czech Village, Oak Hill Jackson (New Bohemia), Cedar Valley (Rompot)

The Neighborhood Planning Process will be lead by the Cedar Rapids City Council, the City Community Development Department, an appointed Steering Committee and hundreds of neighborhood residents. The process will consist of a series of community meetings, workshops and individual area meetings during a five months period.

**The tentative timeline is as follows:**

- January 10, 2009 – Community-wide Kick-Off Meeting
- January 31, 2009 – Workshop 1
  - Topics: Flood management, connectivity, neighborhoods and housing
- February 2009 – several Area Meetings
- Saturday, March 6, 2009 – Workshop 2
  - Topics: Evaluation of area alternatives within larger context and process goals
- March 2009 – several Area Meetings
- April 18, 2009 – Workshop 3
  - Topics: Presentation of final plans and creation of prioritized action items
- April 2009 – several Area Meeting
- May 6, 2009 – Presentation to City Council
  - Each area its action plan to the Cedar Rapids City Council

## CHALLENGES AHEAD FOR FLOOD RECOVERY EFFORTS

There will be many challenges, obstacles, delays and setbacks during the community recovering and rebuilding efforts. Some of these include the following:

**Timing:** It took Grand Forks, North Dakota roughly 10 years to reach a point when the community felt it had “recovered” to a point of an accepted “new normal”. Citizens of Cedar Rapids need to be prepared for a long recovery time which may not be complete until the year 2020.

**Funding:** The estimated costs for flood recovery could be as much as \$5.5 billion. The bulk of this funding will be in the form of Federal Community Development Block Grants (CDBG). Cedar Rapids has received (as of December 10) \$54 million from two supplemental bills passed by our Federal government since June 2008. Redevelopment efforts will be dependent upon the availability of funding for residential, businesses and community flood protection. This will take time.

**Construction:** The rebuilding of neighborhoods and construction of flood protection measures will cause ongoing disruptions to our community. Roads will be temporarily closed, transportation routes will be disrupted, some infrastructure will need to be re-routed (sewer, electrical, etc.). This challenge is tied closely to timing, funding and land acquisition.

**Property Acquisition:** Some flood damaged properties have already been identified for property acquisition (buy-outs), and other properties will be identified as redevelopment plans become more defined and the United States Army Corps of Engineers has completed its feasibility study by 2010. Some property acquisition decisions will result from long-range redevelopment and reinvestment planning.

**Mental Health:** All of the challenges mentioned above and the relationships these have to individuals, and businesses, put a strain on community mental health. Studies have shown an increased amount of community stress as result of natural disasters and corresponding recovery. Cedar Rapids needs to be prepared for an increase in mental health-related issues such as substance abuse, domestic abuse, feelings of helplessness and depression to name a few. Ensuring adequate resources for help Cedar Rapids residents and businesses will be necessary, long-term.