



Waukee Comprehensive Plan
City of Waukee, Iowa

The Waukee Plan





THE WAUKEE PLAN

City of Waukee, Iowa

**Adopted by the
City of Waukee
City Council**

the 10th day of March, 2008

**Adopted by the
City of Waukee
Planning and Zoning Commission**

the 12th day of February, 2008



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CHAPTER ONE

The Future of Waukee



CHAPTER ONE: THE FUTURE OF WAUKEE

1.1 Planning in Waukee

“An organization without a plan is thought to be reactive, shortsighted and rudderless. Planning is a ceremony any reputable organization must conduct periodically to maintain legitimacy.”

-Lee Bolman & Terrence Deal

In 2006, the City of Waukee decided to embark on an update of the *Waukee Comprehensive Plan*. City officials, staff and residents reached this decision due to the increasing development and growth pressures impacting the city and its services. In order to ensure that future development occur in an organized, sustainable and high-quality manner, a plan devised from public input was needed.

The *Waukee Comprehensive Plan* is a direct result of the analysis, input and planning process depicted in the Technical Support document (Chapter A & B). The *Waukee Comprehensive Plan* consists of four chapters: the Future of Waukee, Physical Development Plan, Community Goals / Strategies and Implementation. Chapter One: The Future of Waukee focuses on the vision and ideals of the plan. Chapter One answers the question, What kind of community do we want to become? Chapter Two: Physical Development Plan describes the desired future development pattern of Waukee, developed through the planning process included in Chapter A. Chapter Two focuses on the physical framework, identity, mobility and public amenities and facilities. Chapter Three: Community Goals / Strategies discusses the policies and comprehensive strategies that are recommended to be implemented in order to achieve the physical framework depicted in Chapter Two. Chapter Three lists strategies for land use, growth management, economic development, housing, transportation, infrastructure and community facilities / services. Finally, Chapter Four: Implementation prioritizes the policy and strategy recommendations for the plan. A detailed implementation timeline, the required public and private sector players needed for success and potential funding sources are all included in this chapter. Together, these chapters create the Waukee Plan, the guide for the future of Waukee.

1.2 Vision

“The Key to Good Living...”

The Key to Good Living, a slogan developed by the City of Waukee years ago and depicted on the city’s gateway markers, is the appropriate vision statement for the *Waukee Comprehensive Plan*, the document guiding the community in the 21st Century. *The Key to Good Living* embodies in one phrase the current quality of life enjoyed and the future aspirations sought by the citizens of Waukee.

The City of Waukee is a reflection of the evolution of many Midwestern communities in America. Once a rural community based in agriculture and coal mining, many citizens of Waukee find great pride in the unique past that is at the heart of the community.

With the western movement of people in the Des Moines metropolitan area, Waukee has experienced new opportunities. Today many citizens that have moved to the community take pride in the schools, neighborhoods and community feel of Waukee.

No matter the reason for community pride, proximity and quality have defined the community as it has evolved from a rural town to a suburban edge place. Citizens desiring to be close enough to the amenities of a larger city yet still seeking a quality lifestyle outside that larger city find Waukee to hold *the Key to Good Living*. At the foundation of this key



LOCAL HISTORY IS KEY TO THE COMMUNITY'S IDENTITY



FUTURE ALICE'S ROAD CORRIDOR
SOURCE: AWKS / CITY OF WAUKEE



LOCAL RECREATIONAL AMENITIES ADD TO 'GOOD LIVING'

is the commitment of the citizens themselves to opening the door to the future of Waukee.

The next step in the evolution of Waukee is to create a strong, sustainable, diverse and unique community within the larger context of the metropolitan area. And, to accomplish this, it is important that the entire community works toward a common vision.

In Waukee, the vision is that each citizen has pride in the place in which he or she lives, goes to school or work and experiences daily activities. That pride may originate from the history or the present condition of the community, but that pride is supported by the ongoing commitment to quality and continuous improvement of the community by citizens and local leaders from this point into the future.

Most importantly, that pride is focused on the future good of the entire community. It is pride that sees a community or neighborhood through tough times because it is understood that all citizens are a part of the community. This pride generates the energy with which individuals work together to accomplish great things for the community as a whole, and not just for the good of the individual. This pride is *the Key to Good Living*, and within the context of this plan it serves to set the stage for developing strong components of the community in a manner that harnesses the pride that exists in Waukee today and connects the citizens, native and new, to this unique place.

Our vision of a connected citizenry involves the creation of strong civic gathering places where people come together; a successful downtown that respects our past and allows us to celebrate Waukee; business environments that define our future through innovation and creativity; neighborhoods that support a variety of lifestyles and stages in the life cycle of our citizens; travel corridors that are designed to be context sensitive; trails that support interaction and movement within the community and beyond; and a standard of quality and excellence that draws people into the community to experience *the Key to Good Living* that exists only in Waukee.

As with generations of Waukee citizens before us, we have an obligation to foster the spirit of Waukee and move the community forward. This plan is a guide for how we as citizens, connected to our community, intend to do so through the accomplishment of key goals and strategies in the future.

CHAPTER TWO

Physical Development Plan



CHAPTER TWO: PHYSICAL DEVELOPMENT PLAN

2.1 Future Development Framework

The future development framework for Waukee is the culmination of the planning process, based on community input and data analysis. The future development framework is conceptual in nature, setting the future direction for land use and community identity.

2.1.a Land Use

Figure 2-2: Waukee Future Direction is a concept map that graphically represents Waukee's physical development plan for the future. The map adheres to the vision set forth in Chapter One and incorporates many of the preferred planning concepts illustrated in the Alternative Development Scenarios (Chapter A). The Waukee Future Direction map illustrates the type and location of land uses, in addition to the recommended physical direction of growth and annexation, community character and mobility connections.

The Waukee Future Direction Map does not predetermine land uses or densities for specific parcels of land, nor does it assume rezoning of any property. Instead, it illustrates the preferred character of future development, types and intensity of uses and development patterns, and general policies for broad areas of the City. It is assumed that a number of different zoning districts will be necessary to implement the development patterns and land use categories in the plan. Therefore, future zoning applications for specific parcels may have different options for appropriate zoning, any of which could be consistent with the plan. However, as future zoning applications are brought before the City, they should be evaluated for consistency with the Waukee Future Direction Map, and the Vision, Goals and Strategies that support the map.

In general, it is recommended that Waukee move forward with a strategic annexation policy that expands in a western direction eventually reaching R Avenue (discussed further in Chapter 3.2). Ten future land uses are proposed for the existing and proposed land within the Waukee city limits. The ten land uses are Rural Residential, Neighborhood Residential Employment, Business Campus, Waukee Futures Corridor, Neighborhood Village, Community Village, Downtown, Civic/Institutional and Parks and Recreation.

Rural Residential

Rural Residential contains large lot and acreage residential developments. Such development embraces natural land forms and topographical conditions. Rural Residential contains the lowest developed residential density allowed in the city limits. Due to the very low-density nature of this land use category, execution of connection to the City's sewer system will need to be determined. When funded solely by the private developer(s), however, underground utilities are encouraged if the final products are done in a cluster type development with open or conservation space included. Aggregate lot sizes should be three (3) acres or greater.

Rural Residential development is recommended primarily for the area located north of I-80, south of 310th Street (Ashworth Road), east of R Avenue and west of LA Grant. This area contains some of the most natural and pristine land in Waukee. Rolling hills, creeks and streams, mature vegetation and meandering roadways can be found in the area. The preservation of the existing landscape through open space, clustered developments and larger acreages will help to preserve and recognize the rural heritage of Waukee. In addition, Rural Residential would be unique to the Western Metro, helping to foster Waukee's identity within the Metropolitan context.

The basic concept behind "rural clustering" is the grouping of developable parcels together, often times along a local roadway instead of a major highway or arterial. The clustered parcels are smaller in size, lowering infrastructure and utility costs per lot. Densities similar to traditional rural estates are achieved, however, by restricting development on the remaining site, thus the same aggregate density is achieved (see Figure 2-1). The remaining undeveloped site can then be used as common space for the residents, city-wide public amenities or even a private conservation area. All three options achieve the goal of preservation of the existing natural landscape and topography.



LAND PRESERVATION THROUGH RURAL RESIDENTIAL



FIGURE 2-1: RURAL CLUSTERING

SOURCE: GOULD EVANS



LOW-DENSITY RESIDENTIAL
(single-family - five units/acre)



MEDIUM-DENSITY RESIDENTIAL
(townhomes - nine units/acre)



NEIGHBORHOOD GATEWAY

Neighborhood Residential

The land use associated with the term Neighborhood Residential is the most prevalent future land use in Waukee. Neighborhood Residential developments are designed as areas within the community that contain both medium-density and low-density residential development. Medium-density residential can occur in the form of townhouses, duplexes and single-family residential typically 7-10 units per acre. Low-density residential can occur in a single-family pattern typically 3-6 units per acre. High-density residential can occur in a multi-family pattern typically 11 units per acre or higher. Higher densities within planned subdivisions should occur in close proximity to villages or along the major transportation corridors such as Parkways and Arterials (See Chapter 2.2 Mobility).

Residential subdivisions should include many of the following characteristics in order to achieve a successful and sustainable neighborhood:

- Neighborhoods should include a variety of dwelling types that accommodate the range of needs, price-points and life-stages of Waukee's residents; this allows residents to remain in their neighborhood throughout each stage of life (i.e. single, newlyweds, families, empty-nesters, etc.)
- Whenever possible, neighborhood design and connections should be interfaced with an adjacent village district, placing higher density units closest to walkable villages.
- Pedestrian linkages within and between neighborhoods should be required.
- Variations of grid street patterns should be incorporated, allowing for multiple roadway connections to adjacent land uses and thru-streets of 2-3 lanes; and higher-density residential should be placed along arterials and major thru-streets when applicable.
- Public space, public art and pedestrian scaled gateway markers should be incorporated into the neighborhood design to help define the neighborhood character and identity.
- Neighborhood pride should be reinforced through programs such as a neighborhood watch.

Employment

The Employment land use category constitutes class B and C office, light industry, warehousing and agriculture related uses. The Urban Land Institute defines Class B buildings as those that have good locations, management and construction and whose tenant standards are high. Class C buildings are defined as those buildings that are typically older but maintain a steady occupancy. This land use category includes much of the existing light industry and employment facilities currently located in Waukee. The Waukee Future Direction map shows the Employment land use located at the northwest corner of the Hickman Road / 6th Street intersection. As development occurs this area will grow west toward the proposed Western By-Pass.

In addition to existing employment uses in Waukee, the Employment land use is designed for businesses and facilities that are not ideally suited for the Waukee Futures Corridor or Business Campus. For example, uses suited for Employment typically require lower leasing rates and square footage costs. The following are examples of industries and uses ideal for the Employment category:

- Agriculture support facilities
- Call center
- Workshops
- Lumberyards
- Data storage
- Storage facilities
- Manufacturing
- Wholesale
- Rail related uses
- Warehousing/Distribution



BUSINESS CAMPUS EXAMPLE
SOURCE: CITY OF OVERLAND PARK, KS



**PROPOSED ALICE'S ROAD
CORRIDOR RENDERING**
SOURCE: CITY OF WAUKEE / AWKS



**EXAMPLE OF A
NEIGHBORHOOD VILLAGE**

Businesses suited for the Employment land use must meet the environmental standards of Waukee and the State of Iowa. Employment is not intended for uses that impact sites or adjacent uses with pollution such as air, water, ground, light or sound. Due to the use types allowed in Employment areas, the Employment areas will need to be separated from adjacent neighborhood residential communities by means of buffering and landscaping.

Business Campus

The Business Campus land use is located south of Interstate 80 (the only use shown south of the interstate). The Business Campus is a long-range planned business park centered around a potential junction of the proposed Western By-Pass. Benefiting from the visibility and easy access to I-80 and the proposed Western By-Pass, the Business Campus would be comprised of class A office buildings master planned into a park-like setting. Class A space is defined by the Urban Land Institute as buildings that have excellent location and access, attract high quality tenants and are managed professionally. The existing topography would create an idyllic work setting. Supporting retail and services could be incorporated into the campus, filling the demand created by the concentrated labor force. In addition, trails and other outdoor amenities could be incorporated into the campus, providing recreational opportunities for the local workforce and surrounding neighborhoods. The Business Campus would also provide needed tax revenue for the city.

The Business Campus is recommended, however, as a long-range planning and economic development endeavor. Prior to developing a business park south of I-80, the City should concentrate its resources on the Waukee Futures Corridor.

Waukee Futures Corridor

The Waukee Futures Corridor is located just north of I-80 along the proposed Alice's Road extension. The Waukee Futures Corridor promotes the future vision behind the adopted Alice's Road Corridor Plan. When completed, the Alice's Road Corridor Plan will add a larger amount of Class A office and commercial space in addition to hundreds of residential units of varying densities. The Waukee Futures Corridor concept, however, adds to the Alice's Road Corridor Plan by differentiating the proposed office component from the other office parks within the Des Moines Metropolitan Area by attracting companies that are the benchmarks within their sector or industry. Ideal companies should be leading their industry into the future, potentially investing in research and development. Examples of ideal industries include finance, insurance, real estate, higher-education, bio-science, applied agriculture, environmental, etc.

Within the Waukee Futures Corridor, a higher level of resources and attention should be applied to the proposed boulevards, public spaces and public amenities. A streetscape design unique to the area, should be applied throughout the corridor in an attempt to link the corridor and create an identity of innovation.

Neighborhood Village

Six Neighborhood Villages are recommended for Waukee. Each village is located adjacent to an existing or proposed major roadway intersection. Each location was strategically selected based on general market trade areas of roughly a one-mile radius. Radii of a lesser distance may put villages in direct competition with one another resulting in market dilution. Villages should serve as the geographic, trade and social center of the surrounding neighborhood(s) and should therefore have their own unique characters and identities. In many ways, the Neighborhood Village becomes the identity of the neighborhood(s) it serves. This occurs most often when the villages are pedestrian-oriented, comprised of a mixture of uses and properly integrated into the surrounding neighborhoods through a comprehensive road and pedestrian network.

A Neighborhood Village is small in size, focusing on providing daily neighborhood-level services to the surrounding residential neighborhoods. Services



**COMMUNITY VILLAGE -
PEDESTRIAN-ORIENTED**



**COMMUNITY VILLAGE -
AUTOMOBILE-ORIENTED**



**RENDERING OF A
COMMUNITY VILLAGE -
PEDESTRIAN-ORIENTED**

can include dry-cleaners, coffee/tea houses, day-care, convenience store, barber shops/beauty salons, post office and bistros. Based on the International Council of Shopping Centers (ICSC) retail and service uses can occur in an area of roughly 25,000 to 125,000 square feet on approximately five to fifteen acres. Individual businesses should not exceed 50,000 square feet, in order to achieve the smaller scale neighborhood atmosphere. Though retail and service uses comprise the majority of a Neighborhood Village, other uses are encouraged such as townhomes, condominiums, other multi-family residential, parks, public space, public/semi-public uses, small professional offices or clinics, and recreational facilities.

Neighborhood Village Locations:

1. 6th Street / Meredith Intersection
2. S Avenue / Douglas Parkway Intersection
3. Western By-Pass / Hickman Road Intersection
4. LA Grant / University Intersection
5. R Avenue / Ashworth Intersection
6. Warrior Lane / Hickman Road Intersection

Community Village

Five Community Villages are recommended for Waukee. A Community Village is a general merchandise and convenience destination for residents community-wide in addition to highway commuters. A Community Village should serve roughly a two to three mile radius and include between 100,000 to 350,000 square feet of gross floor area on a total of 10 to 40 acres (ICSC).

Community Villages are developed in two basic ways: automobile-oriented and pedestrian-oriented. Each Community Village should have its own character and identity. Automobile-oriented community center developments are far more common in the suburban metropolitan area. A typical format is strip centers or “medium box” sites set back hundreds of feet from the public right-of-way. The space between is generally paved for parking, however, sometimes placing individual retail pad-sites at the front of the development site. Due to the high traffic volume, automobile-oriented villages are typically located at the intersection of two major arterial roadways. Automobile-oriented villages are designed for good brand visibility and convenience through ample and consolidated parking. Automobile-oriented villages, however, discourage pedestrian activity through their site design and the lack of connection to adjacent neighborhoods.

Pedestrian-oriented villages are much less common throughout the metropolitan area. Contrary to automobile-oriented villages, pedestrian-oriented villages promote walkability and pedestrian activity through design and connectivity. Designed many times in the fashion of a small downtown or main street, pedestrian-oriented Community Villages incorporate zero or minimal building setbacks, wide sidewalks, public gathering space, streetscaping and ornamental architectural design. In addition, the Community Village is designed around a grid-like road plan that promotes on-street parking and connects and interfaces adjacent residential neighborhoods. This allows nearby residents the ability to walk to the village along multiple safe and aesthetically pleasing routes. Due to its more comprehensive site unique design, pedestrian villages are typically regarded as more difficult and costly by the development community. Recent market trends, however, indicate that pedestrian-oriented villages and hybrid villages (a combination of pedestrian and automobile characteristics) are becoming more the norm and a profitable concept. Community Villages should be designed to reflect the later type discussed above and may include retail, restaurants, hotels, institutional uses, recreational uses, retail services, fuel stations, grocery stores, etc.

Community Village Locations:

1. Western By-Pass / Meredith Intersection
2. T Avenue / University Intersection
3. Alice’s Road between Hickman and University
4. Alice’s Road / Interstate 80 Intersection
5. Western By-Pass / 340th Trail Intersection

Downtown

The future downtown of Waukee expands in physical size, perception and community role compared to the current downtown. The future downtown becomes the sustainable core and identity of Waukee by combining a mixture of public and private land uses, building stock, places for public gathering, streetscaping and public art in a walkable format while preserving the community's unique history and character.

A new and expanded boundary is recommended for downtown. The expanded boundary includes many of the residential neighborhoods adjacent to the downtown retail area, referred to as the "Triangle". These incorporated residential neighborhoods were constructed when Waukee was known as a stand-alone agriculture community, not part of the western suburban fringe of Des Moines. As a result, the neighborhoods have a more "small town" feel, reflecting the community's history. Including the residential neighborhoods into the future Downtown land use category does not mean that the plan is calling for residential areas to convert to retail and office uses. On the contrary, the reason for inclusion is so future planning and investment for the area is conducted in a comprehensive and strategic manner. Furthermore, aging institutions such as Waukee Elementary can be converted into multi-family housing or office space. The future commercial area for Downtown will expand to areas between 4th Street and 7th Street from Hickman Road to Cherry Street.

6th Street - The "New" Main Street of Waukee:

From Hickman Road to 300th Street (University Avenue), 6th Street becomes the "spine" of Downtown, linking the diverse uses. 6th Street, between Hickman Road and the railroad right-of-way, is now the northern gateway into Downtown, replacing Ashworth Drive. Road upgrades, streetscaping improvements, proper gateway signage and pedestrian access linking to the Raccoon River Valley Trail would create the needed physical and perceptual connection between Hickman Road and the "Triangle". The rail right-of-way, transformed into a major regional pedestrian trail, allows the residents of Waukee and nearby communities direct pedestrian access to Downtown. The Downtown "Triangle" and the immediately adjacent blocks then become the mixed-use core of Waukee. Though still predominantly retail and service businesses around the Triangle, boutique office space and higher-density residential would complement the area, creating more "around-the-clock" activity and commerce. Adaptive reuse of the historic and architecturally significant buildings, such as Waukee Elementary, is strongly encouraged. The intersections of 4th Street at Hickman and Ashworth will act as eastern gateways for the new downtown. The adjacent neighborhoods, primarily single-family residential, will complement the retail "Triangle" through reinvestment, rehab, infill development and improved streetscaping and lighting. In turn, the strengthening of the "Triangle" through the influx of retail, office and residential increases the value of the adjacent neighborhoods.

At the south end of downtown a civic campus is proposed, anchoring the southern portion of 6th Street at University Avenue. Where there is currently agricultural land at the northwest corner of the 6th Street and 300th Street (University Avenue) intersection, it is recommended that civic or institutional uses be consolidated onto one site. Developed in accordance with the adjacent street grid-pattern and architectural integrity (see Figure 2-4), institutional uses such as city hall, post office, public works, university/education extensions and a community center would be appropriate. A downtown gateway feature is to be located at the intersection of 6th Street and University Avenue.

Civic / Institutional

Figure 2-2 depicts civic and institutional uses in light blue. Institutional uses such as the civic campus and public library are shown within the downtown. Other illustrated uses include the Waukee School District campus and Waukee Elementary School. Future civic and institutional uses should first be reviewed for their suitability of locating in the civic campus and downtown. If not suitable then Neighborhood Villages should be the second choice of location. Elementary schools, however, may ideally be centrally located within the neighborhoods they serve. As new Civic/Institutional buildings such as the public library and public safety building become obsolete and look to relocate, they should first look to relocate within the civic campus and downtown.



FIGURE 2-3: PROPOSED BOUNDARY FOR DOWNTOWN
SOURCE: GOULD EVANS

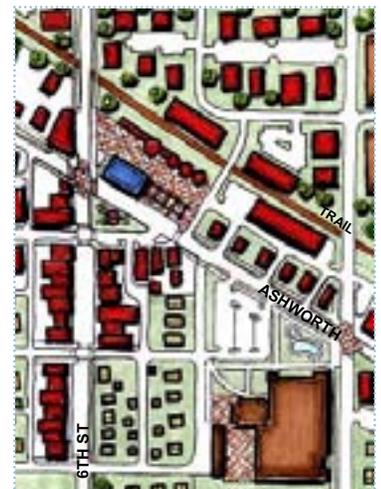


FIGURE 2-4: DOWNTOWN TRIANGLE AND VICINITY
SOURCE: GOULD EVANS



CIVIC BUILDING EXAMPLE
(6th St. / University Ave.)
SOURCE: GOULD EVANS

FIGURE 2-5: DOWNTOWN WAUKEE / 6TH STREET

“THE NEW MAIN STREET OF WAUKEE”

SOURCE: GOULD EVANS



Parks and Recreation

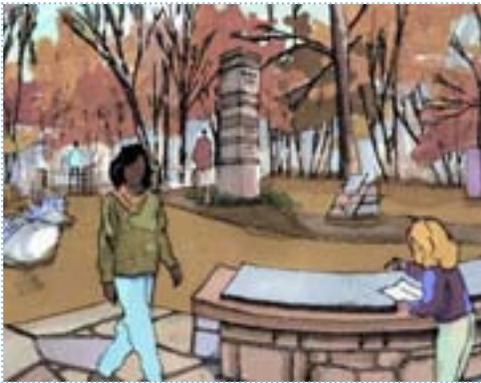
Parks and Recreation land use includes regional parks, neighborhood parks, recreation facilities, nature areas and a trail system. The *Waukee Comprehensive Plan* recommends two new public regional parks. One regional park focuses on recreational facilities such as athletic fields. The second regional park provides residents and guests with access to scenic nature centered activities around a water amenity.



COPELAND REGIONAL RECREATION FACILITY
SOURCE: CITY OF WAUKEE / RDG

Neighborhood parks are a critical component to any successful community; therefore, the plan recommends that neighborhood parks be incorporated into future subdivisions. However, maintenance of numerous small parks spread out geographically throughout a community increases city costs for maintenance. As a result, future neighborhood parks should be included in development submittals for future subdivisions and planned communities. Methods for development and maintenance need to be explored based on an appropriate funding approach.

Existing community parks include Centennial Park, Warrior Park, Ridgepointe Park, Southfork Park, Triangle Park and Windfield Park. Community parks are also key components to a healthy community. Adequate funding and maintenance should be provided to these existing facilities.



RENDERING OF NATURE CENTER
SOURCE: GOULD EVANS

Copeland Regional Recreation Facility:

Located on University Avenue east of R Avenue, a regional recreation facility is recommended. The facility would provide athletic fields for local and metro-wide youth teams. The facility could also be an economic generator for the community by holding organized tournaments and competitions attracting teams and spectators from across the Midwest. A Community Village is proposed just southeast of the facility. The village would cater to facility visitors by providing “family-focused” restaurants, hotels, entertainment venues and camping opportunities. The recreation facility and Community Village would be connected by a safe, well-designed pedestrian trail. Figure 2-2 illustrates a trail connecting the two destinations while continuing both north and southeast through the surrounding neighborhoods.

Regional Nature Center:

A second regional park destination is recommended on the west side of Ute Avenue just south of 310th Avenue. The new park would incorporate the creek that meanders through the area. The purpose of the park would be to create a place where residents and visitors can experience nature and the native plant and animal species in their habitat. A place of learning, leisure and serenity, the park could house a nature center. The development of the nature center should maintain and enhance existing natural features such as topography, vegetation, water and hydrology. Figure 2-2 illustrates a trail transversing the park, connecting the local neighborhoods to the nature center. The trail could allow pedestrians access to scenic vistas and natural views.



Trail System:

A city-wide trail system is recommended for Waukee. The purpose of a city-wide trail system is to create a recreational amenity and alternative mode of transportation for local residents, adding to the quality of life. A well-planned trail system should link together neighborhoods and the various retail, entertainment, institutional and open space destinations in the community. Figure 2-2 shows a series of trail links meandering through the expanded Waukee. Many of the trail routes run adjacent to roadways as part of the Boulevard treatment (see 2.1.b). Other routes, however, follow an abandoned rail line right-of-way or meandering creeks and waterways. Though each trail should follow the AASHTO guidelines allowing for safety and convenience, the trail should be designed to be in context with the surrounding environment. Trails running adjacent to a roadway should be designed more “urban or suburban”. In contrast, trails meandering through a natural area should incorporate materials that are more rustic or rural.



EXAMPLE OF A TRAIL ADJACENT TO A ROADWAY (top)

EXAMPLE OF A TRAIL IN A RURAL ENVIRONMENT (bottom)

2.1.b Community Character and Identity

Figure 2-5: Waukee Character and Identity Map is a concept map that graphically represents Waukee's character elements for the future. The map adheres to the vision set forth in Chapter One and incorporates some of the preferred planning concepts illustrated in the Alternative Development Scenarios (Chapter A). The Waukee Character and Identity Map depicts the recommended Gateways, Key Intersections, Corridors and Boulevards. Sub-section 2.1.b discusses how this comprehensive identity framework will help resonate an image of historic pride and forward thinking throughout the metropolitan area.

The framework identifies and characterizes five basic transportation corridors within Waukee. The corridors are defined based on a combination of the function of the transportation route itself and a placement of the existing and future uses adjacent to the roadway. The corridor types include Commerce, Parkway, Heritage, Civic and Futures. Where these corridors cross, Key Intersections have been identified. Based on the significance of the junction, a level of service will be applied including streetscaping, signage, lighting, ornamental design, informational platforms and in some cases Gateways. A Gateway will signify the arrival to an area of interest. Figure 2-5 depicts which intersections are recommended for application of a Gateway.

Gateways

Twelve intersections have been recommended for Gateway features. Gateway features can range from signage and small monuments to grand statues and water features. The grander Gateways should be reserved for the intersections deemed key (see Figure 2-5). The Gateway features chosen for the respective intersection should be in context with the corridor type or types the intersection is located on. For example, a Gateway feature more contemporary in design is appropriate for the Futures Corridor along Alice's Road. In contrast, a Gateway feature depicting pioneering or coal mining images is more appropriate for the Heritage Corridor. The *Key Intersection Improvements Concept Development Summary Report* depicts various Gateways of size, context and grandeur. The twelve intersections are:

- Western By-Pass / Meredith
- Western By-Pass / Hickman
- Alice's Road / Hickman*
- 6th Street / University
- NW 142nd St / University*
- Alice's Road / I-80
- Alice's Road / Westtown Parkway
- 6th Street / Meredith
- 6th Street / Hickman
- Western By-Pass / University
- Ute Avenue / I-80
- Western By-Pass / 340th Trail



EXISTING GATEWAY MARKER
(NW 142nd St / University)

*Existing Gateway

Key Intersections

Six Key Intersections are identified in this plan and shown in Figure 2-5. Key Intersections are simply where differing corridor concepts intersect. The uniqueness created by the blending of the corridor characteristics and traits signifies an importance of the intersection. Visual amenities such as public art, streetscaping, landscaping and gateway features, done in the context of the corridor themes, would help set Waukee apart from neighboring communities through its recognition of the importance of public space and its celebration of past and future. The six intersections are:

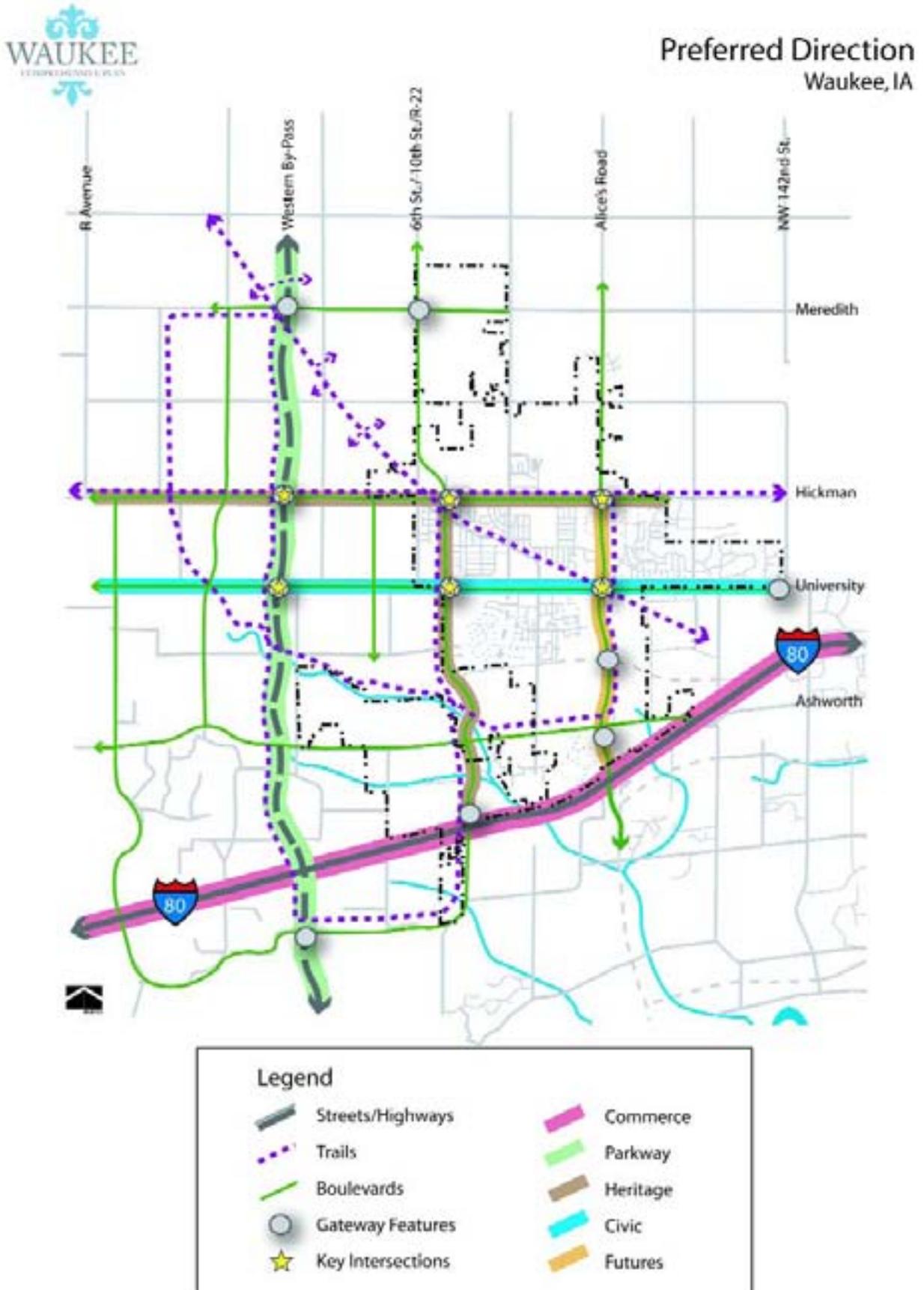
- Western By-Pass / Hickman
- Western By-Pass / University
- 6th Street / Hickman
- 6th Street / University
- Alice's Road / Hickman
- Alice's Road / University



EXAMPLES OF DESIGN ELEMENTS THAT CAN BE INCORPORATED INTO A KEY INTERSECTION

FIGURE 2-6: WAUKEE CHARACTER AND IDENTITY MAP

SOURCE: GOULD EVANS





COMMERCE CORRIDOR EXAMPLE

Identity Corridors

Corridor classifications have been developed for five roadways and respective abutting land use areas. Each Corridor characterizes a general theme and evokes an identity for the corridor incorporating roadway design, type of land use, architectural style, streetscaping, public art, signage, lighting and other design elements.

Commerce:

Interstate 80 has been designated the Commerce Corridor. Waukee will have minimal input on the design elements of the actual roadway itself; however, in this particular case it is more beneficial for Waukee to maximize the opportunities created by the high traffic volume and visual exposure this by-coastal transportation route brings to the area.

The proposed Alice's Road / I-80 intersection is a critical component to the Commerce Corridor. The Community Village envisioned at this intersection can provide services for area residents and the employees working in the Alice's Road Futures Corridor. In addition, for I-80 east bound traffic, the village becomes the first major retail and mixed-use center entering the metropolitan area. The Ute Avenue / I-80 intersection plays a lesser role by becoming an entry point into downtown, requiring higher visibility for commerce services attracting the "rural tourism" niche.

Future development sites located along I-80 in both the Futures Corridor and Business Campus land use types become marquee locations for office buildings and other mixed-use employment centers. High visibility and easy freeway access combined with these elements help create the Commerce Corridor.

Parkway:

The proposed Western By-Pass has been designated a Parkway Corridor. Currently the Western By-Pass is in a concept stage with the Des Moines Area Metropolitan Planning Organization (DMAMPO) and the Central Iowa Regional Transportation Planning Alliance (CIRTPA). An exact location, right-of-way purchasing and funding strategy have yet to be determined. The realization of the Western By-Pass, however, would dramatically impact the future of Waukee. In these early design stages there is still time to influence the final outcome. In fact, through planning endeavors such as this, more and more communities are doing just that.

The intent of the Western By-Pass is to move commuting traffic through and around the metropolitan area. The plan recommends no more than five on/off access points. These five junctions include Meredith, Hickman, University, Ashworth, I-80 and 340th Trail. Increasing resources and attention to landscaping, vegetation and ornamental road and bridge design is also recommended. North of I-80, only low-density land uses such as agriculture, Rural Residential and Neighborhood Residential are recommended adjacent to the Parkway, and at an appropriate distance back from the Parkway right-of-way. Retail commercial, strip malls, billboards and other uses that encourage highway signage are discouraged in an attempt to preserve the natural or Parkway feel. South of I-80, Business Campus uses are appropriate adjacent to the Western By-Pass. The amount of right-of-way and the design should incorporate multiple modes of movement in the future - transit, bicycle, etc.

Heritage:

Two Heritage Corridors have been proposed for Waukee. The first corridor is Hickman Road, the second is 6th Street/Ute Avenue running from Hickman Road to I-80. Both corridors are meant to help celebrate the area's history and early settlement days. The difference in the two corridors, however, is that the Hickman Road Heritage Corridor focuses on her-



LIMITED ACCESS PARKWAY
SOURCE: GOULD EVANS



HERITAGE CORRIDOR EXAMPLE
SOURCE: GOULD EVANS

itage of the region including neighboring communities, while the 6th Street/Ute Avenue Heritage Corridor focuses on Waukee. The two Heritage Corridors converge at the northern gateway into Downtown Waukee, reinforcing the downtown's historic identity once again.

The Hickman Road Heritage Corridor follows the Highway 6 route. The purpose behind this corridor is to connect the heritage elements along the corridor including the Living History Farms, Downtown Adel and the Raccoon River Valley Trail. The 6th Street/Ute Ave Heritage Corridor runs north and south connecting downtown Waukee (including the Civic Campus), Rural Residential uses, and the proposed Nature Center and Copeland Regional Recreation Facility. In addition, the roadway between University Avenue and I-80 should maintain a rural character in its design. This may include elements such as gravel shoulders, open drainage and native vegetation and topography. Truck traffic will not be allowed on 6th Street between University and Hickman; therefore, a truck route has been designated west of the downtown.

Civic:

A Civic Corridor theme is recommended for University Avenue. Along University are located many important civic and institutional components of Waukee. These components include the Waukee High School and Middle School campus, the Waukee School District administrative office, Centennial Park, the proposed Civic Campus, and the proposed Regional Recreation Facility. Gateways, signage, monuments, banners, and landscaping should all be used along University to signify the civic presence and pride in the community by emphasizing this civic role.

Futures:

The Futures Corridor is located just north of I-80 along the proposed Alice's Road extension. Similar to the Waukee Futures land uses, the Futures Corridor reflects the future vision behind the adopted Alice's Road Corridor Plan. When completed, the Alice's Road Corridor Plan will add millions of square feet of office and commercial space in addition to hundreds of residential units of varying densities. The Waukee Futures Corridor concept, however, adds to the Alice's Road Corridor Plan by differentiating the office and commerce components from the other locations within the Des Moines Metropolitan Area by attracting companies that are the benchmarks within their sector or industry. Within the Futures Corridor, a higher level of resources and attention should be applied to the proposed Alice's Road boulevard, incorporating public spaces and public amenities. A streetscape design unique to the area, should be applied throughout the corridor in an attempt to link the corridor and create an identity. Contemporary design elements, promoting innovation and invention, would be appropriate for uses in the corridor.



FUTURES CORRIDOR RENDERING
SOURCE: GOULD EVANS

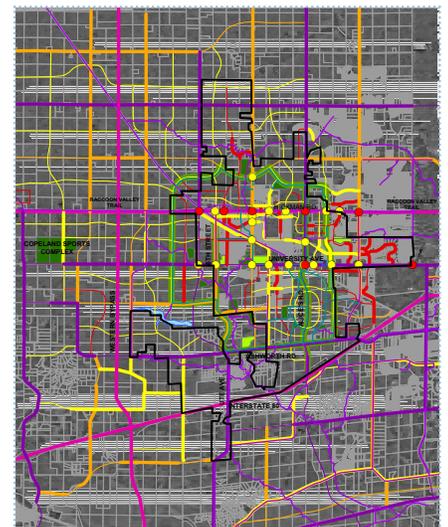
2.2 Mobility

Mobility planning is critical to the future sustainability of any community. Without proper planning of a comprehensive and diverse range of mobility options (vehicular, pedestrian and transit), communities will become less efficient, require additional resources for infrastructure and negatively impact the local quality of life.

2.2.a. Vehicular

In 2004, the Waukee City Council adopted the *Major Streets Plan*, setting the road hierarchy, road location and design standards for both existing and future roadways. The basic components and intent of the *Major Streets Plan* are generally in concert with the future direction of Waukee, derived from the planning process. The *Waukee Comprehensive Plan*, however, recommends a few changes to the *Major Streets Plan* in order to better reflect the specific strategies detailed in this plan.

The Alice's Road Corridor Plan outlines a street network for the area within University Avenue, Interstate 80, Waco Place and L.A. Grant Parkway. It is important that the City reexamine the details of the Alice's Road Corridor Plan so it will fit into the overall street network for the City of Waukee and the *Futures Corridor*.



MAJOR STREETS PLAN- 2004
SOURCE: CITY OF WAUKEE, V&K



ALICE'S ROAD NEAR UNIVERSITY

Road Hierarchy

The following is a list of the approved hierarchy classifications of roads for Waukee from the *Major Streets Plan*:

- Highway
- Major Arterial
- Major Arterial - Boulevard
- Minor Arterial
- Minor Arterial - Boulevard
- Major Collector
- Major Collector - Boulevard
- Minor Collector
- Local Service
- Cul-de-sac Street
- Unpaved

The *Major Streets Plan* lists detailed criteria for each road category. Consolidation of the hierarchy into seven categories, with a Boulevard treatment overlay applicable to each category, simplifies the system. Design ranges could be applied to each category allowing developers and the City to apply the design standards best suited. This would allow for the roadways in question to be more “context sensitive”. This means the road design would incorporate features and attributes deemed appropriate for the adjacent or desired land uses. For example, the *Waukee Comprehensive Plan* calls for Ute Avenue to be an arterial roadway. The existing arterial design standards would require a roadway with underground drainage, twelve foot wide lanes and a single row of tree plantings, a common design in suburban areas. This road design, however, would do little to preserve the rural character and topography of the area, keeping in line with the Heritage Corridor. The seven consolidated categories could become the following:

- Highway
- Major Arterial
- Minor Arterial
- Major Collector
- Minor Collector
- Local Service
- Cul-de-sac Street
- Boulevard Overlay



DOWNTOWN RESIDENTIAL STREET

Though “cul-de-sacs street” is listed as a road hierarchy, cul-de-sacs should be used sparingly within proposed developments. Cul-de-sacs discourage the connectivity within neighborhoods that this plan supports.

Road Location

The *Major Streets Plan* depicts in detail the existing and future routes of the major streets within Waukee. One of the basic concepts of the *Major Streets Plan* is to create a “ring” of Boulevards encircling the city. This Plan recommends a more outward planning approach, where the proposed Boulevard routes run more in line with Waukee’s strategic growth and annexation goals. This includes adding Boulevard treatments to R Avenue, Meredith and 340th Trail. The second major contrast between the Major Streets Plan and the *Waukee Comprehensive Plan* is the 6th Street/Ute Avenue alignment. The *Major Streets Plan* recommends rerouting Ute Avenue, starting just north of Ashworth Road, to the west and then north, eventually by-passing Downtown Waukee. This plan recommends that the general alignment of Ute Avenue remain, with only minor changes allowed for safety upgrades. The basic route and connection into downtown, however, should not change. Diverting the traffic volume of this roadway, and proposed Heritage Corridor, out of the downtown would run counter to one of the plan’s goals of creating a downtown that is the geographic and cultural center of Waukee. However, 10th Street will be dedicated as a truck route so truck traffic will by-pass downtown.



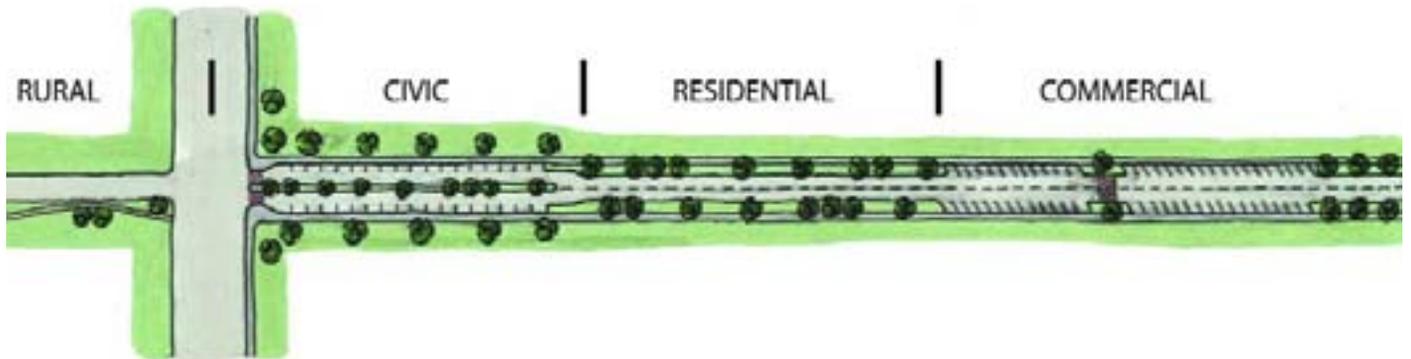
WACO PLACE AT U.P. RAILROAD

Design Standards

The standards and specifications for local roadway design are listed in the *Major Streets Plan*. The same standards are applied to their respective roadway no matter what the land use, natural environment or topographical change the road transverse. This application creates the standard and repetitive appearance typical of many suburban thoroughfares. This, in turn, reinforces the lack of identity and suburban assimilation that many process participants noted as a negative attribute in Waukee. The *Waukee Comprehensive Plan* recommends that a more flexible standard, adapting to surrounding physical and regulatory attributes and context, be implemented in order to promote local character, identity and differentiation from the surrounding municipalities. Figure 2-6 illustrates the concept of context sensitive design. Though the actual right-of-way remains the same width, the functions and aesthetics change to best relate to the adjacent context or use. Notice how the pedestrian route changes as it runs down the corridor. The pedestrian route is in the form of a meandering trail as it passes the Rural Residential. Adjacent to the civic use the roadway incorporates a boulevard treatment, complete with landscaped median, pedestrian crosswalks and on-street parallel parking. As the roadway continues past Neighborhood Residential, the street width may narrow while the sidewalks widen. Finally, as the roadway passes commercial use, on-street angled parking appears in addition to pedestrian crossing-points and landscaping.

FIGURE 2-7: CONTEXT SENSITIVE ROADWAY DESIGN RENDERING

SOURCE: GOULD EVANS



2.2.b. Pedestrian

For many residents, safe and convenient pedestrian access is an important ingredient to a quality community. Proper access, or connectivity, throughout a neighborhood, between adjacent neighborhoods and local destinations such as commerce, civic, entertainment or educational, is as difficult to achieve as it is important to a community. Pedestrian routes have been classified into two general categories, Trails and Sidewalks.

Trails

A city-wide trail system is recommended for Waukee. A well-planned trail system serves both as a source for recreation and as an alternative mode of transportation. Depicted in Figure 2-2, the recommended trail system runs in the right-of-way of major thoroughfares, but also meanders through rural and scenic areas. Basic trail access allows for local residents to use the trails for recreational purposes. To maximize the system's potential, though, the trails need to properly link neighborhoods to places of commerce, employment, entertainment and other destinations or end points. If successful, residents can walk or bike (as opposed to driving) to conduct daily errands, employment activity, go to the park or attend school. If the trail system does not sufficiently link local destinations or neighborhoods, residents will not integrate the system into their daily routine.

Sidewalks

Sidewalks promote walking and connectivity within their respective location. Land uses that rely on pedestrian traffic and access should require sidewalks. Sidewalks and trails adjacent to or within new development should not be funded by the city. Instead, these pathways should be required by the city's subdivision regulations and funded by the developer(s). Developers then typically build in the cost of the sidewalks into the lots or leasing space. In addition, required sidewalks should not be less than five feet wide. A portion of the City's Capital Improvements budget should be reserved for adding and improving sidewalks in older parts of the city.



SIDEWALK DISCONNECT
(MAPLE STREET)



TRANSIT EXAMPLE - DOWNTOWN AREA



TRAIL EXAMPLE - RURAL AREA

2.2.c. Transit

Alternative forms of transportation such as rapid bus, trolley, light rail or commuter rail are becoming essential components of communities and metropolitan areas of varying population size and geographic locations. As a primarily low-density community on the edge of a metropolitan area, Waukee may not have the need or demand for public transit at this time or in the near future. As Waukee becomes a more sustainable and self-efficient community within the metropolitan context, public transit will become more important. Now is the optimum time to begin preliminary planning for future transit needs.

Preliminary Planning Steps:

- Coordinate with metropolitan public transit (bus); integrate stops into Neighborhood and Community Villages.
- Integrate transit into the Futures Corridor, Business Campus and Employment land uses.
- Incorporate transit into Boulevard or Major Arterial right-of-way designs.
- Connect Downtown Waukee to West Des Moines and Des Moines employment centers by commuter rail line along abandoned rail right-of-way; incorporate park & ride concept in Downtown Waukee.

2.3 Parks and Recreation

Parks and recreation opportunities are very critical components of a thriving community. Before selecting a municipality to relocate to, many would be residents and employers look at the type of park and recreation facilities and access located within the community and/or neighborhood. A comprehensive approach to the existing and future parks and recreation elements is needed to promote park and facility use, reduce park and trail redundancies, and maximize the appropriate use of city funds allotted to the Parks and Recreation Department. A comprehensive master plan that addresses all park and recreational aspects including trails, parks, open space and special use areas, both regional and local need to be developed.

2.3.a. Trails

A city-wide trail system, incorporating both regional and local routes, is recommended for Waukee. In addition to recreational opportunities, the trail system would be an integral part of the overall mobility for the community. The design of the system should conform to the surrounding context. The overall look and feel of the trail should differ between the changing surrounding land uses such as Rural Residential, Neighborhood Residential and Waukee Futures Corridor.

Regional

The regional trails include the following:

- Raccoon River Valley Trail
- Union Pacific Rail Trail (Raccoon River Valley Trail Extension)

Local

The local trails include the following:

- Sugar Creek
- Western By-Pass Right-of-Way
- 6th Street/Ute Avenue



NEIGHBORHOOD PARK EXAMPLE

- Alice's Road
- Meredith
- 340th Trail
- University Avenue
- Other connecting neighborhood level trails

2.3.b. Parks and Open Space

Two categories for future parks, open space and recreational facilities are recommended for Waukee: Neighborhood and Regional.

Neighborhood

Neighborhood parks benefit their respective neighborhoods and subdivisions. The maintenance and upkeep of these parks requires a high level of commitment to maintenance. Therefore, it is recommended that the City of Waukee require Neighborhood parks and open space be incorporated into subdivision development proposals, with the provision that appropriate funding and maintenance arrangements are made. In order to determine the size, amenities/features and distance between each neighborhood park, it is recommended that the City take on a Comprehensive Parks Master Plan.

Regional

Two Regional parks are identified for Waukee. Discussed further on page 2-9, a Nature Center and the Copeland Regional Recreation Facility are proposed. The two parks would help create an environmental identity to Waukee, provide additional amenities for local residents, and foster economic opportunities and revenue sources.



COPELAND REGIONAL RECREATION FACILITY
SOURCE: CITY OF WAUKEE / RDG

2.4 Community Facilities / Institutions

Community facilities include institution, civic, semi-public and worship uses. Community facilities are assets to Waukee and if planned correctly within the municipality, can act as a community “anchor” within their surroundings. If designed incorrectly, a Community Facility can become a barrier within an area. Location guidelines seek the proper placement of these important facilities. Development and design guidelines should determine the design and character of the civic facilities. The character of Waukee as a growing city should be embraced in the design of civic facilities. Furthermore, civic facilities should seek the opportunity to design and develop buildings to be LEED certified.

2.4.a. Location Guidelines

The *Waukee Comprehensive Plan* recommends that future institutional facilities be located in one of four areas, based on the size, scale, design and intent of the facility in question: Downtown, Villages, Residential and Campus.

Downtown

- Consolidation of all future local, county, state and federal facilities should be located within Downtown Waukee and the proposed Civic Campus unless the facility in question is not appropriate within the neighborhood context or the pedestrian oriented format recommended for Downtown.

- Other public/semi-public (churches, schools, etc.) uses are encouraged to be located within the Downtown provided they are developed with the correct size and scale.



FIGURE 2-8: PROPOSED CIVIC CAMPUS
(future city hall and civic buildings)
SOURCE: GOULD EVANS

Villages

- Public/semi-public uses and facilities such as places of worship, schools, higher-education branches, library extensions and post office branches are allowed in both the Community and Neighborhood Villages; attention to proper scale and size is necessary but these uses can be larger in these areas..

Residential Areas

Rural:

- Community facilities should be discouraged in the Rural Residential land use.

Neighborhood:

- Community facilities such as small-scale places of worship and elementary schools are encouraged to locate in the Neighborhood Residential land use.

CHAPTER THREE

Community Goals / Strategies



CHAPTER THREE: COMMUNITY GOALS / STRATEGIES

Chapter Three identifies and articulates implementation goals and strategies to achieve the framework set forth in Chapter Two. The recommended strategies and concepts have been categorized into several goal areas – Development Framework, Mobility and Community Facilities/Services.

3.1 Development Framework

The Waukee of tomorrow must achieve a balanced and diversified array of land uses in order to achieve a sustainable future. The land use categories are used to establish a general character of an area rather than to determine the exact land use of each property. Land use should consider both development and design policies in regards to various land uses, growth and design objectives.

3.1.a. Land Use / Development

Goal: Create and maintain a development pattern that is responsive to natural environmental features and is economically sustainable.

Establish a methodology to annually monitor land use / development decision making, capital improvement expenditure and new policy implementation in light of the desired outcomes of the Waukee Plan.

Review and revise the existing zoning and subdivision codes to incorporate concepts from the Waukee Plan, such concepts include rural clustering, business campus, Waukee Futures Corridor and Neighborhood and Community Village development and design characteristics.

Develop design and location guidelines for medium and higher density forms of residential development, as well as commercial and employment development that reflect desired community identity elements and features. Such guidelines are most important along key corridors and districts where a particular theme or concept is recommended, as well as in the separation distances of commercial areas.

Revisit codes and ordinances related to landscaping, signage, fencing, etc. to verify or make necessary changes to be consistent with the *Waukee Comprehensive Plan*.

3.1.b. Physical Growth

Goal: Sustain healthy physical growth in the form of policies that support logical expansion and infill development.

Develop a strategic annexation and infill plan with several key guiding principals.

Infill

- Redevelopment or reuse of existing building stock / property per the Waukee Future Direction Map (Figure 2-2).
- Coordinated development of vacant land within the existing city limits with utility and service / facility expansion.

Expansion / Annexation

- Recognition of a primarily northern / western growth direction.
- Squaring off of city boundaries in order to best utilize existing utilities and infrastructure and to adequately serve areas with emergency rescue services.
- Identification of areas of economic or strategic importance for future annexation based on the vision and goals of the Waukee Plan
- Establishment of agreements with surrounding communities related to the identification of future growth directions and intentions.



DOWNTOWN REDEVELOPMENT

3.1.c. Community / Economic Development

Goal: Encourage the development of diverse housing types / styles within strong neighborhoods that have strong physical character elements.

Promote the variation of housing types and densities within neighborhoods and subdivisions so that a resident has options to live within the same area as his or her lifestyle changes.

Seek to place higher density housing close to Community / Neighborhood Villages with adequate infrastructure and service support, as well as connections to the villages.

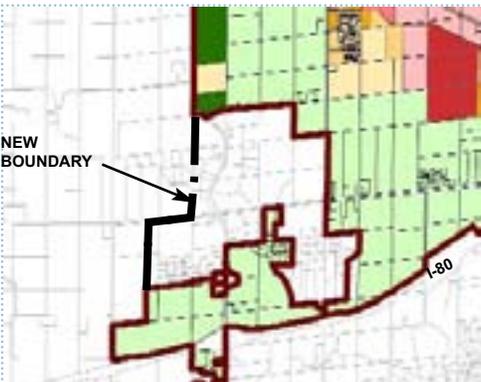
Seek a high level of connectivity from neighborhood to neighborhood and neighborhood to other places within the community.

Consider the provision of residential density bonuses in return for the provision and development of quality / useful open space and trails.

Promote the development of civic, institutional and public places within the Community / Neighborhood Villages that are well connected (i.e. pedestrian, bike, auto, transit) to adjacent neighborhoods and other parts of the community. Elementary schools and other small neighborhood-oriented civic / public elements may be located within the neighborhood itself.

Goal: Implement a holistic economic development policy that encourages innovation, seeks diversified employment opportunities and diversifies the stream of city revenue.

Establish an Economic Development Council to help make decisions regarding the economic growth of Waukee and to lead day-to-day efforts in business recruitment, retention and development.



SQUARE OFF CITY BOUNDARY THROUGH ANNEXATION POLICY

Downtown

- Support and strengthen the importance of the Downtown Business Association and develop a master plan for the expanded Downtown area.
- Set policies that foster an eclectic mix of uses that support growing commercial components and residential opportunities, therefore creating a “genuine living center.”
- Explore abatements and other incentive tools to encourage infill housing of varying densities, formats and styles in adjacent neighborhoods.
- Create a Community Improvement District (CID) that incorporates the recommended expanded area of downtown.
- Concentrate public / semi-public uses in downtown, to reinforce the area as the city center. Consolidate civic and appropriate public uses at the Civic Campus located in downtown Waukee (6th Street and University Avenue).
- Develop public space, adjacent to the “Triangle”, to host community events such as a Farmers’ Market, festivals, outdoor movies and music performances.
- Encourage adaptive reuse of existing historically and architecturally meaningful structures that add to the historic aspect of Downtown Waukee such as Waukee Elementary, Coop’s Filling Station and the grain elevators.



FIGURE 3-1: DOWNTOWN WAUKEE
SOURCE: GOULD EVANS

Neighborhood and Community Villages

- Recruit developers and businesses that will adhere to the village concept, pedestrian and public space orientation, mixed use development style and high design standards described for these locations.

Employment Area

- Promote the Hickman Road/ 6th Street employment area as a catalyst for economic development and enhance the connection to Downtown Waukee physically and economically.
- Work with property owners, when new development opportunities arise, to rezone properties appropriately in an effort to meet the community development goals for this area.

Waukee Futures Corridor

- Identify and attract corporations and institutions that are considered benchmarks and innovators within their respective fields.
- Foster opportunities for the creation of “think tank” and “innovation summit” activities that encourage partnerships and joint ventures into products and services.
- Create an “innovation catalyst site” that fosters creativity and competition by connecting entrepreneurs and start-ups with educational information, business development support, financial resources such as venture capital and other incentives.

Business Campus

- Develop a strategic / physical plan for the identified Business Campus.
- Work with property owners to discuss the business campus concept and proactively address concerns related to annexation, land use, land assembly, etc.
- Attract developer and business interest in the creation of a Business Campus that creates the character and work environment described in the *Waukee Comprehensive Plan*.

3.2 Mobility Framework

Within Waukee a comprehensive mobility network consists primarily of the public rights-of-way and easements that are or could be used for accommodating the movement of people throughout the community. The Waukee of tomorrow must promote multi-modal connectivity in support of business and neighborhood activities, as well as serve identifying features or elements in the community.

3.2.a. Connectivity

Goal: Develop a comprehensive system of transportation choices and facilities as a coordinated network that supports the movement of people in, out and through the community.

Roadways

- Revisit the Major Streets Plan to assess consistency and inconsistency with the comprehensive plan and make changes as necessary.
- Create a “road connectivity ratio” to achieve a resilient roadway network based upon the adjacent land uses, in order to minimize disconnections and alleviate peak congestion.

Pedestrian / Bicycle

- Develop a pedestrian/bicycle plan that is coordinated with the comprehensive plan, parks/recreation/open space/trails master plan and the Major Streets Plan of Waukee and those of adjacent communities or metropolitan/regional agencies.
- Develop pedestrian/bicycle connection and location policies for sidewalk, on-street and off-street trail connections within and between residential neighborhoods, downtown and neighborhood and community villages.

Transit

- Work with the Des Moines Area Regional Transit Authority (DART) to improve commuter transit access/availability. The determination of appropriate transit improvements should be related to key origin/destination points, economic catalyst locations and areas of higher density residential activity (i.e. downtown Waukee, the Futures Corridor and villages and employment areas).
- Support and encourage efforts to investigate future commuter rail and other transit technologies and options that may provide Waukee with better connections to the metropolitan area and the region.

Regional / National Connections

- Cooperatively work at a metropolitan and state level to address issues related to transportation services regarding air and rail activity, primarily as it relates to convenience and economic development advantages for the City of Waukee.

EXAMPLE OF A CONTEXT SENSITIVE ARTERIAL ROAD

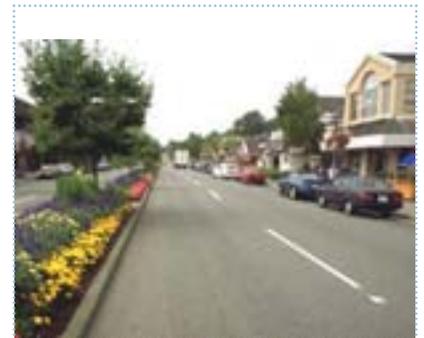
(the road completes the same function, carrying a similar daily traffic volume, but is aesthetically different)



RURAL



CIVIC



VILLAGE

3.2.b. Identity

Goal: Differentiate Waukee from other communities in the western Des Moines metropolitan area.

Review/revise as necessary the hierarchical roadway categories and design options in order to promote a system of roadways that is “context sensitive” as a functional and aesthetic element.

Develop and adopt a design manual for the creation of wayfinding, gateways, key intersections, development design and specially designated corridors as functional, identification and character elements in Waukee. These items are primarily associated with the Identity Corridors.

Develop and adopt a design manual for the creation of pedestrian features (such as sidewalks and trails) that are “context sensitive” with the adjacent built and natural environment.

3.3 Community Facilities / Services

Parks and recreation, community education/culture, public safety, and government administration facilities all help to create a sense of community and place. Proper placement and design of such facilities speaks volumes about quality, pride and community character. Additionally, infrastructure services (i.e. water, sewer, stormwater, etc.) are essential services that should be provided to those within the urban or suburban area or where the city has planned for growth. Infrastructure should occur in a sustainable manner so that the benefits of expansion (i.e. new residents, businesses and employers) outweigh the financial costs.

Goal: Provide effective and cost efficient community facilities and services that are reflective of our community values and desired quality to reinforce the concept that Waukee is the “Key to Good Living”.

3.3.a. Water / Sewer / Stormwater

Master plans for water/sanitary sewer/stormwater drainage provisions should be revisited or created in order to ensure that these systems are planned and implemented in light of the project growth and development of Waukee.

Evaluate existing agreements with Des Moines Water Works and the Waste Water Reclamation Authority (WRA) on a regular basis.

Coordinate infrastructure development with annexation and growth planning to ensure appropriate scheduling and phasing of infrastructure and capital improvement investments.

Coordinate infrastructure system development with the desired character context rights-of-way and land use; for example, drainage ditches may be an appropriate way to handle stormwater along a rural type road in a low density area.



WAUKEE WATER TOWER

Investigate the application of innovative techniques for minimizing the impacts of stormwater runoff; methods such as rain gardens, bio-swales, wetland vegetation/habitat mitigation and other retention methods should be incorporated when appropriate.

Study the potential opportunity for and use of consolidated/regional stormwater detention/retention solutions versus site oriented solutions.

3.3.b. Parks and Recreation, Education / Culture

Develop a parks/open space/recreation and trail master plan to serve as a guide for systemwide development and identify financing mechanisms and provision methodologies for sustaining a viable park system.

Seek opportunities to add two regional parks including nature/habitat and regional recreation oriented facilities.

Maintain the competitive edge of the Waukee Schools by supporting the expansion and development of the school district to meet growth needs and provide a superior level of education to students.

Work with the School District to find partnering opportunities to provide community oriented facilities and programs through the sharing of facility, staffing and capital resources.

Expand and enhance the Waukee Area Arts Council to advocate the creation and implementation of public art in the community, as well as work to increase the opportunities for arts oriented education and performance.

Develop a master plan for the provision of community cultural and educational facilities and services (i.e. library, museum, environmental experience, etc.)



DOWNTOWN TRIANGLE

3.3.c. Public Safety / Government Administration

Periodically evaluate the delivery of government services to measure the satisfaction and importance of City services in order to guide policy, program, service and facility needs and desires.

Pursue the development of a consolidated government services civic campus near downtown Waukee.

Establish a long term capital improvement planning program, utilizing a joint approach with the Planning Commission and City Council, in order to strategically phase improvement projects based upon available resources and the *Waukee Comprehensive Plan*.

Proactively seek opportunities to partner with citizens, other government agencies and community organizations to address concerns and issues related to public safety and the delivery of police, fire and EMS services.



PUBLIC SAFETY BUILDING

CHAPTER FOUR

Implementation



CHAPTER FOUR: IMPLEMENTATION

Implementation is the process of putting a comprehensive plan into action. A comprehensive plan is a long-range plan. Implementation is therefore incremental and cumulative – occasionally involving a large-scale project but more frequently involving small projects and encompassing all of the day-to-day decisions of the many stakeholders in the plan. It is not the culmination of the planning process; rather it is part of the continual planning cycle of input, analysis, evaluation, action and re-evaluation. At its core, plan implementation should be the process by which both major decisions and routine day-to-day decisions are evaluated against the vision and goals of the plan.

4.1. Implementation Partners

Implementation of the Waukee Comprehensive Plan requires the input of a number of “implementation partners”, all working towards the common vision expressed in the plan. The decisions that put the plan into action come from a variety of sources – both public and private – and from a variety of perspectives – policy, regulatory, fiscal and strategic. This section identifies the general implementation partners and summarizes their role in the plan’s implementation.

4.1.a. *The City*

The City’s primary role in implementation of the plan will be through regulation of private development, programming capital expenditures for public improvement and establishing development-related policies and programs. In essence, the City is the “keeper of the vision,” and through regulatory, program and policy actions must reinforce a commitment to the plan. Through this commitment the City directs all of the other implementation partners toward a common direction and builds support and expectations for outcomes called for in the plan.

4.1.b. *Development Industry*

The development industry is the primary agent for implementing physical aspects of the plan. As with most plans, the Waukee Comprehensive Plan envisions some long-term changes. This change only occurs with several discrete but interrelated actions that occur by a commitment of the development partners to invest in strategies that differ from the strategies of conventional development. This change must be viewed across areas (broader than any one project) and over time (incrementally, with smaller changes supporting bigger future changes). When these decisions are made under the collective and long-term vision of the plan, change can be more evident and more successful. It is not enough to internalize the goals of this plan within each discrete development project. Rather, projects must be strung together by their relationship to the common public realm, where each new project contributes to the greater whole of the community’s vision.

4.1.c. *Community Organizations*

Community organizations are the anchor of the plan. These organizations provide an established administrative framework that can be harnessed to achieve collective goals. When actions and activities of plan implementation require active communication networks and effective organizational structures, community organizations can be the quickest to mobilize and the most successful in carrying out more complex tasks. Furthermore, these organizations are most capable to react to new issues that arise and to structure appropriate responses still in keeping with the overall vision of the plan. In essence, these organizations can track successes under the plan and assess shortcomings, to ensure that this plan and the implementation strategies are always considered in collective actions of the community.

4.1.d Businesses

Businesses provide the long-term viability of the plan. Once the physical framework is established, it is only successful if it provides an environment where the desired types of businesses can thrive and continue to contribute to the tax base of the community, the employment of the citizens and provide quality services and goods for residents. Entrepreneurship, developing niche businesses, fostering a community ethic in business decisions and financing projects that further the plan are all roles that local businesses play in implementation.

4.1.e. Institutions

Institutions provide icons and landmarks within the City. These institutions should not only be physical focal points of the community but social and cultural magnets that create complete, full-service neighborhoods. In this role, the institutional partners must demonstrate commitment to the physical development patterns and community identity policies called for in the plan. By placing institutions at central and important locations, the presence of institutional partners is strengthened. This enables active engagement in the community partnerships under which implementation occurs.

4.1.f. Citizens

This plan documents the vision of the citizens. The continued involvement of the citizenry in the implementation process assures the continuing validity of the plan. Active involvement, either by volunteering to advisory committees and boards or through individual participation in the public process, ensures that these issues continue to be at the forefront of decisions by all of the implementation partners.

4.2 Implementation Tools

Implementation tools available to the community include a variety of decision-making tools including regulatory, advisory, policy, and strategic tools that are initiated by both public and private sector. Efforts to coordinate the many implementation tools can create the greatest momentum towards systemic and sustained implementation of the plan. The following are some of the more common implementation tools possessed by the implementation partners.

4.2.a. Land Development Regulation

Under the Iowa statutes, cities are authorized to develop regulations regarding private land activities to further common goals and implement a comprehensive plan. The two primary development regulations the City may adopt are:

(1) subdivision regulations, applying at the point of division and development of land, and ensuring that systems and networks are in place to support the proposed development and planned future growth – in effect setting regulations to establish the “public realm”; and

(2) zoning ordinances, establishing a relationship of compatible and supportive districts and the use, site design and building design standards that bring about unique characteristics of those districts – in effect setting regulations over the “private realm.” Each of these types of regulations shares a unique relationship to the Waukee Comprehensive Plan, and must work together to best implement the plan.

Subdivision Regulation – Regulation of the subdivision of land deals primarily with promoting and establishing land development patterns that can be most efficiently served by public facilities, establishes efficient systems or networks across many development projects (transportation, open space, utilities), and meets basic design and layout standards for the necessary public and private facilities within the development. In contrast to zoning, subdivision regulations establish long-standing patterns within the community, which are not easily changed or altered. Therefore, subdivision regulations have an inherent and immediate link to a long-term comprehensive plan and translate the vision and concepts of the plan into physical patterns at the first stage of development.

Zoning Ordinance – While subdivision regulations determine the development patterns of the community, zoning arranges the development within the frameworks established by the subdivision regulations. Zoning establishes the character of distinct areas through combinations of districts with compatible and complimentary character and creates effective relationships and transitions among the general land use concepts established in the plan. Zoning also establishes specific regulations governing the use, placement, spacing and size of sites, open areas and buildings on particular parcels in these districts, in effect prescribing an efficient and effective manner for development on individual lots to function and relate to the context, development patterns and district character.

Level I, Comprehensive Plan – Visionary, Conceptual, General

Level II, Subdivision Ordinance – Development Patterns, Context and Connections, and Design of “Public Realm”

Level III, Subdivision Ordinance – Development-specific, Adequate Facilities & Internal Layout

Level III, Zoning Ordinance – Neighborhoods and Districts, General Character and Relationships and Transitions

Level IV, Zoning Ordinance – Lot- or Site-Specific, Building and Site Design and How Sites Relate to the “Public Realm”

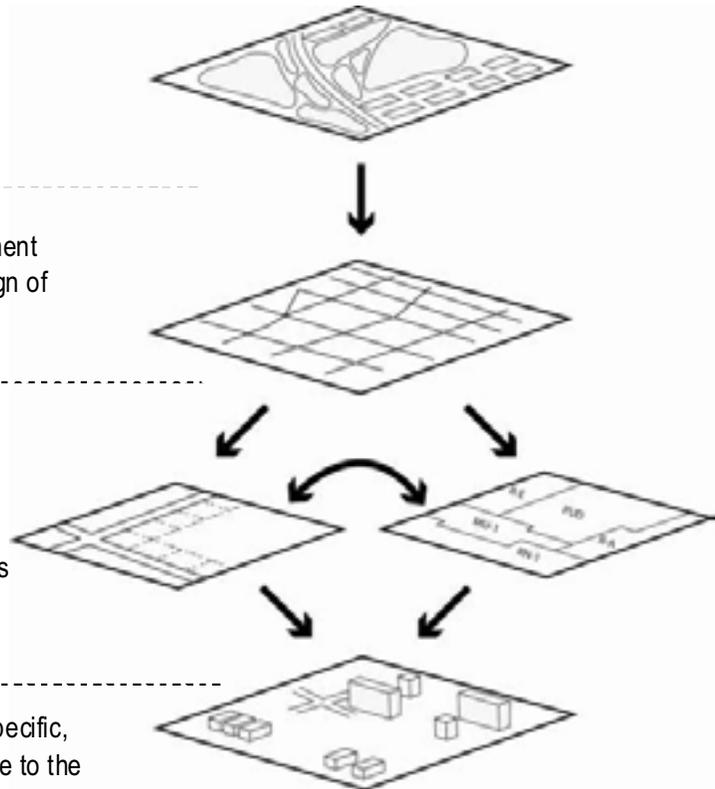


Figure 4-1: Figure 4-1 illustrates how a comprehensive plan, subdivision regulations and zoning ordinance should work together to implement a plan through four increasingly-specific levels of review and analysis in the development review process.

4.2.b. Capital Improvement Programming (and related City policies on extension of infrastructures)

A long-range capital improvements program (“CIP”) is generally a rolling five to ten year plan that prioritizes and directs resource allocation for capital projects which can include streets, sewers, water, storm water, public buildings or parks facilities. The long-range CIP should reflect the size, approximate location and estimated costs of improvements needed to serve anticipated growth projected in the comprehensive plan. This plan is not a detailed engineering document but it should provide enough specificity to determine estimates of costs that may be required to remedy any existing deficiencies in facilities and estimates of costs for new capacity that will be necessary to serve new development. The CIP includes a financing plan for multi-year projects and a schedule for high priority projects. A key component of the CIP is a one-year adopted capital improvements budget.

The CIP is often associated with other city policies on the extension of public infrastructure. Each new development has a measurable impact on the level of service provided by existing or proposed infrastructure facilities. As part of the planning process, the City can incorporate standards for specific facilities and services (water, sewer, storm water, streets and recreation/open spaces) and require that all new development ensure that adequate facilities exist to serve the proposed new development. These standards and specifically the design characteristics, levels-of-service and availability of specific facilities should be different in rural areas as opposed to the neighborhoods and villages in the plan.

A CIP is an important implementation tool not only because it assists in planning the most cost-effective facilities but it also prioritizes the City's limited resources to create the greatest impact or catalyst for private development and can provide the critical "timing" component for some of the long-range elements of the plan. Additionally, policies regarding developer-funded extensions of public facilities will impact plan goals and should be considered in light of a logical and well planned extension strategy presented by the CIP.

4.2.c. Public / Private Partnerships

As indicated above, the City is neither the sole party responsible for implementation of the plan, nor necessarily the primary party responsible for implementation. Many other entities will share roles and responsibilities – both individually and collectively. One of the most important functions of a comprehensive plan is to identify areas where many entities share roles and responsibilities and to align efforts towards a common vision. Thus, strategic alliances between the City and other public and private entities become a powerful tool for plan implementation. These alliances typically involve other public entities such as local school districts, water or sewer districts or state transportation and environmental officials, but may also involve partnerships with developers or landowners where private resources advance plan goals and when public resources are lacking.

One specific form of public/private partnership is the use of development or tax incentives. When both public and private resources are not sufficient to implement plan goals, development and tax incentives can be a useful tool to generate plan implementation that would otherwise not occur. When used in a limited and targeted approach, these incentives will give a relative advantage to development that clearly furthers planned goals, thus yielding an equal or greater public benefit than the tax revenue or other public funds forgone by the taxing jurisdictions. Therefore, the comprehensive plan should be used as an initial threshold in the use of any development incentives.

Other forms of public private partnerships can exist for public aspects of the plan. These can involve a consortium of any combinations of builders/developer/contractors, lending institutions and managing entities that partner with the City to build and manage components called for in the plan which will not otherwise be realized through ordinary public financing mechanisms. These types of partnerships can typically be effective to achieve traditional economic development functions, civic and institutional functions beyond basic services, or preservation of land stewardship functions.

4.2.d. Inter-governmental Cooperation

Implementation of the Plan may tap into non-city government resources as well. Programs at the State and Federal level often reward communities that demonstrate a strong planning initiative. Grant programs should be investigated for potential funding sources as a result of this plan. Also, activities of other adjacent or overlapping jurisdictions of local government entities will impact how well the plan is implemented. Inter-governmental cooperation among many government jurisdictions, whether parallel or higher levels, is critical so that these resources are not spent in counterproductive or in competing ways. This Plan should serve as a basis for these discussions on intergovernmental cooperation. Outreach efforts in this regard should include adjacent municipalities, special purpose jurisdictions such as the School District, the Des Moines Area Metropolitan Planning Organization (DMAMPO), Dallas County, the State of Iowa and the Federal Government. The activities of all of these jurisdictions, which may be operating within or have an impact on Waukee, should be measured and influenced by the local policies contained in this plan.

4.2.e. Private Investment

Private investment is a key component in implementation of this plan. While public resources, investment and regulation can direct growth and development, without private investment the vision will not be achieved. Investments consistent with the vision of this plan should be encouraged and rewarded. Small investments can sometimes create "quick successes" that build momentum and support for the plan, often leading to larger investments and lasting impacts on the community.

4.2.f. Ongoing or Future Planning

As indicated in Chapter A: Introduction, this plan is a living document. It should periodically be reviewed and evaluated making sure it reflects the community's vision and is based on accurate conditions from which that vision must emerge. With that, ongoing or future planning activities in Waukee can occur at three divergent levels.

At a minimum, the comprehensive plan should be periodically reviewed by the Planning Commission – ideally annually but at a minimum every 2 to 3 years. This review can be a simple discussion session among staff and the commission about the general performance and implementation of the plan and its effectiveness in guiding long-range decisions. Public comment can also be a part of this review to spot any new issues the plan must consider as well as determine if the vision and goals are still valid. These reviews will assist in determining when updates or amendments are necessary. Typically the Plan should be scheduled for updates and amendments on a periodic basis – spanning three-to-five year time periods. These updates can include broader public outreach and data collection that occur under the more frequent reviews and assessments. This information can assist in keeping the general direction of the plan valid and on the right course for implementation. It is not until problems with the overall vision and goals are recognized that a new comprehensive plan should become necessary.

Project- or issue-specific amendments to the plan, typically occurring simultaneously with a conflicting or unanticipated development project, should not occur. These types of planning responses often do not include the requisite broad and inclusive (or “comprehensive” study) that went into this plan. Rather, projects that may not conform to the plan must be justified – if at all – on changed circumstances or other broader considerations of public interest unanticipated by this plan and that extend beyond any one project’s boundaries. This justification may occur through the development process, but is often more involved than an ordinary development review.

Area-specific Plans

Area-specific plans, much like the Waukee Futures Corridor (Alice’s Road Corridor Plan) are an excellent way of providing more detail and catalyzing development concepts called for in the Waukee Comprehensive Plan. Area specific plans can be conducted on the City’s own initiative, conducted through a partnership of the City and private landowners and developers, or conducted exclusively by the private sector to initiate specific development when a critical mass is controlled to make master planning effective. All of these different arrangements of future area-specific planning should be evaluated for consistency with the vision, goals and general direction of the plan.

Topic-specific Plans

Topic-specific plans, similar to area specific plans, can be a good supplement to the Waukee Comprehensive Plan and provide the City with specific and professional guidance in areas touched on more generally in this plan. However, unlike area-specific plans, these plans often deal with systems or concepts that span more than one development project or context area and can benefit from a common approach across broad areas or city-wide. The City’s Major Streets Plan is one example of this. However, other topical areas or concepts in this plan could benefit from a topic-specific approach. Examples include Storm Water Management Master Plans, Open Space Plans, Parks and Recreation Master Plans, and Streetscape or Urban Design Plans. Similar to the area-specific plans, these plans should be made under the general guidance and direction of the Waukee Comprehensive Plan and provided they are consistent with the vision, goals, and direction of this plan, can become amendments or supplements to this plan.

4.3 Implementation Strategies

The following are some specific implementation strategies related to the vision, goals, strategies, and general direction of this plan. This list focuses on City-initiated actions and is not an inclusive list. However, these steps and recommendations can initiate the implementation process and will likely lead to more strategies and partnerships among many of the plan implementation partners identified in Section 4.1.

4.3.a. Update Subdivision Regulations: Subdivision regulations establish patterns of public facilities (streets, utilities, open spaces) and private ownership (blocks and lots) that will not easily change once put in place. This plan focuses on development patterns, and in particular cases of villages and neighborhoods, shifting development patterns. The subdivision regulations should be revised to enable these patterns and provide better assurances of development that support these patterns. Particular key elements of the update should include:

- **Street Types** - The subdivision regulations should require street types based on context. In addition to the conventional arterial, collector and local classifications, the regulations should enable cross-section designs that can vary – based on context – along each of these classifications to better support planned and anticipated adjacent land uses. “Design Types” can operate as an overlay upon the conventional classifications and at a minimum should include:

- **Rural** – Moderate lane widths and design speeds, unimproved shoulder and drainage, rustic or natural landscape edges.
- **Neighborhood** – Narrow lane widths and slow design speeds, formal edges with street-tree lawns and wide sidewalks (at least 5' on each side, more in higher density areas).
- **Parkway / Boulevard** – Moderate lane widths and design speeds, formal median and/or landscape edges with enhanced ornamental landscape, generous pedestrian amenities (trail or sidewalk).
- **Civic / Pedestrian** – Narrow lane widths and slow design speeds, on-street parking (parallel or angled), wide sidewalks (at least 8' to 10'; ideally 12' or more), enhanced and ornamental landscape and civic gathering spaces within or adjacent to the streetscape.

• **Street Connectivity** – Many of the patterns called for in this plan rely on improved street connectivity, so that no one street in any vicinity receives all of the vehicular traffic. Multiple and alternative connections are also essential to achieving walkability called for in many of the patterns. Connectivity, particularly at the local street level, should be improved to provide a more defined system of blocks and lots. Strategies to accomplish this include: block perimeter maximums, connectivity ratios and intersection density requirements.

• **Bicycle Transportation Network** – The subdivision regulations should include default provisions for bicycle facilities where any particular street section is identified on the Major Streets Plan or any bicycle and pedestrian plan. These standards should be aligned with the Street Design Types suggested above. The following tables include some basic default standards or guidelines for the type of bicycle facility that is compatible with the various street design types, and which may be appropriate on any identified bicycle transportation routes:

| Bicycle Facility Design Characteristics | |
|--|--|
| Off-street Facility | At least 12' for two-way dedicated bike route; At least 8' for one-way dedicated bike route' 12' - 20' for shared bicycle /pedestrian route. |
| Dedicated on-street lane | 5' - 6' separated from outer-most vehicle lane with a stripe. |
| Shared on-street lane | 4' added to the outer-most vehicle lane (but no more than 14' total lane width) indicated with street painting or "share the road" signs. |
| Combined lane | No specific facility - bicycle traffic and vehicle traffic are compatible at lower speeds. |

| Street Vehicle Design Speed | Bicycle Facility Type |
|--|---|
| Above 45 mph | Off-street bicycle facility, preferred; On-street dedicated lane, acceptable. |
| 35 mph - 45 mph | On-street dedicated bicycle lane, preferred; On-street shared lane acceptable. |
| 25 mph - 35 mph | On-street shared lane preferred. |
| Below 25 mph (local street or where on-street parking exists) | Combined lane. |

* Actual facility types and facility designs may be based on specific needs and site conditions.

• **Rural Conservation** - This plan calls for some areas of residential that preserve rural and natural characteristics. A mechanism should be included in the subdivision regulations that provide incentives for this type of development in exchange for larger, more contiguous and more meaningful areas of preserved open space.

4.3.b. Update Zoning Ordinances: The zoning ordinance enables districts of unique characteristics, assists with compatibility of and transitions with supportive and adjacent land uses, and specifies effective site and building design techniques that reinforce the character of a district and relationship of lots to the public realm. Many of the concepts called for in this plan will rely on better integration of many zoning districts and greater attention to the basic design techniques or form of development on individual lots. The zoning ordinance should be updated to better enable implementation of the plan and at a minimum include the following elements:

• **District Purpose and Applicability Statements** – Each district should include a purpose and applicability statement that ties the use of the district to the specific development patterns called for in the plan. Additionally, this statement should give a description of the extent (in area) of the district before it should transition to other mutually supportive zoning districts and the relationship to those districts, and any degree of diversity or mix of uses desired for the district as a whole. In essence, these statements should be used to evaluate rezoning proposals in relation to the specific context and in relation to the plan, as well as monitor the ongoing performance and growth of zoning districts already in place.

• **Range of Residential Lot Types** – The plan suggests a greater diversity of housing types, at times existing within the same neighborhood. This requires a broader range of lot types – each requiring its own size, dimension and design standards – rather than simply district wide density, lots size and setback standards. At a minimum the residential districts should be reviewed for how well they enable the following residential lot types (including districts that enable ranges of different lot types):

| Residential Lot Types | |
|----------------------------------|---------------------------|
| Detached/Rural | 3+ acres |
| Detached/Low-density | 1 - 3 acres |
| Detached/Estate | 1/2 - 1 acre |
| Detached/Large Lot | 80' - 120' (w) x 120' (d) |
| Detached/Standard | 60' - 80' (w) x 120' (d) |
| Detached/Neighborhood Lot | 48' - 60' (w) x 100' (d) |
| Detached/Small Lot | 36' - 48' (w) x 100' (d) |
| Semi-Attached/Duplex | 24' - 36' (w) x 100' (d) |
| Attached/Townhome | 18' - 24' (w) x 80' (d) |

• **Residential Lot and Building Design Standards** – The plan, and the above range of lot types, aim for more compact, walkable neighborhoods with a greater diversity of housing types. In order to ensure compatibility among types and the appropriate relationship of these lots to residential streetscapes, improved lot and building design standards must be in place. These standards should look at lot access, building placement, façade design or any other standards considered important to the quality of neighborhoods in Waukee.

• **Land Uses and Scale of Uses** – The village concept will rely heavily on a compatible mix of complimentary uses as well as a tight integration of the villages to the supporting residents. Zoning districts should be reviewed for how well they enable the appropriate mix, but particularly for how well they require the appropriate scale of use. For example, large scale retail uses are not compatible with the village concept. Therefore, it is not enough to simply enable retail in the villages, but specifications for the scale of those uses is necessary to ensure the desired integration with surrounding neighborhoods and to foster the walkable environment desired.

• **Commercial Design Standards** – Similar to the residential standards, many of the concepts of the plan require better design and relationship of buildings and sites to the public streetscapes. Greater attention to detail is essential to creating a quality pedestrian environment and maintaining long-term property values. Any district (or new districts where necessary) that are intended to implement the village development pattern should include standards or guidelines relating to the following minimum elements of “form”: streetscape, civic or site open space, building orientation, façade design, building scale and mass, parking location and design, lot access and circulation, and landscape and screening.

• **Parking Strategies** – In keeping with the concept of villages and more walkable areas, the zoning ordinance parking requirements should be reviewed for coordination with this approach to land use. Rather than consider the public purpose as requiring the minimum amount of parking, the regulations should be more strategic focusing on the optimal amount of parking. This approach recognizes that in most contexts anticipated in the plan, too much parking can be as damaging to the public interest as too little. Therefore, at a minimum the regulations should consider:

- Credits for on-street parking;
- Credits for alternative transportation such as bicycle access and parking or transit access, if any;
- Opportunities for shared parking – either shared common locations with a cumulative or sharing peak times with a reduction in the cumulative requirement;
- Parking maximums that either cannot be exceeded or only exceeded with associated and mitigating design elements; or
- Other discretionary reductions or waivers of parking requirements based on appropriate contexts.

4.3.c. Update Capital Improvements Program: The Capital Improvements Program should be updated to reflect and prioritize many of the improvements called for in this plan. In particular, a discussion on timing, budget estimates, potential funding sources and other aspects of the following projects should be included:

- *Downtown Civic Campus*
- *Identity Corridors (6)*
- *Gateways (12)*
- *Key Intersection Improvements (6)*
- *Copeland Regional Recreation Center*
- *Regional Nature Center*
- *Trail System Improvements (coordinated with any specific bicycle and pedestrian transportation master plan)*

4.3.d. Update the Major Streets Plan: The major street plan should be updated and coordinated with the Comprehensive Plan. This update may also be an opportunity to include specific alternative transportation mode provisions in regards to the mobility goals of this plan – in particular pedestrian, bicycle and potential transit provisions. (See Subdivision Regulation implementation strategies). Specifically, the Major Streets Plan should incorporate polices to effect the transitional street system identified in Figure 2-6 in the Mobility section of this plan. This would require designating major streets by both a Functional Classification (indicating the function and continuity of the street in the overall transportation network) and a Design Type (indicating the cross section design on any portion of a street that best supports the planned and anticipated land use and character of the area). The Major Streets Plan should also incorporate the Identity Corridors, Gateways and Key Intersections identified in this plan.

4.3.e. Other Future or Ongoing Planning: The City should institutionalize a system for on-going planning to maintain the momentum built during the planning process. At a minimum this should include use of the Comprehensive Plan as a resource in all city decisions impacting the physical development of the community, including post-decision or periodic assessment of how well the plan is performing.

- **Comprehensive Plan Updates and Review** – Schedule periodically as part of the Planning Commissions ordinary business calendar

- **Pedestrian Bicycle Transportation Plan** – Consider future pedestrian and bicycle transportation needs (not simply as a recreational activity) as growth and development occur. This plan could be associated with updates to the Major Streets Plan as that plan transitions to a more comprehensive and multi-modal transportation plan.

- **Parks and Recreation Master Plan** – Recreation and open spaces are a big part of the quality of life in Waukee, and become an instrumental element of more compact and walkable neighborhoods. As density increases (a necessary element of walkability), the need for accessible and convenient open spaces and recreation opportunities also increases. A plan like this should look at different scales of open spaces (block level, neighborhood-level, community-level/multi-neighborhood and city-wide level) and also look at different functions and types of open spaces (civic/formal gathering spaces, parks and active recreation spaces, and natural or preservation spaces)

- **Downtown Master Plan/Civic Campus Master Plan** – The concepts included in the Waukee Comprehensive Plan regarding downtown and the civic campus could benefit from an area-specific planning effort. Although many of the components could be implemented immediately or as opportunities arise, a specific planning effort could demonstrate a critical level of commitment as well as provide more detailed design specifics that typically serve as a catalyst for private sector investment.

- **Urban Design Master Plan** – More detailed planning will be necessary for many of the concepts called for in the Community Character and Identity portion of the plan. These efforts will need to provide more detailed design to many of the concepts, including gateways, key intersections and identity corridors. This planning and design detail can occur on a project-specific basis as elements of the comprehensive plan are programmed through the Capital Improvements Plan or become rolled into private development projects. However, effort toward a more comprehensive city-wide urban design strategy may also be appropriate and could catalyze much of the private investment that will be necessary to implement the Community Character and Identity goals effectively.

- **Catalyst Neighborhood Village Plan** – The concepts called for in the Neighborhood Villages portion of the plan are drawing more attention from the private development community. As part of this growing interest, detailed and comprehensive plans for specific areas are seen as one of the most effective ways to bring about the long-range vision and long-term growth of property values that result from these endeavors. Such efforts often solidify a direction among the many different property owners that are required to implement a true neighborhood village. These planning efforts often involve a highly detailed and participatory input (“charrette”) and carry very specific and programmed implementation steps for the public and private sector, specific to the land area (“form-based code”). The City should consider potential partnerships with developers, landowners and local construction and design and financing institutions to conduct an area-specific plan for one of the future neighborhood villages as a catalyst project.

4.4 Consolidated Implementation Matrix

The following implementation matrix provides a consolidated and composite list of strategies in the Comprehensive Plan. It should be interpreted and implemented consistent with other sections of the Plan which provide greater specificity and policy guidance, particularly *Chapter 2 Physical Development Plan* and *Chapter 3 Community Goals / Strategies*. A number of these strategies are inter-related and cross references are supplied where appropriate. This matrix represents the action component of the plan and can shift as policies, opportunities and priorities of the City shift over the life of the plan. It is not exhaustive of all potential avenues to implement the plan. Following up on many of these strategies in the matrix will reveal new or more effective ways to implement the general direction of the plan. In effect, this implementation matrix is the mechanism through which the Waukee Comprehensive Plan remains a "living document".

| Strategies | Timeframe | | | | Lead Department | Potential Partners |
|--|------------------|----------------|----------------|--------------|--|--|
| | Short 0-2 Yrs | Med 2-5 Yrs | Long 5+ Yrs | On- Going | | |
| Regulatory | | | | | | |
| Update Subdivision Regulations to coordinate with the Comprehensive Plan. [See Section 4.3.a. in Implementation Strategies] | X | | | | Planning | Attorney, Public Works |
| Update Zoning Ordinances to coordinate with the Comprehensive Plan. [See Section 4.3.b. in Implementation Strategies] | X | | | | Planning | Attorney, Public Works |
| Fiscal | | | | | | |
| Develop public space, including parking, adjacent to the "Triangle", to host community events such as a Farmers' Market, festivals, outdoor movies and music performances. | | | X | | Finance, Administration, Elected Officials | City Departments |
| Develop the Copeland Regional Recreation oriented facility and park to add to the existing Parks and Recreation System. | X | | | | Parks & Recreation, Community Development | Sports Leagues, "Get WYRD", Businesses, Corporate Sponsors |
| Seek opportunities to add a nature/habitat center to add to the existing Parks and Recreation system. | | | X | | Parks & Recreation, Community Development | Sports Leagues, "Get WYRD", Businesses, Corporate Sponsors |
| Pursue the development of a consolidated local government services civic campus near downtown Waukee. | | X | | | Finance, Administration | Attorney |
| Policy | | | | | | |
| Update the Major Streets Plan to coordinate with the Comprehensive Plan. [See Section 4.3.d. in Implementation Strategies and Section 4.3.b. in Subdivision Regulations Implementation Strategies] | X | | | | Planning, Public Works | Consultant, Metropolitan Planning Organization |
| Develop a design manual or create a pedestrian and bicycle transportation plan. This may be coordinated with or distinct from updates to the Major Streets Plan. [See 4.3.a. Bicycle Transportation Network and 4.3.e. Other Future or Ongoing Planning] | X | | | | Planning, Public Works | Consultant, Metropolitan Planning Organization |
| Develop a strategic annexation plan, addressing expansion/annexation areas and intergovernmental cooperation. | X | | | | Community Development | City Departments, Attorney |
| Cooperatively work at a metropolitan and state level to address issues related to transportation services, including air and rail activity, primarily as it relates to convenience and economic development advantages for the City of Waukee. | | | | X | Community Development, Administration | Metropolitan Planning Organization, Des Moines Partnership |
| Conduct a Downtown/Civic Campus Master Plan. [See Section 3.1.c. Community/Economic Development] | X | | | | Downtown Association | Planning, ISU Extension, Consultant |
| (1) Coordinate efforts and resources with the Downtown Business Association (DBA) for the master plan process. | X | | | | Downtown Association | Planning, ISU Extension, Consultant |
| (2) Consider a Self Supporting Municipal Improvement District (SSMID) for the expanded area of downtown to fund downtown improvements in this plan and any follow up master plan. | | X | | | Downtown Association | City Departments |
| (3) Consolidate civic and public uses in the Civic Campus located downtown (6th Street/University). | | | | X | Elected Officials, Administration | City Departments |
| (4) Integrate smaller, multi-purpose public open spaces into downtown for events and civic gatherings. | | | X | X | Elected Officials, Administration | City Departments |

| Strategies | Timeframe | | | | Lead Department | Potential Partners |
|---|------------------|----------------|----------------|--------------|--|---|
| | Short 0-2 Yrs | Med 2-5 Yrs | Long 5+ Yrs | On- Going | | |
| Policy | | | | | | |
| Implement the Alice's Road Corridor Plan and Waukee Futures Corridor concept of this Comprehensive Plan by developing Class A office and recruiting companies that are the benchmark of their industry. [See 3.3.b. Community/Economic Development] | X | | | | Community Development, Waukee Economic Development Group | Developers, Dallas County, West Des Moines, Waukee Chamber |
| Promote the Hickman Road/6th Street Employment area as a catalyst for economic development and enhance the connection to Downtown Waukee physically and economically. | | X | | | Community Development, Waukee Economic Development Group | Developers, Dallas County, West Des Moines, Waukee Chamber |
| Develop a strategic/physical plan for the identified Business Campus. | | | X | | Community Development, Waukee Economic Development Group | Developers, Dallas County, West Des Moines, Waukee Chamber |
| Master plans for water/sanitary sewer/stormwater drainage provisions should be revisited in order to ensure that these systems are planned and implemented in light of the projected growth and development of Waukee. | | | | X | Public Works, Engineering | Planning |
| Work with other government entities and city departments (i.e. school districts, library, parks) on strategies to promote the location of smaller facilities as the focal points of new neighborhoods. | | X | | | Community Development, Administration | School District, Developers, Parks & Recreation |
| Conduct annual or periodic reviews (1 to 2 years) and assessments of the Comprehensive Plan to identify if potential updates are necessary. Plan for periodic updates, including public participation, about every 5 years to ensure the vision of the community and development framework remain valid. | X | | | X | Planning | City Departments |
| Evaluate existing agreements with Des Moines Water Works and Wastewater Reclamation Authority (WRA) on a regular basis. | | | | X | Public Works | Attorney, Administration |
| Update the Capital Improvements Plan (CIP). [See Section 4.3.c., Public Facility Needs Study 2006, Key Intersection Improvement Plan 2006] | X | | | X | Administration, Finance | City Departments |
| Develop a residential design manual addressing design of lot and building types that integrate different housing opportunities into neighborhoods, downtown, community and neighborhood villages, and areas around potential transit stops. | X | | | | Planning | Developers, Home Builders Association |
| Develop a strategic infill plan to implement priority concepts and developments from the residential design manual. The plan should consider policy statements for the consideration and use of incentives where necessary and appropriate. | X | | | | Planning, Community Development | Developers |
| Develop a Parks and Recreation Master Plan specifically looking at different scales of open spaces and recreation needs in relation to the different development patterns identified in Chapter 2 Physical Development Plan. [See Section 3.3.b. Parks and Recreation, Education/Culture and Section 4.3.e. Other Future or Ongoing Planning] | X | | | | Parks & Recreation | Planning, Metropolitan Planning Organization, Consultant |
| Develop a master plan for the provision of community cultural and civic facilities and services (i.e. library, museum, environmental experience, etc.). | | X | | | Planning | Arts Council, Downtown Association, Waukee Chamber, Library Board, Dallas County, Parks & Recreation |
| Develop a design manual or create an Urban Design Master Plan to coordinate private building and site design standards with adjacent public improvements for priority development areas in the City such as specific Identity Corridors. This may be coordinated with or distinct from updates to the Major Streets Plan, Subdivision Regulation Updates, and Zoning Ordinance Updates. [See Section 3.2.b. Identity] | | X | | | Planning, Public Works | Consultants |
| Partner with developers and land owners to create a catalyst Neighborhood Village Plan for one of the neighborhood villages in the future growth areas. [See Section 4.3.e. Other Future or Ongoing Planning] | | X | | | Community Development | Planning, Developer, Land Owner |

| Strategies | Timeframe | | | | Lead Department | Potential Partners |
|---|------------------|----------------|----------------|--------------|--|--|
| | Short 0-2 Yrs | Med 2-5 Yrs | Long 5+ Yrs | On- Going | | |
| Administrative | | | | | | |
| Log all land use and development decisions in a summary fashion for use in annual or periodic assessments. Conduct annual or periodic assessments of all decisions against the future development framework plan for evaluation to better assess where adjustments or improvements are necessary. | | | | X | Planning | |
| The Comprehensive Plan Advisory Committee shall continue to act as an official and on-going promoter of the Plan. Duties may include: marketing the plan and concepts to other groups involved in growth and economic development of Waukee; participating in annual plan performance reviews; and initiating discussions for updates and amendments to the plan. | | | | X | Community Development | Planning & Zoning Commission, City Council |
| (1) Identify a structure and specific roles for the Committee that avoids duplication or conflicts with any other acting groups in the city. Priority should be placed on an efficient strategy to coordinate efforts made by the various implementation partners identified in the plan. | X | | | | Community Development | Planning & Zoning Commission, City Council |
| (2) Consider task specific sub-groups to work on specific areas of interest or Committee priorities. | X | | | | Advisory Committee | Community Organizations, Institutions |
| (3) Identify partnerships with other operating groups that share a consistent mission to implement the plan. These groups may also serve as recruitment pools for Advisory Committee replacement members. Each member of the Advisory Committee shall act as a liaison for other groups within the city. | | X | | | Advisory Committee | Community Organizations, Institutions |
| Establish an Economic Development Council to help make decisions regarding the economic growth of Waukee and to lead day-to-day efforts in business recruitment, retention and development. | X | | | | Elected Officials, Finance | Waukee Economic Development Group |
| Develop a transit review plan to: | | | | | | |
| (1) Work with DART to expand routes from West Des Moines and Clive in a coordinated manner with new development. | X | | | | Administration | Developers, Des Moines Area Regional Transit |
| (2) Recommend design standards and strategies to incent transit supportive development along key connections to the DART potential expansion area – primarily higher density residential and employment centers developed in a compact, pedestrian-oriented fashion. | | X | | | Planning, Community Development | Des Moines Area Regional Transit |
| (3) Support and encourage efforts to investigate future commuter rail and other transit technologies and options that may provide Waukee with better connections to the metropolitan area and the region. | | X | | | Metropolitan Planning Organization, Des Moines Area Regional Transit | |
| Develop a walkability plan to: | | | | | | |
| (1) Study and develop a program for greater city-wide connectivity of pedestrian paths between 5' to 10' wide. | X | | | | Parks & Recreation, Public Works | Consultant, Metropolitan Planning Organization |
| (2) Where deficiencies exist prioritize them under the following categories (or similar system): | | | | | | |
| Critical – potential connection to common pedestrian trip origins and destinations over a shorter distance. | X | | | | Planning, Public Works | Engineering |
| Important - potential connection to secondary pedestrian trip origins and destinations over a longer distance. | | X | | | Planning, Public Works | Engineering |
| Non-priority – potential connections to conceivable pedestrian trip origins and destinations. | | | X | | Planning, Public Works | Engineering |
| Insignificant – areas where pedestrian trips are not likely. | | | | | | |
| (3) Institute similar policies as part of pedestrian planning for newly developed areas. | | X | | | Planning, Public Works | Engineering |
| Work with the Waukee Area Arts Council to advocate the creation and implementation of public art in the community, as well as work to increase the opportunities for arts oriented education and performance. | | X | | | Administration, Arts Council | Bravo |
| Conduct periodic (2 to 3 years) government service satisfaction surveys to guide program and policy decisions. | | X | | X | Administration | City Departments |

