



DOWNTOWN MASTER PLAN



Waukeee Downtown Master Plan Document

City of Waukeee, IA

Preface

In April of 2008 the City of Waukee approached Iowa State University's PLaCE (Partnering Landscape and Community Enhancement) program about the possibility of having a College of Design studio involved in the planning process of its downtown. By the start of summer I had committed to teach a studio course based on developing a master plan for Downtown Waukee. During that summer, the City of Waukee conducted a mail survey of its residents to better understand what aspects of downtown they would like to see maintained, improved or changed.

In the fall of 2008, a group of Iowa State University students undertook the challenge of developing a master plan for Downtown Waukee. These students were part of the CRP 532 Community Planning Studio, a required graduate level course in the Department of Community and Regional Planning. From a pedagogical perspective, CRP 532 gives students an opportunity to analyze problems and formulate strategies for implementation, and to prepare a community planning report.

Working collaboratively with the Waukee Downtown Alliance and the City planners, the students developed the plan presented in this document. The work was developed in an academic setting during a short time period. Every effort was made to outline and structure the entire process. This accomplishment would not have been possible without the knowledge and experience shared by the following guest speakers: Erin Olson-Douglas, Cory Scott, Michael Wagler, and David Wilwerding. The comments and suggestions of external reviewers Jeff Benson, Jessica Clinton, Doug Johnston, Doug Ollendike, Erin Olson-Douglas, and David Wilwerding were also extremely valuable.

In addition, the editorial and layout design efforts of Shannon Thol were outstanding to achieve the quality of the plan presented here. Lisa Crabbs' work during the mail survey was indispensable. Troy Gillespie's willingness to improve the plan after the class was completed was remarkable. Thanks also go to Megha Chandrasekar, who helped students prepare posters for the public meetings.

This master plan has the potential to make Downtown Waukee a destination with access to employment, housing, retail, transportation, and recreation within a self-sustaining economy that embraces social trends and environmental implications. Hopefully, it will!

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IOWA STATE UNIVERSITY
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1.1 Introduction

The Background on State of Downtown presents existing conditions for the City of Waukee and the Downtown Study Area. According to the 2008 Waukee Comprehensive Plan, the Downtown Study Area encompasses the area between 4th Street, 7th Street, Cherry Street, and Hickman Road. Information has been assembled from a variety of sources to describe the current situation. Proposed changes are discussed in the subsequent chapters of this document.

This chapter is divided into three main sections: City of Waukee Existing Conditions (section 1.2), Existing City Plans (section 1.3), and Downtown Study Area Existing Conditions (section 1.4). Areas of discussion include history, demographics, economics, real estate, housing, land use, transportation, parks and open space, art and cultural resources, and previous plans and studies to be integrated into development of the Downtown Master Plan.

1.2 City of Waukee Existing Conditions

1.2.A Demographic Profile

Population

The population of Waukee has grown consistently since 1900, with a large population growth spike from 1960 to 1970. As shown in figure 1-1, the rate of population growth has also spiked since 2000. A current population projection, depicted in figure 1-2, predicts 42,508 citizens by the year 2050.

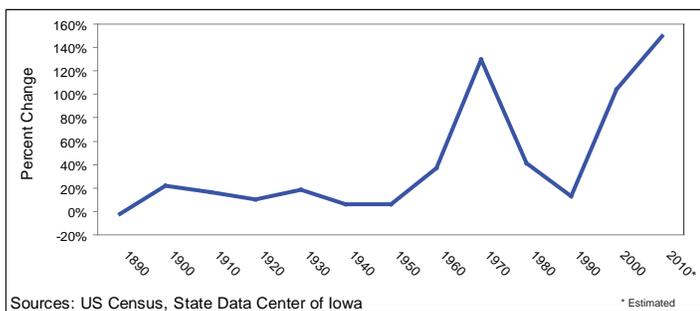


Figure 1-1: Waukee population growth, 1890-2010

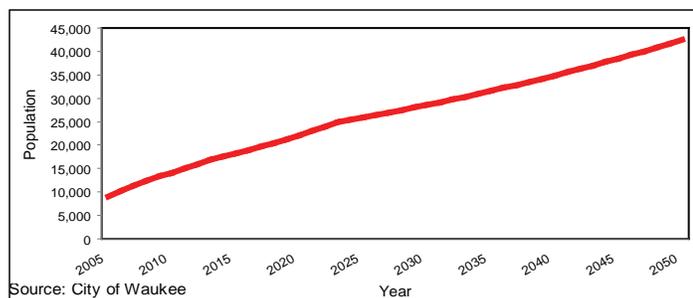


Figure 1-2: Population projection for the City of Waukee

A population pyramid organizes the total population by gender and age group, and allows for a detailed analysis of the current population. The population pyramid in figure 1-3 shows that the two largest population groups in Waukee are under five and 30 to 34. The median age of 33 suggests that Waukee has a large number of young families.

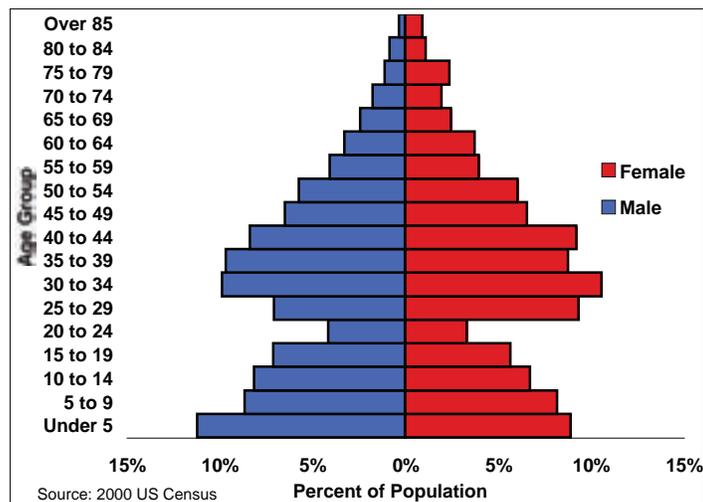


Figure 1-3: Population pyramid for the City of Waukee, 2000

Households

Waukee had a total of 1,927 households in the year 2000. Of those households, 75 percent were family households. Over 40 percent of households included children under the age of 18. As depicted in figure 1-4, when compared with neighboring suburbs, Waukee had the third highest average household size, with 2.66 people per household.

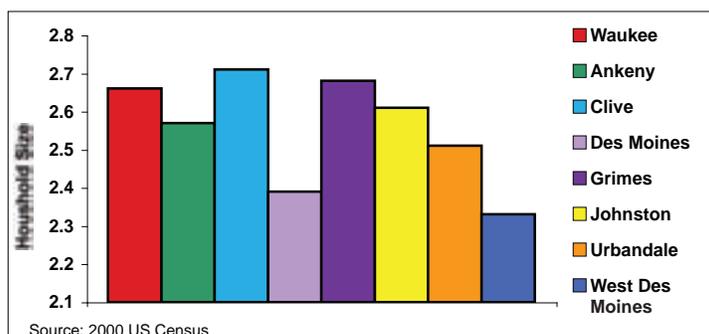


Figure 1-4: Average household sizes for selected metro cities, 2000

It is important to consider Waukee within a regional context. Comparing Waukee to selected cities in the Des Moines Metropolitan Area provides such a context. The comparison presented in figure 1-5 shows that Waukee had the highest percentage change for both population and housing units between 1990 and 2000. Thus, Waukee was/is the fastest growing city in the Des Moines Metropolitan Area.

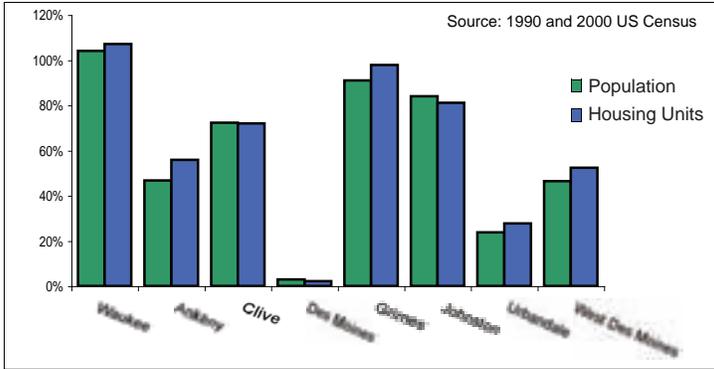


Figure 1-5: Changes in population and housing units from 1990 to 2000 in selected metro cities

Education

As depicted in table 1-1, educational attainment levels in Waukeee are higher than those in Dallas County and the State of Iowa. Waukeee also has a higher percentage of people with a high school diploma or bachelors degree than the national average.

	High school diploma	Bachelor's degree	Graduate or professional degree
United States	80.4%	24.4%	8.9%
State of Iowa	86.1%	21.2%	6.5%
Dallas County	89.5%	26.8%	6.4%
City of Waukeee	95.1%	34.0%	8.2%

Source: US Census Bureau

Table 1-1: Educational attainment of persons 25 years and older

1.2.B Economic Profile

Household Income

In 2000, just over 60 percent of Waukeee households earned more than \$50,000 per year, as shown in figure 1-6. The median household income for Waukeee in 2000 (\$58,024) was significantly greater than that of the Des Moines Metropolitan Area (\$46,651), The State of Iowa (\$39,469), and even the United States (\$41,994).

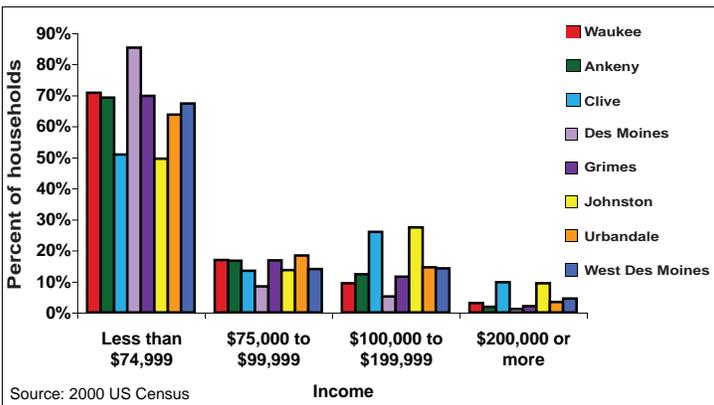


Figure 1-6: Household incomes of selected metro cities, 2000

Figure 1-6 shows that Waukeee is competitive in comparison to its neighboring suburbs, although Clive and Johnston outpace it with more households in the \$100,000 and above categories. The majority of Waukeee households earned between \$50,000 and \$100,000 in 2000. This may indicate that Waukeee residents have the means to support and invest in their community.

Unemployment & Poverty

Waukeee has a very low percentage of people relying on public assistance. Specifically, only 0.4 percent of Waukeee residents receive public assistance, compared to two to four percent for neighboring suburbs' populations. As shown in table 1-2, Waukeee also has a low level of poverty when compared to neighboring cities. In 1999, only three percent of the population earned less than \$8,501 and were thus classified as living below the poverty line. Although Waukeee had the lowest poverty level compared to neighboring suburbs, it had the second highest rate of unemployment (shown in table 1-2).

	Unemployment rate	Poverty rate
Grimes	1.6%	3.3%
West Des Moines	1.7%	4.5%
Clive	2.0%	3.5%
Urbandale	2.3%	3.7%
Johnston	2.4%	4.1%
Waukeee	2.6%	3.0%
Ankeney	3.8%	4.0%

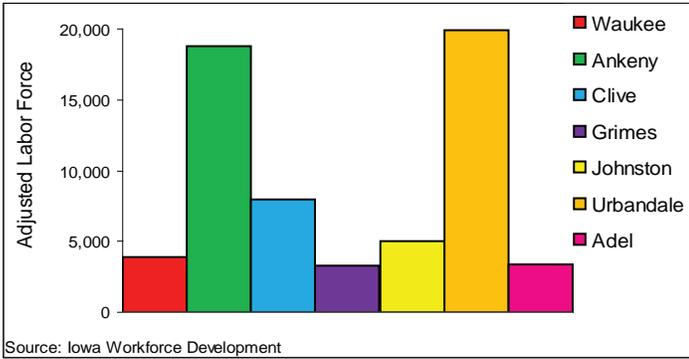
Source: US Census Bureau

Table 1-2: Unemployment and poverty rates of selected metro cities, 2000

Laborforce

In 2008, Iowa Workforce Development released a Laborshed Analysis for the City of Waukeee. The goal of this analysis was to “estimate the potential availability of workers and determine how well the surrounding geographical areas are able to provide a stable supply of workers to the central Laborshed node.” The final adjusted potential labor force for the City of Waukeee makes up 12.6 percent of the total Laborshed with 3,933 persons. As shown in figure 1-7, this statistic is comparable with those of surrounding suburbs like Clive, Grimes, and Johnston, which have similar population sizes. West Des Moines has the largest labor force of these selected cities.

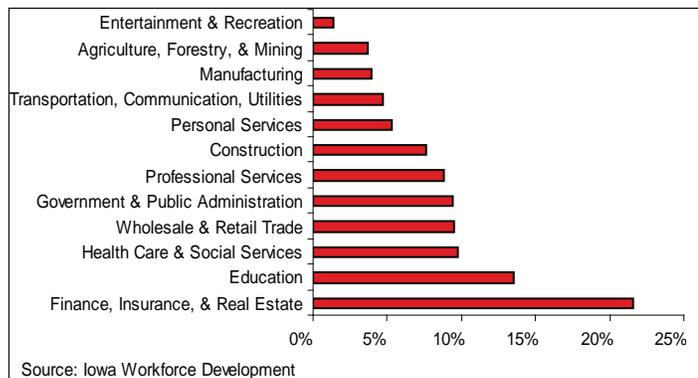
Most of Waukeee’s labor force, 82.7 percent or 2,635 people, travel to work in other communities. These are called out-commuters, and many of them work in Des Moines, West Des Moines, Urbandale, or Clive. According to the 2000 Census, the mean travel time to work for Waukeee residents was 20.7 minutes.



Source: Iowa Workforce Development
 Figure 1-7: Estimated potential labor force in selected metro cities, 2008

The Laborshed Analysis also used survey responses to identify the major industries of employment. As shown in figure 1-8, the finance, insurance, and real estate sectors employ the highest percentage of the laborforce. This is not surprising given that Des Moines is the third largest insurance headquarters in the world.

Although Waukee has traditionally been a rural, agriculturally-based community, the Laborshed Analysis shows that agricultural occupations comprise the smallest sector of workers in the Laborshed area.



Source: Iowa Workforce Development
 Figure 1-8: Major employment sectors for the Waukee watershed, 2008

Employment

Table 1-3 shows that for those who work in Waukee, the school district and the City itself are two of the largest employers. The majority of employers in Waukee are located along major roads, with some in the Downtown area. A map of Waukee employers is shown in figure 1-9.

As shown in figure 1-10, Waukee has a very small share of total area employers when compared to area cities. The only sector where Waukee has no presence is manufacturing. The strongest sectors for Waukee are retail trade, professional,

scientific and technical services, and other services. Figure 1-11 shows that Waukee has the lowest percentage of employees when compared with neighboring suburbs.

Company	Product or service	Number of employees
Waukee Community Schools	Education	470
Quebecor World	Book binding	150
Gilcrest Jewett	Lumber and building material sales	145
Atlantic Bottling Company	Soft drink bottler	100
City of Waukee	Government	55

Source: US Census Bureau

Table 1-3: Leading employers in the City of Waukee

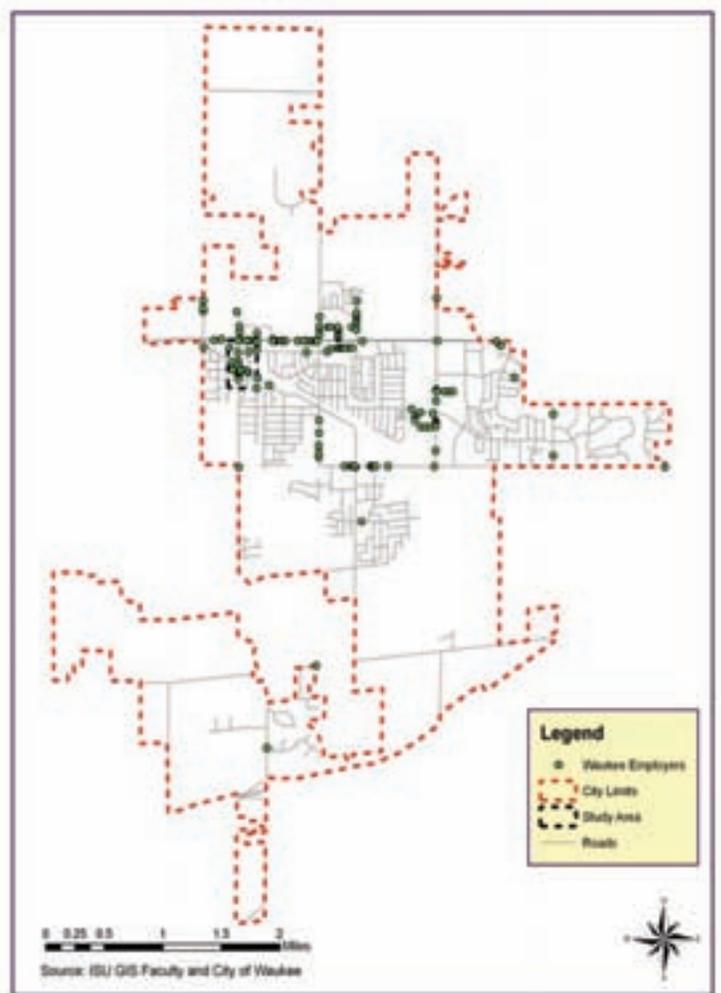
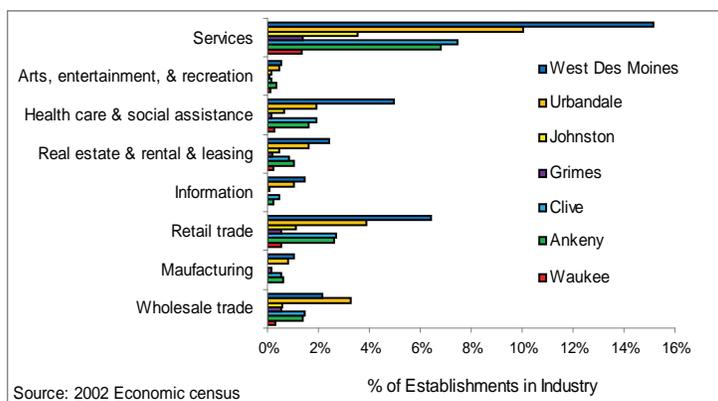
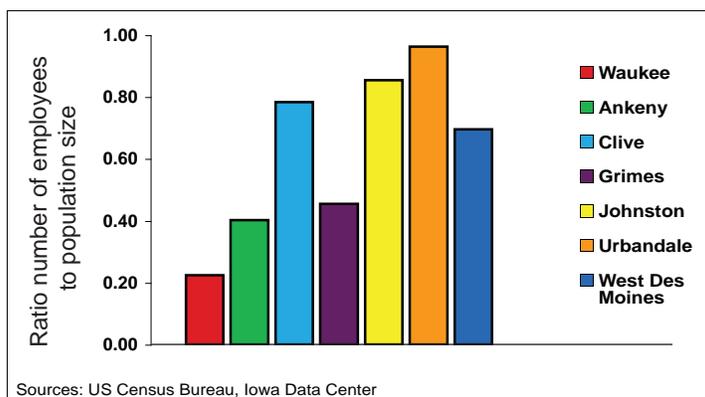


Figure 1-9: Locations of employers in the City of Waukee



Source: 2002 Economic census

Figure 1-10: Presence of various industrial sectors in selected metro cities, 2002



Sources: US Census Bureau, Iowa Data Center

Figure 1-11: Ratio of employees to population size in selected metro cities, 2002

1.2.C Land Use

Although much of Waukee is still agricultural land, the central east-west strip is developing, particularly with residential uses. As shown in figure 1-12, commercial uses tend to be clustered around major streets, particularly Hickman Road (Hwy 6). Much of this is highway strip commercial development. Civic uses are also located near major streets, especially Ashworth Drive and University Avenue.

1.2.D Transportation

The City of Waukee's roadway hierarchy and design, as well as future plans, are determined by the adopted 2003 Major Streets Plan, and modified by the adopted 2008 Comprehensive Plan.

In addition to a designation of road hierarchy, these plans determine which roads will receive boulevard treatment, and also locate gateway intersections. There is a planned designation of themed corridors for certain major streets. The main purpose of these corridor classifications is to develop an overall theme of design elements. This would include roadway design, land use, architectural style, streetscape improvements, public art, signage, and lighting. Where corridors

intersect, those junctions are deemed "Key Intersections" and would be designed as such.

Waukee's current plans highlight disconnections in Waukee's roads, transit lines and pedestrian networks. One of the largest disconnections is in mass transit. There are no mass transit routes in the City of Waukee. The City previously contracted with the Des Moines Area Regional Transit Authority for limited service, but the project was recently discontinued because the city was displeased with some terms of the arrangement. Negotiations to introduce service are still underway.

There are plans for the creation of a more extensive pedestrian network, with a city-wide trail system and improved sidewalk connectivity to the overall system. This will be both a recreational amenity and alternative mode of transportation. Trails will link neighborhoods and places of commerce, employment, and entertainment. In addition, as figure 1-13 depicts, trails will include routes adjacent to roadways, abandoned rail lines, and pathways meandering through rural and scenic areas.

1.2.E Parks and Open Space

Figure 1-13 shows the locations of the six recreational parks in Waukee: Centennial Park, Warrior Park, Ridge Pointe Park, Southfork Park, Triangle Park, and Winfield Park. Triangle Park is located in the core of the Downtown Study Area and projects a strong sense of place for visitors. Songbird Park, which is certified as a "backyard wildlife habitat" by the National Wildlife Federation, is the only conservation park located in Waukee. Sugar Creek Golf Course is a public course located within the city. The Raccoon River Valley Trail is a recreational trail that begins in Waukee and continues west for 56 miles. The trail connects to the Clive Greenbelt Trail on its eastern terminus. The Waukee School District also provides a sports and recreational site for public use. Park and recreation space totals 177 acres or two percent of the total land area within the city limits of Waukee. An additional 514 acres of park and recreation space is proximate to Waukee, including the Clive Greenbelt Trail and the West Des Moines Golf and Country Club.

Two regional parks are recommended and planned for future development: the Copeland Recreation Complex, and the Regional Nature Center. The Copeland Regional Complex will feature athletic fields for local teams and regional competitions. The planned location is on University Avenue east of R Avenue. The Regional Nature Center will consist of a creek and natural area for learning, leisure, and serenity. Regional parks function to create an environmental identity for Waukee, provide local amenities, and foster economic opportunities.

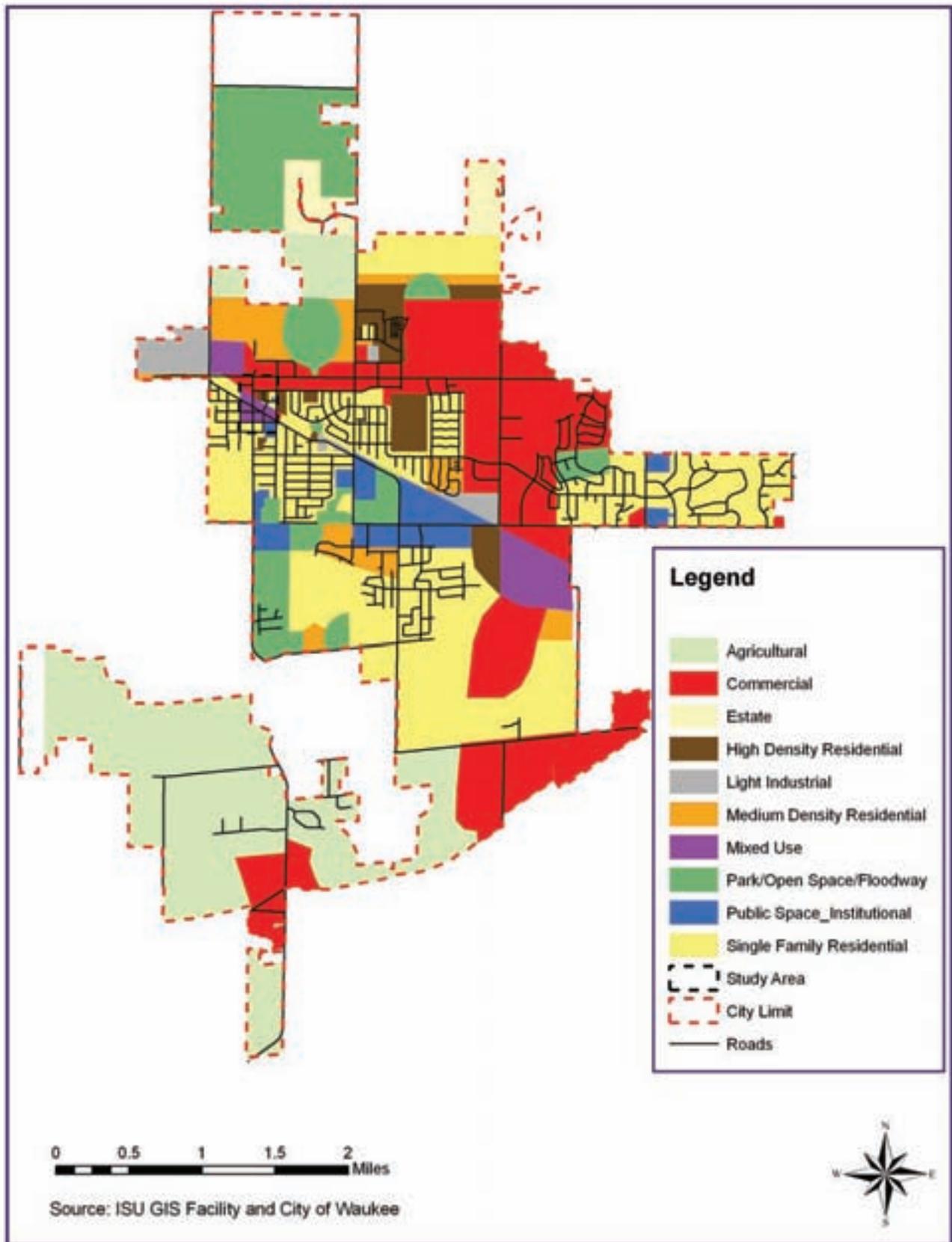


Figure 1-12: Current land use in the City of Waukee

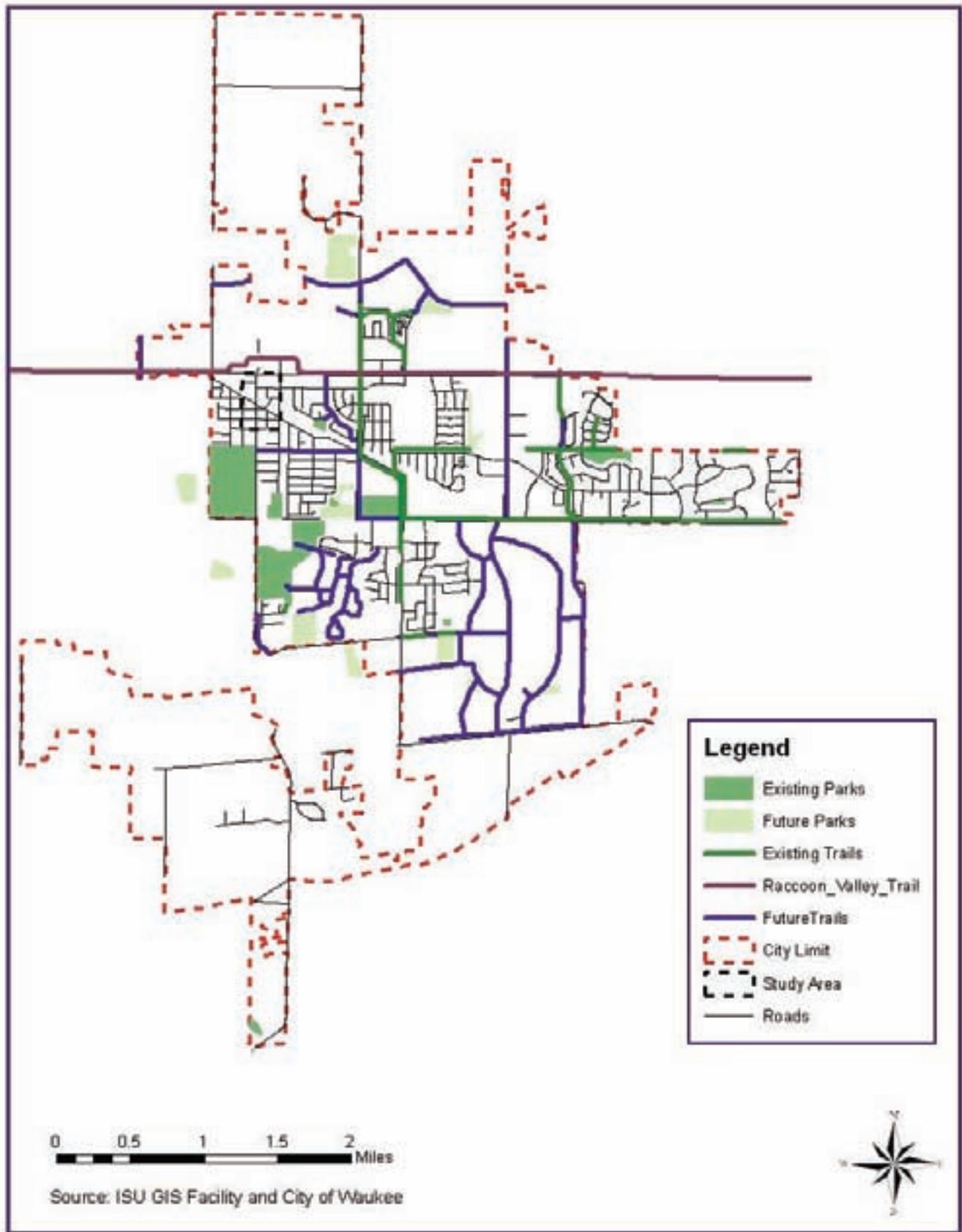


Figure 1-13: Existing and proposed parks and trails in the City of Waukee

1.3 Existing City Plans

1.3.A 2000 Urban Renewal Plan

In November of 2000, the City of Waukee adopted an Urban Renewal Plan. Under this plan, the City supports the following activities: acquisition of property for public improvements and facilities, street and streetscape improvements, enforcement of codes and design standards, a marketing program to promote the purchase and development of industrial and commercial land, and utility improvements.

According to the plan, the core Downtown area of Waukee is considered an urban renewal area, including several of the major streets in and around Downtown. This means that the City may decide, on a case-by-case basis, to provide financial assistance for development and private investment through loans, grants, tax incentives, tax increment financing, and tax increment rebates. However, the regions surrounding Downtown that may be considered areas for potential Downtown expansion are not currently designated for urban renewal.

Under the Urban Renewal Plan, Waukee has a broad area used for Tax Increment Financing (TIF). Through this program, TIF dollars can be generated from any of the designated urban renewal areas, put into a common pool, and then allocated back to any of these areas. While there is no specific mechanism for using TIF funds only in Downtown, certain areas of Downtown are considered eligible for these funds.

1.3.B 2003 Iowa Department of Economic Development Recommendations

At the request of the Waukee Downtown Triangle Business Group and the Waukee Chamber of Commerce, a team from the Iowa Department of Economic Development (IDED) visited the community for two days in 2003. During that visit, the team became familiar with the community, toured the Downtown area, and interviewed 60 people. The team then put together a set of recommendations for the immediate, short, and long term.

The intent of the assessment was to provide a starting point for preserving and enhancing Downtown. Most of the recommendations revolve around business retention. There are also several recommendations that directly relate to the Waukee Downtown Master Plan, including developing zoning regulations and sign ordinances appropriate for Downtown and developing a strategy to enhance access to Downtown. The assessment ultimately suggests that a comprehensive approach be used to “improve the physical environment and preserve the historic district.”

1.3.C 2006 Key Intersections Plan Prepared by RDG Planning & Design

In 2006, the Key Intersections Plan was prepared by RDG Planning & Design. This report addresses image development for the City of Waukee with respect to gateway intersections. Issues of commercial development, community connectivity, and right of way requirements are considered. The 105-page report includes a project summary and schedule, workshop summaries, and preliminary design concepts. The bulk of the report features concept drawings and images of design elements, forms, materials, and views of various character enhancements.

The Downtown area is considered with respect to historical significance and community character. Of the six gateway intersections identified, the one closest to Downtown is Hickman Road and 10th Street. This intersection currently serves as the western gateway to Waukee and a trailhead for the Raccoon River Valley Trail. Intersection enhancements in the refined concepts portion of the report include recommendations for masonry paving patterns, limestone edging in planting beds, shade and ornamental tree groupings, ornamental grass-perennial-annual plantings, and community marking elements.

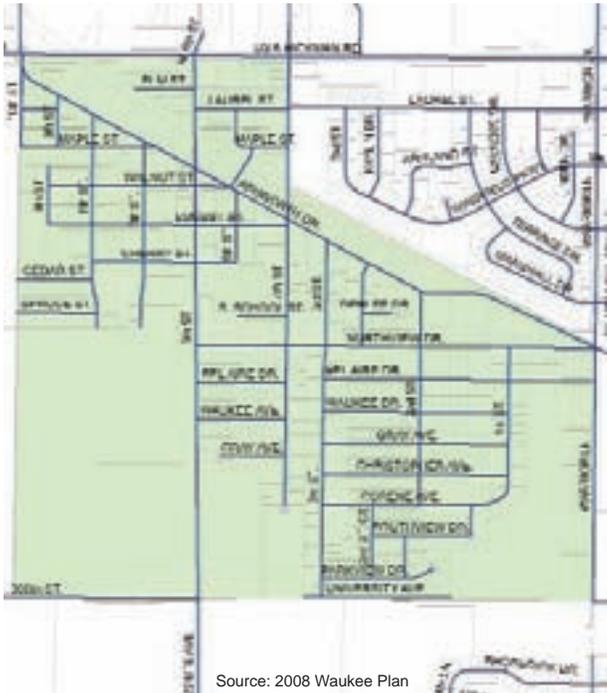
The report will be integrated with the Waukee Downtown Master Plan with respect to gateway enhancements along Hickman Road at 6th and 4th Streets. These enhancements address accessibility and connectivity issues between major arterials and entrances into Downtown. Urban design elements will be applicable to streetscape development, design guidelines, and image creation in the Downtown area. The application of these forms, patterns, symbols, and materials may be used to establish unity and continuity among arterials and gateway entrances.

1.3.D 2008 Waukee Plan Prepared by Gould Evans

In the spring of 2008, Waukee adopted a new comprehensive plan with a vision focused on “pride in place, commitment to quality, [and] continuous improvement of community.” This plan replaced the previous comprehensive plan from 2001 and provides a foundation for the Waukee Downtown Master Plan. One short-term action item calls for the creation of a Downtown Master Plan.

The Waukee Plan identifies an expanded boundary for Downtown that extends west to 10th Street, and south to University Ave. As shown in figure 1-14, the eastern boundary starts

along 4th Street and then cuts diagonally southeast along Ashworth Drive over to Warrior Lane. With this expansion, the “future Downtown” would include the residential neighborhoods adjacent to the current Downtown area. These are the original neighborhoods of Waukee. Including these neighborhoods will allow for comprehensive and strategic planning and investment in this area in the future.



Source: 2008 Waukee Plan

Figure 1-14: Downtown boundary as defined by the 2008 Waukee Plan

The Waukee Plan provides a framework for future physical development, including land use as well as community character. It also has sections focusing on mobility, parks and recreation, and community facilities. The plan used a public input process to develop community goals and strategies, and also describes various mechanisms for implementation. With relation to Downtown, the plan suggests strong civic gathering places and a Downtown that respects the past and celebrates Waukee.

In addition to expanding the boundary of Downtown, the Waukee Plan lays out several specific strategies related to the “future Downtown”. The plan states that, “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 form while preserving the community’s unique history and character”.

The first tactic involves establishing gateways to the Downtown area at strategic locations. In addition to the gateways, the plan proposes that 6th Street become the “new Main Street” for Waukee. The current Downtown area and adjacent blocks will be a mixed-use core, focusing on retail and service, “boutique” office, higher density residential, and adaptive reuse of the Waukee Elementary School as either residential or office space. In addition, the plan proposes a location for the farmers’ market on the property currently owned by Heartland Cooperative, as well as a public space adjacent to Triangle Park for community events.

Other proposals in the Waukee Plan relevant to Downtown include:

- Promote a transit line into Des Moines, with a possible park and ride facility in Downtown Waukee.
- Explore abatements and other incentives to promote infill housing adjacent to Downtown.
- Create a community improvement district for the Downtown area.
- Create design guidelines and a unique identity for Downtown Waukee.
- Incorporate bicycle facilities into the subdivision regulations.
- Maintain on-street parking, use shared parking, and enhance bicycle and pedestrian access.

1.4 Downtown Study Area Existing Conditions

1.4.A Introduction

For the purposes of this project, the Downtown Study Area was identified as the future commercial core defined in the Waukee Comprehensive Plan (page 2-7). The borders of this area include Hickman Road to Cherry Street and 4th Street to 7th Street. As seen in figure 1-14, the area is contained within the city’s proposed expanded Downtown boundary, which includes 213 residents, 74 single-family homes, and 41 multi-family homes. Throughout this section, the terms “Downtown” and “Downtown Study Area” are interchangeable. The center of the existing Downtown area is commonly referred to as the “Triangle” and identified by a greenspace called Triangle Park.

Information in this section includes history, economics, real estate, land use, zoning, transportation, parks, and art and cultural resources. Content is specific to the origin, development, and status of the existing Downtown Study Area.

1.4.B History

Downtown Waukee began in the same way as many other Iowa communities: a depot site along a rail line. Figure 1-15 depicts the old depot as it existed in the late 1920s. At this time it was owned by the Minneapolis / St. Louis Railroad, but the track and depot were built in 1869 by the Des Moines Valley Railroad. The rail line crossed the Downtown grid at an angle, forming a triangle that can be seen in the original plat map. At various times this triangle has contained a mud hole, a skating rink, a school, City Hall, a war memorial and a park. It has been there as long as the Downtown, and is now a symbol of the area's identity.



Source: A Pictorial History of Dallas County, Copyright 2001

Figure 1-15: The Minneapolis/St. Louis Railway depot, City of Waukee, late 1920's

After incorporation in 1878 a second rail line soon crossed Waukee, making it a junction. This was the Des Moines, Adel and Western Railway, later owned by the Waukee Road Railroad. Activity increased so much that the Dallas County News had this account in an 1880 article: "The two railroads make Waukee a very lively place. Everybody busy. No vacant houses." Downtown Waukee's businesses were lively and diverse, too, albeit with a high turnover rate. Often merchants would open a business for a few years, then use the profit to purchase land on which to farm.

Waukee's civic functions have also had a constant Downtown presence, even if they often did not have dedicated buildings for their use. The Post Office, for example, has been located on each side of the Triangle at various times, sometimes sharing space with other functions. The Library has been located in the City Hall and an old Downtown church, among other locations. The volunteer Fire Department has used space in City Hall and the water filtration plant.

The presence of civic functions in the Downtown area changed during the explosive growth of the 1990s. At this time the Waukee Christian Church, St. Boniface Church (a photograph of which is shown in figure 1-16), City Hall, the Post Office, the Fire Department and the Waukee Public Library all left Downtown in order to expand. The timing of these events can be seen in the Downtown Waukee Timeline shown in figure 1-17. Some businesses also left Downtown. The two railroads were abandoned for unrelated reasons in 1985 and 2006, despite having ended passenger service to Downtown long ago. Area business owners formed the Downtown Alliance in 2002 in order to protect and promote their interests.

There have been some recent efforts to rejuvenate Downtown Waukee. In 1991 the Waukee Jaycees built the current gazebo in Triangle Park, and in 2003 the City of Waukee invested nearly \$750,000 in Downtown streetscape improvements. These improvements included new storm sewers, pedestrian crossings, streetlights and landscaping.



Source: A Pictorial History of Dallas County, Copyright 2001

Figure 1-16: St. Boniface Church, City of Waukee, unknown date

Property and Owners

Downtown Waukee is distinct in the use of detached commercial buildings around Triangle Park. The overall layout of smaller lots surrounding a central open space core is a common element in many downtowns. The greatest distinction here is the triangular shape of that center open space, which is a unique asset.

The lots immediately surrounding Triangle Park have an ownership history that has resulted in many independent owners with uniquely sized lots. Residual effects of historical city block systems and parcel divisions have created street fronts of varied widths. While not overly detrimental to the area, small slivers of unused spaces and wide lots not completely utilized in Downtown disrupt the density, scale, and pattern often found in downtown blocks.

Waukee has begun addressing these physical inconsistencies by adopting a site regulation for the “Downtown Triangle District” that requires future buildings have a maximum fifty foot frontage. The 2004 regulations also include limitations on materials use and building size with preferences stated for color schemes, architectural features, and design committee review. Though not retroactive on existing buildings, most commercial buildings already meet aspects of the code concerning materials, heights, and appropriate street widths.

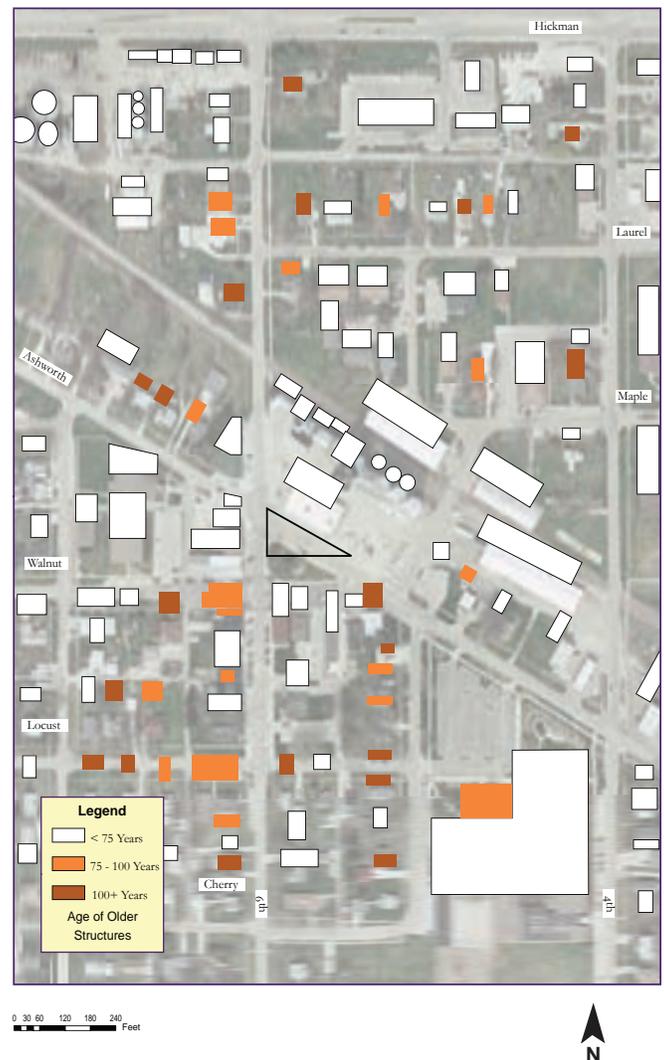
Noticeable alterations are apparent on some buildings, which indicate a change from the original form. Further independent investigation will be necessary to determine the historical accuracy of existing conditions and materials to inform future historic renovation projects.

Building Inventory

Of the 94 individual structures in the Downtown Study Area, the breakdown is as follows: 47 single family homes, ten multi-family buildings totaling 41 units, 30 commercial uses, four buildings owned by churches or fraternal/social organizations, one school building, and two city-owned buildings. This inventory does not include the many structures of the Heartland Cooperative or storage/auxiliary sheds. At the time of this report, only five commercial locations were vacant.

The oldest structures of commercial activity date back to 1915, 1918 and 1922. Many of the other commercial buildings are from the 1940s and later. The Downtown Study Area also has residential buildings, which date back to the previous century with several single family homes dating back to the late 1880s.

There are twenty buildings over 100 years of age and another 20 that are between 75 and 100 years old in the Downtown Study Area (see figure 1-18). It is important to note that the ages of the Cooperative buildings were not included, although portions of the structures date back as far as 1910, with more structures dating from the 1920s, 1950s and 1970s.



Source: Dallas County Assessor

Figure 1-18: Ages of Structures in Downtown Waukee

1.4.E Land Use

Figure 1-19 shows a map of land use in the Downtown Study Area. There are a variety of land use types, including commercial, residential, civic and industrial. However, despite the mix of land uses, a few patterns are apparent.

Triangle Park is almost exclusively bordered by commercial uses, although commercial land is also located along 6th Street and scattered in other areas. Industrial buildings are aligned along the railroad corridor. Medium density residential land is clustered in the area between Ashworth Drive and Hickman Road. Finally, low density residential land consisting of single-family homes is located throughout the entire Downtown Study Area.

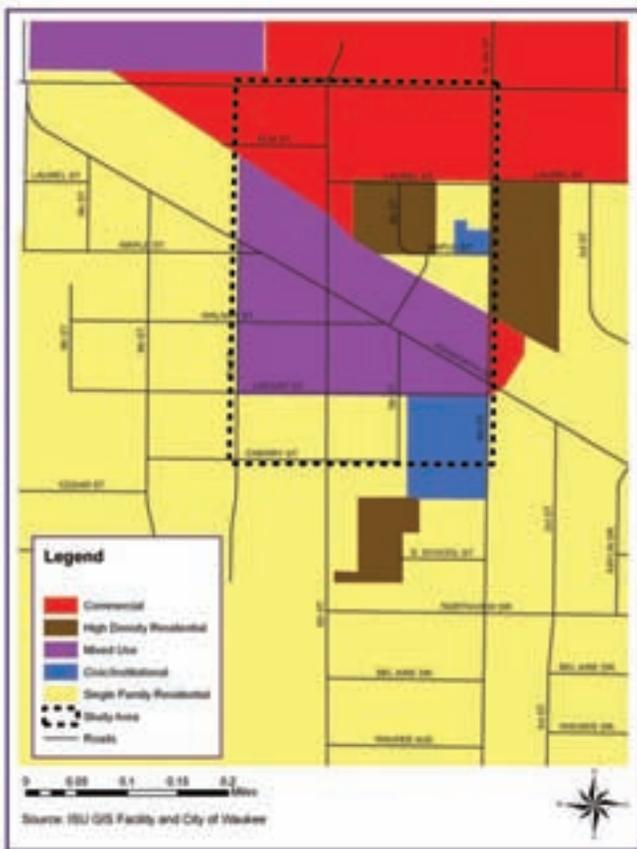


Figure 1-19: Current land use in Downtown Waukeez

1.4.F Zoning

Zoning patterns are similar to land use patterns. As shown in figure 1-20, the major zone classifications in the Downtown Study Area are:

- C-1 Community and Highway Commercial
- C-1A Neighborhood Commercial
- C-2 Central Business District
- M-1A Limited Industrial District
- R-2 One and Two Family Residential
- R-3 Rental Multi-Family Residential
- R-4 Row Dwelling and Townhome

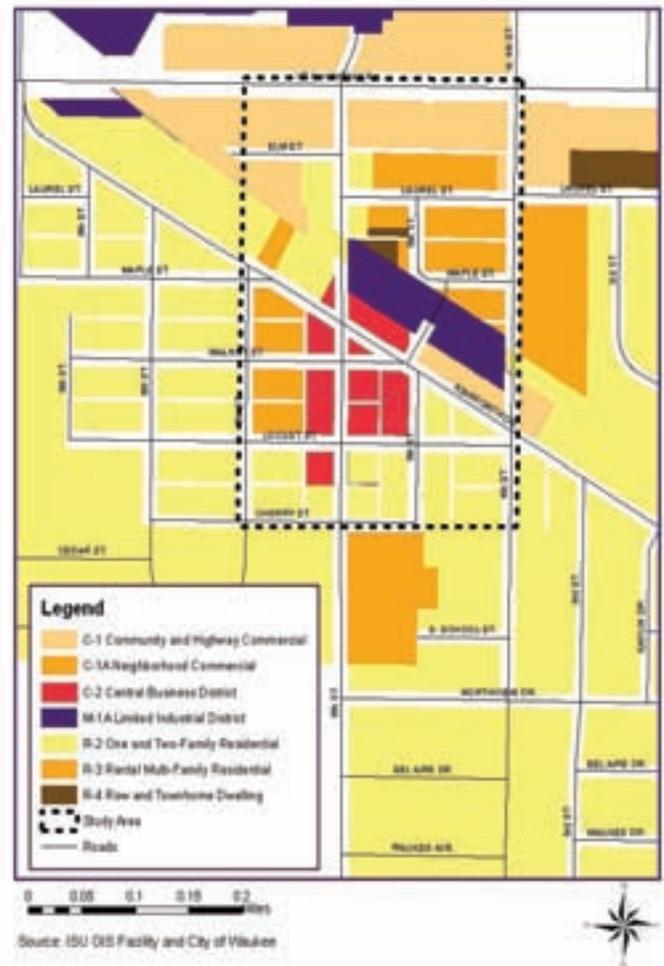


Figure 1-20: Current zoning in Downtown Waukeez

In the Downtown Study Area, three commercial zoning classifications apply. C-1, Community and Highway Commercial, caters to general retail and automobile traveling-consumers. Uses of this zoning classification include businesses which serve a town or regional clientele and accommodate automobiles for major retail shopping. C-1A, Neighborhood Commercial, includes a range of individually owned businesses found in small towns. The focus of this zoning classification is general retail and service commercial uses outside the central business district serving local and trade area retail consumers. Finally, C-2, Central Business District, includes the uses of the neighborhood commercial district with a restriction on a building's amount of residential space. The primary differences between these three classifications are size and nature of the business, type of clientele, and parking requirements.

1.4.G Transportation

As depicted in figure 1-21, vehicular transportation in the Downtown Study Area is concentrated along Hickman Road, 6th Street, Ashworth Drive, and 4th Street. Forthcoming changes include the designation of 6th Street as a boulevard and heritage corridor. Truck traffic will be bypassed to the west on 10th Street for some distance but 6th Street will be maintained as the major route for traffic to preserve the importance of the Downtown area. The intersection of Hickman Road and 6th Street will incorporate both gateway and key intersection features. As shown in figure 1-22 there are a variety of on-street parking locations Downtown.

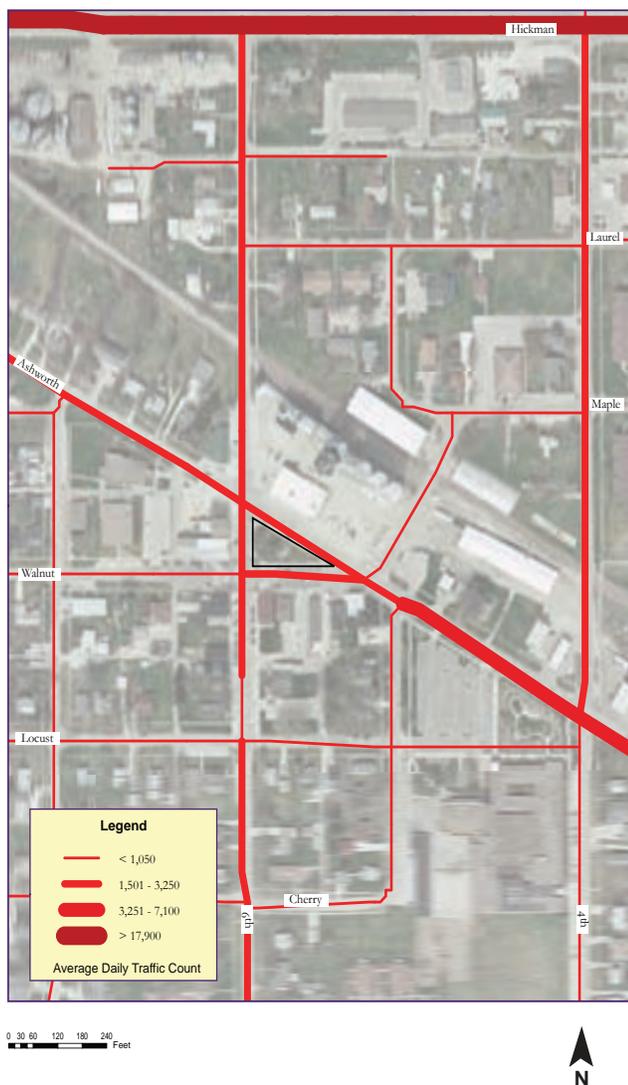


Figure 1-21: Average daily traffic counts on Waukee streets

There are two approved trail routes planned for Downtown. The first passes along the abandoned railroad right-of-way, extending northwest to connect with the Raccoon River Valley Trail. The other trail will follow 6th Street's right-of-way for its entire length, as part of the boulevard treatment.

Pedestrian routes in Downtown Waukee are somewhat disconnected and often narrow in width. These routes are depicted in a map in figure 1-23. The 2008 comprehensive plan suggests that a portion of the city's capital improvement budget be reserved for adding and improving sidewalks in older parts of the city. The implementation of these upgrades will be prioritized based on the sidewalk route's importance to common pedestrian routes, and will be based on a walkability plan. The area surrounding Triangle Park has benefited from recent streetscape investments, which improved the sidewalk condition and width.

1.4.H Parks and Open Space

Triangle Park is the primary public green space in the Downtown area. Less than one-half acre in size, the grassy area contains a gazebo, park benches, four littleleaf linden (*Tilia cordata*), and Colorado blue spruce (*Picea pungens*). The park is utilized primarily during festivals, cultural events, and farmers' markets. As shown in figure 1-24, several city parks and trail segments intersect within a one-mile radius of Triangle Park.

1.4.I Art and Cultural Resources

The art and culture of Waukee is influenced by ethnic heritage and community activities. Major community events include the Farmers' Market, Jazz in July, the Waukee Fall Festival, and the Winter Festival.

Started in 2003, the Farmers' Market is held on Wednesday evenings from 4:00 to 7:00 pm, June through September in Triangle Park. During peak season, 20-30 vendors sell produce, baked goods, crafts, and art wares. Each week has a special theme or event of interest to families.

The Metropolitan Arts Alliance of Des Moines sponsors an event called Jazz in July, in which a jazz concert is held each day of July throughout the metropolitan area. In 2008, Waukee participated for the second time with an attendance of more than 400 people on a July evening in Triangle Park. The concert includes several bands, food stands, educational booths, and children's activities.

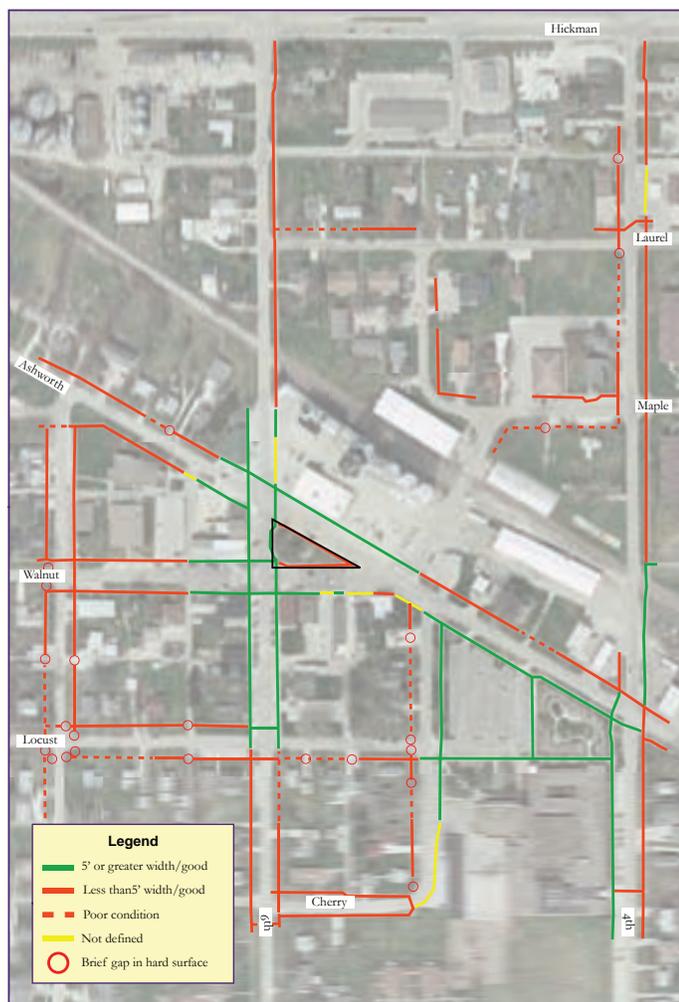


0 30 60 120 180 240 Feet

Source:
City of Waukee



Figure 1-22: Parking locations in Downtown Waukee



Source: Field Observations

Figure 1-23: Sidewalk conditions in Downtown Waukee

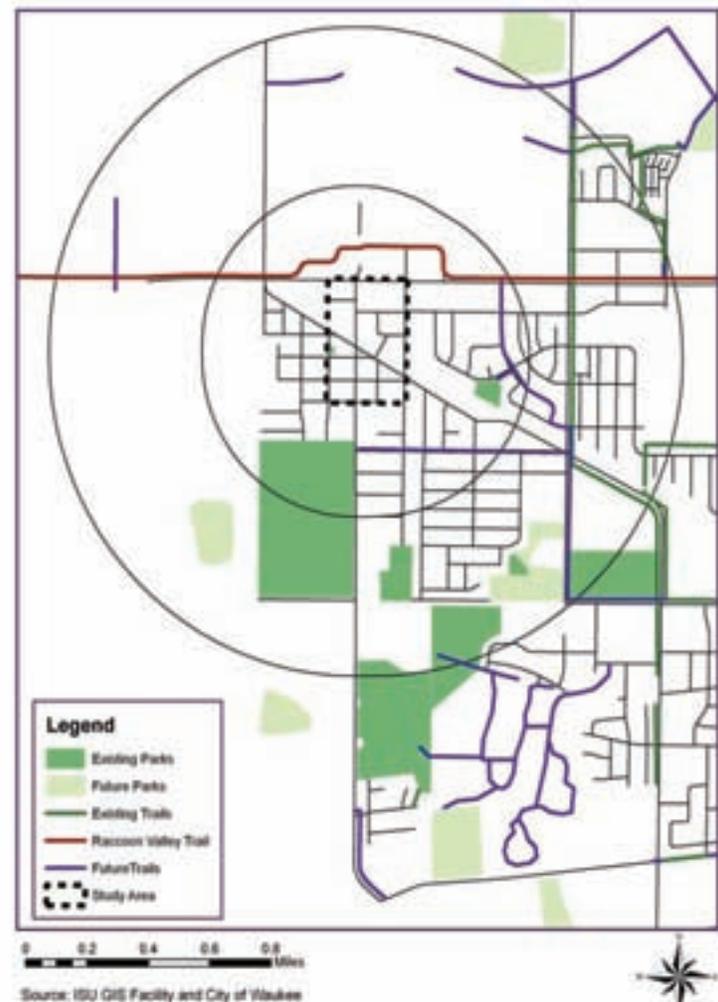


Figure 1-24: Parks and trails within one-half and one mile of Downtown Waukee

On a weekend in September or October, the Waukee Fall Festival is held Downtown. The event, which was started in 1989, features a carnival, street dancers, food vendors, children’s craft activities, and entertainment. The event is family oriented with many activities specifically geared toward children.

The Winter Festival is held the first Friday of December and includes ice sculptures, food vendors, and a visit by Santa Claus. The event is sponsored by the Parks Board and is held Downtown.

The Waukee Area Arts Council was formed in 2004 and advocates public art, education, and performance opportunities.

Future plans include an arts festival, summer concert series, and mural paintings on Downtown buildings.

1.5 Conclusion

The State of Downtown Report serves as a base of reference for future planning and development recommendations. The remaining chapters of the plan will use this information as background to help answer the “what is there” question in the planning process. Future questions addressed are: what is needed, where can we go, and how do we get there. The intent is to build upon what currently exists through creative and practical strategies with respect for the community’s interests and preferences.

2.1 Introduction

Who decides which projects should appear in a plan? A plan should not just be made for residents; it should be made with residents. Involving the residents in the process builds trust and faith in the plan. It also gives residents a sense of ownership, and increases the likelihood that the plan will be implemented.

Public opinion was the primary input considered throughout creation of the Waukee Downtown Master Plan. Residents' opinions were gathered and analyzed in a variety of ways including the Downtown Waukee Survey (section 2.2), and public meetings (section 2.3). This chapter describes the planning process and how public opinion was gathered and used to shape the Waukee Downtown Master Plan.

2.2 Downtown Waukee Survey

2.2.A Methodology

In the summer of 2008, the City of Waukee and Iowa State University Extension conducted a survey to determine what residents like about Downtown Waukee and what they would like to see change. Results were utilized to help develop the Waukee Downtown Master Plan created by a graduate-level Community Planning Studio class (CRP 532) offered by the Department of Community and Regional Planning at Iowa State University. The Downtown Waukee planning team included eight students and the instructor of the CRP 532 class, and two professional planners from the City of Waukee.

The Downtown Waukee survey was distributed by mail to a total of 715 households randomly selected from the City's public utility consumer database. Surveys were not distributed specifically to businesses in order to avoid bias. However, business owners who were Waukee residents and in the public utility database for residential utility service were not excluded from the random selection. To ensure confidentiality, each respondent was assigned a unique identification number and respondents' names were not linked to specific responses.

The mail survey was conducted in three stages. First, postcards were sent out a week before the actual survey was mailed. One week after the postcards were mailed, packets containing a consent form and survey were sent to each household. To increase response rate, the respondents' efforts were minimized by providing a postage-paid return envelope. The survey had 18 closed-ended questions to minimize the number of varying responses. However, opportunities for write-in answers were also provided. Following the survey questions, respondents were asked to provide demographic data about themselves. This data was collected in order to

determine whether the survey respondents were representative of the entire Waukee population.

Three weeks after the original survey mailing date, a second survey was sent to non-respondents. The unique identification numbers printed on the returned surveys tracked who had responded to the first survey mailing. Those names were then removed from the second mailing in order to reduce duplicate responses and save on mailing costs. Four weeks were given after the second mailing before closing the survey.

The survey was open for approximately one and one-half months. A total of 340 households responded to the survey, yielding a 48.0 percent response rate. The next sections summarize how respondents answered key survey question and what these responses indicate about public opinion on the future of Downtown.

2.2.B Key Survey Questions

A set of key survey questions described in the following sections were considered most important and served as essential sources of public opinion. In general, these questions assessed residents' expectations of the future of Downtown.

Downtown Waukee Performance

In this question, residents rated how well they thought Downtown is currently performing on various attributes that are typically linked to healthy downtown areas. Residents were asked to evaluate the performance of various attributes as "very high", "high", "neutral", "low" or "very low". The percentages of respondents who selected each rating were then calculated. The results for favorable ratings (very high and high) are summarized in figure 2-1.

The attributes that received the highest percentage of favorable ratings were:

1. Preserves older buildings (high=48.1%; very high=10.3%).
2. Has good traffic circulation/no congestion (high=10.0%; very high=47.4%).
3. Projects a positive image (high=13.0%; very high=41.1%).

In contrast, the attributes that received the highest percentage of unfavorable ratings were:

1. Competes with discount stores or suburban malls (low=43.4%; very low=34.5%).
2. Attracts new development (low=43.1%; very low=17.0%)
3. Fills retail/office space (low=33.9%; very low=11.9%).

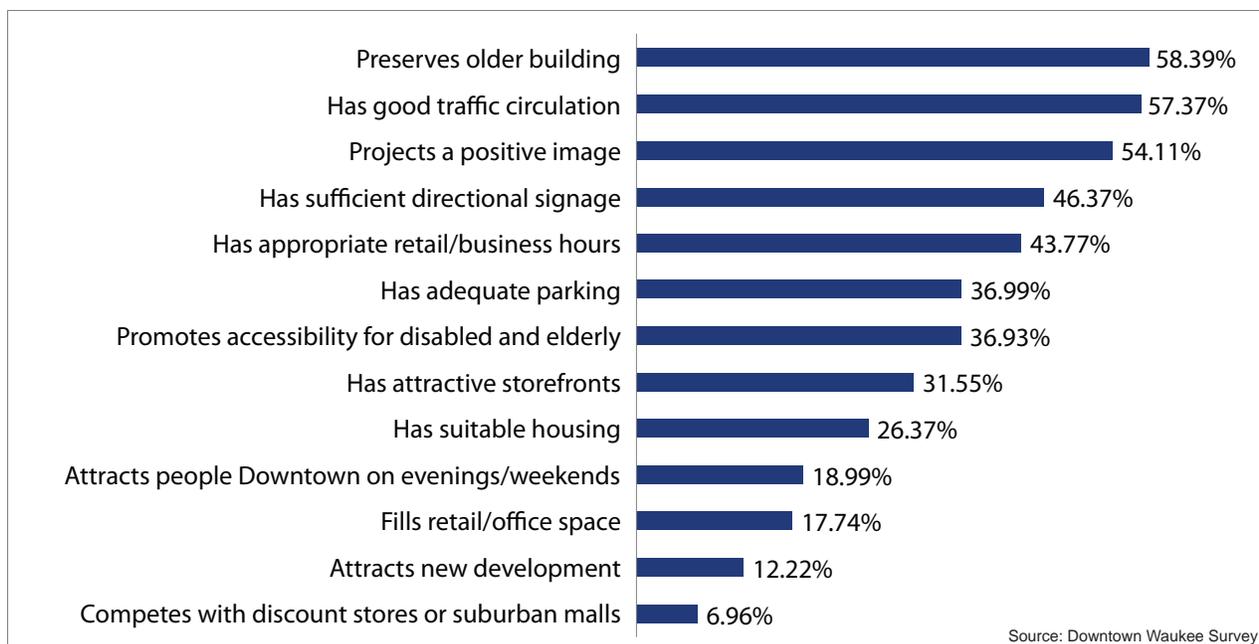


Figure 2-1: Survey results for attractive features in Downtown Waukeee

Downtown Waukeee Improvement Initiatives

In this question, residents were asked to identify initiatives that they believe would increase the attractiveness of Downtown Waukeee. Respondents communicated their support for different Downtown improvement initiatives by selecting “strongly agree”, “agree”, “neutral”, “disagree” or “strongly disagree”. The percentages of respondents who selected each support level were then calculated. Results for this question are shown in figure 2-2.

Most initiatives received high levels of support (more than 50.0% of respondents agreed or strongly agreed). However, as shown in figure 2-2, planning high-density residential development received very little support (agree=19.0%; strongly agree=5.1%).

The initiatives that received the highest levels of support were:

1. Creating a pedestrian friendly environment (agree=53.1%; strongly agree=32.5%).
2. Keeping a well-preserved surrounding neighborhood (agree=47.4%; strongly agree=38.0%).
3. Holding cultural and community activities (agree=47.4%; strongly agree=35.7%).

The results for this question show that Waukeee residents do not want high density residential development Downtown. Yet, they feel that there are many improvements that can be made to increase attractiveness, especially promoting a more

pedestrian friendly environment and preserving the surrounding neighborhood.

Businesses Lacking in Downtown Waukeee

In this question, respondents were asked to identify businesses and services that they think are lacking in Downtown Waukeee by selecting items from a list of business types.

As shown in figure 2-3, the businesses and services that were most commonly identified as lacking were restaurants (17.7%) and general retail stores (17.0%). A movie theater (13.7%) was the next most common business that respondents thought was lacking in Downtown. All of the other businesses and services received less than ten percent of the respondents’ votes. Written responses in the other category (2.4%) included quality and upscale restaurants, Laundromat, an auto parts store and gas station.

Future Growth of Downtown Waukeee

A series of five questions were presented with the intent of gauging residents’ opinions on the nature of Downtown Waukeee’s businesses, transportation, parking, and overall atmosphere. For each question, two alternate scenarios were presented and respondents were asked to select which they preferred. Percentages of respondents who supported each option are given in figure 2-4 below.

As shown in figure 2-4, a majority of respondents (77.1%) preferred more local and independent businesses over more “national” chains and businesses (22.9%). In regards to business diversity, a majority of respondents (89.4%) preferred

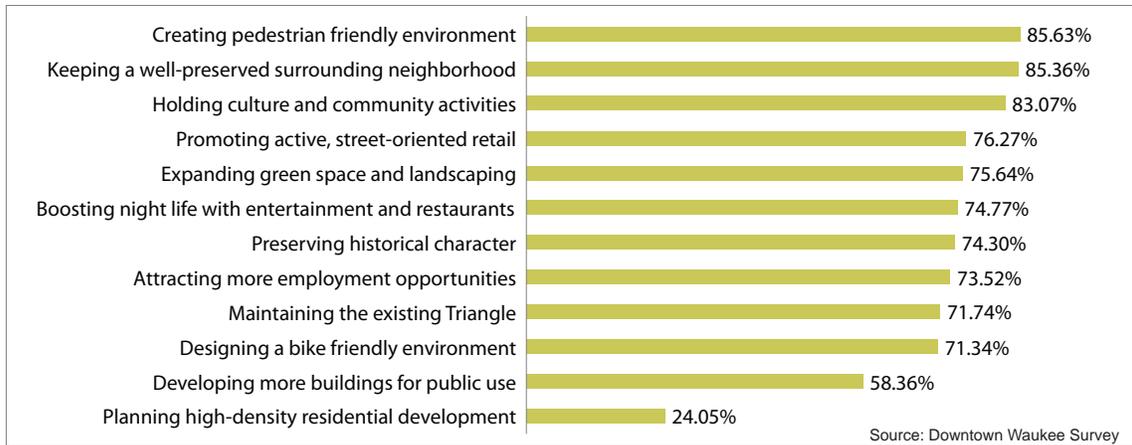


Figure 2-2: Survey results for Downtown Waukee improvement initiatives

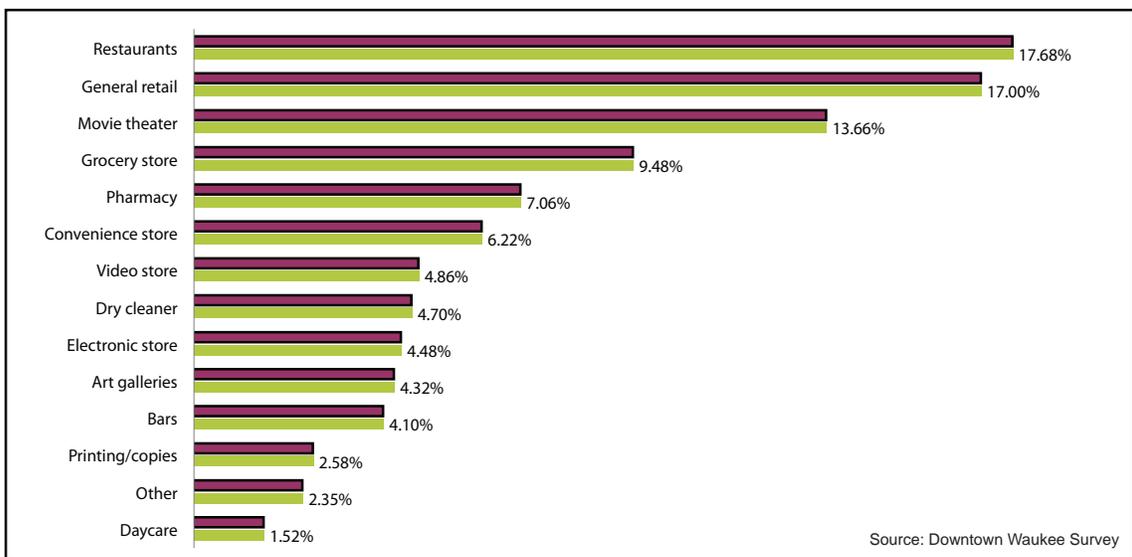


Figure 2-3: Survey results for businesses lacking in Downtown Waukee

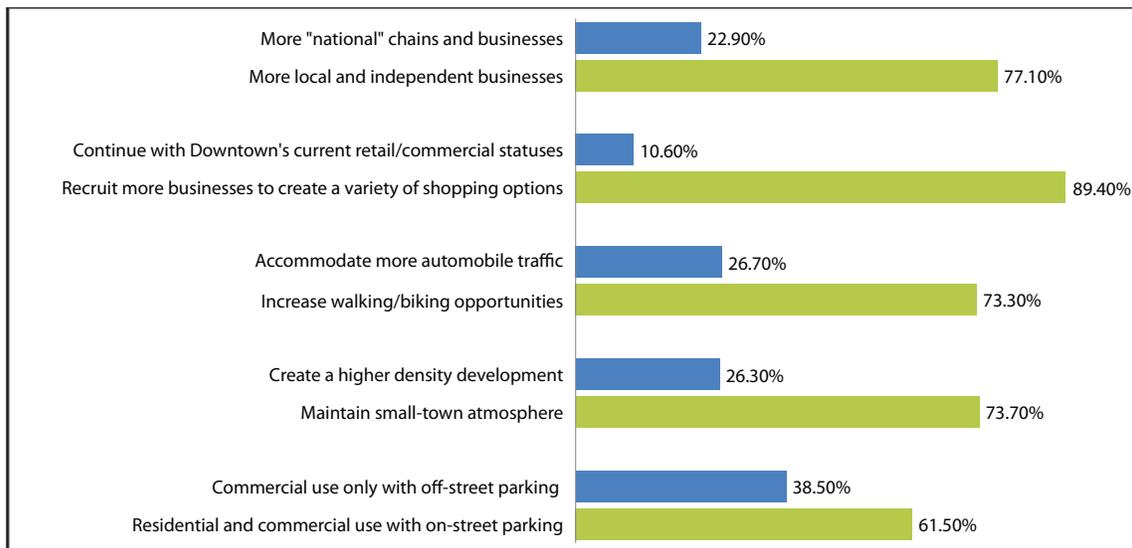


Figure 2-4: Survey results for Downtown Waukee future growth

recruiting more businesses to create a variety of shopping options rather than continuing with Downtown's current retail and commercial status (10.6%). Respondents also largely preferred increasing walking and biking opportunities (73.3%) rather than accommodating more automobile traffic (26.7%). Pertaining to overall atmosphere, maintaining a small-town atmosphere was greatly preferred (73.7%) over creating a high density development (26.3%). Finally, respondents favored residential and commercial use with on-street parking (61.5%) over commercial use only with off-street parking (38.5%).

2.2.C Survey Conclusions

Results of the survey helped elucidate the perceptions, attitudes, and desires that Waukee residents have in relation to Downtown and its future. What follows is a summary of some important findings that will be considered when developing the Downtown Master Plan.

Based on the survey results, a majority of residents believe that:

1. Downtown performs well in preserving older buildings, having good traffic circulation, and projecting a positive image.
2. Downtown performs poorly in regards to filling retail and office space, attracting new development, and competing with discount stores or suburban malls.
3. Downtown should implement several initiatives to increase attractiveness, such as creating a pedestrian friendly environment, keeping a well-preserved surrounding neighborhood, and holding cultural and community activities.
4. Downtown should not implement a high-density residential development to increase attractiveness.
5. Downtown features such as easy access to Downtown and Triangle Park are attractive to residents.
6. Downtown streets were rated satisfactory in terms of maintenance condition and pedestrian friendliness.
7. Downtown should create a pedestrian friendly atmosphere.

2.3 Public Meetings and the Planning Process

2.3.A Waukee City Council Meeting & Survey Presentation

Results of the Downtown Waukee survey (section 2.2) and the Waukee background information study in Chapter One (Background on the State of Downtown) were presented by the planning team at the Waukee City Council Meeting on September 22, 2008. Both city council members and Waukee residents were in attendance. The presentation was made so the planning team could get feedback from the Waukee City Council and also get further public input. Local residents showed significant interest in the presentation and encouraged further public meetings. Similarly, members of the Waukee City Council expressed support for the plan.

2.3.B Study Area Development

Waukee Comprehensive Plan Study Area

The existing conditions of Downtown Waukee were studied and presented in Chapter One (Background on the State of Downtown). As shown in figure 2-5, the Downtown boundary used for this background study was defined by the 2008 Waukee Comprehensive Plan, and encompassed the area between 4th Street, 7th Street, Cherry Street, and Hickman Road. This study area was used only in Chapter One. For purposes of this plan, the Downtown Study Area boundary was changed to encompass a larger area, which is used throughout the remaining chapters.

Downtown Waukee Master Plan Study Area

The Downtown Study Area was enlarged for the purposes of this plan in order to create transitional spaces for single family housing. This enlarged area is shown in figure 2-6. The western boundary was extended to Ashworth Drive to encompass the bordering residential area. Similarly, the eastern boundary was extended to include the apartments between 4th Street and 3rd Street, and other houses on the east side of 4th Street. The southern boundary was enlarged to School Street. In order to avoid splitting parcels, the southwest boundary was extended further to encompass residential areas adjacent to Downtown. This enlarged study area is used throughout the Downtown Master Plan, and henceforth this is the area that is being described when the plan refers to "Downtown".

2.3.C Downtown Waukee SWOT Analysis

SWOT Analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project. The Waukee Downtown Planning Team used this method to better understand the existing status of



Source: City of Waukee

Figure 2-5: Downtown Waukee boundary as shown in the comprehensive plan

Downtown. This analysis also helped team members evaluate attributes and conditions, and helped guide the visioning process.

SWOT Analysis

The SWOT analysis started with the definition of terms shown below and summarized in figure 2-7.

- Strengths are attributes of Waukee that could be helpful to achieving the plan.
- Weaknesses are attributes of Waukee that could be harmful to achieving the plan.
- Opportunities are internal or external conditions which could be helpful to the plan.
- Threats are internal or external conditions which could do damage to the plan.

Next, team members identified 13 areas for SWOT analysis. These 13 areas are: history, existing plans, demographics,



Source: City of Waukee

Figure 2-6: Downtown Waukee master plan study area

economics, property, housing, transportation, recreation, open space and trails, zoning and land use, arts and culture, existing urban design features, and general physical conditions of Downtown. Each team member evaluated the areas individually based on information from the Downtown Waukee Survey and Chapter One (Background on the State of Downtown). After completing individual analyses, team members regrouped and agreed on a key list of SWOT findings given below. These SWOT assignments allowed the team to address the following questions:

- How can strengths be used to take advantage of the opportunities?
- How can strengths be used to reduce the likelihood and impact of the threats?
- How can weaknesses be overcome to take advantage of the opportunities?
- How can weaknesses be addressed to mitigate threats?

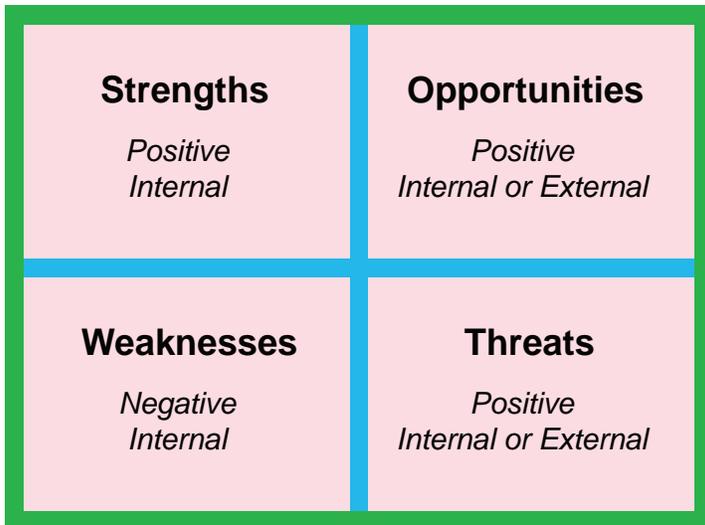


Figure 2-7: SWOT analysis terms

Key SWOT Findings

The key findings of the planning teams' SWOT analyses are shown in figure 2-8.

2.3.D Visioning

Visioning is the public participation process in which the community identifies numerous values, interests, and ideals to be merged into one cohesive image of where they would like to be in twenty to thirty years. A vision statement, which is the ultimate outcome of visioning, is a formal expression of a community's desired future. It serves as the primary organizing theme throughout a plan and the standard against which policies and decisions are made.

Downtown Waukeee's visioning process was accomplished in two parts. First, the planning team utilized conclusions from the Downtown Waukeee Survey to determine what residents wanted for the future. Overall, residents envisioned Downtown remaining true to its small-town roots, and at the same time being self-sustainable. Drawing on input from Downtown business owners, the planning team created three vision statements that were presented at a public meeting on September 30, 2008. These are:

- Downtown Waukeee will promote an active lifestyle incorporating regional trails with diverse business and cultural amenities in a pedestrian-scale village experience.
- Downtown Waukeee will be a gathering place for social, cultural, and family-oriented events and activities.
- Downtown Waukeee will feature a diverse blend of businesses providing basic needs and services in a place of unique local character.

Approximately 30 residents attended the public meeting and were randomly divided into four groups. The groups were given the list of potential vision statements to initiate discussion. The groups were asked to identify which statement best conveyed their vision for the future. They were also allowed to merge ideas and concepts together to create an entirely new vision statement. The following are the four vision statements created in the public meeting:

- Downtown Waukeee will be a destination that features a diverse blend of businesses providing basic needs and services in a place of unique local character. It will also be a gathering place for social, cultural, and family-oriented events and activities in a pedestrian-scale village experience.
- Downtown Waukeee will be a destination showcasing a diverse blend of businesses in a place of unique local character, featuring a gathering place for social and family-oriented activities.
- Downtown Waukeee will be a pedestrian-friendly destination, promoting an active lifestyle, family-oriented social and cultural events, and business opportunities through a unique pedestrian village experience.
- Downtown Waukeee, a place of unique heritage, will promote social, cultural, active lifestyles; and, will feature a blend of diverse businesses in a pedestrian-friendly environment.

There were several themes that appeared in all of the groups' statements. The most common themes were economic viability, family focus, increased event programming, and pedestrian friendliness. By combining these community values, the following vision statement for Downtown Waukeee was constructed.

Vision Statement: *Downtown Waukeee will be a destination promoting active lifestyles, family-oriented social and cultural events, and a diverse blend of business opportunities through a pedestrian village experience.*

This vision statement serves as the guiding image for all recommendations made in this plan.

2.3.E Scenario Development

After the September 30, 2008 public meeting, team members from the CRP 532 class were divided into two groups to develop scenarios aimed at achieving sustainability. The groups were named "Waukeee Greening" and "A Vibrant Downtown." With guidance from the vision statement, the two teams developed scenarios that included economic development;

Strengths	Weaknesses	Opportunities	Threats
<p><i>Attributes of Waukeee that are helpful to achieving the plan goals</i></p> <ul style="list-style-type: none"> - Strong sense of pride in the preservation of local history - Family-oriented community - The Triangle as a central place and unique identity - Proximity to regional trails - Farmer's Market as a community event - Safe and accessible for cars, bikes, pedestrians - The character and diversity of surrounding neighborhoods - An attractive streetscape and open spaces - Adjacent to major transportation corridors - Existing mix of commercial, residential, and other uses Downtown - Downtown is a place where residents come for community events, shopping, or business - Commitment of the Downtown Alliance and City to improving Downtown Waukeee 	<p><i>Attributes of Waukeee that may be harmful to achieving the plan goals</i></p> <ul style="list-style-type: none"> - Many institutions and services have left the Downtown core area for expansion - Lack of office and retail space in Downtown - The majority of Waukeee residents work in other places; there are no large employers Downtown - Lack of public transportation due to low interest and funding - Residents think there is inadequate housing Downtown - Missing connectivity and uniformity of sidewalks - Industrial truck traffic - Lack of historically registered buildings - No coherent identity - Triangle Park is small; little room for large events, seating, benches, or picnic areas - Inability to attract residents or visitors on weekends and evenings 	<p><i>Internal or external conditions that are helpful to achieving the plan goals</i></p> <ul style="list-style-type: none"> - It is Waukeee residents' priority to make Downtown more visible - Residents like and want to see more community events and civic gathering places in Downtown - Residents have a strong desire to see more active and street-oriented businesses in Downtown - Residents show desire to have more open spaces and to improve the existing streetscape in Downtown - Residents want to have a pedestrian and bicycle friendly Downtown - Downtown Waukeee could serve as a hub to a regional trail system - The City is open to providing development incentives in urban renewal areas of Downtown 	<p><i>Internal or external conditions that could do damage to achieving the plan goals</i></p> <ul style="list-style-type: none"> - Civic campus incorporating public library and public safety building may take away people and purpose from Downtown; especially if 6th Street acts as "Main Street" - Rapid growth contradicts desire for a "small town" feel and cannot be sustained (with current public or private services) - Residential growth in Waukeee is outpacing the commercial growth - Competition from other suburbs: employment, retail, events, and entertainment - Major transportation corridors currently isolate Downtown - Suburban sprawl patterns (isolated residential, corridor/highway commercial) may discourage use of Downtown - The current land use and zoning may inhibit Downtown expansion

Figure 2-8: Key findings of the SWOT analysis

open space, and recreation. Both groups used sustainability as the guiding principle for developing their scenarios. The "A Vibrant Downtown" group focused on economic development and the "Waukeee Greening" group focused on parks, open space, and recreation.

First, the groups explored a variety of literature in order to define how their scenarios would achieve sustainability. The two groups then received feedback on their scenarios from the Waukeee Planning Staff and Downtown Alliance Members. Each group presented their final scenario in a public meeting on November 6, 2008.

Definitions of Sustainability for the Scenarios

Sustainability was the main principle of the scenarios developed by the two groups. Because of its importance, each group articulated their definition of sustainability as given below.

The "Waukeee Greening" group defined sustainability for their scenario in this way:

Sustainability fosters a lifestyle of forward-looking awareness, connecting individual and collective actions to balance economic, environmental and social outcomes. Principles of sustainability will be incorporated into economic development, circulation, and land use strategies to promote "green living."

In contrast, the "A Vibrant Downtown" group defined sustainability for their scenario as follows:

Imagine that rather than driving, you bike to your office in Downtown Waukeee. You meet a client at a local coffee shop overlooking Triangle Park for an important meeting. For lunch, there are several options within walking distance. In the evening, your family catches a movie in Downtown Waukeee. Does this sound like "sustainability"?

Sustainability is anticipating and accommodating the needs of now and the future; conserving and protecting local resources; and providing broad access to employment, housing, transportation, and recreation within a self-sustaining economy. This scenario considers sustainability from an economic approach. Downtown Waukeee is a place where dollars are recycled locally. Imagine Downtown Waukeee as a place that is flourishing and "green"—both environmentally and economically.

The scenario statements of the two groups were combined into one comprehensive definition of sustainability as it relates to Downtown Waukeee:

Sustainability fosters an attitude of forward-looking awareness, connecting individual and collective actions into balanced economic, environmental and social outcomes. As such, Downtown sustainability provides broad access to employment, housing, retail, transportation, and recreation within a self-sustaining economy that embraces social trends and environmental implications.

Scenario Selection and Refinement

During the November 6, 2008 public meeting, the two teams first gave an overview of how the scenarios were developed, and then presented them to the meeting attendees. Members of the public were then divided into four groups and discussed what ideas they liked, disliked, and were concerned about in regards to the scenarios. A representative from each of the four teams presented their decisions to the whole group and a final scenario was selected and refined. The list of features and amenities given below was articulated during the scenario selection and refinement process. As supported by Waukee residents, the final plan will include:

- Ice rink & fountain
- Transit hub/station
- Relocation of City Hall into the Waukee Elementary School
- Retail incubator
- Affordable senior housing/adaptive reuse
- Children's sculpture garden
- Plaza/courtyard/outdoor dining
- Art and entertainment district
- Provision for overhead shelter
- Parking solutions
- Pedestrian and bike crossing
- Gateways
- Railroad track clean-up

Attendees of the meeting showed significant interest in the plan and provided additional input such as covering plaza with glass roofs and providing sound systems. Ideas which were not approved by the majority were still considered valuable inputs.

2.3.F Goal Development

Goals were formulated for the Downtown Waukee Master Plan to provide focus and identify clear directions and actions for the plan. Each chapter of this plan specifically addresses one or more of the plan goals. Recommendations for achieving these goals are also specified in each chapter.

Formulating goals for this plan occurred in two major stages. The first stage was individual development of three goals by members of the Downtown Waukee planning team. These were based on the SWOT analysis, Vision Statement and community input during the first public meeting on September 30, 2008. Team members then evaluated and ranked the goals, and the planning team defined three goals based on the 27

initially presented. In the second stage, the three goals defined in the first stage were further refined. These three goals acted as a guide to develop the scenarios conducted by two teams described above. During scenario development, each team added more goals to direct this process. Next, the Downtown Waukee Planning Team worked together to establish five goals based on the final scenario and participant input from the public meetings. These goals, listed below, serve as the guidelines for all subsequent chapters of this plan.

Goals of the Plan

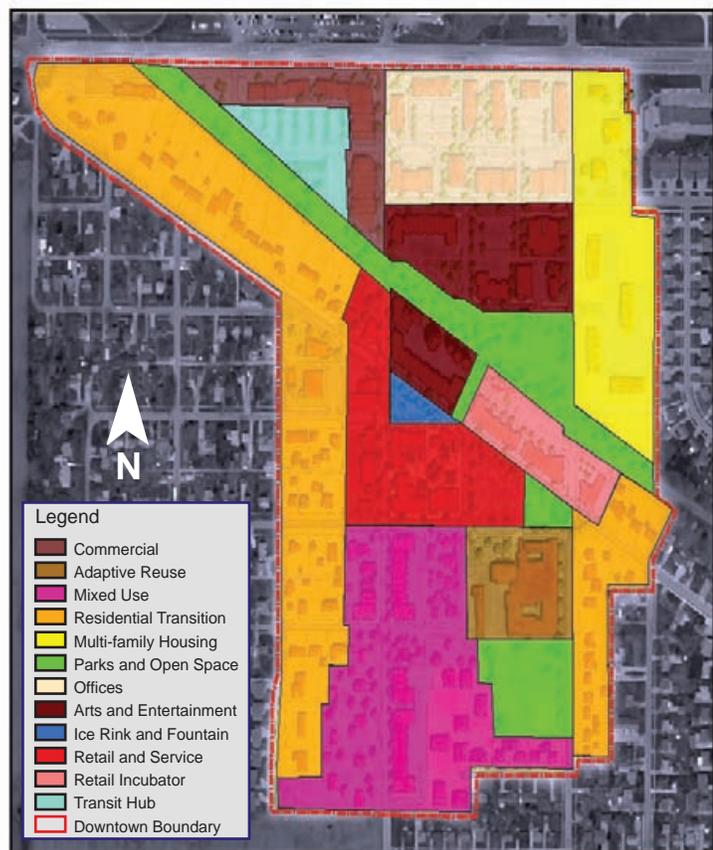
- *Goal 1:* Strengthen the economic viability of Downtown.
- *Goal 2:* Increase the accessibility and visual connectivity of Downtown.
- *Goal 3:* Integrate recreational and cultural opportunities into Downtown as public amenities.
- *Goal 4:* Promote a distinct identity and character for Downtown.
- *Goal 5:* Create a flexible system of land use and zoning.

2.3.G Project Areas Development

As shown in figure 2-9 and listed below, Downtown Waukee was divided into twelve different project areas, which will be discussed in subsequent chapters. The project areas were created based on existing land use data for the area and information collected in the background study discussed in Chapter One (Background on the State of Downtown). The twelve project areas focus on healthy development of Downtown Waukee.

Project Areas

- *Commercial:* The commercial area is primarily at the corner of Hickman Road and 6th Street, and should serve to increase profit of the parcel and act as a commercial entrance to Downtown.
- *Adaptive Reuse:* The existing elementary school should be reused in order to preserve a local historical building.
- *Mixed Use:* The Mixed Use district should provide more choices to residents and visitors, allowing Downtown Waukee to better satisfy local and even regional needs.
- *Residential Transition:* Existing residential areas should be kept the same but allow other functions such as family-oriented commercial and office uses.



Source: City of Waukee

Figure 2-9: Downtown Waukee project areas

- **Multi-family Housing:** Multi-family housing should be provided for lower-income and senior residents.
- **Parks and Open Space:** Green spaces should be incorporated throughout Downtown in order to provide a healthy environment.
- **Offices:** An Offices district should be created to provide more employment opportunities Downtown.
- **Art and Entertainment:** An Art and Entertainment district should serve as a place for community and social events as well as daily entertainment.
- **Ice Rink and Fountain:** The existing Triangle Park should have a seasonal ice rink and fountain to attract visitors and serve as a community gathering place.
- **Retail and Services:** Small retail and service uses should satisfy local needs while maintaining the existing small town feel.
- **Retail Incubator:** A Retail Incubator should help small businesses locate to and survive in Downtown, thus helping create a commercial core in the area.
- **Transit Hub:** The parcel near Hickman Rd. should serve as Transit Hub after a final transportation plan is made, helping diversify Downtown transportation options.

2.4 Final Remarks

A plan should not just be made for residents; it should be made with residents. The recommendations presented in subsequent chapters of this plan have been derived by working with Waukee residents. The Downtown Survey, visioning process, and selected scenario ideas are the basis for all of the recommendations presented in this plan.

Public participation was vital throughout the decision making process because ultimately the future Downtown will be a projection of Waukee residents. Members of the public stipulated that the future Downtown remain true to its small town roots by extending a village experience to residents, businesses, and visitors. However, residents also supported adopting many new projects and ideas. The Waukee Downtown Master Plan strives to maintain traditional small town attributes and incorporate new features to increase the area's attractiveness, sustainability, and marketability.

3.1 Introduction

This chapter consists of two parts, a market analysis (section 3.2) and discussion of economic strategies (section 3.3). The market analysis section further examines the economic conditions in Waukee in order to determine the commercial potential for Downtown. Inventories of existing commercial uses in Downtown and throughout Waukee are discussed and retail opportunities are suggested. Furthermore, the need for additional housing in Waukee is assessed.

The economic strategies section recommends how to move forward with both existing and new businesses based on the results of the market analysis, the survey, and previous plans and studies. Strategies for strengthening and supporting existing businesses are recommended. Additionally, the types of new businesses desired in Downtown are identified and recommendations are made for how and when to recruit them. Finally, strategies for encouraging sustainable business practices are listed.

3.1.A Sustainability and Development Opportunities

Sustainability is poised to play a significant role in the future development of Downtown, both in the type of development and in the operation of businesses. In order to encourage sustainable practices, the City could reward such things as the use of local materials in new buildings, energy efficiency, sale of locally produced products, and other environmentally-friendly practices. In this chapter, recommendations are made for ways in which Downtown can become a self-sustaining area, and also how it can better serve the needs of current and future Waukee residents.

3.1.B Goals and Objectives

The primary goal that this chapter addresses is:

- *Goal 1:* Strengthen the economic viability of Downtown.

Five objectives were created with the intention of making this goal a reality:

- Retain and increase the success of existing businesses.
- Create educational programming to support all businesses.
- Reward sustainable business practices.
- Recruit new complementary businesses and services in order to develop niche markets and also to create Downtown destinations.
- Integrate office uses and affordable housing to increase employment and help support Downtown commercial areas.

Strategies which represent action steps necessary to achieve each objective are outlined in the economic strategies section (3.3).

3.2 Market Analysis

3.2.A Introduction

A market analysis was performed to assess the current economic climate in the City of Waukee and identify commercial opportunities in the area. The housing, commercial, and retail markets of Waukee are discussed in the following sections. The information presented in these sections is used to guide the economic strategies, as well as provide insight for Chapter Four (Visibility: Promotion and Marketing) and Chapter Seven (Land Use Structure).

3.2.B Housing Analysis

Data from the Dallas County Assessor was compiled in October 2008 and analyzed to assess the current housing market in Waukee. There are currently 4,102 homes in Waukee, with assessed values ranging from \$22,000 to \$1.2 million. The size of these homes range from approximately 600 square feet to over 7,000 square feet and sit on lots of up to 15 acres. The average home in Waukee has approximately 1,500 square feet, sits on 0.2 acres, and is valued at \$170,000. The average sale price for a single family home in Waukee in 2007 was over \$250,000 while the average sale price for townhomes and condos was over \$137,000.

Homes within one-half mile of Downtown were used in the housing market analysis. Homes in this area were chosen for the analysis because this is the population that is immediately served by Downtown businesses and services and is therefore vital to the success of Downtown. There are 1,210 homes within one-half mile of Downtown. On average, these homes are smaller and slightly less expensive than the general housing stock within Waukee. The assessed values range from \$28,175 to \$587,510. Homes range from just over 350 square feet to over 3,500 square feet and sit on lots of up to four acres. The average home in Downtown Waukee has approximately 1,400 square feet, sits on 0.26 acres, and is valued at \$145,196. Although the size and value are lower than the citywide average, the lot size is slightly larger.

Based on standard housing densities, Waukee has sufficient housing for its current population. However, housing affordability has been a problem in recent years. According to the Comprehensive Housing Affordability Strategy tabulated by the Census Bureau, almost 76 percent of Waukee households were spending over 30 percent of their income on housing costs in 2000. By definition, affordable housing should cost less than 30 percent of a household's total income.

Since Waukee is part of a larger metropolitan area, the housing market of surrounding cities was also examined. Building permits for residential projects is one way to measure growth in the housing market. The best way to do a comparison is to look at the percentage change which indicates both growth and decline. A comparison of the percent change in valuation of residential building permits in Waukee and other western Des Moines suburbs (Clive, Grimes, Johnston, Urbandale, and West Des Moines) is shown in figure 3-1. According to this comparison, Waukee competes well with the other western suburbs with significant growth in 1996 and 2005.

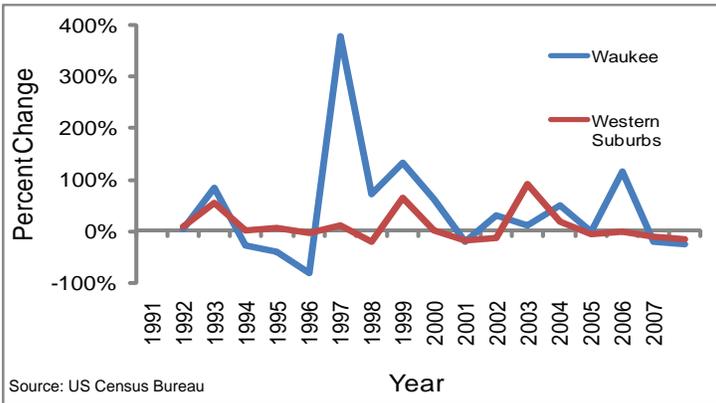


Figure 3-1: Percent change in residential building permit valuation for Waukee and Western Suburbs, 1991-2007

An important aspect of sustainability is providing housing options for all age groups. Research was done to determine how much senior-specific housing is currently available in Waukee, and what the potential demand would be for additional units. There are currently 172 units in three separate developments which cater to active seniors. All of these units are considered independent living and are available exclusively to seniors. Although most of these units can house two people, many are currently occupied by a single person. Two of the developments are considered affordable housing with either income restrictions or a sliding monthly rate dependent upon income. Over half of the total units are located in these two developments. Units in the third development cost between \$1,100 and \$2,300 per month. None of these developments are located in the Downtown area.

As of the 2000 Census, there were 392 people age 65 and older living in Waukee. Between 215 and 258 of those people are currently served by senior-specific housing. That leaves between 134 and 171 people who could be seeking senior-specific housing. With the aging of the baby boom generation, the need for senior-specific housing will increase, making this an opportune time to consider additional housing options for active seniors. This strategy is discussed further under section 3.3.B., Objective 5.

3.2.C Inventory of Commercial Uses

An inventory was taken of all of the commercial uses within Downtown Waukee and other major commercial developments within the city limits. Downtown Waukee currently has 24 commercial businesses, as shown in figure 3-2. Most are service-based, including insurance agencies, law offices, and personal services such as a barber shop, hair salon, and massage therapy clinic. There are three retail uses, including an art gallery, florist, and hardware store.

Commercial buildings in Downtown range from 343 to over 5,000 square feet. There are a total of 52,225 square feet of commercial areas within Downtown. All of these properties combined have an assessed value of just over \$3 million. Heartland Cooperative is a major commercial and industrial property owner within Downtown Waukee. The locations of properties owned by Heartland Cooperative are shown in figure 3-3. The total square footage of all the buildings associated with the properties encompass a total of 68,772 square feet. The commercial properties owned by Heartland Cooperative are assessed at a total value of over \$1.3 million.

Commercial businesses throughout the rest of Waukee were also considered, especially the major commercial developments along Hickman Road and on University Avenue. The results are shown in table 3-1. Each individual commercial development had at least one vacancy. Some developments had vacancy rates above 25 percent. This inventory was then compared to the Downtown inventory.

Downtown waukee has 22 percent of all commercial businesses inventoried. Half of all retail uses identified in the inventory are located within Downtown. Retail uses are those which focus on the sale of products. There are currently seven civic uses in Downtown. As shown in table 3-1, two types of businesses make up a significant portion of commercial enterprises within Waukee. Sixteen percent of all commercial businesses inventoried are either medical or dental services, and insurance offices make up another nine percent of the total businesses.

	Downtown Waukee	Other Developments	Total for Waukee
Professional/Financial Services	7	22	29
Personal/Household Services	7	28	35
Auto-oriented Uses/Services	3	8	11
Bars & Restaurants	3	14	17
Civic	-	2	2
Entertainment & Recreation	1	5	6
Food & Liquor Stores	-	3	3
Retail Stores	3	3	6
Total Commercial Businesses	24	85	109

Source: US Census Bureau

Table 3-1: Inventory of major commercial developments in Waukee

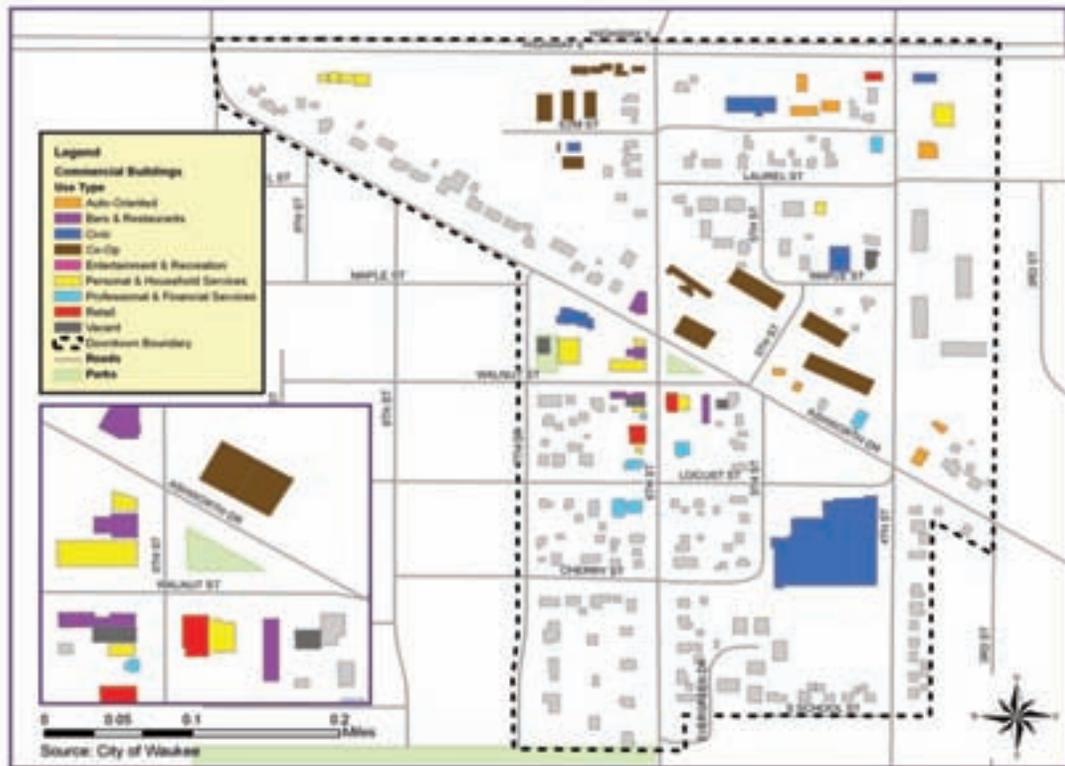


Figure 3-2: Commercial businesses in Downtown Waukee



Figure 3-3: Properties owned by Heartland Cooperative in Downtown Waukee

3.2.D Retail Market Potential

An important aspect of sustainability is a self-sustaining local economy. For retail markets, this self-sufficiency can be measured by three primary methods: pull factor analysis, trade capture area evaluation, and surplus and leakage assessment. Results of these three analyses for the City of Waukee are described below. All of the results presented here are consistent with an analysis completed by the Retail Trade Analysis Program at Iowa State University.

Pull Factor Analysis

Pull factors measure what amount of local sales is captured by a particular community. A pull factor of 1.0 demonstrates self-sufficiency. Alternatively, pull factors of less than 1.0 indicate that local sales are leaving the community, and pull factors of greater than 1.0 reveal that the community is capturing sales from other areas. Using data from the Retail Trade Analysis Program at Iowa State University, a pull factor of 0.75 was calculated for Waukee during the 2007 fiscal year.

A historical snapshot of Waukee’s economy is shown in figure 3-4. Before the year 2000, Waukee’s pull factor was consistently below 1.0, indicating that the economy was not self-sufficient. Between 2001 and 2006, the pull factor increased dramatically and Waukee captured sales from outside the community. Although the pull factor has since dropped below 1.0, the recent upswing shows that the local economy is capable of being self-sufficient and suggests that targeted efforts to increase the retail market would be well directed. Strategies to achieve this are discussed in Section 3.3.B, Objective 4.

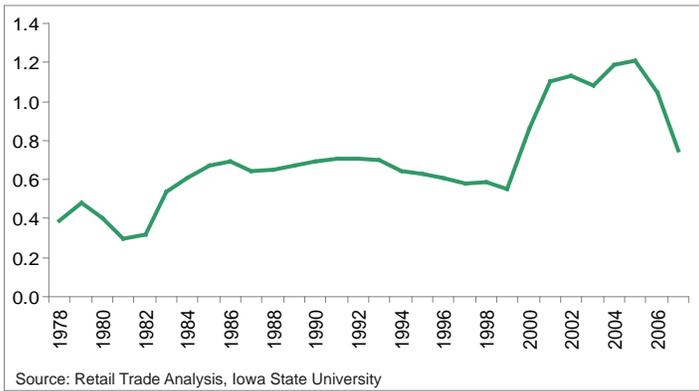


Figure 3-4: Pull factor for the City of Waukee, 1978-2007

It is also important to compare Waukee’s retail market with that of surrounding areas. A comparison of pull factors is shown in figure 3-5. Considering the limited number of retail stores in Waukee, the City has remained quite competitive, with a higher pull factor in 2004 than Clive, Johnston, Urbandale, and West Des Moines. Also, Waukee was not the only community to experience a decreased pull factor in 2007; Grimes saw a similar decrease.

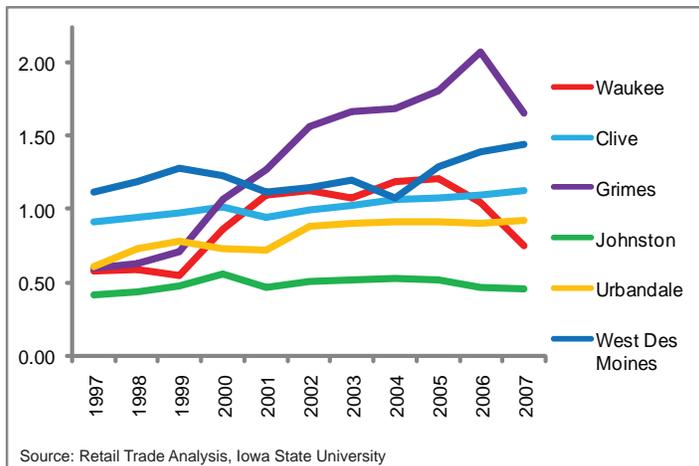


Figure 3-5: Pull factors for select cities, 1997-2007

Trade Capture Area Evaluation

A second economic measure that evaluates self-sufficiency is trade area capture. Trade area capture measures the number of customers served by the local economy. If the number of customers is equal to or greater than the population, the business community is self-sufficient and serving additional customers from outside the community. If the trade area capture is less than the population, people from the community are shopping elsewhere. Using data from the Retail Trade Analysis Program at Iowa State University, a trade area capture of 8,238 was calculated for Waukee in the 2007 fiscal year. Compared to a current population of 10,950, this indicates that 2,711 Waukee residents are shopping outside of Waukee.

Surplus and Leakage Assessment

Another way to evaluate the retail market is to look at surpluses and leakages. A surplus indicates that the community is bringing in more sales than expected. A leakage indicates that the community is performing below the expected level. Using data from the Retail Trade Analysis Program at Iowa State University, a leakage of \$33,860,664 was calculated for Waukee for fiscal year 2007. This is the largest leakage of the past 30 years. Between 2001 and 2006, Waukee had surpluses, as shown in figure 3-6.



Figure 3-6: Retail surpluses and leakages for the City of Waukee, 1978-2007

3.2.E Results of Analysis

The housing analysis shows that although the current housing inventory is sufficient for Waukee’s population, there are concerns regarding housing affordability. Specifically, there may be a need for more affordable housing in the City of Waukee. In addition, there are currently over 100 people who could be seeking senior-specific housing. As the baby-boom generation continues to age, this number will increase, creating a significant demand for senior-specific housing.

The commercial inventory shows that half of all retail within Waukee is located Downtown. Also, Waukee has a significant number of medical and dental uses, as well as insurance agencies. However, while service-based commercial is well developed, there is room for significant expansion of retail. This expansion should occur Downtown to further create a shopping destination. Strategies for achieving this are discussed in section Section 3.3.B, Objective 4.

The analysis of retail market potential found that Waukee is losing sales to surrounding communities. The pull factor, trade area capture, and sales leakages all indicate that there is significant room for improvement. Focusing on retail expansion, particularly unique, locally-owned destination businesses should help increase the pull factor, increase the trade area capture, and decrease leakages. All of this should lead to a self-sustaining local economy.

Chapter One (Background on the State of Downtown) includes a discussion of the current demographic and economic profile of Waukee. When combined with the results of the market analysis, this information provides the basis for the recommended economic strategies. The large number of young families residing in Waukee suggests that this demographic should be given special consideration by business owners. This strategy is further explored in section 3.3.B, Objective 1. In terms of the economic profile, the section on labor force shows that 82.7 percent of Waukee residents travel to other communities for work. Strategies for increasing employment within Downtown are identified in section Section 3.3.B, Objective 5.

3.3 Economic Strategies

3.3.A Introduction

It is important to recognize that economic strategies do not work alone. The future success of Downtown depends not only on the success of existing and new businesses, but also on the development of cultural amenities and increasing the visibility of Downtown. This chapter focuses mainly on business development and assembling a critical mass of people to support Downtown businesses. These strategies are directly linked to those described in Chapter Four (Visibility: Promotion and Marketing) and Chapter Six (Cultural Amenities). This section lists each objective and the strategies formulated as action steps for achieving these objectives. Finally, the roles that various community organizations may play in the realization of these objectives are discussed.

3.3.B Objectives and Strategies

Objective 1: Retain and increase the success of existing businesses.

Strengthening the economic viability of Downtown should first involve building on current assets. Having existing businesses that are visibly successful is an excellent tool for recruiting new businesses. An active commercial district should generate interest among new businesses and increase revenue for existing businesses. To begin meeting this objective, initial efforts should focus on increasing the profitability of existing businesses. To do so, businesses should consider adopting the following strategies:

- Work together to define consistent store hours for Downtown businesses, especially on weekends. The fact that a majority of Waukee residents work outside of Waukee should be considered when setting store hours. For instance, it may increase profitability to open later in the morning and remain open later in the evening (i.e. 10 am – 6 pm).
- Consider having one night per week when Downtown is “open late” for shopping. Also consider that it will take time and promotional efforts for customers to become aware of new hours.
- Coordinate sales promotions with community events. According to the survey results, community events like the Farmer’s Market and other festivals are one of the largest draws to get people Downtown (23.1% of residents indicated community events are the reason they come Downtown). Use these opportunities to have special sales and encourage people to shop at area businesses.
- Create a fundraising mechanism at events or sell special fundraising goods in Downtown businesses with proceeds going towards general Downtown improvement. An example is a re-useable canvas shopping bag with the Downtown logo. These ideas are discussed further in Chapter Four (Visibility).
- Provide high-quality products and excellent customer service. Downtown businesses have a distinct advantage over discount stores and shopping malls: unique products and personal service. Adjust products and services to meet community needs. For instance, consider the large population of young families when selecting merchandise.

- Focus on having attractive storefronts and street-oriented businesses. Having an attractive storefront is about more than just the façade of the building. It also includes signage and display windows. A window with an interesting display of merchandise is a great tool for drawing potential customers into a store. Consider changing the display every few weeks so that passer-bys will have a new reason to come inside and browse. Stores that do not currently have a display window should think about how to make the existing exterior feel friendly and inviting.
- Make gradual physical improvements to both the interior and exterior of stores. Small improvements such as new signs or paint can brighten the exterior. Windows, transoms and awnings can increase energy efficiency. Consult the design guidelines recommended in Chapter Four (Visibility: Physical Character). The City is encouraged to create a financial incentive program to aid business owners; options will be discussed in Chapter Eight (Implementation).

Objective 2: Create educational programming to support all businesses.

Providing educational tools and resources for existing and new business owners can improve the overall awareness of smart business practices and understanding of local market conditions. The Downtown Alliance should provide strong leadership to bring area business owners together. This organization is encouraged to partner with other agencies in Waukee like the Chamber of Commerce and the Waukee Area Economic Development Group to coordinate efforts in supporting the health of local businesses. To achieve this objective, these organizations should consider taking the following steps:

- Create a small business assistance program that provides monthly educational workshops or seminars related to business improvement, current trends, and “green” business practices.
- Offer one-on-one business counseling on topics such as business plans, financing, record-keeping and marketing for local business owners.
- Start monthly Downtown business networking events to promote local businesses and learn from each others’ experiences.

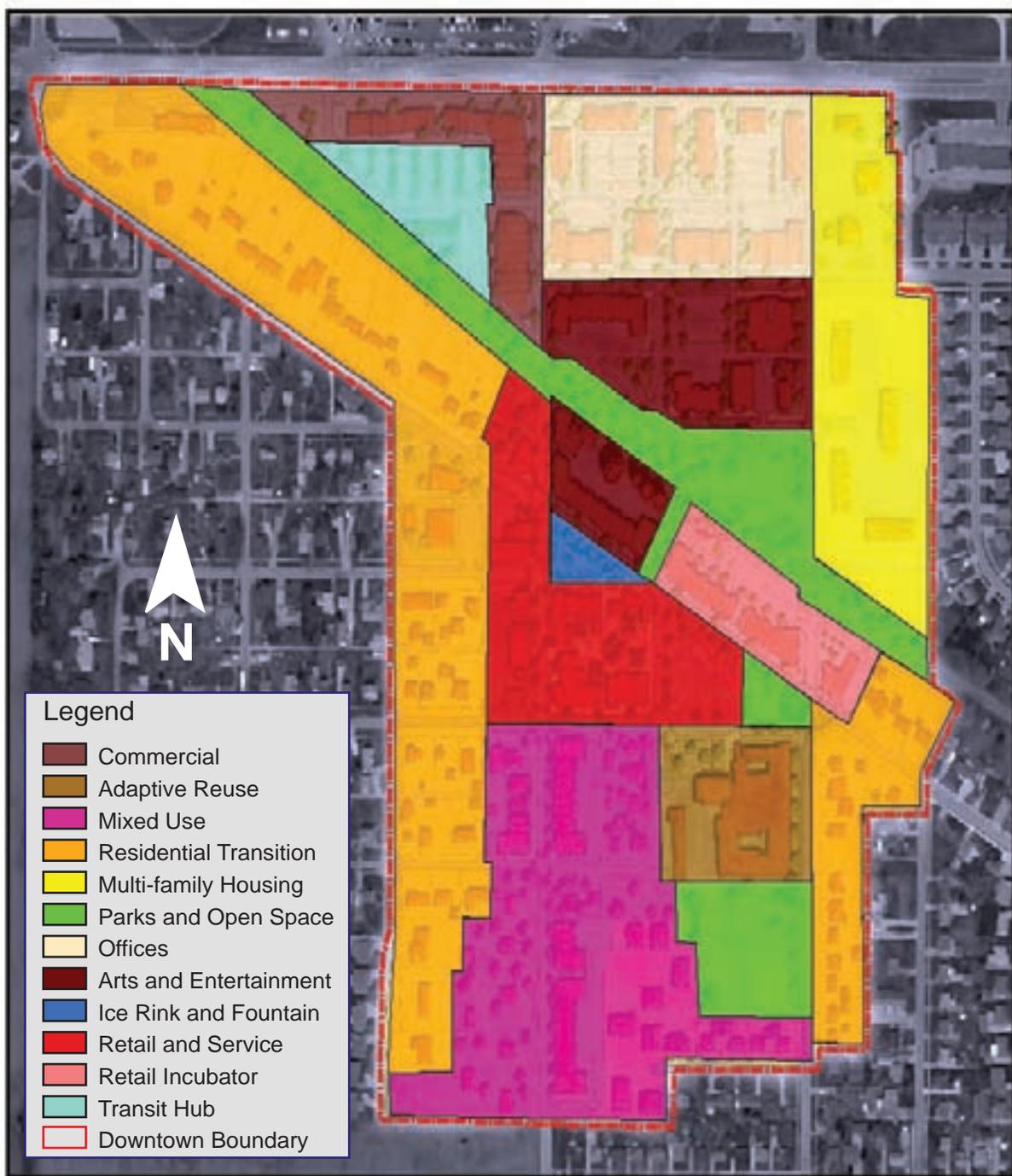
Objective 3: Reward sustainable business practices.

Sustainability is an important issue in the world today. The City of Waukee has an opportunity to create a sustainable Downtown, which could serve as an example of a green business and development center. As discussed in Chapter Two (Background of Planning Process), sustainability in Waukee should involve a forward-looking awareness, not only to become environmentally responsible, but also socially and economically self-sustaining. To do so, the City should consider adopting the following strategies:

- Develop green business standards and reward businesses for various levels of compliance. For instance, the City could offer annual awards to sustainable businesses, such as grant funds, public recognition, or a plaque or other signage for the business to display.
- Reward Downtown businesses that sell local goods or use locally produced products with tax breaks or other incentives. For example, a restaurant may receive a reward for using produce purchased from local farmers. This recycles money locally, and promotes general improvement of the local economy.
- Increase façade grant funding for businesses that use locally produced materials.
- Re-use existing vacant buildings such as the former St. Boniface Church, the former Fire Station, and the former Community Center (on 6th Street) for new businesses.

Objective 4: Recruit new complementary businesses and services in order to develop niche markets and create Downtown destinations.

This objective focuses on recruiting new businesses to Downtown, specifically those that coincide with project areas shown in figure 3-7. The best new businesses to attract Downtown are those that complement existing businesses, or are a destination themselves. For example, a restaurant is a destination and may benefit other businesses by drawing people Downtown. Other strategies, such as nurturing start-up businesses and bringing civic uses back to Downtown are also recommended. Specific recommendations for the Retail and Service District, and Arts and Entertainment District are described below. Additionally, creation of a Retail Incubator and adaptive reuse of the elementary school are discussed.



Source: City of Waukeee

Figure 3-7: Downtown Waukeee project areas

Retail and Service District

After their site visit in 2003, the Iowa Department of Economic Development identified two potential niche markets that could be expanded in Downtown Waukee: home improvement, and convenience and service. The market analysis (section 2.2) shows that Downtown Waukee has an opportunity to fill a gap in the provision of general retail, as there are only six retail businesses within Waukee. This gap was also recognized in the survey, where general retail ranked second (at 17.0%) among the business types that respondents would most like to see in Downtown. Survey respondents indicated they would most like to see new restaurants, particularly family sit-down or high-quality and upscale options (17.7% indicated they are lacking in Downtown). The inventory of current Waukee businesses showed that most restaurants within Waukee are either fast food or sports bars. Throughout the public input process, Waukee residents expressed preference for smaller, independent businesses in Downtown over national chains and big-box stores. It is recommended that a Retail and Service District be created in the area shown in figure 3-8.



Source: Troy Gillespie and City of Waukee

Figure 3-8: Proposed location of a Retail and Service District in Downtown Waukee

The following strategies should be considered for the Retail and Service District:

- Concentrate the most intensive commercial uses around Triangle Park and along 6th Street (the Retail and Service District). Identify this area as primary place for shopping and dining.
- Encourage general retail (clothing, jewelry, shoe stores, etc.), sit-down restaurants, and other convenience services (Laundromat, pharmacy, dry cleaners, etc.) within the Retail and Service District. Stores or restaurants with a unique personality should draw people to Downtown and serve as destinations which may benefit neighboring businesses.
- Recognize business clusters, and the interdependency of Downtown businesses. Certain products do better when competing stores are located nearby, like jewelry, clothing, or shoe stores. Others do better when complementary stores locate nearby, such as goods and services used in the home (furniture, interior design, drapes, carpeting, and home décor).
- Infill on vacant land, or redevelop various parcels to create a coherent district. Renovate existing vacant buildings as adaptive re-use projects for new commercial businesses.

Arts and Entertainment District

Studies have shown that cultural activities and amenities generate street use, bring people into downtown areas, and increase patronage of neighboring businesses. It is recommended that an Arts and Entertainment District be created in the area shown in figure 3-9. The Arts and Entertainment District will be discussed in more detail in Chapters Six (Cultural Amenities) and Seven (Land Use Structures). The following are general recommendations related to the types of business and uses appropriate in this area:

- Revitalize existing buildings such as the former St. Boniface Church or the former Fire Station as community performance spaces. Recruit local and regional talent to begin a community or children's theater. Partner with area schools to use these spaces for various events.
- Develop regular cultural and public art programming that reach out to everyone in the community and provides marketing support for artists.

- Attract a movie theater to Downtown Waukee. A small theater with four to six screens should draw large crowds of people, particularly young adults. The survey results indicated that a movie theater is desired among residents (13.7% indicated it was lacking in Downtown).
- Create artist living/work spaces that are affordable and can accommodate special needs such as spacious areas or sound-proofing. It is recommended that new development in the Arts and Entertainment District be mixed-use. Any new development that occurs along 6th Street could have retail gallery spaces on the ground floor, with artist studio and living space on upper floors. Artists in these spaces could also offer community classes.



Figure 3-9: Proposed location of an Arts and Entertainment District in Downtown Waukee

Retail Incubator

As one strategy to develop new businesses, Downtown Waukee is encouraged to create a retail incubator. An incubator is a facility that would offer spaces with reduced overhead costs and a program to provide technical assistance for start-up retail businesses. It encourages entrepreneurship, nurturing small businesses through the early stages of development in a space they can afford. Past experiences indicate that businesses remain close to the incubator when space is available. This is a long-term strategy; immediate growth in tax base or employment should not be expected.

A retail incubator generally operates in the following way. An individual business may spend up to three years in the incubator, with rent gradually increasing each year. After three years, the business may purchase or lease its own space. The specific setup for the retail incubator should be determined by the sponsoring agency(s). However, what follows are general guidelines for a retail incubator:

- Space may be provided to new businesses at a discounted rate (ie. 50% of market rate during the first year, 75% during the second year, and 95% during the third year).
- The incubator might consider including the following services along with the space rental: utilities, city permits, phone and internet service, copying, web design assistance, advertising assistance, window display assistance, and basic professional services such as accounting, legal, and marketing.
- Customer and tenant parking may be provided for each business.
- Incubator business owners may participate for free in monthly business improvement workshops.

The start-up costs for this project would be high. It is recommended that new facilities be built along Ashworth Drive, as shown in figure 3-10. Until new spaces can be built, the incubator could locate in other currently vacant Downtown spaces. Appropriate spaces might include the former Community Center on 6th Street or one of the vacant church buildings. Implementation strategies for this project are further addressed in Chapter Eight (Implementation).



Figure 3-10: Proposed location of a Retail Incubator in Downtown Waukee

Adaptive Re-Use of the Elementary School

While nearly all civic uses have been located in Downtown at some point in time, they have all moved out to facilitate expansion. It is important to have some civic uses in Downtown because they draw people to the area and send a message that Downtown is an important part of the City of Waukee. The Waukee Elementary School which, as shown in the figure 3-11, is located in Downtown Waukee and is appealing for a re-use project that could bring civic uses back to the area. The City should consider the following two possible re-use strategies (in order of precedence) for this location:

- Re-locate City Hall to the property once the school vacates, either utilizing the older part of the existing building or developing a new facility.
- Promote the adaptive re-use of this property with possible affordable housing, a senior center, a community center, and other recreational facilities.



Source: Troy Gillespie and City of Waukee

Figure 3-11: Location of the Waukee Elementary School in Downtown

Objective 5: Integrate office uses and affordable housing to increase employment and help support Downtown commercial areas.

Office Area

Strengthening existing businesses and recruiting new businesses will bring additional employees to Downtown. However, for the sustainability of the community, it is important that Waukee provide other employment opportunities within its city limits. Downtown provides a good place to start; new offices should bring larger numbers of people to

support area businesses. To meet this objective, consider implementing the following strategies related to office uses:

- Encourage small (less than 100 employees) offices to locate in the Office District. This location, shown in figure 3-12, provides good access to major roads, and is within walking distance from the core of Downtown. Employees of these offices would likely support local businesses, and may increase the need for retail businesses, restaurants, and services Downtown.
- Encourage other small offices to locate in the upper floors of mixed-use buildings, particularly in the Mixed-Use District south of Cherry Street.
- Allow home-based businesses with low-traffic to locate in the Residential-Transitional areas.

Affordable Housing

Based on the market analysis, the current housing needs of Waukee are being met. However, the analysis also shows there may be a future need for affordable, active senior housing, particularly with the aging baby-boom generation. Having people of various ages' living Downtown provides an automatic customer base for local businesses. These two strategies are recommended to address affordable housing:

- Develop an affordable, active-senior housing project when the need arises. Locate it close to, or in conjunction with, the adaptively re-used elementary school property. Seniors are often active volunteers in the community and could assist with general Downtown improvement projects.
- Promote residential spaces in the mixed-use areas, including artist living/work spaces in the Arts and Entertainment District. Other types of appropriate spaces could include lofts, condos, row-homes, or town-homes. Affordability should be of primary concern.

3.3.C Community Organizations

In order to make the vision of this plan a reality and to achieve the objectives listed within this chapter, it is critical that community organizations are integrally involved in implementing this plan. The following are recommendations for specific organizations.

Downtown Alliance

It will take time and continued efforts to strengthen the economic viability of Downtown. It is important to have a strong leadership organization be the driving force behind implementing these strategies. The Downtown Alliance is encouraged to take on that role, in partnership with other



Figure 3-12: Proposed location of an Office District in Downtown Waukee

agencies like the City, the Chamber of Commerce or the Economic Development Group where appropriate. Specifically, the Downtown Alliance should take a primary leadership role in bringing existing business owners together, coordinating promotional events and marketing, and strengthening business practices to create an attractive Downtown.

The Downtown Alliance should also consider becoming a formal, membership organization with annual dues. Collecting dues would give the organization money for promotional materials, banners, and brand and logo creation efforts as discussed in Chapter Four (Visibility: Promotion and Marketing). Additionally, becoming a formal organization may give members an increased sense of ownership and commitment to Downtown. Anyone interested in the success of Downtown should be allowed to become a member. In the future, becoming a 501(c)3 organization would also give the Downtown Alliance access to certain grant funding mechanisms that they cannot currently apply for. Finally, the Alliance should consider designating a staff person (as budget allows) to coordinate meetings, events, and take care of administrative functions. This position could be created in partnership with the Chamber of Commerce.

Waukee Chamber of Commerce

The Waukee Chamber of Commerce is encouraged to take a stronger position in support of Downtown. The Chamber should be instrumental in creating educational programming and support services specific for Downtown businesses. In addition, the Chamber could create a staff position for a director of the Downtown Alliance.

Economic Development Group

The Economic Development Group should aid the Downtown Alliance and the City by taking a primary role in recruiting new businesses Downtown. This group should understand the needs present in Downtown, maintain listings of vacant spaces, and work with the City to design requests for proposals for new development.

City of Waukee

The City of Waukee must support other community organizations in their efforts to achieve these objectives. In general, the City may help by providing funding when available and prioritizing when new development opportunities arise. In addition, if the Downtown Alliance becomes a formal organization, the City should consider budgeting money annually to support Downtown improvement projects initiated by the Downtown Alliance.

3.4 Final Remarks

Downtown Waukee is currently positioned to be the retail hub of the City of Waukee. This function should be expanded to increase the pull factor, increase the retail capture, and regain a surplus. The recommendations made in this chapter are all aimed at achieving this goal.

To summarize the specific recommendations of this chapter, when recruiting new businesses, general retail, services, and restaurants are most appropriate for the Retail and Service District. In addition, artist galleries, living/work spaces, and performance spaces are most appropriate in the Arts and

Entertainment District. City Hall is encouraged to re-locate within Downtown, possibly re-using the elementary school. In regards to attracting new businesses, the creation of a Retail Incubator could nurture start-up businesses into new successes. As well, cooperation and coordination among business owners should be considered as this is necessary to create a unified strategy for business improvement. It is important to prioritize support for existing businesses; their visible success will increase the likelihood for new business recruitment.

Finally, the City is encouraged to reward businesses for sustainable practices such as reducing waste, increasing energy efficiency, recycling, and using or selling locally produced products. Downtown should be an example that leads Waukee in its efforts to become a sustainable City. To create a self-sustaining place, the City should promote office and residential uses within Downtown. This should bring a critical mass of people to support area businesses and services, increase employment within the city limits, and create affordable housing choices. Finally, note that the economic development of Downtown is fundamentally related to promotion and marketing, cultural amenities, and other strategies that will be identified throughout the remainder of this plan.

References Cited

Iowa State University Retail Trade Analysis Program. 2007. Retail Sales Analysis & Report: Waukee, Iowa, Fiscal Year 2007. Available at <http://www.seta.iastate.edu>.

U.S. Census Bureau. 2000. Comprehensive Housing Affordability Strategy. Available at <http://www.dataplace.org>.

4.1 Introduction

Enhancing the visibility of Downtown Waukee is vitally important for attracting more businesses and consumers to the area and promoting the area's distinct character, identity and sense of place. Two primary topics related to improving visibility are considered in this chapter: promotion and marketing (section 4.2) and physical character (section 4.3). The promotion and marketing section evaluates external strategies to enhance visibility and thereby make Downtown a destination that residents, visitors, and new businesses will want to be a part of. The overall aim of the recommended marketing strategies is to promote the development of Downtown as a thriving area full of independent businesses.

The purpose of the physical character section is to give general recommendations for enhancing the physical characteristics of Downtown Waukee through design. While specific design guidelines are outside the scope of this plan, the guidelines in this section do provide a basis for understanding and assessing the design quality of preservation, renovation, and new development projects. Finally, strategies for encouraging sustainable practices related to visibility are described in both sections.

4.1.A Sustainability and Visibility

Principles of sustainability are closely related to visibility and are incorporated into the recommendations made throughout this chapter. Marketing is related to sustainability in that marketing assists in creating a self-sustaining economy by attracting consumers to an area. Sustainability is also a marketing tool in itself because it is a movement that many people support. Therefore, recommendations are made for incorporating sustainability into marketing and visibility strategies to help Downtown Waukee project a positive image.

Sustainability is also important in design. Physical character can contribute to sustainability by ensuring that preservation projects and new developments contribute to a coherent built environment and sense of place. Recommendations are made for accomplishing such a sustainable physical environment. In addition, strategies are proposed for ensuring that improvement projects do not incur severe cost burdens, thus contributing to economic sustainability. Finally, to promote social sustainability, recommendations are made for meeting or exceeding the standards set forth under the Americans with Disabilities Act (ADA), which provide specific design guidelines to accommodate the needs of disabled people.

4.1.B Goals and Objectives

The primary goals that this chapter addresses are:

- *Goal 2:* Promote a distinct identity and character for Downtown.
- *Goal 4:* Increase the accessibility and visual connectivity of Downtown.

Eight objectives were created with the intention of making these goals a reality:

- Devise an overall theme for Downtown through brand and logo creation and signage.
- Develop Downtown's sense of place by acknowledging its unique heritage.
- Increase awareness of Downtown through promotion and event programming.
- Create landmarks and focal points by the preservation and adaptive reuse of locally significant buildings.
- Preserve, design and construct a coherent architectural character throughout Downtown.

Strategies for meeting these objectives are presented throughout this chapter. These strategies utilize creative methods to boost Downtown's visibility, identity, and sense of place through event programming, advertisement, sales promotion, publicity, and design.

4.2 Promotion and Marketing

4.2.A Introduction

Marketing is a tool that can be used to increase Downtown Waukee's visibility both locally and regionally. When Waukee residents want to buy clothing, attend an event, or meet with friends, many assume that the best places to go are in West Des Moines, Clive, Urbandale, or Des Moines. Downtown should establish itself as a destination in order to attract residents, visitors, and more businesses. The physical and economical growth of Downtown depends on potential business owners seeing the value of locating there as opposed to a strip mall along Highway 6 in Waukee or competing suburbs.

4.2.B Identity and Organization

Brand and Logo Development: Business Participation

One of the first marketing strategies that should be pursued for Downtown Waukeee is to create an identity through brand and logo creation. According to the American Marketing Association, a brand is a name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers (2008). Brands can be used for one business or a family of businesses such as those in Downtown Waukeee. Similarly, a logo is a word or phrase that serves to identify a place. This section addresses collective marketing strategies for Downtown businesses. However, these businesses should also market themselves individually. Together, the brand and logo create an identity and solidarity among businesses.

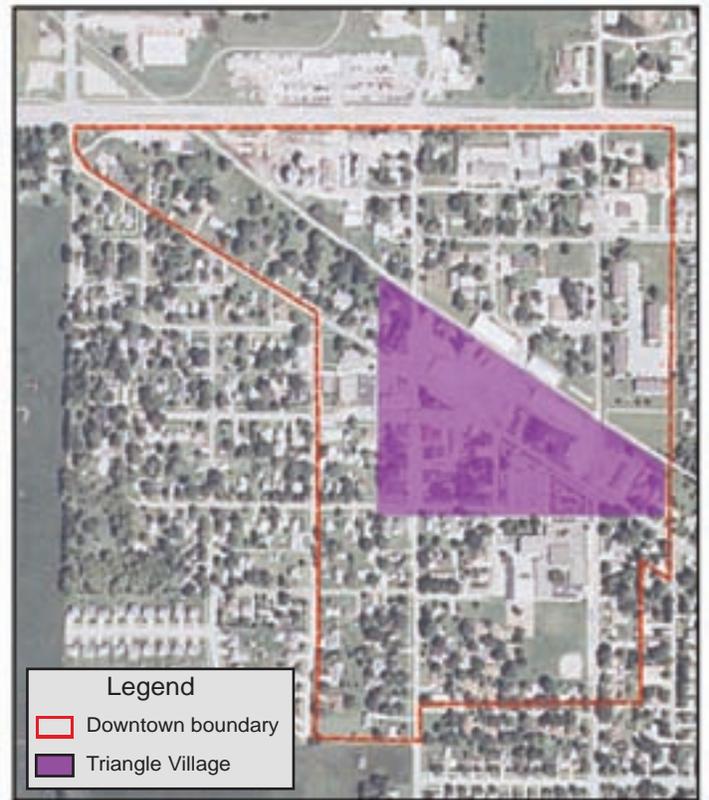
Triangle Village

Downtown Waukeee is unique because it has a town triangle rather than a town square. Downtown businesses should consider building identity with a name that reflects this unique heritage. For instance, the name Triangle Village describes the area's unique physical shape and the village experience desired by residents. The Triangle Village identity should include businesses that surround the Downtown Triangle as well as businesses that are part of the Downtown Alliance shown in figure 4-1.

The Downtown Alliance and any other Downtown associations should execute the brand and logo design process. Once a specific brand design and logo are developed, they should serve as a signature for Downtown businesses. For instance, the logo should appear on all promotional materials, announcements, and banners. Consistency and reiteration of the Triangle Village concept in print, electronic, and oral mediums should reinforce the identity of the area and transform Downtown Waukeee into a destination.

What makes Downtown unique? Resident and Visitor Participation

In conjunction with brand and logo development, Downtown Waukeee should recognize other features which makes it unique; that is, the content within the Triangle Village. Why would residents, visitors, and new businesses want to come Downtown? Downtown groups should draw from the public for answers to this question and more in-depth community brand development. A downtown is the heart of a city and should reflect the values of its local residents to attract visitors and new businesses.



Source: City of Waukeee

Figure 4-1: Boundaries of the Downtown study area and proposed Triangle Village

The first stage of gathering outside input should be to exhaust sources of local opinion through community participation. Some community participation has already been achieved through the Waukeee Downtown Survey and several public meetings (described in Chapter Two, Background of Planning Process). However, there is an untapped source of public opinion in Waukeee because many residents who have vested interest in Downtown did not receive surveys due to random sampling or were unable to attend the public meetings. These residents have thus been effectively excluded from the public participation process.

A simple and cost-efficient method to involve more residents in planning and design is creative competition. Competitions that ask residents to identify what makes Downtown Waukeee unique are creative ways to involve community members of all ages. These competitions could provide positive, fresh perspectives toward Downtown features that residents may take for granted. In addition, they apply principles of sustainability because they involve people of all ages

Downtown Photography Contest

One possible community competition is a Downtown Waukee photography contest. There could be a winner for each age group with prizes from Waukee businesses. Entries should be publicly displayed to increase community art in an inexpensive way, which also increases community pride. Another benefit is that the pictures could be used for future marketing efforts.

Downtown Essay Contest

Another possible community competition that could be utilized for assessing public opinion is an essay contest about what makes Downtown unique. The City of Waukee and Downtown Alliance could partner with the schools to include this as a short assignment in English classes or a voluntary essay contest for school-aged children. Again, prizes could be awarded to winners from each age group and essays could be used in future marketing efforts.

Visitor Questionnaire

Although local input should be the primary source of public opinion, visitors should also be surveyed for valuable insight. Visitors may be more objective than residents because they have less sentimental attachment to Downtown. Their input should produce honest answers about what makes the area special or what is lacking in the area. To gather visitor input, a questionnaire could be placed in all Downtown businesses, city government front desks, and any other Downtown attractions. The goal of a questionnaire would be to acquire valuable information in the least obtrusive manner for the visitor. The questionnaire should be short; anything longer than half a page may seem daunting for someone passing through. Example questions include:

- Your name (optional).
- Your city and state of residence.
- What made you decide to visit Downtown Waukee?
- What is the final destination of your trip?
- What have you particularly liked about the Downtown area?
- What could we have done to make your visit more pleasant?
- Include a “thank you!” at the end.

4.2.C Event Programming

Like much of Downtown’s outward business migration, many of Waukee’s events have moved from the Triangle to Centennial Park on the southeast side of Waukee (as described in Chapter One, Background on the State of Downtown).

While some events may be too large to hold Downtown, efforts should be made to bring as many events to the area as possible. Suggestions for new Downtown events are given below.

New Downtown Kickoff

While regularly scheduled Downtown event programming is the best way to increase activity, a kickoff event should be held to facilitate fundraising, generate excitement from community members, and act as a catalyst of this plan. It would be an event similar to the Fall Festival as shown in figure 4-2, but would be solely for the plan. If the Downtown Master Plan is adopted for implementation, elements like the Triangle expansion should be temporarily reconstructed during the kickoff to let people visualize the proposed changes.



Source: City of Waukee

Figure 4-2: Waukee Fall Festival, 2008

Adult Education Classes

One way to have regular event programming is to schedule adult education classes on a weekly or monthly basis depending on interest and type of class. Adult education classes are virtually cost-free because attendees’ class fees pay for the programs. The Downtown Alliance and Waukee Chamber of Commerce could provide advertising for these classes. For more information on how to market these classes, see section 4.2.D, Promotion and Advertising. Adult education classes would provide a reason for people to visit Downtown after business hours and on weekends. If the classes attracted enough people, receptions could be held afterwards to encourage social interaction and keep people Downtown to explore and experience the area. Even if the classes and receptions were held after business hours, more people would become aware of what exists Downtown, which may bring them back again.

Charitable Events

Hosting charitable events Downtown is a great way to show community values. Charitable events should be encouraged in marketing so that community organizations are aware that Downtown facilities can be used for such activities. Several charitable events could be initiated by the city or other organizations and made into annual events. Such events may bring together a wide range of community residents, leaders, and businesses to support a common cause and create unity in the community.

4.2.D Promotion and Advertising

After solidifying the unique identity of Downtown, it should be extended through promotion. Promotions are advertising, sales promotions, and publicity strategies aimed at increasing visibility of a product or area. Promotional techniques not only create an awareness of the area, but could also communicate the fact that Downtown Waukee is a place for social and economic activity and community pride.

Once the target market has been identified, Downtown organizations should choose which promotional techniques (advertising, sales promotion, or publicity) would likely attract the most people Downtown. Several promotional strategies are shown in table 4-1 and described in the

following sections. Adopting these strategies should aid in increasing Downtown’s visibility and also aid in attracting target markets.

Advertising is the placement of announcements and persuasive messages in mass media to inform and persuade a target market or audience about products, services, organizations, or ideas. Two major advertising strategies are described below: the inclusion of banners into the Downtown streetscape and enhanced Internet presence.

Banners

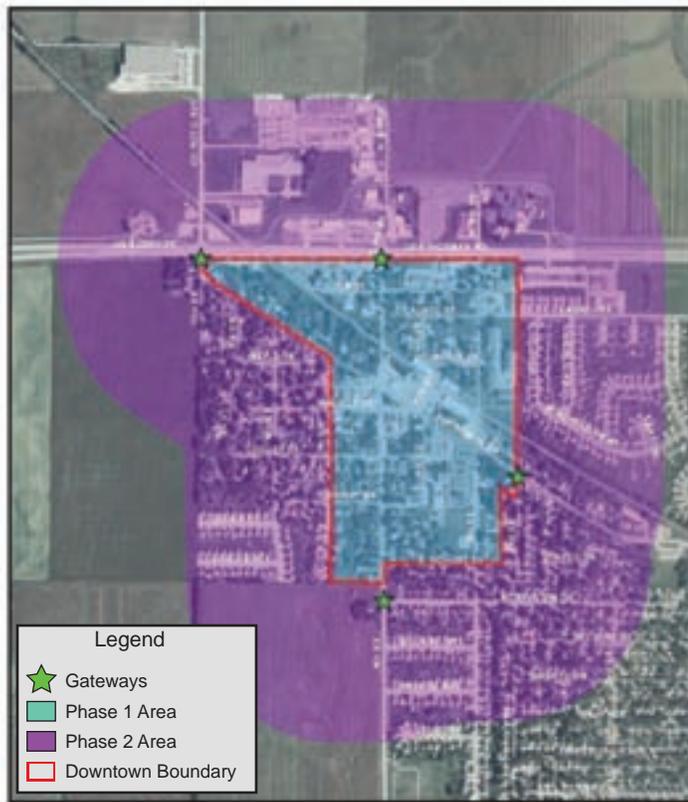
The purpose of banners is to visually enhance streetscapes and promote arts and cultural activities, festivals, civic programs, and major retail sales. Currently, Downtown Waukee cannot be seen from Hickman Road, one of the major access points into Waukee. Therefore, a street-side banner may be the first impression a visitor has of Downtown. Such banners should be included in the streetscape of major roads to alert visitors of Downtown and create awareness of Downtown events.

Since the purpose of a banner is to draw in people that might otherwise drive by Downtown without stopping, they should be located at the busiest streets, intersections, and gateways. Banners should extend outward from Downtown to regions

	<i>Benefits</i>	<i>Considerations</i>	
Events	New Downtown Kickoff	<ul style="list-style-type: none"> • Can act as a fundraiser • Increases accountability to implement the plan 	<ul style="list-style-type: none"> • Should be held right before implementation timeline starts
	Adult-education classes	<ul style="list-style-type: none"> • Student fees pay for majority of program costs 	<ul style="list-style-type: none"> • Should include receptions after classes
	Charitable events	<ul style="list-style-type: none"> • Reflect community values while increasing visibility 	<ul style="list-style-type: none"> • May require many volunteers and time to organize
Advertising	Banners	<ul style="list-style-type: none"> • Enhance streetscape while being informative • Adds to village experience 	<ul style="list-style-type: none"> • Use Downtown logo and event sponsors' logos • Use bold colors instead of neutrals for background
	Electronic newsletter	<ul style="list-style-type: none"> • Budget-friendly • Timlier than printed newsletters • Saves paper 	<ul style="list-style-type: none"> • Audience should be able to subscribe/unsubscribe • Discipline required to write and send it regularly
	Internet presence	<ul style="list-style-type: none"> • Low cost except any services outside of simple updates 	<ul style="list-style-type: none"> • Should be regularly updated • Downtown should think about its own web site
Promotion	Coupons, free samples, free entertainment, sidewalk sales	<ul style="list-style-type: none"> • Gives incentives for new consumers to visit the area 	<ul style="list-style-type: none"> • May require more financial investment from Downtown businesses than other promotional methods
Publicity	Press releases	<ul style="list-style-type: none"> • Boosts regional visibility 	<ul style="list-style-type: none"> • Should naturally increase with event programming

Table 4-1: Benefits and considerations of promotional strategies for Downtown Waukee

slightly outside of the gateways. However, because funding may be limited, banner placement is proposed in two phases. The first priority is to place banners along major streets, especially 6th Street and Ashworth Drive, Downtown, and at the gateway entrances shown in figure 4-3. As more funding becomes available, the banners should extend outwards as shown in figure 4-3 to approximately one-quarter mile outside the Downtown area.



Source: City of Waukeee

Figure 4-3: Proposed banner placement phasing

Banners should convey messages in a simple, clear manner; they should be simple in design with bold colors and little text to be the most effective. An example of an effective banner is shown in figure 4-4. The suggested Triangle Village logo and any additional logos of event sponsors should appear on every banner. To maintain a simple, clear design, no more than three different logos should appear on a banner. Because potential Downtown visitors are driving by, they do not have time to read a lot of text. The Triangle Village logo should serve as a quick visual reference to inform residents and visitors where the advertised events will occur. New banners should be hung a month in advance of the advertised events, charities, or fundraisers.



Source: City of Sydney

Figure 4-4: Example of effective banners

In the Downtown survey and public meetings, Waukeee residents indicated that they would like to maintain the small town feel of Downtown. Banners may help Downtown retain this character because they can accent and draw attention to traditional or historic structures such as street lamps and buildings. An alternative to using banners is electronic billboards that are meant to capture peoples' attention during evening hours (City of Sydney 2003).

Internet Presence

An important aspect of advertising is Internet presence. Currently, Downtown is not mentioned on the City of Waukeee or Waukeee Chamber of Commerce web sites. The Downtown area could benefit greatly by being included on these two websites. It is a separate, special entity and should have a separate web page with clear maps, directions, and information. Creating a website for Downtown Waukeee should also be straightforward, inexpensive, and therefore cost-effective (EWS Effect Web Solutions 2008).

Another advertising strategy that involves the Internet is an electronic newsletter. Electronic newsletters save money by eliminating the printing and postage fees of traditional printed newsletters, and save time in printing and mailing delays. Because an electronic newsletter costs less, it can be sent to a larger audience. Electronic newsletters are also timely in that events or sales can be put into the newsletter and sent out right away, whereas a printed newsletter may become outdated by the time one receives it. In addition, an electronic newsletter contributes to sustainability because it does not use paper. An electronic newsletter should create awareness of Downtown and promote a solid business presence, customer loyalty, and a professional image. Individuals should be able to subscribe or unsubscribe to the newsletter at anytime.

Sales Promotion

Banners and an increased presence on the Internet are the primary short-term advertising strategies that should be adopted on a local level. However, as more businesses locate Downtown, flyers and brochures should be distributed around the Des Moines metropolitan area to promote regional awareness of Downtown Waukee. Sales promotions may include coupons, balloons, bumper stickers, free entertainment, free samples, and other incentives to attract people to shop in Downtown Waukee.

Publicity

Publicity involves communication techniques such as news releases, and press conferences. Increasing publicity about Downtown should call attention to the area and complement other marketing strategies, especially event programming. As Downtown increases its event programming and streetscape projects, publicity naturally increases. However, it is up to the city organizations, such as the Downtown Alliance, City of Waukee Chamber of Commerce, and the future Downtown Economic Group, to write press releases that make the media aware of Downtown's reshaping.

4.3 Physical Character

4.3.A Introduction

Downtown Waukee's physical composition is rather unique compared to many small cities across the United States. Consistent with many cities that were established with the arrival of the train, Waukee's business center was assembled around a common open space in close proximity to the rail line. An exception for Waukee is that this open space took on a triangular shape due to the alignment of the rail line in relation to other roadways and thoroughfares, which is unique from the town squares traditional of many downtowns. The Downtown Waukee of today is comprised of an assortment of differing building types, shapes, sizes, and building materials reminiscent in large part to the eras in which each building was erected.

While Downtown has provided an adequate location for community gatherings, social events and celebrations, the area lacks a cohesive architectural identity and would benefit from an expansion of Triangle Park and the addition of more green spaces in and around Downtown to better facilitate activities and events and heighten the overall Downtown environment. Earlier surveys and studies have suggested that Downtown Waukee should incorporate a coherent and identifiable streetscape system, emphasize gateways and major intersections, and incorporate a cohesive signage system.

The purpose of this section is to provide general recommendations for enhancing the physical character of Downtown Waukee through design that reflects the needs and aspirations of the Waukee community. While specific design guidelines are outside the scope of this plan, the recommendations in this section are intended to provide a basis for understanding and assessing the design quality of future preservation projects, renovation, and new development within Downtown.

4.3.B Enhancement of Focal Points and Landmarks

Focal points and landmarks are features that are easily recognizable and act to enhance the identity of a place. These elements are essential to a downtown area as they can also help to reinforce the location of destinations and aid in the success of a way-finding system. Although the results of the Downtown Survey suggest that Downtown Waukee does not currently have a locally accepted landmark, several focal points and landmarks do exist but need to be further enhanced in order to become easily associated with Downtown Waukee. A few of the existing focal points and landmarks Downtown include Triangle Park, the Co-op grain elevators, the clock tower and other locally significant buildings.

Triangle Park

Triangle Park is the central open space of Downtown Waukee and acts as the stomping grounds and launching point for many Waukee events. Amenities have been added to the park over the years such as the gazebo and clock tower, shown in figure 4-6, to enhance the space and increase its functionality.



Source: Fei Yang

Figure 4-5: The gazebo and clock in Triangle Park

It is intended for Triangle Park to be expanded, as described in greater detail in Chapter Six (Cultural Amenities), to further enhance the capabilities of the park as well as reinforce the pedestrian nature, or village atmosphere, of the downtown area. As the suggested expansion is realized, the gazebo and the clock tower should remain within Triangle Park as icons of community investment in the downtown. Figure 4-6 shows the proposed relocation of the gazebo and clock tower. Any additional elements added to the park in the future should be sensitive to the architectural styles suggested later in this chapter and should reflect an appreciation of the heritage provided by this central open space.



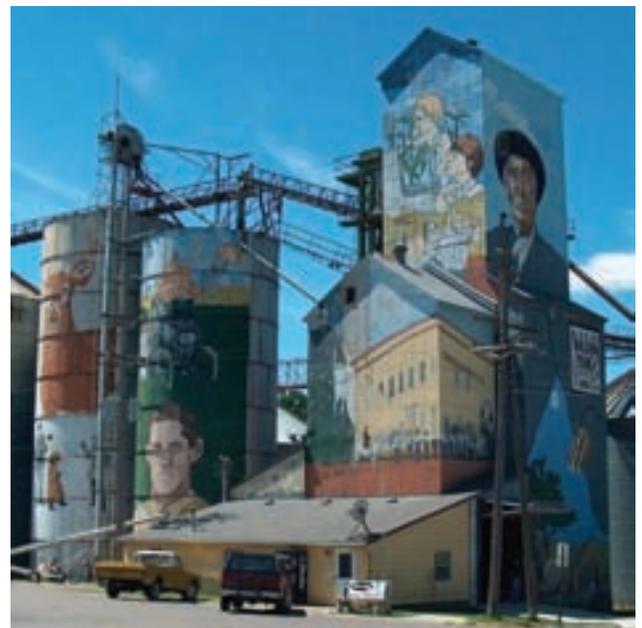
Source: City of Waukee and Troy Gillespie

Figure 4-6: Proposed relocation of the gazebo and clock

Co-op Grain Elevators

The grain elevators currently owned by Heartland Cooperative are the tallest structures in Downtown. They can be seen from Hickman Road (Highway 6), and could be considered landmarks due to their size and visual representation of downtown. These structures are also indicative of Waukee’s farming history. In order to promote sustainability through the preservation of existing buildings and avoid costly demolition, it is suggested that the grain elevators be adaptively reused so long as the new functions are consistent with the proposed land uses of surrounding properties. Any adaptive reuse of the grain elevators should also contribute to Downtown’s attractiveness by either offering new amenities or being physically repaired and redecorated. One adaptive reuse possibility that would provide a unique amenity to Waukee would be the creation of a climbing wall(s) inside the elevators during the warmer months and the potential to freeze the exterior in the winter months for ice climbing.

In the event that an adaptive reuse project is not feasible or found to be inappropriate for the grain elevators, it would be beneficial to allow redevelopment of the site to include the construction of a building or structure of the same or similar height as the existing elevators. This would aid in maintaining Downtown’s visibility from surrounding traffic corridors such as Hickman Road (Highway 6). Examples structures include a multi-story building with a clock tower, sculpture, or lighting feature incorporated into the design. As an intermediary step to the abandonment of the grain elevators, the structures could be painted with a mural or decorated with signs advertising the location of Downtown. An example of painted grain elevators from Good Thunder, MN is shown in figure 4-7.



Source: www.city-data.com

Figure 4-7: Example of a grain elevator and silo beautification project

Locally Significant Buildings

Although Downtown Waukee does not have any buildings listed on the National Register of Historic Places, there are buildings significant to the history of Downtown Waukee that have contributed to memories of the past and should be included in preservation in the future. A building is considered contributive to a place when it has a long history of hosting locally significant events, or if it has provided a meeting place for important community associations. Downtown Waukee has several buildings that meet this consideration. Figure 4-8 shows the location, year of construction, and several of the former and existing uses of older buildings in Downtown. In this plan, these buildings are considered to be locally significant.



Source: City of Waukee and Waukee Community School District

Figure 4-8: Locally significant buildings in Downtown Waukee

It is recommended that plans to preserve, restore, or adaptively reuse these buildings be made in order to maintain their historical contribution to the downtown area. In some cases, the preservation of these contributive buildings should aim to retain or restore the original structure of the buildings, including original colors and/or materials, and peeling back layers of façade as applicable. In the event that an owner of a significant building desires to return the building to its original form, it may be beneficial for the City to create an incentive program to help property owners with the restoration work. Any potential restoration project should hold into perspective the architectural and historical characteristics the building possesses, with the restoration work aimed to match the original architectural styles and materials used on the exterior. Interior restoration should be encouraged, but the primary objective for restoration should aim to restore the exteriors of these buildings. Significant buildings that are currently vacant should be prioritized as adaptive reuse projects, encouraging developers/tenants to assist with restoration. Buildings that have historical context, but lack architectural significance should be targeted for preservation and façades should be updated in a manner that reflects the desired architectural character of Downtown.

4.3.C Building Design

Downtowns have long been measured by the perceived appearance they project to the people who use and visit them. Building design is an integral component of the appearance to a downtown. Many successful downtowns utilize similar architectural components that form a cohesive environment. While each individual building does not have to look identical for a downtown to project a unified architectural theme, it is important that each building successfully complement the buildings it is surrounded by. As previously acknowledged, Downtown Waukee does not currently have a unified architectural theme, but in the future it is recommended that a theme be created and implemented for all new construction as well as remodeling, restoration, or reconstruction projects.

Architectural Style

In general, the architectural style for Downtown should be cognizant of the pedestrian scale dictated by the types of activities held in the downtown area. Buildings should be articulated in a manner that highlights primary features such as entrances, windows, roof lines and parapets. The types of detailing and accenting used to highlight these features should be identified and included in a formal set of design guidelines.

New construction or reconstruction projects should provide physical offsets or distinctive articulation at interval distances necessary to maintain the pedestrian scale of a village environment. Architectural elements used in building design should also represent the types of uses that exist in the building to add additional character and interest to the downtown area. Figures 4-9 and 4-10 provide different examples of how architectural elements such as bay windows, dormers, and balconies can help to differentiate a residential component of a building from a commercial component.



Source: marconecapitalinc.com

Figure 4-9: Example architectural elements of mixed-use buildings

than pedestrian-oriented, as proposed for the majority of Downtown Waukee. Figure 4-11 illustrates an auto-oriented building with long expanses of continuous materials with minimal breaks in the façade. This type of building would provide a nice transition from the traditional strip commercial buildings along Hickman Road into Downtown Waukee.



Source: www.city-data.com

Figure 4-11: Example auto-oriented building design.



Source: www.colonialgreen.com

Figure 4-10: Suggested architectural styles to differentiate between commercial and residential uses

New residential buildings, whether part of a mixed-use development or a stand alone apartment, condominium, townhome, or single family building should be designed in a manner that reflects the village atmosphere of the downtown area. Façade articulation and offsets should be incorporated in a manner that accentuates the multiple units or levels of a building as illustrated in Figure 4-12.



Source: www.southholland.org

Figure 4-12: Suggested architectural style of residential buildings

Buildings with long expanses of continuous materials without physical offsets or distinctive articulation should be avoided in the Retail and Service District, as well as the Arts and Entertainment District. However, this could be a reasonable building type for the Office District as this area will border Hickman Road (Highway 6) and could be more auto-oriented

Building Setbacks

In general, buildings within the Retail and Service District and the Arts and Entertainment District should try to create a continuous block of building frontage adjacent to the street. The distance of each building from the street should vary some to increase the visual interest of the area. Development should be encouraged to use the total amount of street frontage available and reserve any potential parking or other such amenities to the rear of the lot in order to minimize auto-pedestrian conflict points (discussed in Chapter Five, Transportation). Locating buildings on a particular site should be sensitive to the relationship to existing buildings adjacent to the site and the associated amenity needs such as parking created by the new or expanded building.

New residential developments should have a small front yard with proper landscaping as depicted in figure 4-13 as a way to incorporate an intimate village experience into the residential areas surrounding Downtown.



Source: www.thegoodcity.com

Figure 4-13: Example residential development with a set-back accomodating a small landscaped front yard

Building Materials

The building materials utilized in the downtown area should be indicative of the architectural style established by a set of design guidelines for Downtown Waukee. The combination of selected materials should provide downtown with an appearance different from other commercial areas in and around Waukee. In addition, special thought should be given to identify material types that are from local and/or renewable resources so as to be responsible and sustainable in approach.

Treatment for Blank Walls

In order to enhance the pedestrian experience throughout Downtown, it is recommended that walls without windows provide decorative tile works, murals showing local character, opaque or translucent glass artwork, or other alternatives that maintain or enhance the environment of Downtown Waukee. Lighting features and other such elements that provide the same type of visual interest are also appropriate. Figure 4-14 shows an example of a blank wall treatment in Naperville, Illinois with multiple murals that are used to compensate for the lack of windows, doors or other detail work that would add character to the building. Wall treatments are especially recommended for the Retail and Service District around Triangle Park. In general, wall treatments should only be used when traditional building elements are not possible due to the configuration of the use(s) housed in a building.



Source: www.city-data.com

Figure 4-14: Example of an appropriate blank wall treatment

Height Control

Most of the existing buildings in Downtown are one or two-story. As such, new construction, remodeling, and expansion projects should be limited to no more than three-stories or less than forty-five feet (no more than fifteen feet per story).

This height limitation will help to promote and maintain a cohesive village atmosphere. An exception to this recommendation should be made in the event that a new use project is proposed for the existing grain elevator location as previously mentioned in Section 4.3.B.

Bulk Control

In order to better substantiate the village atmosphere throughout Downtown, it is recommended that the City modify its bulk regulations to allow for the blending of multiple uses within a single structure as discussed in Chapter Seven (Land Use Structure). Further consideration should be given to change the existing fifty (50) foot articulation requirement for buildings Downtown to a stiffer requirement of 45 feet, which would increase the articulation of a building while also creating additional visual interest to the façade. Other bulk controls such as front, rear, and side yard setback requirements should remain consistent with the existing requirements. However, language should be provided in the City's ordinance for C-2 zoning to account for circumstances where additional setback from proposed sidewalk, access driveways, or shared parking facilities (reflected in the Downtown Master Plan Map - Chapter Five) may need to be accounted for which may not allow a building to expand into the entire area of a property as currently allowed.

4.3.D Parks and Open Spaces

The primary purpose of parks and open spaces is to soften the built environment with vegetation that creates natural open spaces. Designs should preserve and enhance existing landscapes while serving community and cultural events in a sustainable environment. Specifically, all parks and open spaces should preserve existing mature trees while incorporating new trees and plantings native to the area. Large-canopy shade trees should be provided throughout the suggested park areas (discussed in Chapter Six, Cultural Amenities) as conducive to social and recreational activities planned for such areas. Smaller ornamental trees should be used in higher traffic areas and along paths to provide visual screening and beautification of parks and open spaces around Downtown. It is recommended that different themes be designated to specific parks to make the locations interesting and memorable. Pedestrian-oriented design should be the primary focus of the park areas. In addition, design should provide accessibility to park features for all users by following the ADA Standards for Accessible Design. Park, trail, and street amenities should

include, but not be limited to, benches, trash receptacles, bike racks, signage, lights and drinking fountains. For safety and security considerations parks and open spaces should be well lit with playgrounds and other children play areas located so they are visible from the street. These recommendations should be considered for both enhancement and new development projects.

4.3.E Signage System

A comprehensive signage system is recommended for Downtown in order to enhance the pedestrian atmosphere, provide a way-finding system, and reinforce the village theme that is encouraged throughout this plan. This comprehensive system should incorporate the use of all signage throughout Downtown Waukees including building, street, and way-finding signs. The existing City Sign Ordinance is very restrictive in the types of signs that are permitted in commercial areas and places limitations on size, material, and lighting options. While it is recommended to continue with a size limitation to the signage throughout the downtown area, it would be beneficial to work with the City to amend the Sign Ordinance to permit the use of signs that complement the pedestrian environment and the village feel of the area that are constructed and lighted in a manner currently restricted from use. The signage system should provide the downtown with a different type of look and feel than the expectations for other business areas around Waukees. Recommended sign types, locations, and designs are described below.

Wall Signs

Wall signs should be located on the fronts of buildings adjacent to public streets and/or walkways. They should be well designed to satisfy aesthetic needs of the village environment. In general, these signs should be the largest sign allowed on buildings in Downtown and should be used to attract vehicular traffic. The amount of signage allowed on each façade should be the same for each business as opposed to being regulated by the amount of frontage the business has as currently required by the City Sign Ordinance. It is recommended that wall signs in Downtown create configurations that split the signage up into various individual or multi-dimensional components as opposed to the uniformly shaped single mass signs that are within the same encasement or cabinet. Figure 4-15 depicts a wall sign utilizing an irregular shape for the primary name of the business with a banner underneath that provides a description as to what type of service/ business is being advertised.



Source: City of Waukeee

Figure 4-15: Example of an appropriate wall sign

Lighting options for wall signs in Downtown Waukeee should be explored to create a lively atmosphere in which signage showcases the attitude of nightlife. The amount of lighting should not be distracting or detrimental to the surrounding areas, but should create an ambiance. Suggested lighting types for the area that are not currently permitted include back lighting and downcast lighting. The downcast lighting, if utilized, should be limited to the use of gooseneck fixtures or similar applications that would prevent glare onto the street similar to the fixtures shown in figure 4-16.



Source: City of Waukeee

Figure 4-16: Downcast lighting fixtures like the one shown should be used for illuminating signs in Downtown

Projecting Signs

Projecting signs are signs suspended from or supported by walls that project outwards. This sign type should be utilized to enhance the pedestrian experience Downtown. Projecting signs do not need to be large, possibly only a couple square feet, and should simply provide pedestrians with an awareness of the business' name. A sign similar to figure 4-17 would be appropriate in Downtown Waukeee. The height of the signs should not exceed 12 feet from the top of the sign to the sidewalk in order to maximize effectiveness to pedestrians. Projecting signs should not be lit as the appropriate amount of lighting from the street and internal lighting of the building should make the signs legible for pedestrians at night.



Source: City of Waukeee

Figure 4-17: Example of an appropriate projecting sign design

Window Signs

Window signs, in general, should be used by businesses that share building space with other businesses and other exterior signage is not available. Retailers and restaurants should be encouraged to use windows to advertize basic services, menus, etc. The amount of window area used for the sign should be limited and font size restricted to sizes appropriate for pedestrians as opposed to vehicular traffic. Window signs should be designed in accordance with the architectural or graphical styles of the business and building. The use of color should be determined as a part of the design guidelines.

Awning Signs

The use of awnings should be encouraged Downtown as they can provide relief from the various seasonal elements and

make pedestrian activity much more tolerable during inclement weather. Awnings should not be used for the placement of signage. However, colors, textures, and patterns could be used as a form of signage as they attract attention to an area. The types of color, textures, and patterns should be included in the design guidelines for Downtown.

Banners, Seasonal Signs and Special Event Signs

Banners, seasonal signs and special event signs should be incorporated in the streetscape and way-finding design for the downtown area. They should be consistent in design and could include the Downtown logo or symbols of Waukee’s history. Figure 4-18 shows an example of a banner sign with a clear message and easily identifiable color scheme.



Source: www.clearwaterartsfoundation.org

Figure 4-18: Example of an appropriate banner design with an appealing color scheme and easily understood message

Way-finding System

It is recommended that a way-finding system be developed for Downtown. This type of system should incorporate directional, banner, kiosk, directory, and gateway signs with a consistent theme and design elements to make navigating Downtown Waukee much easier for vehicle and pedestrian traffic. Figure 4-19 provides an example of various components in a way-finding system.

4.4 Final Remarks

Promoting a distinct identity and character should help Downtown Waukee increase its visibility locally and regionally. Through marketing the Downtown as a friendly village rather than an urban scene, it may become a destination that is economically self-sustainable.

Without a marketing strategy, Downtown Waukee may continue to lose businesses and become less economically viable. Decline in businesses may lead to lower civic pride and a decreased sense of place. Many towns in Iowa have experienced loss in population, which has caused blighted downtown areas. Downtown Waukee has the opportunity to take advantage of a population boom that is uncharacteristic of many Iowa towns of its size. To reinvigorate the area, businesses and residents should come together and demonstrate pride in their Downtown.



Source: <http://www.lascanodesign.com/>

Figure 4-19: Suggested components of a way-finding system for Downtown

Community pride for Downtown Waukee can occur in many forms. It can appear in the unique photographs or essays submitted in community contests. It can appear in a brand that collectively stamps the Downtown businesses as a cooperative and economically viable group. It can appear in banners that signify an event taking place, or an Internet advertisement that promotes Downtown as an alternative to strip mall development. Most importantly, Downtown community pride should be demonstrated through citizen leadership. Ultimately, it is up to the business owners and surrounding residents to take hold of these suggested plans and implement them.

There are many marketing strategies to draw upon, and all organizations and people involved should support one another. Downtown is trying to promote itself as a serene, friendly place that is appealing to all ages. It is important to realize that marketing efforts are unsuccessful without community support and follow-through. Community involvement should be continuously encouraged throughout marketing initiatives to provide residents with a sense of ownership and community pride.

Additionally, establishing guidelines for the physical character of Downtown is essential to improving visibility and creating a sense of place. The design guidelines recommended in this chapter are meant to encourage creative but traditional designs, including architecture, landscape and graphic designs. The guidelines are intended to be flexible and practical to create a basic but coherent physical style throughout Downtown. The described design guidelines are general, and are based on experiential ideas from other successful cityscape designs. Further study is suggested for design guidelines of specific projects.

Physical design guidelines are also intended to aid in achieving a better image of Downtown and improving the quality of life for all residents. Simple design principles for new developments and preservations should be emphasized in Downtown. In conclusion, all design guidelines should work together to contribute to create a coherent physical character throughout Downtown, increase visibility, and make Downtown Waukee an attractive place.

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5.1 Introduction

Transportation and circulation in a city provides networks which connect people, goods, and services to their desired places and times. Movement into, through, and out from the heart of the city is a critical component of successful circulation patterns in a city. This chapter explores potential improvements to Downtown’s circulation patterns in order to accommodate motorists, bicyclists, and pedestrians within the expanded Downtown district illustrated in figure 5-1.

5.1A Sustainability and Transportation

Incorporating sustainability into street design may seem like a contradiction. Public streets and roads make up almost one-third of urban landscapes and greatly compromise the natural environment due to oil, rubber, and other pollutants from cars that are carried away into the environment by stormwater runoff (Das 2006). Although automobiles are a major source of pollution, they are undoubtedly an important transportation method, especially in Waukee where the out commute, or the percentage of residents who work in other communities, is 82.7 percent (Iowa Workforce Development 2008).

Sustainability in street design includes increasing pedestrian and bicycle friendliness and allowing multiple transportation modes to reduce automobile air emissions, especially from

single occupant vehicles. In addition, streets should be designed to reduce polluted stormwater runoff in order to preserve the natural environment. These objectives as well as general transportation goals and objectives are discussed in the next section.

5.1B Goals and Objectives

There are two main goals in this chapter:

- *Goal 2:* Increase the accessibility and visual connectivity of Downtown.
- *Goal 3:* Integrate recreational and cultural opportunities into Downtown as public amenities.

To accomplish these goals, five objectives will be addressed:

- Enhance and unify the circulation corridors Downtown.
- Extend and improve existing sidewalks throughout Downtown and adjacent neighborhoods.
- Connect multiple transportation networks.
- Mitigate visual barriers of the former railroad.
- Develop a transportation hub.



Source: City of Waukee and Troy Gillespie

Figure 5-1: Downtown district map

5.2 Infrastructure Enhancements

5.2A Street and Sidewalk Modifications and Parking

In order to develop a more connected and traversable downtown, this plan recommends that modifications be made to existing streets where change will provide the best possible solution to increasing the pedestrian friendliness and overall functionality of Downtown while maintaining a proper balance of parking opportunities for patrons. The proposed changes, modifications, and enhancements are also intended to facilitate a pedestrian village experience.

Closing of 5th Street and Walnut Street

It is recommended that a portion of Walnut Street, between 6th Street and Ashworth Drive, be closed and reconfigured to allow for an expansion of Triangle Park and a pedestrian specific

corridor. As discussed further in Chapter Six (Cultural Amenities) this transformation will create an area for the extension of amenities related to the park functions, farmer's market, and business functionality. Removing vehicular traffic from this area will also create possibilities to include outdoor eating areas such as that shown in figure 5-2, sidewalk sales, art exhibits, and the like.



Figure 5-2: Outdoor dining example from Downtown Mall, Charlottesville, VA

The new pedestrian corridor is intended to extend across Ashworth Drive and connect to the Raccoon River Valley Trail Extension by way of closing 5th Street between Ashworth Drive and Maple Street. This portion of 5th Street is proposed to close as it will provide a vital pedestrian connection from the existing businesses around Triangle Park into the cultural amenities provided by a new Community Park (discussed in Chapter Six, Cultural Amenities) and expanded commercial/business entities in the proposed Arts and Entertainment District and Office District. Having a pedestrian thoroughfare connecting Triangle Park and the new Community Park will allow for additional activities to be incorporated into city events and festivals due to the close proximity of the flex spaces associated with the parks and fluid pedestrian connection from one to the other.

Sidewalk Expansion and Connections

The City is currently involved in a sidewalk improvement program to connect and improve the sidewalk system throughout Waukee. It is recommended that as this program transitions into and incorporates the Downtown District and surrounding neighborhoods that sidewalks be expanded beyond the typical city standard of four foot widths to a minimum of five foot in residential areas and six foot in commercial areas where possible. While it may seem to be an unwarranted expense without the infill or redevelopment commonly aligned with sidewalk connections in Waukee, the additional

width and connections will make Downtown much more functional during festivals and events. The impact of a fluid pedestrian circulation network in a downtown cannot be valued enough as it instills a positive feeling of accessibility to people that may not regularly visit Downtown unless a festival or event is held. Future sidewalk widths established at the time of development and/or redevelopment should correspond to the trailscape and streetscape proposals addressed later in this chapter.

Parking

Parking is a fundamental component to the future successes and expansion of Downtown. As mentioned throughout this plan, it is important for Downtown to be a pedestrian friendly environment. However, this should not diminish the importance of an accessible and coherent parking system for patrons, businesses, and residents. This plan respects the fact that most residents living in Waukee are dependant on their vehicles as is apparent by the large numbers of commuters that leave Waukee during the day and return at night. It is recommended that the City and downtown businesses work hand in hand to develop an appropriate mix of on-street and off-street parking allotments that will fulfill the parking needs created by the various business types Downtown. Figure 5-3 provides an idea of the spatial needs created by different types of parking. On-street parking should be utilized to satisfy the needs of each business' parking needs based upon the number of patron trips generated in a 30 minute time span. Businesses should work together to provide off-street parking opportunities to offset the shortfalls of limited on-street parking availability. Shared parking facilities in close proximity to multiple businesses will benefit the business and Downtown as it minimizes the need for private parking on each property which in turn reduces costs associated with maintenance and general upkeep of multiple off-street parking lots.

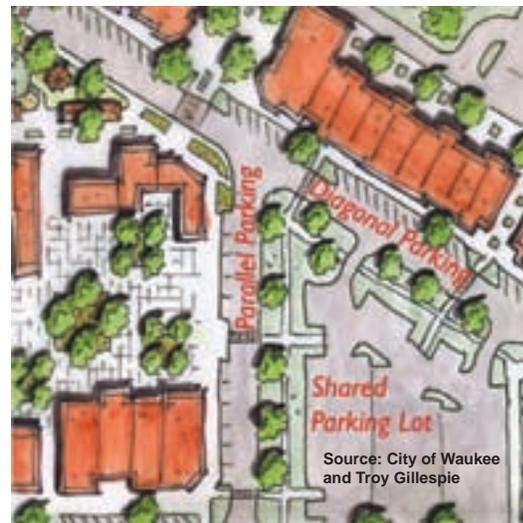


Figure 5-3: Downtown parking types

As the existing Waukee Elementary School is abandoned by the school district, the City should make an effort to acquire the parking lot north of the school building to be utilized as a public parking lot for Downtown. This is an important acquisition as the parking lot is the largest existing bank of parking in the area.

Bicycle Parking

As Downtown expands and transforms in the future, it is important that multiple modes of transportation be facilitated in the area. Providing bicycle racks is a necessary component to a healthy Downtown and resident base. Bicycle racks should be located adjacent to high traffic pedestrian areas, preferably off of a trail or at a street mid block where circulation is typically less than at a street corner.

5.2B Streetscape

Downtown streetscapes have the potential to strengthen the visual connections throughout the area and enhance the image

of Downtown by providing an attractive pedestrian environment. To achieve this, Downtown streetscapes should follow a hierarchy of intensity. A streetscape hierarchy should provide visitors with a transitional experience as they enter Downtown with an increased intensity of design elements at the core of Downtown. The hierarchy should also provide a unification tool for the entire downtown area. Roadways that act as primary linkages into and out of the downtown area should provide a visual awareness to travelers and passers by that the area is significant and distinct.

This plan proposes three different street types to be utilized in and around Downtown Waukee, each of varying degrees of intensity. The proposed location of streetscape types, Type I (most intense), Type II (medium intensity), and Type III (least intense), are shown in figure 5-4. Each streetscape type should be prioritized based upon the value the street provides to Downtown which can be related to the amount of traffic anticipated along each street segment and the visual



Figure 5-4: Map of streetscape and trailscape type locations

reinforcement provided by the addition of streetscape elements that increases awareness of the downtown district. The implementation of streetscape elements should be a reflection of the prioritization and can be developed in phases. The phased approach to implementation should also take into account the existing streetscape elements Downtown and address areas that need the influx of streetscaping to provide the most immediate benefit to Downtown. Elements that should be considered for each street type include lighting, sustainable street landscape design, signage, and street furniture. These elements are discussed for each street type below. Chapter Eight (Implementation) further discusses the timeline for implementation that should be realized for streetscape development.

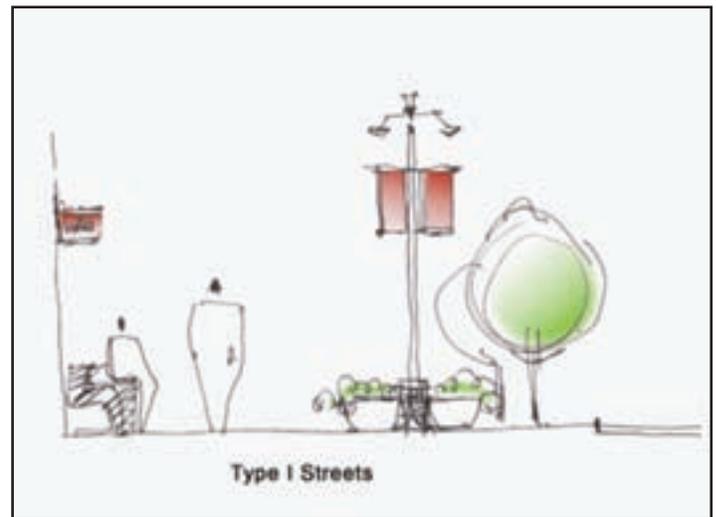
Type I Streets

Type I Streets should emphasize a pedestrian and bicycle friendly environment around the core of Downtown. These corridors provide for the greatest amount of pedestrian activity and social interaction due to the location and types of amenities. In general, Type I Streets should have street lights, plantings, benches and other street furniture on the sidewalk as shown in figure 5-5. To enhance the physical identity and pedestrian experience Downtown, the following elements are recommended for future streetscape improvement projects:

- **Sidewalk crossings** should use materials such as red bricks, which provide a colorful and identifiable image.
- **Lighting** with a complementary design to the architectural theme. Lighting poles should address both vehicular and pedestrian needs. Black iron poles similar to the existing light poles Downtown are recommended.
- **Street furniture** should be made of materials that complement the architectural theme. It is suggested that materials be metal or synthetics that will allow the various furniture components to remain in better condition throughout the year than would be typical of such products as wood.
- **Street trees** should be placed at incremental distances to aid in providing relief from natural elements. The use of street trees will also help to reinforce the pedestrian scale of the village experience.
- **Flowerbeds and/or planters** are recommended throughout the downtown area. They would be of the most value if placed near entrances to businesses, at high traffic intersections, and along high pedestrian areas. Seasonal plants could be provided through

public funding, incentives, donations, etc. However, an agreement should be established between the City and individual business owners to maintain the various plantings. It would be recommended that the individual business owners maintain areas in front of their buildings.

- **Bicycle racks** should be provided throughout Downtown in areas in close proximity to trails and high pedestrian areas. Racks should be strategically located in areas where a cluster of racks could serve multiple businesses.



Source: Tian Zhu

Figure 5-5: High intensity streetscape design

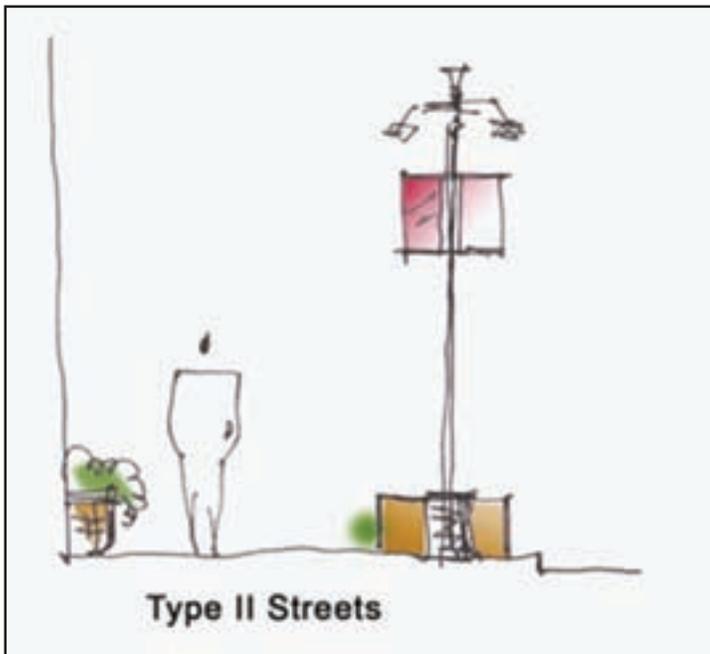
Type II Streets

Type II Streets are intended to balance the flow of vehicular circulation while facilitating high pedestrian traffic due to the location of commercial opportunities in Downtown. These streets are intended to provide banks of on-street parking spaces that allow businesses to accommodate patrons with close access. Type II streets should utilize the same style of street lighting as Type I Streets, but with less intense street furniture, as illustrated in figure 5-6. Trees and plantings are essential on these streets, but should not inhibit the circulation and instead should seek to enhance the pedestrian environment.

Type III Streets

Type III Streets are used to strengthen and unify the district boundaries. As shown in figure 5-7, these streets link the commercial areas of Downtown with the residential neighborhoods that immediately surround the area. The pedestrian areas can be scaled back in these areas adjacent to residential

properties to discourage large amounts of pedestrian traffic which should help to keep a tolerable comfort level for residents in these areas. In general, lighting, trees and plantings should be provided on these streets as illustrated in figure 5-8. Other amenities such as street furniture could be provided near intersections or at mid-blocks where appropriate.



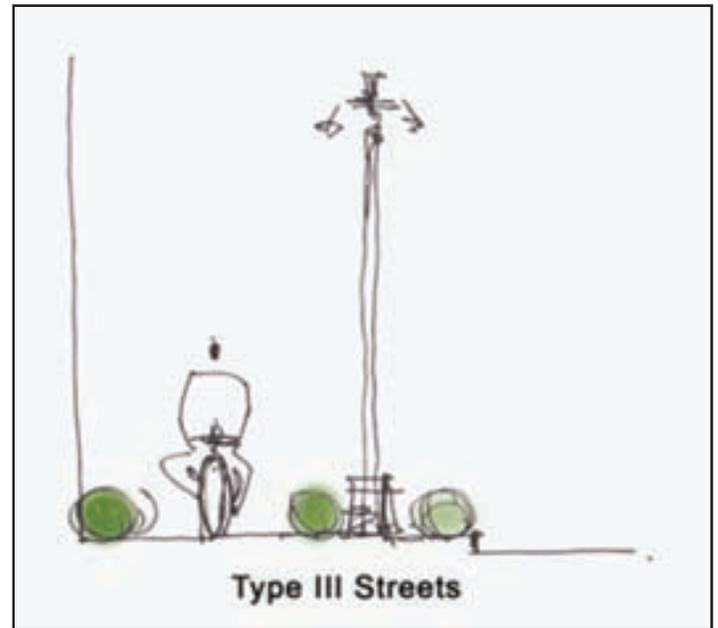
Source: Tian Zhu

Figure 5-6: Typical streetscape design elements for Downtown



Source: City of Waukee and Troy Gillespie

Figure 5-7: Transition of streetscape intensity



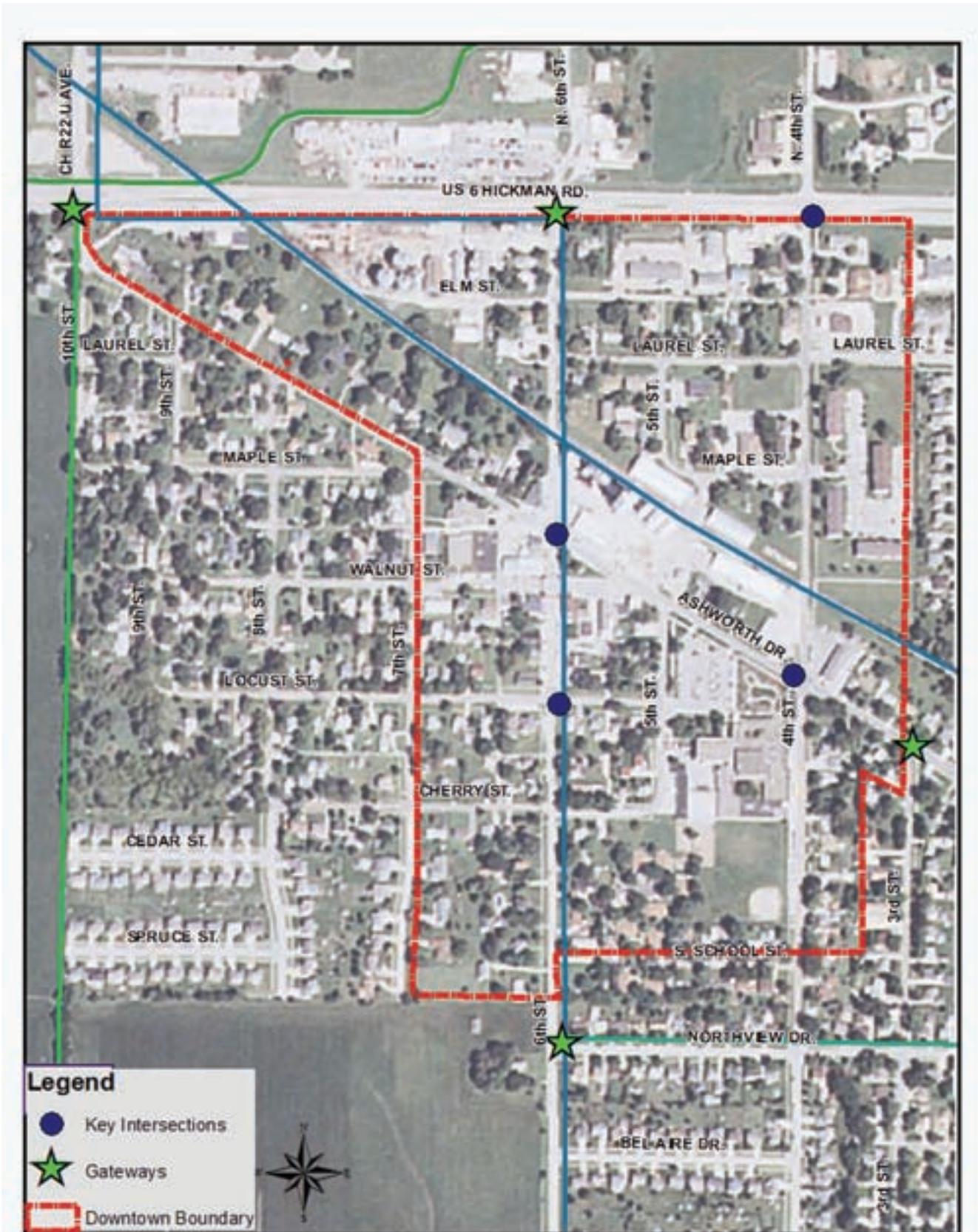
Source: Tian Zhu

Figure 5-8: Streetscape treatment for less intense areas

5.2C Gateways and Key Intersections

Gateways are primary entrances into Downtown that are found on major thoroughfares that are contributory to the Downtown area. Figure 5-9 indicates the locations of gateways and key intersections in and around the Downtown district. Visual features of gateways should be designed to distinguish the Downtown and enhance the environment of the district. Gateways should be well landscaped with lighted monument structures similar to those proposed in the Key Intersections Improvement Plan, developed by RDG Planning & Design in 2006, as illustrated in figure 5-10. The Key Intersections Improvement Plan identifies types of monument structures to be consistently used throughout Waukee, while this plan recommends that a different set of monument types and elements be utilized that reflect the architectural style of Downtown. Monument types and intersection improvements should incorporate components that reflect upon the history of the Downtown specifically.

The key intersections identified in figure 5-11 are intended to denote the triangular formation the Downtown area has occupied since its beginning in the mid 1800's. Key intersection improvements should involve pavement markings and medallions. Although it would be beneficial to include monuments or other similar elements into these intersections, those components should be reserved for the gateways as they provide different awareness and identification to Downtown. It is recommended that the ornamental lighting features and planters be incorporated into each corner of the key intersections.



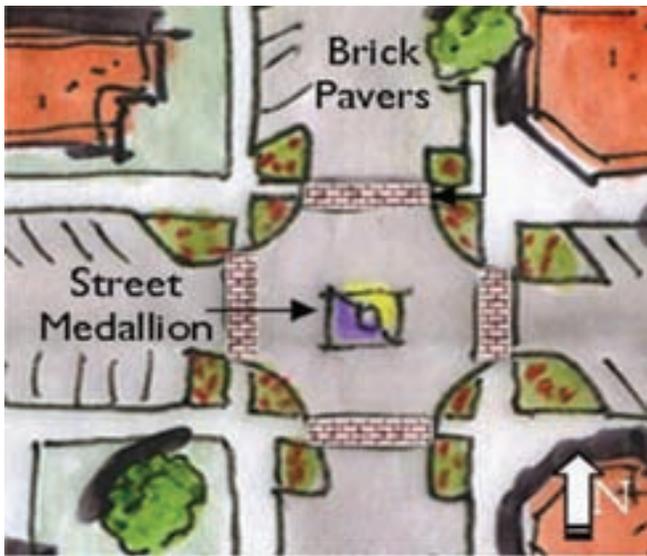
Source: City of Waukee

Figure 5-9: Map of gateways and key intersections



Figure 5-10: Key Intersection Improvement Plan monument

Source: City of Waukee



Source: City of Waukee and Troy Gillespie

Figure 5-11: Key Intersection components

5.2D Trailscape

Trailscape is intended to enhance and provide distinction to the trails segments in Downtown Waukee. The design and landscaping treatment of trails should follow the same basic principles previously described with the streetscape designs. While trails in Downtown should accommodate recreational benefits, often associated with such amenities, the Downtown trail network should also promote the use of alternative transportation types to reduce the dependence of vehicles. By reducing Downtown patron’s reliance on vehicles to frequent shops and businesses, the trails should serve as a key linkage from the surrounding neighborhoods for walkers, bikers, skaters, and other pedestrians into Downtown. Chapter Six

(Cultural Amenities) provides examples of how trails could be used for aerobic and fitness opportunities which should emphasize the need and ability for Downtown Waukee to provide all the essential life needs into one designated environment. A hierarchy of trailscape is therefore necessary as certain areas will serve different functions due to the proximity and relationship to businesses, recreation, and social amenities. The location of trailscape types is shown in figure 5-4 provided in the streetscape section of this chapter (Section 5.2A). The specific characteristics of the trailscape hierarchy are discussed below.

Type I Trails

Type I Trails are designated trail segments where multiple pedestrian uses and needs are intended to be accommodated. This trail type should have similar design characteristics as suggested for Type I Streets. Figure 5-12 provides an example of a well landscaped trail segment that has adequate width to facilitate various uses. Type I Trails should include landscaping, ornamental lighting, benches, brick paving accents and bike racks.



Source: www.neweastside.org

Figure 5-12 Wide Sidewalk proposal for Chicago’s New Eastside Redevelopment

Type II Trails

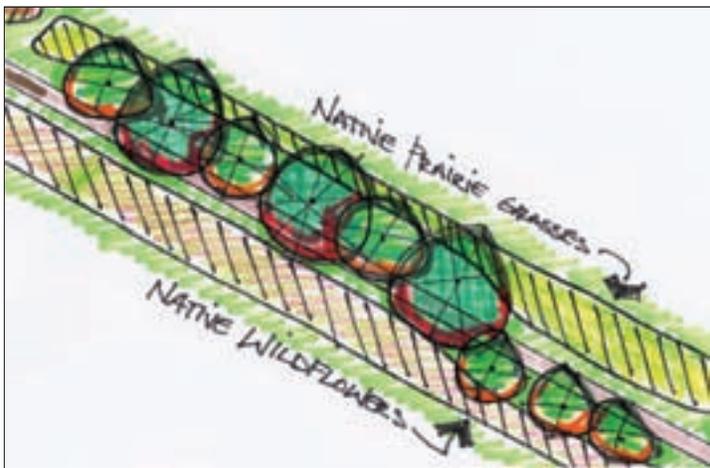
Type II Trails are intended to be designed and landscaped to provide adequate circulation to Downtown, while embracing native landscaping techniques to lessen maintenance needs and provide a sustainable vegetation Downtown. It is recommended that the trail planned for the east side of 6th Street incorporate native plant materials to reinforce the heritage corridor described in Section 2.1b of the Waukee Plan (Identity Corridors). Figure 5-13 provides an example of a street corridor with a side trail that integrates native plantings

with other urban design elements such as ornamental street lights. Other Type II Trail enhancements that should be considered include the portions of the Raccoon River Valley Trail Extension that bisects the expanded Downtown district. Figure 5-14 is a sketch plan that is recommended for these trail portions. The sketch plan illustrates a trail lined with trees and native grasses and wildflower sections that mitigate maintenance concerns and will provide a unique urban trail amenity for Waukee. These trail segments should also incorporate street furniture and lighting elements where appropriate to facilitate street activity or increase safety.



Source: www.bwmgrp.com

Figure 5-13: Side trail example from Georgetown, TX



Source: City of Waukee

Figure 5-14: Trailscape sketch plan

Type III Trails

Type III Trails involve segments that provide for the most intense pedestrian activity of all the proposed trail types. These areas should be designed and landscaped in a manner which is commonly associated with pedestrian malls, similar to figure 5-15 as this will provide plenty of pedestrian space for congregating and socializing in and around Downtown.



Source: www.sitefocus.com

Figure 5-15: Pearl Street Pedestrian Mall in Boulder, CO

5.3 Safety Concerns

Street Crossings

Street crossings are a viable component of the circulation network. In order to facilitate a true pedestrian village environment, the speed of vehicular traffic and ease of pedestrian interaction and connections across roadways becomes very important. The spacing of street crossings can become an important tool to addressing these challenges. As mentioned in Chapter Four (Physical Character), brick pavers and other visual elements placed at street intersections can often make vehicular traffic more aware of the presence of pedestrians. It is also recommended that street crossings be provided at mid block segments to infuse more crossing opportunities into Downtown for pedestrians, which should also create a higher sense of awareness to drivers as there will be a greater number of visual reminders. The visual awareness and repeated reminders of pedestrian interaction should make Downtown a much safer environment.

Visual Barriers and Conflict Points

As a part of the design and implementation of intersections and street crossings, the location of any possible visual barriers should be addressed. Before placing street furniture, lighting components, landscaping, etc. along the street, it is recommended that sight lines and visual impacts of the placement be assessed so as to minimize the adverse affect obstructions may have on the interaction of automobiles, pedestrians, and bicyclists.

Another strategy to minimizing the impact of streetscape amenities is to lessen the distance of vehicle and pedestrian interaction. As depicted in figure 5-16, it would be beneficial to lessen each street lane one foot in width at intersections to heighten the spatial intensity for vehicles which should translate into a natural slowing of movement. Also addressed in the figure is the need to eliminate possible parking stalls at street mid blocks and pave the sidewalk all the way through the parking area. This allows pedestrians to remain approximately six inches higher than the street level and reduces the travel distance across the street.



Source: City of Waukee and Troy Gillespie

Figure 5-16: Street design to minimize safety concerns

Sidewalk Encroachments

In general, it is recommended that sidewalk encroachments not be allowed in Downtown. For any new development that occurs, special consideration should be made to the types of businesses that will be housed by a new building to determine whether a need of outdoor dining, displays, or temporary signage is needed so as to plan for additional space in front of the business. By eliminating encroachments the Downtown will be much more maneuverable and congestion within the

pedestrian corridors will be minimized. In existing areas where a lack of space exists to allow for the aforementioned encroachment types, a minimum of four feet should be provided to maintain useable area for pedestrians around any encroachments.

5.4 Transportation Hub

A future planning effort of this chapter is the inclusion of a transportation hub location. While not currently a necessity, the City has been through discussions with the Des Moines Area Regional Transit Authority (DART) about the creation of a bus shuttle service that would provide alternative transit opportunities to Waukee residents that work in Des Moines or neighboring suburbs. Those talks have not been very fruitful to date, but the possibility of a future line exists and should be planned for. It is in the Downtown’s best interest to be involved in transit route locations in the future due to the increased association and accessibility the Downtown would draw from mass transit.

A location of a transit hub has been identified in figure 5-17. The proposed location is best suited for the use as it is easily accessible from a major thoroughfare (Highway 6) and provides opportunity to share parking facilities with surrounding businesses. Another benefit of a transit hub being placed in this location is the proximity to the abandoned train line. Should a metro tram line be established in the future, Waukee would have the ability to use the railroad corridor without acquiring additional property which puts the transportation hub in a prime location to serve as a transit depot for both bus and light rail services.



Source: City of Waukee and Troy Gillespie

Figure 5-17: Proposed location of a transit hub

5.5 Final Remarks

Providing well designed circulation networks that reflect the needs of motorists, bicyclists, and pedestrians is an important part of maintaining and expanding Downtown Waukee. Incorporating streetscape and trailscape amenities will enhance the circulation system, complement the architectural character of the district, and heighten the awareness of the distinct opportunities that are available in Downtown. Gateways and improvements at key intersections will help to project the importance of Downtown while also acting as navigation tools that reinforce the atmosphere of the area.

References

- Das, Nibedita. 2006. "Green Streets—An Innovative Street Design Approach." *Sustainability and Built Environment*.
- Iowa Workforce Development. 2008. "Waukee, Iowa Laborshed Analysis: A Study of Workforce Characteristics."

6.1 Introduction

The cultural amenities of Downtown Waukeee include recreation opportunities, open space, art, entertainment, and social gatherings. These are all public benefits provided to Waukeee's residents and visitors. Cultural amenities can make Downtown Waukeee a popular destination for visitors, and also improve residents' quality of life. When planning for these amenities, the design should be sensitive to Waukeee's cultural past, present and future.

6.1.A Sustainability and Cultural Amenities

Sustainable cultural amenities are those that support the economic, environmental and social future of Downtown Waukeee. These amenities can support the local economy directly with revenue-generating features, or indirectly by increasing and maintaining foot traffic.

Providing for the environmental future of Downtown Waukeee is more difficult. To start, increasing physical green space and recreational opportunities will have a positive impact on the environment and visitors' perception of the area. Reduction of impermeable surface area will occur with the creation of new parks and parkways, and should reduce runoff rates and storm sewer use. New recreational opportunities created by open spaces will also promote active and healthy lifestyles that are less vehicle-dependent.

Downtown Waukeee's social future is addressed in this chapter through the provision of attractive social gathering spaces, spectator opportunities and community events. Children's activities are a particular focus in this plan. Providing positive experiences for children can strengthen future feelings of community ownership. This is especially important given the number of young families in Waukeee. Family-oriented events are part of this plan's overall vision, and children's activities involve participants of all ages.

6.1.B Goals and Objectives

The primary goal that this chapter addresses is:

- *Goal 3:* Integrate recreational and cultural opportunities into Downtown as public amenities.

Five objectives have been formulated with the intension of making this goal a reality. These are:

- Enhance Triangle Park's function as a central focus in Downtown.
- Create a network of connected green spaces.
- Recruit new complementary businesses and services to develop niche markets and serve as Downtown "destinations".

- Develop Downtown's sense of place by acknowledging its unique heritage.
- Increase awareness for Downtown through promotion and event programming.

These objectives are described in detail in the remainder of this chapter, and individual strategies to accomplish these are explained. Figure 6-1 shows the locations of projects recommended in this chapter overlaid on a map of Downtown Waukeee.

6.2 Triangle Park

Throughout the history of Waukeee, Triangle Park has always been the centerpiece of Downtown. While downtown central parks are common, the shape of Triangle Park makes it unique. However, the current size of the park limits how it may be used for recreation and event hosting. An expansion of the park's physical size and function should reinforce its place in the center of Downtown Waukeee's future. This is important given the growth of Waukeee and the desired growth of Downtown.

6.2.A Park Expansion

One approach for effectively expanding Triangle Park is to remove a section of Walnut Street between 6th Street and Ashworth Drive. This would maintain the park's shape while increasing its size and promoting its use as an event hosting space events. This proposed change is illustrated in figure 6-2. The traffic capacity on Downtown's important arterial streets, 6th Street and Ashworth Drive, should not be negatively affected by these street closures, and the closures would create a space where pedestrian traffic is given priority.

Care should be taken to incorporate appropriate infrastructure into any proposed designs for park expansion. These include planned spaces for booths, permanent overhead structures, and shaded sitting areas. In addition, the existing gazebo and clock tower should be relocated within the newly expanded park. A proposed new location for the gazebo is illustrated in figure 6-2.

6.2.B Ice-skating Rink

New amenities proposed by this plan include a seasonal ice-skating rink and an interactive fountain. Skating rinks have been used in retail centers of many towns and cities as a way to increase foot traffic and enhance the shopping experience during the winter holiday season. Example ice rinks are



Source: Troy Gillespie and the City of Waukee

Figure 6-1: Locations of proposed cultural amenities projects



Source: Troy Gillespie and the City of Waukee

Figure 6-2: Proposed cultural amenities projects in Triangle Park

shown in figures 6-3 and 6-4. Ice-skating in Downtown Waukee would be a family-friendly form of recreation that would enhance the village atmosphere of the area. Triangle Park’s ice rink would be distinct from others found in the Des Moines metropolitan area due to its shape and sense of place. Lowering the park’s grade, perhaps 18”, in the area of the ice rink could define the space more permanently and create a shallow bowl to enhance spectator opportunities.



Source: burleys.com

Figure 6-3: Ice rink at PPG Place, Pittsburgh, PA



Source: brentonplaza.com

Figure 6-4: Brenton Skating Plaza, Des Moines, IA

The costs of building and running an ice rink in Triangle Park could be offset through skate rental and modest user fees. There are several different companies that rent out and operate seasonal ice rinks at reasonable rates. This would provide both short- and long-term options for the city, since equipment could be purchased in the future if the feature proved successful.

The size of the newly expanded park would provide ample space for a skating rink. The conceptual drawing shown in figure 6-2 shows a proposed skating rink that measures 150’ x 100’. For comparison, the rink shown in figure 6-3, located in Downtown Pittsburgh, measures 104’ x 104’. The skating plaza in figure 6-4 is 120’ x 60’ and is located in Downtown Des Moines.

6.2.C Interactive Fountain

During warmer parts of the year, the ice sheet, liners and cooling tubes of the ice-skating rink could be removed to reveal a level surface of turf grass. The grass would not be harmed during its dormant season as long as a liner was used. This has been shown with the many backyard ice rinks created by hockey enthusiasts in North America. The central part of the park could be used for an interactive fountain to attract people of all ages during Waukee’s hot and humid summers. Features of this type have been created extensively in urban areas, and are often extremely popular with both children and adults. An example of an interactive fountain is shown in figure 6-5. The central location inside the park would also allow sufficient distance between the fountain and street traffic, with an aesthetically pleasing buffer of turf, vegetation and trees between the two.



Source: offenburger.com

Figure 6-5: Children’s play fountain at Principal Park, Des Moines, IA

Water and energy use for fountain features can be minimized through use of solar-powered pumps, rainwater harvesting and water reuse. The park’s turf could also be tiled with a sand base, similar to athletic fields, to promote water collection in a central cistern. That stored water could then be used to recharge the water lost by evaporation in the fountain. Excess water in the cistern could be used for drip line irrigation of the park’s landscaping. All of this should

ensure sustainability of the park features and act as a demonstration site for sustainable practices. Incorporating sustainability in the design of the ice rink and fountain may also provide the possibility of obtaining funding from diverse sources.

6.2.D Park History

Finally, social sustainability is incorporated into the recommendations made for Triangle Park because inspiration for the projects came from some of the historical activities that occurred there. According to the Waukee history published by the Waukee Centennial Committee in 1994, Early Triangle Park was simply a depression in the ground surrounded by a horse-hitching chain. Children would catch frogs there in the muddy months, and a natural ice rink existed there in the winter. This new plan brings those rural recreational uses back in a modern setting.

6.3 Green spaces

The parcels currently zoned for industrial use in Downtown may become available for purchase sometime in the next ten years. These parcels should be consolidated with adjacent residential parcels as soon as they become available and rezoned as a Conservation and Open Space District as detailed in Chapter Seven (Land Use Structure). This should provide spaces to develop the proposed parks, Community Park and Hickman Crossing, described below.

6.3.A Community Park

As illustrated in figure 6-1, Maple Street, 4th Street, and the future recreational trail would border the new Community Park. In addition, 5th Street would be eliminated from Maple Street to Ashworth. This park could contain a fitness trail loop, a children's garden, and a band shell as described below.

Fitness Trail

A fitness trail circuit consisting of three loops is proposed as an amenity that promotes outdoor exercise and health. As shown in figure 6-1, this circuit would connect Community Park, Hickman Crossing, and Windfield Park. In addition, the loops should eventually be joined along the future recreational trail, promoting further connectivity. Fitness trails are jogging paths with exercise stations at regular intervals similar to that shown in figure 6-6. They are designed to help users develop strength, balance and agility with tasks that can be adjusted to a variety of age and ability levels.

Children's Garden

The children's garden would be a defined area between the community park and the retail incubator that would function



Source: <http://picasaweb.google.com/freemom/MultiuseFitnessTrail#5198131642317449410>

Figure 6-6: Fitness trail at MUD Park, Terranova West Utility District, Spring, TX

as a playground. The main focus would be on whimsical, interactive sculpture and landscape elements, an example of which is shown in figure 6-7. Designing features that are fun, safe, and yet have artistic merit would be challenging, and should thus be commissioned to a designer that specializes in these types of features. This amenity would provide a unique experience and act as a destination to draw people Downtown.

Band Shell

A band shell that may be used to host larger outdoor performances would be an appropriate feature for the main part of Community Park. This would be particularly appropriate given the adjacent Art and Entertainment district.



Source: www.bbc.co.uk/.../haveyoursay_gardenvote.shtml

Figure 6-7: "Playscape", a show garden designed by Groundwork West London

6.3.B Hickman Crossing

Hickman Crossing is another proposed park and is bordered by the recreational trail, Hickman Road, and 6th Street, as illustrated in figure 6-1. This is also the proposed location of the Downtown transit hub. However, as explained in Chapter Eight (Implementation), the transit hub is a long-term priority and will likely not be constructed in the near future. Thus, the proposed park Hickman Crossing would utilize the transit hub space, providing a usable open space until the transit hub can be created. Extending a portion of the fitness trail through this park would be appropriate, due to the temporary nature of any recreational infrastructure there. Exercise stations are relatively inexpensive to install, and could be removed upon construction of the transit hub.

6.3.C Connectivity

Connections between open space elements of Downtown should be reinforced through carefully designed vegetation corridors, illustrated in figure 6-1. The two future regional trails that cut through Downtown should incorporate areas of turf, landscaping and street trees. An example of this is shown in figure 6-8.

A corridor that should specifically be emphasized is the walk starting at Triangle Park and moving across Ashworth, and through Community Park to the former St. Boniface Church. This “Children’s Walk” would run next to the interactive fountain and children’s garden. The former St. Boniface Church could be reused as a children’s theater or learning center to complete the theme. Other possibilities for reusing the church include performance space for a community theater or orchestra. A display area for schoolchildren’s art could be positioned where this corridor crosses the Arts and Entertainment district.



Source: Photo taken by Anthony Quintero, www.pbase.com/spazzy/image/52287812

Figure 6-8: A tree-lined sidewalk in Indianapolis, IN

6.4 Niche markets and Downtown “Destinations”

6.4.A Arts and Entertainment District

The establishment of a Downtown Arts and Entertainment district could diversify the business profile of the area and provide residents and visitors with amenities that may enrich their lives. Concentrated districts of this type have been successful in revitalization projects elsewhere. Attracting a movie theater should be a priority according to the survey results explained in Chapter Two (Background of Planning Process). A small branch of the Waukee Public Library would be a positive feature as well, and could be combined with a business such as a coffee shop. Other businesses that would be desirable include: performance space, studios for dance, music, art and design firms, music stores, book stores, art galleries and specialty food stores.

6.4.B Plaza

Another amenity that would greatly enhance the visitor experience in Downtown Waukee would be a large plaza for relaxed outdoor dining and shopping. The proposed “Plaza Green” shown in figure 6-1 could provide that experience. The plaza would create a sense of partial enclosure, and would be surrounded by commercial buildings from the Retail and Service District, preferably including diverse restaurant and dining establishments. The plaza could serve as a draw for businesses as well as visitors.

The open end of the plaza would be oriented east, utilizing the existing large parking lot, and strengthening connections between the proposed civic structures, Triangle Park and 6th Street areas. Business storefronts should be located on both the plaza side and street side to take advantage of the streetscape and on-street parking.

6.5 Unique Heritage of Downtown

Protecting Waukee’s historical heritage is important to residents. Downtown Waukee is the oldest part of town, and the place where interpretation of its past should logically happen. Locally significant historical buildings that are located in Downtown are described in Chapter Four (Visibility). To accomplish meaningful historical interpretation, a coordinated system of historical markers, interpretive signs, and sidewalk medallions is recommended.

Historical markers should be displayed on or near historical structures or sites. Likely places for these include: Triangle Park, the two former train depot sites, the grain elevator, the former St. Boniface Church, the old High School, the old hotel, the Waukee Christian Church, the historic structures along 6th Street and anywhere else that significant structures once existed. Each marker should include brief descriptive text.

An interesting feature of the City of Waukee is that there are more historical structures in the surrounding residential areas than in the central Downtown commercial core. Maintaining these historically significant houses whenever possible is recommended. An inventory of the buildings' architectural and historical value should be done in advance of any development proposals by consulting an architect or community historical groups.

Because the historic structures in Downtown are dispersed, a culturally themed walk that connects them is recommended. This "Heritage Walk" should consist of sidewalk medallions to mark the walk, historical markers, and interpretive signs at fixed intervals. An example of a sidewalk medallion is shown in figure 6-9. Interpretive signs would highlight people and events rather than locations, telling the story of Waukee's past present and future. One possible route for the walk is shown in figure 6-1.



Source: flickr.com/photos/fixbuffalo

Figure 6-9: A path-marking medallion, Buffalo, NY

6.6 Promotion and Event Programming

Several events are routinely held Downtown, such as the Farmer's Market and Fall Festival. These Downtown events need better hosting spaces that are designed specifically for them. Events provide opportunities for socializing, and properly designed hosting space should include provisions for group seating, overhead shelter like that shown in figure 6-10, and wide pedestrian lanes. The availability of utilities for booths and lighting is an important consideration as well. Landscaping with these events in mind could also enhance the experience of the events.

The primary location designed for events should be Triangle Park. Booth space with overhead shelter could be located along the pedestrian mall between the park and businesses. Additional space could be provided in the interior of the sunken lawn surrounding the fountain, and larger events that outgrow this space could spill over into Community Park and the Plaza. However, it is important to recognize that this is only one of many possible layouts, and consideration should be given to the fact that event hosting would be a primary use of the space.



Source: city.davis.ca.us

Figure 6-10: Farmer's market with overhead structure, Davis, CA

6.7 Final Remarks

The success of Downtown Waukee's cultural amenities is vital to its future and identity. Successful amenities are those that enrich the area so that it attracts people and businesses, and enhances the experiences of people who spend time there. Lastly and most importantly, all of these public amenities should enhance the quality of life for both residents and visitors. This implies that strengthening Waukee's future can begin Downtown.

7.1 Introduction

This chapter introduces land use concepts and strategies for Downtown Waukee. First, the goals and objectives of the chapter are stated, followed by an analysis of existing conditions, challenges, and opportunities regarding land use and zoning. Next, a land use map is presented along with a series of strategies designed to achieve the goals and objectives. Finally, zoning tools to support the proposed land use map and related strategies are discussed.

7.1.A Sustainability and Land Use Structure

Sustainability, as addressed in this chapter, deals with land uses which accommodate multiple modes of transportation, the expansion of employment and housing choices, the revitalization of the Downtown economy, and the preservation and enhancement of natural and cultural resources.

7.1.B Goals and Objectives

The primary goals that this chapter addresses are:

- *Goal 1:* Strengthen the economic viability of downtown.
- *Goal 2:* Create a flexible system of land use and zoning.

Five objectives were created in order to make these goals a reality:

- Recruit new complementary businesses and services to develop niche markets and serve as Downtown “destinations”.
- Integrate office uses and affordable housing to increase employment and help support Downtown commercial areas.
- Establish a new zoning category for transitional housing.
- Incorporate mixed uses areas into Downtown.
- Designate functional districts within Downtown.

7.2 Existing conditions

7.2.A Existing Land Use

Existing Conditions

Major land use patterns were analyzed in Chapter One (State of Downtown). However, the remainder of this plan enlarges Downtown beyond the boundary used in Chapter One. With this enlargement, a new pattern of land use is apparent just outside the border of Downtown. As depicted in figure 7-1, residential housing is the dominant land use on the periphery of Downtown; most of which is single family housing.

Challenges and Opportunities

One of the major challenges facing Downtown Waukee is generating sufficient customer support for local businesses. The vision of Downtown presented in this plan focuses on creating a thriving, self-sustaining economic center for Waukee. Such a center would require more residential support than is currently present. For example, it is difficult to support local businesses with low density housing, such as the single family housing which is currently present in and around Downtown Waukee.

There are some existing features of Downtown that should create opportunities for future land uses. The current mixed-use core of Downtown Waukee could serve as a focal point of the expanded Downtown area. While low-density housing presents a challenge for the development of Downtown, it also leaves many opportunities for future development, such as infill around existing buildings and the adaptive reuse of existing buildings for new purposes. For example, an existing church could be converted into a children’s performance theatre. Adaptive reuse contributes to sustainable development because it utilizes existing resources.

7.2.B Existing Zoning

Existing conditions

The current zoning within Downtown Waukee reflects the existing land use patterns identified above. As shown in figure 7-2, there are seven major zoning classifications within Downtown. These are:

- C-1 Community and Highway Commercial
- C-1A Neighborhood Commercial
- C-2 Central Business District
- M-1A Limited Industrial District
- R-2 One and Two Family Residential
- R-3 Rental Multi-Family Residential
- R-4 Row Dwelling and Townhome

Dominant zoning categories within Downtown include commercial and residential. Land uses and businesses permitted in the commercial district are described in the Zoning section (1.4.F) of Chapter One (Background and State of Downtown). There are three residential zoning categories within Downtown. R-2: One and Two Family Residential provides for single and two-family residential uses and the related social support, like child care, nursing homes, and retirement homes. R-3: Rental Multi-Family Residential caters to apartment uses. R-4: Row Dwelling and Townhome provides for row dwelling and townhome dwelling uses and areas. There is also an industrial district within Downtown. M-1A: Limited Industrial District is intended to provide areas for activities and uses of medium industrial nature. No residential uses are permitted in this district.

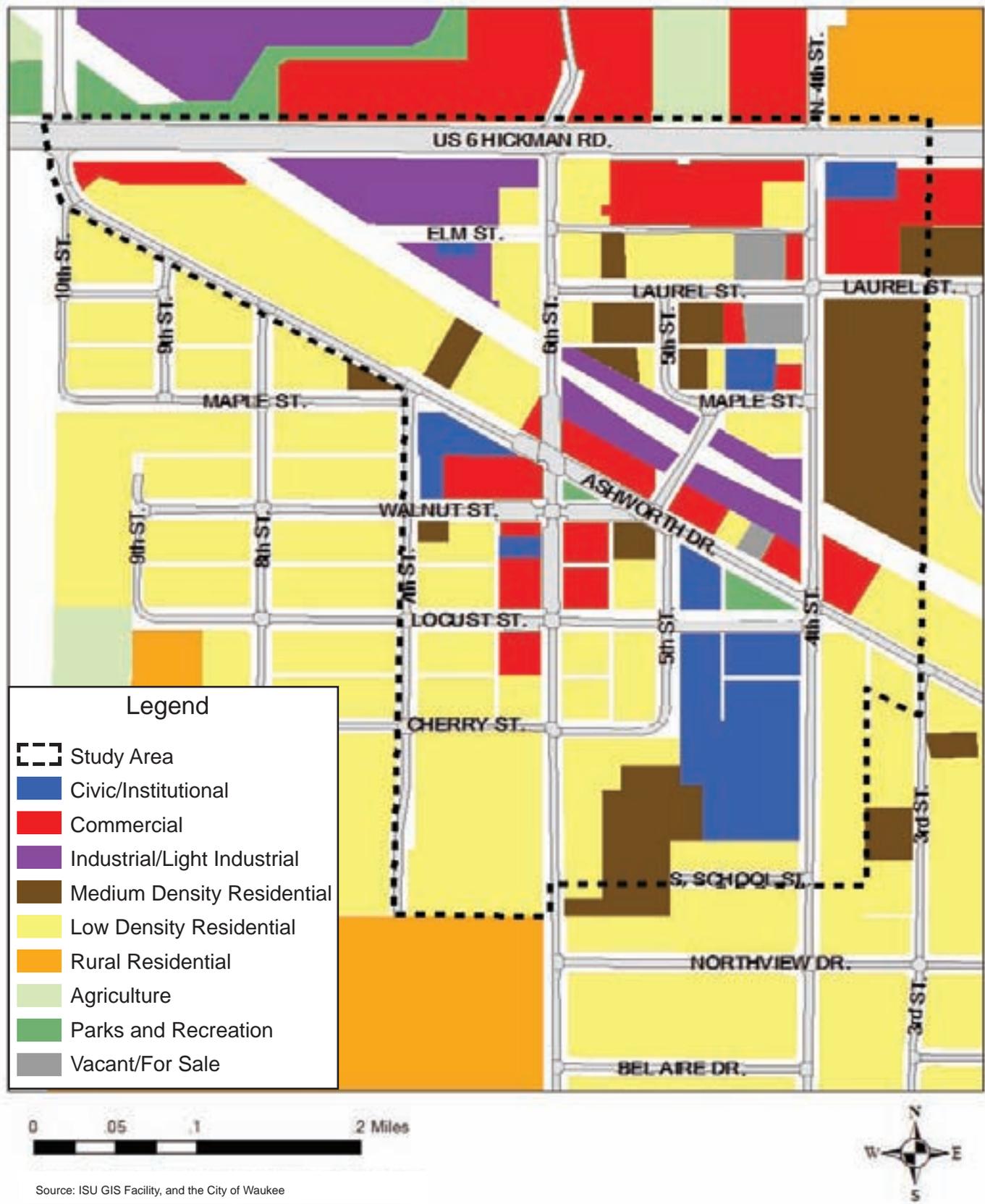


Figure 7-1: Current land use in the City of Waukee

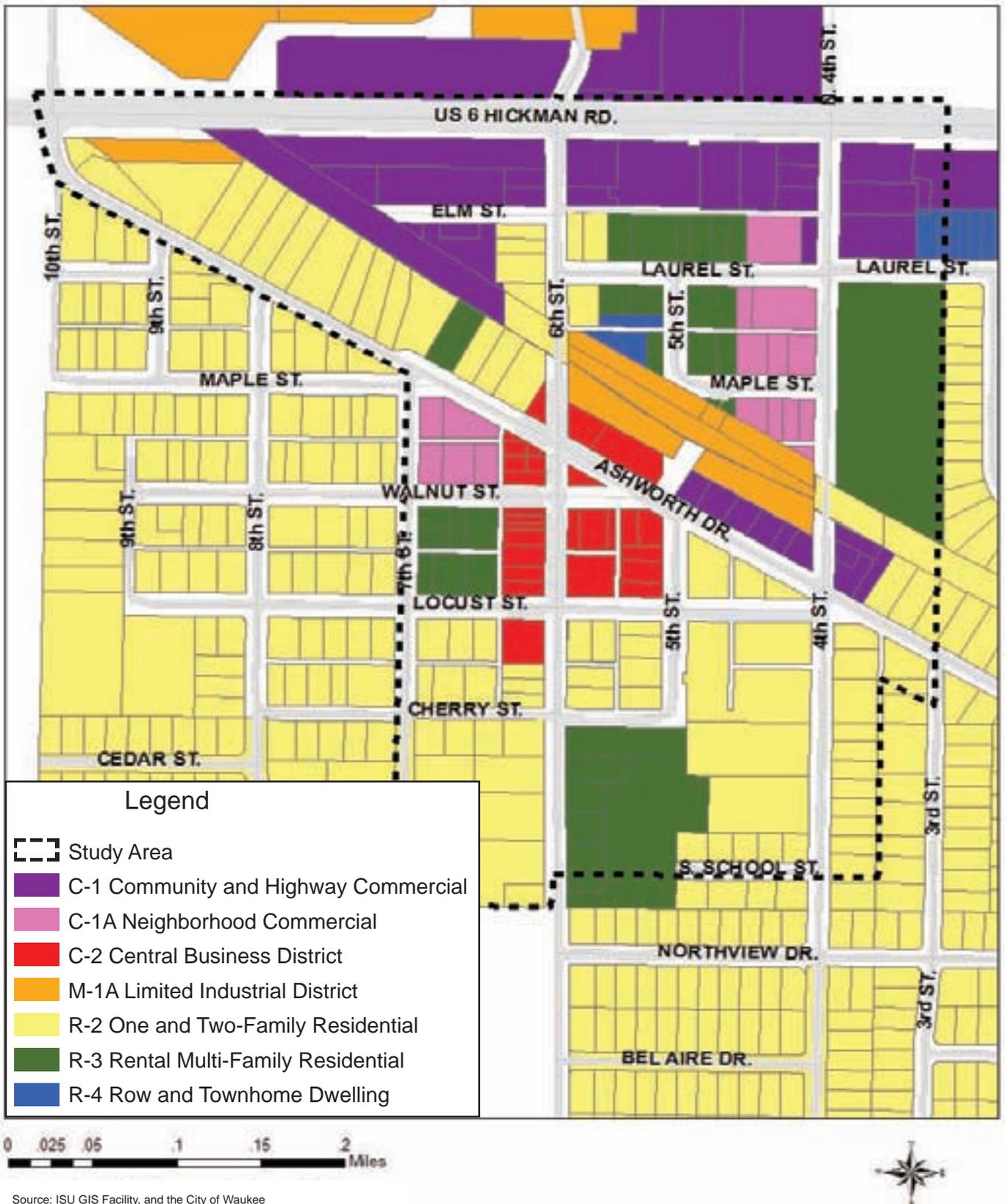


Figure 7-2: Current zoning in the City of Waukee

Challenges and Opportunities

Although Downtown Waukeee does not have many industrial land uses, there is an industrial district adjacent to the Central Business District to accommodate the Heartland Cooperative buildings, including the grain elevator and silos. Such industrial uses do not coincide with the future vision of Downtown Waukeee. In addition, as mentioned previously, the prevalence of low-density housing makes it challenging to support a vibrant economic center.

It is assumed that Heartland Cooperative may cease industrial operations at their Downtown property within the time-line of this plan. This presents an opportunity to adjust the zoning of this area and guide future development. In addition, the existing low-density housing within Downtown could be adapted to provide more flexibility for future development.

7.3 Proposed Land Use

Figure 7-3 graphically displays the Downtown physical development plan, illustrating the types and locations of land uses proposed for Downtown Waukeee. The proposed land uses shown in figure 7-3 support the projects first described in Chapter Two (Background of Planning Process) and illustrate the type and location of land uses throughout Downtown. Land uses proposed for the future Downtown area are: mixed use, commercial, park/open space/floodway, public space/institutional, and residential.

Mixed-use areas, shown in purple in figure 7-3, consist of residential housing, office uses, retail and service uses, and recreation areas. Commercial areas, depicted in red, are clustered along Highway 6. Suggested land uses within this area include highway commercial and office uses. Park/open space/floodway areas are depicted in green in figure 7-3, and should be used for parks and green spaces in Downtown Waukeee. The public space/institutional areas, depicted in blue, include the existing Waukeee Elementary School.

Residential areas, shown in light yellow, include medium and high density residential uses. According to the Policy on Residential Land Use of the City of Waukeee, medium density residential areas should accommodate eight to 12 persons per gross acre with four to six housing units per gross acre. The typical net lot size for medium density residential is 8,000 square feet. The same document states that high density residential areas should accommodate 14 to 32 persons per acre with seven to 16 housing units per gross acre and a typical net lot size of 4,500 square feet.

An additional residential land use, transitional residential, is proposed and depicted in light orange in figure 7-3. The transitional residential land use should serve as a buffer between businesses and single family housing in the Downtown area. This district is currently occupied by single family housing which will remain unchanged in future development. However, adding office space and multi-family housing to this district is recommended. More details will be provided in below in section 7.5, Proposed Zoning.

7.4 Land Use Strategies

7.4.A Mixed Uses

This plan supports integrating mixed uses Downtown in order to achieve a sustainable community, such as is shown in figure 7-4. The recommended mix of land uses could activate urban areas during more hours of the day, reduce auto dependence, and increase travel options. Such a mix of uses could also generate substantial fiscal and economic benefits. These benefits are all crucial components of sustainability.

This strategy would be applied to the mixed-use area shown in purple in figure 7-3. The creation of a new category of zoning called mixed-use zoning is recommended, and will be addressed below in section 7.5, Proposed Zoning. When implementing this new zoning, areas surrounding Triangle Park should be rezoned first, since the current land use already represents a mixed-use pattern. The Retail and Service District could be combined with a pedestrian-oriented marketplace, on-street dining, a plaza, and other attractive activities. The second phase of rezoning should include the area between Cherry Street and South School Street. Developing in this area would likely be costly, but is important to draw new businesses and employers Downtown. It is recommended that housing units be mixed with office spaces in order to link residential and employment centers. The final phase of rezoning should address the area between Laurel Street and Maple Street. This location should accommodate cultural and recreational projects and should be rezoned last because these projects would be costly and have a less influence on Downtown.

In addition to a mix of uses within the suggested areas, mixed uses within buildings can contribute to a sustainable community. An example of a mixed-use area is shown in figure 7-4 with the street level space accommodating a locally owned grocery store and a bakery with the upper floors providing office space for small businesses and green space. A building of this style could use land more efficiently while providing a convenient residential life style.

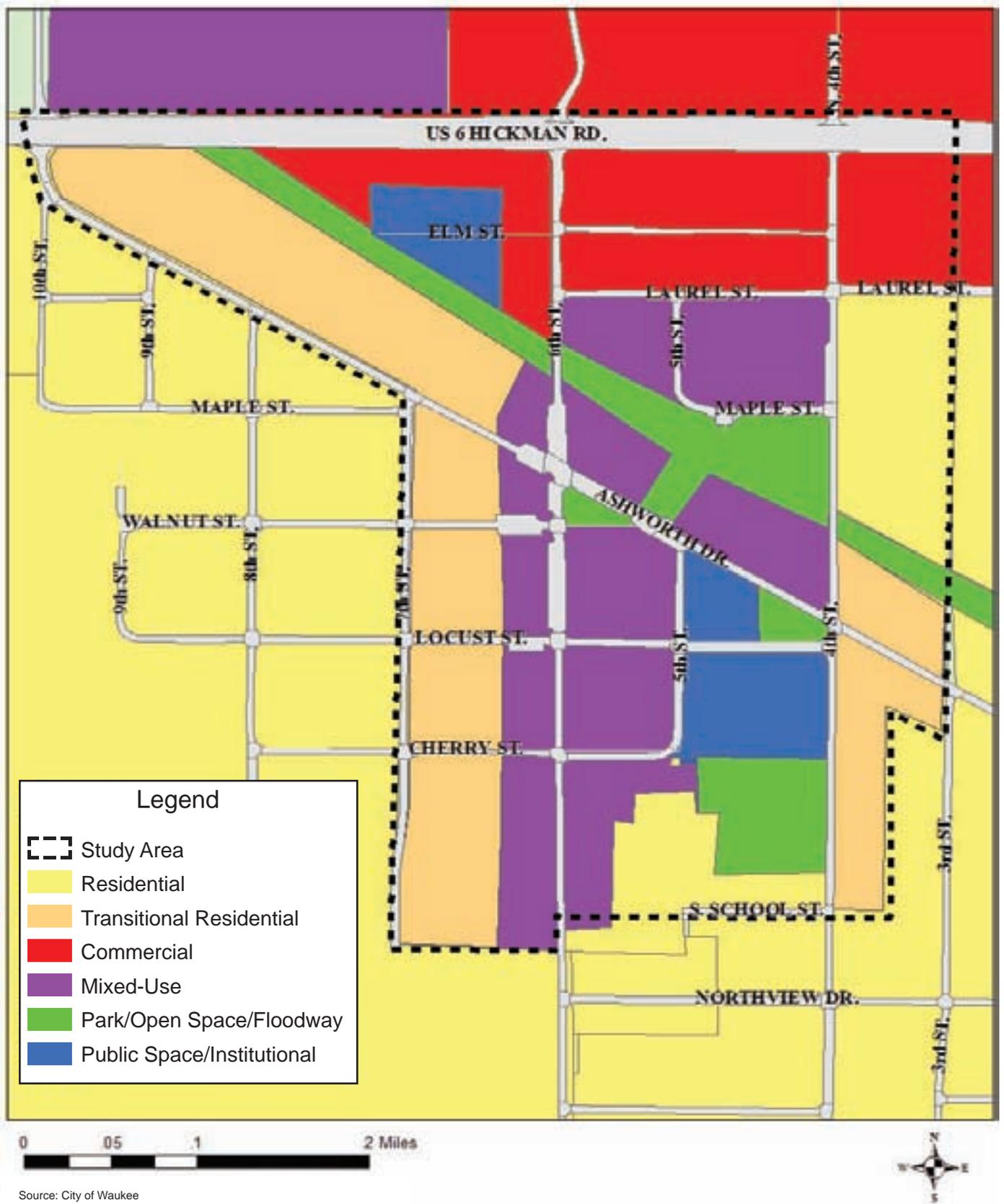
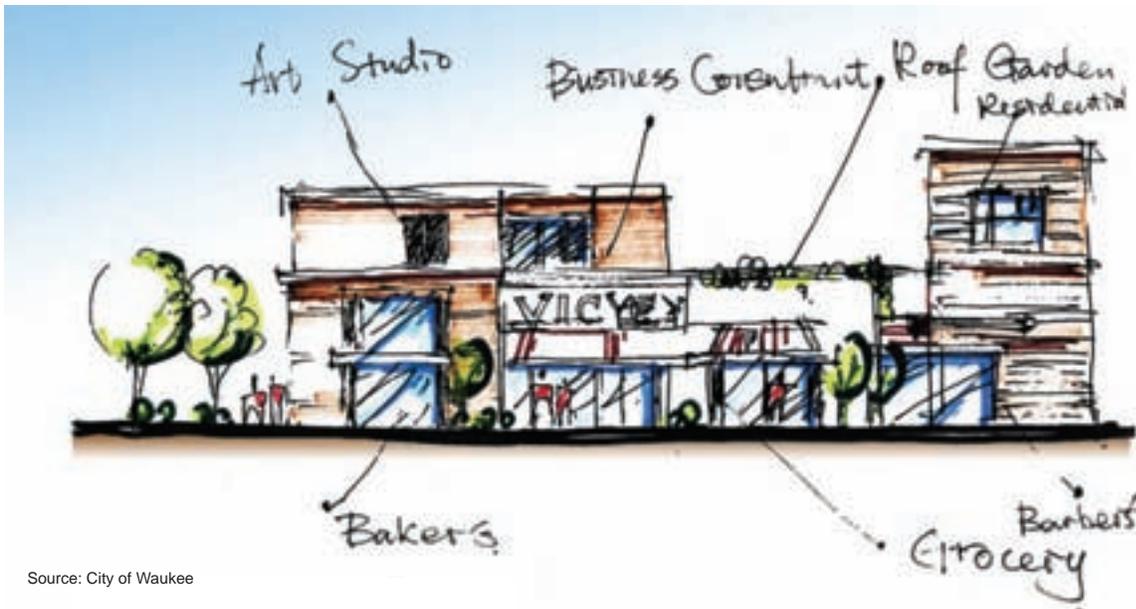


Figure 7-3: Proposed land use in the City of Waukee



Source: City of Waukee

Figure 7-4: Illustration of a mixed-use building

7.4.B Compact Community

Compact buildings should help create a convenient Downtown center, and should provide opportunities to absorb growth and development in a way that uses land more sustainably. In addition, compact buildings should help achieve the population density needed to make transportation alternatives viable and ensure the success of Downtown businesses.

Multi-family housing should be encouraged to achieve a compact community. An illustration of compact multi-family housing is shown in figure 7-5. During this development, existing single-family housing should not be disturbed, but new housing developments should focus on multi-family housing. This strategy is initially recommended for the Transitional Residential district between 7th Street and 6th Street, because this district is close to the core of Downtown and already has higher density uses. The second phase of compact community building should be a long-term project, and should include the Transitional Residential area east of Downtown and north of Ashworth Drive.



Source: mainstquare.com

Figure 7-5: Illustration of multi-family housing in Holly Springs, NC

Another way to achieve a compact community is to encourage the adaptive reuse of existing buildings and promote the infill of vacant lots for new construction projects. These strategies should increase building density Downtown, and are highly recommended within mixed-use areas. Compact community development also contributes to sustainability by encouraging the vertical growth of buildings and more efficient land use.

7.4.C Adaptive Reuse

Redeveloping existing buildings is more efficient and environmentally responsible than new construction. Adaptive reuse of buildings and properties in Downtown Waukee would promote sustainable development, reduce costs, and preserve Downtown's historic character.

The adaptive reuse of the former St. Boniface Church, located in the mixed-use district along the west side of 4th Street, is recommended as an initial project. The church building could be adapted for use as a performance theater, or another type of art or cultural center. This conversion would require minimal capital, and is thus a feasible short-term project for Downtown Waukee.

Another potential location for an adaptive reuse project is the Waukee Elementary School, which will be vacated by the Waukee Community School District in the near future. However, since the building is not currently available, adaptive reuse of this property should not be a short-term priority. Portions of the existing building have potential structural issues, but the original brick building is structurally solid and

should be suitable for reuse. Given the dearth of civic buildings in Downtown Waukee, reusing the building for civic functions should be a high priority. Specifically, it is recommended that City Hall be relocated to this property. In addition, a community center with expanded recreational opportunities, and a senior center could be considered for the property. Reusing the Waukee Elementary School for such civic functions would create a vibrant civic center serving all Waukee residents. An example of an adaptive reuse project where an elementary school was converted in senior apartments is shown in figure 7-6.



Figure 7-6: Adaptive reuse of a school in East New Market, MD as senior apartments

7.4.D Diverse Housing Opportunities

Providing quality housing for people of all income levels is an integral part of creating a sustainable community. By creating a wider range of housing choices, Downtown could begin to use the existing infrastructure resources more efficiently and better accommodate the housing needs of all residents.

In order to expand the range of housing choices in Downtown Waukee, diverse types of housing are recommended. Apartments located in the high-density area should accommodate medium- and low-income residents while the medium-density residential area should include multi-family housing such as townhomes, condominiums, and row homes as well as

single-family homes. See section 7.4.B, Compact Community, for specific recommendations of housing locations and development phases.

Another aspect of increasing housing opportunities is providing housing choices for all age groups. The housing analysis section (3.2.B) of Chapter Three (Downtown Development Opportunities) identifies the potential need for additional active senior housing. It is recommended that a primary location for such development be affordable and be located in close vicinity to the relocated City Hall. This location would be convenient to the economic core of Downtown and provide opportunities for seniors to become involved in community events.

7.4.E Transit Oriented Development

Transit oriented development creates dense, walkable neighborhoods connected to a transit system (Transit Oriented Development Organization). This contributes to sustainability because it greatly reduces auto-dependency, reduces the use of fossil fuels, and helps lessen air pollution. The scale of transit oriented development ranges from a mixed-use building served by buses to a suburb connected to a train line. A typical transit oriented development is a compact and mixed-use neighborhood where a transit system serves as a focal point.

The City of Waukee does not currently have a public transit system. Given the rapid rate of population growth, the City of Waukee should prepare to meet future transit needs of a larger population. A transit hub near the intersection of Highway 6 and 6th Street is proposed and would be designated as a Public Space/Institutional Use. The transit hub would be located near residential areas, employment centers, and the core of Downtown, which is an ideal location for transit oriented development. Given the high cost of these projects, they should be long-term priorities for Downtown Waukee.

Some aspects of transit oriented development are not as costly and should be implemented in the short-term. First, it is recommended that a bike station be created within the proposed transit hub location. This project would be relatively inexpensive and could accrue many benefits. The proposed bike station is described in detail in Chapter Five (Circulation). Another short-term project to consider is the maintenance and improvement of the existing highway commercial area around the proposed transit hub. Additional long-term projects that should contribute to the success of transit oriented development include increasing residential density within the Transitional Residential district north of Ashworth Drive, and the development of offices in the commercial area near Highway 6.

7.4.F Green Spaces

As described in Chapter Six (Cultural Amenities), green spaces serve as sites for recreational activities and community events. Green spaces also serve an environmental function, absorbing and filtering water runoff from surrounding impermeable surfaces, providing habitat for wildlife, and improving air quality. Finally, green spaces serve a development function because they can function as land storage for future growth.

To provide broad access to green space throughout Downtown, it is recommended that a green network be created, extending from Highway 6 to the proposed high-density residential areas. This network would connect Hickman Crossing, Triangle Park, and the proposed community park, and should serve as a destination that brings people to Downtown Waukee. The green space to the south of Downtown should serve the southern portion of Downtown and further distribute the green space throughout the area. An example of an urban green space is shown in figure 7-7. Recommended actions for creating the Downtown network of green spaces are detailed in Chapter Six (Cultural Amenities).



Source: City of Waukee

Figure 7-7: Urban green space, Kansas City, KS

7.5 Proposed Zoning

A proposed zoning map is shown in figure 7-8, which supplements and complements the land use map. All land use changes are reflected in the proposed zoning. Two major zoning changes are recommended: the incorporation of a Conservation of Open Space zone, and the creation of a new zoning category called Transitional Residential.

Conservation of Open Space (COS) is an existing zoning classification. It is recommended that this classification be applied to portions of Downtown to ensure the preservation of existing and proposed green spaces. The recommended areas for this zone are shown in light green in figure 7-8. According to the Revised Zoning Ordinance of the City of Waukee, COS zones are intended to preserve and protect heavily wooded areas, stream banks, and floodplains of the Waukee planning area from adverse future development. Utilizing this zone within Downtown would require revising the purpose of the zone to include the preservation of green spaces as public amenities. Land use within this zone should be strictly limited to green space preserves, parks, nature areas, playgrounds, golf courses, and other similar non-commercial recreational uses.

7.5.A Mixed-Use Zoning District

It is recommended that the mixed-use district be zoned as C-2: Central Business District, as shown in figure 7-8. However, since the majority of the Downtown area is proposed to include a mix of land uses, it is recommended that the C-2 zoning district be revised to include a new zoning category MU: Mixed Use District. This would better support the proposed land uses.

Purpose

The MU District should be established to accommodate mixed uses. The intent of this zone is to create self-sustaining areas within the existing community. Such areas will become traditional neighborhoods in which residents may walk to their workplaces, shopping areas, and recreational facilities. This zone represents a departure from traditional zoning to the extent that it encourages a combination of land uses that might otherwise be regarded as incompatible.

Permitted Uses

A variety of uses should be allowed in the Mixed Use District. These consist of:

- Retail and service uses.
- Civic uses.
- Office space for small businesses.
- Apartments.
- Townhouses, duplexes, and multi-family housing.

Density

Residential densities within this district should be eight to twelve units per gross acre.

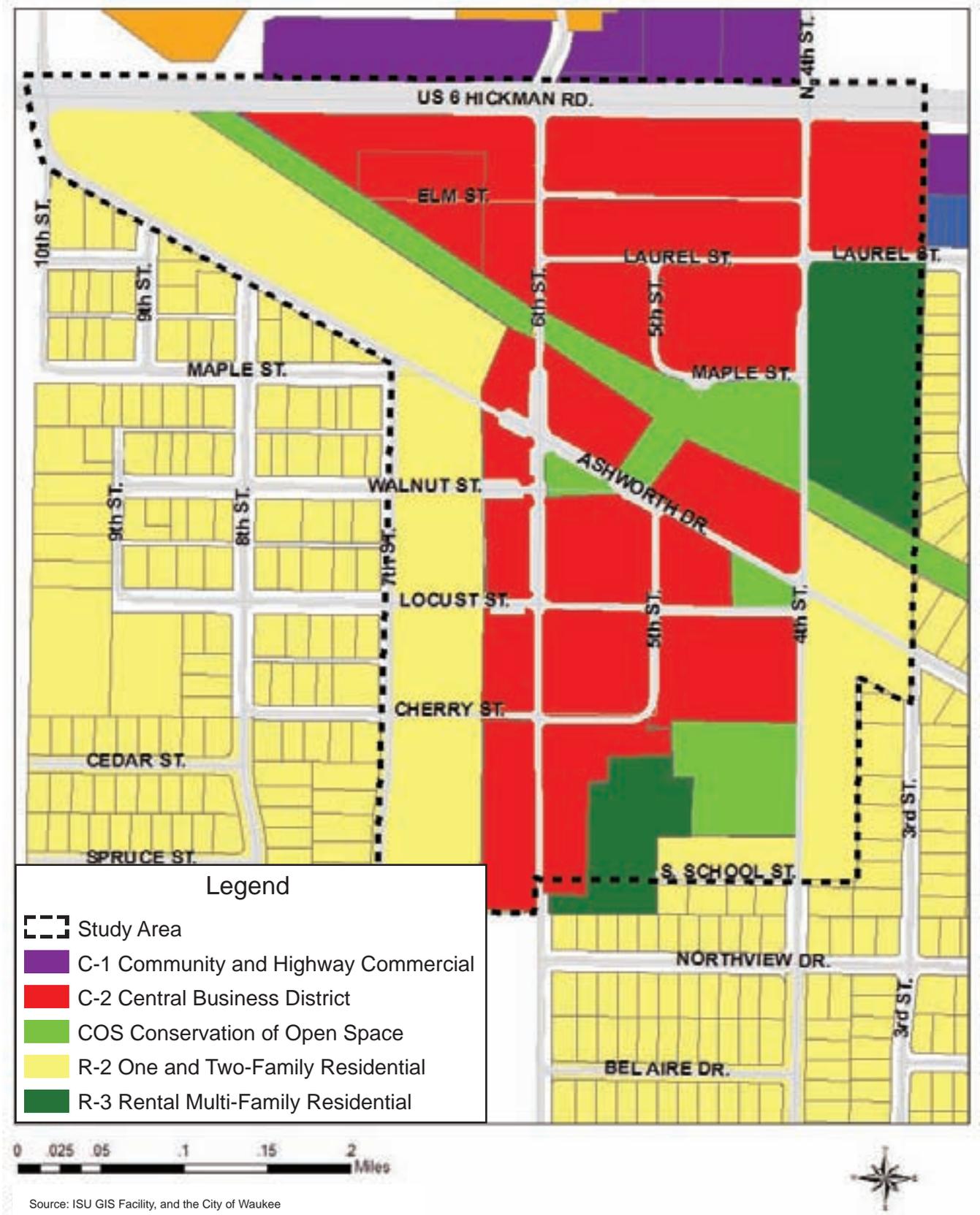


Figure 7-8: Proposed zoning in the City of Waukee

7.5.B Transitional Residential District

The creation of Transitional Residential (T-R) zones is recommended. The recommended transitional areas are intended to function as described below.

Purpose

The T-R, Transitional Residential District, is intended to serve as a transition region between single-family housing and commercial development. It is also intended to provide for the orderly and efficient use of property.

Permitted Uses

Several diverse uses should be allowed in the Transitional Residential District. These are:

- Existing single-family dwellings.
- Townhouses, duplexes, and multi-family housing.
- Retail and service uses.
- Civic uses.
- Home-based businesses.
- Office space for small businesses.

Density and Building Area

Residential densities within this district should be six to ten units per gross acre. Buildings for non-residential use should not cover a physical area of more than 3,000 square feet.

Additional Requirements

Accessory buildings should not be allowed in the front or side yards. However, such buildings may be located in the rear yard as approved. Similarly, not more than thirty-five percent of the front, side, or rear yard shall be paved or used for drive-ways and/or unenclosed motor vehicle parking.

7.6 Final Remarks

This chapter presents the land use and zoning structures of Downtown. The existing land use and zoning conditions show that Downtown is predominantly low density and has a small business area. One challenge is generating sufficient customer support for local businesses. In addition, housing choices within Downtown are limited.

Based on these findings, six land use strategies were recommended to achieve the proposed land uses. Proposed zoning also supports the anticipated land uses. Finally, this plan recommends the change of existing zoning to include two new zones, Mixed Use District and Transitional Residential District.

Reference

Transit Oriented Development Organization website accessed on December 8, 2008.

<http://www.transitorienteddevelopment.org>

8.1 Introduction

Implementation is the process of transforming a plan into a physical reality. A master plan is a guide to the future and implementation indicates how to get there. Implementation is the key component in the planning process of input, analysis, action, and evaluation.

A variety of planning documents have contributed to the development of the Waukee Downtown Master Plan. They include the Waukee Comprehensive Plan, Key Intersections Plan, and Iowa Department of Economic Development Study. For the Waukee Downtown Master Plan to be implemented, it will need to be coordinated with these existing documents. For each document, frequent review, critical evaluation, and periodic updates are essential for successful implementation. This may be done on an annual basis by city planning staff to assess progress and adjust for changing conditions.

8.1.A Sustainability and Implementation

Sustainability as it relates to planning must take into consideration the environment, the economy, and social equity. Striving for sustainable implementation of a plan will encourage a holistic perspective of what is being proposed and ensure that resources are used efficiently. Sustainable implementation requires consideration for the appropriate course of action to carry out the plan and evaluation during and after the process. Evaluation addresses what is working and what is not, thereby acting as a control for resource use.

8.1.B Goals and Objectives

The goal of implementation is to explore ways to make plans happen, a task of critical importance. Without a strategy to make the policy document a physical reality, the planning effort will be incomplete. The five goals of the plan, in addition to the objectives, and strategies presented in earlier chapters are assimilated in this final chapter.

The objectives of this chapter are to identify participating partners, investigate strategies and funding sources, rank implementation priorities, and develop an implementation matrix. Furthermore, this chapter identifies and explains organizational structures, leadership resources, targeting mechanisms, and resources necessary for implementing proposals. The ranking of implementation priorities (section 8.6), proposes a timeline for the various projects put forth in this plan. Finally, the implementation matrix (section 8.7) features strategies, timeframes, partners, and resources. It serves as an organizing mechanism for coordinating activities and a concise reference for what, when, who, and how things should be done.

For the purposes of this plan, components of implementation are organized according to partners, perspectives, strategies, resources, priorities, and a matrix.

8.2 Implementation Partners

The implementation partners for this plan include individuals, groups, and organizations essential for transforming the plan into action. They include public officials, private entities, and community residents. Though organizational structures are necessary, the key to implementation is leadership. Every strategy needs an advocate to keep it fresh in people's minds and move it forward. The roles and responsibilities of different implementation partners are explained below.

City of Waukee

The City of Waukee includes city council, planning staff, and various municipal departments. Responsibilities include development regulation, capital programming, and policy and program management.

Dallas County

The county board of supervisors is instrumental in cross-jurisdictional issues and coordinated community development. The Dallas County Economic Development Alliance addresses economic concerns and business development. Major areas of county responsibility include transportation infrastructure, parks and open space, and environmental sustainability.

Development Industry

Private developers are responsible for physical implementation. A coordinated series of distinct and incremental changes contribute to an integrated long term vision. Developers are instrumental in determining the location and extent of new development and public infrastructure.

Waukee Area Economic Development Corporation

This organization administrates and coordinates business expansion, recruitment, and retention activities. Their role is essential in developing a viable economic base of diverse, independent, destination-type businesses in Downtown Waukee.

Community Organizations

Local groups provide administrative functions, organizational structures, communication networks, and volunteer leadership. These include the Waukee Area Arts Council, Metropolitan Arts Alliance of Des Moines, and civic and service organizations such as Rotary, Lions, and Kiwanis.

Business and Entrepreneurs

The assemblage of existing and prospective business owners provides opportunities for engagement including volunteer leadership and self-financing mechanisms. For this plan, the Waukee Downtown Alliance and Chamber of Commerce may be cooperators in new forms of public-private partnership.

Agencies and Institutions

Governmental agencies offer assistance at various levels. Public and private institutions may provide administrative, educational, and operational services. The Des Moines Area Metropolitan Planning Organization offers intergovernmental coordination on transportation issues. The Iowa Department of Economic Development provides resources for economic and community development.

Citizens

The general public is essential in fostering citizen participation in all aspects of the community development process. Areas of involvement include public meetings, advisory committees, community surveys, project volunteering, and program evaluation. Citizen participation is vital in achieving social equity in current and future development.

8.3 Implementation Perspectives

Implementation may be approached from a variety of perspectives. These perspectives may be classified according to function: regulatory, fiscal, policy, and strategic. They provide a means of implementing change through coordinated actions and strategic increments.

Regulatory perspectives

Regulatory perspectives include subdivision regulations and zoning ordinances. Subdivision regulations govern land division and physical patterning resulting in establishment of municipal boundaries and public infrastructure. Zoning districts designate permitted uses and zoning ordinances, specify type of use, size, location and intensity of buildings, and identify property restrictions. Design standards establish character, transition, and compatibility among uses.

Fiscal perspectives

Fiscal perspectives consist of capital improvement programs and external funding. Capital improvement programming provides for planning, construction, and maintenance of public infrastructure. Capital resources are allocated on a five year plan for development of streets, sewers, water, facilities, parks, and services. Budgetary considerations involve size, cost, location, and level of

service. Program financing and project scheduling are determined by growth projections and proposed value of future development. External funding may be sourced through public agencies, private entities, and self-supporting mechanisms.

Policy perspectives

Policy perspectives are the realm of governments and institutions. Intergovernmental cooperation occurs at multiple jurisdictions including the city, county, region, state, and federal levels. Dallas County cooperates in many areas such as economic development, transportation systems, environmental conservation, and public services. The Des Moines Area Metropolitan Planning Organization assists with transportation and economic development issues in multiple counties. State and federal agencies are generally involved in regulatory and fiscal matters affecting public health, safety, and welfare.

Strategic perspectives

Strategic perspectives involve comprehensive planning and action strategies. Solutions involve human, organizational, and financial resources. The assortment of strategies must be coordinated and integrated to advance the community's vision for the future.

8.4 Implementation Strategies

Implementation strategies are the ways and means of accomplishing plan objectives. The assistance may be administrative, organizational, technical, or financial. Fiscal strategies vary according to project type and scope. Sources of funding include federal, state, regional, county, and city resources. Private sources may be received through grants, gifts, and endowments. Strategies appropriate for the Waukee Downtown Master Plan are discussed below.

Des Moines Area Municipal Planning Organization (DMAMPO)

<http://www.dmampo.org>
(515) 334-0075; Urbandale, Iowa

The focus is on establishing a comprehensive, coordinated, and continuing transportation planning process for the metropolitan area. DMAMPO works with local, state, and federal agencies to prepare transportation plans and approve projects for federal funding.

Grants and Gifts

Grants and gifts may be obtained through public and private sources. These include government agencies, institutions, foundations, and individuals.

Incentives

A variety of incentives including tax abatement and deferral, award and recognition programs, and regulatory adjustments and variances may be used to promote business development. Incentives can be used in various ways to promote the type and location of activity according to the master plan.

Iowa Department of Economic Development

<http://iowalifechanging.com>
(515) 242-4700; Des Moines, Iowa

The department offers many different types of assistance including organizational, financial, and regulatory. Funds are available for various types of programs and projects related to economic development, community improvement, and housing opportunities.

Iowa Main Street Program

<http://www.iowalifechanging.com>
(515) 242-4756; Des Moines, Iowa

Modeled after the National Main Street Center's four step approach to downtown revitalization, the program is economic development within the context of historic preservation.

Iowa State University Extension

<http://www.extension.iastate.edu>
Ames, Iowa

Programs include Iowa's Living Roadways Community Visioning Program, Partnering Landscape and Community Enhancement (PLaCE), and Community and Economic Development.

Iowa Statewide Transportation Enhancements (ISTE)

<http://www.sysplan.dot.state.ia.us>
(515) 239-1621; Ames, Iowa

Eligible projects must have a direct relationship to the surface transportation system. Projects may include facilities for pedestrians and bicyclists, landscaping and other scenic beautification, historic preservation, and preservation of abandoned railway corridors. The minimum project size is \$10,000 with a funding limit up to 70 percent of the total proposed project with 30 percent provided by the applicant.

Revolving Loan Funds

These are public or private funds allocated for short term use for specific projects. As the loan is repaid, funds become available for subsequent loans.

Self-Supporting Municipal Improvement District (SSMID) and Business Improvement District (BID)

These are community improvement mechanisms in which members may levy assessments to finance improvements within a designated geographic area.

Tax Increment Financing (TIF)

Tax increment financing uses future gains in taxes to finance current improvements responsible for the gains. Improvements generally increase the property value and stimulate new investment thereby increasing tax revenues. The increase in revenue or tax increment finances project development within a specific district. It is generally used to promote investment within distressed or underdeveloped areas.

Trees Forever

www.treesforever.org
(319)373-0650; Marion, Iowa

The mission of Trees Forever is to plant trees and care for the environment by empowering people, building community, and promoting stewardship. Program objectives include improving water quality, caring for community forests, restoring and beautifying roadsides, and working with diverse audiences.

United States Department of Housing and Urban Development (HUD)

<http://www.hud.gov>
Washington, DC

A variety of housing programs are available through the Department of Housing and Urban Development (HUD). Programs include low income, affordable, and senior housing emphases.

8.5 Implementation Resources

This section is a reference guide of contacts and organizations, which may be drawn upon to provide administrative, organizational, technical, or financial assistance. From general to specific in scope, they represent a useful guide for individuals responsible for plan implementation. This includes officials, planners, project leaders, and volunteers.

8.5.A General

American Planning Association (APA)

<http://www.planning.org>
(312)431-9100; Washington, DC

The professional organization for academics and practitioners in the planning discipline. Their website includes outreach, resources, and publications.

Cyberbia

<http://www.cyberbia.org>
Round Rock, Texas

An urban planning portal site featuring forums, a resource directory, and online bookstore.

Iowa American Planning Association

<http://www.iowa-apa.org>

The Iowa Chapter of the American Planning Association features a legislative watch, planning newsletter, planning links, and meeting events.

Iowa League of Cities

<http://www.iowaleague.org>
(515)244-7282; Des Moines, Iowa

An association of more than 870 cities in Iowa created to assist city officials. Website includes legislative references, workshops, resources, and city information.

Smart Growth Online

<http://www.smartgrowth.org>
Washington, DC

A website developed by the United States Environmental Protection Agency and the Sustainable Communities Network featuring news, resources, and events.

8.5.B Economic Development and Historic Preservation*International Downtown Association*

<http://www.ida-downtown.org>
(202) 393-6801; Washington, DC

An organization that provides advisory and information services to business improvement districts.

Iowa Department of Economic Development (IDED)

<http://www.iowalifechanging.com>
(515) 242-4711; Des Moines, Iowa.

The state agency which facilitates business startup, expansion, and recruitment activities.

Iowa Main Street Iowa Program (IMSP)

<http://iowalifechanging.com>
(515) 242-4756; Des Moines, Iowa

The state version of the national program promoting economic development through historic preservation.

National Main Street Center

<http://www.mainstreet.org>
(202)588-6219; Washington, DC

A program of the National Trust for Historic Preservation stimulating economic development with historic preservation. The program is organized around a four point approach with eight guiding principles.

8.5.C Transportation and Infrastructure*Federal Highway Administration, United States Department of Transportation*

<http://www.fhwa.dot.gov>

The federal agency that provides financial and technical support for constructing, improving, and preserving America's highway system.

Iowa Department of Transportation

<http://www.iowadot.gov>
(515) 239-1101; Ames, Iowa

The state agency responsible for transportation infrastructure including expansion and maintenance projects.

Iowa Statewide Transportation Enhancements (ISTE)

<http://www.sysplan.dot.state.ia.us>
(515) 239-1621; Ames, Iowa

A program that complements surface transportation projects with funding for supportive activities.

Des Moines Area Regional Transit Authority (DART)

<http://www.dmmta.com>
(515) 283-8111; Des Moines, IA

The website features information on mass transit programs and services in Greater Des Moines.

8.5.D Cultural Amenities*Active Living Resource Center*

<http://www.activelivingresources.org>

The website provides technical assistance to create active communities that are bicycle and pedestrian friendly.

Iowa Arts Council

<http://www.iowaartscouncil.org>
(515) 281-6412; Des Moines, Iowa

The council's mission is to enrich the quality of life for Iowans through support of the arts. Resources include programs, funding, and publications.

Iowa Natural Heritage Foundation

<http://www.inhf.org>
(515) 288-1846; Des Moines, Iowa

A non-profit organization that strives to protect Iowa's land, water, and wildlife. Services include education, events, and publications.

Metropolitan Arts Alliance of Greater Des Moines

<http://www.metroarts.org>
(515) 280-3222; Des Moines, Iowa

A non-profit organization that enriches quality of life by connecting people to the arts through programming, communication, and support of artists and arts organizations.

State Historical Society of Iowa

<http://www.iowahistory.org>
(515) 281-6200; Des Moines, Iowa

A state organization that features research, publications, services, and grants for preserving cultural history.

8.6 Implementation Priorities

To guide the process of implementation, major projects and strategies in the plan have been ranked as shown in table 8-1. To create this ranking, the importance of each project was

evaluated within the context of the master plan. Criteria for establishing priorities include available resources, logistical ease of implementation, time and cost requirements, catalytic potential, relevance to the plan's vision, and extent of public benefit.

For some projects and strategies, implementation may be simple and direct. For others, multiple timeframes and incremental steps may be required. Short term timeframes do not necessarily equate with priority. Priority takes into account the long term impact, value to the community, and contribution to the plan's vision. The components of the priority rankings are listed below.

- *Strategy*: The recommended objective, project, or action to be implemented.
- *Ranking*: Priority ranking among short, medium, and long term priorities.
- *Timeframe*: Suggested timeframe(s) for completion: short, zero to three years (S), medium, three to ten years (M), and long, ten to 20 years (L). Some strategies may be ongoing or have multiple timeframes.
- *Comments and Justifications*: Justification for ranking priorities and determining timeframe(s).

Strategy	Ranking	Timeframe	Comments and Justifications
Short Term Priorities (0-3 years)			
Design Guidelines	1	S	character identity, coordinated development
Brand and Logo Creation	2	S	identity creation, stakeholder involvement
Marketing and Promotion	3	S, M, L	attract people, immediate startup
Event Programming	4	S, M, L	increase familiarity, attract people
Zoning Categories	5	S	guides growth, policy mechanism
Land Use Districts	6	S	guides growth, policy mechanism
Conversion of Saint Boniface Church	7	S, M	private project, alternative options
Medium Term Priorities (3-10 years)			
Conversion of Waukee Elementary School	1	M	downtown anchor, civic function
Community Park	2	M, L	visual impact, event space
Streetscape Plan	3	M	catalytic potential, downtown visibility
Street Closings	4	M, L	follows buildout, alternative options
Triangle Park Development	5	M, L	historic landmark, community identity
Retail Incubator	6	M, L	catalytic potential, regional advantage
Affordable Housing	7	M, L	developer dependent, low demand
Long Term Priorities (10-20 years)			
Triangle Village Retail District	1	L	business development, attracts people
Arts and Entertainment District	2	L	attracts people, supports business
Plaza Green	3	L	social gathering, downtown center
Transit Hub	4	L	growth dependent, cost-benefit

Table 8-1: Implementation priority rankings

8.7 Implementation Matrix

Implementation requires the compilation of the contents of various chapters. The implementation matrix displayed in table 8-2 is a tabular representation of recommended strategies discussed in preceding chapters. The success of the matrix lies in its future use as a reference guide. The matrix provides an important evaluative measure for strategy organization and identification, project scheduling and completion progress, partner identification and accountability, and financial resources and funding exploration. The components of the matrix are as follows:

- **Strategy:** The recommended objective, project, or action to be implemented.
- **Timeframe:** Suggested timeframe(s) for completion: short, zero to three years (S), medium, three to ten years (M), and long, ten to 20 years (L). Some strategies may be ongoing or have multiple timeframes.
- **Partners:** Partners include suggestions of individuals, groups, and organizations responsible for implementation. Consideration was given to which entities have the greatest interest, potential contribution, and authority for the respective strategy.
- **Resources:** Sources of administrative, organizational, technical, and financial assistance for project implementation. Selections based upon participation history, organizational mission and purpose, and available funding.

Strategy	Timeframe	Partners	Resources
Downtown Development: Market Analysis and Strategies			
Retain and increase success of existing businesses	S	WDA	
Create educational programming to support all businesses	S	WAEDC, CC	
Develop and reward sustainable business practices	S	City, CC, WDA	
Attract diverse independent businesses	S, M	WAEDC, WDA, CC	IDED
Create Triangle Village retail and service district	M	WAEDC, WDA, CC, SSMID	CIP, IDED, SSMID, TIF
Create a retail incubator for business development	M, L	WAEDC, WDA, CC	CIP, IDED
Increase employment opportunities in Downtown	M, L	WAEDC, WDA, CC	
Provide affordable housing	M, L	City, DI, HUD	DI, HUD
Provide for adaptive reuse of existing buildings	M, L	WAEDC, WDA	IDED
Visibility: Marketing, Promotion, and Character			
Create a brand and logo for Downtown	S	City, WAEDC, WDA	
Develop a downtown theme of "Triangle Village"	S	City, WDA	
Promote participation in creative competitions	S	City, WDA, WSD	
Increase downtown events and programs	S, M	City, WAAC, WDA	
Sponsor adult education classes in Downtown	S	CC, WDA	
Establish promotion and public relations programs	S, M	CC, City, MM	CC
Install streetscape banners in phases	S, M	City	CIP
Update community websites to include Downtown	S	City, CC	
Publish an electronic newsletter	S	City	
Create landmarks and preserve locally significant buildings	M, L	City, DI, IMSP	
Enhance identity through Downtown's unique heritage	S	City, IMSP, SHSI	IMSP, SHSI
Develop design guidelines for new development	S	City, IMSP	IMSP
Create a coordinated signage system	S	City, IMSP	IMSP
Circulation			
Create streetscape and trailscape hierarchies	S, M	City, ISTE, TF	ISTE, TF
Enhance gateways and major intersections	M	City, DMAMPO, IDOT	IDOT
Improve and extend the sidewalk system	M	City	CIP
Increase pedestrian accessibility and movement	S	City	CIP
Enhance pedestrian and bicycle trail connections	S	City, IDOT	ISTE
Create a bicycle services station	M, L	City, DMAMPO, IDOT	ISTE
Increase parking capacity and accessibility	M, L	City	CIP
Establish a multimodal transit hub	L	City, DMAMPO, IDOT	DMAMPO, ISTE
Cultural Amenities			
Expand Triangle Park as a central focus	S	City	CIP
Construct an interactive fountain and ice rink	M	City	CIP
Create Community Park	M, L	City	CIP
Develop a system of fitness trail loops	M	City	CIP
Construct a children's garden and playground	M	City	CIP
Create Hickman Crossing Park	M	City	CIP
Establish an arts and entertainment district	M, L	City, WAAC, MAA	TIF
Develop a public gathering space of Plaza Green	M	City, SSMID	CIP, SSMID
Develop a historic heritage interpretation system	M	SHSI, IMSP	SHSI, IMSP
Increase social gathering through event spaces	M	City	CIP
Land Use Structure			
Designate land use districts	S	City	
Revise the "mixed use" zoning classification	S	City	
Create a "transitional residential" zoning classification	S	City	
Provide a range of housing opportunities	M, L	City, DI, HUD	HUD
Preserve green space as a public amenity	M, L	City	

Table 8-2: Implementation matrix

Abbreviations:

- CC (Chamber of Commerce)
- CIP (Capital Improvement Program)
- City (City of Waukees)
- DMAMPO (Des Moines Area Metropolitan Planning Organization)

- DI (Development Industry)
- HUD (United States Department of Housing and Urban Development)
- IDEED (Iowa Department of Economic Development)
- IDOT (Iowa Department of Transportation)
- IMSP (Iowa Main Street Program)

- MAA (Metropolitan Arts Alliance)
- MM (Mass Media)
- SHSI (State Historical Society of Iowa)
- SSMID (Self-Supporting Municipal Improvement District)
- TF (Trees Forever)

- TIF (Tax Increment Financing)
- WAAC (Waukees Area Arts Council)
- WAEDC (Waukees Area Economic Development Corporation)
- WDA (Waukees Downtown Alliance)
- WSD (Waukees School District)